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# Implementation Plan

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## VII. Implementation Plan

### A. Introduction

One of the most important elements of the Master Plan is this chapter on implementation. It clearly lays out a “road map” to implement the design recommendations. Improvements identified in the Master Plan are fairly complex due to the number of roadways and beautification elements. The project also has overlapping adjacent jurisdictions which will require coordination, including:

- L.A. County which surrounds the City of Santa Clarita.
- Caltrans jurisdiction over the freeway and on/off ramps.

The improvement recommendations have been broken into approximately 22 individual projects. They have been organized in the same manner as the Beautification Master Plan, beginning with the citywide improvements followed by community improvements, and finishing with special projects. The objective of this implementation plan is to identify potential funding sources, identify beautification projects, provide budget estimates for projects and prioritize the recommended improvements identified in the Plan.

### B. Discussion of Potential Funding Sources

The Beautification Master Plan contains recommendations for a variety of project types. As such, a variety of funding sources are available to implement these recommendations. The following describes some of the various funding mechanisms that are currently available at the local, State and Federal level.

#### 1. Local Funding Sources

##### **General Fund Monies:**

This is the most accessible and flexible funding source available to local agencies. It is money derived from local revenues such as property tax and transient occupancy tax and expended on projects and programs as defined in an adopted Capital Improvement Program. Projects and programs that may be funded by this source of money generally include those items which cannot be paid for by other sources of funding and which provide a direct community-wide benefit. However, since this funding source is extremely limited and highly competitive, it should be considered as a secondary source of funds for most projects.

##### **Gas Tax Revenue:**

The City receives State Gas Tax revenue, which can be used for transportation planning and capital improvements for roadways. Gas tax is based on the percentage of total value of gas sold within the City.

##### **Property and Business Improvement Districts (PBID):**

A property and business improvement district is a benefit assessment district that is available through legislation known as AB3754. PBID districts are geographically defined business areas in which private property owners have banded together to gain legal standing and sufficient

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revenue to realize common goals to improve the service and facilities of an area. All types of businesses can be included with this district, including commercial, professional office, finance institutions, and higher density residential. The district can perform a number of activities designed to supplement existing City services such as marketing the district businesses and activities, promoting public events, street and sidewalk cleaning, graffiti removal, tourism, sanitation, retail retention and recruitment. Physical improvements such as benches, kiosks, pedestrian shelters, signs, lighting, restrooms, trash receptacles, planting area, fountains, and plazas, among other features, can be funded by the PBID.

**Municipal Bond Financing:**

Federal and State laws allow cities to issue bonds with interest payment to investors that are exempt from Federal and State income, thus allowing cities to sell the bonds at below market interest rates. Cities in turn can utilize funds for certain projects that serve a public purpose. While this may limit the opportunity to use municipal revenue bonds, these bonds still remain a very powerful vehicle for financing capital improvements. Bond payments for improvements would be secured by the formation of an assessment district. An assessment district such as a landscape, lighting or street improvement can be formed to fund public improvements that will benefit a localized area. The City floats bonds to pay for such improvements. The debt is paid by assessing property owners who will be served by this improvement. The individual property owner portion of the debt is based on the owner's proportion of benefit. Any method that reasonably measures these benefits can be used to spread the debt among property owners. One drawback of municipal bond financing is that it requires approval of two-thirds of the voters in a local election.

**Landscape and Lighting Districts:**

The City of Santa Clarita has a number of existing landscape and lighting maintenance districts. These districts were established to maintain landscaping and lighting in sub-areas, the maintenance cost being paid for by assessments on property owners within each district. These existing districts could be expanded to provide funds for maintenance and capital expenditures for new improvements by annexation of additional area. In addition, new districts may be created as development takes place for improvements and maintenance of future projects or for improvements and maintenance of existing areas.

**Development Impact Fees:**

Many of the projects identified in the plan are necessary because of the pressures of new development and growth in the area. Therefore, it is logical to attach the financial responsibility of some of these improvements to new development. A mechanism commonly utilized for funding roadway improvements is development impact fees. Impact fees collected through this mechanism are based on proportion of impact relative to improvements necessary, providing a clear connection or "nexus" between development and project improvements. For example, roadway enhancements, stamped concrete crosswalks and intersections, medians and bus turnouts can be improvements directly related to projects adjacent to the roadway. Intersection improvements, roadway widenings, bikeways adjacent to new roads, and medians funded are fully funded through Bridge and Thoroughfare fees.

## 2. State Funding Sources

### **Metropolitan Transportation Authority Proposition A and C Funds:**

Proposition A and C programs are the ½ cent sales tax measures approved by Los Angeles County voters in 1980 and 1990 respectively. Monies from these tax funds may be used in the following ways:

- *Proposition A Local Return Funds:* Used for public transit including fixed route and para transit, transportation system management and fare subsidy. Proposition A funds can also be traded for other cities general funds.
- *Proposition C Local Return Funds:* May be used for public transit projects as described above as well as a broader category of public transit, bikeways, road improvements that benefit transit and congestion management activities. Proposition C funds cannot be traded.

### **Metropolitan Transportation Authority Transportation Improvement Program:**

The Los Angeles County Metropolitan Transportation Authority (MTA) is required by Federal and State statutes to prepare a Transportation Improvement Program (TIP) for Los Angeles County. The MTA is required to program revenues in the TIP across all transportation modes. Biannually, on the odd numbered years, the MTA TIP Call for Projects programs a variety of local, State, and Federal revenues to regionally significant projects from several transportation modes throughout the County.

To take advantage of the flexibility of various funding sources, the MTA has developed a single unified process, which allows each applicant to apply for specific regionally significant projects of interest to the applicant agency without regard to funding source. Through the Call for Projects, the MTA identifies needs and allots an amount of funds to various regional transportation projects. Once needs are identified and projects are selected, specific funds are assigned to meet the eligibility requirements of funding sources and to leverage the maximum amount of Federal and State funds for the County.

Projects identified in the Beautification Master Plan could compete for funding in the following modal categories:

- Transportation Demand Management
- Bikeway Improvements
- Pedestrian Improvements
- Transit Capital (bus stop improvements)
- Transportation Enhancement Activities (roadway landscaping)

The applications are evaluated by the MTA using the following criteria:

- Regional Significance, Project Benefit, and Intermodal Integration
  - Cost Effectiveness and Local Match
  - Land Use and Environmental Compatibility
  - Benefit to Transit System
  - Project Need, Long-term Project Development, and Management of Existing Systems
  - Project Readiness
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**State of California Department of Transportation Minor Capital Program:**

Funding may be available for State highway projects, including interchanges, median treatments, on- and off-ramps, and landscaping.

**Petroleum Violation Escrow Account (PVEA):**

This program is funded by fines levied against petroleum producers in the State, and is available to local jurisdictions for projects which demonstrate energy conservation, such as bicycle and pedestrian facilities. Project funding must be approved by Caltrans or by special legislation for allocation to local agencies, and subject to review by the California Energy Commission and U.S. Department of Energy.

**Environmental Enhancement and Mitigation Fund (EE&M):**

EE&M monies are another State funding source. The EE&M fund is affiliated with the State Highway account fund. The EE&M funds are set aside for environmental enhancement and are available through a competitive process to various local agencies throughout the State. Eligible projects are those which contain environmental elements which will serve to beautify or environmentally enhance a roadway. Such elements may include landscaping for heat reduction and traffic calming, rubberized asphalt for noise reduction, and drainage and runoff systems to help meet NPDES standards.

**Office of Traffic Safety (OTS):**

The California Office of Traffic Safety (OTS) is charged with reducing fatalities, injuries and economic losses resulting from motor vehicle crashes through the administration of the California Highway Safety Plan (HSP). This program is available to local jurisdictions for safety program implementation and training, and for identification of highway hazards. The program requires a 25% match.

### **3. Federal Funding Sources**

**Metropolitan Transportation Authority Transportation Improvement Program:**

Many Federal funds are available to the City through the competitive MTA TIP program previously described.

**Community Development Block Grant Funding (CDBG):**

Community development block grant money is widely distributed to various entitlement communities throughout the country. Block grants are used for a variety of community development projects and can be allocated toward funding various roadway improvements that focus on eliminating blight and revitalizing economic conditions in local communities.

**Transportation Equity Act for the 21st Century (TEA-21):**

This Federal funding program provides money for transportation enhancement activity such as bike lanes, landscaping, beautification, safety and assistance in alternative transportation beautification activities. Improvements such as street trees, sidewalks, pedestrian crossings, bike lanes, median landscaping, street repair, intersection signalization and transit improvements all may be eligible for funding. Caltrans is the agency responsible for allocating these

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funds in California.

TEA-21, which replaced ISTEA, authorizes continued funding for highway, transit, and transportation safety programs through 2003. The Federal act provides funding for two major areas that include highways and transit. There are six main funding categories in the highways program. They are the Interstate Maintenance, National Highway System, Congestion Mitigation/Air Quality Improvement (CMAQ), Surface Transportation Program (STP), Bridges, and Minimum Guarantee. As under ISTEA, the transit program continues to include Urban Formula, Fixed Guideway (rail) Modernization, Rail New Starts, and the Bus/Bus Facility funding categories.

**Transportation Enhancement Activities (TEA):**

This competitive program is available to local jurisdictions for projects which enhance the transportation environment, including bikeway and streetscape projects. This program is administered locally by the Los Angeles Metropolitan Transportation Authority and approved statewide by the California Transportation Commission. It requires a 20% match from the local jurisdiction.

**U.S. Department of Agricultural Forest Service Fund:**

The USDA Forest Service provides funds for a variety of urban and community forest programs. In addition, the Forest Service provides information on selecting, planting and maintaining trees in stressful urban environments.

## C. Citywide Improvement Projects

The following is a list of improvement projects and the estimated construction budget for each. An additional 15% of construction costs should be added for design fees on any project that would require design refinement and construction documents. These budgets were estimated in 2001. A 3% cost escalation increase should be estimated per year for standard inflation / construction cost adjustment.

### 1. Signage Program

#### Sign Design Consultant:

- Description: A signage consultant would refine the direction received from the community workshops, as outlined in the Beautification Master Plan. This would include specifying the colors, fonts, sizes, materials and text layout for gateways, community entrances, directional monuments, street signs, roadway approach signs, trailhead monuments and markers, and other standard City signs (destination signs, civic building signs, bus, transit, and parking). This would also include developing four community logos with public outreach and a budget estimate for sign types.
- Assumptions: The sign consultant would work with the City and/or its consultant to finalize the design direction.
  - Quantity: N/A
  - Estimated Budget: \$32,000 - \$48,000
  - Exclusions: City and/or its consultant's time to coordinate the final design and how it works with the Beautification Master Plan. Construction documents for signs and specifications for sign fabrication would be completed prior to implementation as phase two with the sign consultant.

#### Gateways:

- Description: Gateways are intended to identify primary entrances into the City of Santa Clarita. These gateways should include an entry monument sign of natural materials, Bouquet Canyon Stone, a three-rail fence, lighting (if possible), Live Oaks and Cottonwoods, and landscaping.
- Assumptions: There are twelve (12) locations (six (6) primary, four (4) secondary, and two (2) future) with gateway scenes located at each of the north and southbound off-ramps for a total of 24 gateway scenes. If more than one scene were constructed at a time, the cost would decrease.
  - Quantity: 24
  - Estimated Budget: \$20,500 each
  - Exclusions: Land acquisition, earth movement, site preparation, processing, design and environmental review.

**Directional Monuments:**

- Description: Directional monuments are intended to identify how to find specific destinations within the City (communities, parks, post office ...). These monuments are smaller versions of the entry monument signs at the City gateways. These signs will be located at key intersections and should include a monument sign of natural materials, lighting (if possible), Bouquet Canyon Stone, and landscaping.
- Assumptions: Locating four (4) monuments at each key intersection. There are twenty-one (21) locations, (ten (10) primary, five (5) secondary, and six (6) future)
  - Quantity: 84
  - Estimated Budget: \$8,200 each (minimum construction scope - four monuments)
  - Exclusions: Land acquisitions, earth movement, site preparation processing, design and environmental review.

**Open Space Trailhead Monuments:**

- Description: Open space trailhead monuments are intended to create a sense of arrival and unify the City signage. These monuments are smaller versions of directional monument signs and will be located at key access points to the pedestrian and bicycle trail system. Each trailhead monument should include a monument sign of natural materials, trail map, Federal recreational symbols (identifying allowable activities i.e. picnic areas, bicycles ...), lighting (if possible), Bouquet Canyon Stone, and landscaping.
- Assumptions: This would require planning for the appropriate symbols and locations prior to construction.
  - Quantity: Unknown
  - Estimated Budget: \$3,800 each (minimum construction scope - four monuments)
  - Exclusions: Land acquisition, earth movement, site preparation, processing, design and environmental review.

**Trail/Open Space Markers:**

- Description: Trail/open space markers will be used as mile markers, helping people measure their distance traveled while incorporating another opportunity to unify the City signage program. These monuments could be bollard style, and made of concrete with a mile marker and a City logo. They will be located along the pedestrian and bicycle trail system at mile increments.
- Assumptions: The cost of this could be lowered if design is simplified.
  - Quantity: Unknown
  - Estimated Budget: \$950 each (minimum construction scope - four markers)
  - Exclusions: Land acquisitions, earth movement, site preparation, processing, design and environmental review.

**Street Signs:**

- Description: These are the signs that will identify local streets and are located at street corners. There will be four versions of signs, one for each of the four communities, Valencia, Saugus, Newhall, and Canyon Country. All the signs should be the same shape, use the same fonts, and incorporate the City logo, but signs within each community should be a community specific color and should include the individual community logo. The sign posts could have the optional finial attachment on top.
- Assumptions: Development of community logos needs to occur prior this task (this cost is included in Section IV.C.1). Existing sign posts and attachments can be reused.
  - Quantity: Unknown. Sign planning (by City or consultants) for phasing the installation of street signs would determine quantities/schedule (high visibility arterial streets or neighborhood-by-neighborhood).
  - Estimated Budget: \$35 - \$95 per sign blade
  - Exclusions: City labor to replace signs, community logos design process, design refinement, site preparation, and hardware to attach signs to existing posts.

**Roadway Approach Signs:**

- Description: Roadway approach signs are located in medians to notify motorists of the upcoming street. There are two options to this sign, a simple option with sign poles and finials, and a more substantial option with stone. These signs will also include the City logo and the community logo.
- Assumptions: A series of signs will be implemented in one consolidated effort (implementing these one or two at a time will escalate the cost significantly). Planning to be conducted by a qualified architect or sign consultant using Manual of Uniform Traffic Control Devices roadway guidelines for setback and site line view corridors.
  - Quantity: Unknown
  - Estimated Budget: Concrete/stone: \$2,800 - \$4,500 each  
Reflectorized vinyl/aluminum/posts: \$450 - \$1,200 each  
Porcelain enamel on steel/wood frames/posts: \$950 to \$2,500 each
  - Exclusions: Site preparation, processing, design and environmental review.

**Consolidation of Public Signage:**

- Description: This will include installing a sign framework that can hold a number of different signs on one pole. This may mean that the individual signs will have to be resized to fit into this framework. Each framework will include the City logo with the option of a finial.
- Assumptions: The City would coordinate, develop, and process specific information for multiple-agencies (bus, train ...).
  - Quantity: Unknown
  - Estimated Budget: Reflectorized vinyl/aluminum/posts: \$950 - \$1,250 each  
Porcelain enamel on steel/aluminum frames and post: \$2,550 - \$3,550 each  
High-pressure laminated digital color output: \$950 - \$1,550 each
  - Exclusions: Site preparation, processing, environmental design, City labor, and coordinating time for sign removal and consolidation.

## 2. Streetscape Beautification

### Freeways:

- Description: This includes landscaping the rights-of-way of Interstate 5 (Golden State Freeway, I-5) and State Route 14 (Antelope Valley Freeway, SR 14).
- Assumptions: Twenty-five (25) feet deep on each side of freeway; shrub planting in median areas where feasible.
  - Quantity: 83,530 linear feet of freeway (167,060 linear feet if both north and southbound sides are improved); one acre = 1,742 linear feet at 25 feet wide.
  - Estimated Budget: \$165,650 per acre (minimum construction scope – one acre)
  - Exclusions: Site preparation, processing, environmental design, City labor, and negotiations with Caltrans.

### Freeway Off-Ramps:

- Description: This includes landscaping areas along the off-ramps of Interstate 5 (Golden State Freeway, I-5) and State Route 14 (Antelope Valley Freeway, SR 14). Any area that is highly visible will need to be landscaped.
- Assumptions: Twenty-five (25) feet deep on each side of off-ramp.
  - Quantity: Unknown
  - Estimated Budget: \$283,250 per acre (minimum construction scope – one acre)
  - Exclusions: Site preparation, processing, environmental review, negotiations with Caltrans, design and City labor.

## 3. Citywide Unification Elements

### Open Space and MTA Connectors:

- Description: This includes improving existing and creating new bicycle and pedestrian trails and paths along MTA rights-of-way and river corridors.
- Assumptions: A 12-foot wide unpaved path with three-rail fence on one side, and 10 feet of landscaping on each side. The cost of open space markers and trailhead monuments are included in the signage program. Updating existing trails would include adding a fence and landscaping.
  - Quantity: Unknown
  - Estimated Budget: \$588,700/linear mile of new trails; \$462,000/linear mile of updated trails
  - Exclusions: Site preparation, processing, environmental design, and City labor.

### Bus Shelters/Benches and Trash Cans:

- Description: This includes bus shelter structures, benches and trash cans without advertisement. There are currently 68 shelters and 247 stops that would need to be replaced plus any additional stops/shelters for future needs.
- Assumptions: Some shelters will be provided by new development; concrete pad for shelter included in costs.
  - Quantity: 68 shelters, 247 benches and 47 trash cans
  - Estimated Budget: \$6,800/pre-fab metal bus shelter with seating and trash cans;

- \$10,000 - \$20,000/stone and wood bus shelter with seating and trash cans; or \$1,300/bus stop with only one bench and one trash can pre-fab (lighted).
- Exclusions: Site preparation, processing, environmental design, and City labor.

#### 4. Utility Lines (Underground)

- Description: This includes under-grounding all utility lines along primary and secondary corridors.
- Assumptions: The City will periodically underground sections of roadways as grant money allows, however these grants cannot finance all work.
  - Quantity: Unknown
  - Estimated Budget: Approximately \$1 million/linear mile for lines below 66KV and \$3 million/ linear mile for higher voltage.
  - Exclusions: City staff time, underground district formation, public outreach, property owner negotiations, processing, easement acquisitions, environmental and design plans.

#### 5. Screening of Vacant Lots

##### Identify Blighted Areas/Vacant Lots:

- Description: This includes hiring a consultant to identify areas that are blighted or vacant that have a big impact on the beautification effort of Santa Clarita. The goal would be to find key parcels that with a little vegetation and a temporary fence could be cleaned up. This would include site research, property line research, and prioritizing the sites.
- Assumptions: This would incorporate primary corridors only.
  - Quantity: Consultant or staff costs.
  - Estimated Budget: \$15,000 - \$25,000
  - Exclusions: Public outreach, property owner negotiations, processing, easement acquisitions, environmental and design plans.

##### Beautify Key Vacant Parcels with Temporary Fences and Landscaping:

- Description: This includes planting a 10-foot wide area along a vacant parcel on a primary corridor and incorporating a temporary three-rail fence.
- Assumptions: Ten-foot wide of planting and a three-rail fence. This assumes there is existing parkway landscaping adjacent to parcels with access to irrigation mainline.
  - Quantity: Unknown
  - Estimated Budget: \$7,100/100 linear feet
  - Exclusions: Processing, easement acquisitions, environmental review, earth movement, site preparation, cost of adding water meters, and design.

## D. Community Improvement Projects (Canyon Country, Newhall, Saugus, and Valencia)

### 1. Streetscape Beatification

In areas where the future streets will be built by developers, the landscaping in the medians and parkways will be installed by the developers. In most of these cases, a landscape maintenance district will be established to fund long term landscape maintenance.

There are existing areas that are proposed to have medians constructed and landscaping installed in the future. These existing area may need to have the maintenance of the new landscape funded through a district. In these areas where a landscape district is proposed to fund long term maintenance, residents and property owners may be required to form a district prior to the installation of the landscaping. (Some median areas along flood control channels or along the river do not have specific benefit to adjacent properties and it may not be possible for these areas to be maintained through a landscape maintenance district) Whenever possible landscape districts should be formed to provide long term funding for the landscape maintenance.

#### Primary Streets' Medians and Street Edges:

- Description: This would include the primary streets listed in the Beautification Master Plan that do not yet have landscaping at street edges or medians. The medians include stamped concrete safety edge treatment, natural stones, landscaping and trees. The street edge treatment include landscaping, three-rail fence, where appropriate, and street trees.
- Assumptions: Includes both sides of the street.
  - Quantity: Unknown
  - Estimated Budget: Unknown
  - Exclusions: Areas constructed by developers

### 2. Community Entrances

#### Develop Community Logos:

- Description: This would include hiring a consultant to work with each of the four (4) communities and develop a logo for each community that would be incorporated on the street signs and community entrance signs.
- Assumptions: Two (2) community workshops with each community, logo development.
  - Quantity: Four (4) logos
  - Estimated Budget: Cost included in the Citywide Section VII.C.1.
  - Exclusions: Processing

#### Community Entrances:

- Description: Community entrance scenes are located at key entrances as outlined in the Beautification Master Plan. These scenes will signal to motorists that they are entering a particular community and will include a fence, monument, a couple of trees and landscaping.

- Assumptions: The Saugus scenes would include a stone wall instead of a three-rail fence and there are four (4) locations identified for Saugus.
  - Quantity: Twenty-one (21) (four (4) with stone wall)
  - Estimated Budget: \$12,900/scene with rail fence;  
\$18,900/scene with stone wall
  - Exclusions: Land acquisition, earth movement, site preparation, processing, design and environmental review.

### 3. Key Intersection Treatments:

- Description: Key intersections have been identified in each community for improvements. The improvements would include accent paving, landscaping and street trees, consolidation of signage (costs not included), widening medians where possible, re-striping lanes where needed, and lighting and signage pole treatments. The locations of these intersections are outlined in the Beautification Master Plan on page I-23.
- Assumptions: Median expense included under median section; some intersections have room for landscaping and low walls and some do not; the existing light poles and traffic signal poles can be utilized with some added treatments. Intersections vary in size so there is a budget range listed below.
  - Quantity:
    - Canyon Country*: Four (4) primary intersections
    - Valencia*: Three (3) primary intersections (plus two (2) future primary), two (2) secondary
    - Newhall*: Two (2) primary intersections
    - Saugus*: Three (3) primary intersections (plus one (1) future intersection), three (3) secondary
  - Estimated Budget: \$86,000/smaller intersection;  
\$191,000/larger intersection
  - Exclusions: Land acquisition, earth movement, site preparation, processing, design and environmental review.

## E. Other Beautification Projects

### 1. Awards Programs, Banner Programs, and Public Art Programs:

- Description: These programs are encouraged for each community and may be pursued by private or non profit groups such as local community groups, art organizations, or the Chamber of Commerce.

### 2. Bridges (Signage and Art):

- Description: Introduce monument markers or City icon plaques at or on key pedestrian bridges throughout the City. These could be located where pedestrians or even vehicular traffic would see them as they approach the bridge.
- Assumptions: Not every location will need this improvement. This would be approximately 24" x 24" and made of ceramic tile with the possibly of art or graphics on the tile.
- Quantity: Unknown
- Estimated Budget: The budget would vary depending on artist. If a logo was simply applied to each tile, the costs would be as low as \$50 per tile.
- Exclusions: Preparation of graphics to apply to tile, design of tile, installation, processing.

### 3. Miscellaneous Projects:

These are projects that do not have estimated budgets, but should be considered when beautifying Santa Clarita.

- Santa Clara River should be exposed and improved and used as a unifying element through Santa Clarita (pedestrian and bikeway opportunity).
- More trails created throughout Santa Clarita (particularly in Newhall and Saugus).
- Continued effort to remove advertisement billboards.

Note: The previous statements of probable construction costs are for preliminary budgetary purposed only. Estimated unit prices are based on elements shown on the schematic plans only and are not based on detailed design plan or construction documents. This statement of probable construction cost does not account for unforeseen site conditions, land acquisition, earth movement, site preparation, processing, environmental reports, design, specifications and cost estimating.