



PARK 101

DISTRICT
FEASIBILITY STUDY
AUGUST 2010

PARK 101

If you build a park over a freeway, it will change the idea of what is possible in Los Angeles.

A good idea like Park 101 doesn't walk, it runs!

This proposal is grounded enough in reality to inspire us all to rise to the challenge of creating it.

► Doug Felling, Director, Caltrans District 7

This is a visionary effort.

Park 101 has the potential to add to the great public places of Los Angeles.

► Mayor Antonio R. Villaralosa, City of Los Angeles

A great vision for the City of Los Angeles.

Something to **heal the split between neighborhoods** caused by our need to move automobiles.

► Emily Gabel Luddy, FASLA, and Simon Pastucha, Urban Design Studio; Planning Department, City of Los Angeles

Los Angeles is a natural home

for the transformational thinking that Park 101 emerges from. Our city continues to lead in the global trend toward environmental sustainability and pedestrian activity; I believe that Park 101 is the kind of transformative project that will help us get there.

► Councilmember Jan Perry, City of Los Angeles

Parks have long been recognized

as key contributors to the physical and aesthetic quality of urban neighborhoods. Today, as more people come to recognize the **stimulating power of parks**, we must work together to transform Los Angeles' underperforming spaces into great public destinations.

► Councilmember José Huizar, City of Los Angeles

The Historic Cultural Neighborhood Council represents Chinatown, Little Tokyo, El Pueblo, the Arts District, Solano Canyon, and Victor Heights. These are the original six communities which comprised Los Angeles some 250 years ago. Our diversity and rich cultural experiences are the cornerstone of our city's past and present, and our ability to work together speaks to a strength upon which to continue to build in the future. With this in mind, and knowing that the proposed project is in the heart of our HCNC, **we offer our enthusiastic support for Park 101!** The proposed plan to cover the freeway and build public park space on top, offers a special opportunity to connect our six communities to each other and to the rest of Los Angeles. The future hope of being able to walk through and enjoy new park space offers an essential piece of the complex fabric of any rich and diverse community, and we are excited about seeing Park 101 come to pass.

► Kim Benjamin, President, Historic Cultural Neighborhood Council

Park 101 is visionary.

It is practical. It solves so many of Downtown Los Angeles' problems with a single gesture that building it is a no-brainer. What is particularly encouraging in this proposal is the underlying economic analysis that not only proves that *Park 101 is clearly feasible*, but that Downtown Los Angeles can no longer live without its very real benefits. Let's engage the community, let's begin detailed design, and **let's build this!**

► Brady Westwater, Vice-President, Downtown Los Angeles Neighborhood Council

An exciting concept—**creating space** where there is no open space; **building a park in thin air.**

► Edward Avila, President, Project Restore

QUOTES FROM PARK 101: EDWA|AECOM LOS ANGELES INTERN PROGRAM 2008 BOOK

This is a project of the City of Los Angeles with funding provided by the Southern California Association of Governments' (SCAG) Compass Blueprint Demonstration Project Program. Compass Blueprint assists Southern California cities and other organizations in evaluating planning options and stimulating development consistent with the region's goals.

The preparation of this report was funded in part through grants from the United States Department of Transportation (USDOT)—Federal Highway Administration and Federal Transit Administration, in accordance with the Metropolitan Planning Program, Section 104(f) of Title 23 of the U.S. Code. Additional assistance was provided by the State of California Business, Transportation and Housing Agency through a California Regional Blueprint Planning Grant.

The contents of this report reflect the views of the author who is responsible for the facts and accuracy of the data presented herein. The contents do not necessarily reflect the official views or policies of SCAG, USDOT or the State of California. This report does not constitute a standard, specification or regulation. SCAG shall not be responsible for the City's future use or adaptation of the report.



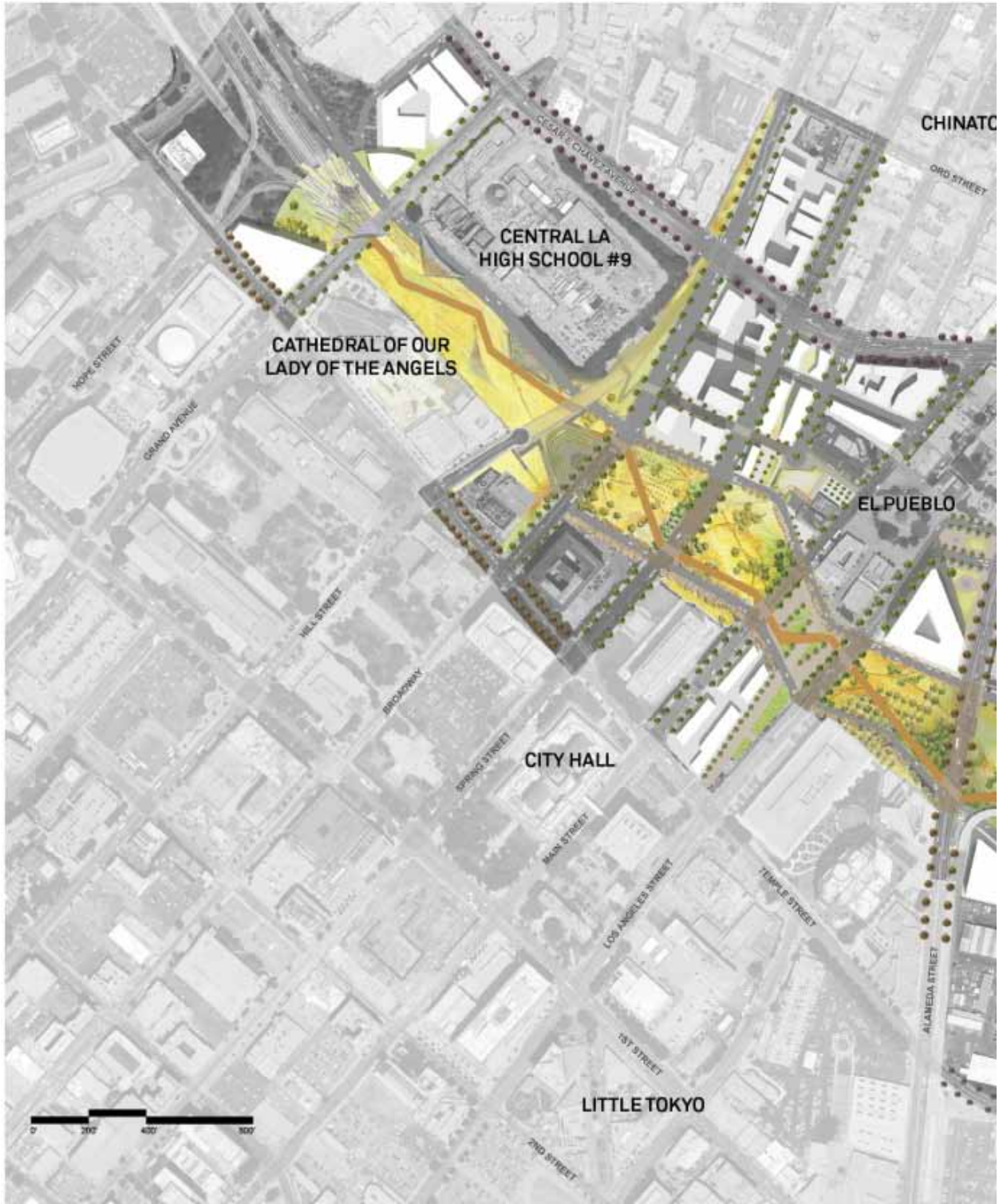
TABLE OF CONTENTS

1-1	EXECUTIVE SUMMARY
2-1	INTRODUCTION
2-2	<i>Meeting the Goals of Southern California Association of Governments and Compass Blueprint</i>
2-6	<i>Recent Efforts & Past Plans</i>
2-10	<i>Future Concurrent Projects</i>
3-1	PREFERRED PLAN
3-2	<i>Overview</i>
3-5	<i>Grand Avenue Overlook</i>
3-5	<i>Hill Street Paseo to Chinatown</i>
3-5	<i>Heritage Trail [formerly called Fort Moore Connection]</i>
3-6	<i>Outdoor Amphitheater</i>
3-8	<i>Main Street Cap Plaza</i>
3-10	<i>Union Station Promenade</i>
3-12	<i>East Gateway Plaza</i>
3-14	<i>LA River Park</i>
3-15	<i>Temple Street River Drive</i>
3-15	<i>Pedestrian Bridge to Aliso Village</i>
3-15	<i>Area Calculations</i>
3-16	<i>Freeway Recommendations</i>
3-18	<i>Freeway Widening Assumptions</i>
3-19	<i>Circulation and Parking</i>
4-1	ECONOMIC ANALYSIS
4-2	<i>Introduction</i>
4-3	<i>Overview</i>
4-5	<i>Cap Parks: National Case Studies</i>
4-14	<i>Open Space: Case Studies of Value Premium from Redevelopment</i>
4-20	<i>Land Cost Analysis</i>
4-24	<i>Park District Cost Estimates</i>
4-30	<i>Redevelopment Value</i>
4-35	<i>Jobs and Residents</i>
4-36	<i>Funding Overview</i>
5-1	SITE ANALYSIS AND DESIGN CASE STUDIES
5-2	<i>Historical Overview</i>
5-7	<i>Site Analysis</i>
5-14	<i>Gateway Intermodal Center and El Monte Busway</i>
5-14	<i>High Speed Rail Alternatives</i>
5-22	<i>Los Angeles River Revitalization</i>
5-23	<i>Design Case Studies</i>
5-25	<i>Conceptual Imagery</i>
6-1	SUSTAINABILITY
6-2	<i>Overview</i>
7-1	IMPLEMENTATION
7-2	<i>Overview</i>
7-4	<i>Steering Committee</i>
7-4	<i>Friends of PARK 101 District</i>
8-1	ENTITLEMENTS
8-2	<i>Overview</i>
8-2	<i>Proposed Option 1: Master EIR</i>
8-4	<i>Proposed Option 2: Program EIR</i>
8-6	<i>Proposed Option 3: Tiering</i>
9-1	COMMUNITY OUTREACH
9-2	<i>Overview</i>
10-1	APPENDIX

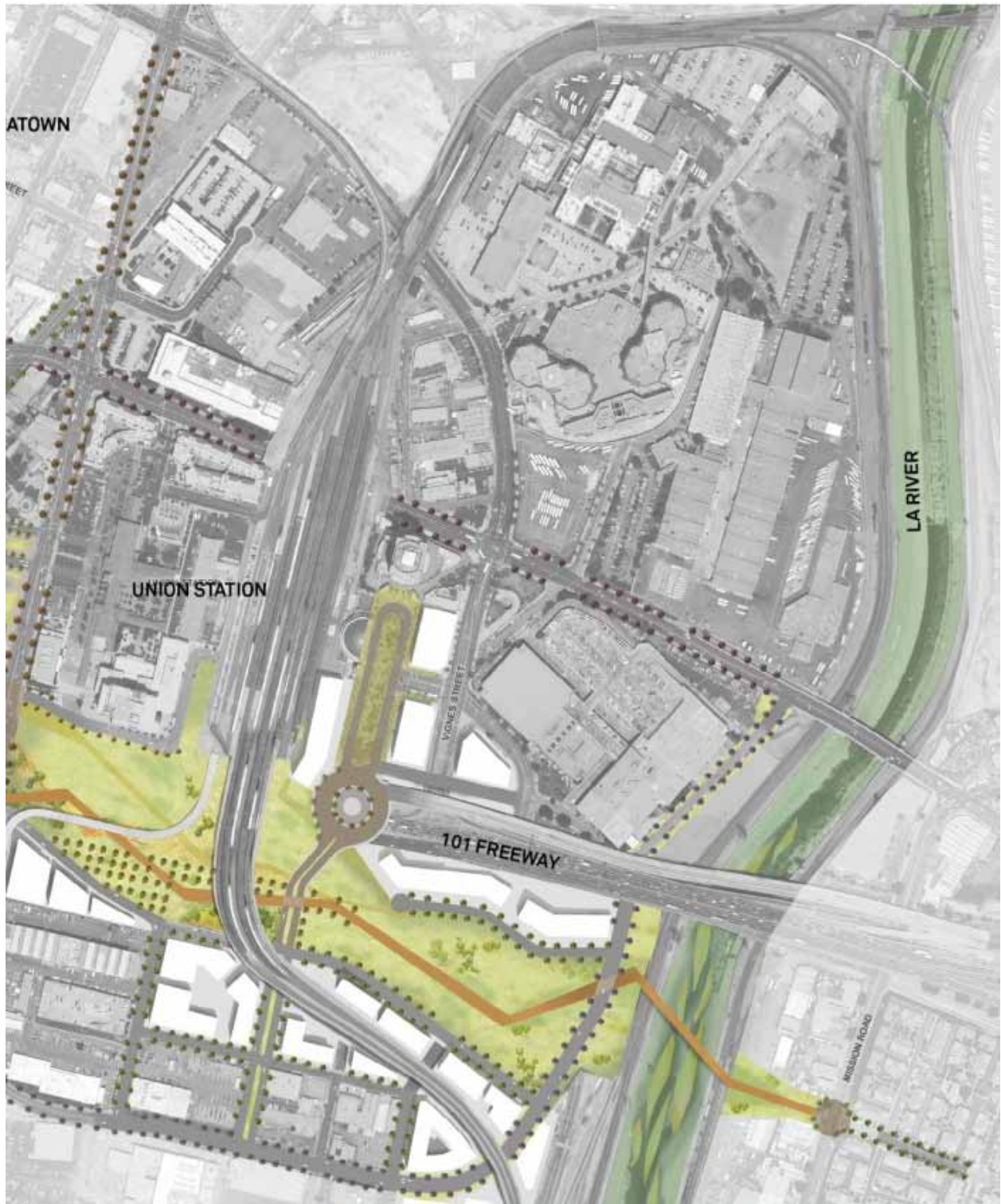


01

EXECUTIVE SUMMARY



CONCEPTUAL PLAN



THE PARK AS AN URBAN ECONOMIC REGENERATOR

PARK 101, and the proposed new district surrounding it, is a celebration of a new generation of urban parks that is giving back to the City of Los Angeles in important and subtle ways. As city builders, we can no longer focus on buildings as the primary elements of urban redevelopment. It is increasingly critical that open space and parks lead the charge to sustainable growth and the economic wellbeing of our neighborhoods. Increasingly, we are recognizing that well-planned open space adds to the quality of urban life while providing tangible benefits such as a rise in land values and the tax base of our cities.

“Recycling and re-using are becoming part of a civic consciousness and municipal responsibility...the next watchword...and a means by which we can make cities more desirable places to live”. – Mayor of San Francisco on World Environment Day in 2005

Cities that balance quality environments with support for a variety of cultures continue to attract intellectual capital, economic investment, and creativity. This balance of lifestyle, environment, and commerce leads to a positive bottom line: cities that are good to live in are successful economically... and as long as they are good to live in, that economic success is sustainable. Open space investment will truly pay dividends for those cities bold enough to plan, finance, and build useable, attractive, centrally located parks and open space. **PARK 101** is a civic infrastructure investment which will be the catalyst for the next 50 to 100 years of smart growth, job creation, and one-of-a-kind downtown redevelopment for the City of Los Angeles.



CONCEPT RENDERING: AMPHITHEATER

THE PARK 101 DISTRICT

The new park created above the freeway is seen as a key component of a new neighborhood: the PARK 101 District. It is a vibrant confluence of Los Angeles' historic and founding neighborhoods representing the cultural diversity of this leading Pacific Rim city.

Within the proposed PARK 101 District, the native Tongva Indians first settled and thrived for three millennia. They were later followed by the first Mexican settlement in the LA region, El Pueblo, which continues to thrive today as a cultural landmark and is home to the largest festival of mariachis on the west coast. The original pueblo was built by the 44 settlers of Los Angeles in 1781. Today Olvera Street is one of the most famous tourist attractions in the City of Angels, a bustling marketplace of independent vendors and restaurants providing a glimpse into our Californian heritage. Just north of the proposed PARK 101 District is Chinatown, which has been cut off from Downtown by the existing freeway trench for many years.



DOWNTOWN LOS ANGELES DISTRICTS

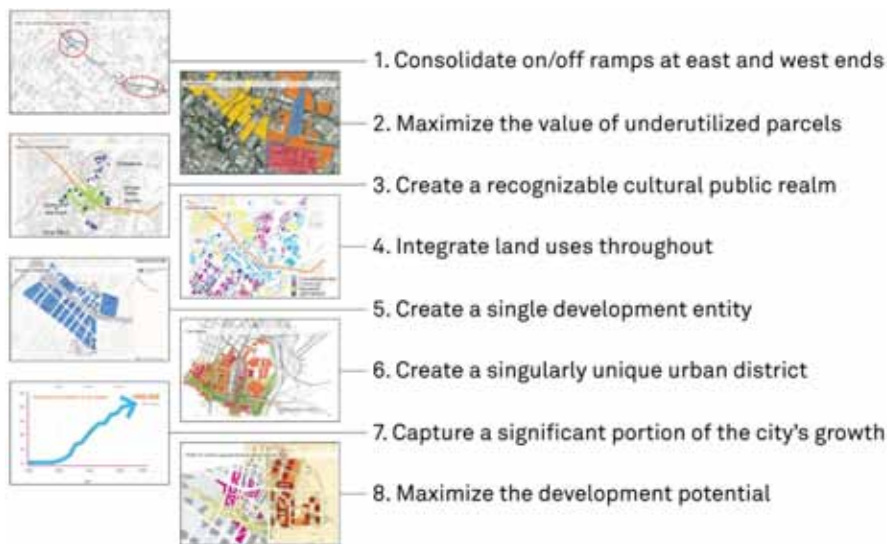
EXISTING TRANSIT CONNECTIONS

To the south of PARK 101 is the civic core of the city: City Hall, the County and Federal Courts, the Los Angeles County Music Center complex, and Disney Hall, as well as the new Civic Park, which has recently broken ground. Additionally, the recently-completed LAUSD School for the visual and Performing Arts and the Cathedral of our Lady of the Angeles on Grand Avenue have heightened the institutional visibility of the area. Much of this development is the result of the Bunker Hill Plan, instigated and developed over the past 40 years. Together with the recently completed Caltrans District 7 headquarters and the LAPD headquarters, this area represents a significant daily influx of workforce population for Downtown.

Little Tokyo, the Arts District, and the Los Angeles River all lie just to the east of the PARK 101 District. Anchoring the north end of downtown, and the edge of the proposed district, is the historic Union Station. Today, Union Station is the largest inter-modal transit center west of the Mississippi River, and anticipates the arrival of a new era of regional mobility with the advent of High Speed Rail across California.

The PARK 101 District is poised to become the next great place in Los Angeles and indeed southern California. PARK 101 is seen as both the catalyst for urban renewal in this neighborhood as well as the logical outcome and extension of transit investments. It forges a new roadmap toward urban sustainability and economic prosperity for Los Angeles. It is as significant an idea today as Bunker Hill or the Los Angeles Aqueduct were to a prior generation of leaders. PARK 101 would capitalize on the recent and future investments in public transit infrastructure in Los Angeles (and across the state) and is located at the heart of where these projects are set to converge.

DESIGN PRINCIPLES



A number of key guiding ideas or design principles have emerged to shape the plan and development recommendations for the area.

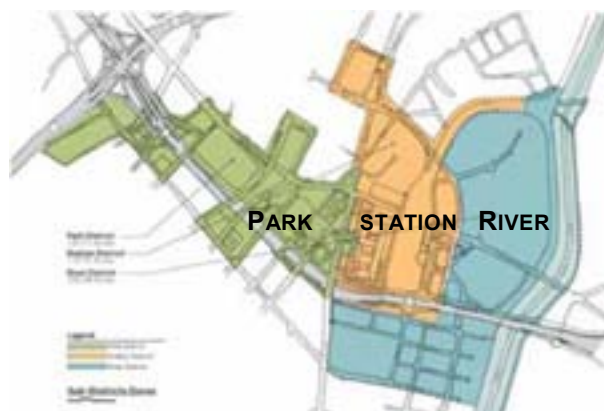
1. Consolidate on/off ramps at the east and west ends of the Park
 - The 101/Hollywood freeway is severely congested in this half-mile stretch. Traffic solutions are limited by the physical nature of the existing freeway “trench” and compounded by the large number of merging traffic lanes required to operate the *sixteen* on- and off-ramps. The proposed PARK 101 District plan calls for a rationalization of freeway access and egress, consolidates the on/off ramps at either end of the “trench”, and creates a more legible and normative traffic plan with two gateways, one at the western end on Grand Avenue and the other near Vignes Street at the eastern end.
 - The El Monte Busway at the eastern end of the PARK 101 District is also anticipated to be incorporated into an expanded Gateway Intermodal Center. This expansion would reach across the freeway to the north end of Little Tokyo and provide a new point of access to Gateway Center and future high-speed rail.
2. Maximize the value of underutilized parcels
 - Currently, the District is home to a large swath of surface parking lots. While these lots provide a necessary amenity for local employees and visitors, they also represent a tremendous opportunity for redevelopment. Surface parking lots are to be redeveloped

- throughout the district with active ground floor uses (shops, cafés, offices, etc.), shared replacement parking via subterranean or podium garages, and a mix of hotel, office, cultural, institutional, and residential uses on upper floors.
- Shared parking is anticipated to serve future passengers of High Speed Rail.
 - New development should be complimentary to and respectful of the historic context in and around El Pueblo. In order to complement the transit-oriented nature of the district and the existing taller buildings at Union Station, additional density and higher floor-area ratios are anticipated east of Alameda Blvd.
3. Create a recognizable cultural public realm
 - With El Pueblo and the new Latino Cultural Center located at the heart of the PARK 101 District and a proposed new ‘pedestrian first’ public realm focused on creating active lively streets and plazas, the existing music center, Little Tokyo, El Pueblo and Chinatown neighborhoods are anticipated to become seamless as a cultural melting pot for all Angelenos.
 - The Park above the freeway will incorporate a variety of venues to host events. At the park’s center is the new Main Street Plaza, an urban square designed to host farmers markets, art and craft fairs, informal music and dance. To the west extends a hillside open space for informal events (flying kites, strolling, playing Frisbee, etc.). Further west is the great outdoor amphitheater and the Grand Avenue overlook for hosting large concerts and events. East of the Main Street Square is an informal undulating linear park stretching to the banks of the Los Angeles River.
 4. Integrate land uses throughout
 - As a purposeful and deliberate departure from the current zoning in the area, the plan for the district calls for a balanced and mixed land use approach. Residential above retail, live work and other more finely woven uses will be encouraged. A hotel serving the transit hub and cultural activities is seen as a key element of the plan.
 5. Create a single development entity
 - All the currently underutilized land identified for the PARK 101 District (west of Alameda) is publicly owned and ideally suited for being managed under a single development agreement and entity. This would provide a streamlined decision making process, greater certainty and cohesiveness of development.
 6. Create a singularly unique urban district.
 - The PARK 101 District is anticipated to be unique and of the highest possible quality, promoting new and innovative development ideas and strategies for success – a new iconic urban park and developments representing the next generation of “postcard images” for the City of Los Angeles.
 7. Capture a significant portion of the city’s growth
 - With the increase in population for the City of Los Angeles projected to be approximately 600,000 people in the next 20 years, it is the goal of this project to capture a significant percentage of this growth. With an estimated 8 -10 million gross square feet of new development in and around PARK 101, it should be possible to attract between 2 – 3,000 new households. A new live-work balance for the city.

- By creating a compelling urban place with alternative local and regional public transit choices second to none, downtown will ultimately overcome the lure of suburbia, and cast off the auto-dependent mantle for the next generation of Angelinos.
8. Maximize the development potential and revenues.
- With approximately 8 – 10 million gross square feet of new development in and around the PARK 101 District, it is anticipated that a significant financial contribution could be made toward the development of the infrastructure.
 - The mix of uses is anticipated to include:
 - Residential (2 – 3,000 Dwelling Units)
 - Office
 - Hotel
 - Retail
 - Institutional
 - Cultural

KEY ELEMENTS OF THE PLAN & ILLUSTRATIVE PHASING

The project team has subdivided the greater PARK 101 District into three sub-districts: the Park, the Station, and the River. The feasibility study has focused on illustrative phasing for the Park sub-district in order to provide details on specific design opportunities, costs, and economic benefits resulting from development and implementation.



SUB-DISTRICT PLAN

ILLUSTRATIVE PHASING PLAN OF PARK SUB-DISTRICT

Proposed development would begin at the heart of the new district: the front door to Union Station. It would conclude with development of the Cathedral Park and the Outdoor Amphitheater. Suggested phasing of the key elements of the plan includes the following:

Park District:

- Phase 1: Union Station Promenade
This is a relatively straightforward “by right” streetscape improvement to provide a seamless and gracious pedestrian and vehicular front door to Union Station and El Pueblo. Suggested improvements would provide an invaluable positive first impression

for commuters, employees, residents, and visitors alike. Implementation could begin immediately and primary funding is anticipated by transit and mobility agency funds.

- Phase 1B: East Gateway (concurrent with High Speed Rail)
The arrival of High Speed Rail and the required platform lengths to cross the 101 Freeway provides a compelling rationale to extend the trench and develop a 'land-bridge'. This extension over the freeways, an iconic gateway, would connect Union Station's Gateway Center with Little Tokyo and the Arts District to the south. It would provide convenient and direct access for pedestrians, bicyclists, buses and the trains to the intermodal center from Little Tokyo.
- Phase 2: Main Street Cap Plaza
The initial "capping" of the freeway, previously identified by the City and Caltrans (in the 2010 updated Project Study Report) is proposed to be greatly simplified by focusing on construction of the freeway cap, and postponing the expansion/rebuilding of the adjacent bridges to a later phase. The resulting plaza will provide a critical pedestrian linkage between El Pueblo and downtown without disrupting vehicular transportation links along the Alvarado and Main Street bridges.
- Phase 3: Heritage Trail District [formerly called Fort Moore Connection]
The proposed new Heritage Trail will provide a seamless pedestrian connection from Hill Street to El Pueblo and Union Station, and is currently fully funded.
- Phase 4 and 5: Cathedral Park and Outdoor Amphitheater, Grand Avenue Overlook and Hill Street Paseo to Chinatown. The western reaches of the cap park will be developed in unison with the adjacent development(s) and available fiscal resources.

Station and River District Phases:

- LA River Park, Temple Street River Drive and Pedestrian Bridge to Aliso Village. Future phases of development to the east of Alameda and beyond the LA River will truly create a downtown district for all Angelinos.

Phases within the sub-districts and the greater PARK 101 District may proceed concurrently depending on the availability of funding sources and/or the timeline for approvals or entitlements. Timing may also depend on concurrent projects and their implementation schedule, like that of High Speed Rail and the LA River Master Plan.

The PARK 101 Plan does not preclude the future widening of the 101/Hollywood Freeway.



PHASE 1: CONCEPT SIMULATION AND PLAN OF UNION STATION/EL PUEBLO PROMENADE

IMPLEMENTATION

The current study is intended to broadly define the project, test its economic viability, and identify the next steps toward final project definition, approvals, and ultimately construction. It is anticipated that discrete portions or phases of the project may follow separate tracks and be “championed” by the respective lead entity or agency. The timeline and project tasks below identify our current understanding of the tasks required for implementation and are broadly categorized into 5 separate tracks: Outreach, Design, Technical Studies, Entitlements and Construction.

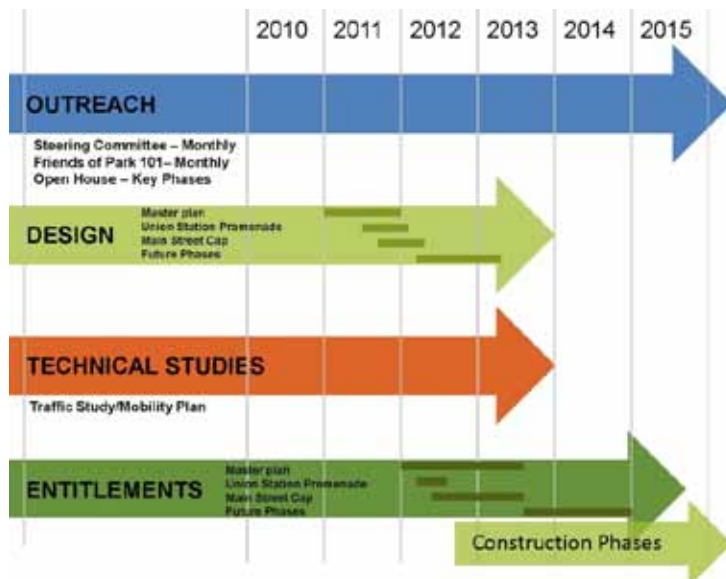
Outreach: This is to be both internal and external with on-going monthly internal Steering Committee coordination meetings for all city agencies, elected bodies, and implementation entities; and external public meetings coordinated by the Friends of PARK 101, acting as advocates for the business interests and general public stakeholders.

Design: Detailed site studies and development of alternatives for selected interventions are to be developed by the consultant team as the final preferred plan is entitled.

Technical Studies: Traffic and economic studies are to proceed for the approvals and development of a financial business plan in conjunction with the supporting agencies and Friends of PARK 101.

Entitlements: As entitlements are sought for the project as a whole, and discrete interventions, the team is to support streamlined approvals wherever appropriate in order to expedite the delivery of a pedestrian oriented public realm, parks, streets, shared parking, etc. Development rights, bonuses and/or variances for development of buildings are to be on a separate track.

Construction: All construction should seek to minimize impacts on the existing vehicular circulation as well as general wellbeing of the general public. A phased implementation and construction sequencing plan should be developed.



CLOSING

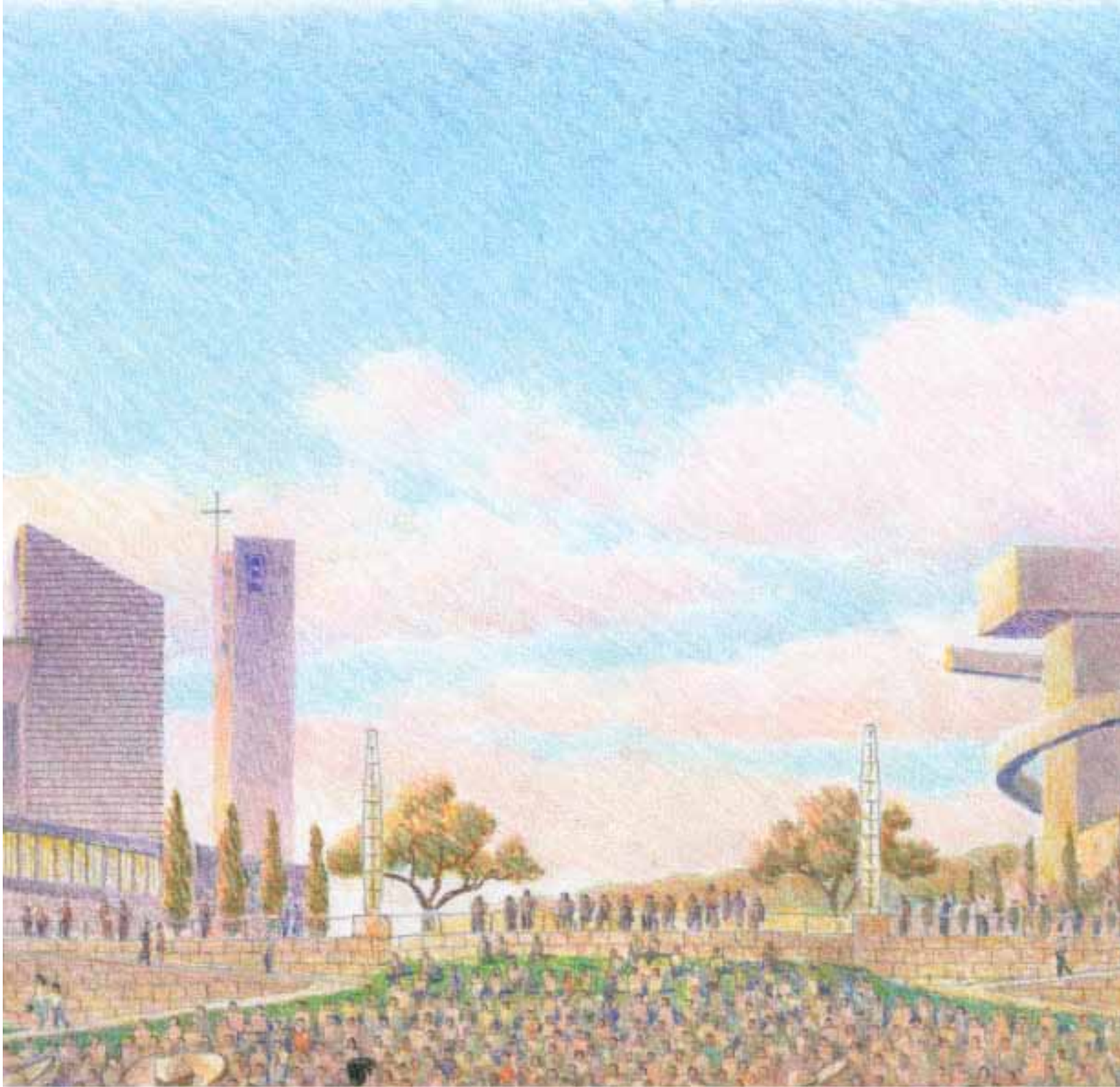
The public infrastructure required to build the PARK 101 District will cost an estimated \$825 million over the next 25+years. Public improvements include more than 34 acres of new park and open space, capping nearly a mile of freeway trench, and upgrading ten linear miles of streetscape with new lighting, paving, landscaping, and related pedestrian, bicycle, and vehicular improvements. Taking a more focused look at the Park sub-district of PARK 101, the public infrastructure costs approximately \$390 million for the development of a 22 park acres plus additional streetscape improvements. This is 80 percent of the total cost of Millennium Park (approximately \$490 million). Every dollar of the public investment in PARK 101 would spur \$1.25 in new private development, which is not otherwise likely to occur.

Anticipated new development in the PARK sub-district includes an estimated 1.0-1.9 million square feet of hotel, office, and retail space and 600-800 new residential units worth an additional \$490 million. In addition to 2,800-3,500 one-time construction jobs, The PARK 101 district will bring 2,800-6,000 new permanent jobs to the City and Region.

The PARK 101 District is a radical repositioning of downtown Los Angeles for the next century of use. It establishes a renewed enthusiasm for urban living and a platform for sustainable growth heretofore unmatched in Southern California. It is an essential part of our collective future, *a necessity*, rather than just a good idea. This Feasibility Study, building on CALTRANS and City Planning Department leadership and the initial impetus of the EDAW/AECOM intern program, has garnered unprecedented support from the Archdiocese of Los Angeles and business leadership of Downtown Los Angeles. Additionally the Urban Land Institute (ULI), RailLA and many other community stakeholders have endorsed the plan.

Just as Chicago did in the late 90's with Millennium Park, now is the time for Los Angeles to forge a relationship between city leaders and the philanthropic community to initiate the project which will forever change the way the rest of the world views our city, the PARK 101 District. Millennium Park has been the economic dynamo, generating up to \$1.6-2.2 billion in increased earnings for hotels, restaurants and retail establishments over ten years, and now PARK 101 has the ability to leverage new earnings for Los Angeles. Additionally, PARK 101 has the opportunity to appeal to many users including young professionals, retirees or "empty nesters" to move downtown from the suburbs and take advantage of its proximity to the many cultural attractions of the region. Secondly, PARK 101 has the ability to attract new businesses and enhance existing businesses, leveraging the advent of new high speed rail service to Union Station and the numerous local mobility choices. Thirdly, PARK 101 will attract tourists to its proposed outdoor venues, the hillside amphitheater and numerous markets and street fairs, new hotel accommodations and cultural attractions. And, finally perhaps the hardest to statistically quantify is the enhanced quality of life and image of the city, an opportunity to reclaim the urban experience and marvel at the vision and cultural reach of Los Angeles as a world-class Pacific Rim city.





02

INTRODUCTION

MEETING THE GOALS OF SOUTHERN CALIFORNIA ASSOCIATION OF GOVERNMENTS AND COMPASS BLUEPRINT

How the PARK 101 District project assists the region in meeting Compass Blueprint Principles of Mobility, Livability, Prosperity, and Sustainability in Downtown Los Angeles.

1. MOBILITY

Examples of new “green” community transportation infrastructure are derived from the re-visioning of existing transportation infrastructure, by exploring alternatives to vehicular access and mobility, through the placement of neighborhood and pocket parks, through holistic design approach and design standards for city streets, and by linking existing and proposed open spaces into contiguous green “necklaces.”

Strategic land use and opportunities for affordable housing and jobs

The project will pair these opportunities with needed public transportation infrastructure investments. Transportation infrastructure investments can be leveraged to replace street overcrossings and local interchanges, while simultaneously constructing the platform for the new park. Community involvement will be sought to help provide a conceptual design better suited to the needs of the local area.

Congestion relief

The proposed project provides congestion relief in a number of important ways. First, the project will provide a conceptual design for replacement of existing bridges/ramps together with new “green” community transportation infrastructure. Second, the project will provide new, improved, and innovative transit solutions and related opportunities for new Transit Oriented Development. Third, the project will stimulate opportunities for improved pedestrian and bicycle mobility, street connections and traffic calming features, and improved connections to new schools in the area. Together these work to provide congestion relief.

The project will achieve these objectives by virtue of its exceptional location in downtown Los Angeles and its proximity to the following: existing transit and bus stops including the Gateway Intermodal Center Union Station; the City’s centers of government, finance and culture adjacent to U.S. 101; and to important street connections. Importantly, the project is also expected to result in increased speeds on U.S. 101 following installation of the freeway cap and related improvements to freeway entrance and exit ramps. A future traffic study is recommended.

Efficient movement of people, goods, and services

The project provides efficient movement of people, goods and services by reducing automobile dependence and by increasing the efficiency of existing roadways. Automobile dependence is reduced by installation of the freeway cap because the transit connections, extensions to the urban grid, and resulting urban development work synergistically together to strengthen the urban fabric towards more pedestrian oriented land use. The efficiency of existing roadways is

increased as a result of decreased automobile dependence in the immediate area and by completion of the related improvements in transportation infrastructure.

Safe and healthy communities

Importantly, the project provides increased safety as a direct result of congestion relief (as described above). Transportation planners recognize the benefits of congestion relief are not limited to increased roadway efficiency, but also result in decreased injuries and fatalities resulting from the greater pedestrian orientation. Secondly, the project also provides safe and healthy communities through the placement of neighborhood and pocket parks, through holistic design and design standards for city streets, and by linking existing and proposed open spaces into contiguous green “necklaces.” Los Angeles ranks near the bottom of other U.S. cities when it comes to open space available to its residents. Because existing land in Downtown Los Angeles is so valuable and so scarce, even the goals of the Quimby Act, which requires developers to help mitigate the impacts of development with parkland dedication or in-lieu fees, are difficult to implement. Because the freeway cap would essentially add new land, the feasibility of creating parks and open space in connection with the urban design is readily enhanced. In turn, the greater availability of parks leads to more active lifestyles for both local residents, commuters on lunch breaks, and visitors to the area. Connections between the project’s new open space and new local schools in the vicinity will also mean healthier, more active lifestyles for the youth of the local community.

Pedestrian, bicycle, and transit mobility and access

The project provides pedestrian, bicycle and transit mobility and access by providing new “green” community transportation infrastructure, such as by exploring alternatives to vehicular access and mobility, through the placement of neighborhood and pocket parks, through holistic design approach and design standards for city streets, and by linking existing and proposed open spaces into contiguous green “necklaces.”

2. LIVABILITY

Examples of opportunities for related urban revitalization include improved viability for urban residential mixed use development at or near the inter-modal Union Station; greater accessibility and potential redevelopment of the Los Angeles Mall and the City Hall East Annex; improved urban grid and transit connections leading to visible redevelopment in Chinatown; renewed impetus for the development of the Latino Cultural Center at El Pueblo; and strengthened pathways between the Pueblo Church and the Cathedral; and Grand Avenue’s museums, schools and performance centers. It will add an impressive array of urban open space already underway through the Grand Civic Park to the south and the State Historic Park to the north. Numerous private redevelopments already underway in the vicinity are likely to become more attractive as the freeway cap takes shape in the public mind and, ultimately, as a physical feature in the urban landscape.

The communities that stand to benefit most from PARK 101 are the densely urbanized and park-poor communities of inner Los Angeles. The PARK 101 District reconnects the civic,

cultural, and financial cores of the present-day modern Los Angeles with the City's historic origins at El Pueblo, Chinatown and Union Station. An earlier study found that the project area is currently home to over 30,000 residents (almost a third of who live in poverty), predominantly Hispanic and Asian communities of Chinatown, Angelino Heights, El Pueblo, Boyle Heights, Civic Center, and Little Tokyo.

An early effort of PARK 101 has been to actively engage stakeholders and a wide spectrum of civic leaders. Regular meetings of the Steering Committee, Friends of PARK 101 and Public Open Houses facilitate this goal of actively engaging the local community and stakeholders.

3. PROSPERITY

A pragmatic vision for the plan is vitally important to the success of the project. While the design process is shaped by imagination and creativity, it is also necessary to propose what is feasible and buildable, which balances physical, economic and social constraints and objectives with the broader goals and vision of the project.

Public and stakeholder participation

The project has provided public and stakeholder participation by actively engaging stakeholders from a broad civic spectrum. The engagement of the public and officials has helped in the development and refinement of the preferred plan and will continue to play an important role in the project development. This interaction has also promoted a sense of ownership and desire to make PARK 101 a reality.

In the project area, elected representatives include Mayor Antonio Villariagosa, City Councilman Jose Huizar, Councilwoman Jan Perry, and County Supervisor Gloria Molina; cultural and faith institutions include Our Lady of the Angels Cathedral, El Pueblo de Los Angeles and Chinese American Museum of Los Angeles; community-based organizations include Downtown Los Angeles Neighborhood Council, Historic Cultural Neighborhood Council, and Chinatown Business Improvement District; and public agencies include the City of Los Angeles Community Redevelopment Authority, the City of Los Angeles Planning Department (and its Urban Design Studio), the Los Angeles County Metropolitan Transportation Authority (Metro) and the California Department of Transportation (Caltrans).

4. SUSTAINABILITY

The project seeks to extend the modern urban fabric of the downtown Los Angeles grid across the longstanding divide of the freeway centered on a tangible and relevant design proposal for a freeway cap. Once implemented, the freeway cap will provide previously separated local communities with new connections between recently constructed leading development projects to and with key historic areas. Specific additional results include:

- Conceptual design for replacement of existing over-cross bridges together with new “green” community transportation infrastructure;
- Generation of new park and open space areas downtown not otherwise available;

- Provision of new, improved and innovative transit solutions and related opportunities for new Transit Oriented Development, connected to Union Station and the future High Speed Rail;
- Support for Infill Development, Mixed Use Development and Affordable Housing Development in and around the project area; and
- Stimulation of opportunities for related urban revitalization, including improved pedestrian and bicycle mobility, street connections and traffic calming features, and improved connections to new schools in the area.
- Together the project provides a unique model for a new sustainable design approach for Downtown Los Angeles and the region.

The project will provide measures to reduce air pollution (e.g., technologies offer unprecedented performance to maintain clean air in “cap” situations) and greenhouse gas emissions. The stakeholder Program is well suited to meet the needs of the local communities that will benefit from resulting design proposal, and there are also benefits to the young people that will someday be leaders: direct experience in combating climate change.

Conservation of energy and other natural resources

The project provides conservation of energy and other natural resources by drawing on fellow students schooled in the latest technologies and learning methods. Los Angeles has a lack of rainfall that is exceptional in the U.S., but is not so unusual in other parts of the world. Importantly, the natural design of a freeway cap results in important opportunities to capture and store rainwater and thereby improve runoff conditions typically found on freeways.

Protection of sensitive habitat and farmland

The project provides protection of sensitive habitat and farmland by focusing development in urban centers and existing cities. Moreover, the project can explore, in further iterations, the capacity of the Cap Park to accommodate native habitat corridors or truck farming opportunities to further distinguish the character of its open space. As described in the Compass Blueprint 2% Strategy of the Southern California Association of Governments, development strategies to accommodate growth help to preserve rural and agricultural areas.

RECENT EFFORTS & PAST PLANS

Since the mid-20th century several plans for Downtown Los Angeles and its Civic Center were created. Some were partially implemented. These documents were independently authored by numerous agencies. Consequently, the plans reflect an evolution of planning, urban design, and sociological thought. Key among these efforts was the following:

2009 CENTRAL CITY COMMUNITY PLAN

In June 2009, as a result of the EDAW|AECOM Intern Program, the City of Los Angeles recommended and included the PARK 101 concept in the Central City Community Plan as part of the General Plan update.

EDAW|AECOM 2008 INTERN PROGRAM

The intense two-week workshop brought students of architecture, landscape architecture, urban design, planning, transportation, economics, and social sciences from all over the world to work on a progressive project of current importance involving issues of local and global relevance – PARK 101. Caltrans hosted the two-week workshop at the District 7 offices in Downtown Los Angeles. The current PARK 101 effort builds upon the concept developed during the 2008 Summer Intern Program.

2009 CALTRANS SUPPLEMENTAL PROJECT STUDY REPORT (PSR)

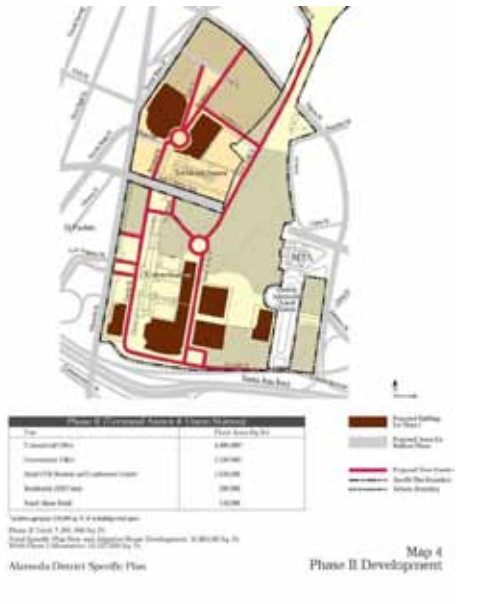
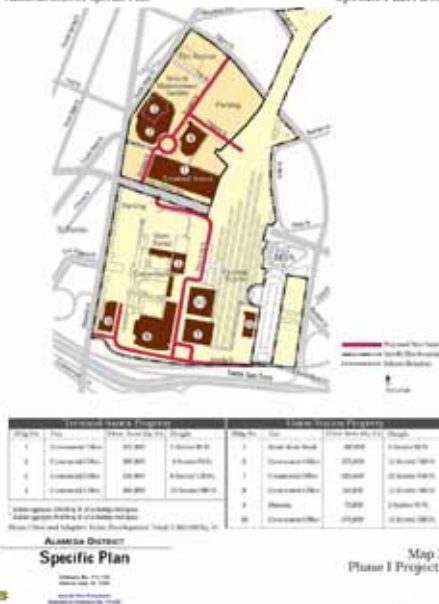
In October 2009, the supplemental document, “07-LA-101-PM 0.7/1.0, Supplemental PSR/PDS for decking over US 101, from Los Angeles to Main Street Overcrossings, October 2009”, was approved and added to the original 2003 Caltrans PSR. This document helps PARK 101 advance by: 1) updating the original PSR scope to include multiple phases consistent with PARK 101, 2) not precluding Freeway widening and 3) using the relevant cost estimate for budgeting purposes. The updated cost for the initial freeway cap from Main Street to Los Angeles Street, including the two bridges is estimated at \$50 million.



1996 Alameda District Specific Plan

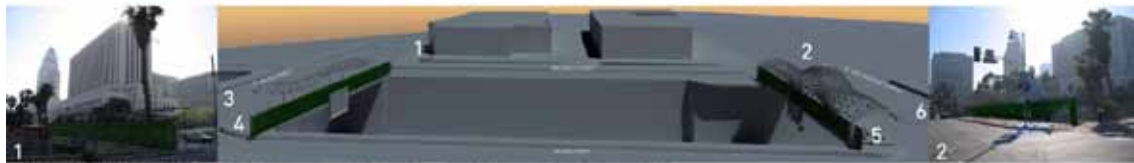
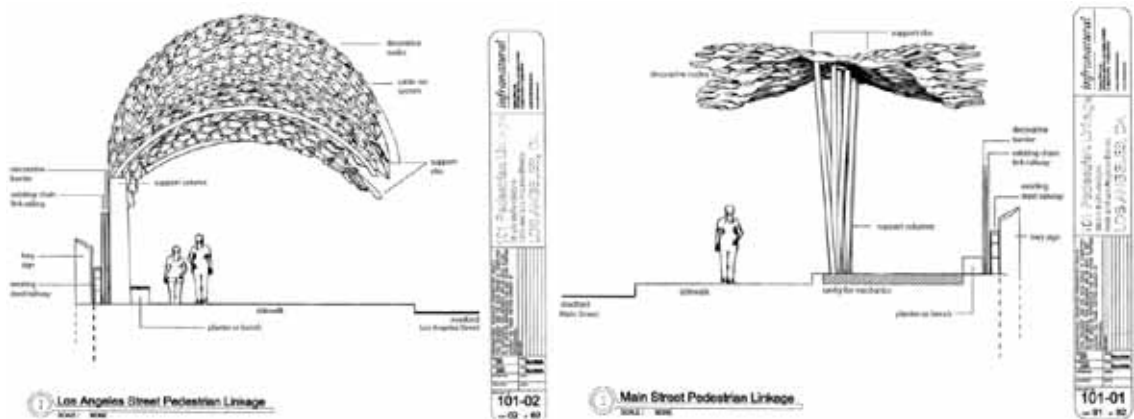
The Alameda District Specific Plan 1996 will guide development on the Terminal Annex and Union Station properties as a major transit hub for the region and as a mixed-use development. The station area is north of the downtown center and is physically isolated by the 101 Freeway. Most projects in the Alameda District Specific Plan are office buildings with minor retail and entertainment uses. Most development is taking shape through a joint development agreement between MTA and Catellus Development Corporation on LA County Metro owned land around the Transit Station.

The 1996 Alameda District Plan received 10,862,000 square feet of entitlement space for the 51-acre transportation-served urban, mixed-use development. The undeveloped square footage of entitlement space will remain entitled through 2022.



LOS ANGELES STREET / MAIN STREET PEDESTRIAN LINKAGE (PHASE 2)

This sidewalk beautification project proposes sidewalk widening improvements and art installations along the west side of Los Angeles Street and east side of Main Street from Aliso Street to Arcadia Street. This project is by the City of Los Angeles Bureau of Engineering (BOE) in cooperation with Caltrans District 7. The project includes overhead artwork on Los Angeles Street and a kinetic pedestrian canopy on Main Street. This project is deemed necessary to improve pedestrian access and the overarching linkage between Union Station and the Civic Center. Funding is from Federal and Local funding through the STIP-TEA funding program.



CROSS SECTIONS AND CONCEPTUAL RENDERINGS, SOURCE: 07-LA-101-PM 0.87/0.93 LA-101-LOS ANGELES STREET/MAIN STREET LINKAGE (PHASE 2) EA 07-4S3000 JUNE 2008

PROJECT RESTORE: CIVIC CROSSROADS PLAN

This Project Restore project focuses on the Civic Center and the two north-south streets that border it: Main Street and Spring Street from Fourth Street up to Cesar Chavez Boulevard. It will improve pedestrian linkage and better connect El Pueblo to City Hall and the Civic Center.

LOS ANGELES RIVER REVITALIZATION MASTER PLAN

The Los Angeles River Revitalization Master Plan provides a vision for the LA River and identifies opportunity sites within close proximity to the PARK 101 District. The principles of this comprehensive plan will serve as a guide at locations where the PARK 101 District connects to the LA River. Below is a composite of PARK 101 Plan overlaid on the LA River Revitalization Master Plan where the two proposed plans converge.



LOS ANGELES RIVER REVITALIZATION MASTER PLAN: DOWNTOWN INDUSTRIAL AREA PREFERRED ALTERNATIVE (PAGE 6.38-6.39)

“STEEL CLOUD”

In 1988, the unbuilt West Coast Gateway competition winning scheme was a monument sculpture over the 101 Freeway between Olvera Street and the Civic Center.

CENTRAL CITY ASSOCIATION (CCA) ENDORSEMENT

The CCA is an advocacy organization on behalf of businesses throughout Los Angeles. In 2009, The Central City Association of Los Angeles endorsed the PARK 101 concept.

HIGH SPEED RAIL

The proposed future arrival of High Speed Rail to Union Station, at the heart of PARK 101, and the concurrent planning is a valuable opportunity to cohesively integrate the two projects where they converge.

A recent study for the US Conference of Mayors entitled “The Economic Impacts of High-Speed Rail on Cities and their Metropolitan Areas” was conducted by the Economic Development Research Group and released June 16, 2010. The report found that high-speed rail would have

a substantial impact on the Los Angeles economy, increasing the region's economic output by \$4.3 billion a year and creating 55,000 permanent new jobs.

"This important report adds to the growing evidence that high-speed rail will be a catalyst for businesses large and small – and create thousands of new jobs in Los Angeles and beyond... The experts agree that investing in California's infrastructure now, by building a cohesive statewide high-speed rail network, will pay dividends in economic opportunity for years to come." – California High-Speed Rail Authority Chairman Curt Pringle

FUTURE CONCURRENT PROJECTS

PARK 101 is advantageously situated where many concurrent projects converge. It has the vision and opportunity to connect the ongoing efforts of transportation infrastructure, historic neighborhoods, cultural institutions and natural resources like the LA River. The following are major projects currently proposed or under construction:

- Regional Connector
- LA Streetcar
- Grand Avenue Civic Park
- Latino Cultural Center

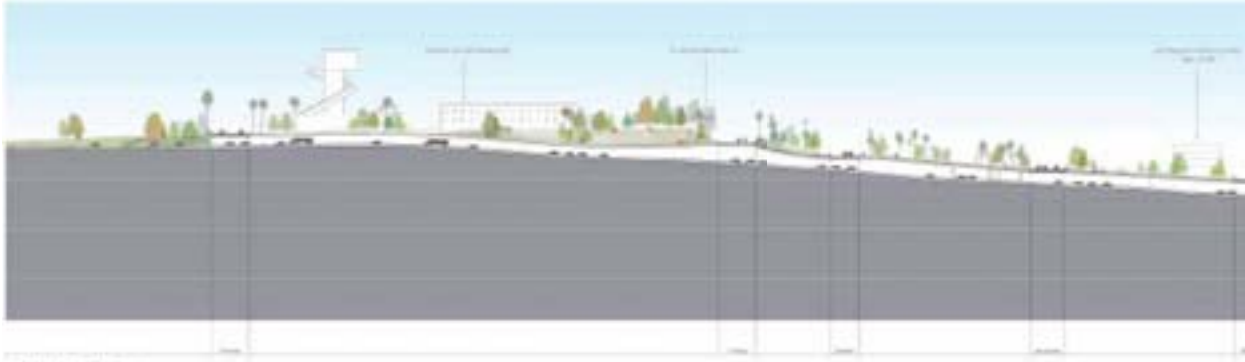


PARK 101 AT THE EPICENTER OF EXISTING AND FUTURE LAND USE AND TRANSIT PROJECTS



03

PREFERRED PLAN



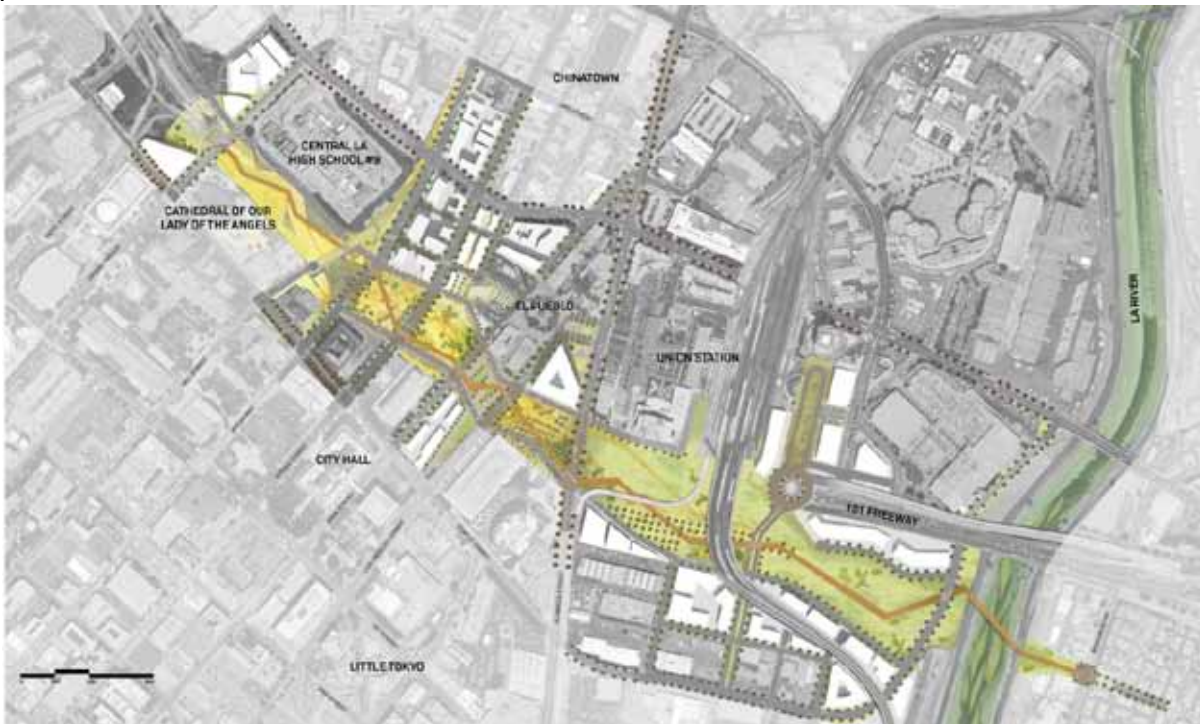
101 Freeway Section

CONCEPTUAL SECTION

OVERVIEW

PARK 101 goes far beyond being a simple cap over a freeway. PARK 101 creates a new iconic district that mends the fragmentation of the city's core and embodies the culturally rich, diverse, and sustainable future of Los Angeles.

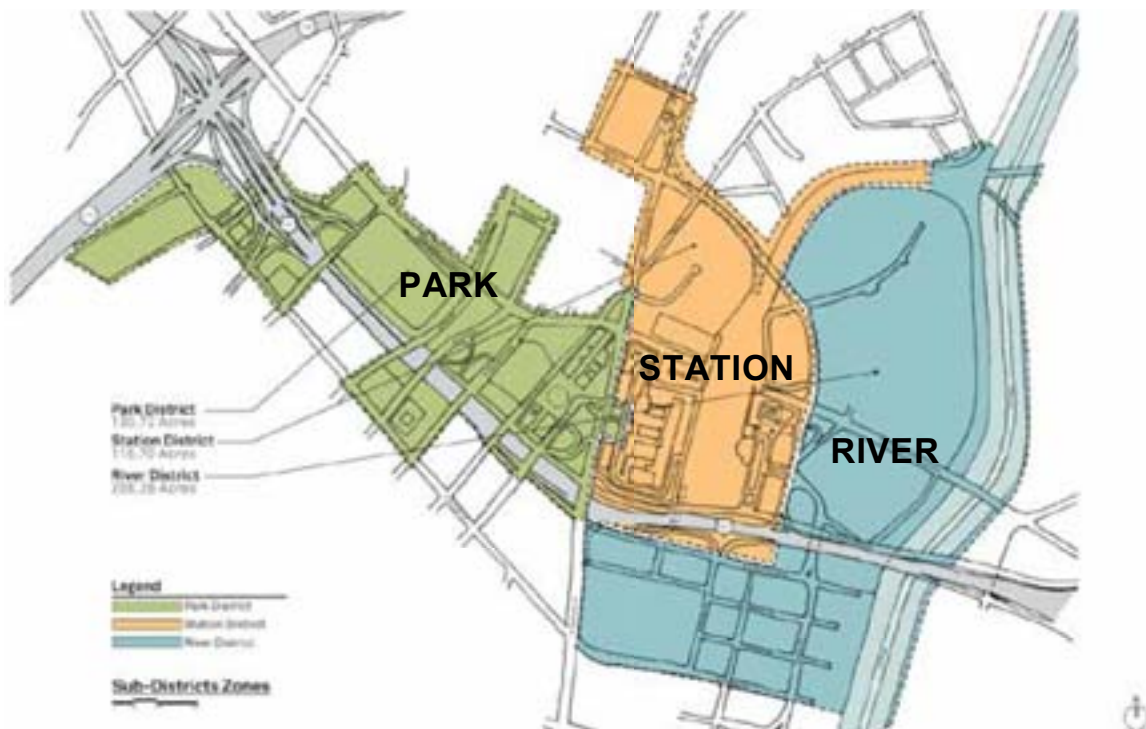
The design of the park is based on the extension and intersection of disconnected street grids on both sides of the freeway, as well as the opportunities inherent in Union Station and its future high speed rail component. The plan seeks to reconcile points of intersection and the axial vistas connecting key landmarks such as the Cathedral of Our Lady of the Angels, Union Station, Fort Moore Hill, and the Los Angeles River providing opportunities for a range of programmatic components, and create the physical alignments and forms that give shape to the park.



CONCEPTUAL PLAN



Urban plazas, small parks, and courtyards along the park's northern edge create a smooth transition from the new PARK 101 to El Pueblo to Chinatown. Further enhancing the pedestrian environment are re-envisioned Arcadia and Aliso Streets and a paseo that run parallel to the park. New streets create active edges between the park and new development and allow street trees to continue their green canopy into the Civic Center. The streets also allow for the placement of shops and sidewalk cafes to maximize the real estate value of the ground level and create a vibrant address.



SUB-DISTRICT PLAN

PARK DISTRICT



CONCEPT SIMULATION: PARK 101 LOOKING NORTHWEST FROM MAIN STREET TOWARDS GRAND AVENUE



BEFORE: LOOKING NORTHWEST FROM MAIN STREET TOWARDS GRAND AVENUE

GRAND AVENUE OVERLOOK

Anchoring the west end of PARK 101 will be the Grand Avenue Overlook. Extending across Grand Avenue with special paving, lighting, and overhead structures, the location will be the highest point in the Park and will help spur new development opportunities along the boulevard. The Grand Avenue Overlook will reflect the artistic and cultural character of Bunker Hill, and help to generate a rich pedestrian experience that ties together the Music Center, the Cathedral of Our Lady of the Angels, Los Angeles High School for the Visual and Performing Arts, and the Grand Avenue civic park. Offering generous views of the Park to the east and Hollywood Hills to the west, as well as providing a dynamic visual statement announcing the Park to traffic moving south on the 101 Freeway, the Grand Avenue Overlook will play an important role in the overall identity of PARK 101.

HILL STREET PASEO TO CHINATOWN

Graciously connecting the Cathedral of Our Lady of the Angels with Chinatown will be a pedestrian paseo created by the re-alignment of Hill Street. With a new Hill Street following the toe of the slope below Fort Moore and connecting with Broadway, the old Hill Street (from the northern corner of the Cathedral to Ord Street) will be shaded with new trees and dedicated to pedestrians and bicycles. The paseo will drastically transform the walkability of the district, offering a connection between Civic Center and destinations to the north. Below the paseo, Broadway and Hill Street will meet at Cesar Chavez Avenue, creating a new transportation hub and development opportunities at the southern edge of Chinatown.

HERITAGE TRAIL [formerly called Foot Moore Connection]

Paying homage to the early history of Los Angeles through interpretive signage, interactive exhibits, and stories embedded in walls and paving, the Heritage Trail will stretch from the entry of Union Station west to Fort Moore—passing through El Pueblo and LA Plaza de Cultura y Artes along the way. Using the sidewalk in some segments and dedicated pedestrian arcades in others, the Heritage Trail will draw on the history of adjacent buildings and public spaces to explain the origins of the city and those who were instrumental in its development. As the path moves west from LA Plaza, new development opportunities will flank it on both sides, making the path not just a ceremonial gesture, but a functional link in the new pedestrian network of the district.

OUTDOOR AMPHITHEATER

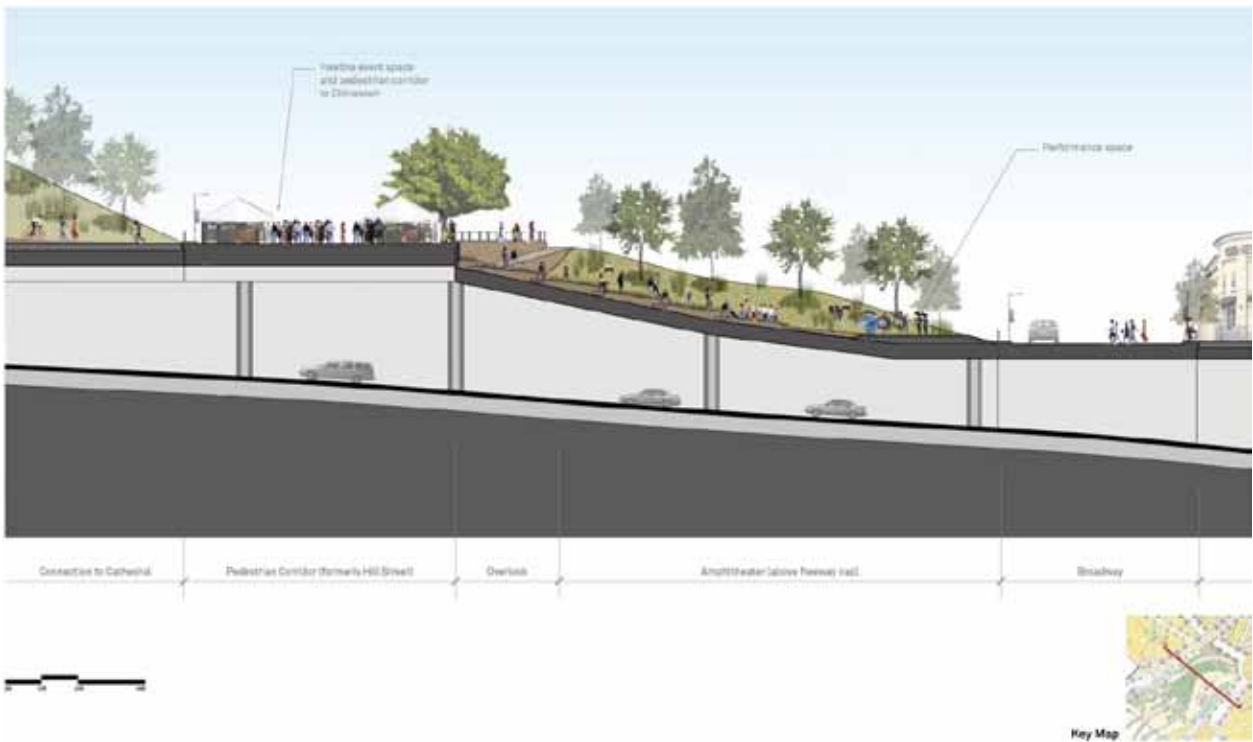
Knitting together the Cathedral of Our Lady of the Angels and the new High School for the Visual and Performing Arts, a grassy amphitheater will be tucked into the Park just south of existing Hill Street. The space will take advantage of the great views and pedestrian movement, both east-west and north-south. The amphitheater will create a large event space for gatherings, set the stage for people-watching, and offer a classic Southern California photo opportunity. Majestic staircases and escalators will connect the Hill Street Paseo with the lower portions of the amphitheater, and an open plaza area above the amphitheater will allow for kiosks, farmers markets, and small events tied to the Cathedral. With planting and lawn filling the terraces between seating platforms, the amphitheater will be an inviting space whether filled with attendees during a concert or just sprinkled with visitors on a warm summer evening.



CONCEPT PLAN: AMPHITHEATER



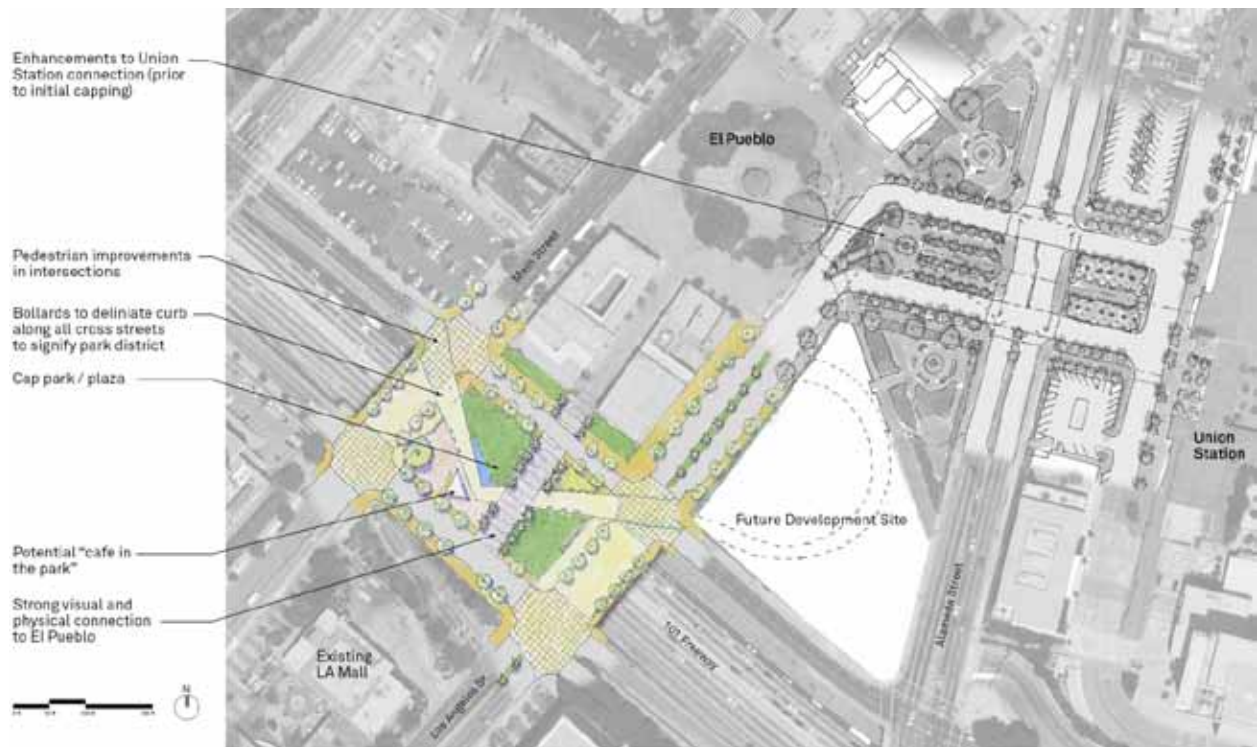
CONCEPT RENDERING: AMPHITHEATER



SECTION: AMPHITHEATER

MAIN STREET CAP PLAZA

Central to PARK 101 is the Main Street Cap Plaza. Potentially the first piece of the cap park to be constructed, the Main Street Cap Plaza will stretch across the freeway between Los Angeles Street and Main Street, uniting historic El Pueblo and LA Plaza de Cultura y Artes with civic uses to the south. With vendor kiosks, potential farmers market location, water features, and shaded seating, the Main Street Cap Plaza can become a destination of its own as well as a stopping point for pedestrians travelling between Union Station and downtown. With pedestrian activity replacing a freeway trench, the Main Street Cap Plaza will provide the impetus for retail and restaurant opportunities along Aliso Street and Arcadia Street—essentially “dining on the green”. In addition, the creation of the Main Street Cap Plaza primes the adjacent Los Angeles Mall for re-development over its existing subterranean parking garage, further infusing new energy into the district.



CONCEPT PLAN: MAIN STREET CAP PLAZA



MAIN STREET CAP PLAZA LOOKING SOUTHWEST

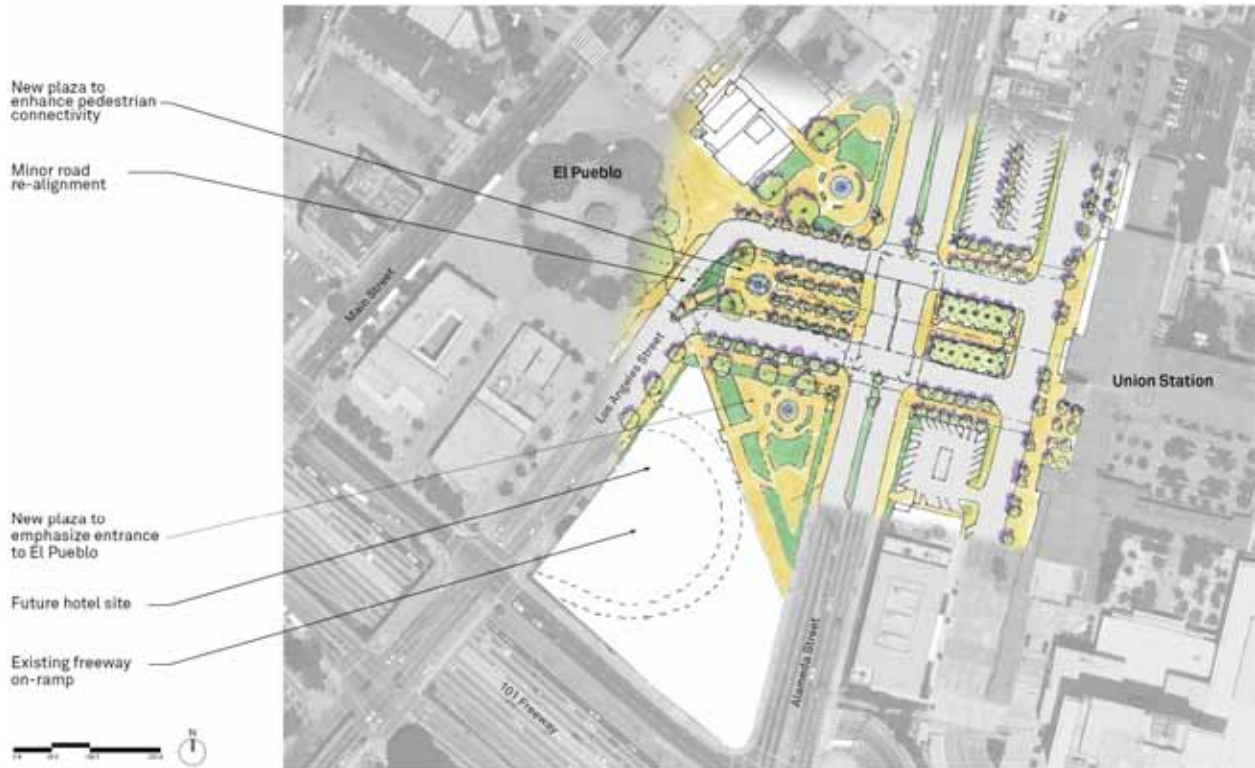


TYPICAL SECTION: MAIN STREET CAP PLAZA LOOKING NORTHEAST

STATION DISTRICT

UNION STATION PROMENADE

The Union Station Promenade, discrete street and pedestrian improvement at the intersection of Los Angeles Street and Alameda Street, will gracefully link the main entrance of Union Station with historic El Pueblo to the west. With minor road re-alignment and the creation of a safe, inviting pedestrian zone, a new “front door” will be created for visitors arriving in Los Angeles via train as well as for locals with downtown destinations. Taking its design vocabulary from the rich architecture and detail of El Pueblo and Union Station, the promenade will be formal in style with small fountains, seating areas, and strong axial views. A new pocket park will be created on the southwest corner of Los Angeles Street and Alameda Street, closely mirroring the existing plaza on the northwest corner. With the proposed re-location of the 101 Freeway on-ramp, an opportunity will emerge for a grand hotel fronting the park.



CONCEPT PLAN: UNION STATION/EL PUEBLO PROMENADE



CONCEPT SIMULATION: UNION STATION/EL PUEBLO PROMENADE



BEFORE: UNION STATION

EAST GATEWAY PLAZA

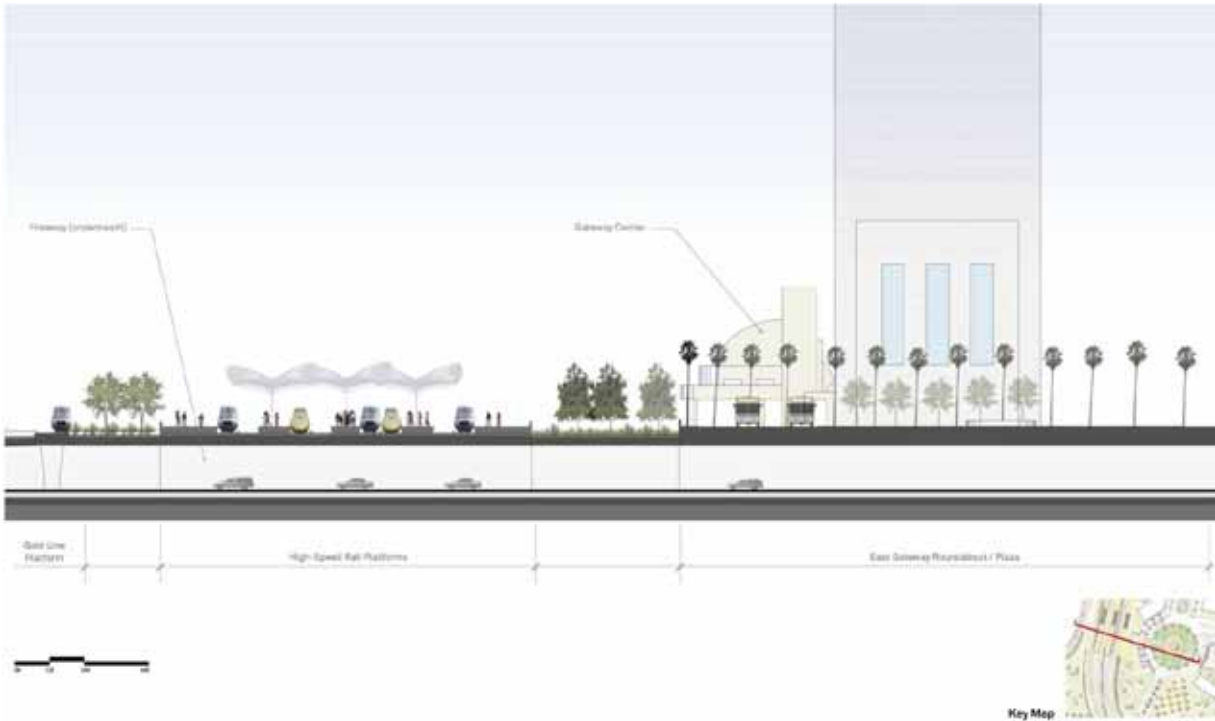
Acting as an iconic gateway at the eastern edge of the PARK 101 freeway cap, East Gateway Plaza will extend over the freeway, tying together Union Station’s Gateway Center with Little Tokyo and the Arts District to the south. A vehicular roundabout will enhance the transportation interface between Gateway Center and the El Monte Busway and will offer the location for a vertical statement about PARK 101 and Downtown Los Angeles. The plaza will also accommodate pedestrian and bicycle traffic, providing an important link to the south as well as to new mixed-use development opportunities along Vignes Street. Beneath the plaza, on- and off-ramps to the 101 are consolidated and are joined to Vignes Street. Just west of the plaza, the elevated high speed rail will extend over the freeway, allowing park and users to meander underneath, between the hillside and LA River.



CONCEPT PLAN: EAST GATEWAY PLAZA



CONCEPT RENDERING: EAST GATEWAY PLAZA



SECTION: EAST GATEWAY PLAZA

RIVER DISTRICT

The River District is situated where PARK 101 will converge with High Speed Rail and reconnect with the Los Angeles River. New high-rise development will reinvigorate this neighborhood as well as provide a buffer between High Speed Rail and the LA River Park.



CONCEPT PLAN: RIVER DISTRICT

LA RIVER PARK

The LA River Park would connect the PARK 101 District down to the Los Angeles River. This park would have pedestrian paths with native plants, but would not be highly programmed. The park could incorporate and preserve the historic stories like that of “El Aliso” which was originally located just north of the park:

“A sacred sycamore that served as Los Angeles’ Plymouth Rock once fixed in time and place a now-vanished village of the Tongva Indians, whose settlement thrived here for three millenniums.”

Potential new development would flank the LA River Park including high-rise residential/office on the north and mixed-use development on the south, further expanding on the current approved Alameda District Specific Plan and entitlements.

TEMPLE STREET RIVER DRIVE

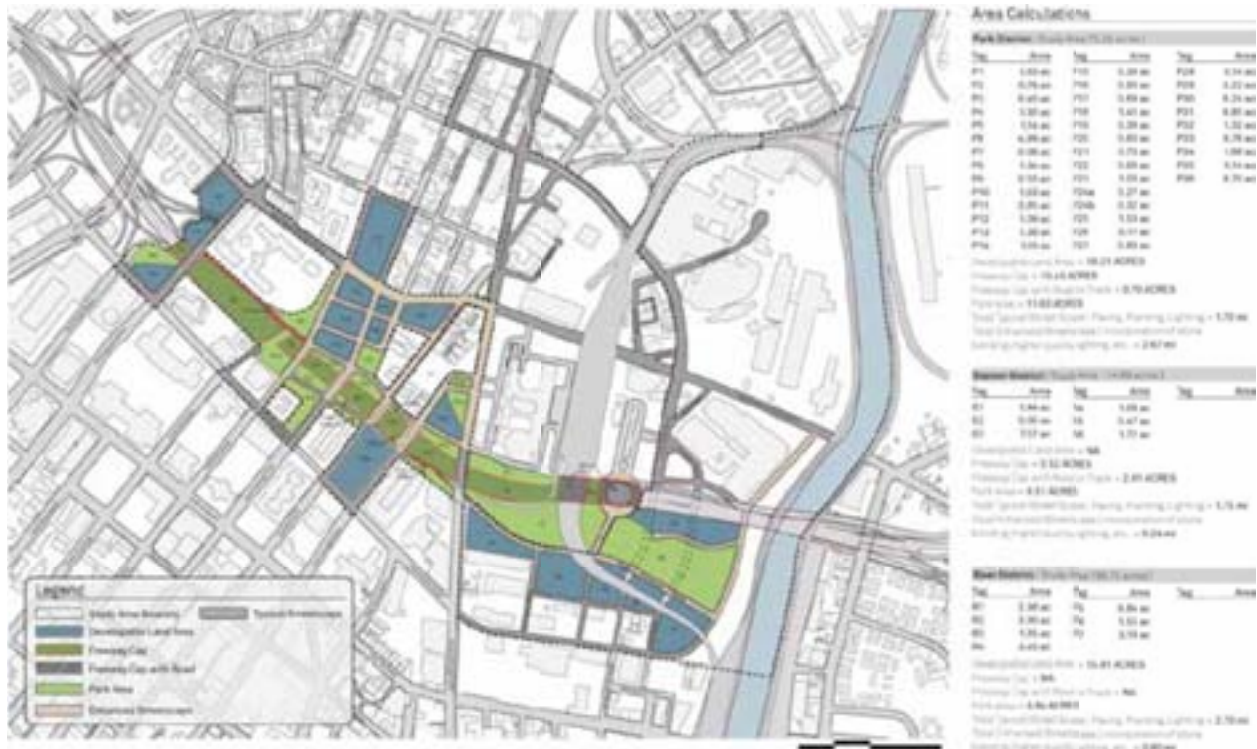
The extension of Temple Street north, from where it currently terminates, would create a scenic meandering road along the river. The river drive would offer views of the revitalized Los Angeles River and would eventually connect north of the freeway to East Cesar E. Chavez Avenue. The river drive, along with potential pedestrian paths would activate and promote recreational uses along the Los Angeles River.

PEDESTRIAN BRIDGE TO ALISO VILLAGE

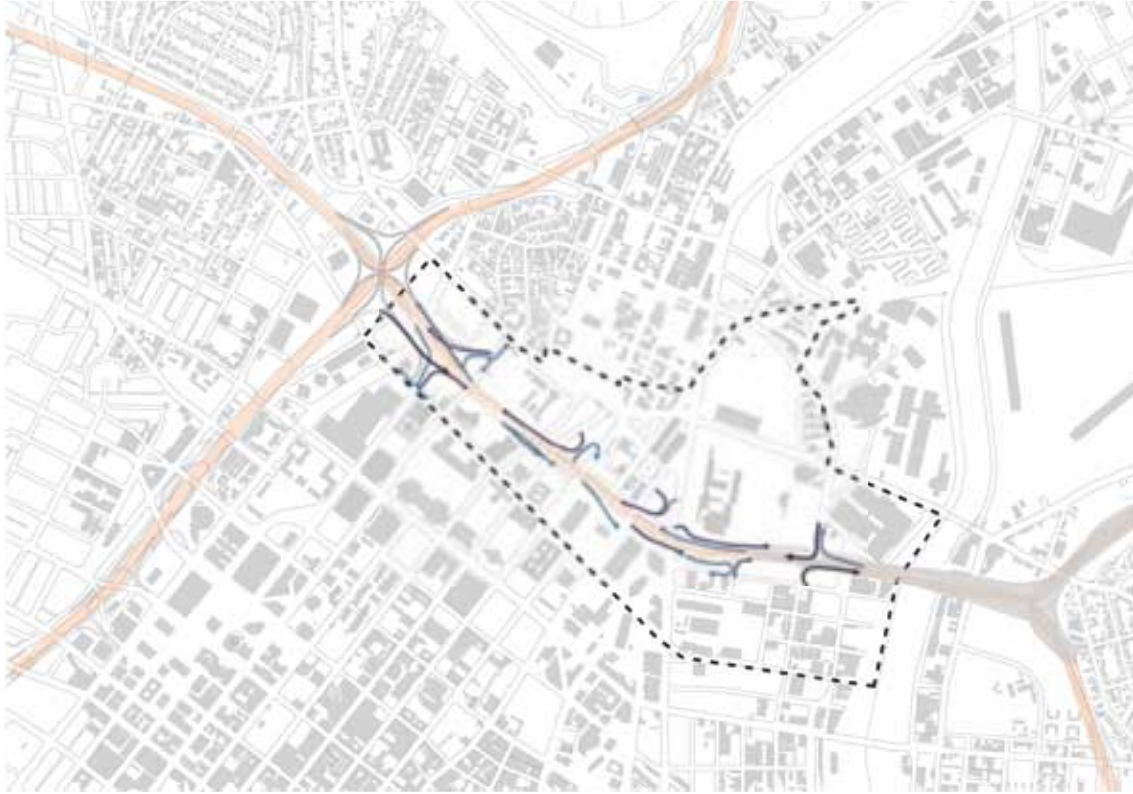
A proposed Pedestrian Bridge across the Los Angeles River would connect the neighborhood of Aliso Village to the proposed LA River Park and Temple Street River Drive, providing pedestrian access to Union Station and future high speed rail. This neighborhood is currently separated from the Los Angeles River by a swath of industrial land. This pedestrian bridge would allow neighborhood access to the new PARK 101 District as well as promote identity with a new gateway along Mission Road to Aliso Village.

AREA CALCULATIONS

The following map and legend illustrates the area calculations by sub-districts: Park, Station and River respectively. The total study area is then broken down by developable land, freeway cap (with and without road or rail track), park, typical streetscape, and enhanced streetscape. These calculations were used for cost analysis and are referenced in Chapter 5: Economic Analysis.



FREEWAY RECOMMENDATIONS



TRAFFIC CIRCULATION: THE AREA HAS 16 FREEWAY ON AND OFF RAMPS

There are 16 existing freeway on and off ramps in the proposed PARK 101 District area. The preferred plan recommends consolidating the on and off ramps at the east and west ends of the PARK 101 District area. This consolidation would allow for gateway opportunities to the PARK 101 District area and the surrounding historic, civic and transit districts on both sides of the freeway cap. Consolidated East and West freeway access would also allow for proposed street improvements in the center of PARK 101. This proposal could potentially alleviate traffic congestion, especially existing bottleneck traffic along this section of US 101.

A comprehensive traffic study and mobility plan is recommended.

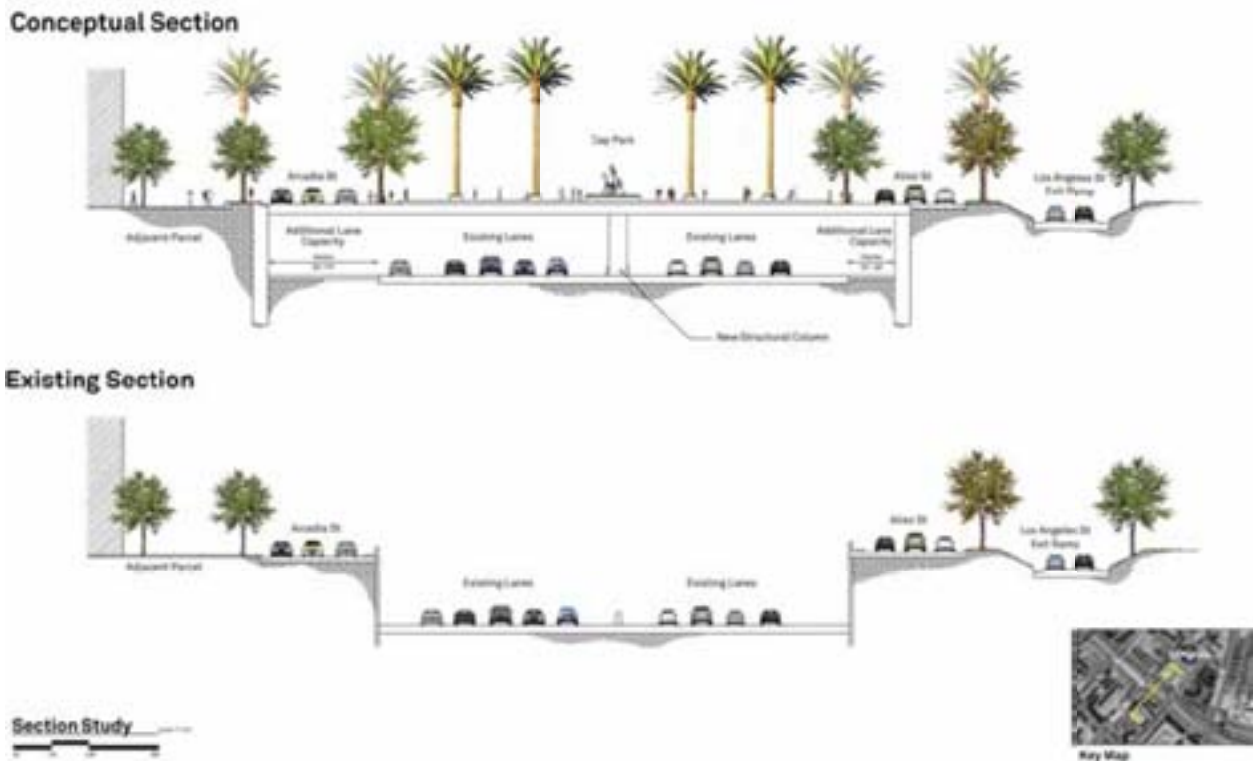


PROPOSED FREEWAY ACCESS: CONSOLIDATE AT EAST AND WEST ENDS



PROPOSED STREET IMPROVEMENTS

FREEWAY WIDENING ASSUMPTIONS



CONCEPTUAL SECTION

ASSUMPTIONS

1. This study does not preclude future freeway widening between Los Angeles and Main Street.
 - An additional lane in both the north and southbound direction is anticipated in the Caltrans PSR
2. Future widening of the freeway north of Main and/or south of Los Angeles will be considered on a case by case basis.

RECOMMENDATIONS

1. A technical study should be conducted at the earliest possible time to confirm or refute the need for this freeway widening.
2. Other measures for alleviating traffic congestion should be considered, like the following:
 - Comprehensive Mobility Plan
 - Surface Street improvements
 - Consolidation of existing on-off ramps

CIRCULATION AND PARKING

CIRCULATION

The PARK 101 project would transform the function of the 101 corridor through downtown Los Angeles. Currently, the corridor functions primarily to collect and distribute vehicular traffic into and out of downtown land uses and, secondarily, to carry regional through traffic from Hollywood and points west to the San Gabriel Valley and points east. Its frontage roads function only peripherally, and very poorly, at connecting Chinatown and the Union Station area to Bunker Hill and to the historic downtown. It functions even more poorly, if at all, as a successful and active pedestrian environment.

By eliminating many of the numerous freeway ramps along the 101 corridor, the PARK 101 project would allow for the opportunity to create an active pedestrian environment that would link the communities on both sides of the freeway. It would also facilitate the passage of regional traffic through downtown by eliminating much of the congestion caused by the large number of existing on- and off-ramps. It would, however, pose some challenges for access to downtown from the regional freeway network. Currently, the 101 ramps that may be eliminated carry a significant fraction of the commuter traffic into and out of downtown. In addition, Aliso and Arcadia, streets, which currently also help distribute traffic from the freeway to the north/south streets of downtown, would be reoriented toward pedestrian uses and, perhaps, disconnected from the freeway ramp system.

Therefore, the next steps in the PARK 101 project will need to examine methods for providing alternative access to downtown Los Angeles. Alternatives to explore could include improvements to the Cesar Chavez, First Street, and Fourth Street ramps from the 101 in Boyle Heights between I-10 and I-5, and to the routes between these interchanges and downtown. With strengthened connections across the Los Angeles River and between these interchanges and downtown, some of the need for vehicles from the east to use the freeway through the PARK 101 area could be reduced.

The PARK 101 plan suggests a new interchange in the area of Vignes Street. Locating a full interchange with an undercrossing at Vignes Street may be problematic because of the Metro Red Line tunnel, which runs directly beneath the 101 at that location. An overcrossing is also not feasible because of the adjacent elevated El Monte Busway. An interchange at the existing Ramirez Street/Center Street undercrossing may merit investigation. A full interchange, possibly a single-point urban interchange beneath the freeway, may be feasible at that location if the El Monte Busway structure were relocated from the north side of the freeway to the median. Moving the Busway into the median would also provide an opportunity to cross the westbound lanes of the Busway over the eastbound lanes at the same time, so that right-side driving is restored on the Busway as it transitions to the extension of Patsaouras Plaza proposed as part of the PARK 101 project.

The PARK 101 plan also suggests reconfiguring the off-ramps from the northbound and southbound 110 freeway that currently connect to Temple Street. Alternative configurations of these off-ramps, as well as the corresponding on-ramps from Grand Avenue, should be

investigated. For improved access to both sides of the 101, alternatives connecting all of these ramps to Grand Avenue should be considered.

PARKING

The PARK 101 project provides opportunities to distribute parking along the 101 corridor and to share parking among existing and future uses. The proposed amphitheater will require substantial parking, some of which could possibly be provided by the existing Cathedral of Our Lady of the Angels parking structure. Redevelopment of the Los Angeles Mall could allow its underground parking facilities to be used by nearby uses to be developed on both sides of the freeway. Other large development sites, such as the location of the existing loop on-ramp to the freeway located at the northwest corner of Alameda and Arcadia Streets could provide parking that would be shared by adjacent uses.



04

ECONOMIC ANALYSIS

INTRODUCTION

“You can’t put a monetary value on public works that enhance the image and quality of life of a city. In so doing, they stand to draw huge numbers of city and suburban dwellers downtown to reclaim some of the communal urban experience that has been lost...Cities are defined by progress as much as history.”¹

With High Speed Rail coming to Union Station, the PARK 101 District becomes a new front door to Los Angeles. PARK 101 leverages and adds to the significant investment planned for the region – without PARK 101, Union Station will remain a highly visible island isolated in the midst of an edge neighborhood. PARK 101 actively unlocks and integrates Chinatown and Cornfields Arroyo Seco with Bunker Hill and the Civic Center of Downtown in a way that would otherwise be impossible due to the Highway 101 freeway trench. The park itself acts as the core of the new public realm, and is part of a larger system of greenways stitching together multiple sub-areas to create value throughout the District.

The public infrastructure required to build the PARK 101 District will cost an estimated \$825 million over the next 25+ years. Public improvements include more than 34 acres of new park and open space, capping nearly a mile of freeway trench, and upgrading ten linear miles of streetscape with new lighting, paving, landscaping, and related pedestrian, bicycle, and vehicular improvements. Taking a more focused look at the Park sub-district of PARK 101, the public infrastructure costs approximately \$390 million for the development of a 22 park acres plus additional streetscape improvements. This is 80 percent of the total cost of Millennium Park (approximately \$490 million). Every dollar of the public investment in PARK 101 would spur \$1.25 in new private development, which is not otherwise likely to occur.

Anticipated new development in the PARK sub-district includes an estimated 1.0-1.9 million square feet of hotel, office, and retail space and 600-800 new residential units worth an additional \$490 million. In addition to 2,800-3,500 one-time construction jobs, The PARK 101 District will bring 2,800-6,000 new permanent jobs to the City and Region.

Millennium Park receives an estimated 3 million visitors a year, resulting in \$1.9-2.6 billion in visitor spending, and \$1.6 – 2.2 billion in economic benefits to hotels, restaurants and retailers over ten years. **We think PARK 101 can do better.**

The support and championship of public agencies will be of utmost importance in the successful development of PARK 101. These include the City of Los Angeles and its various operating departments, Caltrans, Metro, the California High Speed Rail Authority, and numerous other federal and state agencies. Support from the local business and philanthropic community as well as neighborhood associations is also critical to the creation of a district that addresses and meets the needs of the people and firms living, working in, and visiting PARK 101.

What follows is a quantitative analysis of the costs, benefits, and potential funding sources for the PARK 101 District. These are our best estimates, but they are still only estimates. They should not overshadow the long term economic growth and qualitative impact this new front door and cultural epicenter, PARK 101 will bring to Los Angeles.

OVERVIEW

In this chapter, AECOM has conducted a preliminary economic assessment of the PARK 101 District using the design elements described elsewhere in this report. Based on an estimate of the capital costs of improvements, our assessment is moderated by anticipated new revenue-generating land uses that result from district improvements and anticipated infrastructure investments across the Los Angeles region.

The PARK 101 District as envisioned in this study includes many components, including a cap over the existing freeway trench; park and landscaping improvements over the cap, along the cap edges, and in other district locations; realignment of several surface roads as well as many of the freeway on- and off-ramps; streetscape and paving improvements throughout the district; and redevelopment of numerous private parcels to higher intensity uses.

As envisioned, proposed PARK 101 District concept does not include widening the 101 freeway. The proposed freeway cap, however, does accommodate future widening of the freeway should Caltrans or another transportation agency deem it necessary. This is accomplished by a support system placed at a distance far enough apart to allow lane expansions without impacting the pylons supporting the cap structure itself. In other words, capping the freeway does not mean we are forever limited to the existing number of freeway lanes.

As part of our examination of the economic benefits and costs likely to be associated with the PARK 101 District, the study team conducted case study research, examined project reports for freeway cap parks currently planned across the country, and reviewed the existing Project Study Report published by Caltrans for the Los Angeles Street Pedestrian Park Cap. Additionally, we consulted standard construction cost reference materials and experts on the consulting team for generalized order of magnitude costs for construction, landscaping and streetscaping improvements. Land values in the district were assessed based on recent property transactions and active property listings.

AECOM then calculated the total cost of public infrastructure investment for the PARK 101 District, and allocated that cost to the three sub-districts. In order to quantify a potential development scenario in terms of timeframe and required investment, AECOM then developed an illustrative phasing plan for one sub-area of the greater PARK 101 District. These phasing suggests how the sub-district could be developed over time and by achievable segments. Phases may proceed concurrently depending on the availability of funding sources and/or the timeline for approvals or entitlements. Timing may also depend on concurrent projects and their implementation schedule, like that of High Speed Rail and the Los Angeles River Master Plan.

The development of the PARK 101 District will involve a significant public investment in terms of time, funding, political capital, and community involvement. As demonstrated in the park case studies, some of this cost will inevitably be borne by public agencies such as the City of Los Angeles, Caltrans, and Metro. At the same time, there is also significant opportunity for new value capture through fees, financing districts, or other value-capture mechanisms. Real estate development is neither a silver bullet nor the golden goose – it is a critical element to the mix of

funding sources for the new PARK 101 District, but it cannot be the only source of funding. It is, however, likely to be a critical piece of the funding puzzle.

Funding public amenities with incremental value capture of real estate is not a novel idea, but it is one that requires sound public-private partnership mechanisms that adequately share risks and rewards, and players on both sides who are willing to follow through on their commitments for a much greater mutual benefit. This analysis puts a greater emphasis on the potential for creating public-private partnerships as these require the identification of the most appropriate mechanisms, negotiations and flexibility in design and project implementation. Recognizing the potential from such partnerships and understanding their order of magnitude benefits can help set the stage for the multiple stakeholders to come together to shape design and implementation strategies that not only benefit them individually, but also create a public amenity in Los Angeles that is second to none.

Our research into cap parks and open space districts also shows that there is an opportune moment for the public sector to capture value from real estate development: at the beginning of the process. This requires public agencies to set up and instigate financing mechanisms – whatever they may be – **before** redevelopment takes place. In other words, the time for action is now.

In addition to capital investment in the built environment, the PARK 101 District will create new places for people to live, work, and recreate. AECOM has also developed preliminary estimates of the number of new residents and employees in the district. Finally, we conclude our analysis with an overview of potential grant, loan, and other operational programs that may serve as sources of initial or ongoing funding for the PARK 101 District.

The following sections of this chapter include:

- Case Studies: Cap Parks
- Case Studies: Value Premium from Open Space/Redevelopment
- Land Cost Analysis
- Cost Estimates
- Redevelopment Value
- Jobs & Residents
- Funding Sources

CAP PARKS: NATIONAL CASE STUDIES

AECOM reviewed an initial set of approximately ten cap parks, and acquired detailed information on six of them after extensive primary outreach and secondary research. The final six parks are profiled in summary form below, with complete details following in the Appendix. Information provided in the case studies and Appendix are the result of a compilation of sources including interviews, publications by local and state agencies, and publications by news outlets and websites. Many of the original and/or detailed cost documents associated with cap and park development were not available from the agencies charged with park construction and operation, nor from secondary sources. All information provided below should be considered in light of available resources, and there may be other more definitive sources that we were not able to access.



SUMMARY OF KEY FINDINGS

There are generally three types of broad categories of freeway cap park projects: mitigation projects, public private partnerships, and new public projects. The parks profiled in the following case studies can be organized into three broad categories, which occasionally overlap:

- **Mitigation Projects:** Mitigation Projects are park projects that were created after freeways/roadways were built, as a means to revitalize neighborhoods negatively impacted by the roadway. These types of park projects are characterized by timing and funding. In regards to timing, the roadway has usually been established and in use for a long period of time before the park is constructed. Mitigation parks are often primarily funded by federal or state agencies and funds, but can also include public/private partnerships. Case Studies include:
 - Lake Place Park & Leif Erikson Park (Duluth, Minnesota) – Public Funding
 - Seattle Freeway Park (Seattle, Washington) – Public Funding
 - Millennium Park (Chicago, Illinois) – Public/Private Partnership

- Olympic Sculpture Park (Seattle, Washington) - Public/Private Partnership
- **Public-Private Partnership Projects:** These park projects are characterized by the strong role of the private sector in park development and funding. The parks may not necessarily be associated with the construction of the freeway/roadway, but there is overlay with mitigation projects. They may be developed to mitigate negative impacts caused by an existing or new freeway or roadway. The private sector is generally involved in many or all aspects of park development, from fundraising for the park (private donations) to design and programming. Typically, joint committees of public and private participants are created to guide the development and general operation of the park. Park fundraising often includes an endowment for the future maintenance of the park, which assures the park maintains continuity in programming and appearance in spite of fluctuating government budgets. Parks developed under public-private partnerships have been shown to incorporate more active programming areas and less passive open space. Case Studies include:
 - Millennium Park (Chicago, Illinois)
 - Olympic Sculpture Park (Seattle, Washington)
 - Seattle Freeway Park (Seattle, Washington)
- **Publicly Funded Projects:** These park projects are primarily paid for through public funds and may involve minimal to no private sector funds. Funding may come from federal, state, and/or local sources. Unlike Mitigation Projects, Publicly Funded Projects are typically part of new freeway/roadway construction plan. Publicly Funded Projects tend to be passive green spaces, with limited active programming (and limited program budgets). Maintenance and operation costs are funded by the local government's General Fund. Case Studies include:
 - Teralta Park (San Diego, California)
 - Margaret T. Hance Park (Phoenix, Arizona)

Over time, parks operated and maintained by a municipal Parks and Recreation department appear to lose their initial sense of specialness and become just another city park. Cap parks developed in partnership between a variety of private stakeholders and local government tend to bring together community and impact both local and visitor experiences. Public private partnership projects are generally quite complex because they involve existing infrastructure and agency inertia. Public/private partnership parks tend to be more highly programmed and maintained at a higher standard by a special group dedicated to those efforts. As a result, operational costs are significantly higher but the parks themselves tend to become valued and valuable community assets.

Joint funding efforts between local, state and federal agencies are essential to successful development of large cap park projects. Continual collaboration between businesses and institutions nearby or within the park are beneficial for creating events to keep the area vibrant with activity. Finally, strategic landscaping and lighting are key components for a safe and active public park.

**LAKE PLACE & LEIF ERIKSON PARK
DULUTH, MINNESOTA**

Size: Lake Place: 2.5 acres; 1000-foot long deck (tunnel); 40 feet off the ground

Leif Erikson Park: 3.3 acres; 1,500-foot long deck (tunnel)

Construction Completion: 1992

Park Impact

The development of the freeway and the cap parks had several positive impacts for the city. As people participated in the redesign process of the freeway, citizens began to “rediscover” Lake Superior and waterfront area. Additional community amenities, such as Lakewalk, would not have been developed without the cap project. The creation of the deck at Leif Erikson Park allowed an important community icon, a 1,200-plant rose garden, to be restored to its original condition after the construction of the freeway (it was actually doubled in size after the completion of the freeway, in 1994, to be twice as large and feature over 2,000 plants of 99 different varieties). Approximately 6.3 acres of new public land along Lakewalk was created using the 179,000 tons of gabbro volcanic rock that was excavated in the tunneling process. According to the City Architect of the City of Duluth, Terry Groshong, Old Downtown Duluth has seen a “renaissance” in the last few years, with the development of the Technology Village, combination stores, restaurants, and professional businesses. The south side of Superior Village has been developed into high-end office space, condominiums and ground floor retail.

Lessons Learned

- The controversial freeway extension project became a successful development and public works project by working with the opponents in the community
- The creation of the Citizens Advisory Committee allowed for residents to take ownership of the project and work out a solution that improved the urban fabric. The series of caps over the I-35 freeway creates a network of waterfront areas and parks that improved the overall downtown area and allowed the residents to take advantage of the lakefront property (Erikson Park was dedicated in 1994)



**MARGARET T. HANCE DECK PARK
PHOENIX, ARIZONA**

Size: 29 acres; ½-mile long

Construction Completion: Freeway in 1990; Park in 1992

Park Impact

The tunnel was a solution to the problem of having a freeway bisect the historic neighborhoods of Phoenix; the tunnel and park were created to connect the west coast and east coast segments of the I-10 freeway, while not disturbing the local urban fabric. The park is split into two district areas – one side is an open play area, while the other serves as the entryway to the Phoenix Public Library and



Japanese Friendship Garden. The Deck Park is considered to be the heart of Phoenix's downtown cultural center and is the city's second-largest downtown park. The park has spurred efforts to revitalize the surrounding downtown area, including construction of a new library, market rate and affordable housing, and the expansion and/or renovation of local museums.

Lessons Learned

- Public support for park deck enabled freeway to be built through the heart of the city, which included historic neighborhoods and two ancient archeological sites
- Previous attempts to build the freeway were rejected because they would have required the freeway to exist at-grade or above-grade and bisect the area
- The park has been catalyst for commercial and residential revitalization in surrounding area
- Waterproofing is an ongoing concern; deck has experienced some minor leakage from the pond on top
- Good interdepartmental communication system is key. Special events must be monitored very closely considering weight of special vehicles on deck, assemblage of temporary structures, etc. Any event planned or anything that will penetrate ground more than 3 feet must be approved by ADOT
- Lighting can be a potential problem when entering/exiting the tunnel
- Trees must be carefully and appropriately selected. On the park, the trees have not grown to full height, possibly because there was not enough dirt for the type of tree (soil is only 3-5 feet deep). Due to weight limitations, special fills are required; and solid soil fill can be too heavy

**MILLENNIUM PARK
CHICAGO, ILLINOIS**

Size: 24.5 acres

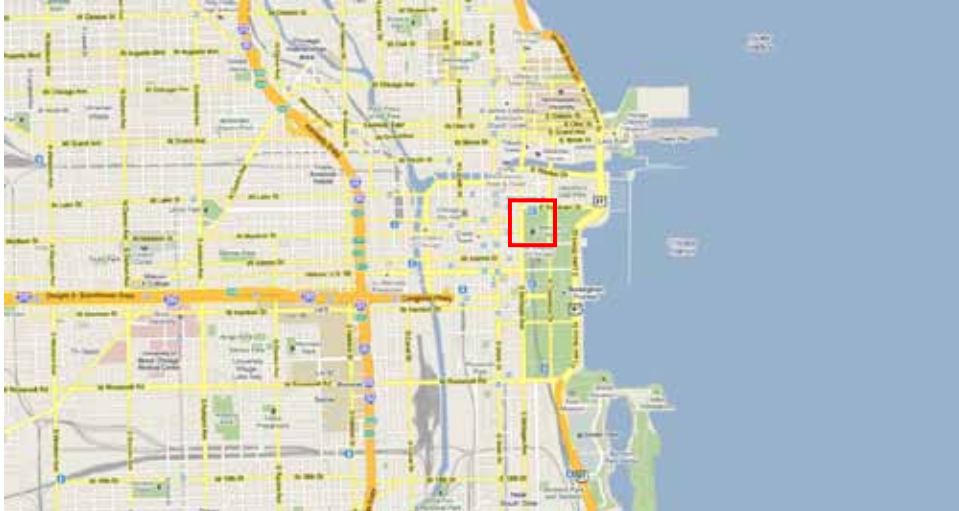
Construction Completion: July 2004

Park Impact

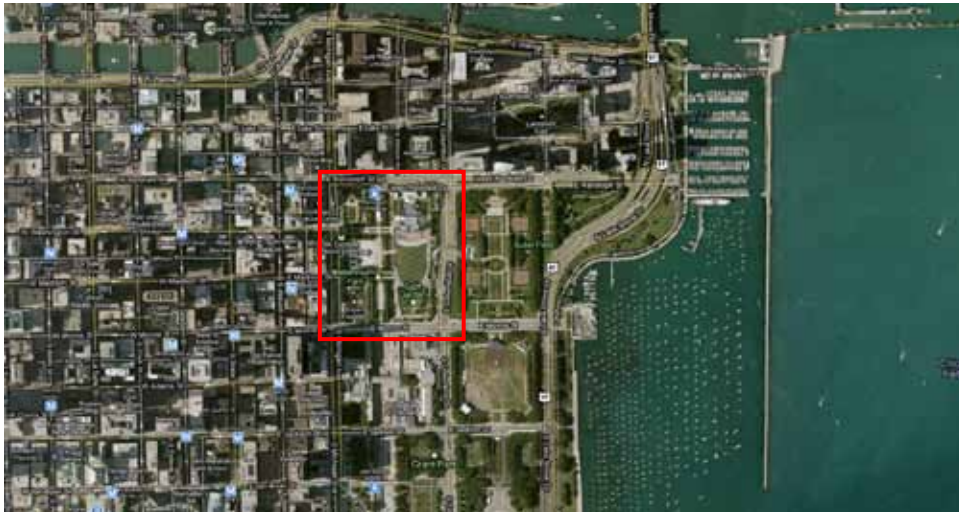
Millennium Park has been a catalyst for economic development and tourism in Chicago, including estimated increases in nearby real estate values that total \$1.4 billion and an increase in tourism revenues of \$2.6 billion over a projected twenty year period. Although the project struggled from its large (and constantly changing) price tag and controversies with contractors, the Park benefits from a strong, positive reputation today and tremendous public support. While serving as an iconic development for the City (with immediately recognizable features, such as the *Cloud Gate*), it also has played a significant role in the redevelopment and invigoration of the surrounding area. The public was concerned about privatization of the park, due to high values of private fundraising (nearly half of the project was built with private money). Millennium Park has mitigated this concern, at least in part, by the offering dedicated programming staff and providing more than 500 annual events hosted by the Chicago Department of Cultural Affairs, which are funded by a combination of City money and by private donors. The park's current operating budget is nearly \$13 million per year and is administered by a nonprofit created to service the park.

Lessons Learned

- Portions of the park were opened ahead of the grand opening of the entire project, including the ice skating rink, garnering strong public support after heavy criticism for the delays and escalating costs
- Private funds and public funds were kept distinct from one another, giving private donors the ability to design and build elements according to their own preference, which in turn provided an incentive for more donors to give. The separation of funds allowed donors to maintain decision-making authority; the funds they provided added amenities to the core park elements that were being funded by the City.
- There was significant concern about privatization of public space, due to increasing reliance on private funding to cover cost overruns. This is mitigated, in part, by the large number of free public events and strong outreach across the city.
- Heavy investment in ongoing maintenance and programming staff is required to activate and maintain the space for an estimated 3+ million annual visitors.



AREA OVERVIEW OF MILLENNIUM PARK (SHOWING AREA FREEWAYS)



SATELLITE OVERVIEW OF MILLENNIUM PARK

**OLYMPIC SCULPTURE PARK
SEATTLE, WASHINGTON**

Size: 9 acres

Construction Completion: January 2007

Park Impact

Integration/Urban Fabric: The park design earned the prestigious Veronica Rudge Green Prize in Urban Design award in 2007. The award recognizes large-scale works that make a substantial contribution to a city's urban environment. Visitors to the park start at a glass exhibit pavilion and descend 40 feet along a continuous Z-shaped green platform to reach the water. The path is lined with sculptures and native plant species. It also acts as an overpass for existing train tracks and a freeway, helping to integrate the project into the urban landscape. The open, topographical design capitalizes on the views of the downtown skyline, bayside location, and surrounding mountains. The design connects three parcels into a series of four distinct landscapes. In doing so, it afforded a wide range of environmental restoration processes, including brownfield redevelopment, salmon habitat restoration, native plantings, and sustainable design strategies.



Value Creation: The project transformed a 9-acre industrial site into open and vibrant green space. Residents and tourists now have the opportunity to experience a variety of artistic sculptures and fixtures in a pleasant outdoor setting, free of charge. The project provides an inviting and popular public space, and helps to increase residents' sense of community ownership. A report recently released by the Trust for Public Land credits the park for sparking new residential and business development in adjacent areas, and increasing nearby residential values.

Lessons Learned

- Unique park design (the zigzag shape) connects the larger park area to the waterfront, without having to create a large deck over the roadway. The deck is only a small portion of the park and creates a wide walkway for visitors to safely cross over the roadway to the waterfront at minimal cost; additionally, the zigzag design creates sightlines towards the waterfront.
- The park was a public-private partnership, with two non-profit organization (Seattle Art Museum and the Trust for Public Land) initiating and driving the project. The partnership with the Trust for Public Land helped to remediate the brownfield
- Part of the overall development cost is an endowment to fund the maintenance of the park, which eases the burden of maintaining the green space

**FREEWAY PARK
SEATTLE, WASHINGTON**

Size: 5.2 acres

Construction Completion:

- July 1976
- Expansion #1 with construction of Pigott Corridor in 1984
- Expansion #2 with extension to meet Washington State Convention Center in 1988

Park Impact & Lessons Learned

The development of the park initiated other development, including the Washington State Convention Center adjacent to the park. In an attempt to create a “nature trail” in the urban environment, the park was designed with a meandering pathway through the use of walls, trees and fake boulders. As the landscaping matured, it created an unsafe environment by limiting sightlines and creating dark spaces. It is important to continually maintain the area to create active and safe spaces. Initially, the park was actively programmed with lunchtime and evening concerts, making the park a landmark location for the community. However, as programming became more limited, the passiveness of the space led to underutilization of the green space over time. Keeping the space energized with multiple uses and programming is important to keep the space relevant to residents and visitors.



**TERALTA PARK
SAN DIEGO, CALIFORNIA**

Size: 5.4 acres (grass area - 3.3 acres; hardscape - 1.3 acres)

Construction Completion:

- I-15 completed January 2000
- Park completed April 2002

Park Impact & Lessons Learned

Teralta Park is a part of a series of landscaping improvements and other smaller, pocket parks along the I-15 extension. Originally, the park was perceived as an added cost of surrounding private development due to tax rate increases and negative associations/property value declines associated with the freeway project. Now that the project is complete, the park is perceived as a benefit to the community. The park was created in a park deficient area of San Diego and provides badly needed open space for the local neighborhood. The park was incorporated into the final plans for the development of the I-15 extension, as the residents and governmental agencies were aware of the division the roadway extension would cause in the historic neighborhood. The inclusion of the park, as part of the plans for the roadway improvement/extension, changed the perception of the freeway project, as the park was seen as an opportunity to catalyze community revitalization (rather than just as an “ordinary transportation improvement project” that would “tear apart the fabric of the community”).



OPEN SPACE: CASE STUDIES OF VALUE PREMIUM FROM REDEVELOPMENT

The following section provides an overview of case study findings with respect to the real estate impacts of “Open Space”². AECOM examined a number of relevant national case studies to determine the value premium associated with open space in relation to residential and commercial real estate. Next, AECOM incorporated information from a similar open space improvement project (the San Diego River Project) currently under development in San Diego, where we recently concluded a case study including outreach to a number of San Diego residential and commercial real estate agents and brokers to determine what affect the San Diego River was having on residential and commercial real estate values and absorption in the area. Then, AECOM estimated the range of value premium that could be expected based on proposed improvements to the PARK 101 District. Finally, based on the land use analysis and redevelopment potentials, we provide an estimate for incremental net new redevelopment value created based on the proposed PARK 101 District improvements.

The impacts highlighted herein are quantitative, although it is important to also keep in the mind the qualitative benefits, such as improved quality of life, increase pedestrian activity, and protection of the natural environment that are not presented, nor valued, in this report.

NATIONAL CASE STUDIES

Analysts have completed a number of studies that attempt to assess the value that Open Space adds to the surrounding properties. Over the years the studies have become more refined, attempting to eliminate the impacts of outside factors such as size, type, improved access to transit, and so forth. AECOM has focused its literature review on the associated value of residential and commercial office land uses within proximity to Open Space.

It should be noted that the existing research provides analysis on value premiums generated by a variety of Open Space formats. While some of the case studies are not directly comparable to the proposed PARK 101 District improvements, they provide a reasonable range of value premiums that can be used to guide our estimates. Direct comparable research regarding value premium for park improvements similar to those proposed in the Master Plan is not available.

In order to better understand the range of potential value premium based on the proposed PARK 101 District improvements, AECOM has selected the following five residential studies that help illuminate existing Open Spaces real estate value impacts to surrounding land uses. It should be noted that according to the Trust for Public Land, more than 30 studies have demonstrated a positive effect on nearby property values adjacent to Open Space. The case studies were selected due to their level of detail and applicability to future River improvements.

Much of the available research for price appreciation associated with Open Space is focused strictly on residential values. The residential literature is based on academic studies that have investigated residential property value in relation to proximity of Open Space. The information presented below regarding commercial property values is empirically based and not analyzed

with same academic rigor. It is also important to point out that the commercial office examples are taken from established office markets with strong demand for office space.

SUMMARY: RESIDENTIAL

In general, the benefits of Open Space and parks are partially captured in the price of properties close to it. Based on the literature reviewed, this value can generally be measured within 2,000 feet from Open Space. However, residential value premiums are largely captured, whether it is large or small, within properties with close proximity to Open Space. The residential value premiums researched in this report range from approximately 0-30 percent depending on the characteristics of the park or Open Space. These findings are consistent with past AECOM research that noted that upward bounds of benefits in residential real estate value were 20-30 percent based on park proximity.³

SUMMARY: COMMERCIAL

Although each case is different, lease rates for units with a view of Open Space can command higher rates. In the cases examined, the rental premium ranged from 10 to 40 percent. There is also a precedent that the introduction of a park can also stimulate overall leasing activity. However, it should be noted that the case studies and general research on the subject is limited. AECOM believes that Open Space provides a valuable amenity for commercial office properties. In some examples, the large price appreciation reported is based on the removal of unsafe conditions (e.g. crime) and thus skew the potential value premium that Open Space might provide commercial office properties in other market areas.

Boulder, Colorado (Residential)

In 1978, Correll, Lillydahl, and Singell⁴ studied the effect of a 1,382 acre greenbelt purchased by the City of Boulder on property values in three different neighborhoods. The focus of the study was 82 single-family homes that sold in a selected year which were located within 3,200 feet of the greenbelt. Seven variables were identified that were believed to influence the sales price of the properties. Using a statistical regression model, the analysis showed that there was a \$4.20 decrease in the average sales price of residential property for every one foot distance from the greenbelt. The study found that the value of the properties adjacent to the greenbelt was 32 percent higher than those located 3,200 feet away.

Austin, Texas (Residential)

In 2005, Nicholls and Crompton⁵ reported the impact of Barton Creek Greenbelt and Wilderness Park in the City of Austin. The greenbelt is a linear 171 acre natural area that includes a 7.5 miles of multi-use trails. Three major residential areas border the greenbelt and were the subject of the analysis over a three year time period between 1999 and 2001. The examination of single-family home transactions concluded that the adjacency to the greenbelt produced property value premiums in two of the three neighborhoods. The premium for adjacency to the greenbelt, based on average home sales price in comparison to other homes in the same neighborhood but not adjacent to the greenbelt, ranged from 20 percent to 6 percent. The one

neighborhood that showed no price premium was attributed to the different character of the greenbelt due to deep, thickly vegetated ravines that offered neither recreational access nor attractive views. Similar to the previous study, the authors found that the average sales price depreciated the further homes were from those adjacent to the greenbelt.

Price Premiums in Austin Neighborhoods (Premium Average Sales Price)

Neighborhood	Average Sales Price Premium
Barton	20%
Lost Creek	0%
Travis	6%

Source: Nicholls and Crompton

Portland, Oregon (Residential)

In 2001, Lutzenhiser and Netusil presented findings from their study of over 16,500 single-home sales in the City of Portland between 1990 and 1992 to measure the relationship between a home’s sale price and its proximity to different Open Space typologies. A statistical technique called the “hedonic price method” was used relating the sales price of a property to structural characteristics, location, and environmental attributes. The hedonic model attempts to isolate the impact of numerous individual values on a single dependent value (i.e. average home sales price premium)

Open Space was categorized by four major types: natural area parks, urban parks, specialty parks/facilities, and golf courses. As shown below, results indicate that Open Spaces gave a statistically significant effect on a home’s average sale price in comparison to similar homes although the effect varies by Open Space type and with the distance from the home to the Open Space. Homes located within 1,500 feet of a natural park were found to experience, on average, the largest increase in sale price.

Price Premiums from Portland (Premium Average Sales Price)

Distance	Natural Park	Urban Park	Specialty Park/Facility	Golf Course
Less than or equal to 200 Feet	16.9%	2.9%	11.2%	21.0%
201 - 400 Feet	15.4%	3.1%	8.7%	11.9%
401 - 600 Feet	19.1%	1.8%	15.5%	4.3%
601 - 800 Feet	17.0%	NS	8.6%	13.4%
801 - 1,000 Feet	13.6%	NS	7.5%	13.4%
1,001 - 1,200 Feet	12.3%	2.6%	6.9%	6.6%
1,201 - 1,500 Feet	15.1%	NS	5.8%	6.6%

Notes:

Urban Park: More than 50% of the park is manicured or landscaped and develop for non-natural resource dependent recreation (e.g., swimming pools, sports courts, ball fields).

Natural Area Park: More than 50% of the park is preserved in native and/or natural vegetation. Park use is balanced between preservation of natural habitat and natural resource-based recreation (e.g., hiking, wildlife viewing, camping). This definition includes parcels managed for habitat protection only with no public access or improvements.

Specialty Park/Facility: Primary use at the park and everything in the park is related to the specialty category (e.g., boat ramp facilities).

Findings reported at various levels of statistical significance. NS = Not statistically significant.

Source: Lutzenhiser and Netusil

Chicago, Illinois (Residential)

In 2005 Goodman Williams Group reported the economic impact of Millennium Park for the City of Chicago’s Department of Planning and Development. In an attempt to capture the roles of the park in generating demand for new residential development, Goodman Williams analyzed the price per square foot premium in achievable sales price that was linked to Millennium Park and the market’s perception of the location. The research concluded that adjacency to the park created a 33 percent increase in overall residential value. Goodman Williams also estimated that over a ten period approximately 25 percent of future development and subsequent absorption near the park could be attributable to the park’s development.

Philadelphia, Pennsylvania (Residential)

The Trust for Public Land’s Center for City Park Excellence issued a report to the city of Philadelphia regarding the value the city receives from its park and recreation system.⁶ Using GIS mapping technology, all residential properties were analyzed within 500 feet of every “significant park and recreation”⁷ area in Philadelphia. The study found that some 98,000 properties or 15 percent were located within 500 feet of the park and recreation land in the city. Without being able to assign Philadelphia parks into various categories, the study concluded that price premium associated with park proximity is five percent, which was noted to be a conservative estimate.

New York, New York (Commercial)

The rehabilitation of Manhattan's Bryant Park is a frequently cited example of how Open Space can create value premiums for nearby commercial properties. The eight-acre park behind the New York Public Library was long considered dangerous and attracted crime. Rebuilt and reopened in 1991, the park is now one of the most attractive locations in midtown. According to local brokers, 24 months after the park opened, leasing activity on 6th Avenue had increased 60 percent in the first eight months of 1994 compared to 1993. Additionally, between 1990 and 2002, rents for nearby commercial office space around Bryant Park increased 115 percent to 315 percent, while surrounding submarkets experienced only a 41 percent to 73 percent increase in similar commercial properties.⁸ Proximity to the park is currently viewed as a positive attribute and amenity, whereas decades earlier, proximity to the park negatively impacted the marketability of the commercial properties. At the time AECOM analyzed the properties, brokers reported a 40 percent premium for comparable properties within a close proximity of the park.

Boston, Massachusetts (Commercial)

The City of Boston finished its Central Artery tunnel project (also known as the Big Dig) in 2007. According to a review of tax-assessing records by the Boston Globe in 2004, commercial properties along the mile-long greenway (Rose Kennedy Greenway) increased \$2.3 billion between 1998 and 2003, up 79 percent. Over the same time period, the value of commercial properties in the city rose 41 percent. The research only examined assessed values⁹ as reported by the state. Under state law the assessments are intended to reflect actual market value, and the city adjusts the figures annually.¹⁰ The almost doubling in price appreciation suggests that the Rose Kennedy Greenway has provided an amenity to adjacent commercial properties that is reflected in the rising property values.

Another example is Boston's Post Office Square, a 1.7 acre urban park situated above a parking garage in Boston's financial district. Based on past AECOM research the park's transformation from an above ground parking structure to an urban park has significant increased adjacent commercial office values. According to local real estate brokers, lease rates for office space facing the park command a ten percent premium over office space within the same building without a park view. Moreover, while building located two or three blocks from the park before the park was developed commanded higher lease terms, at the time of our research office properties adjacent to the park commended the highest lease terms.

San Diego, California (Residential & Commercial)

During the months of November and December 2009, AECOM contacted a number of residential real estate agents, leasing agents, and commercial brokers working in the Mission Valley area of San Diego. The purpose of these interviews was to determine the extent that the San Diego River (in its existing condition) creates premiums for residential and commercial office uses. The majority of the residential complexes that face the River are situated along the street Camino De La Reina in Mission Valley. This street is located on the south side of the River facing north, and north of Interstate 8, and east of State Route 163. Another newer and

more modern complex, The Lido, is situated on the north side of the River facing south. Complexes in this area along the River with River views include the following: River Scene, Rio Del Oro, River Colony, Mission Gate, River Front, Promenade Rio Vista, and the Lido.

In summary, apartment complexes with river views appear to command a 3-4 percent premium for units facing the River. Based on our interviews, the premium associated with River facing units may also come in terms of absorption of vacant units. While properties do not receive significant price premiums, there is evidence that these units rent faster than other comparable units.

One inherent problem with determining view premiums with commercial office properties in Mission Valley is that nearly all of the office space, especially on Hotel Circle and Camino Del Rio, have some sort of river view, depending on their location within the building. The commercial brokers whom we interviewed estimate that River views command a \$0.10 per square foot per month premium in additional rent in Class A properties per month, which suggests a 3 percent premium on current rents. However, we were unable to confirm the accuracy of these statements through secondary data sources.

PARK 101 PREMIUMS

Based on information gathered during the open space case studies, AECOM has estimated a range of value premiums for various private land uses that are expected to occur within the PARK 101 District. Premiums range from two percent to 10 percent by expected use, and are summarized below. These premiums represent additional value that a development may be worth based on the intangible benefits of proximity to parks, open space, and other amenities anticipated within the PARK 101 District.

Estimated Value Premium	
Hotel	2%
Office	2%
Retail	2%
Residential- Rental	5%
Residential - For Sale	10%

LAND COST ANALYSIS

AECOM examined recent real estate transaction and current real estate listings in the downtown Los Angeles region to develop a set of land cost estimates for the PARK 101 District analysis. First, we collected recent sales transactions and current real estate listings for properties in the downtown Los Angeles area. The average price per square foot (*PSF*) of land was determined by type of property (ex. office, retail, etc.) and neighborhoods as defined by the Downtown Center Business Improvement District). Next, we compared our findings to the recorded assessed land values on a per square foot basis, as reported by the Los Angeles County Assessor's Office, in order to better understand trends within the downtown real estate market. Finally, the information we applied the range of land costs by property type to the new PARK 101 District area.

DATA

Data was primarily collected from LoopNet and CoStar. LoopNet offers online commercial real estate listings (for sale and for lease) in the United States, as well as profiles of recent real estate transactions. CoStar is one of the largest third party providers of commercial real estate information in the United States, including recent sales information and current real estate listings. AECOM examined approximately 1,000 real estate transactions recorded by LoopNet and CoStar in the last ten years in the downtown Los Angeles area, as well as 170 current real estate listings. Transaction data for recent sales provided by CoStar include only the zip code of the property (not the street address) and so were therefore analyzed separately from the other address-based data.

RECENT SALES AND CURRENT LISTINGS

In order to better understand the range of land costs in downtown Los Angeles, AECOM mapped recent sales transactions and sales listings, organized by downtown Los Angeles neighborhoods, as shown below:

Recent Sales Transactions and Current Sales Listings by Downtown Neighborhood



Source: LoopNet; CoStar; Downtown Center Business Improvement District

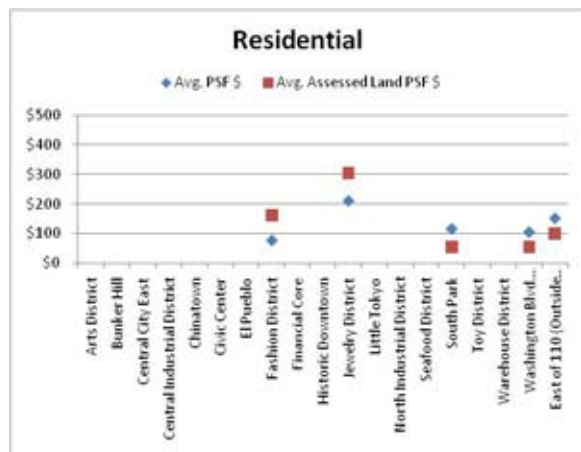
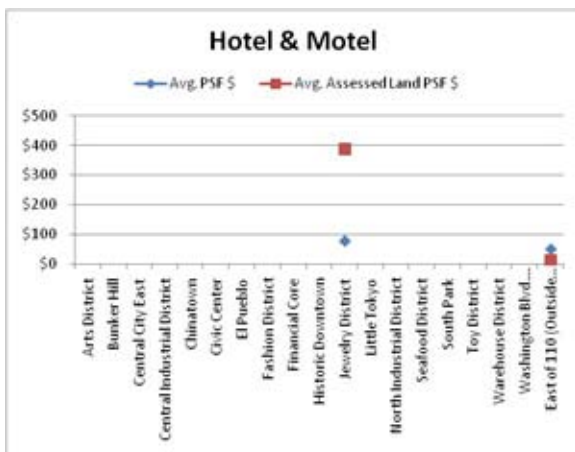
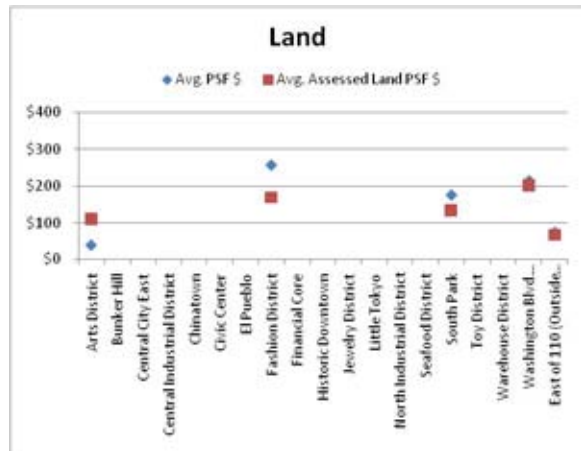
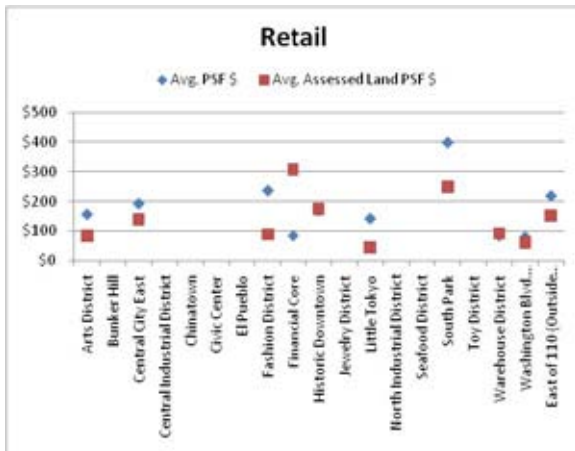
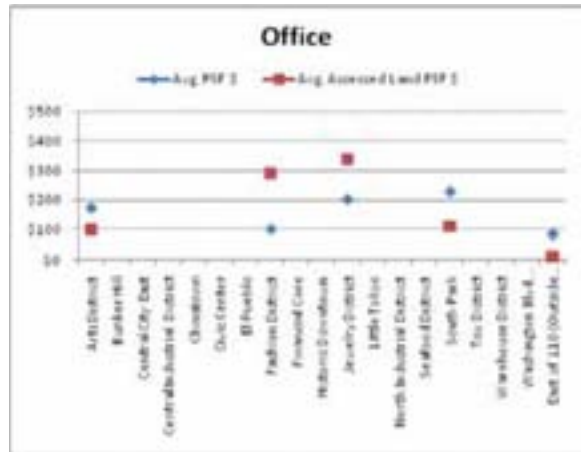
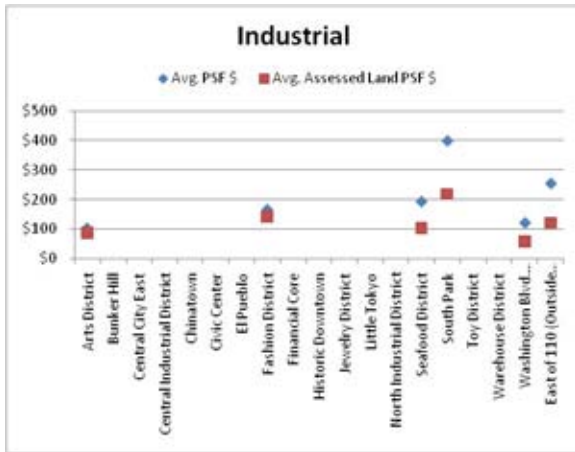
As expected, AECOM found that the average land price per square foot varied by the location of the property. Each downtown neighborhood provides a different configuration of property types and amenities that are attractive to different users, thereby commanding different sale prices per square foot for the same property type.

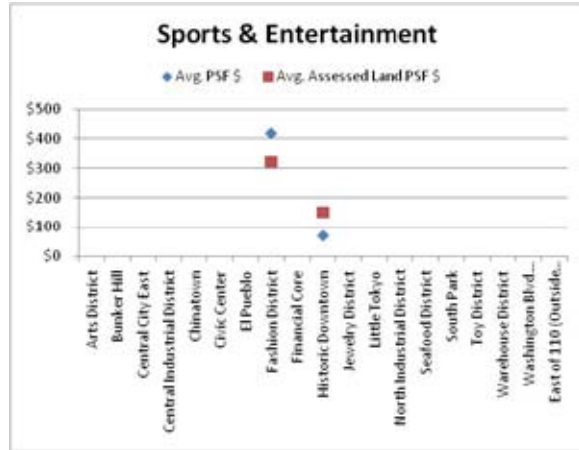
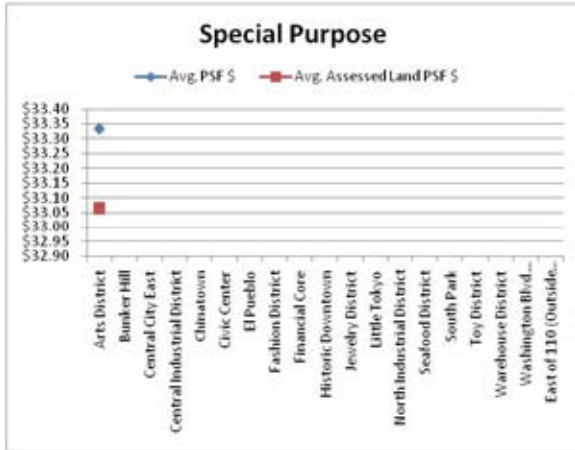
SALE PRICE VS. ASSESSED VALUE

AECOM also compared average sale price (on a square foot basis) against average assessed land values by neighborhood and land use to better understand the current real estate market in downtown Los Angeles. Assessed values by parcel were sourced from the Los Angeles County Assessor’s Office 2009 Local Roll.

Comparison by Neighborhood and Use:

Average Sale Price PSF for Recent Transactions vs. Average Assessed Land Value PSF





SUMMARY OF PARK 101 LAND COST ESTIMATES

AECOM found that some downtown neighborhoods have fared much better than others during the recent decline of the real estate market. For example, the new South Park neighborhood features luxury condominiums and new retail and commercial space. Data shows that recent average sale prices for all use categories are higher than the existing assessed values, indicating that land has been selling for a premium in this area. On the other hand, land in neighborhoods with high vacancy rates, such as the retail property market in the Financial Core, have been selling at prices lower than the average assessed value.

Recent Transaction Sale Price per Square Foot by Neighborhood and Type of Property (June 2010)

	Number of Transactions	Size of Building (or Land for Land Sales) in SF			Reported Sale Price			Sale Price PSF		
		Average	Min.	Max.	Average	Minimum	Maximum	Avg.	Min.	Max.
Hotel & Motel	2	21,600	10,700	32,600	\$1,511,000	\$522,000	\$2,500,000	\$63	\$49	\$77
Industrial	20	27,600	3,200	95,700	\$2,794,700	\$700,000	\$6,600,000	\$180	\$55	\$398
Land	6	24,200	4,700	71,900	\$2,889,333	\$350,000	\$7,500,000	\$156	\$37	\$258
Office	6	42,300	5,500	120,000	\$7,289,833	\$1,600,000	\$24,300,000	\$170	\$84	\$293
Residential	16	40,900	2,000	268,100	\$5,751,938	\$500,000	\$56,500,000	\$146	\$77	\$265
Parking Lot	1	7,500	7,500	7,500	\$250,000	\$250,000	\$250,000	\$33	\$33	\$33
Sport & Entertainment	2	29,900	7,700	52,200	\$3,450,000	\$3,200,000	\$3,700,000	\$245	\$71	\$418

Source: Loopnet, AECOM

Current Listing Sale Price per Square Foot by Neighborhood and Type of Property (June 2010)

	Number of Transactions	Size of Building (or Land for Land Sales) in SF			Reported Sale Price			Sale Price PSF		
		Average	Min.	Max.	Average	Minimum	Maximum	Avg.	Min.	Max.
Hotel	3	7,500	3,100	15,000	\$930,000	\$300,000	\$2,190,000	\$104	\$69	\$146
Industrial	65	22,600	800	100,000	\$3,924,015	\$325,000	\$30,000,000	\$238	\$44	\$800
Land	31	31,500	2,500	143,700	\$3,531,125	\$200,000	\$17,500,000	\$161	\$44	\$470
Office	22	37,000	800	278,900	\$3,557,748	\$159,000	\$12,500,000	\$284	\$60	\$494
Other	3	33,000	1,100	75,800	\$4,083,333	\$750,000	\$6,500,000	\$338	\$86	\$700
Residential	24	36,900	4,500	190,900	\$2,465,810	\$525,000	\$13,000,000	\$113	\$46	\$175
Retail	22	19,000	900	90,000	\$3,531,262	\$449,000	\$12,800,000	\$300	\$94	\$869

Source: Loopnet, CoStar, AECOM

Based on the analysis shown above, AECOM used the following range as the basis for land cost based on the assumed use :

Use	Land Cost (\$ PSF)
Industrial	\$125 - \$175
Office	\$100 - \$200
Retail	\$100 - \$150
Residential	\$100 - \$150

Detailed transaction information for each of the downtown neighborhoods is provided in the Appendix.

PARK DISTRICT COST ESTIMATES

In order to estimate the capital costs for PARK 101 District infrastructure improvements, we first looked at the components that make up the public and private zones of the PARK 101 District:

Public zones include:

- Freeway cap structures
- Park improvements above freeway
- Park improvements on regular land
- Bridges and overpasses
- Freeway on- and off-ramps
- Street & roadway improvements
- Sidewalk improvements, lighting, and street furniture
- Land and land acquisition

Major components of private zones and redevelopment opportunities within the PARK 101 District include:

- Existing structures (if any) and any related rehabilitation or demolition
- Circulation and landscaping
- New buildings
- Parking

COST FACTORS

As discussed in previous sections of this chapter, AECOM conducted case study research, examined project reports for currently planned freeway cap parks, and also reviewed the existing Project Study Report published by Caltrans for the LA Street Pedestrian Park Cap (bridge improvements Los Angeles Street and Main Street, freeway cap park, and on/off ramp structural updates). We also consulted standard construction cost reference materials and experts on the consulting team for generalized order of magnitude costs for construction, landscaping and streetscaping improvements. Finally, we used the findings from these varied inputs to reach a standardized assumption set of cost inputs for improvements to the PARK 101 District, as shown in the table below.

Summary Cost Inputs			
	Cost PSF	Cost/Acre	Cost/Unit
Freeway Cap	\$700 (\$680-\$750)		
Park Improvements		\$1,000,000	
Streetscape - typical	\$18 (\$15-\$20)		
Streetscape - enhanced	\$25 (\$20-\$30)		
Street paving	\$10		
Bridges & overpasses			not included
Freeway on/off ramps			not included
Land	\$100-200		
Demolition	\$10		
Site Work	\$5		
New Construction	\$80-\$125		
Parking			\$15,000 - \$35,000

Notes

Streetscape includes sidewalks, crosswalks, furniture, lighting, plantings.

Land costs vary by entitled use. Construction costs vary by type of building.

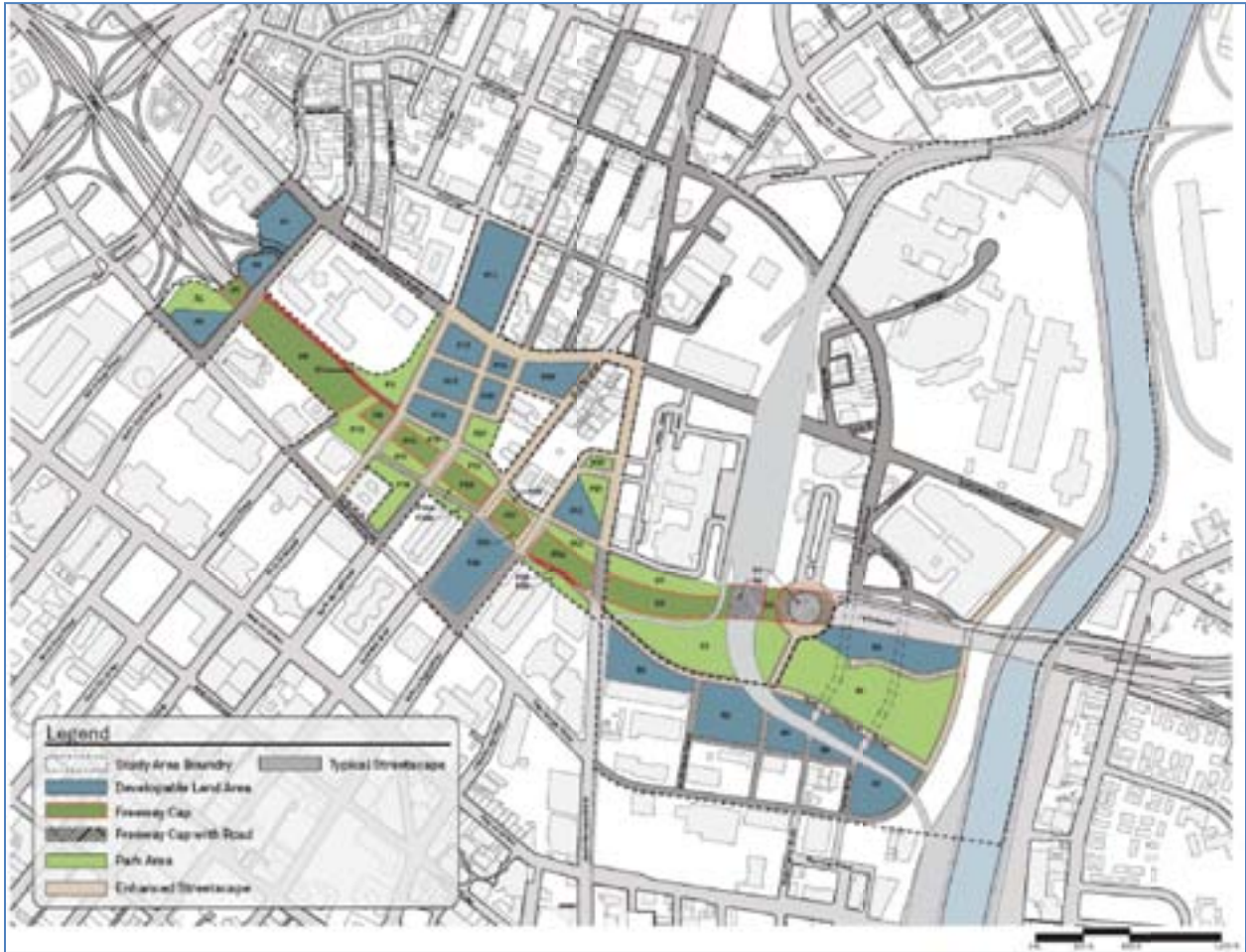
Parking costs are provided on a per-stall basis and vary by structure type.

Exclusions: Some costs were explicitly excluded from our analysis. These include improvements to bridges and bridge right-of-ways, and on- and off-ramp construction/re-alignment. These were excluded because such costs will depend on a wide variety of technical engineering and design factors – including road capacity and alignment choice – that preclude a reasonable order of magnitude cost to be derived at this stage of analysis, and the agency responsibility for such improvements is unclear. As noted elsewhere in this report, the current vision for PARK 101 *does not prevent* expansion or widening of the 101 freeway. The cap park design includes bridge and support footings spaced at wide enough distance to accommodate construction of additional lanes of freeway under the cap, should an expansion be required in the future.

UNIT AREA

As part of the visioning process, the design team also calculated gross unit areas on a block-by-block basis for the PARK 101 District. These calculations include area measurements for acreage of new freeway cap & cap park, regular park improvements, redevelopment opportunities sites, as well as linear distances in miles for regular and enhanced streetscape and roadway improvements. A summary of these area calculations is provided below in both graphic and tabular format; a full scale map image is provided in the Appendix.

	Sub-District			Total
	Park	Station	River	
Developable Land (acres)	18.2	0.0	15.8	34.0
Freeway Cap Park (acres)	10.4	3.5	0.0	14.0
Cap with Road (acres)	11.6	9.5	9.8	31.0
Park Acquisition (acres)	0.0	7.6	9.8	17.4
Park Design (acres)	5.1	4.8	3.5	13.4
Streetscape - typical (linear miles)	34.3	91.5	164.3	290.1
Streetscape - enhanced (linear miles)	18.2	0.0	15.8	34.0
Remainder of District (acres)	10.4	3.5	0.0	14.0
Total Area (acres)	75	115	200	390



Based on calculated areas for freeway cap, additional park improvements, and streetscape and sidewalk mileage as described above, AECOM applied per unit cost factors to estimate an order-of-magnitude cost for the total public infrastructure investment required for each sub-area within the greater PARK 101 District. The total estimated cost of the infrastructure investment is approximately \$825 million, and is distributed among the three sub-areas:

- Park Sub-District: approximately \$385 million
- Station Sub-District: approximately \$300 million
- River Sub-District: approximately \$135 million
- Total PARK 101 District: approximately \$825 million

Components	Park	Station	River	Total
Cap Park (\$millions)	\$328	\$111	\$0	\$439
Park* (\$m)	\$12	\$92	\$117	\$221
Streetscape (\$m)	\$47	\$98	\$20	\$165
Total Costs (\$m)	\$387	\$301	\$137	\$825

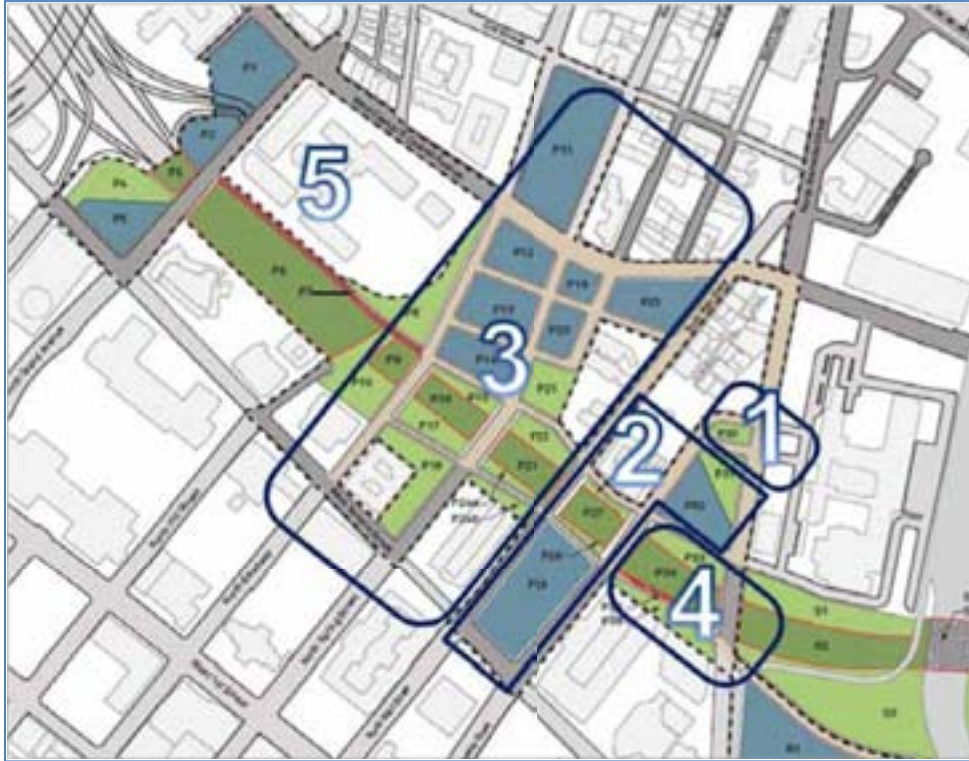
* Includes (1) costs of land acquisition from private owners and (2) a write-off of public land acquisition costs from partner agencies, with an estimated market value of approximately \$22 million

ILLUSTRATIVE PHASING: PARK SUB-DISTRICT

In order to quantify one potential development scenario in terms of timeframe and required investment, AECOM has developed the following illustrative phasing plan for the Park Sub-District. These phases suggest how the Sub-District may be developed over time and by segments. A diagram of the illustrative phasing plan is presented below, followed by estimated costs.

- **Phase 1: Union Station Promenade at El Pueblo.**
This is a relatively straightforward “by right” streetscape improvement to provide a seamless and gracious pedestrian and vehicular front door to Union Station and El Pueblo. Suggested improvements would provide an invaluable positive first impression for commuters, employees, residents, and visitors alike. Implementation could begin immediately and primary funding is anticipated by transit and mobility agency funds.
 - **Phase 1B: East Gateway (concurrent with High Speed Rail) in the Station Sub-District (cost/value estimates not included in discussion that follows)**
The arrival of High Speed Rail and the required platform lengths to cross the 101 Freeway provide a compelling rationale to extend the trench and develop a ‘land-bridge’. This extension over the freeways, an iconic gateway, would connect Union Station’s Gateway Center with Little Tokyo and the Arts District. It would provide convenient and direct access for pedestrians, bicyclists, buses and the trains to the intermodal center from Little Tokyo and other neighborhoods located to the south of Union Station.
- **Phase 2: Main Street Cap Plaza & Redevelopment**
In this phasing plan, the initial “capping” of the freeway as previously identified by the City and Caltrans (in the 2010 updated PSR) is simplified by focusing on construction of the freeway cap while postponing the expansion/rebuilding of the adjacent bridges to a later time and/or project phase. The new plaza will provide a critical pedestrian linkage between El Pueblo and downtown without disrupting vehicular transportation links along the Alvarado and Main Street bridges. Private development opportunities include a new hotel adjacent to Union Station and redevelopment of the site containing a retail mall on the western edge of the park.
- **Phase 3: Heritage Trail District [formerly called Fort Moore Connection]**
The proposed new Heritage Trail will provide a seamless pedestrian connection from Hill Street to El Pueblo and Union Station, and is currently fully funded.
- **Phases 4 and 5: Cathedral Park and Outdoor Amphitheater, Grand Avenue Overlook and Hill Street Paseo to Chinatown**
The western reaches of the cap park will be developed in unison with the adjacent development(s) and available fiscal resources.

The PARK 101 Plan does not preclude future widening of the 101/Hollywood Freeway, should such a task be deemed necessary by Caltrans or other transportation agencies.



Phases may proceed concurrently depending on the availability of funding sources and/or the timeline for approvals or entitlements. Timing may also depend on concurrent projects and their implementation schedule, like that of High Speed Rail and the LA River Master Plan.

Based on the total area of each infrastructure component in the Park Sub-District, AECOM has estimated total infrastructure costs for the sub-district will total approximately \$387 million. The suggested initial phases of development are much smaller than later phases: Union Station Promenade (Phase 1) is estimated to cost \$2.5 million for landscaping and street improvements; the Main Street Cap Plaza has an estimated \$34 million cost for the initial cap, freeway park, and related streetscape.

Park Sub-District Infrastructure Cost Estimates	Phase 1	Phase 2	Phase 3	Phase 4	Phase 5	Total
Freeway Cap Park	0%	76%	79%	90%	88%	85%
Park	43%	1%	6%	2%	2%	3%
Streetscape & New Roads	57%	23%	15%	8%	10%	12%
Total Cost (\$ millions)	\$2.5m	\$34m	\$77m	\$59m	\$215m	\$387m

Phasing of Station and River Sub-Districts:

- LA River Park, Temple Street River Drive and Pedestrian Bridge to Aliso Village Future phases of development to the east of Alameda and beyond the LA River will create a downtown district for all Angelinos. These sub-districts will be closely tied to

design alternatives for High Speed Rail and the LA River Master Plan. Due to these relationships and the somewhat fluid nature of their current design, AECOM has not undertaken the redevelopment planning necessary to provide preliminary value estimates for private improvements in these sub-districts. We have provided public infrastructure cost estimates in the preceding section of this chapter.

REDEVELOPMENT VALUE

Quality public infrastructure investment spurs commercial activity. This principle is demonstrated earlier in this report through our case studies of cap parks and open space improvements.

By creating the PARK 101 District, the Los Angeles region will be able to capitalize on the billions of dollars of transportation, public infrastructure, and private development already planned and under construction in the downtown area (e.g. High Speed Rail, Grand Avenue Project, LA River Revitalization, etc.). By unifying the multitude of existing and planned amenities through re-aligned and improved streets, lighting, pedestrian linkages, new open space, and integrated transit options, the PARK 101 District has the potential to reframe Union Station and its surrounds as the new front door to the Los Angeles region.

The development of the PARK 101 District will involve a significant public investment in terms of time, funding, political capital, and community involvement. As demonstrated in the park case studies, some of this cost will inevitably be borne by public agencies such as the City of Los Angeles, Caltrans, and Metro. At the same time, there is also significant opportunity for new value capture through fees, financing districts, or other value-capture mechanisms. Real estate development is neither a silver bullet nor the golden goose – it is a critical element to the mix of funding sources for the new PARK 101 District, but it cannot be the only, or even the major, source of funding.

Our research into cap parks and open space districts also shows that there is an opportune moment for the public sector to capture value from real estate development: at the beginning of the process. This requires public agencies to set up and instigate financing mechanisms – whatever they may be – **before** redevelopment takes place. In other words, the time for action is now. Current real estate activity in the study area and surrounding neighborhoods is nearly non-existent. The proposed PARK 101 District investments will change this – we expect significant interest from the development community as district improvements and other public projects are planned and implemented. As the district changes, opportunities for private investment will arise via redevelopment and intensification of existing land uses. In particular, the Park District sub-area consists of a number of underutilized sites – primarily parking lots – that offer high quality, low-impact redevelopment opportunities for a new mix of retail, office, and housing. By adding density to underutilized parcels, developers are able to create new value without displacing existing residents or businesses.

For each phase in the Park Sub-District, AECOM has derived a residual value which is indicative of the new value created when a site or area is fully entitled for the proposed use or uses. Residual value is equal to the capitalized sales price of the project, measured as the

sales price of all for-sale development plus the value of all income from rental uses including housing, office, and retail, less the development cost of the project. Development costs typically include land acquisition and pre-development, construction, financing, and sales costs, and profit. Residual value is the additional profit created after an investor has developed a project; it is the upside potential of a deal and the cushion for any additional costs or overruns not anticipated during the planning and construction process. Residual value can also be used to cover some portion of infrastructure or public improvement costs. A negative residual value indicates that a project does not generate enough revenues to cover associated costs, and would need additional subsidy in order to garner interest from private developers.

AECOM has modeled the redevelopment potential of underutilized land in the Park Sub-District within a range of development intensities that range from 2.0 to 6.0. We arrived at the following residual value estimates for each site, with more detail provided in the Appendix. These values are based on our best estimates of development costs, supportable market pricing and rents, and typical operating margins.

Redevelopment Opportunity (FAR ≈ 2.0)						
Park Sub-District	Phase 1	Phase 2	Phase 3	Phase 4	Phase 5	Total
Park (acres)	1.1	1.1	6.4	3.1	10.3	22.1
Hotel (rooms)	-	250	-	-	-	250
Office (SF)	-	140,000	173,000	-	248,000	561,000
Retail (SF)	-	140,000	173,000	-	16,000	329,000
Residential Rental (units)	-	-	180	-	150	330
Residential For Sale (units)	-	-	240	-	-	240

We find that, in addition to public infrastructure costs, private investment and redevelopment in the Park Sub-District alone could reach more than \$400 million based on a redevelopment density of 2.0 FAR. These private improvements – in new hotel, office, retail, and residential units – could yield net profits of \$83 million, with additional premiums created by park proximity of up to \$20 million. The property tax revenues from these investments could total more than \$5 million annually at build out, with up to \$1.3 million flowing directly to the bottom line of the City of Los Angeles budget.

Under a more dense scenario, with FARs ranging from 2.0 near El Pueblo to 6.0 near Broadway and Alvarado, private investment and redevelopment in the Park Sub-District could reach more than \$575 million. These private improvements could yield net residual value of \$180+ million, with additional park-related premiums of \$26 million. Property tax revenues from this higher-density scenario could reach nearly \$8 million annually, with up to \$1.9 million flowing directly to the City of Los Angeles.

Redevelopment Opportunity (FAR up to 6.0)						
Park Sub-District	Phase 1	Phase 2	Phase 3	Phase 4	Phase 5	Total
Park (acres)	1.1	1.1	6.4	3.1	10.3	22.1
Hotel (rooms)	-	250	-	-	-	250
Office (SF)	-	350,000	520,000	-	500,000	1,370,000
Retail (SF)	-	140,000	170,000	-	20,000	330,000
Residential Rental (units)	-	-	300	-	260	560
Residential For Sale (units)	-	-	240	-	-	240

Source: AECOM. Values rounded.

The following table provides a summary of the redevelopment costs, capitalized and residual values, and for full build-out of the Park Sub-District, as well as potential additional value premiums resulting from location with the larger PARK 101 District. These initial value estimates suggest that the creation of the PARK 101 District and investment in public infrastructure could spur additional private development worth one-half to three-quarters of a billion dollars in an area that is currently underutilized with a predominance of parking lots and shuttered buildings, and little to no private interest or demand for new development.

Value Creation in the Park Sub-District				
	Required Investment	Capitalized Value	Residual Value (Net)	District Value Premium
Lower Density Scenario: FAR ≈ 2.0				
Public: Parks & Streets	\$387	-	(\$387)	-
Private: Hotel, Office, Retail, Residential	\$408	\$491	\$83	\$20
Total	\$795	\$491	(\$304)	\$20

Higher Density Scenario: FAR ≈ up to 6.0				
Public: Parks & Streets	\$387	-	(\$387)	-
Private: Hotel, Office, Retail, Residential	\$577	\$757	\$181	\$26
Total	\$964	\$757	(\$206)	\$26

Values in \$ millions. () indicate negative values.

District Value Premiums represent additional value that may accrue to properties as a result of access to open space and other district amenities including transit

VALUE CAPTURE

As described above, development of public infrastructure in the Park Sub-District will cost almost \$390 million, and the entire cost of the PARK 101 District could reach \$825 million. The question of how we pay for these improvements is not easily answered. Funding will necessarily include a variety of sources, many of which are outlined in the next section of this chapter and include local, state, and national transportation agencies and authorities, the City and County of Los Angeles, as well as philanthropic benefactors and private business associations.

Developers also have a role to play towards financing the public infrastructure that will catalyze private value vis-a-vis new housing, commercial outlets, and cultural facilities. Potential revenue sources related to land development include developer contributions, and developer agreements, and tax increment.

The following tables illustrate the potential value of tax increment and direct developer contributions as a source for financing infrastructure in the Park Sub-District. Total contributions range from approximately \$61-102 million, or 16% to 26% of total required funding for infrastructure. (Total values vary based on development intensity.) As a singular category, real estate generates a significant contribution toward funding PARK 101 improvements; however, it is also clear that it cannot be the only source of funding.

The support and championship of public agencies will be of utmost importance in the successful development of PARK 101. These include the City of Los Angeles and its various operating departments, Caltrans, Metro, the California High Speed Rail Authority, and numerous other federal and state agencies. Support from the local business and philanthropic community as well as neighborhood and community associations is also critical to the creation of a district that addresses and meets the needs of the people and firms living, working in, and visiting PARK 101.

Park Sub-District (FAR ≈ 2.0)						
	Phase 1	Phase 2	Phase 3	Phase 4	Phase 5	Total
Cost Summary						
Park & Infrastructure Cost	\$2.5	\$34	\$77	\$59	\$215	\$387
Private Investment – Cost	\$0	\$119	\$208	\$0	\$81	\$408
Private Investment – Value	\$0	\$145	\$252	\$0	\$93	\$491
Real Estate Funding (\$m)						
TIF Bonding Capacity	\$0	\$12.9	\$20.7	\$0	\$8.2	\$42
Developer Contribution	\$0	\$2.7	\$5.9	\$0	\$2.8	\$11
Developer Agreement	\$0	\$2.6	\$4.5	\$0	\$1.2	\$8
<u>Total – Real Estate</u>	<u>\$0</u>	<u>\$18</u>	<u>\$31</u>	<u>\$0</u>	<u>\$12</u>	<u>\$61</u>
Other Sources	\$2.5	\$16	\$46	\$59	\$202	\$325
Real Estate Funding (%)						
TIF Bonding Capacity	0%	38%	27%	0%	4%	11%
Developer Contribution	0%	8%	8%	0%	1%	3%
Developer Agreement	0%	8%	6%	0%	1%	2%
<u>Total – Real Estate</u>	<u>0%</u>	<u>53%</u>	<u>41%</u>	<u>0%</u>	<u>6%</u>	<u>16%</u>
Other Sources	100%	47%	59%	100%	94%	84%

Park Sub-District (FAR up to 6.0)						
	Phase 1	Phase 2	Phase 3	Phase 4	Phase 5	Total
Cost Summary						
Park & Infrastructure Cost	\$2.5	\$34	\$77	\$59	\$215	\$387
Private Investment – Cost	\$0	\$158	\$283	\$0	\$135	\$577
Private Investment – Value	\$0	\$204	\$378	\$0	\$175	\$757
Real Estate Funding (\$m)						
TIF Bonding Capacity	\$0	\$18.3	\$32.2	\$0	\$15.8	\$66
Developer Contribution	\$0	\$3.7	\$8.9	\$0	\$5.2	\$18
Developer Agreement	\$0	\$4.6	\$9.4	\$0	\$4.0	\$18
<u>Total – Real Estate</u>	<u>\$0</u>	<u>\$27</u>	<u>\$50</u>	<u>\$0</u>	<u>\$25.0</u>	<u>\$102</u>
Other Sources	\$2.5	\$7	\$26	\$59	\$190	\$285
Real Estate Funding (%)						
TIF Bonding Capacity	0%	54%	42%	0%	7%	17%
Developer Contribution	0%	11%	12%	0%	2%	5%
Developer Agreement	0%	14%	12%	0%	2%	5%
<u>Total – Real Estate</u>	<u>0%</u>	<u>78%</u>	<u>66%</u>	<u>0%</u>	<u>12%</u>	<u>26%</u>
Other Sources	100%	22%	34%	100%	88%	74%

JOBS AND RESIDENTS

In addition to capital investment in the built environment, new development also provides places for people to live, work, and recreate. AECOM has utilized industry standard residential and employment factors for the multiple land uses included in the PARK 101 District to estimate the number of new residents and employees in the Park Sub-District by suggested phasing.

Land Use	Jobs	Residents	Metric
Hotel	1.2		employees/room
Office	250		SF/employee
Retail	400		SF/employee
Residential Rental		1.1	residents/unit
Residential For Sale		1.1	residents/unit

As shown in the following table, development of the Park Sub-District alone can accommodate 2,800 to 6,000 workers and 600 to 900 new residents, depending on the final density and land use mix. In addition to adding vitality and energy to the urban environment, these workers and residents will also bring new tax revenue and discretionary spending to the City. As mentioned earlier, new property taxes could total \$5-8 million annually, with the City of LA General Fund benefiting from a direct influx of \$1.3-1.9 million per year.

Though AECOM has not undertaken an estimate of potential visitation to the Park itself, we anticipate thousands, if not millions, of unique park visits on an annual basis. These visitors will spend new dollars on food and beverage, entertainment, lodging, and transportation, of which a substantial portion is likely to support both local businesses as well as establishments across the region.

Net New Employment & Residents in the Park Sub-District							
	FAR	Phase 1	Phase 2	Phase 3	Phase 4	Phase 5	Total
New Jobs	≈2.0	-	1,100	700	-	1,000	2,800
	up to 6.0	-	2,000	2,100	-	2,000	6,000
New Residents	≈2.0	-	-	500	-	200	600
	up to 6.0	-	-	600	-	300	900

FUNDING OVERVIEW

A number of grant, loan, and other operational programs are profiled below. These are potential sources of funding for various aspects of the PARK 101 District, but the list is by no means exhaustive. Each program requires a lead agency or developer to coordinate an application or implementation process and to administer and monitor funding. Programs are administered by a wide array of local, state, and national agencies; as such, their application requirements and guidelines vary widely.

CALTRANS/CALIFORNIA DEPARTMENT OF TRANSPORTATION

Select Caltrans Funds that may be available for environmental studies and/or capital improvement projects:

Congestion Mitigation Air Quality (CMAQ) Improvement Program

To better align transportation planning focus to be more environmentally sensitive, multimodal in approach yet collective in problem solving, Congress amended the Clean Air Act (CAA) to encourage the United States to work towards achieving the National Ambient Air Quality Standards (NAAQS) in 1991. Congress adopted the Intermodal Surface Transportation Efficiency Act (ISTEA) in 1991 which authorized the CMAQ improvement program. CMAQ program budget is about \$6.0 billion and is provided specifically for surface transportation and other related projects that help to improve air quality and reduce road congestion. This program is administered by Highway Administration (FHWA) and Federal Transit Administration (FTA).

In 2005 the CMAQ program was reauthorized in 2005 by the Safe, Accountable, Flexible, and Efficient Transportation Equity Act: A Legacy for Users (SAFETEA-LU). The SAFETEA-LU CMAQ program provides funding of about \$8.6 billion to State DOTs, MPOs, and transportation agencies to investment in projects that brings air quality to standards outlined by NAAQS, this includes areas that do not meet those standards (nonattainment areas) and areas that are currently in compliance (maintenance areas). Funding was provided over a period of 5 years, from 2005 to 2009.

State Transportation Improvement Fund (STIP)

The State Transportation Improvement Program (STIP) is a multi-year capital improvement program of transportation projects on and off the State Highway System, funded with revenues from the Transportation Investment Fund and other funding sources. Funds can be used for streets, street beautification, and streetscape enhancement. STIP programming generally occurs every two years. The fund estimate serves to identify the amount of new funds available for the programming of transportation projects. Caltrans prepares the Interregional Transportation Improvement Plan (ITIP) and regional agencies prepare Regional Transportation Improvement Plans (RTIPs).

Surface Transportation Program (STP)

The Surface Transportation Program (STP) was created by the Federal Intermodal Surface Transportation Efficiency Act (ISTEA) in 1991. The program remains in effect with the passage of the Transportation Equity ACT for the 21st Century (TEA-21). STP provides states and local governments with flexible funding in Federal-aid transportation projects like highways, transit capital, bridges, public roads, bus terminals and facilities, and bicycles and traffic operations. Over the last decade, approximately \$320 million have been apportioned annually. The Caltrans STP program budget estimate for 2010-2011 is approximately \$417 million. Approximately 10% of the STP fund is designed for use in Transportation Enhancement Activity (TEA).

The FHWA is also responsible for administering Senate Bill 286 for Transportation Enhancement (TE) projects, which provides funding for projects that enhance or beautify surface transportation projects and facilities. The annual program budget for Caltrans is around \$75 million and is distributed to projects approved by the Regional Transportation Planning Agencies (RTPA) or 12 Department districts. The RTPA selects about 75% of all TE approved projects. These projects then are programmed into Regional Transportation Improvement Program (RTIP) and become part of the Statewide Transportation Improvement Program (STIP). The 12 Department districts choose the remaining 25% TE approved projects, which are incorporated into the Interregional Transportation Improvement Program (ITIP) and also became part of STIP.

Safe Routes to Schools

Caltrans administers a Safe Routes to Schools program, which provides funds for infrastructure projects that substantially improve the ability of students to walk and bicycle to school. The students at John Muir High School, as well as other nearby schools, can benefit from programs such as this.

Transit Enhancement Funds (T Grants)

These funds are used for projects that enhance or beautify transportation projects and facilities.

METRO

Measure R

In November 2008, Measure R was approved by a two-thirds majority of voters in Los Angeles County. The vote committed approximately \$40 billion to traffic relief and transportation upgrades throughout the county over the next 30 years via transit and highway project improvements. At present, according to agency staff, all available Measure R funds have been committed to existing, planned, and proposed projects. The process for reallocating funding is difficult and appears unlikely given the existing demand and project list. Should a new measure be passed, PARK 101 District would be a strong candidate to field a competitive proposal for funding. Funds are likely to be administered by/through Los Angeles County.

OTHER GRANT FUNDING

New Markets Tax Credit

The New Markets Tax Credit (NMTC), a federal tax initiative, could be used to stimulate investment in new development within the Plan Area. The NMTC offers tax credits to investors who finance development in low-income communities. These credits are intended to finance minor gaps in project funding and to increase the rate of return for investors. New Markets Tax Credits can fund up to 30 percent of eligible project costs. Projects must create new jobs in the service area and should provide community benefits that would not otherwise be possible solely through private financing. Although residential development is not eligible for the program, commercial space in a mixed-use building or stand-alone commercial projects could be financed in part by the NMTC.

Community Development Block Grant (CDBG)

Community Development Block Grants are administered by the Department of Housing and Community Development. CDBG funds are annual grants based on a formula and must provide benefits to low- or moderate-income individuals, prevent or eliminate slums or blight, or may be used for other emergency community needs, such as related to a natural disaster. CDBG funds can be used for development purposes within low- or moderate income census tracts, or, if the development or activity is located outside of a low- or moderate-income census tract, funds must provide benefits to low- or moderate-income households. Funding is available on an annual basis and generally ranges from \$50,000 to \$2 million per project. The grants can be used for downtown revitalization projects, infrastructure improvements, low income housing, and reduction of blight.

OTHER FINANCING MECHANISMS

Other funding options, in addition to grants and aid from public agencies, include a variety of self-financing districts, individual developer agreements, and taxes. The most common include:

Tax Increment Financing (TIF)

Redevelopment Area or SB375 or other state or city designation. The creation of a new financing district or redevelopment area is an exhaustive process, but one which allows cities to capture value and reinvest it specifically within boundaries of the financing district or project area. Financing districts allow for the sale of tax-exempt bonds to fund capital improvements to the district. Funding is generally restricted for development of public and infrastructure improvements, and generally cannot be used to build private property (office, retail, etc.) except for affordable housing. The bonds are paid back using the property tax increment resulting from the increase in property taxes over a base year value. This mechanism is known as tax increment financing (TIF). TIF can be used for economic development incentives such as land acquisition, parcel assembly, infrastructure, and other public improvements. TIF is intended to pay for public improvements and infrastructure, and generally cannot be used to construct private property (office, retail, etc.) except for affordable housing.

Community Facilities District (CFD)*

Mello-Roos financing is a discretionary financing mechanism for qualifying projects. A Mello-Roos financing district can only be enacted by a two-thirds majority approval of residents living within the district boundaries. A special tax, which is separate from property taxes, is imposed on real property in an area that benefits from the public improvement. The amount of the tax is determined by the homeowners (or developer) and is usually less than 1% of the home or property value at the time the property value was assessed for CFD funding. The newly formed district then seeks public financing through the sale of tax-exempt bonds that are paid down by homeowners over a period (typically 20 to 30 years) that matches the term life of the public facilities. Through Mello-Roos, a project developer or property owner would have access to capital at submarket rates that can be used to build infrastructure and public improvements. The debt associated with those capital investments recourses back to the property owners rather than to the City.

Benefit Assessment Districts*

Benefit Assessment Districts are a set of special annual ongoing assessments that function as overrides over and above the existing property tax assessment limitations imposed by Proposition 13 and its various amendments. When a benefit assessment district is adopted, property owners pay an additional assessment on top of their existing property taxes. These annual collections can be used for the ongoing operations and maintenance of landscaping, lighting, streets, and sewers, and other ongoing public costs.

* Community facilities districts and benefit assessment districts are only appropriate when residents/businesses paying for the facilities have sufficient income to afford these additional payments. The value of the property or the benefit from the improvements needs to be sufficient to warrant the additional investment and debt payments.

Development Agreement (DA)

Developer agreements refers to contracts between a city and a developer in which the city may impose certain conditions or requirements on proposed projects in exchange for the certainty of project entitlements through the agreement period. Conditions may include fees or other concessions from the developer such as paying for parks or open space, specific infrastructure or transit improvements, etc.

Development Agreements can be an effective tool in encouraging public-private partnerships in large scale projects that are developed over a series of phases. It provides developers a certain level of certainty about the land use requirement and gives the partner agency an opportunity to advance its local planning policies through comprehensive planning efforts. Benefits to both public and private parties include: greater latitude in approval methods for new and creative local land use; public agencies have more flexibility in enforcing requirements and contingencies on proposed development projects; and developers have a level of certainty about land use and how future regulatory standards will not materially affect later development phases once a project has been approved.

Disposition and Development Agreement (DDA)

A Disposition and Development Agreement (DDA) is different from a Development Agreement in that it is guided by the provisions set in the California Health and Safety Code, who authorizes a city or redevelopment agency to carry out a specific project within a redevelopment project area. The project is typically built out in a single phase and is usually smaller in scale.

Development Contribution or Fee

Generally used to describe a fixed percentage or unit charge contribution based on total square footage or number of residential units that a developer pays to a municipal agency (such as a city planning department) in exchange for project entitlements. Contributions are often part of a development agreement.

Parking Fee or Parking Tax District

A parking fee or parking tax district refers to a funding mechanism in which the City creates a special district, and then dedicate funds generated through parking fees collected within the boundaries to pay for new parking and/or infrastructure improvements.

Business Improvement District (BID)

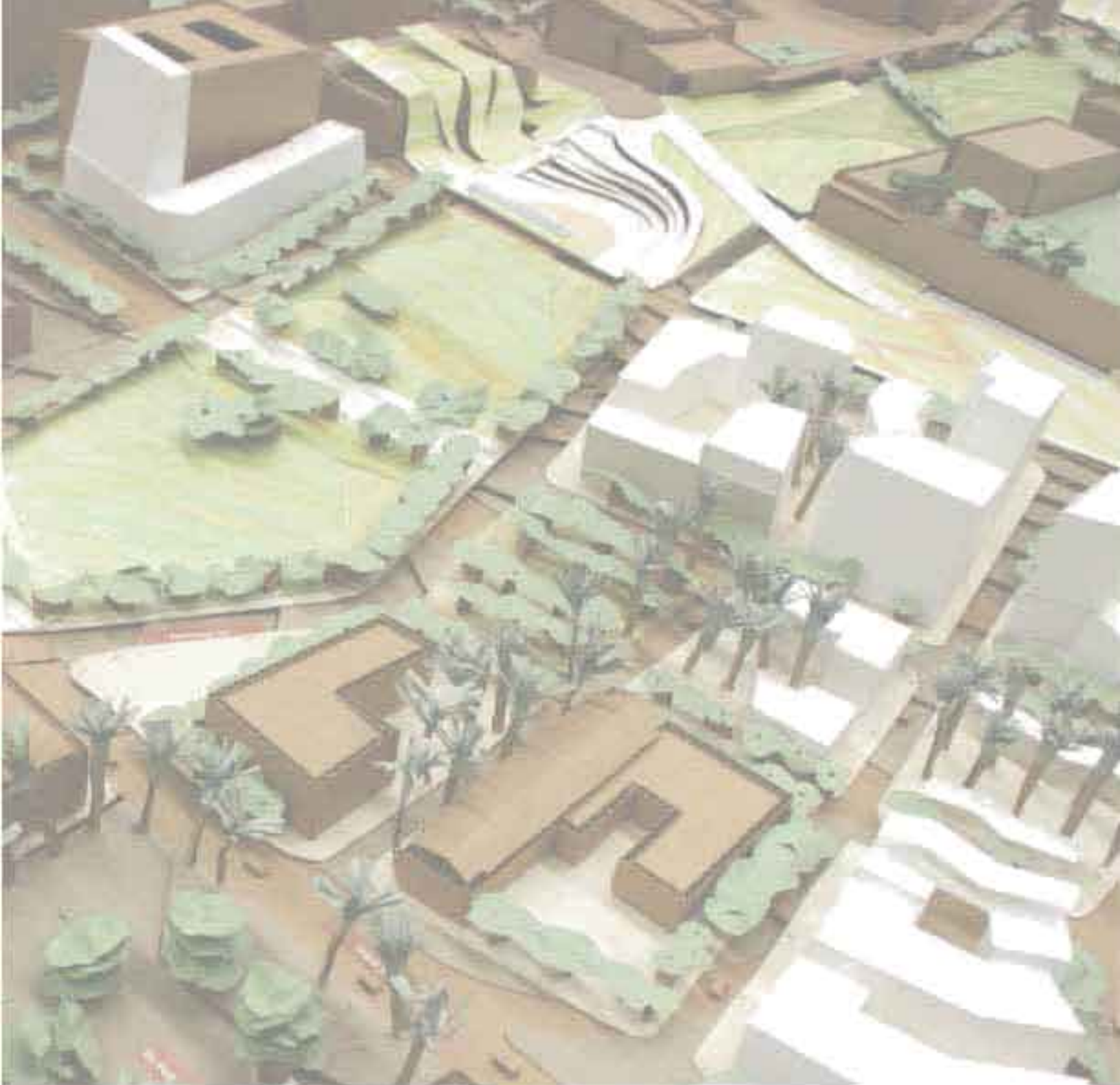
Unlike ad valorem property tax programs, BIDs seek to add specific benefits within a selected area. They are financed through special assessments placed on commercial property within the designated district. After petitioning the city to form a BID, passage requires majority approval by affected property owners. Once formed, BIDs are governed by a board of directors who are elected by property owners in the district rather than by residents.

A study would need to be commissioned to examine the feasibility of a PBID, formulate the exact structure and economic program, and assist with the implementation of such an entity. A BID could play a crucial role in the economic enhancement of the PARK 101 District in addition to providing funding for physical improvements. Some of the money collected from the BID could be earmarked for public art, event coordination, marketing, or maintenance. A BID could also play a key role in coordinating store hours, merchandising, and creating promotions and advertisements.

The purpose of BID revenue is to support additional services to an area, not to replace standard City services. For this reason, BID assessments must be used within the BID boundaries. Although BID assessments are collected by the County, all assessment funds are then returned to the PBID through annual contract agreements. Fees vary among businesses and are often assessed according to a subject property's size and location. BID assessment revenues provide varying services, including maintenance and cleaning for sidewalks, parks, and open space as well as private security. Some BIDs in California also use their fees for marketing their respective areas through brochures, tourist information, and special events. California law limits a BID's existence to ten years, after which it must be renewed or terminated.

ENDNOTES

-
- ¹ Uhler, Edward K. "The Millennium Park Effect." Originally printed in *Economic Development Journal* (Vol. 4, No. 2, Spring 2005) published by the International Economic Development Council, 734 15th Street, N.W., Washington DC 2005. Available online at <http://www.americansforthearts.org/NAPD/files/11989/Millennium.pdf> , last accessed July 2010.
- ² Open Space is defined to include parks, passive recreation, greenways, and other open space formats. Specific references will be made when discussing a particular open space typology.
- ³ Economics Research Associates (ERA), Real Estate Impact Review of Parks and Recreation for Illinois Association of Park Districts (2005).
- ⁴ Corell, Mark R., Lillydahl, Jane H., & Singell, Larry D. (1978). The effect of greenbelts on residential property values: some findings on the political economy of open space. *Land Economics*, 54 (2), 207-217.
- ⁵ Nicholls, Sarah & Crompton, John L. (2005). Impact of Greenways on Property Values: Evidence from Austin Texas. *The Journal of Literature Research*. Third Quarter.
- ⁶ The Trust for Public Land. How Much Value Does the City of Philadelphia Receive from its Park and Recreation System?
- ⁷ Significant park and recreation area included every park, one acre in size or larger, in Philadelphia even if owned by the county, state, federal or some other agency.
- ⁸ Earnest & Young. How Smart Park Investment Pays Its Way.
- ⁹ Assessed values are the dollar figures placed on buildings and land for taxation purposes.
- ¹⁰ The measure has its limitations because city assessors are required to place a value on a building based on the revenues it could command if fully leased, whereas investors consider both current conditions and future market value.



05

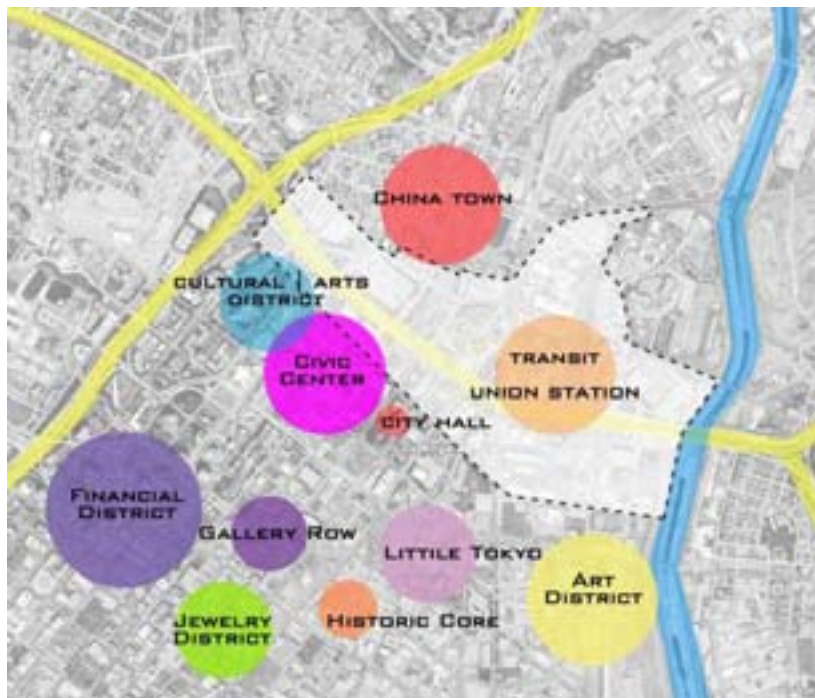
SITE ANALYSIS AND
CASE STUDIES

HISTORIC OVERVIEW

URBAN EVOLUTION



HISTORIC AERIALS AND CONTEXT PHOTOS – 1887, 1927, 2010



DOWNTOWN LOS ANGELES DISTRICTS

101 FREEWAY AND THE HISTORY OF TRANSPORTATION IN LOS ANGELES

Constructed in 1950, the 101 Freeway became the major north-south link along the Pacific Coast, currently running from near the project site at the East Los Angeles Interchange up to Olympia, Washington. The positive impact of the freeway was enormous at a regional scale where it connected places and people across the vast Los Angeles basin and beyond. Over time, on the local level, it transformed the fine-grained street grid, in the northern part of Downtown Los Angeles, from pedestrian-oriented to automobile-focused. As the 101 Freeway cut through the Civic Center and Chinatown it destroyed many of the city's historic adobe buildings. Often referred to as the "Big Trench", the impact of the 101 Freeway can be felt, seen and heard as one attempts to walk between major Downtown destinations such as the Civic Center, El Pueblo and Union Station.

Los Angeles' sprawl came into being before the car became a common commodity. It was possible due to an extensive network of public rail transportation which connected the region's many parts. In the 1920's, the Los Angeles rail system was one of the most comprehensive in the world, making possible long distance connections in the still pedestrian city. It consisted of approximately 1,000 miles of track and covered four counties within the region. The network reached its peak in 1924 after which automobiles became increasingly available for many middle-class Americans. This marked the slow beginning of the streetcar's demise in Los Angeles. By the early 1960's the last operating lines of the Pacific Electric Red Cars and Los Angeles Railway Yellow Cars were dismantled.

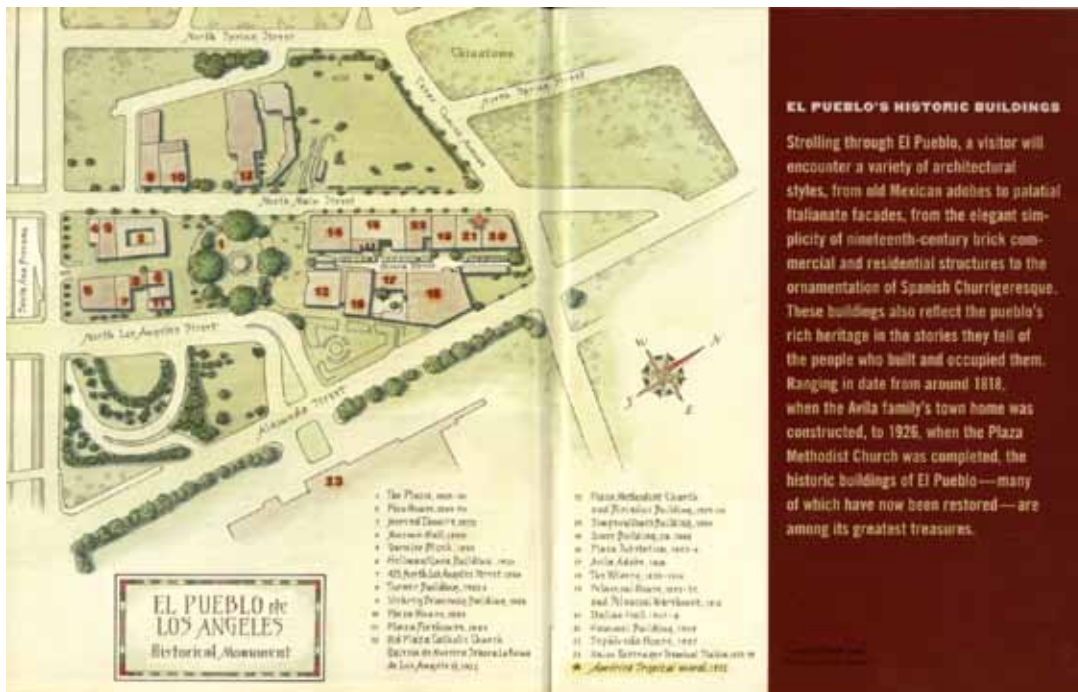


ALISO STREET VIADUCT, C. 1944 (REPLACED BY 101 FREEWAY BRIDGE IN 1950)

EL PUEBLO AND OLVERA STREET

Built on a bluff on the west bank of the Los Angeles River in 1781, El Pueblo was Los Angeles' first settlement and is considered to be the birthplace of the city. This early settlement fulfilled two purposes. Economic activity at the Pueblo supported the Spanish military presence in California through its agriculture and commerce, while the Mission fulfilled the religious needs of the early settlers. The settlement grew into a small town and became a center for cattle ranching. The city's center eventually moved south toward today's Downtown and El Pueblo gradually lost its place as the heart of the city by the early 20th century.

The 27 historical buildings still standing in the area are testimony to the architectural and cultural diversity of early Los Angeles. The Firehouse Museum, Sepulveda House, Italian Hall, and Chinese-American Museum are all indicative of many varied building styles associated with the city. In 1930, Olvera Street was reborn as a Mexican marketplace, opening under the slogan "A Mexican Street of Yesterday in a City of Today" and enjoyed newfound success as a popular tourist destination.



EL ALISO AS INSPIRATION

The once sacred sycamore tree (El Aliso in Spanish) represented the original settlement of the Tongva Indians. The approximate location was just south of where the MTA building stands today.



SOURCE: LOS ANGELES TIMES ARTICLE 9.8.02 AND PHOTOS FROM LOS ANGELES PUBLIC LIBRARY

FORT MOORE

Fort Moore lies about a quarter-mile west of El Pueblo and just north of the 101 Freeway. It is the highest point within the project site. With its astonishing and largely undiscovered views to the east, Fort Moore is a northern extension of Downtown Los Angeles' Bunker Hill neighborhood. As the northernmost United States outpost during the Mexican American war, Fort Moore began as a primitive barricade during the 1846 occupation. In 1863, ten years after the Fort was decommissioned, part of the hill became one of the city's first cemeteries and also served as a public playground during this time. By the late 1870's, the cemetery was closed and its remnants moved to other burial grounds.

Following this, Fort Moore Hill became home to the Los Angeles High School from the early 1890's to the late 1910's and later also became the headquarters of the Los Angeles Unified School District. During recent years, as the site was being prepared for the construction of the new High School for the Visual and Performing Arts, excavations revealed human bones in 171 gravesites from the site's earlier days as a cemetery.

UNION STATION AND CHINATOWN

Los Angeles' original Chinatown was located where Union Station now stands. It was founded in the late 1800's. During this era the district had its own distinct culture which included both a Chinese opera and its own newspaper. Old Chinatown was relocated to make way for the new Union Station, which was completed in 1939. Seven years later, a proposal for a new Chinatown was finally put forward. During this delay, many of the former neighborhood's Chinese businesses failed before the area's new plan was implemented during the 1930's. In 1938, the city's new Chinatown was established, spanning from Olvera Street to Dodger Stadium, where it still stands today.



LOOKING EAST AT ORIGINAL CHINATOWN, C. 1924 (REPLACED BY UNION STATION IN 1939)

CIVIC CENTER, BUNKER HILL, AND DOWNTOWN

Los Angeles' Civic Center is located south of the 101 Freeway, stretching from the top of Bunker Hill to Alameda Street. It runs parallel with the freeway along its entire length. Prior to becoming the Civic Center, this site was a continuous and dense urban neighborhood with well defined streets linking El Pueblo, Chinatown and Union Station to the greater Downtown area. Beginning in the 1920's, the new Civic Center began to take shape. Los Angeles' landmark City Hall was completed in 1928, standing over 400 feet high, breaking what was then the city's building height limit of 150 feet.

In 1955, city authorities began planning for the redevelopment of Downtown's Bunker Hill neighborhood at the north end of the Civic Center. Once a gracious residential area, the development of the city's rail system and the subsequent construction of the 101 Freeway gave Downtown's residents the opportunity to live away from the city core and the neighborhood began its slow decline. With the changes to the city's building height limit, developers seized the new opportunities and began to capitalize on the other revisions in zoning regulations that were beginning in the Downtown area. Soon after, Bunker Hill as it stands today, a dense cluster of towering skyscrapers, started taking shape. Today only the Angel's Flight, a funicular rail going up the hill from Hill Street to Olive Street, remains from the original neighborhood; albeit relocated half a block south of its original location.

SITE ANALYSIS

LAND USE



Modes of transportation have been crucial to both the shaping of cities and our experiences in them. Before the introduction of automobiles or rail systems, cities followed a logical, dense pattern. The rise of high speed travel, however, ushered in a transformation of the traditional city. Density was no longer desirable as the traditional urban paradigm shifted toward modernism. City planning moved away from the old, mixed-use model which was based on designing for close amenities to be reachable by foot and buildings that could accommodate many different uses over time.

The option of commuting from outside the city meant there was no longer a need to place factories or Workplaces within an urban context. The suburb was born and “single use” became the new way to plan land as buildings became increasingly designed for specific uses. This mono-functional approach to organizing the city meant that its different sections were inhabited during different parts of the day. The suburbs were alive with people in the evenings and weekends; business and factory districts were used only during the day as people commuted in between.

Today, this trend has shifted yet again. We have recognized that something important was lost when the dense, walkable Downtowns of our cities became deserted. Today many cities across the country aim to regain their lost core and once again provide their residents with “live, work, play” environments within walking distance.

The study area is dominated by civic and cultural uses with cultural institutions at Bunker Hill, El Pueblo, and the Cathedral of Our Lady of the Angels, public and government buildings at Civic Center and the High School for the Visual and Performing Arts. A few mixed-use areas lie south of the freeway in Bunker Hill and Little Tokyo.

North of the study site lies Chinatown, a community with a strong identity, yet physically divided into residential and a mostly commercial section. Residential buildings are situated on the hill that lies east of Hill and Yale Streets, with the commercial area below the bluff and north of Cesar E. Chavez Avenue.

South of the freeway the Civic Center is filled with people working during the day. After office hours, most of the time, the only people in the area are those who visit the cultural center on Bunker Hill. The same phenomenon occurs at El Pueblo, a place that is filled with people during the day and weekends. While these form strong, distinct districts of single uses, their lack of cohesiveness as a whole coupled with the constraints of the freeway trench, has impeded the emergence of a Downtown bustling with life and activity.

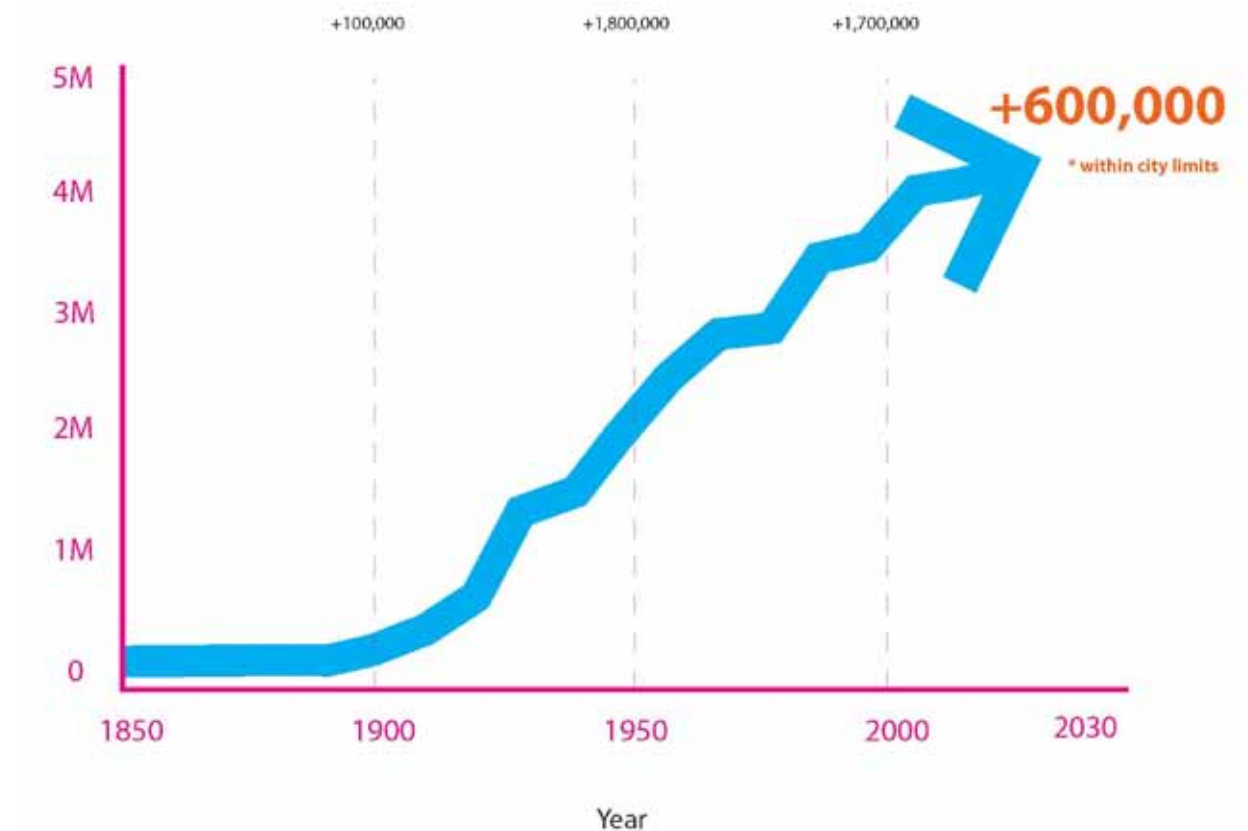
The lack of mixed-uses also alters the flow of people who enter the city from Union Station. Commuters make up the largest group of people arriving at the station, which creates a high volume of foot traffic during concentrated rush hours in the early morning and evening. While a new mixed-use pattern would not alter this rush hour flow, it would at a minimum increase the number of travelers during the remainder of the day.

Although the study area has an abundance of open space, it is not designed for easy accessibility nor is it desirable for the public to use. In the Civic Center open spaces serve as buffer zones between buildings and streets.

Much of the land to the north of the site and between the freeway and Chinatown is dedicated to cars in the form of parking lots and on and off ramps from the freeway.

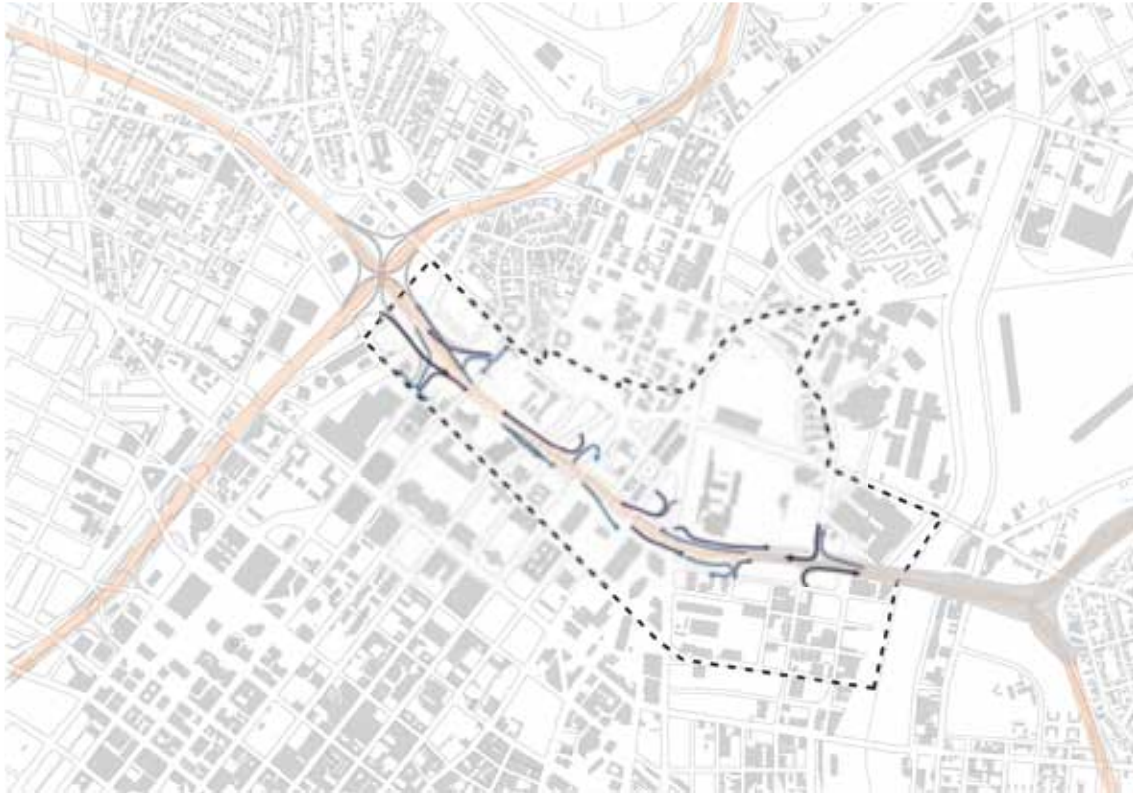
This creates a large void, making it difficult for pedestrians to navigate across its width from the Civic Center to Chinatown.

POPULATION GROWTH



Los Angeles' steady population growth over the past century combined with its apparent preference for low densities has created the notoriously sprawling metropolis we see today. By 2030, 600,000 new residents are projected in the city alone, an increase the size of Washington D.C.'s current population. This presents a great opportunity for Downtown to demonstrate how to efficiently accommodate growth. This would not only reestablish Downtown as the central, vibrant heart of the city where paths and cultures cross, but it also sets an example for other American cities to curb sprawl. However, accommodating for growth must be carefully planned. In observing how people have historically interacted with the topography of Downtown, a clear trend is visible in the ways that the city's Mexican-American and immigrant communities have settled "below the bluff", on the east and south sides of the river. Today, this area continues to be home to richly diverse communities. Poorly planned, a population expansion of this projected magnitude could, in a worst case scenario, displace local communities through the mechanisms of gentrification or lock these communities in their neighborhoods through spatial segregation.

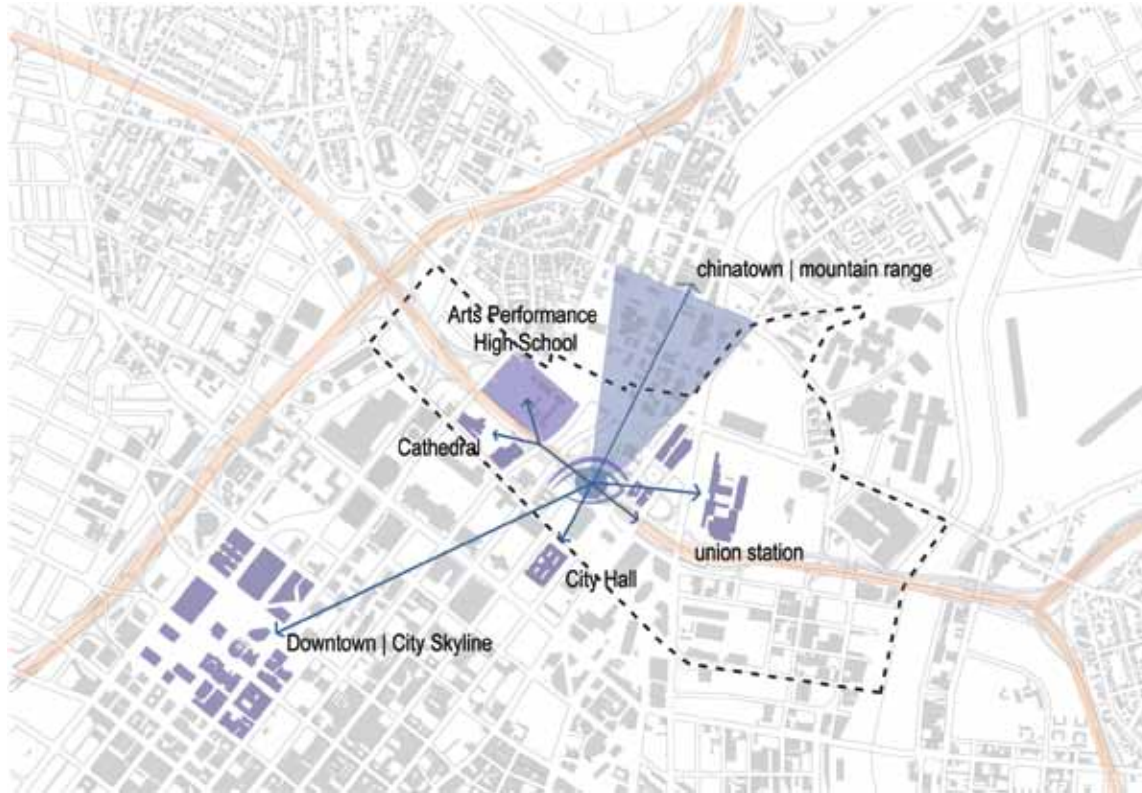
TRAFFIC AND FREEWAY ACCESS



TRAFFIC CIRCULATION: THE AREA HAS 16 FREEWAY ON AND OFF RAMPS

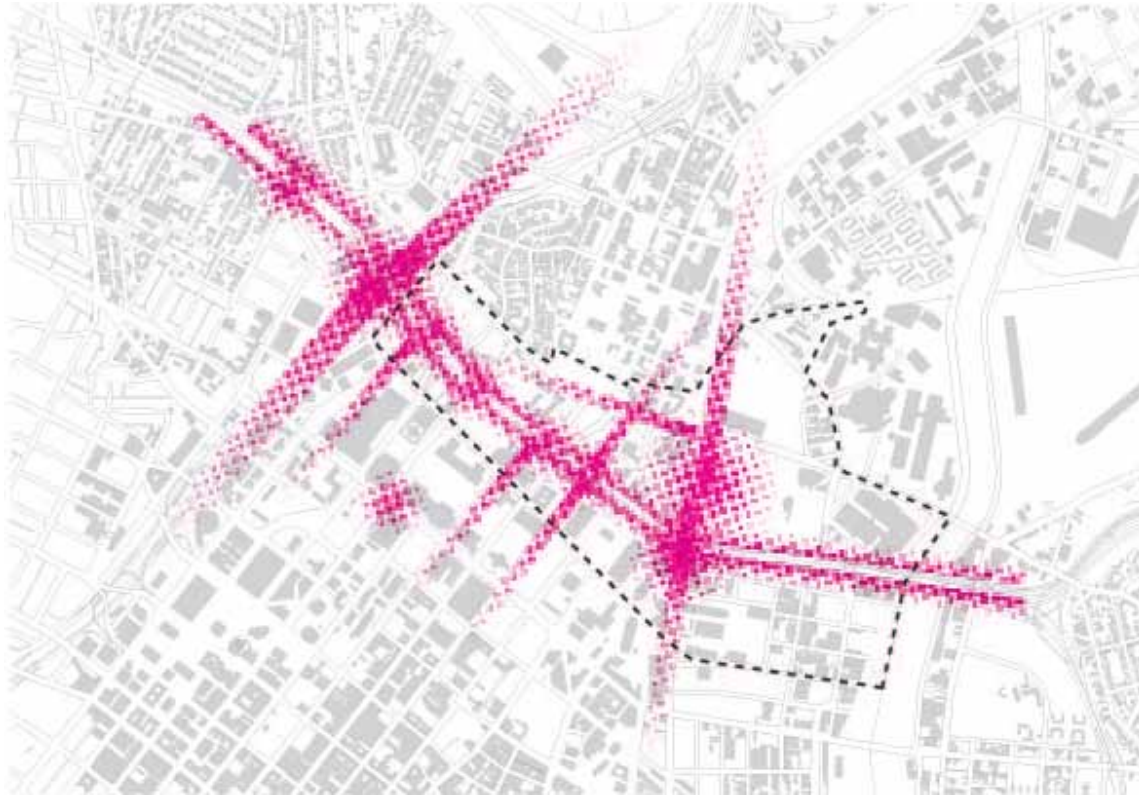
The freeway is more than just a trench in Downtown’s landscape. It also has eight on ramps and eight off ramps that reach out as tentacles to connect to the surface streets. Varying in length, configuration, and use, the ramps not only cut up the adjacent land, but also extend the physical influence of the freeway. Further complicating the pedestrian experience is the steep topography in the vicinity of Fort Moore Hill and Bunker Hill. Taking this all into consideration, the project site is characterized by a pedestrian void spanning from the Civic Center to Chinatown, inhibiting any attempt to engage the space in ways other than by driving or parking.

VISTAS



The abundance of open space in the study area creates tremendous vistas. There is a 140-foot drop in elevation from Grand Avenue to Alameda Street, creating a magnificent though largely unfamiliar view. One can see east along the freeway, out over Boyle Heights and East Los Angeles. Surface streets frame great views to the north and south of the freeway. To the north, one can see the fine grain of Chinatown and El Pueblo, as well as the monumental buildings of Civic Center to the south. City Hall, with its prominent tower, is undoubtedly the main focal point that orients everyone within the study area.

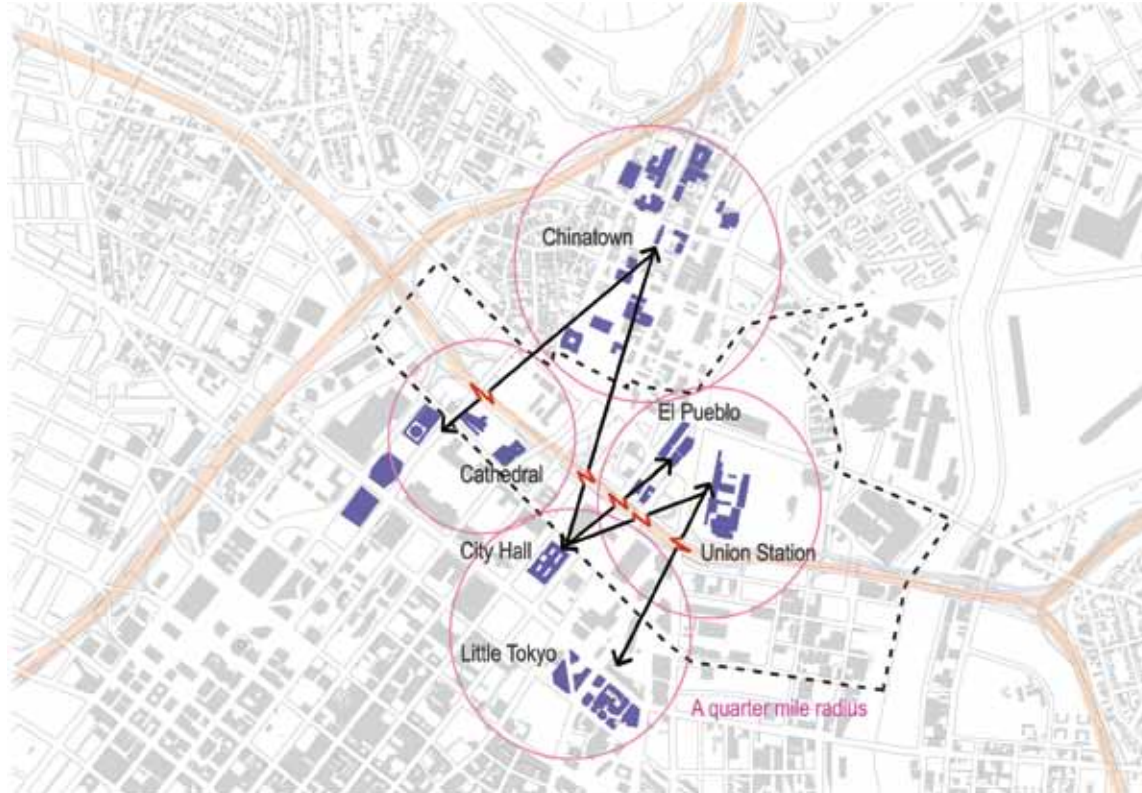
NOISE AND AIR POLLUTION



The freeway makes its presence known beyond the trench through the noise that its traffic generates. This discourages attempts to create public uses and spaces on adjoining land. A decrease in noise volumes is necessary for successful redevelopment within the project site. Although vibrant urban centers are characterized by high levels of a variety of sounds, the noise at the project site is the relentless drone of tires on asphalt and the roar of engines guzzling fuel.

Air quality is another important consideration, and an appropriate ventilation system will have to be integrated into the design of the tunnel created by a cap over the freeway. The air emitted from the tunnel will likely need to be filtered in order to prevent pollutants from affecting the immediate environment. Integration of an air filtration system would also help fight against the emission of green house gases from freeway traffic.

CONVERGING RADII AND CULTURAL DISTRICTS



Different neighborhoods and districts converge over the freeway trench at the study site. This further enhances the site's potential as a meeting point, indicating opportunities for reunifying parts of the city separated by freeway construction in 1950.

At that time, the site was composed of a cohesive grid that allowed fluid movement throughout the day. Only its historical remnants are visible today. However, while the site may appear to have few buildings with vast, unfilled voids, it is densely packed with Los Angeles' history, emerging neighborhoods and a wide representation of ethnicities. The physical voids and the cultural density create a stage for design that takes advantage of these converging social systems and recreates an urban context based on 21st century values of proactive civil equity.

OPEN SPACE ASSESSMENT

Most of the open space within the study area is dedicated to cars and their drivers with a clear hierarchical organization of land. Primary is the 101 Freeway. Next are its on and off ramps, then come surface streets, and finally parking lots. The remaining unbuilt space is residual, inaccessible, and unprogrammed. Very little land is developed with the pedestrian as its primary focus. The vast amount of paved surfaces also increases the urban heat island effect, further impeding walkability in the area. A large-scale reorganization of the land is necessary in order to deal with this complicated hierarchy of open space. This reorganization should focus on ironing out the imbalance between different forms of transportation and providing opportunities to create new destinations where people can linger and not just pass through.

GATEWAY INTERMODAL CENTER AND EL MONTE BUSWAY

PROBLEM

The entrance to the high occupancy vehicle (HOV) and El Monte Busway lanes are currently situated on the eastside of Alameda. The current location is a ¼ mile walk to the Patsaouras Plaza Busway Station and there is not direct pedestrian connection to Union Station and its rail transit connections. Reconfiguration is necessary to efficiently connect pedestrians, buses, automobiles and all current and future transit connection, including Red Line, Gold Line and Metrolink.

The current proposed Metro project for the Union/Patsaouras Plaza Busway Station relocates the Busway boarding island to the south side of Patsaouras Plaza.

RECOMMENDATIONS

1. Maximize capacity for bus interface and Gateway Center
2. Extend Bus Plaza across the 101 Freeway to the south side and Little Tokyo
3. Create a signature arrival for bus and high occupancy vehicles (HOV)

HIGH SPEED RAIL ALTERNATIVES

Mehdi Morshed, the prior Executive Director of the California High-Speed Rail Authority estimated that the high speed rail system would use one-third of the energy of airplanes, one-fifth of the energy of passenger automobiles, cut California’s dependence on foreign oil by 12.7 million barrels a year, and reduce greenhouse gases that cause global warming, by 12 billion pounds each year.

“According to the Authority’s updated business plan...high-speed trains will alleviate the need to spend nearly \$100 billion to build about 3,000 miles of new freeway, five airport runways and 90 departure gates during the next two decades...A statewide high-speed train system will meet that same need for about half the cost.” – Mehdi Morshed

Due to the proximity of the proposed PARK 101 District and potential developable land around union station, the following analysis was done in anticipation of High Speed Rail. The following analysis and recommendations include alternatives for parking, rail approach layouts, station and platform locations and layouts, and crossing of the 101 Freeway.

HIGH SPEED RAIL ALTERNATIVES: PREFERRED OPTIONS ARE IN GREEN

PARKING	RAIL ALIGNMENT	PLATFORM SECTION	STATION / PLATFORM LOCATION
Single Location	Gold Line / Cornfields	Double-decked	Central/West
	Main Street		
Multiple Locations	East Side LA River	At-grade	East

GOALS AND OBJECTIVES FOR HIGH SPEED RAIL AT A REGIONAL HUB

- Highest Density
- Highest intensity of Employment
- Dense street grid
- Small block sizes
- Highest access (transit + taxis)
- High pedestrian access
 - § wide sidewalks
 - § pedestrian facilities
 - § bike network



PARKING RECOMMENDATION

The Parking Requirement for High Speed Rail is 5000 spaces. Parking layouts and distribution options are shown below with their respective constraints and opportunities.

A Single Parking Location

- There is limited shared opportunity, due to site location
- No value is added for development opportunities



Multiple Locations (*Recommended*)

- There is shared use
- There is an incentive for new or associated development
- The value is spread among several locations
- This option can be built in phases



RAIL ALIGNMENT OPTIONS

The diagram below illustrates the various options for the rail routings. The various routes include: (1) the existing Gold Line right of way, adjacent to the Cornfields, (2) Main Street, or (3) the Eastside of the LA River.



The High Speed Rail alignment option along the existing Gold Line right of way, west of the Cornfields would include a trench or at-grade land bridge to Elysian Park.

The Northern Approach Context is pictured below.



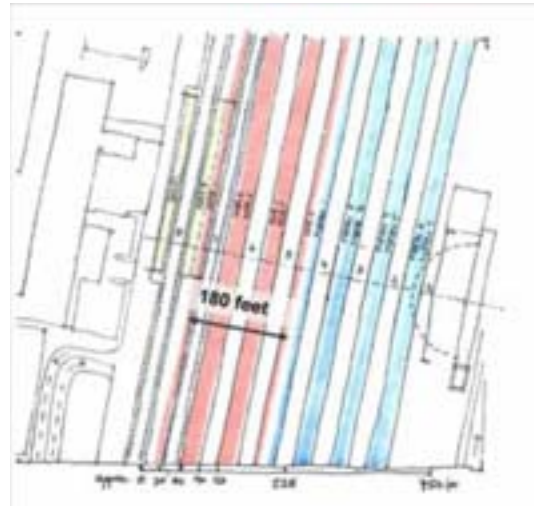
***GOLD LINE ON THE RIGHT WITH CORNFIELDS
LOOKING SOUTH TOWARDS DOWNTOWN LA***



'SOFT' PROPERTIES AT THE NORTH END

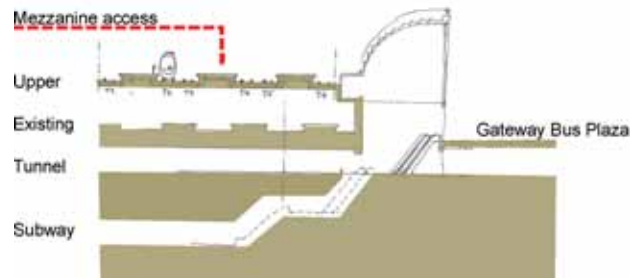
PLATFORM REQUIREMENTS

High Speed Rail needs 180 feet for the required 6 tracks and 3 platforms. The preferred layout is illustrated to the right with the high speed rail platforms situated between the Gold Line and Metrolink platforms.

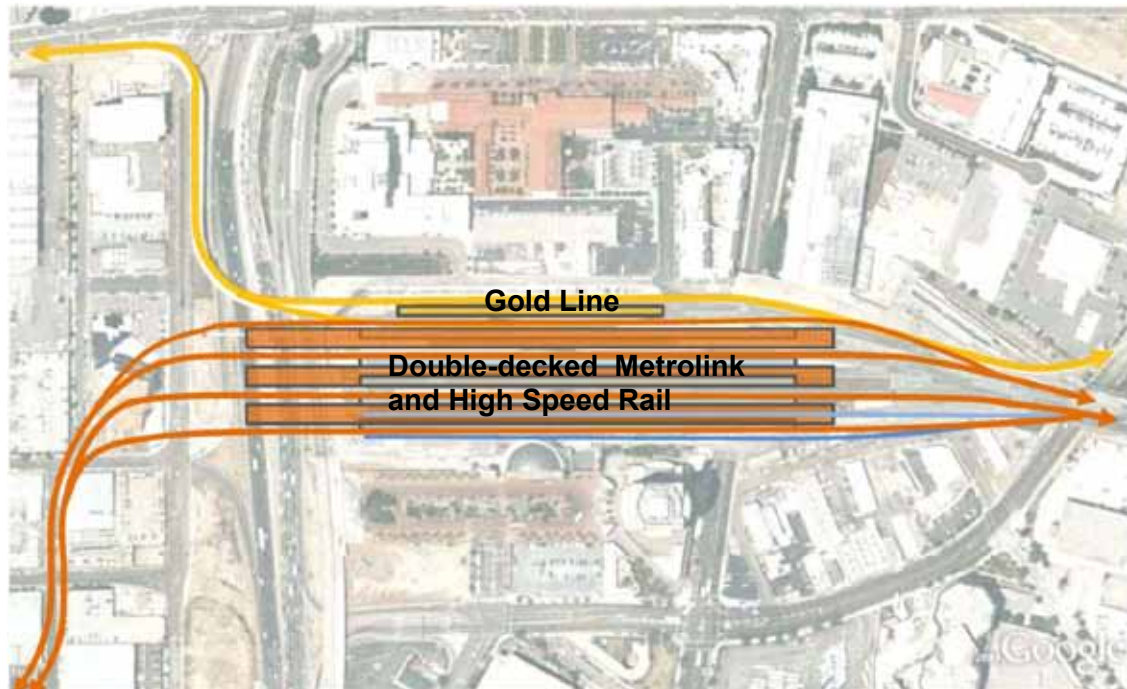


PLATFORM LAYOUTS

Elevated Station Platforms as shown in the section and plan below are not recommended.

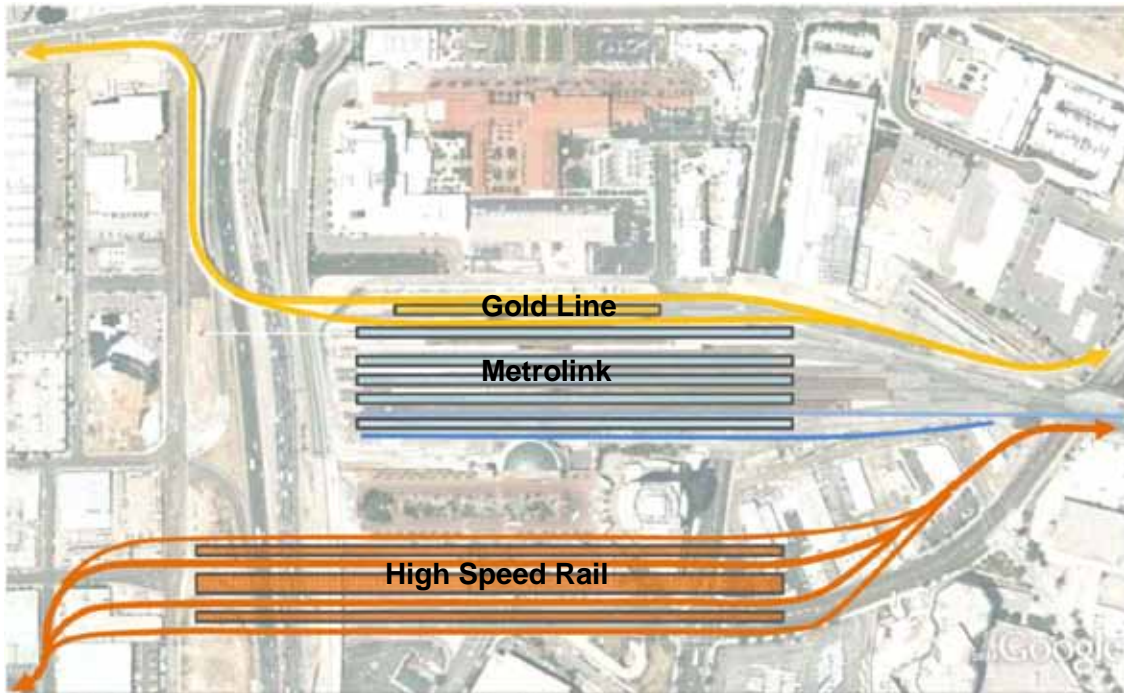


NORTH-SOUTH SECTION



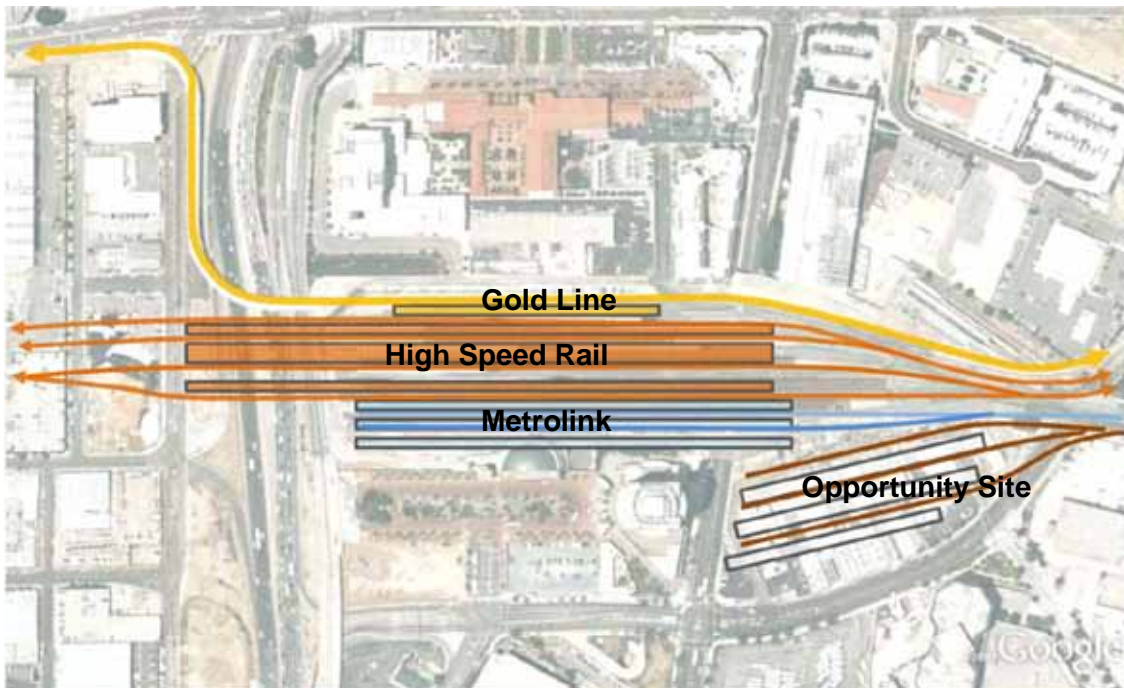
HIGH SPEED RAIL ELEVATED ABOVE THE EXISTING METROLINK PLATFORMS AND TRACKS

The East Station Alternative as shown below in plan is not recommended.

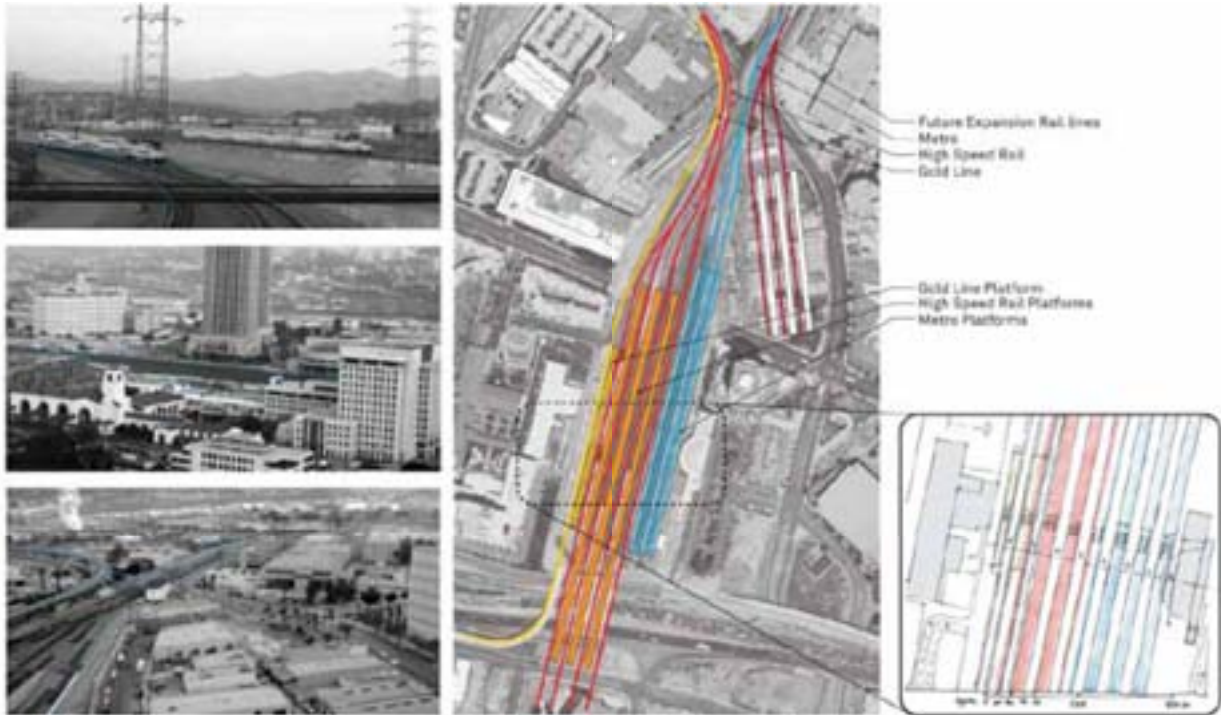


HIGH SPEED RAIL LOCATED SOUTH OF THE EXISTING METROLINK PLATFORMS AND TRACKS

The Central/West Station Alternative as shown below in plan is recommended for the ease of access between the various rail lines.



HIGH SPEED RAIL LOCATED BETWEEN THE EXISTING GOLD LINE AND METROLINK PLATFORMS AND TRACKS



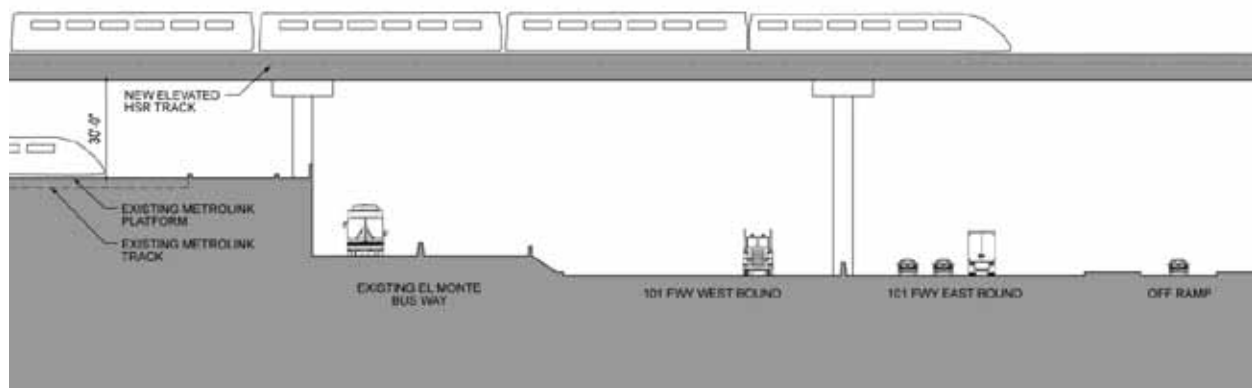
HIGH SPEED RAIL

CROSSING OF 101 FREEWAY

The required length of the High Speed Rail platform and the necessity to traverse the 101 Freeway led to the following analysis. Three options for the High Speed Rail through track and platform elevations have been studied to assess both the visual and physical impacts on the approach to Union Station from the south. The rough orders of magnitude relative to cost (High, Medium, and Low) have been allocated to each alternative.

Alternative A: This alternative proposes the Elevated Track and Platform for High Speed Rail above the existing Metrolink platforms with a minimum clearance for adequate waiting areas on the existing Metrolink and commuter platforms. This Alternative would result in the following:

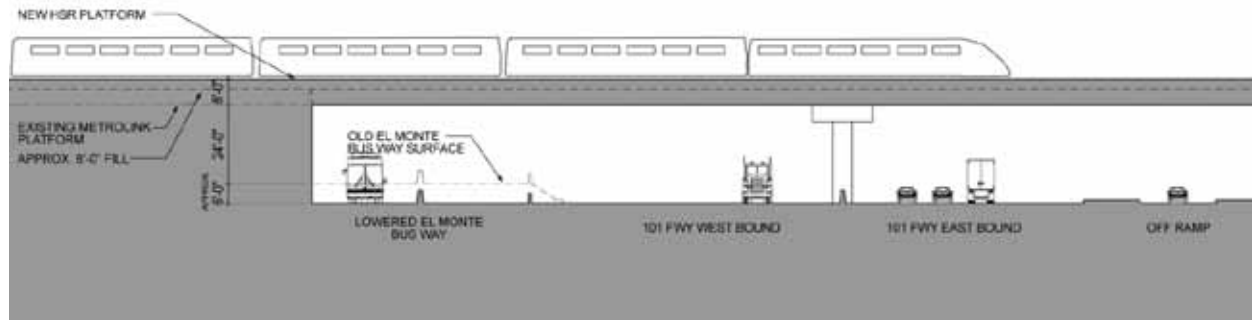
- Very high cost to provide the High Speed Rail support structure
- Challenging elevation change for the rail track between the river and the station
- Visual impacts of a tall structure crossing the freeway and little Tokyo
- Impacts at 1st Street Bridge (crossing over)
- El Monte Busway continues on current alignment



ALTERNATIVE A

Alternative B: This alternative proposes a raised Track and Platform for High Speed Rail. At approximately 8 feet above the existing Metrolink platforms, there would be ample space to create unified waiting areas for both the proposed High Speed Rail and the existing Metrolink and commuter platforms. This Alternative results in the following:

- Reduced cost to provide the support structure
- Cost to redo all the station platforms (less than elevated structure Alternative A)
- Reduced elevation change for the rail track between the river and the station
- Operational/speed impacts making the 'S' curve on the approach/departure
- Reduced visual impacts of a tall structure crossing the freeway and little Tokyo
- No impacts on 1st Street Bridge
- El Monte Bus way would need to be lowered

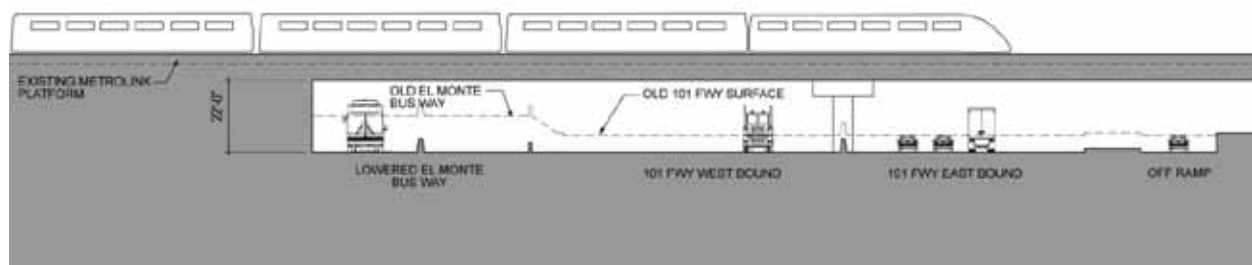


ALTERNATIVE B

Alternative C: This is the "preferred alternative" which proposes the Elevated Track and Platform for High Speed Rail at the existing platform elevation, with ample clearances to provide adequate waiting areas on the existing Metrolink and commuter platforms. The High Speed Rail track clearance over the freeway is achieved by lowering the freeway/extending the trench. Providing a land-bridge between the South side of the 101 Freeway and Union Station (essentially capping the trench) provides an additional advantage of pedestrian and bus access to Union Station. This Alternative results in the following:

- A greatly reduced cost to provide the support structure
- Greatly reduced elevation change for the rail track between the river and the station
- Reduced visual impacts of a tall structure crossing the freeway and little Tokyo
- Cost to lower the freeway/extend the trench
- Greatly improved access and operations for the reconfigured El Monte Busway
- New access for pedestrians from the South side of freeway
- Park-like experience

Alternative C proposes the most appealing gateway opportunity to downtown Los Angeles and would greatly enhance all modes of access to Union Station. Costs are reduced overall. The freeway would be most impacted, but would afford the greatest opportunity to improve access to downtown and the station area with new and improved on- and off-ramps.



ALTERNATIVE C

LOS ANGELES RIVER REVITALIZATION

The Los Angeles River Revitalization Master Plan (LARRMP) identifies several opportunity sites adjacent to the PARK 101 District and the future infrastructure of High Speed Rail. A few of these areas include Chinatown-Cornfields, Downtown Industrial and Boyle Heights Connector.

“...Neighborhoods have turned their backs to the River. Now the people of Los Angeles have the opportunity to enjoy the river as a safe, accessible, healthy, sustainable, and celebrated place.”

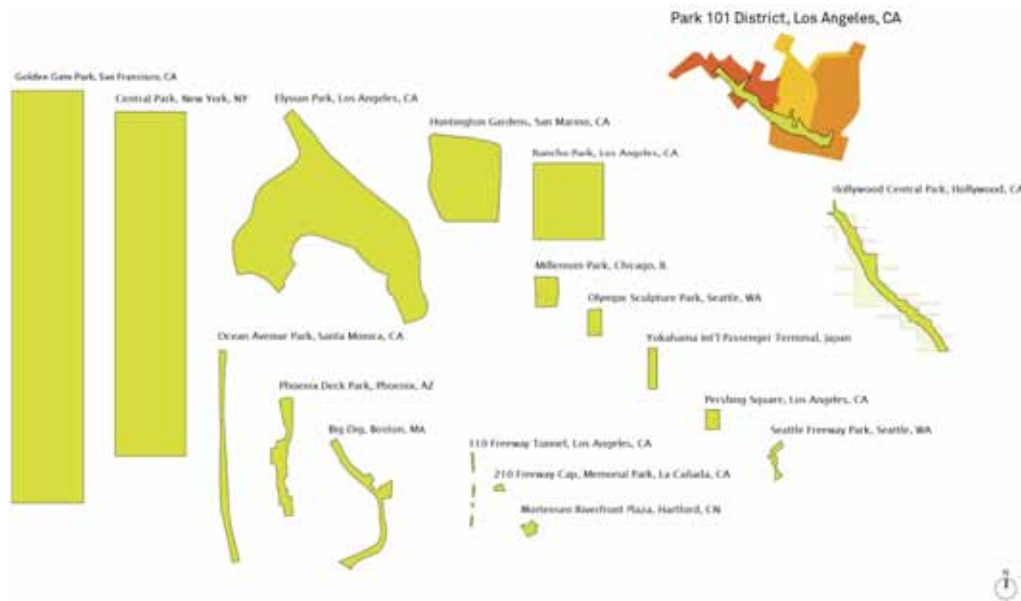
The vision for these areas includes neighborhood-scale parks connected by greenways and terracing along the river’s edge.

RECOMMENDATIONS

1. The arrival of High Speed Rail should be leveraged as an opportunity to re-address pedestrian access to the banks of the LA River and the adjacent neighborhoods.
“River redevelopment plans need to integrate the demand for continued rail service with the goal of minimizing barriers to River access.” - *LARRMP*
2. The proposed pedestrian bridge to Aliso Village on the Eastside would provide access to both banks of the river, as well as increased pedestrian access to Union Station.

DESIGN CASE STUDIES

The case studies on the following pages represent an initial look at urban parks around the country. The case studies all vary in size and program. Park 101 is in an urban setting, so it is important to look at examples and imagery that maintain or enhance a vibrant urban environment. Please note that the following studies were preliminary and served the purpose of brainstorming.



SCALE COMPARISONS



PRECEDENT STUDY: WHARF DISTRICT PARK, BOSTON

Constructed over a rail yard and parking garage



PRECEDENT STUDY: MILLENNIUM PARK, CHICAGO



PRECEDENT STUDY: SEATTLE CAP PARKS, SEATTLE

CONCEPTUAL IMAGERY



CONCEPTUAL IMAGERY: AMPHITHEATER



CONCEPTUAL IMAGERY: MAIN STREET CAP PLAZA



CONCEPTUAL IMAGERY: UNION STATION/EL PUEBLO PROMENADE



CONCEPTUAL IMAGERY: EAST GATEWAY PLAZA



CONCEPTUAL IMAGERY: ART & ICONS



CONCEPTUAL IMAGERY: MEADOWS & OPEN GREENS



CONCEPTUAL IMAGERY: PATHS & PROMENADES



CONCEPTUAL IMAGERY: PLAZAS



06

SUSTAINABILITY



OVERVIEW

The PARK 101 District will reestablish the urban grid and stitch together downtown Los Angeles across the longstanding divide of the 101 Freeway. The design of a freeway cap results in important opportunities to capture and store rainwater and thereby improve runoff conditions typically found on freeways. The freeway cap will also provide measures to reduce air pollution with new technologies, such as emissions cleaning. This new district will promote a sustainable and livable environment with the close proximity to union station and multi-modal transportation options (including bicycle access) combined with the improved pedestrian environment with contiguous green open space and enhanced streetscape; thereby enhancing the safety and health of the community.

THE PARK 101 DISTRICT AND SENATE BILL 375

California Senate Bill 375 commonly referred to as SB 375 is a law that requires metropolitan planning organizations (MPOs) to create and implement land use plans that use compact, coordinated, and efficient development patterns to reduce auto dependency, and could, if implemented wisely, help the state's urban regions become more economically and environmentally sustainable, according to an analysis of the law released on June 4th, 2010 by the Urban Land Institute (ULI). The PARK 101 District could serve as a precedent setting application of this renewed alignment of planning strategies.

The ULI's SB 375 Impact Analysis Report examines the potential effects of California Senate Bill 375 on the economic future for the state and the quality of life for its residents. In particular, the report analyzes the law's mandate for a new regional land use plan, Sustainable Communities Strategy (SCS), which calls for more coordinated and efficient development patterns that can accommodate all types of land uses. The law requires regional transportation plans (RTPs) to include such strategies to encourage better alignment of land use, transportation, and housing planning – as is anticipated with the PARK 101 District in Downtown Los Angeles.

SENATE BILL 375

Enacted in September 2008, SB 375 is part of a series of initiatives the state has underway to meet its greenhouse gas emissions target reduction goals (cutting emissions to 1990 levels by 2020 and further cutting emissions to 80 percent below 1990 levels by 2050). The impact of SB 375 will become more apparent this fall, as MPOs strive to meet a deadline for regional greenhouse gas emissions set by the California Air Resources Board.

SUSTAINABILITY REPORTS

ULI, a global research and education institute dedicated to responsible land use, has long supported land- and energy-efficient development practices to accommodate growth in urban areas. The Institute and its District Councils in California – ULI Los Angeles, ULI San Francisco, ULI Sacramento, ULI San Diego, and ULI Orange County/Inland Empire– recently convened an

interdisciplinary panel of real estate leaders, including developers, land use attorneys, academics and public officials, to conduct an analysis of the law. The panel's findings formed the basis for SB 375 Impact Analysis Report, which was released in Los Angeles during the Transit-Oriented Development Summit 2010 sponsored by ULI Los Angeles. The panel was jointly sponsored by ULI and Smart Growth America.

SB 375 reflects the reality that “how we use land matters,” said ULI Chief Executive Officer Patrick L. Phillips. “Land use has an enormous impact on the long-term environmental viability of our urban areas. Climate change has elevated the need to rethink what and where we build,” Phillips said. “Clearly, with SB 375, California is taking a leading role in addressing the detrimental impact of sprawling development, and is seeking to improve urban growth patterns. It’s taking a meaningful step forward toward conserving land and energy, and preserving the environment.”

According to the report, the law has the potential to make a positive change in the growth patterns of California’s urban regions. “If implemented well, SB 375 would help California accommodate growth in ways that are economically sound, environmentally responsible, and socially beneficial,” the report says. “As such, SB 375 has the potential to improve the quality of life for Californians, and is one tool that can address a number of problems long associated with sprawl, including traffic congestion, the cost burden of housing, declining air quality, increases in greenhouse gas emissions, and the geographical imbalance between jobs and housing.”

The overarching anticipated benefit of SB 375 is its ability to provide more consistency, coordination, and clarity to the development process, which the land use industry needs to start recovering from the recession, the report says. It points to several benefits that SB 375 can bring through thoughtful implementation, including:

1. Rational alignment of regional planning, transportation, and environmental policy and funding;
 - Aligning the goals of High Speed Rail, the Los Angeles River Revitalization Plan and the PARK 101 District
2. Improved jobs-housing balance;
 - Capturing a residential critical mass downtown
3. More certainty for developers on the desired direction for development;
 - Creating a singular and streamlined plan for approval
4. Initiating reform for the California Environmental Quality Act (CEQA);
 - Seeking a streamlined approvals process for The PARK 101 District
5. Flexibility for regional and local solutions; and
6. Improved efficiency and effectiveness for transit systems.
 - Creating a walkable alternative and a choice of mobility options

“Economically, SB 375 will help the state, communities, and developers meet the shifting market demand for housing, diversify the housing offerings on the market, allocate public resources more efficiently, and ensure a better quality of life,” the report says. Specifically, SB 375 can help the state:

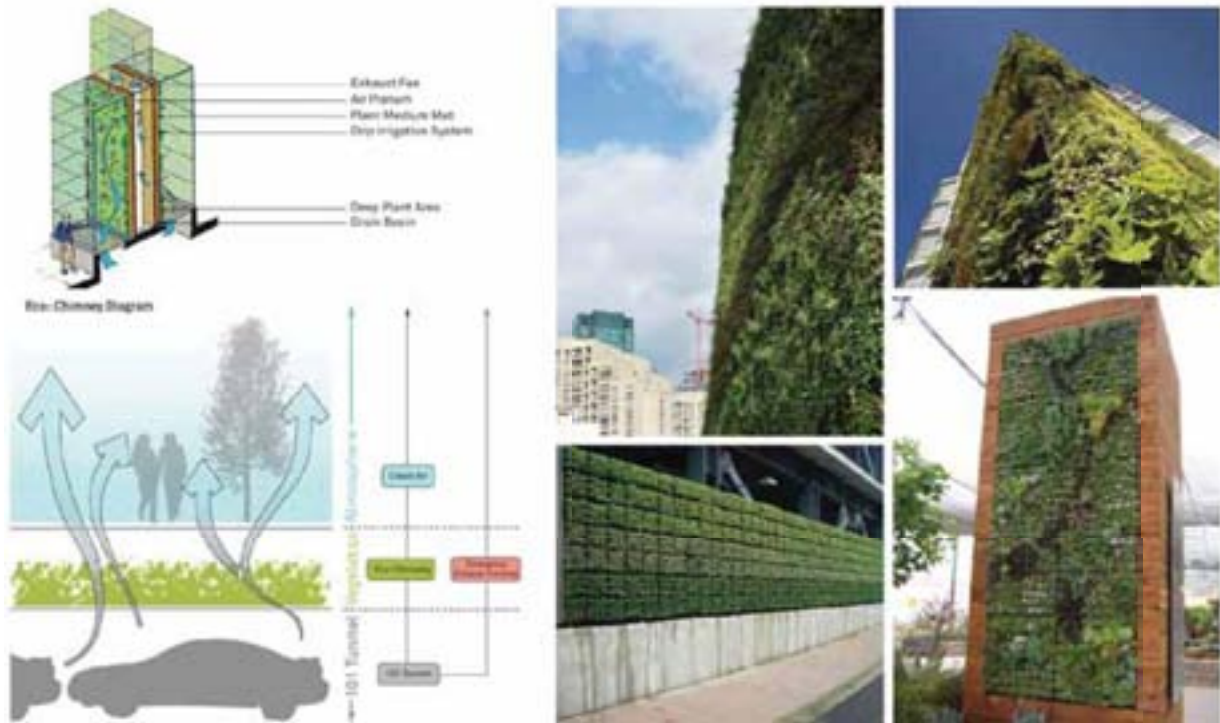
1. Accommodate a growing share of housing demand for first-time buyers and renters, as well as empty nesters;
 - Provides residential choices
2. Strive to create a wider range of housing choices, and maintain a balance between infill and Greenfield development;
 - Promotes urban in-fill
3. Improve the allocation of transportation funds based on density and need;
 - Maximizes the purpose and use of Measure R funding for High Speed Rail in Los Angeles
4. Position both state and regional governments to be more competitive for federal resources, many of which are tied to more collaborative planning initiatives;
5. Promote healthier living environments that cut exposure to vehicle exhaust emissions and promote exercise through pedestrian-friendly design; and
6. Preserve and enhance a higher quality of life through more efficient municipal services and infrastructure.
 - Enhances and creates a compelling and competitive alternative for urban living of the highest quality.

The report offers several recommendations to maximize the effectiveness of SB 375 as a productive guide for development that benefits California's communities. One major area considered critical to its success is transit certainty. The report notes that the coverage and efficiency of public transit – including buses, trains, light rail, and shuttles – must keep pace with the anticipated increase in urban and suburban density. "Improving the service levels and ongoing investment in transit capital improvements and operations creates transit certainty, a critical factor for supporting the growth of compact development," the report states. Another "must" for successful implementation: proper alignment of policy and funding. Among the factors to be considered are aligning public policy across all levels of government; aligning land use policies with demographic and market trends; and producing a transparent approvals process for public- and private-sector stakeholders.

Greater community engagement, communication, and dialogue could go far in building consensus around the positive impact that SB 375 can have in guiding growth, the report advises. "It is critical to ensure that residents and stakeholders understand the goals and anticipated benefits associated with the implementation of SB 375," the report says.

Much of the debate surrounding SB 375 has been a result of misinterpretation of the legislation itself. SB 375 is not the first legislation from California that was initially seen as problematic but in the long run contributed to positive and progressive results. It is possible, the report says, for SB 375 to achieve similar benefits as Title 24, the state's 30-plus year old law mandating improved building energy efficiency. That law is now viewed as helping to shift the state toward more sustainable land use decisions, and as contributing to significant energy cost savings for the state. "The better California does with SB 375 implementation, the greater the benefits will be," the report says.

SB 375 advocates for the same objectives of the PARK 101 District – “the development of sustainable, thriving communities that: provide a social framework for connecting people to places; respect environmental realities locally and globally; and compete effectively for economic vitality.”



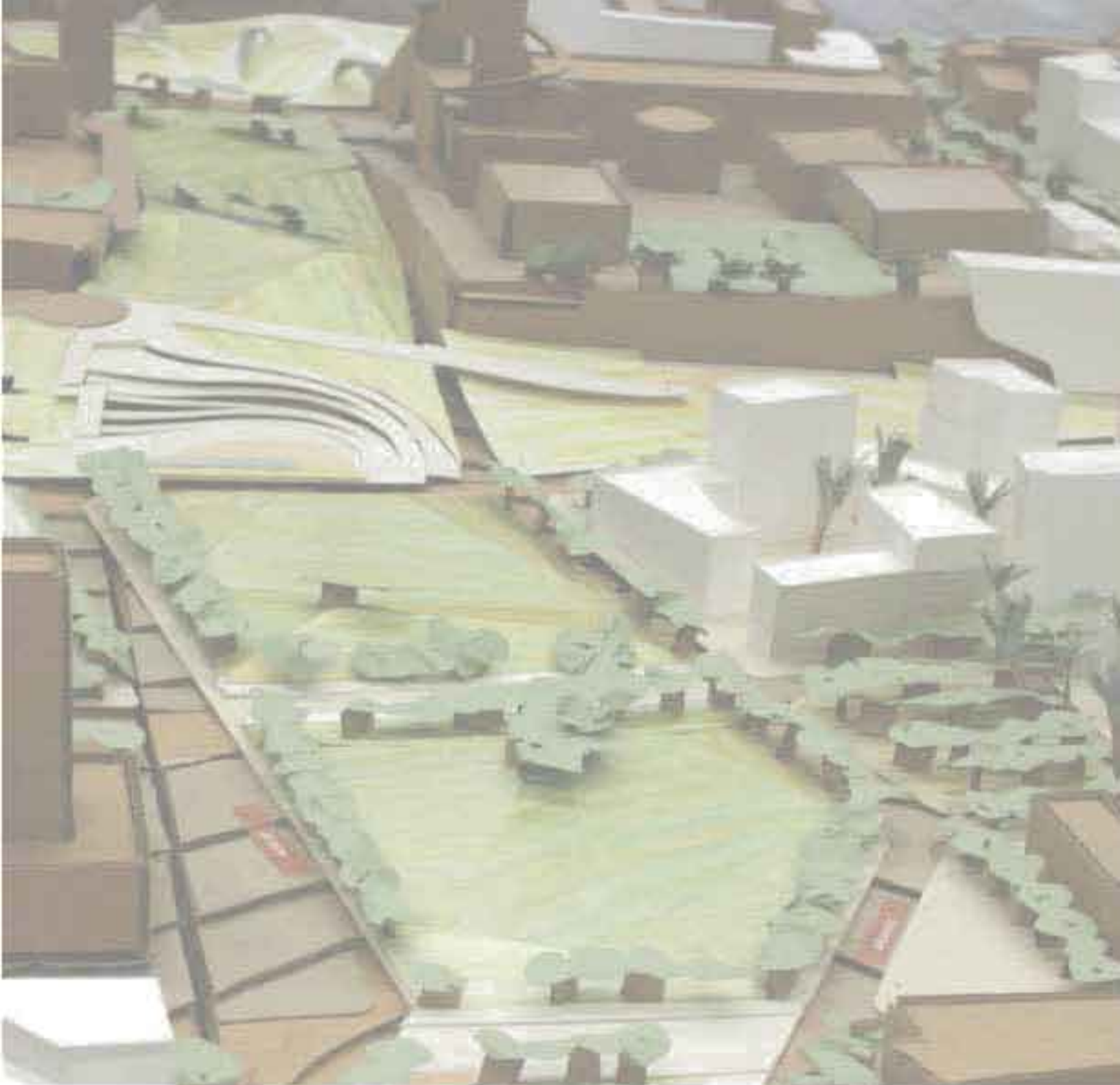
CONCEPTUAL IMAGERY: EMISSIONS CLEANING/SCRUBBING



CONCEPTUAL IMAGERY: SUSTAINABILITY



ULI REPORT: SB 375 IMPACT ANALYSIS REPORT



07

IMPLEMENTATION

OVERVIEW

The current study is intended to broadly define the project, test its economic viability and identify the next steps toward final project definition, approvals and ultimately construction. It is anticipated that discrete portions or phases of the project may follow separate tracks and be “championed” by the respective lead entity or agency. The timeline and project tasks below identify our current understanding of the tasks required for implementation and are broadly categorized into five separate tracks: Outreach, Design, Technical Studies, Entitlements and Construction.

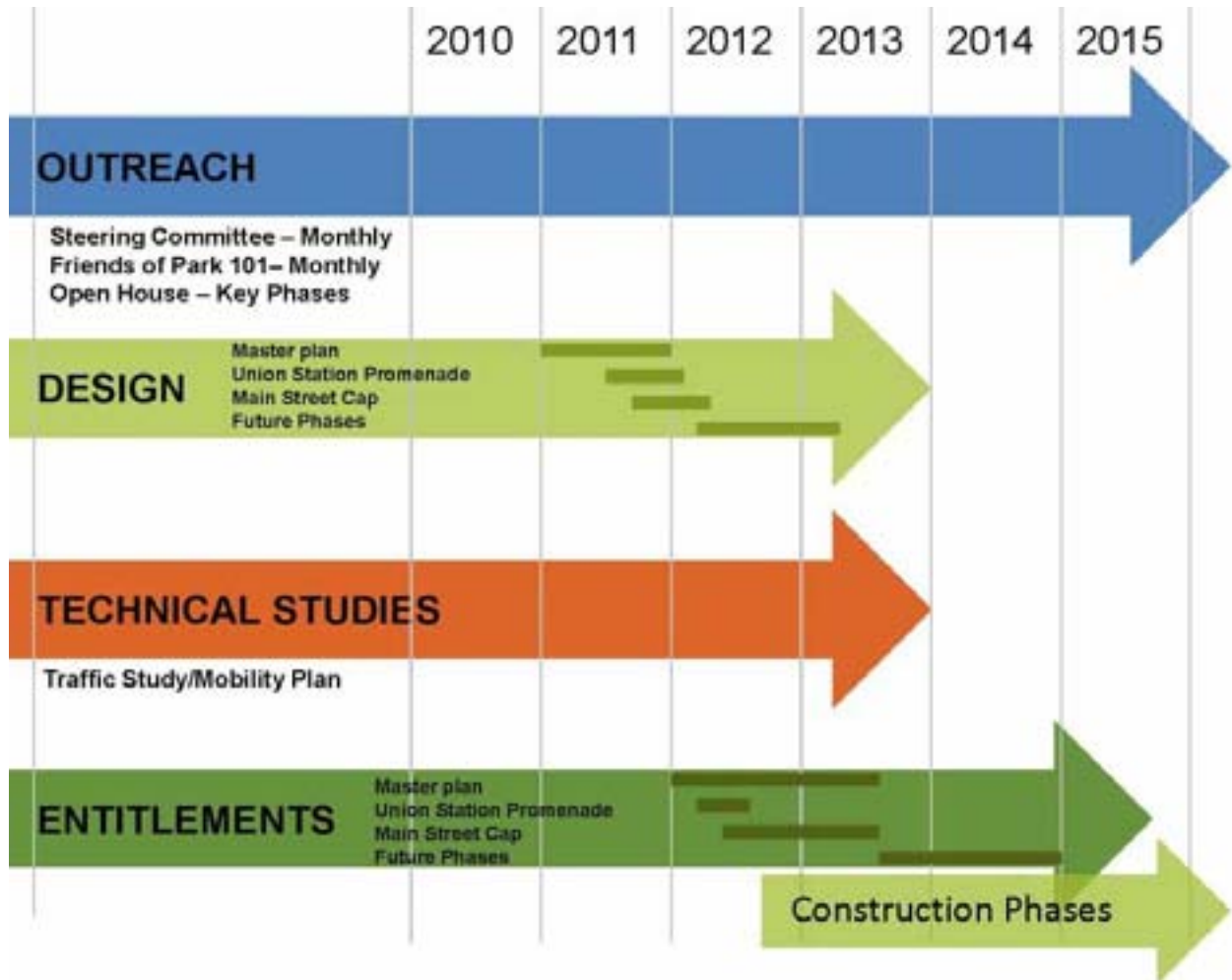
Outreach: This is to be both internal and external with on-going monthly internal Steering Committee coordination meetings for all city agencies, elected bodies and implementation entities; and external public meetings coordinated by the Friends of PARK 101, acting as advocates for the business interests and general public stakeholders.

Design: Detailed site studies and development of alternatives for selected interventions are to be developed by the consultant team as the final preferred plan is entitled.

Technical Studies: Traffic and economic studies are to proceed for the approvals and development of a financial business plan in conjunction with the supporting agencies and Friends of PARK 101.

Entitlements: As entitlements are sought for the project as a whole, and discrete interventions, the team is to support streamlined approvals wherever appropriate in order to expedite the delivery of a pedestrian oriented public realm, parks, streets, shared parking, etc. Development rights, bonuses and/or variances for development of buildings are to be on a separate track.

Construction: All construction should seek to minimize impacts on the existing vehicular circulation as well as general wellbeing of the general public. A phased implementation and construction sequencing plan should be developed.



STEERING COMMITTEE

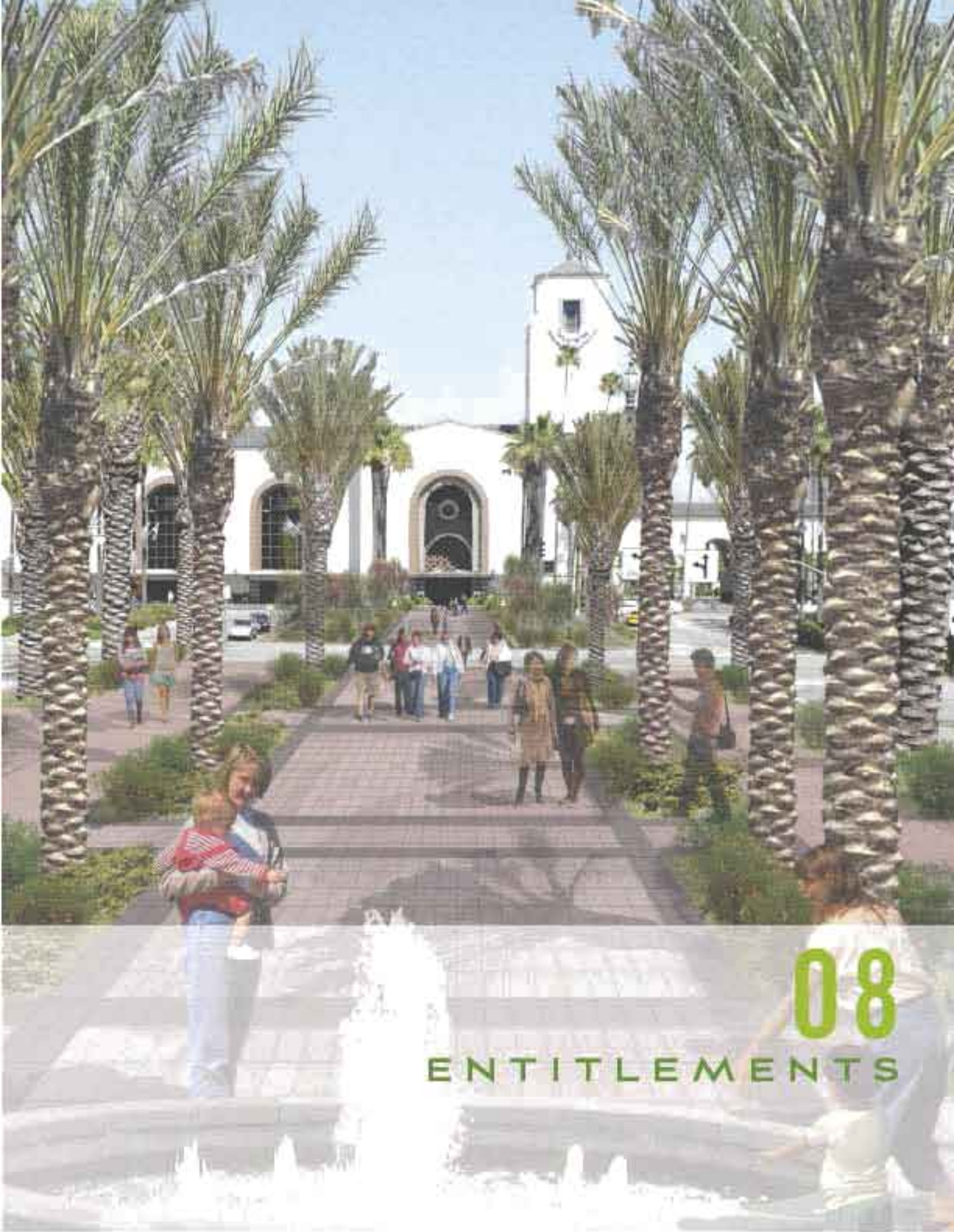
The steering committee is made up of key elected, agency and community stakeholders and advocates representing: Office of the Mayor, Council Districts, County Supervisor District 1, Department of City Planning, Caltrans, METRO, SCAG, CRA/LA, Cathedral of Our Lady of Angels, Historic Cultural Neighborhood Council, Historic Business Improvement District, Downtown Neighborhood Council, Friends of the LA River, Los Angeles City Department of Transportation and City Engineer. The steering committee was initiated two years ago during the inception of PARK 101 with the EDAW|AECOM intern program. The group has continued to meet on a monthly basis to continue the momentum of the project with technical review and act on the next steps. (A letter of support and comments from Caltrans can be found in the appendix)

This broad-based coalition of support for the PARK 101 shares the common vision for PARK 101 as the preeminent project by which all existing projects underway in the Downtown LA region can converge and comprehensively come together for the betterment of Los Angeles.

FRIENDS OF PARK 101 DISTRICT

The Friends of PARK 101 District, a non-profit organization comprised of local business and community leaders, was formed to promote the creation of the PARK 101 Cap Park to reconnect 1) the neighborhoods; 2) Union Station to the Greater Downtown, including El Pueblo, La Placita, the Cathedral, Little Tokyo, Chinatown, Boyle Heights and the Cornfields, the City and County centers of government, the key Civic Monuments (among them, the future Broad Museum, MOCA, Disney Hall, Redcat, Music Center and the new Grand Civic Park); and 3) the Los Angeles River to the Civic Center.

The organization helps secure funding for the overall PARK 101 District, more immediately, additional funding to complete Phase 1; facilitate outreach to stakeholders and organizations in order to secure additional and continued support for PARK 101; and lobby for agency support in regard to technical advancement.



08

ENTITLEMENTS

OVERVIEW

FREEWAY CAPPING: AN OVERVIEW OF THE ENVIRONMENTAL ENTITLEMENT PROCESS

The extent of environmental review will vary depending on the complexity of the proposed project selected and their potential effects on the surrounding environment. Further, procedural steps for completing the environmental review will also vary, depending on how a project is funded. If local or state-only funds are used, the project must comply only with California Environmental Quality Act procedures (CEQA). However, if the project is federally financed or proposes improvements within an interstate or federal highway facility, all environmental documentation would also have to comply with the procedural requirements of the National Environmental Policy Act (NEPA).

The City may seek federal funding for the design and/or construction and Highway 101 is a federal transportation facility, so it is assumed that the proposed project will be subject to both NEPA and CEQA requirements. For PARK 101, AECOM is proposing independent environmental documents for NEPA and CEQA purposes. It is assumed that the City of Los Angeles will serve as the CEQA Lead Agency and Caltrans will serve as the NEPA Lead Agency. PARK 101 will undergo a separate NEPA environmental entitlement process parallel to CEQA, as well as a Caltrans entitlement process. A separate discussion on the details of the likely Caltrans entitlement process will be forthcoming.

AECOM is providing a number of options for the different levels of CEQA environmental documentation that may be required. The options being considered include preparation of the following documents, which are discussed in greater detail below:

- Master EIR
- Program EIR
- Tiering off the SCAG RTP EIR

PROPOSED OPTION 1: MASTER EIR

- Per Section 15175 (b)(3) in the 2010 CEQA Guidelines, a Lead Agency may prepare a Master EIR for a project “that consists of smaller individual projects which will be carried out in phases.

SPECIFIC REQUIREMENTS

- A Master EIR must describe and present sufficient information (i.e. size, location, intensity, and scheduling) about anticipated subsequent projects within its scope.
- A Master EIR requires an evaluation, to the greatest extent feasible, the cumulative, growth-inducing, and irreversible significant environmental effects of the proposed project and the anticipated subsequent phases, even if there is insufficient information available to support a full impact assessment.

- The Master EIR cannot be used if it was certified more than five years before the application for a subsequent project was filed (Guidelines Section 15179).
- Under a Master EIR, the Lead Agency is required to prepare an Initial Study for subsequent projects in order to determine whether the subsequent project and its alternatives, impacts, and mitigation measures were already addressed in the Master EIR.
- If after the preparation of an Initial Study, a subsequent project is determined to be “within the scope” of the Master EIR, has no additional significant environmental effects from what was analyzed in the Master EIR, and does not require new mitigation measures or alternatives, the Lead Agency can prepare a written finding to that effect without preparing a new environmental document or findings (Guidelines Sections 15075 and 15177).
- In some cases, the Lead Agency may determine, after preparation of an Initial Study, that the subsequent project is not “within the scope,” is “identified in” the Master EIR pursuant to 15177, and would result in no new significant impacts. In those cases, no new CEQA review would be required. The Lead Agency would then adopt Findings per Guidelines Section 15177 and public notice of its intent to approve or carry out the subsequent project. If new, potentially significant impacts were identified, either a Mitigated Negative Declaration or a Focused EIR would be prepared (Guidelines Section 15178).
- In other cases, an Initial Study may determine that a subsequent project was neither “within the scope” nor “identified in” the Master EIR, Cumulative Impacts, Growth-Inducing Impacts, or Irreversible Effects. In such cases, a limited environmental review no longer applies. Depending on the level of significance and applicable mitigation measures, a Negative Declaration, Mitigated Negative Declaration, or EIR would be prepared.

ADVANTAGES

- Limited environmental review.
- Specifically is applicable to “projects that consists of smaller individual projects which will be carried out in phases.”
- Provide the Lead Agency an overarching environmental approval document for all phases of the project within its scope.

THINGS TO CONSIDER

- All subsequent projects under Master EIRs will be required to prepare an Initial Study.
- Notice requirements, comment periods, and other procedural requirements for EIRs also apply to a Master EIR.

- There is less assurance that the Master EIR can be used for later projects where consistency between the contents of the Master EIR and subsequent project may be lacking. To ensure consistency, the subsequent project should attempt to be both “within the scope” and “identified in” the Master EIR. However, as illustrated by the diagram provided above, there are other strategies for subsequent projects that are not “within the scope” or “identified in” the Master EIR.
- The proposed project under the Master EIR should remain stable for the next few years (i.e. no substantial changes are expected to occur which will lead to impacts not identified or discussed in the Master EIR).
- The subsequent projects under the Master EIR should be well-known at the time the Master Plan is prepared and can be comprehensively described (i.e. kind, size, intensity, and location), including the environmental effects (cumulative impacts, growth-inducing impacts, and irreversible effects).
- The Master EIR five-year limitation (Guidelines Section 15179)
 - The Master EIR sets a timetable for undertaking the proposed project and subsequent project in five years or less. The certified Master EIR cannot be used for a subsequent project described in the Master EIR if either:
 - § The Master EIR was certified more than five years prior to the filing of an application for a subsequent project.
 - § A subsequent project not described in the Master EIR is approved and the findings can affect the adequacy of the Master EIR.
 - If a subsequent project is approved five years after the certification of the Master EIR, Lead Agency will be required to review consistency with the Master EIR or prepare additional environmental documents (i.e. Initial Study, Subsequent or Supplemental EIR, revisions to the Master EIR, Mitigated Negative Declaration, and etc.) pursuant to the degree of impacts.

PROPOSED OPTION 2: PROGRAM EIR

- Program EIRs are typically prepared for projects that are closely related either geographically or temporarily (Guidelines Section 15168).
- A Lead Agency should prepare a Program EIR, rather than a Project EIR when the agency proposes a program or series of related actions that can be characterized as one large project and are related either:
 - Geographically;
 - A logical parts in the chain of contemplated actions;

- § In connection with issuance of rules, regulations, plan, or other general criteria that govern the conduct of a continuing program;
- § Individual activities carried out under the same authorizing statutory or regulatory authority and having similar environmental effects than can be mitigated in similar ways.

SPECIFIC REQUIREMENTS

- Once a Program EIR has been prepared, subsequent activities within the program must be evaluated to determine whether additional CEQA documents needs to be prepared.
- Pursuant to Section 15162 (c), subsequent projects that were identified as being within the scope of the project covered by the Program EIR would not require new environmental documentation if the Lead Agency can make the determination that the later activity would neither result in new effects nor require new mitigation measures.
- If a subsequent activity would have effects that are not within the scope of the Program EIR, the Lead Agency must prepare (depending on the degree of environmental impacts) a new Initial Study leading to a Negative Declaration, Mitigated Negative Declaration, or an EIR. In this case, the Program EIR would still serve as the first-tier environmental analysis.
- If a public notice is required for subsequent activities, the Lead Agency must state that the subsequent activity is within the scope of the Program EIR. Further, the notice must state that the Program EIR adequately describes the subsequent activity for the purposes of CEQA.
- When a Program EIR is utilized during implementation of subsequent activities, the Lead Agency must incorporate feasible mitigation measures and alternatives developed in the Program EIR.

ADVANTAGES

- Limits environmental review.
- When subsequent activities can be found within the Program EIR, new CEQA documents would not need to be prepared.
- Reduction in paperwork by encouraging the reuse of data (i.e. tiering).
- Provides an occasion for a more exhaustive consideration of effects and alternatives than would be practical in an EIR on an individual action.
- Ensures consideration of cumulative impacts that might be slighted in a case-by-case analysis.
- Avoids duplicative reconsideration of basic policy considerations.

- Allows the Lead Agency to consider broad policy alternatives and program-wide mitigation measures at an early time when the agency has greater flexibility to deal with basic problems or cumulative impacts.
- Unlike a Master EIR, a Program EIR would not have a five-year timetable for undertaking the project or subsequent projects.

THINGS TO CONSIDER

- The legally required contents of the Program EIR are the same as in a Project EIR. However, the level of detail in a Program EIR is more conceptual and abstract. In developing a Program EIR, the Lead Agency should try to anticipate the likely future scenarios that could ultimately develop under the program.
- Uncertainty over future scenarios often leads the Lead Agency to prepare a Program EIR as alternative-based documents, evaluating more than one possible set of future outcomes in equal levels of detail. In a Program EIR, once a reasonable range of assumptions about the future is developed, the Lead Agency should generally evaluate the impacts using quantitative and qualitative methods.
- Because CEQA does not provide a system for recouping the cost from future projects that develop under the program, lack of adequate funding is sometimes a deterrent to use the Program EIR for public projects.

PROPOSED OPTION 3: TIERING

- Tiering refers to the preparation of environmental documents using a multi-level approach where the first-tier includes analysis of general matters contained in a broader EIR (e.g., analyzing the impacts of an entire plan, program, or policy) and subsequent tiers include analysis of narrower projects with later EIRS and Negative Declarations (incorporating by reference the general discussions from the broader EIR and focusing only on the impacts of the individual project).
- This method can be used to prepare for separate, but related projects including general plans, zoning changes, and development projects. Tiering is appropriate when the sequence of analysis is from an EIR prepared for a general plan, policy, or program to an EIR or Negative Declaration for another plan, policy, or program of lesser scope, or to a site-specific EIR or Negative Declaration.

SPECIFIC REQUIREMENTS

First-Tier Document

- For freeway capping projects proposed in Los Angeles County, a document such as the Regional Transportation Plan (RTP) EIR prepared by the Southern California Association of Governments (SCAG) could be used as a first-tier document. The

previous SCAG RTP EIR was certified in 2008. The anticipated completion date for the next SCAG RTP and RTP EIR is 2012.

- In order to tier off the SCAG RTP EIR, the proposed project must first be included in the Transportation Improvement Program (TIP) prepared by the County Transportation Commission (CTC). For proposed projects in Los Angeles County, the CTC would be the Los Angeles County Metropolitan Transportation Authority (Metro). The CTC has the responsibility under State law of proposing county projects, using the current RTP's policies, programs, and projects as a guide, from among submittals by cities and local agencies. The locally prioritized lists of projects are forwarded to SCAG for review. From this list, SCAG develops the Regional Transportation Improvement Program (RTIP) based on consistency with the current RTP, inter-county connectivity, financial constraint, and conformity satisfaction.
- As such, the proposed project would also have to be included in the SCAG RTP and RTIP.

SECOND-TIER DOCUMENTS

- When using a tiered analysis, a Lead Agency should prepare an Initial Study to decide whether and to what extent the first-tier document is still adequate.
- If the Initial Study or other analyses finds that the subsequent project may cause significant effects that were not adequately addressed in the first-tier EIR, the Lead Agency must prepare (depending on the degree of environmental impacts) a second-tier document.

ADVANTAGES

- Tiering can be used for a variety of situations under CEQA. The types of documents for which tiering may be appropriate include: Program EIRs; Master EIRs; General Plan EIRs; Staged EIRs; Redevelopment Plan EIRs; or similar EIRs that evaluate the broad-scale impacts of an entire plan, program, or policy.
- Eliminates repetitive discussions of the same environmental issues.
- Allows agencies to prepare second-tier documents that focus on issues specific to the subsequent project.
- The level of detail in the first-tier document does not need to be greater than that of the program, plan, policy, or ordinance being analyzed.

THINGS TO CONSIDER

- Requires preparation of an Initial Study.

- Tiering does not excuse the Lead Agency from adequately analyzing reasonably foreseeable significant environmental effects of the project and does not justify deferring such analysis to a later tier EIR or other environmental document.
- For tiering purposes, this assumes that the CTC (Metro) has approved the proposed project for inclusion into Metro's TIP and funding is secured. The TIP is also necessary because it is a planning process mandated by federal and state requirements. In addition, a transportation project is not eligible for federal/state funding, federal/state permits and environmental review (EIR, EIS), unless it is listed in the TIP. The TIP listing includes all capacity and non-capacity enhancing transportation projects programmed with federal, state, or local funds. Before federal funds can be approved to listed project sponsors the TIP must meet air quality conformity and be financially constrained. The Los Angeles County TIP becomes part of the SCAG RTIP.
- Tiering off the SCAG RTP EIR assumes that the SCAG RTP EIR will be completed by next RTP planning cycle of 2012.
- Tiering off the SCAG RTP EIR assumes that the proposed project is included in the SCAG RTP and RTIP.



09

COMMUNITY OUTREACH

OVERVIEW

LIST OF MEETINGS AND OUTREACH

- Steering Committee (monthly)
- Friends of PARK 101 (monthly)
- Public Open House (May 13 and June 29, 2010)
- Stakeholder Meetings/Project Reviews
 - Cathedral
 - LA Plaza de Cultura y Artes
 - Caltrans Technical Advisory Group
 - Metro
 - City of LA Planning Department and Urban Design Studio
- Exhibition
 - RailLA
 - Caltrans Gallery

STEERING COMMITTEE REPRESENTATIVES

- Office of the Mayor
- Council Districts
- County Supervisor District 1
- Department of City Planning
- Caltrans
- METRO
- SCAG
- CRA/LA
- Cathedral of Our Lady of Angels
- Historic Cultural Neighborhood Council
- Historic Business Improvement District
- Downtown Neighborhood Council
- Friends of the LA River
- Los Angeles City Department of Transportation
- City Engineer.

FRIENDS OF PARK 101

- A non-profit organization comprised of local business and community leaders

COMMUNITY NOTIFICATION

Outreach for each meeting relied primarily on electronic communication. Email notices were sent to stakeholders in the project study area, elected officials, neighborhood councils, and business/residential/community based organizations. An additional media release was distributed to neighborhood bloggers, radio, print, and television media. Presentations were made to the Little Tokyo Community Council, and the Rotary Club of Los Angeles Morning.

The initial community meeting was held on Thursday, May 13, 2010 from 4 to 6 p.m. at Caltrans District 7 Headquarters, located at 100 South Main Street, in Downtown Los Angeles. The purpose of the meeting was to introduce the project, provide historical context, and solicit feedback on conceptual urban design options.

The second meeting was held on Tuesday, June 29, 2010 from 5:30 to 7:30 p.m. at Our Lady of the Angels Cathedral, located at 555 West Temple Street, in Downtown Los Angeles. The purpose of the meeting was to present the economic feasibility study's findings, review updated conceptual design criteria and review samples of successful cap parks from around the country.

Copies of the meeting notifications and media release are located in the appendix.



PUBLIC OPEN HOUSE AT THE CATHEDRAL

OVERALL PARTICIPATION

144 people attended the meetings. 109 people attended the initial meeting. 35 people attended the second meeting. Throughout this phase of the project, we received 11 written comments – all in support of the project. Copies of the submitted comments are located in the appendix.

MEDIA COVERAGE

For the initial meeting, Caltrans and The Robert Group distributed a media notice. This outreach generated significant media attention. BlogDowntown, LAist, CurbedLA, and LAStreetsBlog discussed the project prior to the community meeting. Local radio station, KCRW, interviewed Project Manager Vaughan Davies; discussing the history of the project, the intern program and expectations of the feasibility study. The Daily News, Los Angeles Times, and the Downtown News printed articles summarizing the meeting's presentation and comments from the community.

The Robert Group distributed a media notice ahead of the upcoming meeting. BlogDowntown and CurbedLA posted information about the meeting. CurbedLA discussed the outcome of the meeting. Copies of media coverage have been included in the appendix.

MEETING FORMAT

Each meeting began with a presentation, followed with a question and answer session, and a series of stations. The open house was set up to host different stations focusing on different aspects of the current study. Station topics included urban design alternatives, potential development opportunities, program phasing, and examples of cap parks.

NEXT STEPS

The project is seen as a huge benefit to the Downtown Los Angeles community. There is enthusiastic support for this project “as a concept” to continue forward in the planning process with both economic and environmental review. The “Friends of PARK 101” and the Steering Committee will continue to meet and discuss how to fund the project as it moves forward, and how to best harness political and community support. Community support and involvement will continue to be invaluable as PARK 101 and the various phases’ progress through the planning process.





PUBLIC OPEN HOUSE AT THE CATHEDRAL



10

APPENDIX

CALTRANS SUPPORT AND COMMENTS

<p>STATE OF CALIFORNIA—BUSINESS, TRANSPORTATION AND HOUSING AGENCY</p> <p>DEPARTMENT OF TRANSPORTATION DISTRICT 7 100 MAIN STREET, SUITE 100 LOS ANGELES, CA 90012-3606 PHONE: (213) 897-0362 FAX: (213) 897-0360 TTY: (213) 897-4937</p>	<p>ARNOLD SCHWARZENEGGER, Governor</p>  <p><i>Flex your power Be energy efficient!</i></p>
<p>Mr. Hasan Ikhata Executive Director Southern California Association of Governments (SCAG) 818 W. 7th Street, 12th Floor Los Angeles, CA 90017</p>	<p>Mr. Michael LoGrande Director of Planning City of Los Angeles 200 N. Spring Street Los Angeles, CA 90012</p>
<p>August 12, 2010</p> <p>SUBJECT: PARK 101 DISTRICT Freeway Cap Feasibility Study</p> <p>Dear Mr. Ikhata and Mr. LoGrande:</p> <p>We commend SCAG and the City of Los Angeles for your initial study to explore funding opportunities to cap US 101 (Hollywood Freeway) in downtown Los Angeles between Alameda Street and Grand Avenue using funds from SCAG's Compass Blueprint Program. This is an innovative urban design concept for re-connecting communities, creating open space, providing unique opportunities for major transit oriented development (TOD) in the heart of Downtown Los Angeles and in doing so, provides invaluable opportunities for the State's High Speed Rail Program as well.</p> <p>Since this preliminary planning effort has limited funding and a tight schedule, it may not be practical to address comments. As such, we ask that this letter and accompanying attachment be included in the report.</p> <p>We look forward to continuing to work with your agencies in supporting the Park 101 District. If you have questions, or would like to discuss this further, please contact me at 213-897-0362 or Sam Alameddine of my staff at 213-897-0141.</p> <p>Sincerely,</p>  <p>JAMES McCARTHY Deputy District Director of Planning, Public Transportation and Local Assistance Caltrans District 7</p> <p>cc: Peter Brandenburg, SCAG Simon Pastucha, City of Los Angeles</p> <p>Attachment</p> <p style="text-align: center;"><small>"Caltrans improves mobility across California"</small></p>	



"PARK 101 DISTRICT Freeway Cap Feasibility Study" Caltrans Comments

Caltrans supports the proposed Park 101 District as an innovative urban design concept for re-connecting communities and strong potential for providing unique opportunities for major transit oriented development (TOD) in the heart of Downtown Los Angeles.

Since this preliminary planning effort has limited funding and a very tight schedule, we recognize there was no opportunity to address comments. However, we expect this attachment, along with the cover letter, be included within the final report as a reference for the current study, as well as for use as the proposed Park 101 District concept becomes funded and the project development process commences.

The comments provided in this attachment represent only some of the more general concerns and is not intended to be comprehensive since the report was only provided to Caltrans after a number of requests for Caltrans be in the loop and allowed an opportunity to review the report:

- It is unclear what type of "feasibility study" is being performed based upon the title. Since the study seems to be primarily an initial exploration of funding opportunities, we recommend renaming the report so that this emphasis is more clearly described.
- Caltrans does not concur with the excerpt below from Chapter 5, page 5-31 (7/29/10 version):

"... Some costs were explicitly excluded from our analysis. These include improvements to bridges and bridge right of ways, and on- and off-ramp construction/re-alignment. These were excluded because the costs are largely the purvey of Caltrans and will depend on a wide variety of design factors – including road capacity and alignment choice – that preclude a reasonable order of magnitude cost to be derived at this stage of planning. Further, these costs may be considered to be the exclusive responsibility of Caltrans as a transportation infrastructure improvement, and as such should not be considered within the District infrastructure cost...."

 - At minimum, the economic analysis should have included rough cost estimates previously provided by Caltrans, e.g., 2008 EDAW Student Intern Program (\$700 million for the freeway cap).
 - Caltrans would not allow modifications to a freeway that do not adequately address existing and future transportation needs. Also, costs associated with development over the freeway with virtually no benefit to the transportation system would be paid by project proponents.
- Freeways in the vicinity of Downtown Los Angeles are extremely significant in terms of the regional transportation system, so any project affecting traffic requires a particularly thorough

analysis to ensure that it does not substantially worsen congestion that is already among the worst in the nation.

- For example, according to "INRIX, National Traffic Scorecard, 2009 Annual Report", the Los Angeles Metropolitan Area ranked number #1 for congestion in the nation in 2009 and a number of local interchanges within the Park 101 Study Area ranked within the top ten worst bottlenecks regionally, such as Los Angeles Street (Rank #1), Alameda Street (Rank #3), and Spring Street (Rank #5).
 - Constructing a cap over the freeway and closure of on/off ramps can not be considered without a traffic study of the entire area (including City Streets) to determine impacts, e.g., future traffic congestion, regional and through trips, redistribution of traffic, and to evaluate what improvements would be needed to the infrastructure to mitigate impacts.
 - Access modifications typically cannot be done without the Federal Highway Administration's (FHWA's) approval, especially since US 101 is an Interstate facility.
 - A key issue in terms of the regional bus/HOV infrastructure system is the fact that the current I-110 Transitway (northbound) abruptly terminates without meaningful connectivity to the rest of the transit network. Ultimately, this major transitway must provide system connectivity (e.g., connect to the transit "hub" at Union Station in Downtown, which is the largest multi-modal transit center in California). This will most likely require providing bus/HOV lanes within the footprint of the Park 101 District study area.
- Fire, life, and safety requirements will drive the cost and viability of capping a freeway.
 - The Park 101 cap would require lighting, fire detection, a control building, and stand-by generators for emergency power.
 - There will need to be a wall separating the directions of traffic with cross over doors for emergency egress of drivers if there is a fire emergency and adequate shoulder width for emergency walkways.
 - Ventilation would likely be required if there is a potential for stopped traffic.
 - A computerized fluid dynamic model needs to be done, and would likely show there is potential for Carbon Monoxide (CO) to accumulate above EPA regulations for CO exposure. The NFPA 502 regulation requires ventilation for smoke control and heat rise cooling during a design fire of 300MW (which is a tanker truck on fire) – such as the recent I-5 fire. The ventilation cost that was ball parked for I-10 was \$540 million.
 - The Caldecott Tunnel Bore 4 (Caltrans District 4), which is currently under construction, is a 3,500 ft mined tunnel with twenty (20) - 200 horsepower jet fans and a two story control building. This had an engineers estimate \$268 million.

As Vaughan Davies (AECOM) of the study's consultant team stated at the Park 101 Steering Committee meeting on August 11, 2010, the current feasibility study is merely an initial assessment of whether or not the proposed Park 101 District is "realistic". He noted that more feasibility studies are needed. So the following input on the project report/environmental document (PA/ED) phase is just intended as a "heads up" in the event that additional planning studies show this project to be viable.

Environmental Phase

- **Determination of Lead and Cooperating Agencies.** Before the environmental study process can begin, the Lead and Cooperating Agencies need to be determined and legitimized for the proposed project, and the roles and actions each will be required to take. As of July 1, 2007, the California Department of Transportation (Caltrans) assumed the Federal Highway Administration's (FHWA's) responsibilities under the National Environmental Policy Act (NEPA), and other federal environmental laws such as Section 106 and the National Historic Preservation Act. In similar undertakings where city improvements required modification of Caltrans facilities, Caltrans has been the lead NEPA agency in ensuring compliance with federal laws, and the city has acted as the lead California Environmental Quality Act (CEQA) agency in ensuring compliance with state environmental laws.
- **Creation of Preliminary Build Alternatives.** Scenarios:
 - Alternative 1. No Build (baseline existing traffic)
 - Alternative 2. Building project without widening US-101
 - Alternative 3. Building project AND widening US-101 concurrently.
 - Alternative 4. Building portions of the project in long-term, distinct phasing.
 - Alternative 5. Etc.
- **Determination and Delineation of Project Study Area.** A generalized project study area or footprint will need to be delineated in the vicinity of the proposed project to properly analyze any potential impacts.
- **Traffic Studies in Support of Proposed Project Purpose & Need.** From a Caltrans Environmental Planning standpoint, purpose and need, and justification of such is of utmost importance in producing a defensible environmental document, and for compliance with Federal NEPA regulations. Within the context of the proposed project, a fully comprehensive traffic study will be required in the early stages to fully support the project purpose and need. This study will need to include traffic analysis (existing, and projected post-project) of both freeway mainlines (US 101 and I-110), and also on the surface streets, as well as analysis of the proposed project in relation to regional traffic and circulation. Additionally, the aforementioned analyses must be performed for each preliminary build alternative.

CALTRANS SUPPLEMENTAL PROJECT STUDY REPORT

07 - LA - 101 - PM 0.7 / 1.0
EA 23740K
October 2009

SUPPLEMENTAL PROJECT STUDY REPORT (Project Development Support)

To

Request Programming for Capital Support (Project Approval and Environmental Document Phase)

On Route 101

Between Los Angeles Street Overcrossing

And Main Street Overcrossing

APPROVAL
RECOMMENDED:


Javad Rahimzadeh, PROJECT MANAGER

CONCURRED BY:


James J. McCarthy, DEPUTY DISTRICT DIRECTOR - PLANNING,
PUBLIC TRANSPORTATION AND LOCAL ASSISTANCE

APPROVED:


Douglas A. Failing, DISTRICT DIRECTOR

10/17/09
DATE

07 - LA - 101 - PM 0.7 / 1.0
EA 23740K
October 2009



On Route 101 _____
Between Los Angeles Street Overcrossing _____
And Main Street Overcrossing _____

07 - LA - 101 - PM 0.7 / 1.0
 EA 23740K
 October 2009

Introduction

This Supplemental Project Study Report (Project Development Support) [PSR(PDS)] incorporates a 2009 project cost update to an approved PSR(PDS), dated March 25, 2003, see Attachment B.

Cost Update

The table below summarizes the updated preliminary capital costs in 2009 dollars, including right of way (R/W) costs, see Attachment A:

Alternative	Cost Ranges (2009 \$ in millions)	
	Within State R/W	Outside State R/W
1	\$44 to \$48	\$4 to \$5
2	\$42 to \$46	\$6 to \$7

Funding

Due to adjacent projects near the proposed site, the study limits will include the areas from Los Angeles River to Grand Avenue. \$8 million Federal Grant and Proposition 84 State Park money is anticipated to fund the Project Approval and Environmental Documental (PA&ED) phase of the project.

Attachments

- A Cost Update Memorandum, dated October 14, 2009
- B Approved PSR(PDS), dated March 25, 2003

07 - LA - 101 - PM 0.7 / 1.0
EA 23740K
October 2009

Attachment A
Cost Update Memorandum,
dated October 14, 2009

BOARD OF PUBLIC WORKS
MEMBERS
CYNTHIA M. RUIZ
PRESIDENT
JULIE B. CUMMINS
VICE PRESIDENT
PAULA A. DANIELS
PRESIDENT PRO TEMPORE
VALERIE LYNN SHAW
COMMISSIONER
ANDREA A. ALARCÓN
COMMISSIONER
JAMES A. GIBSON
EXECUTIVE OFFICER

CITY OF LOS ANGELES
CALIFORNIA



ANTONIO R. VILLARAIGOSA
MAYOR

DEPARTMENT OF
PUBLIC WORKS
BUREAU OF
ENGINEERING
GARY LEE MOORE, PE
CITY ENGINEER
1149 S. BROADWAY, SUITE 700
LOS ANGELES, CA 90015 2213
http://eng.cityofla.org

October 14, 2009

To: Elahoh Yadegar, Chief
Office of Project and Special Studies
Division of Planning, Public Transportation and Local Assistance
Tel: (213) 897-9635

Dear Ms. Yadegar:

Re: 07-LA-101, K.P.1.1-1.6 (PM 0.7-1.0), EA 23740K – COST UPDATE

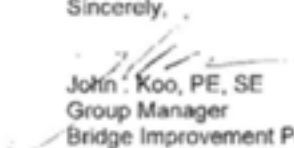
Transmitted herewith are the updated cost figures for the previously approved PSR(PDS) in 2003 for the above-referenced project. The overall costs increase is in the range of 40% which falls within the envelope of the price index of selected California construction items for the past 6 years. The updated preliminary capital costs in 2009 dollars, including right of way (R/W) costs are:

Alternative	Cost Ranges (2009 \$ in millions)	
	Within State R/W	Outside State R/W
1	\$44 to \$48	\$4 to \$5
2	\$42 to \$46	\$6 to \$7

This project is seeking for Project Approval and Environmental Documental (PA&ED) phase funding. The Funding Section of the Supplemental PSR(PDS) will state: "Due to adjacent projects near the proposed site, the study limits will include the areas from Los Angeles River to Grand Avenue. \$8 million Federal Grant and Proposition 84 State Park funds is anticipated to fund the PA&ED phase of the project."

If you have any questions, please contact Ms. Ing Jones of my staff at (213) 202-5582.

Sincerely,


John Koo, PE, SE
Group Manager
Bridge Improvement Program

Attachment A
Cost Update Memorandum
Dated October 14, 2009

AN EQUAL EMPLOYMENT OPPORTUNITY EMPLOYER

07 - LA - 101 - PM 0.7 / 1.0
EA 23740K
October 2009

Attachment B
Approved PSR(PDS), dated March 25, 2003

RAIL LA EXHIBITION:

'LA BEYOND CARS: A GLOBAL PERSPECTIVE ON RAIL AND PUBLIC SPACE'

'A multimedia experience showcasing concepts, ideas, and musings from around the world on the future of Los Angeles, a future beyond just cars.'

July 29 - August 28, 2010

The Jewel Box / City National Plaza 525 S. Flower Street, Los Angeles, 90071

The following 11x17 fold-outs are reductions of the boards that are on display along with the PARK 101 model.



SOUTHERN CALIFORNIA



ASSOCIATION OF GOVERNMENTS



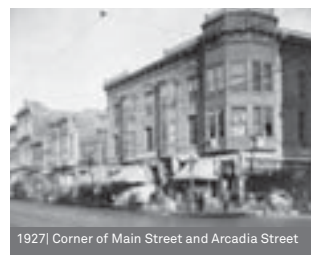
DOWNTOWN HISTORIC MAPS



1887 | Near Main Street and Arcadia Street



Main Street, looking south from El Pueblo



1927| Corner of Main Street and Arcadia Street



El Pueblo



101 Freeway looking South



Olvera Street



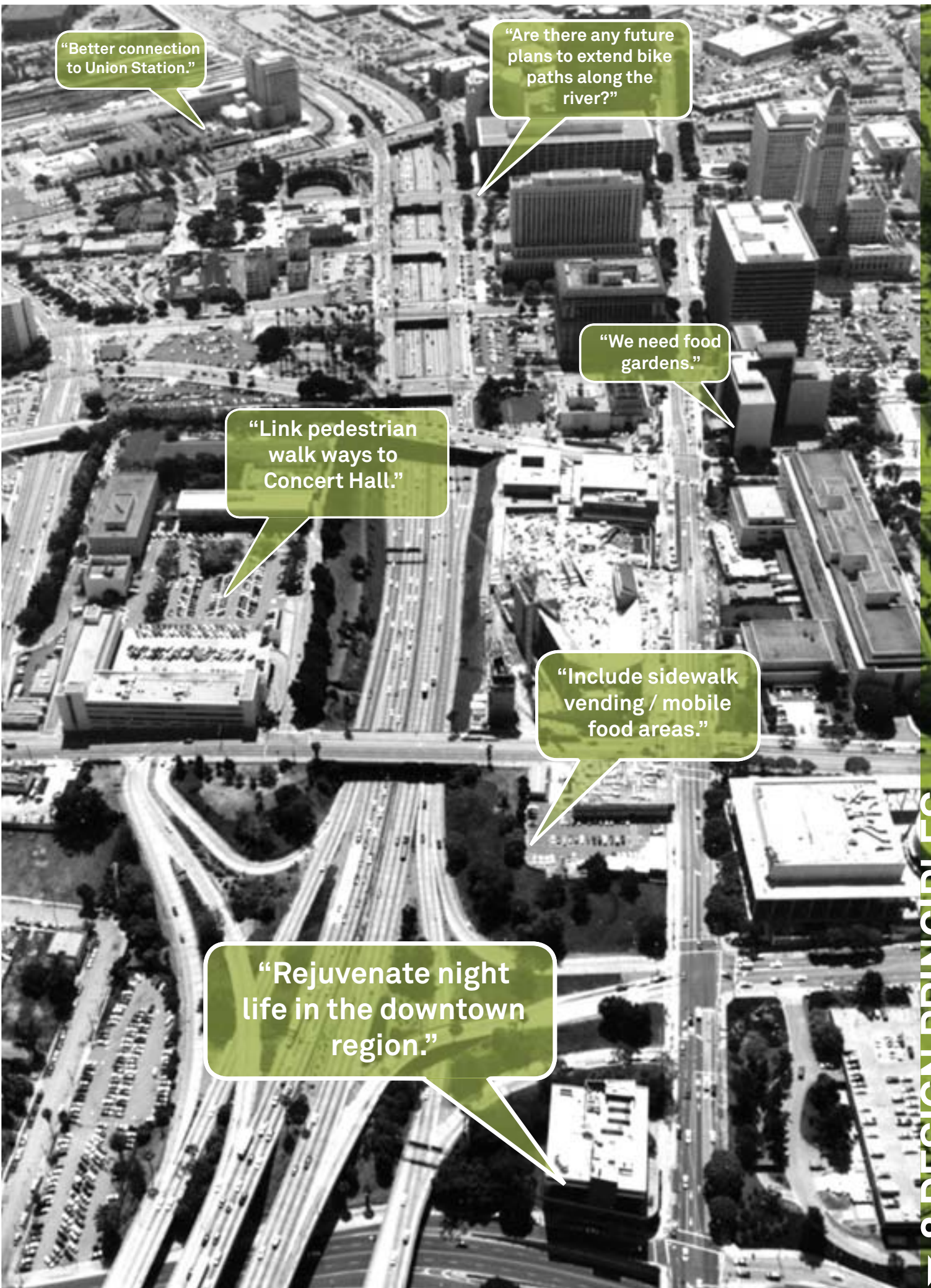
1887



1927



2010



“Better connection to Union Station.”

“Are there any future plans to extend bike paths along the river?”

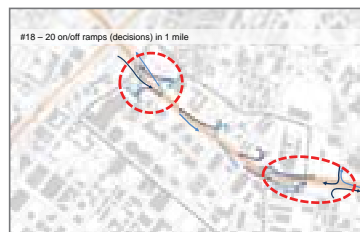
“We need food gardens.”

“Link pedestrian walk ways to Concert Hall.”

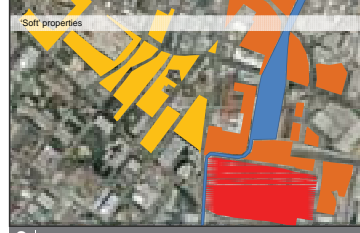
“Include sidewalk vending / mobile food areas.”

“Rejuvenate night life in the downtown region.”

8 DESIGN PRINCIPLES



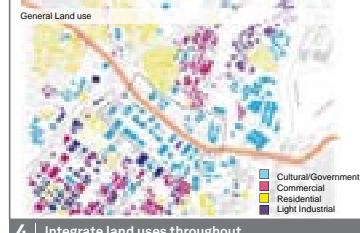
1 Consolidate on/off ramps at east and west ends



2 Maximize the value of underutilized parcels



3 Create a recognizable cultural public realm



4 Integrate land uses throughout



5 Create a single development entity



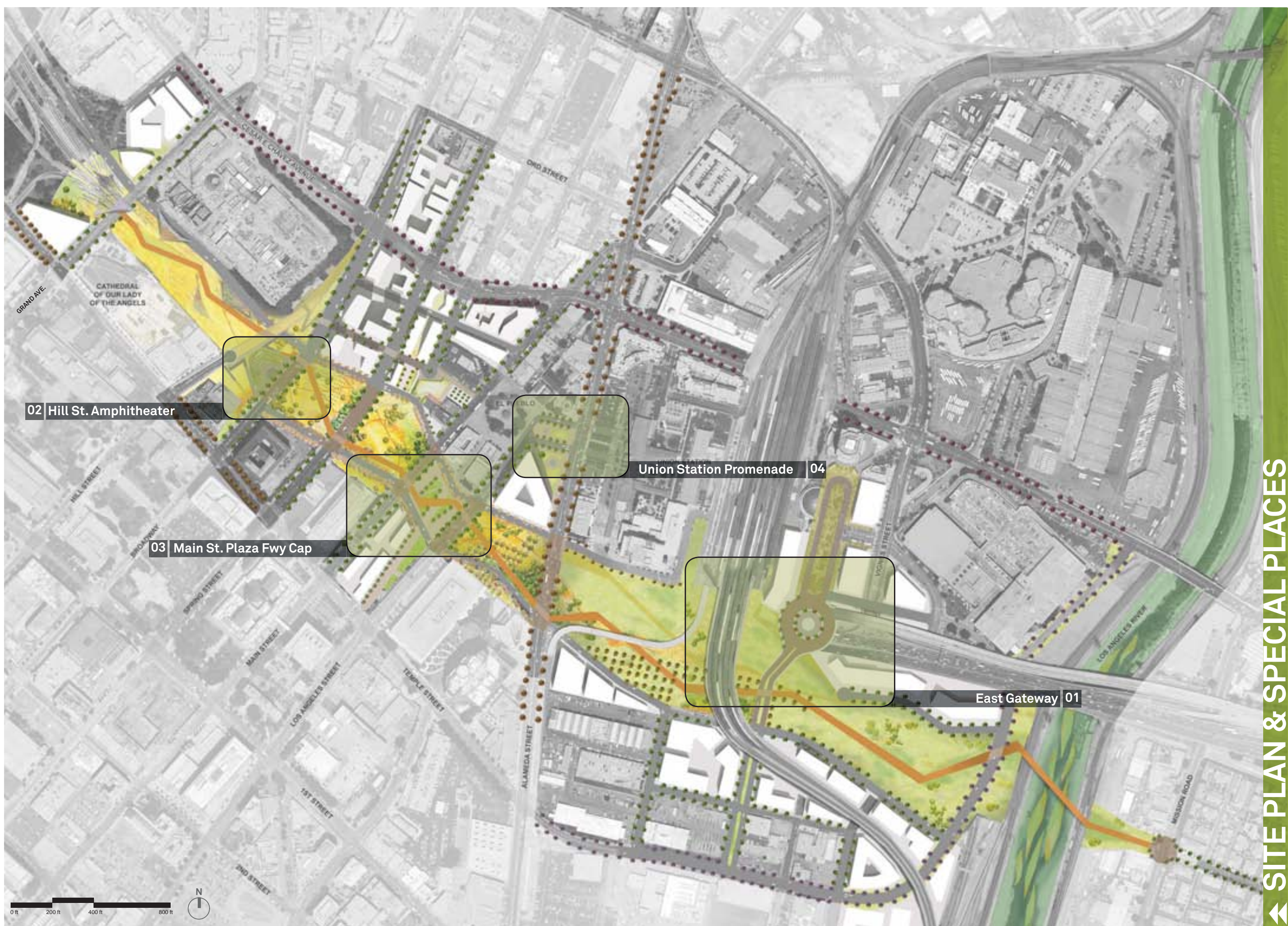
6 Create a singularly unique urban district



7 Capture a significant portion of the city's growth



8 Maximize the development potential



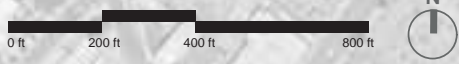
02 Hill St. Amphitheater

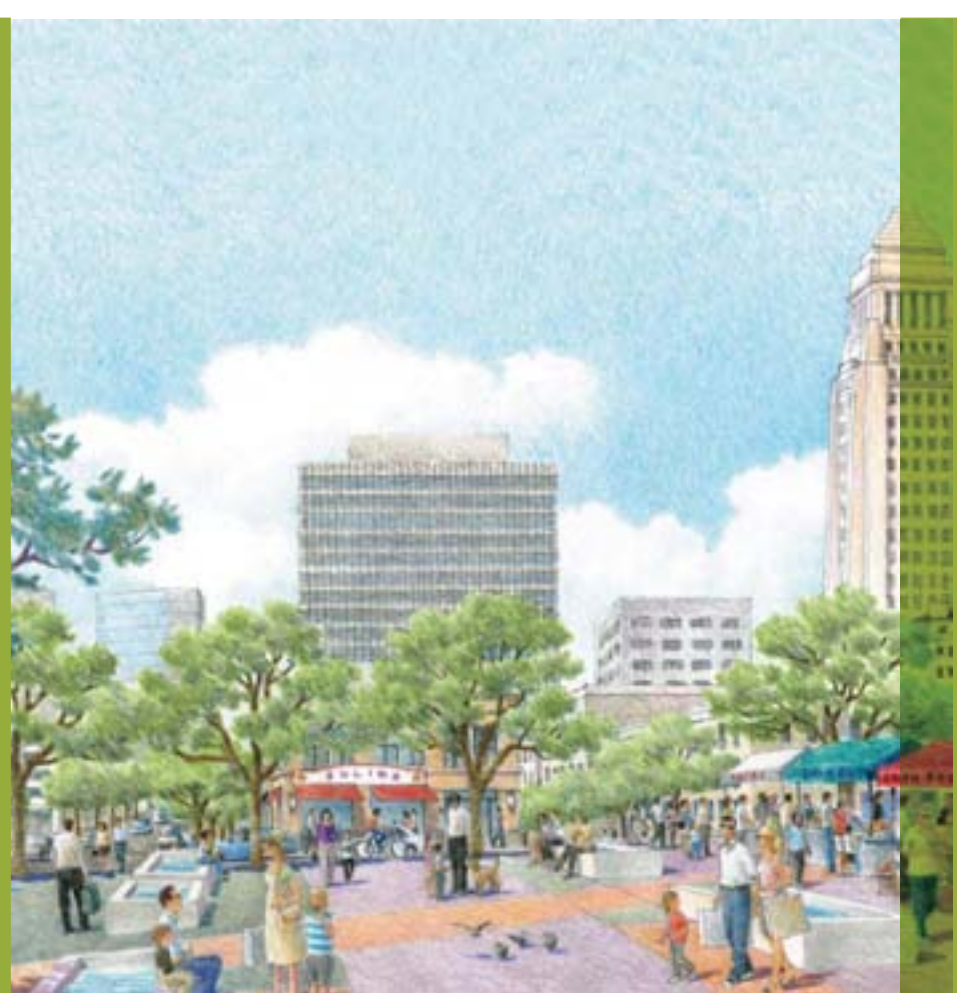
03 Main St. Plaza Fwy Cap

Union Station Promenade 04

East Gateway 01

◀ SITE PLAN & SPECIAL PLACES





01 EAST GATEWAY



02 HILL ST. AMPHITHEATER



03 MAIN ST. PLAZA FWY CAP



◀ 04 UNION STATION PROMENADE



◀ PARK NORTH OF SPRING ST.

ECONOMICS:

LAND COST TRANSACTION DETAIL

DETAIL OF RECENT TRANSACTION SALE PRICE PER SQUARE FOOT BY NEIGHBORHOOD AND TYPE OF PROPERTY

	Number of Transactions	Size of Building (or Land for Land Sales) in SF			Reported Sale Price			Sale Price PSF		
		Average	Min.	Max.	Average	Minimum	Maximum	Avg.	Min.	Max.
Hotel & Motel	2	21,600	10,700	32,600	\$1,511,000	\$522,000	\$2,500,000	\$63	\$49	\$77
East of 110 (Outside Downtown)	1	10,700	10,700	10,700	\$522,000	\$522,000	\$522,000	\$49	\$49	\$49
Jewelry District	1	32,600	32,600	32,600	\$2,500,000	\$2,500,000	\$2,500,000	\$77	\$77	\$77
Industrial	20	27,600	3,200	95,700	\$2,794,700	\$700,000	\$6,600,000	\$180	\$55	\$398
Arts District	3	62,600	8,900	91,200	\$4,732,667	\$1,498,000	\$6,600,000	\$104	\$69	\$169
East of 110 (Outside Downtown)	4	8,900	3,400	17,100	\$2,142,500	\$900,000	\$3,420,000	\$254	\$169	\$325
Fashion District	6	36,900	5,300	95,700	\$2,966,667	\$1,140,000	\$6,000,000	\$166	\$55	\$231
Seafood District	2	16,200	3,200	29,200	\$2,750,000	\$700,000	\$4,800,000	\$193	\$164	\$222
South Park	1	4,000	4,000	4,000	\$1,590,000	\$1,590,000	\$1,590,000	\$398	\$398	\$398
Washington Blvd. Corridor	4	17,800	7,100	24,400	\$2,059,000	\$1,010,000	\$3,000,000	\$122	\$86	\$152
Land	6	24,200	4,700	71,900	\$2,889,333	\$350,000	\$7,500,000	\$156	\$37	\$258
Arts District	1	71,900	71,900	71,900	\$2,676,000	\$2,676,000	\$2,676,000	\$37	\$37	\$37
East of 110 (Outside Downtown)	1	4,700	4,700	4,700	\$350,000	\$350,000	\$350,000	\$74	\$74	\$74
Fashion District	1	11,500	11,500	11,500	\$2,950,000	\$2,950,000	\$2,950,000	\$258	\$258	\$258
South Park	2	11,100	10,000	12,200	\$1,930,000	\$1,900,000	\$1,960,000	\$176	\$156	\$196
Washington Blvd. Corridor	1	34,900	34,900	34,900	\$7,500,000	\$7,500,000	\$7,500,000	\$215	\$215	\$215
Office	6	42,300	5,500	120,000	\$7,289,833	\$1,600,000	\$24,300,000	\$170	\$84	\$293
Arts District	1	53,900	53,900	53,900	\$9,350,000	\$9,350,000	\$9,350,000	\$174	\$174	\$174
East of 110 (Outside Downtown)	1	22,200	22,200	22,200	\$1,850,000	\$1,850,000	\$1,850,000	\$84	\$84	\$84
Fashion District	1	30,000	30,000	30,000	\$3,014,000	\$3,014,000	\$3,014,000	\$100	\$100	\$100
Jewelry District	1	120,000	120,000	120,000	\$24,300,000	\$24,300,000	\$24,300,000	\$203	\$203	\$203
South Park	2	13,700	5,500	22,000	\$2,612,500	\$1,600,000	\$3,625,000	\$229	\$165	\$293
Residential	16	40,900	2,000	268,100	\$5,751,938	\$500,000	\$56,500,000	\$146	\$77	\$265
East of 110 (Outside Downtown)	12	8,600	2,000	23,400	\$1,057,917	\$500,000	\$2,100,000	\$152	\$77	\$265
Fashion District	1	256,600	256,600	256,600	\$20,000,000	\$20,000,000	\$20,000,000	\$78	\$78	\$78
Jewelry District	1	268,100	268,100	268,100	\$56,500,000	\$56,500,000	\$56,500,000	\$211	\$211	\$211
South Park	1	9,100	9,100	9,100	\$1,060,000	\$1,060,000	\$1,060,000	\$117	\$117	\$117
Washington Blvd. Corridor	1	16,800	16,800	16,800	\$1,776,000	\$1,776,000	\$1,776,000	\$106	\$106	\$106
Retail	27	20,600	900	250,000	\$3,256,000	\$400,000	\$35,250,000	\$209	\$41	\$577
Arts District	1	3,200	3,200	3,200	\$500,000	\$500,000	\$500,000	\$155	\$155	\$155
Central City East	2	20,200	19,300	21,200	\$3,950,000	\$2,000,000	\$5,900,000	\$191	\$104	\$279
East of 110 (Outside Downtown)	4	4,600	3,200	5,900	\$948,750	\$800,000	\$1,200,000	\$217	\$135	\$286
Fashion District	14	5,600	900	14,900	\$926,214	\$500,000	\$1,900,000	\$235	\$41	\$577
Financial Core	1	4,800	4,800	4,800	\$400,000	\$400,000	\$400,000	\$83	\$83	\$83
Historic Downtown	1	73,200	73,200	73,200	\$12,250,000	\$12,250,000	\$12,250,000	\$167	\$167	\$167
Little Tokyo	1	250,000	250,000	250,000	\$35,250,000	\$35,250,000	\$35,250,000	\$141	\$141	\$141
South Park	1	24,400	24,400	24,400	\$9,700,000	\$9,700,000	\$9,700,000	\$397	\$397	\$397
Warehouse District	1	15,000	15,000	15,000	\$1,250,000	\$1,250,000	\$1,250,000	\$83	\$83	\$83
Washington Blvd. Corridor	1	49,400	49,400	49,400	\$3,900,000	\$3,900,000	\$3,900,000	\$79	\$79	\$79
Parking Lot	1	7,500	7,500	7,500	\$250,000	\$250,000	\$250,000	\$33	\$33	\$33
Arts District	1	7,500	7,500	7,500	\$250,000	\$250,000	\$250,000	\$33	\$33	\$33
Sport & Entertainment	2	29,900	7,700	52,200	\$3,450,000	\$3,200,000	\$3,700,000	\$245	\$71	\$418
Fashion District	1	7,700	7,700	7,700	\$3,200,000	\$3,200,000	\$3,200,000	\$418	\$418	\$418
Historic Downtown	1	52,200	52,200	52,200	\$3,700,000	\$3,700,000	\$3,700,000	\$71	\$71	\$71

Values rounded: Sale Price PSF to nearest \$1; Reported Sale Price to nearest \$1,000, Property Size to nearest 100

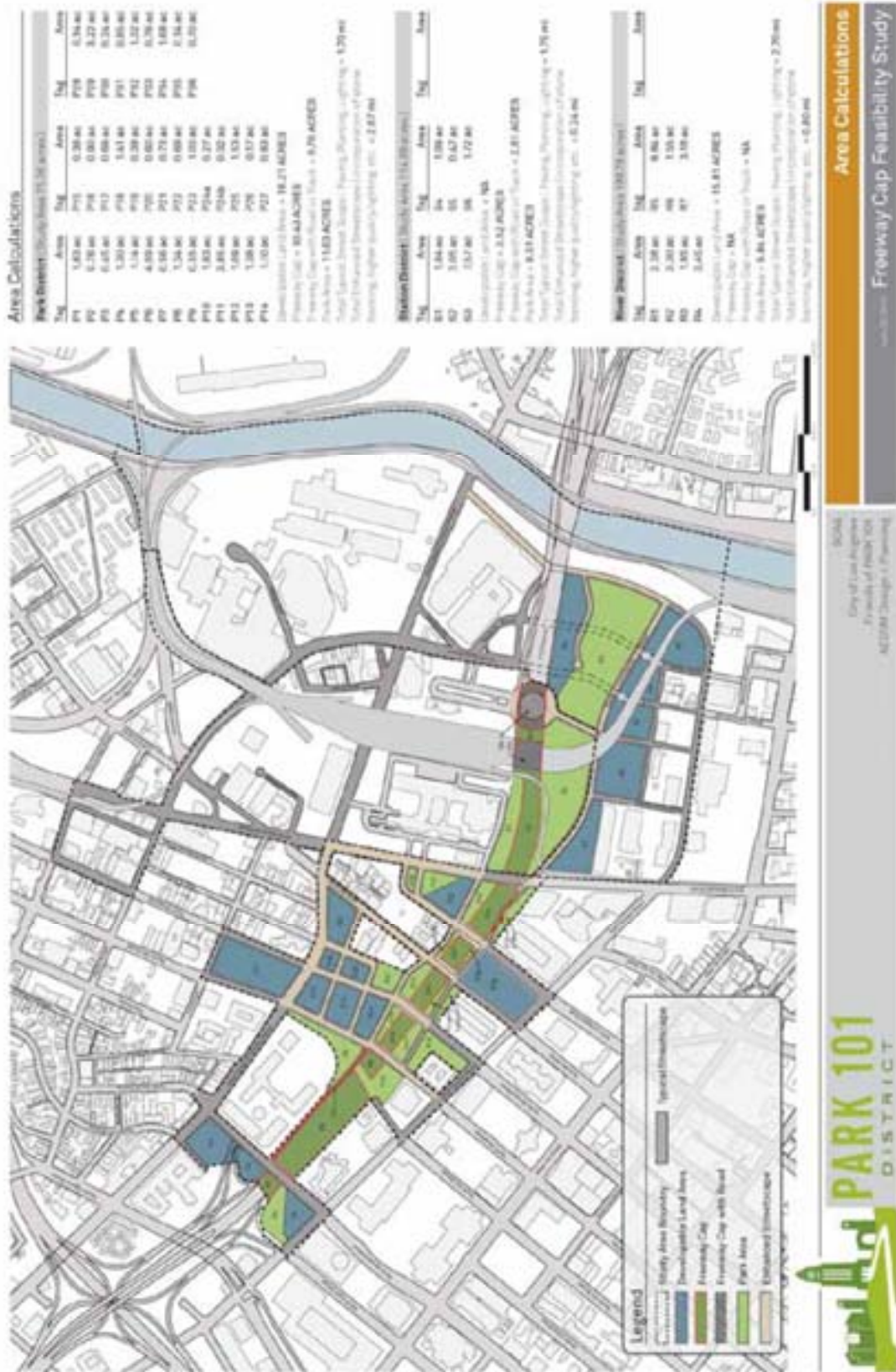
Source: LoopNet; AECOM

DETAIL OF CURRENT LISTING SALE PRICE PER SQUARE FOOT BY NEIGHBORHOOD AND TYPE OF PROPERTY

	Number of Transactions	Size of Building (or Land for Land Sales) in SF			Reported Sale Price			Sale Price PSF		
		Average	Min.	Max.	Average	Minimum	Maximum	Avg.	Min.	Max.
Hotel	3	7,500	3,100	15,000	\$930,000	\$300,000	\$2,190,000	\$104	\$69	\$146
East of 110 (Outside Downtown)	2	3,700	3,100	4,300	\$300,000	\$300,000	\$300,000	\$83	\$69	\$97
Seafood District	1	15,000	15,000	15,000	\$2,190,000	\$2,190,000	\$2,190,000	\$146	\$146	\$146
Industrial	65	22,600	800	100,000	\$3,924,015	\$325,000	\$30,000,000	\$238	\$44	\$800
Arts District	7	50,000	9,600	100,000	\$6,243,571	\$1,600,000	\$17,500,000	\$164	\$49	\$286
Central City East	3	7,700	4,400	13,800	\$2,124,667	\$999,000	\$4,250,000	\$258	\$208	\$308
Central Industrial District	13	26,200	4,000	54,600	\$6,449,962	\$599,000	\$30,000,000	\$238	\$97	\$800
East of 110 (Outside Downtown)	3	11,700	3,000	25,900	\$2,499,667	\$799,000	\$5,200,000	\$238	\$200	\$266
Fashion District	12	24,600	800	86,800	\$2,709,583	\$325,000	\$6,150,000	\$290	\$63	\$554
Historic Downtown	1	82,000	82,000	82,000	\$10,000,000	\$10,000,000	\$10,000,000	\$122	\$122	\$122
Little Tokyo	2	17,400	10,600	24,200	\$3,125,038	\$2,500,000	\$3,750,076	\$195	\$155	\$235
South Park	2	16,000	13,900	18,000	\$3,220,143	\$1,690,286	\$4,750,000	\$193	\$121	\$264
Warehouse District	14	13,500	3,000	49,100	\$2,877,429	\$700,000	\$8,900,000	\$241	\$121	\$396
Washington Blvd. Corridor	8	10,600	3,900	20,000	\$2,268,013	\$525,000	\$4,042,105	\$245	\$44	\$455
Land	31	31,500	2,500	143,700	\$3,531,125	\$200,000	\$17,500,000	\$161	\$44	\$470
Arts District	7	70,700	37,000	112,500	\$4,246,481	\$579,755	\$12,800,000	\$70	\$55	\$114
Central Industrial District	2	13,400	8,300	18,600	\$1,500,000	\$1,500,000	\$1,500,000	\$131	\$81	\$181
East of 110 (Outside Downtown)	7	28,300	6,100	72,300	\$4,015,000	\$275,000	\$17,500,000	\$133	\$44	\$271
South Park	5	38,400	4,700	143,700	\$4,743,750	\$1,130,000	\$9,100,000	\$360	\$213	\$460
Warehouse District	6	24,000	2,500	54,000	\$3,962,500	\$200,000	\$7,500,000	\$208	\$81	\$470
Washington Blvd. Corridor	4	7,000	4,600	9,600	\$925,000	\$450,000	\$1,900,000	\$130	\$78	\$233
Office	22	37,000	800	278,900	\$3,557,748	\$159,000	\$12,500,000	\$284	\$60	\$494
Arts District	5	1,800	1,400	2,500	\$570,940	\$500,000	\$659,900	\$337	\$239	\$413
East of 110 (Outside Downtown)	5	24,000	4,300	47,100	\$5,114,000	\$975,000	\$11,495,000	\$230	\$138	\$293
Fashion District	1	93,400	93,400	93,400	\$10,000,000	\$10,000,000	\$10,000,000	\$107	\$107	\$107
Financial Core	2	146,100	13,400	278,900	\$3,700,000	\$3,700,000	\$3,700,000	\$277	\$277	\$277
Historic Downtown	1	207,900	207,900	207,900	\$12,500,000	\$12,500,000	\$12,500,000	\$60	\$60	\$60
Jewelry District	1	21,900	21,900	21,900	\$5,250,000	\$5,250,000	\$5,250,000	\$239	\$239	\$239
Little Tokyo	2	24,400	800	48,000	\$3,554,500	\$159,000	\$6,950,000	\$174	\$145	\$204
South Park	3	2,600	900	5,500	\$1,193,000	\$419,000	\$2,400,000	\$467	\$436	\$494
Warehouse District	2	5,900	5,600	6,200	\$2,075,000	\$1,250,000	\$2,900,000	\$345	\$223	\$468
Other	3	33,000	1,100	75,800	\$4,083,333	\$750,000	\$6,500,000	\$338	\$86	\$700
Arts District	1	21,900	21,900	21,900	\$5,000,000	\$5,000,000	\$5,000,000	\$228	\$228	\$228
Fashion District	1	1,100	1,100	1,100	\$750,000	\$750,000	\$750,000	\$700	\$700	\$700
Seafood District	1	75,800	75,800	75,800	\$6,500,000	\$6,500,000	\$6,500,000	\$86	\$86	\$86
Residential	24	36,900	4,500	190,900	\$2,465,810	\$525,000	\$13,000,000	\$113	\$46	\$175
East of 110 (Outside Downtown)	17	15,900	4,500	82,700	\$1,152,133	\$525,000	\$2,600,000	\$114	\$54	\$175
Fashion District	1	88,900	88,900	88,900	\$6,900,000	\$6,900,000	\$6,900,000	\$78	\$78	\$78
Historic Downtown	1	126,500	126,500	126,500	\$13,000,000	\$13,000,000	\$13,000,000	\$103	\$103	\$103
Jewelry District	1	167,000	167,000	167,000						
South Park	3	76,100	15,000	190,900	\$4,650,000	\$2,600,000	\$8,750,000	\$112	\$46	\$173
Warehouse District	1	4,700	4,700	4,700	\$650,000	\$650,000	\$650,000	\$138	\$138	\$138
Retail	22	19,000	900	90,000	\$3,531,262	\$449,000	\$12,800,000	\$300	\$94	\$869
Central City East	1	7,500	7,500	7,500	\$2,437,500	\$2,437,500	\$2,437,500	\$325	\$325	\$325
East of 110 (Outside Downtown)	1	4,800	4,800	4,800	\$449,000	\$449,000	\$449,000	\$94	\$94	\$94
Fashion District	7	20,800	900	90,000	\$4,747,857	\$750,000	\$12,800,000	\$419	\$142	\$869
Historic Downtown	2	15,200	8,700	21,700	\$2,250,000	\$1,900,000	\$2,600,000	\$169	\$120	\$218
Jewelry District	3	28,800	11,300	44,000	\$3,272,500	\$2,595,000	\$3,950,000	\$178	\$127	\$229
Little Tokyo	1	8,000	8,000	8,000	\$2,490,000	\$2,490,000	\$2,490,000	\$311	\$311	\$311
South Park	1	72,400	72,400	72,400	\$12,500,000	\$12,500,000	\$12,500,000	\$173	\$173	\$173
Toy District	1	27,800	27,800	27,800	\$3,200,000	\$3,200,000	\$3,200,000	\$115	\$115	\$115
Warehouse District	1	11,600	11,600	11,600	\$2,300,000	\$2,300,000	\$2,300,000	\$198	\$198	\$198
Washington Blvd. Corridor	4	5,800	2,500	11,600	\$1,625,000	\$700,000	\$2,000,000	\$366	\$172	\$753

Source: LoopNet; CoStar; AECOM

AREA CALCULATIONS FOR PARK DISTRICT



ADDITIONAL COST FACTORS

	Within State R/W	Outside State R/W	Total
Roadway Items	\$7,200,000	\$1,200,000	\$8,400,000
Structure Items	\$33,500,000	\$0	\$33,500,000
Los Angeles St. OC (includes bridge removal, utilities)	\$6,079,000	\$0	\$6,079,000
Main Street OC (includes bridge removal, utilities)	\$5,679,000	\$0	\$5,679,000
Pedestrian Park OC (includes bridge removal, utilities)	\$20,469,000	\$0	\$20,469,000
Los Angeles St. NB On-Ramp	\$215,000	\$0	\$215,000
Los Angeles St. NB Off-Ramp	\$687,000	\$0	\$687,000
Arcadia St. Cantilever	\$372,000	\$0	\$372,000
SUBTOTAL CONSTRUCTION COSTS	\$40,700,000	\$1,200,000	\$41,900,000
Right of Way	\$1,500,000	\$4,500,000	\$6,000,000
Acquisition	\$1,120,000		\$1,120,000
Utility Relocation	\$171,000		\$171,000
Clearance/Demolition	\$78,000		\$78,000
RAP	\$0		\$0
Title and Escrow Fees	\$56,000		\$56,000
Construction Contract Work	\$78,000		\$78,000
PROJECT COSTS SUBTOTAL	\$42,200,000	\$5,700,000	\$47,900,000
PA/ED Costs	\$4,220,000	\$510,000	\$4,730,000
Caltrans PA/ED Quality Assurance Support Costs	\$420,000	\$0	\$420,000
City PA/ED Costs	\$3,800,000	\$510,000	\$4,310,000
TOTAL COSTS	\$46,420,000	\$6,230,000	\$52,630,000

PA = Project Approval

ED = Environmental Document

Source: Caltrans PSR Report (2003) & PSR Cost Update (October 2009)

Park 101 District - Applied Costs		
Pedestrian Park OC (includes bridge removal, utilities)		\$20,469,000
Right of Way	61%	\$3,666,000
PA/ED Costs	61%	\$684,000
Total Applied Costs		\$24,819,000
Estimated Cap Size (SF)	36,400	
Cost PSF (2009\$)		\$682

US 101 Freeway Cap - Ventura 2008			
Freeway Cap		PSF	31,350 SF
Bridge structure	\$330	\$330	\$10,346,000
Top Deck Waterproofing	\$12	\$12	\$376,000
Subtotal PSF		\$342	\$10,722,000
Mobilization	15%	\$51	\$1,608,000
Drainage	2%	\$7	\$214,000
Traffic control	2.50%	\$9	\$268,000
Allowance	10%	\$34	\$1,072,000
Subtotal - Hard Costs		\$443	\$13,884,000
Design (PSR)	3%	\$13	\$417,000.0
Design (PR & Env)	10%	\$44	\$1,388,000.0
Design (Plans, specs, est)	12%	\$53	\$1,666,000.0
Construction Admin	15%	\$66	\$2,083,000.0
Contingency	30%	\$133	\$4,165,000.0
Subtotal - soft costs		\$310	
Total		\$750	\$23,603,000

Source: SCAG Project Report

**PARK SUB-DISTRICT REDEVELOPMENT VALUE
FAR ≈ 2.0**

Phase 1		Phase 2					
Phase	1	Phase	2				
Site Tag(s)	P30, P31	Site Tag	P32, P26-P29				
Land Area (acres)	1.09	Land Area (acres)	5.68 acres				
Use	Park	Use	Mixed Use				
Existing Development (SF)	0	Existing Development (SF)	30,000				
Implied FAR	0.00	Implied FAR	0.12				
Existing AV	\$0	Existing AV	\$5,533,000				
Redevelopment Summary		Redevelopment Summary					
Park (acres)	1.09	Park (acres)	1.14				
Hotel (rooms)	0	Hotel (rooms)	250				
Office (SF)	0	Office (SF)	140,263				
Retail (SF)	0	Retail (SF)	140,263				
Residential Rental (units)	0	Residential Rental (units)	0				
Residential For Sale (units)	0	Residential For Sale (units)	0				
Park		Hotel		Office			
Tag	P30, P31	Tag	P32	Tag	P29		
Land Area (acres)	1.09	Site Area (acres)	1.32	Land Area (acres)	3.22		
Existing Structures (SF)	0	Existing Structures (SF)	0	Existing Structures (SF)	30,000		
Existing FAR	0.00	Existing FAR	0.00	Existing FAR	0.21		
Costs only - no immediate value capture		Hotel		Commercial Office			
				<i>Mixed Use Allocation</i>	50%		
				Site Area (acres)	1.6		
		Planned/potential rooms	250	Proposed FAR	2.0		
		Total New Space (SF)	150,000	Total New Space (SF)	140,263		
		Implied FAR	2.6				
		Cost		Cost			
		Acquisition & Predevelopment	<i>Unit Cost Total</i>	Acquisition & Predevelopment	<i>Unit Cost Total</i>		
		Land (PSF)	\$0 \$0	Land (PSF)	\$100 \$7,013,160		
		Demolition (PSF bldg)	\$5 \$0	Demolition (PSF building)	\$10 \$150,000		
		Site work & circulation	\$5 \$287,496	Site work & circulation (PSF land)	\$5 \$350,658		
		Construction		Construction			
		Gross SF/room	600	Building Efficiency	85%		
		Construction cost (per room)	\$140,000 \$35,000,000	Construction cost (PSF)	\$85 \$14,026,320		
		Parking ratio (stalls/room)	1.2	Parking ratio (stalls/1000 SF)	3.0 421		
		Podium Parking (per stall)	\$25,000 \$7,500,000	Podium Parking (per stall)	\$20,000 \$8,415,792		
		Total Development Costs	\$42,787,496	Total Development Costs	\$29,956,351		
		Cost per Room	\$171,150	Cost PSF	\$214		
		Developer Profit	15% \$6,418,124	Developer Profit	15% \$4,493,453		
		Revenue		Revenue			
		ADR	\$225	Rent per square foot (FSG)	\$32.00		
		Other revenue	8%	Parking (\$/stall/month net)	\$65 \$328,216		
		Occupancy rate	70%	Vacancy	10.0%		
		Expenses	65%	Expenses	35%		
		NOI	\$5,432,569	NOI	\$2,953,943		
		Cap Rate	10%	Cap Rate	7.5%		
		Capitalized Value	\$54,325,688	Capitalized Value	\$39,385,907		
		Value per Room	\$217,303	Value per net Leaseable SF (Office)	\$287		
		Residual Value (Before Premium)	\$5,120,067	Residual Value	\$4,936,103		
		Value PSF	\$89	Value PSF	\$35		
		Additional Park Value Premium	\$1,086,514	Value Premium	\$787,718		

PARK 101 DISTRICT Freeway Cap Feasibility Study

Retail			Residential - Rental		
Tag	Multiple		Tag	Multiple	
Land Area (acres)	9.94		Land Area (acres)	9.94	
Existing Structures (SF)	50,000		Existing Structures (SF)	50,000	
Existing FAR	0.12		Existing FAR	0.12	
Retail			Residential Rental		
<i>Mixed Use Allocation</i>	20%		<i>Mixed Use Allocation</i>	20%	
Site Area (acres)	2.0		Site Area (acres)	2.0	
FAR	2.0		Density: Dwelling units/acre	90	
Total New Space (SF)	173,195		New Units	179	
			Avg Unit Size (Net SF)	750	
			Total New Space (SF)	157,941	
			Implied FAR	1.8	
Cost			Cost		
Acquisition & Predevelopment	<i>Unit Cost</i>	<i>Total</i>	Acquisition & Predevelopment	<i>Unit Cost</i>	<i>Total</i>
Land (PSF)	\$125	\$10,824,660	Land (PSF)	\$100	\$8,659,728
Demolition (PSF building)	\$10	\$100,000	Demolition (PSF building)	\$10	\$100,000
Site work & circulation (PSF land)	\$5	\$432,986	Site work & circulation (PSF land)	\$5	\$432,986
Construction			Construction		
Building Efficiency	85%		Building Efficiency	85%	
Construction cost (PSF)	\$80	\$16,300,664	Construction cost (PSF)	\$80	\$12,635,294
Parking ratio (stalls/1000 SF)	4.0	693	Parking ratio (stalls/unit)	1.2	215
Podium Parking (per stall)	\$15,000	\$10,391,674	Subterranean Parking (per stall)	\$35,000	\$7,518,000
Total Development Costs		\$38,050,677	Total Development Costs		\$29,346,223
Cost PSF		\$220	Cost per Unit		\$163,945
			Cost PSF		\$186
Developer Profit	15%	\$5,707,602	Developer Profit	15%	\$4,401,933
Revenue			Revenue		
Rent per square foot (NNN)	\$35.00		Rent per square foot per month	\$ 2.50	\$ 1,875
Vacancy	5.0%		Parking (\$/stall/month gross)	\$50	\$119,858
Expenses	6.0%		Vacancy	7%	
NOI	\$5,413,196		Expenses	25%	
Cap Rate	8.5%		NOI	\$ 2,858,558	
Capitalized Value	\$63,684,659		Cap Rate	8.0%	
Value per Net Leaseable SF (Retail)	\$368		Capitalized Value	\$ 35,731,980	
			Value per Unit	\$ 199,620	
Residual Value	\$19,926,380		Residual Value	\$1,983,823	
Value PSF	\$46		Value PSF	\$23	
Value Premium	\$1,273,693		Value Premium	\$1,786,599	

PARK 101 DISTRICT Freeway Cap Feasibility Study

			Phase	4
			Site Tag(s)	P33-P36
			Land Area (acres)	3.28
			Use	Park
			Existing Development (SF)	0
			Implied FAR	0.00
			Existing AV	\$0
			<u>Redevelopment Summary</u>	
			Park (acres)	3.14
			Hotel (rooms)	0
			Office (SF)	0
			Retail (SF)	0
			Residential Rental (units)	0
			Residential For Sale (units)	0
Residential - For Sale			Park	
Tag	Multiple		Tag	P33-P36
Land Area (acres)	9.94		Land Area (acres)	3.14
Existing Structures (SF)	50,000		Existing Structures (SF)	0
Existing FAR	0.12		Existing FAR	0.00
<u>Residential For Sale</u>			<u>Costs only - no immediate value capture</u>	
<i>Mixed Use Allocation</i>				
	40%			
Site Area (acres)		4.0		
Density: Dwelling units/acre	60			
New Units		239		
Avg Unit Size (Net SF)	1,100			
Total New Space (SF)		309,294		
Implied FAR		1.8		
Cost				
<u>Acquisition & Predevelopment</u>				
	<i>Unit Cost</i>	<i>Total</i>		
Land (PSF)	\$125	\$21,649,320		
Demolition (PSF building)	\$10	\$200,000		
Site work & circulation (PSF land)	\$5	\$865,973		
<u>Construction</u>				
Building Efficiency	85%			
Construction cost (PSF)	\$125	\$38,661,765		
Parking ratio (stalls/unit)	2.0	478		
Subterranean Parking (per stall)	\$35,000	\$16,730,000		
Total Development Costs		\$78,107,536		
Cost per Unit		\$326,810		
Cost PSF		\$253		
Developer Profit		15%	\$11,716,130	
<u>Revenue</u>				
Sales Price PSF	\$ 410			
Sale Price per unit	\$ 451,000	\$ 107,789,000		
Cost of sale	5%	\$ (5,389,450)		
Capitalized Value		\$ 102,399,550		
<i>Value per Unit</i>		\$ 428,450		
Residual Value		\$12,575,884		
Value PSF		\$73		
Value Premium		\$10,239,955		

PARK 101 DISTRICT Freeway Cap Feasibility Study

Phase	5					
Site Tag	P1-P10					
Land Area (acres)	14.55 acres					
Use	Mixed Use					
Existing Development (SF)	25,000					
Implied FAR	0.04					
Existing AV	\$4,008,100					
Redevelopment Summary						
Park (acres)	10.26					
Hotel (rooms)	0					
Office (SF)	248,292					
Retail (SF)	15,943					
Residential Rental (units)	154					
Residential For Sale (units)	0					
Office			Retail			
Tag	P2, P5		Tag	P1		
Land Area (acres)	1.90		Land Area (acres)	1.83		
Existing Structures (SF)	20,000		Existing Structures (SF)	5,000		
Existing FAR	0.24		Existing FAR	0.06		
Commercial Office			Retail			
Office Allocation	100%		Mixed Use Allocation	10%		
Site Area (acres)	1.9		Site Area (acres)	0.2		
Proposed FAR	3.0		FAR	2.0		
Total New Space (SF)	248,292		Total New Space (SF)	15,943		
Cost						
Acquisition & Predevelopment		<i>Unit Cost</i>	<i>Total</i>	Acquisition & Predevelopment		
Land (PSF)	\$100	\$8,276,400		Land (PSF)	\$100	
Demolition (PSF building)	\$10	\$200,000		Demolition (PSF building)	\$10	
Site work & circulation (PSF land)	\$5	\$413,820		Site work & circulation (PSF land)	\$5	
Construction				Construction		
Building Efficiency	85%			Building Efficiency	85%	
Construction cost (PSF)	\$90	\$26,289,741		Construction cost (PSF)	\$80	\$1,500,514
Parking ratio (stalls/1000 SF)	3.0	745		Parking ratio (stalls/1000 SF)	4.0	64
Podium Parking (per stall)	\$15,000	\$11,173,140		Podium Parking (per stall)	\$15,000	\$956,578
Total Development Costs						
		\$46,353,846				
<i>Cost PSF</i>		\$187		<i>Cost PSF</i>		
		\$207				
Developer Profit						
		15%				
		\$6,953,077				
Revenue						
Rent per square foot (FSG)		\$32.00		Rent per square foot (NNN)		
				\$35.00		
Vacancy		10.0%		Vacancy		
Expenses		35%		Expenses		
		\$4,648,026		5.0%		
NOI		\$4,648,026		NOI		
				6.0%		
Cap Rate		7.5%		Cap Rate		
				8.5%		
Capitalized Value		\$61,973,683		Capitalized Value		
<i>Value per net Leaseable SF (Office)</i>		\$250		<i>Value per Net Leaseable SF (Retail)</i>		
				\$5,862,320		
				\$368		
Residual Value						
Value PSF		\$8,666,760		Value PSF		
		\$105				
				\$2,068,285		
Value Premium		\$1,239,474		Value Premium		
				\$117,246		

PARK 101 DISTRICT Freeway Cap Feasibility Study

			Phase	3	
			Site Tag	P11-P25	
			Land Area (acres)	16.37 acres	
			Use	Mixed Use	
			Existing Development (SF)	121,000	
			Implied FAR	0.17	
			Existing AV	\$28,379,000	
			Redevelopment Summary		
			Park (acres)	6.43	
			Hotel (rooms)	0	
			Office (SF)	519,584	
			Retail (SF)	173,195	
			Residential Rental (units)	298	
			Residential For Sale (units)	239	
Retail			Office		
Tag	P29		Tag	Multiple	
Land Area (acres)	3.22		Land Area (acres)	9.94	
Existing Structures (SF)	30,000		Existing Structures (SF)	50,000	
Existing FAR	0.21		Existing FAR	0.12	
Retail			Commercial Office		
<i>Mixed Use Allocation</i>	50%		<i>Mixed Use Allocation</i>	20%	
Site Area (acres)		1.6	Site Area (acres)		2.0
FAR	2.0		Proposed FAR	6.0	
Total New Space (SF)		140,263	Total New Space (SF)		519,584
Cost			Cost		
Acquisition & Predevelopment	<i>Unit Cost</i>	<i>Total</i>	Acquisition & Predevelopment	<i>Unit Cost</i>	<i>Total</i>
Land (PSF)	\$125	\$8,766,450	Land (PSF)	\$100	\$8,659,728
Demolition (PSF building)	\$10	\$150,000	Demolition (PSF building)	\$10	\$100,000
Site work & circulation (PSF land)	\$5	\$350,658	Site work & circulation (PSF land)	\$5	\$432,986
Construction			Construction		
Building Efficiency	85%		Building Efficiency	85%	
Construction cost (PSF)	\$80	\$13,201,242	Construction cost (PSF)	\$90	\$55,014,743
Parking ratio (stalls/1000 SF)	4.0	561	Parking ratio (stalls/1000 SF)	3.0	1,559
Podium Parking (per stall)	\$15,000	\$8,415,792	Podium Parking (per stall)	\$15,000	\$23,381,266
Total Development Costs		\$30,884,703	Total Development Costs		\$87,590,281
Cost PSF		\$220	Cost PSF		\$169
Developer Profit	15%	\$4,632,706	Developer Profit	15%	\$13,138,542
Revenue			Revenue		
Rent per square foot (NNN)	\$35.00		Rent per square foot (FSG)	\$32.00	
Vacancy	5.0%		Parking (\$/stall/month net)	\$65	\$1,215,826
Expenses	6.0%		Vacancy	10.0%	
NOI		\$4,383,926	Expenses	35%	
Cap Rate	8.5%		NOI		\$10,942,432
Capitalized Value		\$51,575,604	Cap Rate	7.2%	
Value per Net Leaseable SF (Retail)		\$368	Capitalized Value		\$151,978,226
			Value per net Leaseable SF (Office)		\$293
Residual Value			Residual Value		
Value PSF		\$114	Value PSF		\$118
Value Premium		\$1,031,512	Value Premium		\$3,039,565

PARK 101 DISTRICT Freeway Cap Feasibility Study

Retail			Residential - Rental		
Tag	Multiple		Tag	Multiple	
Land Area (acres)	9.94		Land Area (acres)	9.94	
Existing Structures (SF)	50,000		Existing Structures (SF)	50,000	
Existing FAR	0.12		Existing FAR	0.12	
Retail			Residential Rental		
Mixed Use Allocation	20%		Mixed Use Allocation	20%	
Site Area (acres)		2.0	Site Area (acres)		2.0
FAR	2.0		Density: Dwelling units/acre	150	
Total New Space (SF)		173,195	New Units		298
			Avg Unit Size (Net SF)	750	
			Total New Space (SF)		262,941
			Implied FAR		3.0
Cost			Cost		
Acquisition & Predevelopment	Unit Cost	Total	Acquisition & Predevelopment	Unit Cost	Total
Land (PSF)	\$125	\$10,824,660	Land (PSF)	\$100	\$8,659,728
Demolition (PSF building)	\$10	\$100,000	Demolition (PSF building)	\$10	\$100,000
Site work & circulation (PSF land)	\$5	\$432,986	Site work & circulation (PSF land)	\$5	\$432,986
Construction			Construction		
Building Efficiency	85%		Building Efficiency	85%	
Construction cost (PSF)	\$80	\$16,300,664	Construction cost (PSF)	\$80	\$21,035,294
Parking ratio (stalls/1000 SF)	4.0	693	Parking ratio (stalls/unit)	1.2	358
Podium Parking (per stall)	\$15,000	\$10,391,674	Subterranean Parking (per stall)	\$35,000	\$12,516,000
				\$70,588	
Total Development Costs		\$38,050,677	Total Development Costs		\$42,744,366
Cost PSF		\$220	Cost per Unit		\$143,437
Developer Profit	15%	\$5,707,602	Cost PSF		\$163
			Developer Profit	15%	\$6,411,655
Revenue			Revenue		
Rent per square foot (NNN)	\$35.00		Rent per square foot per month	\$ 2.50	\$ 1,875
Vacancy	5.0%		Parking (\$/stall/month gross)	\$50	\$199,541
Expenses	6.0%		Vacancy	7%	
NOI		\$5,413,196	Expenses	25%	
Cap Rate	8.5%		NOI		\$ 4,758,941
Capitalized Value		\$63,684,659	Cap Rate	8.0%	
Value per Net Leaseable SF (Retail)		\$368	Capitalized Value		\$ 59,486,760
			Value per Unit		\$ 199,620
Residual Value		\$19,926,380	Residual Value		\$10,330,739
Value PSF		\$46	Value PSF		\$119
Value Premium		\$1,273,693	Value Premium		\$2,974,338

PARK 101 DISTRICT Freeway Cap Feasibility Study

			Phase	4
			Site Tag(s)	P33-P36
			Land Area (acres)	3.28
			Use	Park
			Existing Development (SF)	0
			Implied FAR	0.00
			Existing AV	\$0
			Redevelopment Summary	
			Park (acres)	3.14
			Hotel (rooms)	0
			Office (SF)	0
			Retail (SF)	0
			Residential Rental (units)	0
			Residential For Sale (units)	0
Residential - For Sale			Park	
Tag	Multiple		Tag	P33-P36
Land Area (acres)	9.94		Land Area (acres)	3.14
Existing Structures (SF)	50,000		Existing Structures (SF)	0
Existing FAR	0.12		Existing FAR	0.00
Residential For Sale			Costs only - no immediate value capture	
<i>Mixed Use Allocation</i>	40%			
Site Area (acres)		4.0		
Density: Dwelling units/acre	60			
New Units		239		
Avg Unit Size (Net SF)	1,100			
Total New Space (SF)		309,294		
Implied FAR		1.8		
Cost				
Acquisition & Predevelopment	<i>Unit Cost</i>	<i>Total</i>		
Land (PSF)	\$125	\$21,649,320		
Demolition (PSF building)	\$10	\$200,000		
Site work & circulation (PSF land)	\$5	\$865,973		
Construction				
Building Efficiency	85%			
Construction cost (PSF)	\$125	\$38,661,765		
Parking ratio (stalls/unit)	2.0	478		
Subterranean Parking (per stall)	\$35,000	\$16,730,000		
Total Development Costs				
		\$78,107,536		
<i>Cost per Unit</i>		\$326,810		
<i>Cost PSF</i>		\$253		
Developer Profit	15%	\$11,716,130		
Revenue				
Sales Price PSF	\$ 410			
Sale Price per unit	\$ 451,000	\$ 107,789,000		
Cost of sale	5%	\$ (5,389,450)		
Capitalized Value				
		\$ 102,399,550		
<i>Value per Unit</i>		\$ 428,450		
Residual Value				
		\$12,575,884		
Value PSF		\$73		
Value Premium				
		\$10,239,955		

PARK 101 DISTRICT Freeway Cap Feasibility Study

Phase	5				
Site Tag	P1-P10				
Land Area (acres)	14.55 acres				
Use	Mixed Use				
Existing Development (SF)	25,000				
Implied FAR	0.04				
Existing AV	\$4,008,100				
Redevelopment Summary					
Park (acres)	10.26				
Hotel (rooms)	0				
Office (SF)	496,584				
Retail (SF)	15,943				
Residential Rental (units)	257				
Residential For Sale (units)	0				
Office			Retail		
Tag	P2, P5		Tag	P1	
Land Area (acres)	1.90		Land Area (acres)	1.83	
Existing Structures (SF)	20,000		Existing Structures (SF)	5,000	
Existing FAR	0.24		Existing FAR	0.06	
Commercial Office			Retail		
Office Allocation	100%		Mixed Use Allocation	10%	
Site Area (acres)	1.9		Site Area (acres)	0.2	
Proposed FAR	6.0		FAR	2.0	
Total New Space (SF)	496,584		Total New Space (SF)	15,943	
Cost					
Acquisition & Predevelopment		<i>Unit Cost</i>	<i>Total</i>	Acquisition & Predevelopment	
Land (PSF)	\$100	\$8,276,400		Land (PSF)	\$100
Demolition (PSF building)	\$10	\$200,000		Demolition (PSF building)	\$10
Site work & circulation (PSF land)	\$5	\$413,820		Site work & circulation (PSF land)	\$5
Construction				Construction	
Building Efficiency	85%			Building Efficiency	85%
Construction cost (PSF)	\$90	\$52,579,482		Construction cost (PSF)	\$80
Parking ratio (stalls/1000 SF)	3.0	1,490		Parking ratio (stalls/1000 SF)	4.0
Podium Parking (per stall)	\$15,000	\$22,346,280		Podium Parking (per stall)	\$15,000
Total Development Costs		\$83,817,472		Total Development Costs	
Cost PSF		\$169		Cost PSF	\$207
Developer Profit	15%	\$12,572,621		Developer Profit	15%
Revenue				Revenue	
Rent per square foot (FSG)	\$32.00			Rent per square foot (NNN)	\$35.00
Vacancy	10.0%			Vacancy	5.0%
Expenses	35%			Expenses	6.0%
NOI		\$9,296,052		NOI	
Cap Rate	7.5%			Cap Rate	8.5%
Capitalized Value		\$123,947,366		Capitalized Value	
Value per net Leaseable SF (Office)		\$250		Value per Net Leaseable SF (Retail)	
Residual Value		\$27,557,273		Residual Value	
Value PSF		\$333		Value PSF	
Value Premium		\$2,478,947		Value Premium	

**VALUE CAPTURE
FAR ≈ 2.0**

Park Sub-District		Phase 1	Phase 2	Phase 3	Phase 4	Phase 5	Total
Summary Details (\$millions)							
Park & Infrastructure Cost		\$2.54	\$34	\$77	\$59	\$215	\$386.9
Private Investment - Cost		\$0	\$119	\$208	\$0	\$81	\$408
Private Investment - Value		\$0	\$145	\$252	\$0	\$93	\$491.1
Residual Value		\$0	\$26	\$45	\$0	\$12	\$83
<i>Additional Value Premium</i>		\$0.0	\$3	\$14	\$0	\$3	\$20
Redevelopment Potential							
New AV		\$0	\$145,300,000	\$252,470,000	\$0	\$93,300,000	\$491,070,000
Existing AV		\$0	\$5,533,000	\$28,379,000	\$0	\$4,008,100	\$37,920,100
New Increment		\$0	\$139,767,000	\$224,091,000	\$0	\$89,291,900	\$453,149,900
Property Tax	1.0%	\$0	\$1,397,670	\$2,240,910	\$0	\$892,919	\$4,531,499
Housing Set Aside	20%	\$0	\$279,534	\$448,182	\$0	\$178,584	\$906,300
Pass Throughs	20%	\$0	\$279,534	\$448,182	\$0	\$178,584	\$906,300
Bondable TIF	60%	\$0	\$838,602	\$1,344,546	\$0	\$535,751	\$2,718,899
Tax Increment Bond							
Term (years)	30						
Rate	5.0%						
<u>Bondable Value</u>		\$0	\$12,891,000	\$20,669,000	\$0	\$8,236,000	\$41,796,000
<i>% of Cost</i>		0%	38%	27%	0%	4%	11%
<i>Remaining Gap</i>		\$2,540,000	\$21,299,000	\$55,991,000	\$59,020,000	\$206,294,000	\$345,144,000
Alternative Financing							
<u>Developer Contribution</u>							
Per Hotel Room	\$5,000	\$0	\$1,250,000	\$0	\$0	\$0	\$1,250,000
Per Commercial SF	\$5.00	\$0	\$1,400,000	\$1,730,000	\$0	\$1,320,000	\$4,450,000
Per Residential Unit	\$10,000	\$0	\$0	\$4,200,000	\$0	\$1,500,000	\$5,700,000
Subtotal		\$0	\$2,650,000	\$5,930,000	\$0	\$2,820,000	\$11,400,000
<i>% of Cost</i>		0%	8%	8%	0%	1%	3%
<i>Remaining Gap</i>		\$2,540,000	\$18,649,000	\$50,061,000	\$59,020,000	\$203,474,000	\$333,744,000
<u>Developer Agreement</u>							
	10%	\$0	\$2,612,000	\$4,452,000	\$0	\$1,230,000	\$8,294,000
<i>% of Cost</i>		0%	8%	6%	0%	1%	2%
<i>Remaining Gap</i>		\$2,540,000	\$16,037,000	\$45,609,000	\$59,020,000	\$202,244,000	\$325,450,000

FAR UP TO 6.0

Park Sub-District		Phase 1	Phase 2	Phase 3	Phase 4	Phase 5	Total
Summary Details (\$millions)							
Park & Infrastructure Cost		\$2.54	\$34	\$77	\$59	\$215	\$387
Private Investment - Cost		\$0	\$158	\$283	\$0	\$135	\$577
Private Investment - Value		\$0	\$204	\$378	\$0	\$175	\$757
Residual Value		\$0	\$46	\$94	\$0	\$40	\$181
Additional Value Premium		\$0.0	\$4	\$18	\$0	\$5	\$26
Redevelopment Potential							
New AV		\$0	\$204,370,000	\$377,550,000	\$0	\$175,350,000	\$757,270,000
Existing AV		\$0	\$5,533,000	\$28,379,000	\$0	\$4,008,100	\$37,920,100
New Increment		\$0	\$198,837,000	\$349,171,000	\$0	\$171,341,900	\$719,349,900
Property Tax	1.0%	\$0	\$1,988,370	\$3,491,710	\$0	\$1,713,419	\$7,193,499
Housing Set Aside	20%	\$0	\$397,674	\$698,342	\$0	\$342,684	\$1,438,700
Pass Throughs	20%	\$0	\$397,674	\$698,342	\$0	\$342,684	\$1,438,700
Bondable TIF	60%	\$0	\$1,193,022	\$2,095,026	\$0	\$1,028,051	\$4,316,099
Tax Increment Bond							
Term (years)	30						
Rate	5.0%						
Bondable Value		\$0	\$18,340,000	\$32,206,000	\$0	\$15,804,000	\$66,350,000
% of Cost		0%	54%	42%	0%	7%	17%
Remaining Gap		\$2,540,000	\$15,850,000	\$44,454,000	\$59,020,000	\$198,726,000	\$320,590,000
Alternative Financing							
Developer Contribution							
Per Hotel Room	\$5,000	\$0	\$1,250,000	\$0	\$0	\$0	\$1,250,000
Per Commercial SF	\$5.00	\$0	\$2,455,000	\$3,465,000	\$0	\$2,565,000	\$8,485,000
Per Residential Unit	\$10,000	\$0	\$0	\$5,400,000	\$0	\$2,600,000	\$8,000,000
Subtotal		\$0	\$3,705,000	\$8,865,000	\$0	\$5,165,000	\$17,735,000
% of Cost		0%	11%	12%	0%	2%	5%
Remaining Gap		\$2,540,000	\$12,145,000	\$35,589,000	\$59,020,000	\$193,561,000	\$302,855,000
Developer Agreement							
Developer Agreement	10%	\$0	\$4,648,000	\$9,408,000	\$0	\$3,994,000	\$18,050,000
% of Cost		0%	14%	12%	0%	2%	5%
Remaining Gap		\$2,540,000	\$7,497,000	\$26,181,000	\$59,020,000	\$189,567,000	\$284,805,000

CAP PARK CASE STUDIES – COMPLETE INFORMATION SET

LAKE PLACE & LEIF ERIKSON PARK DULUTH, MINNESOTA

Park: Lake Place & Leif Erikson Park

Size: Lake Place: 2.5 acres; 1000-foot long deck (tunnel); 40 feet off the ground

Leif Erikson Park: 3.3 acres; 1,500-foot long deck (tunnel)

Type: Freeway Cap Park

Location: 2nd Street and Michigan (Lake Place Park) / 11th Ave E & London Rd, Duluth, MN (Leif Erikson Park) – the parks are located about ¾ of a mile apart along I-35

Construction Completion: Last phase of park cap and tunnel completed in 1992 (Rose Garden at Leif

Park Impact

The development of the freeway and the cap parks had several positive impacts for the city. As people participated in the redesign process of the freeway, citizens began to “rediscover” Lake Superior and waterfront area. Additional community amenities, such as Lakewalk, would not have been developed without the cap project. The creation of the deck at Leif Erikson Park allowed an important community icon, a 1,200-plant rose garden, to be restored to its original condition after the construction of the freeway (it was actually doubled in size after the completion of the freeway, in 1994, to be twice as large and feature over 2,000 plants of 99 different varieties). Approximately 6.3 acres of new public land along Lakewalk was created using the 179,000 tons of gabbro volcanic rock that was excavated in the tunneling process. According to the City Architect of the City of Duluth, Terry Groshong, Old Downtown Duluth has seen a “renaissance” in the last few years, with the development of the Technology Village, combination stores, restaurants, and professional businesses. The south side of Superior Village has been developed into high-end office space, condominiums and ground floor retail.

Lessons Learned

- The controversial freeway extension project became a successful development and public works project by working with the opponents in the community
- The creation of the Citizens Advisory Committee allowed for residents to take ownership of the project and work out a solution that improved the urban fabric (The series of caps over the I-35 freeway creates a network of waterfront areas and parks that improved the overall downtown area and allowed the residents to take advantage of the lakefront property Erikson Park was dedicated in 1994)

General Characteristics

- Park is maintained by the City of Duluth
- **Size:**
 - o Lake Place: 2.5 acres; 1000-foot long deck (tunnel); 40 feet off the ground
 - o Leif Erikson Park: 3.3 acres; 1,500-foot long deck (tunnel)
- **Associated Roadway:** I-35 Freeway
 - o Construction for I-35 through Duluth began in 1958, with the first phase ending at Mesaba Avenue (south of Downtown Duluth) in November of 1971
 - o The next phase of the freeway, which would cut through downtown Duluth, was met with opposition due to concerns of negative impacts on the existing park (Leif Erikson Park) and historic buildings
 - o The large public opposition was primarily overcome by creating a Citizens Advisory Committee to redesign the freeway extension, which included building the extension below-grade, rather than above-grade (to deal with the environmental impacts of the Lake), and create caps over segments to hide the freeway and protect traffic from lake spray
- **Visitation:** data not available

Development History

- **Development costs**
 - o Lake Place Park: (according to interview with City Architect of the City of Duluth, Terry Groshong)
 - § General Construction: \$122,322 (in 1988 US\$)
 - § Mechanical (sprinklers and drainage): \$35,031 (in 1988 US\$)
 - § Electrical (decorative site lighting, power receptacles and controls): \$62,500 (in 1988 US\$)
 - § Landscape Materials: \$23,812 (in 1988 US\$)
 - § Wood Boardwalk (IPE wood): \$48,712 (in 1988 US\$)
 - § TOTAL PARK IMPROVEMENT: \$292,377 (in 1988 US\$)
 - o Boardwalk Connections: : (according to interview with City Architect of the City of Duluth, Terry Groshong)
 - § Skywalk connection over lower level surface streets: \$1,538,850 (in 1988 US\$)
 - § Entrance on 2nd Avenue East: \$1,138,000 (in 1988 US\$)
 - § TOTAL COST OF DECKING: \$6,405,350 (in 1988 US\$)
 - Remaining \$3 million includes the cost of road bed preparation and surfacing as well
 - o Freeway Project
 - § Additional development cost estimates have been found:
 - \$200-\$220 million: 3.2-mile extension of I-35
 - § Costs include:
 - \$45 million: Cost to move switching yard at Canal Park to Superior
 - \$370,000: Cost to move Endion Station to Canal Park

- \$10 million – Lake Place
- **Funding sources and process**
 - I-35 Freeway Extension and Improvements
 - § 90% Federal Funds
 - § 10% State Funds
 - § Minor expenditures paid for by City of Duluth
 - Lake Place Park (including Boardwalk Connections)
 - § State of Minnesota: \$6,405,300 (In 1988 US\$)
 - § City of Duluth: \$292,377 (in 1988 US\$)
- **Timeline of project**
 - **1970:** I-35 extension plans are announced by Highway Department
 - **1975:** Citizens Advisory Committee created by Duluth Mayor Robert Beaudin consisting of residents, Minnesota Department of Transportation and local design firms
 - **October 1977:** New freeway design, with caps over the below-grade freeway, is approved by the Duluth City Council and the Federal Final Impact Statement for I-35 from Mesaba Avenue to 26th Avenue East is approved
 - **1982:** Construction of extension begins
 - **1983:** Tunnel construction begins
 - **1984:** Move of switching yards for Soo Line, Chicago North Western, Duluth, Missabe & Iron Range, Burlington North and Duluth, Winnipeg & Pacific from downtown area (not Canal Park) to Superior is completed
 - **October 1987:** First section of the extension, from Mesaba Avenue to Lake Avenue, opens
 - **November 1989:** Phase 2 of the extension, from Lake Avenue to 10th Avenue East, opens
 - **October 1992:** Final phase of the extension, from 10th Avenue East to 26th Avenue East, opens
- **Partnerships**
 - CIHE (Citizens for Integration of Highway and Environment)
 - Federal Department of Transportation (Multiple Use and Joint Corridor Program)
 - City of Duluth
 - Minnesota Department of Transportation

Current Operations

- **Programming**
 - Leif Erikson Park hosts renaissance festivals, festival of nations and the “Taste of Duluth” festival. The park also offers free movies in the park, an authentic Viking Ship and a performance stage.
- **Operational Costs**
 - Park maintenance is paid for through the City’s General Fund:
 - Park Maintenance Fund: \$150,000
 - The City also relies on 30,000 volunteer hours annually for the upkeep of the park

Location



FIGURE 1: AREA OVERVIEW OF LAKE PLACE AND LEIF ERIKSON PARK (SHOWING FREEWAYS)



FIGURE 2: SATELLITE MAP OF LAKE PLACE



FIGURE 3: SATELLITE MAP OF LEIF ERIKSON PARK

**MARGARET T. HANCE DECK PARK
PHOENIX, ARIZONA**

Park: Margaret T. Hance Deck Park

Size: 29 acres; ½-mile long

Type: Freeway Cap Park

Location: 1134 North Central Avenue, Phoenix, AZ

Construction Completion: Freeway completed 1990; Park completed in 1992

Park Impact

The tunnel was a solution to the problem of having a freeway bisect the historic neighborhoods of Phoenix; the tunnel and park were created to connect the west coast and east coast segments of the I-10 freeway, while not disturbing the local urban fabric. The park is split into two district areas – one side is an open play area, while the other serves as the entryway to the Phoenix Public Library and Japanese Friendship Garden. The deck Park is considered to be the heart of Phoenix’s downtown cultural center and is the city’s second-largest downtown park. The park has spurred efforts to revitalize the surrounding downtown area, including the construction of a new library, new market rate and affordable housing projects and the expansion or renovation of the area’s museums

Lessons Learned

- Public support for park deck enabled freeway to be built through the heart of the city, which included historic neighborhoods and two ancient archeological sites
- Previous attempts to build the freeway were rejected because they would have required the freeway to exist at-grade or above-grade and bisect the area
- Deck Park has been catalyst for commercial and residential revitalization in surrounding area
- Waterproofing is a huge concern; deck has experienced some minor leakage from the pond on top
- Good interdepartmental communication system is key. Special events must be monitored very closely considering weight of special vehicles on deck, assemblage of temporary structures, etc. Any event planned or anything that will penetrate ground more than 3 feet must be approved by ADOT
- Lighting can be a potential problem when entering/exiting the tunnel
- Trees must be carefully and appropriately selected On Deck Park, the trees have not grown to full height, possibly because there was not enough dirt for the type of tree (soil is only 3-5 feet deep). Due to weight limitations, special fills are required; can’t have solid soil

General Characteristics

- Park is maintained by the City of Phoenix

- **Size:** 29 acres; ½-mile long
- **Associated Roadway:** I-10 Freeway
 - o Built on Papago Freeway Tunnel, also known as the Deck Park Tunnel, as part of I-10 in Phoenix AZ
 - § The tunnel was a solution to the problem of having a freeway bisect the historic neighborhoods of Phoenix; the tunnel and park were created to connect the west coast and east coast segments of the I-10 freeway, while not disturbing the local urban fabric
 - § Construction of the Papago Freeway Tunnel was completed in August 1990
 - § It is currently maintained by the Arizona Department of Transportation
 - § The tunnel extends from North 3rd Avenue to North 3rd Street and at 2,887 feet, it ranks as the 42nd longest vehicular tunnel in the US and is the last section of I-10 to be completed nationwide
 - § The Deck Park Tunnel was designed to be ventilated naturally, using the car's energy to help propel air through the tubes (there are four backup fans to also provide ventilation)
 - o Deck pad is 6 to 8 feet deep
- **Visitation:** data not available
- **Amenities:** Japanese Friendship Garden of Phoenix and the Irish Cultural Center, drinking fountains, grills, ramada and picnic area, playground, restroom, walking paths, reservable armadas and lighted sand volleyball court

Development History

- **Development costs**
 - o Capping Structure: \$100 million
 - o Park: \$5 million
- **Funding sources and process**
 - o Freeway & Deck
 - § 92% FHWA
 - § 8% from State for capping structure
 - o Park
 - § 100% City funds
 - o City pays \$300/year for a 50-year air rights lease from the State
 - o Operation and maintenance costs of the park are paid for through the City's General Fund and Bond money. The Japanese Friendship Garden, Phoenix Center and Irish Cultural Center are paid for through private donations. The future ICC Library will be built using private donation funds.
- **Timeline of project**
 - o **1981:** Freeway construction begins and Park Concept is developed
 - o **1985:** Parking Planning begins and the first Cap Committee is appointed; ADOT-FHWA-City of Phoenix agree to join funding for project
 - o **1989:** Council approves park plans
 - o **1990:** Freeway construction is completed; Park cap construction begins
 - o **1992:** Grand opening of park on April 25, 1992

- **Partnerships**

- o Federal Highway Administration (I-10 and deck construction)
- o State of Arizona
- o City of Phoenix

Current Operations

- Operation and maintenance costs of the park are paid for through the City's General Fund and Bond money
- The Japanese Friendship Garden, Phoenix Center and Irish Cultural Center are paid for through private donations
- The future ICC Library will be built using private donation funds.

Location



AREA OVERVIEW OF MARGARET T. LANCE PARK (SHOWING FREEWAYS/HIGHWAYS)



SATELLITE IMAGE OF MARGARET T. LANCE PARK

**MILLENNIUM PARK
CHICAGO, ILLINOIS**

Park: Millennium Park

Size: 24.5 acres

Type: Cap Park

Location: 201 East Randolph Street

Construction Completion: Opened July 2004

Park Impact

Millennium Park has been a catalyst for economic development and tourism in Chicago, including estimated increases in nearby real estate values that total \$1.4 billion and an increase in tourism revenues of \$2.6 billion over a projected twenty year period. Although the project struggled from its large (and constantly changing) price tag and controversies with contractors, the Park benefits from a strong, positive reputation today and tremendous public support. While serving as an iconic development for the City (with immediately recognizable features, such as the *Cloud Gate*), it also has played a significant role in the redevelopment and invigoration of the surrounding area. The public was concerned about privatization of the park, due to high values of private fundraising (nearly half of the project was built with private money). Millennium Park has mitigated this concern, at least in part, by the offering dedicated programming staff and providing more than 500 annual events hosted by the Chicago Department of Cultural Affairs, which are funded by a combination of City money and by private donors. The park's current operating budget is nearly \$13 million per year and is administered by a nonprofit created to service the park.

Lessons Learned

- Portions of the park were opened ahead of the grand opening of the entire project, including the ice skating rink, garnering strong public support after heavy criticism for the delays and escalating costs
- Private funds and public funds were kept distinct from one another, giving private donors the ability to design and build elements according to their own preference, which in turn provided an incentive for more donors to give. The separation of funds allowed donors to maintain decision-making authority; the funds they provided added amenities to the core park elements that were being funded by the City.
- There was significant concern about privatization of public space, due to increasing reliance on private funding to cover cost overruns. This is mitigated, in part, by the large number of free public events and strong outreach across the city.
- Heavy investment in ongoing maintenance and programming staff is required to activate and maintain the space for an estimated 3+ million annual visitors.

General Characteristics

- Owned by the City of Chicago; Operated by Millennium Park, Inc. (a 501c3 nonprofit)
- Transformed commuter railroad tracks, surface parking and degraded parkland in the northwest corner of the 320-acre Grant Park into an iconic park for Chicago with free public programming, concerts and events
- **Size:** 24.5 acres
- **Associated Roadway:** none (covers two-multi-level parking lots for 4,000 cars and commuter rail line)
- **Visitation:** 3.0 million (2005)
- **Featured Components**

Jay Pritzker Pavilion

- o Designed by Frank Gehry
- o 95,000 square feet of lawn
- o Has over 4,000 fixed seats and capacity for an additional 7,000

The Lurie Garden

- o 2.5 acres
- o Urban ornamental garden showcasing 240 varieties of perennials, water cascades and a 15-foot-high ledge

Cloud Gate

- o One of the world's largest outdoor installations made of highly polished stainless steel that reflects the activity and lights of the park and surrounding city skyline

The Crown Fountain

- o Interactive fountain composed of two glass-brick towers with mixed media (light, LED display, water) united by a black granite pool

South Exelon Pavilion

- o Southwest Pavilion: 550 square feet
- o Southeast Pavilion: 750 square feet
- o Pavilions enclose elevators and stairs that serve the Millennium Park underground parking garage

North Exelon Pavilion

- o Northwest Pavilion: 6,100 square feet; 3 floors
- o Northeast Pavilion: 4,100 square feet; 2 floors
- o Exhibit space, office and shop space, transportation nodes, public toilets and Millennium Park Welcome Center

Millennium Park Bicycle station

- o 16,450 square feet plus exterior plazas
- o State of the art facility dedicated to promoting the use of bicycles for commuting to and from Chicago's Loop in an effort to reduce traffic and pollution in the city
- o Provides enclosed parking for 300 bikes, shower and locker facilities, bike repair service and headquarters for the Chicago Police Lakefront Bike Patrol unit

Boeing Galleries

- o North Gallery: 14,400 square feet
- o South Gallery: 19,200 square feet

- Two outdoor galleries located on the mid-level terraces designed for public exhibitions and furnished with benches and seating for park visitors

Development History

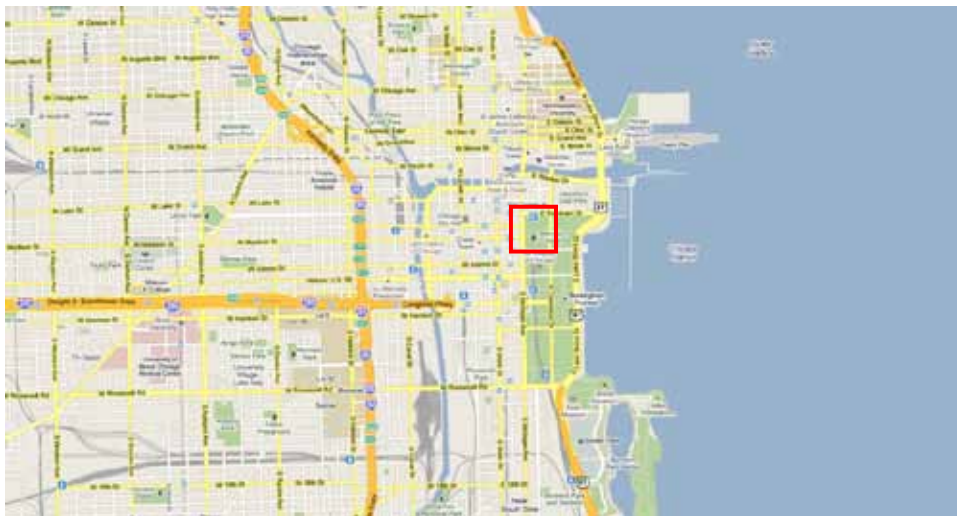
- Timeline of project
 - **December 1997:** The ICR (Illinois central Railroad) donates its rights, title and interest in lakefront property (from McCormick Place North to Randolph Street) to the City of Chicago
 - **March 1998:** Chicago Mayor Richard M. Daley publicly announces plans for Lakefront Millennium Park
 - **June 1998:** The City generates approximately \$137 million to finance the Park by selling parking revenue bonds
 - **September 1998:** Work on the Park's supporting foundations begins
 - **March 1999:** Chicago Planning Commission approves revised plans for the Park
 - **April 1999:** Pritzker family donates \$15 million to finance the pavilion's construction (to be designed by Frank Gehry)
 - **June 1999:** Construction of the underground garage begins
 - **May 2000:** Mayor Daley invests \$35 million from Tax Increment Financing funds to help pay for the rising construction costs
 - **August 2001:** Mayor Daley seeks an additional \$30-\$50 million in TIF funding
 - **December 2001:** Skating rink opens
 - **October 2002:** Wrigley Square opens
 - **November 2003:** The Joan and Irving Harris Theatre for Music and Dance opens
 - **July 2004:** Construction is complete
 - **May 2007:** The City privatizes four underground parking garages in Grant Park (with a 9,000-car capacity), two of which are under Millennium Park and receives a lump sum payment of \$560 million for the 99-year lease of the garage
- Development costs
 - **March 1998:** estimated \$150 million (with \$30 million from private sector)
 - **February 1999:** estimated \$200 million
 - **January 2000:** estimated \$230 million
 - **May 2000:** estimated \$270 million
 - **August 2001:** estimated \$370 million
 - **December 2002:** estimated \$410 million (\$120 million from private sector)
 - **July 2004:** \$490 million (\$270 million from public sector)
 - § The City paid for the Garage (\$99.0 million), Metra crossover structure (\$61.0 million), park features and landscaping (\$43.0 million), music pavilion (\$25.5 million), some portions of the Exelon Pavilions (\$1.5 million) and the design and management of the project (\$40.0 million)
- Partnerships
 - The Mayor of Chicago designated John H. Bryan, a prominent executive, entrepreneur and philanthropist with ties to Chicago's wealthiest citizens, to form and head a private, non-for-profit "blue ribbon" committee known as Millennium Park, Inc. to raise money for the construction of the Park's above-ground amenities

- Costs rose as revisions were made to the Park plans throughout design and construction, as well as issues with construction contractors

Current Operations

- **Programming & Operational Costs:** \$12.85 million (in 2009)
 - o Chicago Department of Cultural Affairs: \$7.85 million (of their \$19.0 million annual budget) to support the operations and programming of the Park -- \$6 million is spent on basic operations (contracted to MB Realty)
 - o Sponsorship and Rental Revenues and reimbursements to Millennium Park, Inc: \$5.0 million

Location



AREA OVERVIEW OF MILLENNIUM PARK (SHOWING AREA FREEWAYS)



Satellite overview of Millennium Park

**OLYMPIC SCULPTURE PARK
SEATTLE, WASHINGTON**

Park: Olympic Sculpture Park

Type: Street Cap Park

Size: 9 acres

Location: 2901 Western Avenue, Seattle, WA
98121

Construction Completion: January 2007

Park Impact

Integration/Urban Fabric: The park design earned the prestigious Veronica Rudge Green Prize in Urban Design award in 2007. The award recognizes large-scale works that make a substantial contribution to a city's urban environment. Visitors to the park start at a glass exhibit pavilion and descend 40 feet along a continuous Z-shaped green platform to reach the water. The path is lined with sculptures and native plant species. It also acts as an overpass for existing train tracks and a freeway, helping to integrate the project into the urban landscape. The open, topographical design capitalizes on the views of the downtown skyline, bayside location, and surrounding mountains. The design connects three parcels into a series of four distinct landscapes. In doing so, it afforded a wide range of environmental restoration processes, including brownfield redevelopment, salmon habitat restoration, native plantings, and sustainable design strategies.

Value Creation: The project transformed a 9-acre industrial site into open and vibrant green space. Residents and tourists now have the opportunity to experience a variety of artistic sculptures and fixtures in a pleasant outdoor setting, free of charge. The project provides an inviting and popular public space, and helps to increase residents' sense of community ownership. A report recently released by the Trust for Public Land credits the park for sparking new residential and business development in adjacent areas, and increasing nearby residential values.

Lessons Learned

- Unique park design (the zigzag shape) connects the larger park area to the waterfront, without having to create a large deck over the roadway. The deck is only a small portion of the park and creates a wide walkway for visitors to safely cross over the roadway to the waterfront at minimal cost; additionally, the zigzag design creates sightlines towards the waterfront.
- The park was a public-private partnership, with two non-profit organization (Seattle Art Museum and the Trust for Public Land) initiating and driving the project. The partnership with the Trust for Public Land helped to remediate the brownfield



- Part of the overall development cost is an endowment to fund the maintenance of the park, which eases the burden of maintaining the green space



General Characteristics

- Size – 9 acres
- Visitation – 500,000 visitors per year

Development History

- Timeline of project
 - o **1999**: On March 25, following 10 years of clean-up, former UNOCAL (Union Oil Company of California) site was purchased by the Seattle Art Museum (SAM) and The Trust for Public Land
 - o **2001**: Weiss/Manfredi Architects of New York is selected as Lead Designer for the park
 - o **2002**: Park's design and model is unveiled on May 14, 2002
 - o **2005**: Park construction begins in June
 - o **2006**: Park construction and art installation are substantially complete
 - o **2007**: Grand opening of the park on January 20, 2007
- Development costs
 - o The project cost \$85 million, of which \$64 million was paid by private donors, while government sources covered the remainder. Increases in the cost of materials and various delays added about \$5 million in overruns to the project's original budget.

Project Cost Breakdown

Land	\$20 million
Environmental Cleanup	\$5 million
Construction/Infrastructure	\$40 million
Endowment for park maintenance	\$20 million
Total	\$85 million

Government Funding Breakdown

City of Seattle	\$6 million
King County	\$1.7 million
State of Washington	\$8.1 million
Federal	\$5 million
Total	\$21 million

- Partnerships
 - o The park is privately owned by the Seattle Art Museum

Current Operations

- Programming
 - o The location and topography provides a 360-degree panoramic view of Puget Sound, the Olympic Mountains, Mount Rainier, and the surrounding city.
 - o The park itself features an amphitheater, covered terraces, a glassed pavilion, an education space, and more than 20 works of public art. The glass pavilion helps to anchor the park, and offers a café, bookshop, exhibition space, restrooms, and a parking garage.
 - o Musical performances, outdoor yoga, temporary art exhibits, and a new farmers market are slated for summer 2010.

- Operational Costs
 - o Operational costs directly changed to the park:
 - § Facility Costs: \$159,000
 - § Security: \$643,000
 - § Communications: \$8,000
 - § Retail Store (Cost of Goods and Staffing): \$51,000
 - The Retail Store is breakeven
 - § Administration and Landscaping: \$560,000
 - o SAM receives 4% of its funding from the government, while the rest of the operating costs are covered by ticket fees (to the art museum), the membership base, and the park's \$20 million endowment fund provided by former Microsoft president Jon Shirley and his wife Mary Shirley.
 - o Maintenance of the artistic pieces in the park is an ongoing issue. The nearby salt water body is corrosive to pieces made of exposed wood and metal. Tall pieces are prone to damage from birds and their waste, requiring costly procedures involving

scaffolding or boom lifts. In addition, gardeners must use scissors instead of lawn mowers in some cases to avoid damaging certain pieces.

Location



AREA OVERVIEW OF OLYMPIC SCULPTURE PARK (SHOWING FREEWAYS/HIGHWAYS)



SATELLITE OVERVIEW OF OLYMPIC SCULPTURE PARK

**FREEWAY PARK
SEATTLE, WASHINGTON**

Park: Freeway Park

Size: 5.2 acres

Type: Freeway Cap Park

Location: 700 Seneca Street, Seattle, WA

Construction Completion: July 1976; Expansion #1 with construction of Pigott Corridor in 1984; Expansion #2 with extension to meet Washington State Convention Center in 1988

Park Impact and lessons learned

The development of the park initiated other development, including the Washington State Convention Center adjacent to the park. In an attempt to create a “nature trail” in the urban environment, the park was designed with a meandering pathway through the use of walls, trees and fake boulders. As the landscaping matured, it created an unsafe environment by limiting sightlines and creating dark spaces. It is important to continually maintain the area to create active and safe spaces. Initially, the park was actively programmed with lunchtime and evening concerts, making the park a landmark location for the community. However, as programming became more limited, the passiveness of the space led to underutilization of the green space over time. Keeping the space energized with multiple uses and programming is important to keep the space relevant to residents and visitors.

General Characteristics

- Park is maintained by the City of Seattle
- **Size:** 5.2 acres
- **Associated Roadway:** I-5 Freeway
- **Visitation:** data not available

Development History

- **Development costs**
 - o Park: \$14 million
- **Other Development near site**
 - o Washington State Convention Center: \$159.7 million (1988)
- **Funding sources and process**
 - o Funding Sources
 - § 25% Federal Highway Administration
 - § 18% City Bond - \$1 million
 - § 18% Citizens Initiative for Regional Park Bonds (Forward Thrust) – \$2.8 million

- The Citizens Initiative for Regional Park Bonds (Forward Thrust), passed in 1968, was a bond improvement program intended to provide more park space to the City of Seattle
 - § 39% Private Development (21-story building, Park Place, on western edge of lot with front plaza integrated into park space)
- Process
 - § The City acquired the property and paid for the parking garage
 - § The State Highway Department, using federal and state funds, built the cap over the freeway to support the park
 - § A local private developer was promised not to have his adjacent property condemned and persuaded to use only half the parcel for the building (privately developed) and to dedicate the other half of the park to be used as open space as an integral part of Freeway Park
- **Timeline of project**
 - 1966: I-5 Freeway segment in Seattle completed
 - 1976: Park grand opening
- **Partnerships**
 - City bond improvement project that was able to attract a private developer to cooperate and integrate his private project into the public park project

Current Operations

- **Programming**
 - At the time of opening, the park was heavily programmed to attract day-time employees in the area (lunchtime concerts, after work/evening programs, walking trails, eating areas). However, as active programming declined, popularity of the park declined. Other issues, such as overgrowth of plants and limited sightlines along the meandering walking paths, contributed to the rise in crime in the park.

Location



AREA OVERVIEW OF FREEWAY PARK (SHOWING FREEWAYS/HIGHWAYS)



SATELLITE IMAGE OF FREEWAY PARK



PARK LAYOUT (FROM CITY WEBSITE)

TERALTA PARK
SAN DIEGO, CALIFORNIA

Park: Teralta Park

Size: 5.4 acres (grass area - 3.3 acres; hardscape - 1.3 acres)

Type: Freeway Cap Park

Location: Orange Ave and 40th Street, San Diego, CA 92105

Construction Completion: I-15 completed January 2000; Park completed April 2002

Park Impact and Lessons Learned

Teralta Park is a part of a series of landscaping improvements and other smaller, pocket parks along the I-15 extension. Originally, the park was perceived as an added cost of surrounding private development due to tax rate increases and negative associations/property value declines associated with the freeway project. Now that the project is complete, the park is perceived as a benefit to the community. The park was created in a park deficient area of San Diego and provides badly needed open space for the local neighborhood. The park was incorporated into the final plans for the development of the I-15 extension, as the residents and governmental agencies were aware of the division the roadway extension would cause in the historic neighborhood. The inclusion of the park, as part of the plans for the roadway improvement/extension, changed the perception of the freeway project, as the park was seen as an opportunity to catalyze community revitalization (rather than just as an “ordinary transportation improvement project” that would “tear apart the fabric of the community”).

General Characteristics

- Park is maintained by the City of San Diego
- Park is located in the City Heights Redevelopment Area
- **Size:** 5.4 acres (green/grass area is 3.3 acres; sidewalks and courtyards is 1.3 acres)
- **Associated Roadway:** I-15 Freeway
 - o State Route 15 improvements included the construction of a 2.2-mile freeway extension between I-805 and Adams Avenue, three new public parks (including Teralta Park which is the only one to sit on a lid on the submerged freeway) and extensive architectural enhancements and community amenities, as well as four enhanced bridge decks
- **Visitation:** data not available
- **Amenities:** large children’s play area, (2) half basketball courts, paved walkways, and a landscaped passive picnic area

Development History

- **Timeline of project**
 - o **1954:** State Route 15/I-15 extension concept approved
 - o (The project was delayed due to funding cutbacks, EIS processes, etc.)
 - o **1995:** Construction of freeway extension begins
 - o **2000:** Construction of freeway extension concludes
 - o **2001:** Parks, streetscaping, and freeway landscape construction begins
 - o **2002:** Park is completed
- **Development costs**
 - o City of San Diego budgeted \$600,000 for the development of a 4-acre park on State Route 15 in FY1999
 - o Total cost of State 15 improvements = \$150 million
- **Funding sources and process**
 - o State and Federal: \$2.2 million
 - o City of San Diego: \$300,000
 - o Redevelopment funds (incremental tax funds) were used for the initial construction of the park
- **Partnerships**
 - o California Department of Transportation (Caltrans)
 - o City of San Diego
 - o San Diego Redevelopment Agency

Current Operations

- **Operational Costs**
 - o City pays for the costs of the park through park impact fees

Location



AREA OVERVIEW OF TERALTA NEIGHBORHOOD PARK (SHOWING FREEWAYS/HIGHWAYS)



SATELLITE IMAGE OF TERALTA NEIGHBORHOOD PARK

COMMUNITY OUTREACH

MEETING NOTIFICATION

The following is the formal notification provided for the first Open House held on May 13th at Caltrans, followed by the two “Save the Date” flyers.

State of California • Department of Transportation

NEWS RELEASE



Date: May 10, 2010
District: Los Angeles/Ventura
Contact: Judy Gish
Phone: (213) 897-3487
FOR IMMEDIATE RELEASE

PARK 101 INFORMATIONAL MEETING SCHEDULED

LOS ANGELES – An informational meeting to discuss Park 101, a concept to cap the Hollywood Freeway (U.S. 101) in downtown Los Angeles with a park, will take place on Thursday, May 13, from 4 p.m. to 6 p.m. at the California Department of Transportation (Caltrans) building, Conference Room and Lobby, 100 S. Main Street, Los Angeles, 90012.

Caltrans is hosting the initial community meeting/open house for the Park 101 District Feasibility Study, which includes developing an economic strategy and identifying new opportunities for retail, commercial, and residential space. The Park 101 District would include construction to cover over US-101 between Grand Avenue and Alameda Street, street and open space improvements in the surrounding blocks, and linkage to the Los Angeles River.

The public is invited to participate in a discussion regarding project alternatives, connections to High Speed Rail, and the economic development potential as a part of the overall district planning effort.

For those unable to attend the meeting, or you would like to receive electronic project updates, please contact ginny@therobergroup.com, or leave a message at (323)669.7654.



PLEASE JOIN US FOR OUR
NEXT COMMUNITY MEETING
AND OPEN HOUSE

Thursday, May 13th
4:00-6:00p.m. – Stop by
before Downtown Artwalk!

Caltrans District 7
100 South Main Street
Los Angeles, CA 90012



SAVE THE DATE

THE PARK 101 DISTRICT IS MOVING FORWARD!

The Park 101 District is an innovative plan for capping the 101 Freeway in the Downtown area. It will provide opportunities for the creation of new signature urban boulevards along First Street, Cesar Chavez Avenue, Sunset Boulevard, Alameda Avenue, and Grand Avenue that will become models for future great streets throughout Los Angeles. This area would also become the cornerstone for new livable communities and corridors for development in the adjacent neighborhoods of Chinatown, Boyle Heights, Highland Park, Echo Park, the Civic Center, and Downtown.



**SOUTHERN CALIFORNIA
ASSOCIATION OF GOVERNMENTS**

City of Los Angeles
Friends of Park 101
AECOM Design + Planning

PLEASE JOIN US
FINAL COMMUNITY MEETING AND OPEN HOUSE

Tuesday, June 29, 2010
5:30-7:30 p.m.

Cathedral of Our Lady of the Angels
555 West Temple Street
Los Angeles, CA



SAVE THE DATE

THE PARK 101 DISTRICT IS MOVING FORWARD!

The Park 101 District is an innovative plan for capping the 101 Freeway in the Downtown area. It will provide opportunities for the creation of new signature urban boulevards along First Street, Cesar Chavez Avenue, Sunset Boulevard, Alameda Avenue, and Grand Avenue that will become models for future great streets throughout Los Angeles. This area would also become the cornerstone for new livable communities and corridors for development in the adjacent neighborhoods of Chinatown, Angelino Heights, Echo Park, Civic Center, Bunker Hill, Little Tokyo and Downtown.



**SOUTHERN CALIFORNIA
ASSOCIATION OF GOVERNMENTS**





AECOM
THE ROBERT GROUP

MAY 15TH COMMUNITY MEETING FEEDBACK

**Park 101 Feasibility Study Follow-Up
Open house / community outreach meeting**

Location: Caltrans, 100 S. Main Street, Los Angeles, CA 90012

1.0 Overview

The purpose of this document is to record the public's opinion for the Park 101 Open House/ Community outreach meeting held on May 13th, 2010.

1.1 OBJECTIVE

The objective of this open house/community outreach meeting was to introduce the Park 101 to the community and present the planning and phasing of the 3 sub-districts (Park District, Station District, and River District) within the greater Park 101 district plan. The goal was to effectively engage the public and answer any questions, concerns and gather feedback from the local community.

1.2 MEETING AGENDA

(Insert meeting agenda here.)

1.3 MEETING STRUCTURE

During the meeting, information and research was presented for each district (Park, Station, and River). Each of the 3 districts had their own station where exhibits were displayed that defined the boundaries, phasing strategy, precedent imagery, and other related material specific to the region. In addition to the 3 district stations, material was presented that outlined other material related of the project such as history, press releases, and site plans. After the opening presentation the public was encouraged to walk around, ask questions to the design team, and record their comments for each district.



FIGURE 1.3-1: CALTRANS MEETING ROOM

2.0 Public Questions/ Comments/ Concerns

The purpose of this section is to outline all the public comments and questions for each district. The following list of items is direct feedback from members of community either received through conversations, written notes, or post-it's.

2.1 QUESTIONS ASKED AFTER INTRODUCTION PRESENTATION.

1. Why are you showing so much green lawn and palms? Should use native landscape.
2. Who are the intern students and how were they involved?
3. Are there any future plans to extend bike paths along the river?



FIGURE 2.1-1: Q&A SESSION

2.2 PARK DISTRICT FEEDBACK:

1. The park should honor/ reference Los Angeles's 25 sister cities.
2. No benches or trash cans or recycling bins in the park cap rendering. (Fig 2.2-2)
3. The public art sculptures shown in park rendering are lame. (Fig 2.2-2)
4. Remove Los Angeles Street and replace with park and include pedestrian and bike paths to river, museum, and hotel. (Fig. 2.2-3 and Fig. 2.2-5)
5. Include solar tubes to allow light into tunnel. (Fig. 2.2-5)
6. Consider cutting off existing off ramps.
7. Find an alternative for the palms, use something that creates more shade and uses less water.
8. Make clear who the intended users are.

9. Rejuvenate night life in the downtown region.
10. Potential site- Eli Broad's Museum in the Park.
11. Take advantage of the opportunity to improve integrity of ecosystem services using native plants/habitats.
12. Create a visual connection to the mountains.
13. Food garden.
14. Legal sidewalk vending / mobile food area.
15. How is the first phase going to be funded?
16. Capture and treat urban runoff before it reached the coast.
17. First phase should be highly pedestrian oriented.
18. Explore light weight green roof technology.
19. Build 3-4 story mixed use projects along park edges.



FIGURE 2.2-1: COMMUNITY FEEDBACK ON PARK DISTRICT EXHIBIT



FIGURE 2.2-3: COMMENTS ON PARK RENDERING



FIGURE 2.2-3: COMMENTS ON UNION STATION / EL PUEBLO



FIGURE 2.2-4: COMMENTS ON PARK CAP SECTION



FIGURE 2.2-5: COMMENTS ON INITIAL CAP PHASE



FIGURE 2.2-6: MISC. COMMENTS

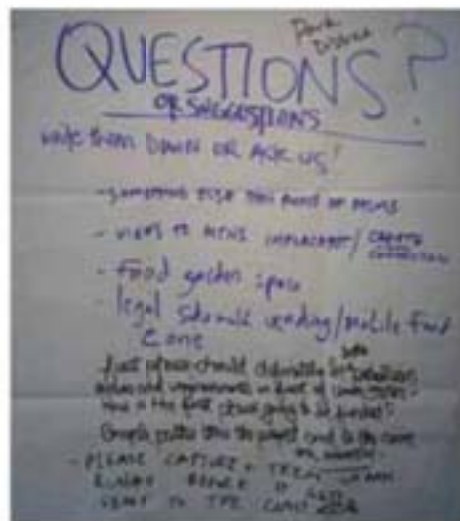


FIGURE 2.2-7: MISC. COMMENTS

2.3 RIVER DISTRICT FEEDBACK

1. Include bike pathways from the park to LA river.
2. Check for migratory bird paths.
3. Include flea market/ farmer market zone.



FIGURE 2.3-1: RIVER DISTRICT PLAN COMMENTS

2.4 STATION DISTRICT FEEDBACK

1. Remove Main St., Spring St., Broadway, and N. Hill St. and expand park area north around the station district up to Caesar Chavez Ave. (Fig. 2.4-1)
2. When will HSR come, how soon?
3. Will the proposal have anything to do with the Grand Ave project?
4. Where are the other HSR track plans, only shows one.
5. Include precedent images with project names and location.

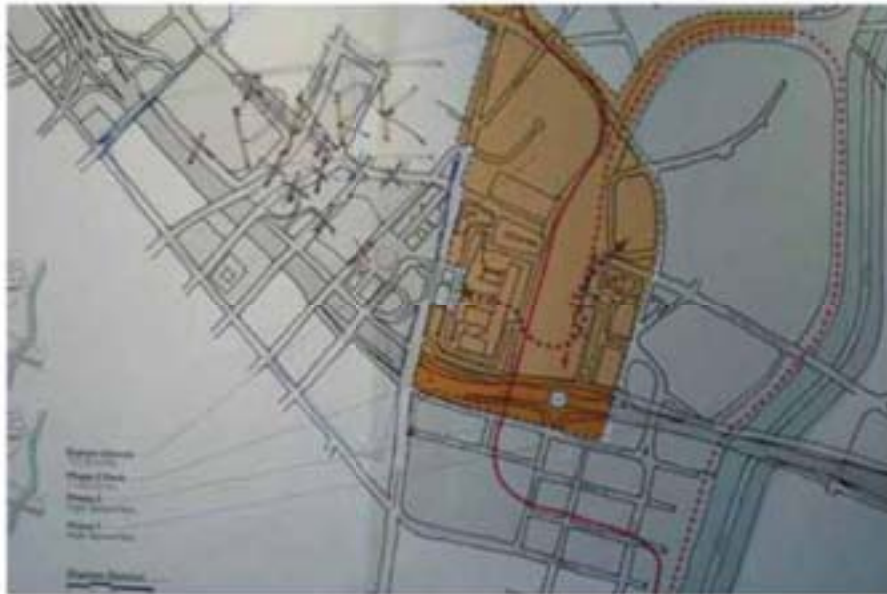


FIGURE 24-1: STATION DISTRICT PLAN COMMENTS

2.5 DISTRICT WIDE STATION FEEDBACK

1. Post Powerpoint presentation and exhibits online for public use.
2. This project needs to make HSR come much sooner.
3. Why is the Greyhound station so far from Union Station?
4. Should be culturally dynamic, Los Angeles is unique for its multi-faceted cultural roots.
5. Cultural public art needs to be incorporated into the park and reflect the evolving cultural heritage.
6. Park design needs to build on cultural treasures like La Posada.

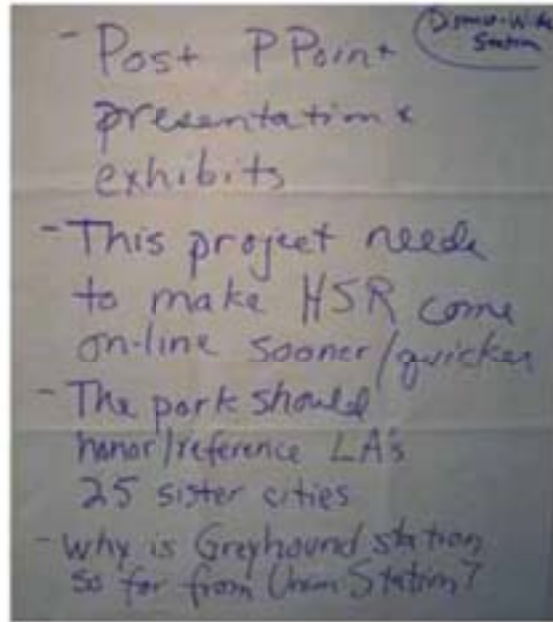


FIGURE 2.5-1: STATION DISTRICT WIDE STATION COMMENTS

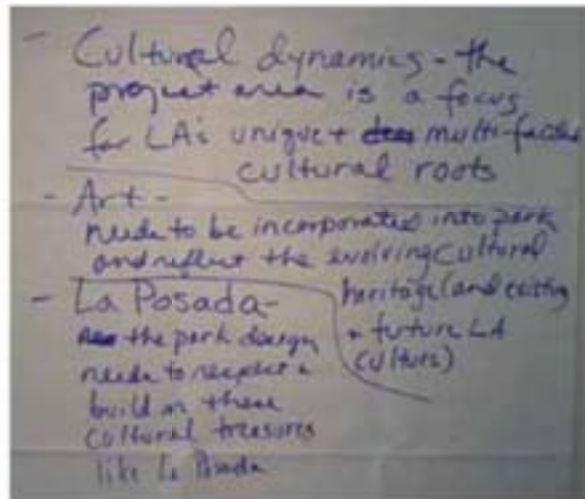


FIGURE 2.5-2: STATION DISTRICT WIDE STATION COMMENTS

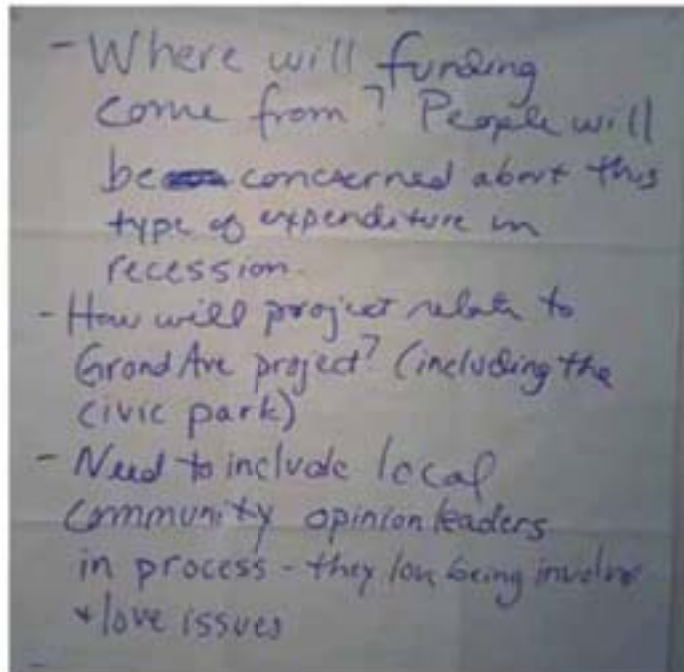


FIGURE 2.5-3: STATION DISTRICT WIDE STATION COMMENTS

COMMUNITY RESPONSE

The following are comment forms filled out from the Open House held on May 13th at Caltrans.

PARK 101 DISTRICT  **COMMENT FORM**

What types of uses and activities should be emphasized in the Park 101 District?

Walking trails, outdoor workout gym

What types of improvements are needed to achieve connections between Union Station, High Speed Rail, Downtown, and other nearby communities?

bike lanes!

What types of economic, social, and environmental benefits could result from the Park 101 District?

Improved nightlife

What types of challenges may be encountered during planning and development of the Park 101 District?

None, we all want it.

PARK 101
DISTRICT



ASSOCIATION OF
GOVERNMENTS

COMMENT FORM

What types of uses and activities should be emphasized in the Park 101 District?
Please try not to overplan some of the natural areas. Overly planned open space often doesn't feel natural at all. A plan that combines significant passive open space w/ active open space would be wonderful.

What types of improvements are needed to achieve connections between Union Station, High Speed Rail, Downtown, and other nearby communities?
Thanks!

What types of economic, social, and environmental benefits could result from the Park 101 District?

What types of challenges may be encountered during planning and development of the Park 101 District?



COMMENT FORM

What types of uses and activities should be emphasized in the Park 101 District?

Parkca, Bike path, Vendor Booths.

What types of improvements are needed to achieve connections between Union Station, High Speed Rail, Downtown, and other nearby communities?


Streetcar

What types of economic, social, and environmental benefits could result from the Park 101 District?

Increased property values. Tourist destination

What types of challenges may be encountered during planning and development of the Park 101 District?

PARK 101
DISTRICT



ASSOCIATION OF
GOVERNMENTS

COMMENT FORM


What types of uses and activities should be emphasized in the Park 101 District?
We need to sell this project as the "new venue for Fiesta Broadway."

What types of improvements are needed to achieve connections between Union Station, High Speed Rail, Downtown, and other nearby communities?
We need a new dash bus to run every day from Union Station to LA Live.

What types of economic, social, and environmental benefits could result from the Park 101 District?
The project would create jobs
Environmental benefit from the trees that would be planted on the "Living Gateway." City Hall Mall would benefit.

What types of challenges may be encountered during planning and development of the Park 101 District?
The project could introduce traffic problems during the construction phase.

PARK 101
DISTRICT



COMMENT FORM

What types of uses and activities should be emphasized in the Park 101 District?
recreational

What types of improvements are needed to achieve connections between Union Station, High Speed Rail, Downtown, and other nearby communities?
green space connectors, pocket park

What types of economic, social, and environmental benefits could result from the Park 101 District?
increased use by locals + bump in tourist traffic

What types of challenges may be encountered during planning and development of the Park 101 District?
all financial, bureaucratic.

Very exciting project - captures the imagination + shows urban possibilities. Bravo

PARK 101
DISTRICT



COMMENT FORM

What types of uses and activities should be emphasized in the Park 101 District?
informal
public meeting space (outdoors)

What types of improvements are needed to achieve connections between Union Station, High Speed Rail, Downtown, and other nearby communities?
walkability! shade.
bike storage + intermodal connectivity

What types of economic, social, and environmental benefits could result from the Park 101 District?
beautifications + link together cultural/social
nodes with transportation

What types of challenges may be encountered during planning and development of the Park 101 District?
the process - takes a long time +
maintaining political will over different terms



COMMENT FORM

What types of uses and activities should be emphasized in the Park 101 District?

- ① PEDESTRIAN FRIENDLY } ENCOURAGE LINKAGE
- ② BICYCLE FRIENDLY } BIKES & PEDS TRANSIT USE

What types of improvements are needed to achieve connections between Union Station, High Speed Rail, Downtown, and other nearby communities?

BIKE & PED ACCESS TO TRANSIT
BIKE PARKING

DISCOURAGE ALL MOTOR VEHICLES - NO PARKING GARAGES!

What types of economic, social, and environmental benefits could result from the Park 101 District?

PLACEMAKING - IMPROVE QUALITY OF LIFE
AIR QUALITY, STIMULATE SOCIAL INTERACTION
GOOD FOR ECONOMY

What types of challenges may be encountered during planning and development of the Park 101 District?

FUNDING - BY NOT INCLUDING PARKING
COMMUNITY INPUT - GARAGES - COST WILL
BE REDUCED.
PARKING GARAGES WILL ENCOURAGE MORE DRIVING

PARK 101
DISTRICT



COMMENT FORM

What types of uses and activities should be emphasized in the Park 101 District?
concerts, farmer's markets, bike paths

What types of improvements are needed to achieve connections between Union Station, High Speed Rail, Downtown, and other nearby communities?

What types of economic, social, and environmental benefits could result from the Park 101 District?
making downtown walkable!

What types of challenges may be encountered during planning and development of the Park 101 District?
It's such a massive undertaking - I just feel like scouring the funding and sustaining the momentum to get it done will be difficult



COMMENT FORM

What types of uses and activities should be emphasized in the Park 101 District?

What types of improvements are needed to achieve connections between Union Station, High Speed Rail, Downtown, and other nearby communities?

If we want ^{local} connectivity let's eliminate the High Speed rail through our available/existing open space

What types of economic, social, and environmental benefits could result from the Park 101 District?

Air quality mitigation of freeway

What types of challenges may be encountered during planning and development of the Park 101 District?

FUNDING, Property ownership/city zoning/
Airspace rights

PARK 101
DISTRICT



COMMENT FORM

What types of uses and activities should be emphasized in the Park 101 District?

pedestrian, tourism, light rail, subway, biking

What types of improvements are needed to achieve connections between Union Station, High Speed Rail, Downtown, and other nearby communities?

Bicycling opportunities, Bike parking station, pedestrian bikes, dash buses, lighting

What types of economic, social, and environmental benefits could result from the Park 101 District?

What types of challenges may be encountered during planning and development of the Park 101 District?

lot of Homeless migrants; Rest room availability, where will the Freeway interchanges - esp near Grand Ave going to go?

- Try to connect park to Chinatown & Corn Fields (LA Historic Park)

*- how much has City of LA bought into this plan?
who will maintain this property long term?*



COMMENT FORM

Please provide your comments on the potential funding strategies and design alternatives for the Park 101 District in the space below.

Which specific location should be prioritized for near-term development?

Very exciting project!

I feel that this could provide a real urban park & a Central Park in N.J. that serves the community in a variety of ways.

It seems that the next step is to build the team of 'champions' to create the support necessary to make this happen.

As a member of the team, I am interested in providing some very compelling images that can enlighten the public.

MEDIA COVERAGE

The following are articles and blogs covering the Park 101 progress, as well as some community comments.



LOS ANGELES DOWNTOWN NEWS
For Everything Downtown LA!

NEWS

Dreaming of Downtown's Central Park
Another Go-Round in the Effort to Cap the 101 Freeway in the Civic Center

by Ryan Vaillancourt
Published Friday, May 7, 2010 4:41 PM PDT

DOWNTOWN LOS ANGELES - New York has Central Park. In Chicago, there's Millennium Park. San Francisco boasts Golden Gate Park and the Presidio.

Then there's greater Los Angeles, and while the region has some 75 miles of coastline and beloved open spaces such as Griffith Park, the city's center lacks the kind of iconic green space that urban dwellers flock to and visitors come to associate with their stay.

A coalition of planners, urban designers and government agencies are hoping that changes with the latest revival of a proposal that seems audacious in scope: a plan to cap a segment of the Hollywood (101) Freeway that runs through Downtown, and build a park over the area where thousands of cars speed by every hour.

It is clearly a mammoth undertaking.

"The last time we've done something as grand as this was building Bunker Hill," said Vaughan Davies, director of urban design with [AECOM](#), a planning and engineering firm working on the project.

A 101 park plan dates back to the mid-1990s, when Nick Patsouras pushed the proposal. The current version, dubbed Park 101, was formulated in 2008 by a group of international student interns working with AECOM staff. Their vision, which will get a public airing at a Downtown meeting this week, addresses the eight-lane road that slashes through Downtown, severing the Civic Center from Chinatown, El Pueblo and Union Station.

The proposed park would stretch from Grand Avenue to the Los Angeles River; its heart would cover the quarter-mile trench that sits roughly between Grand Avenue and Alameda Street. Capping the freeway, officials say, would create pedestrian friendly linkages among various government buildings. It would also convert some 100 acres currently covered in freeways or parking lots into green space, Davies said.

Funding Puzzle

Though Park 101 has popular support, with the California Department of Transportation, the city Planning Department and the Southern California Association of Governments among those endorsing the basic idea it remains little more than a vision at this point.

A meeting on Thursday, May 13, at the Caltrans headquarters will represent the first step in a public approval and entitlement process, though Davies acknowledges that the grand vision put together by AECOM will likely be pared down into a more feasible undertaking. He said the entitlement process could take five years.

[Print Page](#)



Planning and engineering firm AECOM is working on a proposal to cover a segment of the 101 Freeway from Grand Avenue to the Los Angeles River and put green space on top. A public meeting about the project takes place this week. Image courtesy of AECOM

The budget is not set. In 2008, the student project pegged the cost at about \$800 million, but that included elements beyond the main thrust of the cap and the park, such as extra greening of adjacent streets, said Christine Safriet, senior economics associate with AECOM.

Funding sources are also unclear, though Davies said the project will pursue everything from Measure R money, which voters approved in 2009 to support various transportation projects, to federal grant dollars and private investment.

Perhaps the most viable economic engine for the project, said Davies, stems from the so-called Alameda District Plan. Approved by the city in 1996, it entitled some 11 million square feet of space for commercial and residential development in the area east and north of Union Station.

Davies said project stakeholders will pursue a change in the plan so that its boundaries would stretch further west, encompassing the proposed Park 101 project area in order to encourage various kinds of new development. Any future projects could then be assessed a tax that could help fund the park, he said.

If the project ever gets off the ground, it will likely rise in phases. The first piece would likely center around El Pueblo and Union Station, making a more pedestrian friendly walkway between the two landmarks, and capping the segment of the freeway between Main and Los Angeles streets, Davies said.

The May 13 meeting will take place from 4-6 p.m. at the Caltrans District 7 headquarters, 200 S. Main St. More information is at dot.ca.gov.

Contact Ryan Vaillancourt at ryan@downtownnews.com.

page 6, 05/10/2010

©Los Angeles Downtown News. Reprinting items retrieved from the archives are for personal use only. They may not be reproduced or retransmitted without permission of the Los Angeles Downtown News. If you would like to re-distribute anything from the Los Angeles Downtown News Archives, please call our permissions department at (213) 481-1448.

Copyright © 2010 - LA Downtown News

[x1 Close Window](#)



A Park Atop 101 Freeway in Downtown? Park 101 Open House Set for May



Overview of the park. Pink marks new development opportunities. (Caltrans)

NEXT



As plans and fundraising move forward to [cap the 101 Freeway in Hollywood](#), a similar idea in downtown will take a step next month when Park 101 District organizers host a community meeting and open house. The event, which dovetails with the Downtown Art Walk is on May 13th from 4 to 6 p.m. at the Caltrans District 7 building.

The 1/2 mile park would help connect downtown's various communities and encourage new development. "It will provide opportunities for the creation of new signature urban boulevards along First Street, Cesar Chavez Avenue, Sunset Boulevard, Alameda Avenue and Grand Avenue that will become models for future great streets throughout Los Angeles," reads the event flyer. "This area would also become the cornerstone for new livable communities and corridors for development in the adjacent neighborhoods of Chinatown, Boyle Heights, Highland Park, Echo Park the Civic Center and Downtown."

The idea has been around since 2008 and Caltrans has a [website](#) dedicated to it. Santa Monica would also like to [cap](#) the 10 Freeway for a park.



Ambitious Park 101 Project Proposes Small First Step at Union Station

By ERIC RICHARDSON

Published: Tuesday, May 11, 2010, at 10:23AM

Recommended by Ginny Briceau and 2 others recommend this.



The Park 101 project would create a green cap over the 101 freeway, restoring linkages between Downtown neighborhoods and creating development opportunities.

Navigation: < 1 2 3 > FULL SCREEN SCREEN

LAURENCE P. HARRIS/ARUP — SHAPING A GREEN SPACE OVER FROM THE LEVEL OF LOS ANGELES FREEWAY AVENUE, PARK 101 IS NOTHING IF NOT AMBITIOUS.

Every journey begins with a first step, though, and project planners hope that a \$20 million reworking of the connection between Union Station and El Pueblo can be the piece that starts Downtown toward its new park.

With the support of Caltrans and the Southern California Association of Governments (SCAG), a team from planning and engineering firm AECOM are currently developing a strategy and next steps for the Park 101 concept, which was first unveiled back in June of 2008. The goal of the step is to "tie infrastructure investment and park/open space development together to deliver [the] biggest bang for buck."

While planning and financing for the entire park project would certainly take years, the project team sees Union Station as the place where Park 101 can connect to other massive projects just getting underway.

"You have an L.A. River project that has to start somewhere. You have a Union Station / High Speed Rail that has to start somewhere. And we have a park project," explained Vaughan Davies, a Principal and Director of Urban Design at AECOM. "So isn't there a way to develop that phase one now?"

The first step would be to reshape the driveways and walks that enter Union Station, making it more inviting for pedestrians to travel from the station into El Pueblo. A second phase would then continue that walk across the 101 freeway into the Civic Center, potentially making the block between Main and Los Angeles the first to get capped.

The team will be presenting its plan to the public this Thursday, May 13, with a community meeting and open house before the Downtown Art Walk. It will run from 4 to 6pm, and will be held inside the Caltrans Building at 100 S. Main.

POPULAR: PICTURE SHOW · GOOD EDUCATION · REFRESH EVERYTHING

GOOD Blog

1010
GOOD

Join Sign In Connect

Park 101: A Central Park for Los Angeles

GOOD Blog · Andrew Price on April 28, 2010 at 12:59 pm PDT



Dense urban centers are great, but we still have to find some room for nature in the city. Los Angeles hasn't done a great job of this in the past, but now there's an ambitious proposal on the table: [putting a massive park on top of a half-mile-long section of the 101 freeway](#) in the heart of downtown. The Park 101 project would give the city some much-needed greenspace, unite neighborhoods that have been fractured by downtown's tangle of freeways, and allow for smart new urban housing developments.

This idea of capping an active roadway with a park isn't entirely new. (There have been proposals for other sections of freeway in Los Angeles over the years, and Boston's Big Dig turned out great, budget problems aside). Could it work in Los Angeles? Well, the Park 101 plan seems to have real momentum. The California Department of Transportation [is on board](#) and the design firm Aecom is putting together the designs. CalTrans is holding a public meeting on the idea on May 13.

With an estimated cost of \$800 million, Park 101 may seem like a long shot, but Aecom is making the plan modular, so it can be built piece-by-piece as funding is available. And in 20 years, if all goes well, Los Angeles may have its own Central Park.

GOOD BLOG

Daily postings from the editors of GOOD.

More in this series:

- [Banky Gets Eased: Should Some Street Art Be Preserved?](#)
- [Volkswagen's Folding Electric Bike](#)
- [The Tang: Transforming Apartment](#)
- [Jamie Oliver Discusses What's Wrong with America's Food](#)
- [Urban Forest Map: San Francisco's "Tree Census"](#)

About the author:



Andrew Price

Occupation: [Web Editor](#)

Location: [Venice Beach](#)

1. [Help Make Our Next Magazine: The New Orleans Issue](#)
2. [This is Alabama. We Speak English. Learn It.](#)
3. [Intermission: Amazing Footage of San Francisco in 1905](#)
4. [Bringing Back the WPA \(Because the Government Hasn't\)](#)
5. [Create an Infographic About the New Health care](#)

10. Appendix
10-87

HOME
LATEST CONTENT
ABOUT
ARCHIVE
SUBSCRIBE

NEWS DEVELOPMENT ROADS & RAILS HISTORY
FOOD & NIGHTLIFE ARTS & CULTURE SHOPPING EVERYDAY

Ambitious Park 101 Project Proposes Small First Step at Union Station

By ERIC NICHOLSON
Published: Tuesday, May 11, 2010 at 10:20am

Recommended by: [Garry Brinkley](#), [Alex Brinkley](#), [Ri](#), and 28 others recommend this.



The Park 101 project would create a green cap over the 101 freeway, creating bridges between Downtown neighborhoods and creating development opportunities.

Creating a green space that would run from the Los Angeles River to Grand Avenue, Park 101 is nothing if not ambitious.

Every journey begins with a first step, though, and project planners hope that a \$400 million reworking of the station between Union Station and El Pueblo can be the piece that starts Downtown toward its new park.

blogdowntown
Downtown Los Angeles

Home Page for the Downtown Click.

Logged in as Garry Brinkley (Profile) - Logout

RELATED:

- Park 101 Costs and Next Steps Outlined by Study
July 27, 2010
- International Interns Present Plan for Park 101
June 27, 2010
- Freeway Cap Parks & Green Ideas, Not Just a Free Drive
January 27, 2010

STREET LOCATION:



SEARCH:



Summer in the City

DISCOVER DOWNTOWN LA

CLICK HERE TO

DTLA TWEETS:

The latest from businesses around Downtown.

DTLA + Last night's opening of The Liberation of Inphome was both amazing! Watch out for photos and video, coming soon!

DTLA + Last night's opening of The Liberation of Inphome was both amazing! Watch out for photos and video, coming soon!

HOME
LATEST CONTENT
ABOUT
ARCHIVE
SUBSCRIBE

NEWS DEVELOPMENT ROADS & RAILS HISTORY
FOOD & NIGHTLIFE ARTS & CULTURE SHOPPING EVERYDAY

Park 101 Costs and Next Steps Outlined by Study

By ERIC NICHOLSON
Published: Tuesday, July 27, 2010 at 11:40am

Recommended by: [Garry Brinkley](#), [Sally Colwell](#), and 13 others recommend this.



Rendering of the proposed Park 101, which would cover the 101 freeway as it passes through Downtown.

The five phases of the project to cap the 101 freeway as it passes through Downtown with park space would cost \$380 million, but would generate \$400 million in private investment. Those numbers, part of an economic feasibility study by AECOM Design + Planning, were presented to the community on Tuesday evening along with updated conceptual plans for the station between Union Station and El Pueblo.

blogdowntown
Downtown Los Angeles

Home Page for the Downtown Click.

Logged in as Garry Brinkley (Profile) - Logout

RELATED:

- Ambitious Park 101 Project Proposed Small First Step at Union Station
May 11, 2010
- International Interns Present Plan for Park 101
June 27, 2010
- Freeway Cap Parks & Green Ideas, Not Just a Free Drive
January 27, 2010

STREET LOCATION:



SEARCH:

Identify an organization

TWEETS & HEADLINES:

- Anne Douglas Center for Women Receives Large Major Donation
The center for women at the LA Mission received a donation of 40,000 dollars from Huggins for the healthy parents that walk it every day.
DOWNTOWN LA - 1:30 PM EDT
- DTLA + Last night's opening of The Liberation of Inphome was both amazing! Watch out for photos and video, coming soon!
DTLA + Last night's opening of The Liberation of Inphome was both amazing! Watch out for photos and video, coming soon!

The Next Level: California's Twin Elevated Park Concepts - WebEcoist

[Energy, Habitat Homes Implies Nature Tech Jewel Wonder](#)
[Rumors: Gucci Returns!](#)



The Next Level: California's Twin Elevated Park Concepts

By [Celina](#) in [Art & Design](#), [Nature & Ecosystems](#)

[Modern Building Systems](#)

Support modern & modular buildings Manufacturer-best service
www.mbr-modular.com



Who says parks have to be on the ground? Elevated parks are gaining popularity all over the world, with one of the most notable being the High Line in New York. As public favor for these [city-high-recreational-spaces](#) continues to grow, more cities are unveiling plans for elevated parks. These are two of the most recent - and most fascinating - designs to emerge.

Park 101, Los Angeles



<http://webecoist.com/2010/08/28/the-next-level-californias-twin-elevated-park-concept/>

The Next Level: California's Twin Elevated Park Concepts - Webcast

[Image via: [California 3.0](#)]

LA is serious about a downtown revitalization effort, and it shows in the care that's been put into developing the Park 101 idea. The proposal consists of a half-mile-long urban park that transforms a section above Hollywood Freeway (US 101) into a natural haven in the middle of the city. Currently, the freeway bisects the downtown area and makes it difficult for pedestrians to access many important areas. The park would provide an important "bridge" between the north and south sides of the freeway while restoring some green space to the urban setting.



[Image via: [California 3.0](#)]

The massive pedestrian-friendly [Park 101](#) will include a large freeway-level parking structure to encourage people to leave their cars behind and walk their way through downtown. Buildings at both ends of the park are planned for mixed use development such as retail space and residences. At the western edge on Grand Avenue, two tall towers will welcome visitors. At the eastern edge of the park, the anchor buildings will be smaller and more modest to blend in with existing architecture.

Bird's-Eye View along Park Corridor



<http://webcast.com/222/26/26/the-next-level-california-twin-elevated-park-concepts/>

The Next Level: California's Twin Elevated Park Concepts - WebCost



(image via: [pelleme.com](#))

The project is still in the planning and fundraising stages, but overall it looks like a very positive change for the area. One of the project's goals is to make Los Angeles a more sustainable and pedestrian-friendly city which it will almost certainly accomplish. But just as importantly, the project planners hope to bring together two sides of LA which have historically been divided by a huge freeway running between them. The proposal focuses not only on the environmental impact of the park, but on the positive cultural impact as well.

Transbay Transit Center, San Francisco



(image via: [Transbay Center](#))

As part of a massive new transit center design, San Francisco will soon welcome a huge 5.4 acre elevated park. The [Transbay Transit Center](#) will house 12 transit systems and the city's new high-speed rail terminal, but the green roof is the song on the cake. The design, created by Pei Cobb Freed Architecture, will reside in downtown San Francisco and is destined to become a new cultural center for the already-rich downtown area.

<http://webcost.com/2010/06/18/the-next-level-california-twin-elevated-park-concepts/>

The Next Level: California's Twin Elevated Park Concepts | WebCost



(Image via: [Sanbau Park](#))

The building itself will be a beautiful addition to the city's architecture, with a shape inspired by swaying tree trunks. But high above the transit hubs contained within, the City Park atop the building will become an attraction of its own. The space will incorporate cafes, retail areas, playgrounds, public art exhibits, an amphitheater and display gardens with climate-appropriate plants.

It might be hard to imagine now: a green public space high above street level in downtown San Francisco? But the transit center project will soon be a reality. The project is slated for completion sometime in 2017. When finished, the rooftop park will provide both active and tranquil spaces for people who are traveling through the city or those who live nearby and simply need a break. Using space that would typically be wasted – the top of a building – is not only a brilliant planning technique; it's a great way to save energy. The green roof will help cut down on utility costs, and the building incorporates several other energy-saving features to make it an overall win for the city.

Share 3

Retweet

Buzz it

-
-
-
-
-
-
-

Keep Going: View Related WebCost Articles & Galleries:

<http://webcost.com/2010/06/18/the-next-level-californias-twin-elevated-park-concepts/>

CURBED NY HAMPTONS LA SF

NEW TO MARKET
Marilyn Monroe's Brentwood House Hits the Market

FEATURING
West Hollywood's Luminaire Slashes Prices (Again)

EXPO LIVE, PHASE II
Expo Phase II Work Underway, MTA Chief Talks

IT PAYS TO COME HOME TO RELATED RENTALS
SEARCH FOR RENT NOW

CURBED LA 3 new posts
EATER LA 4 new posts
RACKED LA 3 new posts
CURBED NY 17 new posts
CURBED SF 8 new posts

RELATED

CURBEDWIRE

Park 101 Pseudo-Update: Latest Rendering Reveal

Wednesday, June 30, 2010, by Neal Braveman



Looking northwest, towards the Cathedral

DOWNTOWN: Yesterday, there was yet another update for Park 101, the planned freeway cap park for downtown. Since we couldn't attend the meeting at the Cathedral of Our Lady of the Angels, we can't tell you what went down or what reaction was to the new plans. We did manage to get our mitts on the above image. Additionally, if this planned park goes through, the 100-acre green space would open in five phases, the first being a small segment near Olivera Street and the last being near the aforementioned Cathedral. [Curbed Inbox]



- CurbedWire
- CurbedWire
- Downtown
- Park 101

RELATED LINKS



SIGN UP FOR OUR NEWSLETTER

Your email here

- Creative Waterwise Gardens**
Richard L. Mosbaugh Landscape Design/Build Los Angeles
www.rmosbaugh.com
- Los Angeles Clippers**
1 Huge Daily Deal On The Best Stuff To Do In Los Angeles! Official Site
www.Clippers.com/LA-Cli
- Valet Parking**
A Higher Standard in Service. 25 years experience
888-405-3055
www.LightofParking.com
- Pasadena Dog Boarding**
Cage Free Dog Boarding! Call now to reserve your dogs.
stay(626)799-9614
www.CatDogsPasadena.com
- Los Angeles Solar Power**
We're Solar Experts so You Don't Have to Be. Save 15% in LA Now!
Solar.Pasadena1002.org

FOLLOW US





laist

A Peek at Placing a Park Over the 101 Freeway in Downtown L.A.



The park would stretch from the Grand Avenue to the L.A. River, connecting to the river master plan vision. (AECOM Design + Planning)

[NEXT](#)



There are already visions of doing it in [Hollywood](#), [Santa Monica](#) and [Ventura](#). And [Seattle](#) has already done it. But since 2008, thanks to a group of interns and the support of Caltrans and other agencies, there's also a vision to [cap a freeway, placing a park above, in downtown](#) Los Angeles.

Today, before the Downtown Art Walk goes into full swing, planners will be showing off that vision to the public in a community meeting and open house. Park 101 District is just a vision right now, but one with extremely detailed plans that could give it a boost once cleared and funded.

The \$800 million project would cap a half-mile stretch of the 101 freeway between the L.A. River and Grand

Avenue, split into three sections, or sub-districts: river, station and park. A first sub-section would better connect Union Station with Olvera Street and then over the freeway at the cost \$20 million.

Once given the clear, Park 101 District could take three years from ground breaking, but securing entitlements from state could take as long as five years. And before that, it's a question of how long it will take to get funding. Some say a 2018 completion is in the sights, but that could be too optimistic.

No matter that, some think that the park should be completed at least by the time California's high speed rail project begins shutting visitors to Los Angeles. "How do you want your visitors to arrive in L.A. when high speed rail brings them?" asked Vaughan Davies, the Principal and Director of Urban Design at AECOM, which has been working on the park. He compared it to the current facility at LAX's international terminal.

Davies says the section of freeway envisioned to be capped is purely surrounded by government property, but the park could spur more private development around the civic center. "I think it would have a ricochet effect" to adjacent development, he said. "Millennium Park came after downtown Chicago, but it spurred a whole new thing."

Project planners and supporters are hoping the public comes out for today's open house which is from 4 to 6 p.m. at Caltrans District 7, 100 South Main Street, Los Angeles, 90012.

Previously: [A Park Atop 101 Freeway in Downtown? Park 101 Open House Set for May](#)

By [Zach Roberts](#) in [News](#) on May 12, 2010 11:13 AM [Comments](#) [7 Likes](#) 5814 Views

[101 FREEWAY](#) [CITY PLANNING](#) [CIVIC CENTER](#) [DEVELOPMENT](#) [LA RIVER](#) [OLVERA STREET](#) [OPEN SPACE DOWNTOWN](#)
[PARK 101](#) [PARK 101 DISTRICT](#) [PARKS](#) [UNION STATION](#)

EMAIL THIS ENTRY

To: From:
Message (not required):

SHARE THIS ENTRY

©2010-2010 [Cohesive LLC](#). All rights reserved. [Terms of Use & Privacy Policy](#). We use [WordPress](#).

Los Angeles Times | OPINION

LOCAL U.S. WORLD BUSINESS SPORTS ENTERTAINMENT HEALTH LIVING TRAVEL OPINION MORE

EDITORIALS OP-ED LETTERS OPINION L.A.

2010 ML450 HYBRID
\$499 RENTAL PER WEEK

AN ADVANTAGE OF THE 2010 ML450 HYBRID IS THAT IT'S THE ONLY HYBRID AVAILABLE AT THIS PRICE. IT'S ALSO THE ONLY HYBRID THAT'S AVAILABLE AT THIS PRICE. IT'S ALSO THE ONLY HYBRID THAT'S AVAILABLE AT THIS PRICE. IT'S ALSO THE ONLY HYBRID THAT'S AVAILABLE AT THIS PRICE.

Experience the Pleasure Jones Difference

FLETCHER JONES MOTORCARS

5 STARS

fjmercedes.com **848-718-3000**

Comments Blog

BECAUSE SOMETIMES THE COMMENTS ARE THE BEST PART

[← Previous Post](#) | [Comments Blog Home](#) | [Next Post →](#)

Park 101? A proposal would drop a park on top of downtown L.A. freeway

May 13, 2010 | 9:47 am



Wait, a park on top of the freeway? Isn't there enough traffic as is?

A **new proposal**, jump-started by a 2005 brainstorming session by two dozen college-age summer interns working for a design and planning firm, would create a 100-acre park roof-over on a half-mile stretch of the Hollywood Freeway in downtown Los Angeles and turn it into green space.

The \$700-million "cap" covering the freeway between Hope and Alameda streets in the Civic Center area is just the latest in a series of proposals to convert airspace above local freeways into public parkland.

Stay connected:

[RSS](#) [twitter](#) [facebook](#)



About the Bloggers

Cerrick Kennedy
Mark Millian
Tony Pierce

The Latest | NEWS AS IT HAPPENS

- At the Opening Gavel, Assurance and Doubt >
- Consumer Confidential: Playboy in play, low credit scores, steady gas prices >
- Filicido Domingo celebrates with Spain's World Cup champions >
- Comix author Harvey Pekar has died >
- New Koreatown restaurant is fast, fun and smoke-free >

Recent Posts

Park 101: A proposal would drop a park on top of downtown L.A. freeway | Comments Blog | Los Angeles Times

7/12/10 11:33 AM

Remember personal info?

Comments:

Comments (6)

This is a visionary project that has the potential to transform the north end of downtown and make it a much more livable and walkable place. Even though we are in a fiscal crisis, we shouldn't forget that the big, visionary projects can really make a difference. The naysayers have probably never walked around downtown and therefore don't know what a huge barrier this freeway is to walkability. To the issue of the homeless taking over the park, I think this is a valid point, but indicates an issue with homelessness in this city, not a reason not to build the park. As long as there is appropriate development around the park to ensure it is used by residents and workers around the clock, the park will be a success. Let's stop being small-minded and think big about the kind of city we want Los Angeles to become.

Posted by: Steven | May 13, 2010 at 12:28 PM

Park 101: A proposal would drop a park on top of downtown L.A. freeway | Comments Blog | Los Angeles Times

7/12/10 11:33 AM

anyone who cares about the long-term health of Los Angeles.

To address concerns expressed in the (quite biased) comments above:

- 1) Earthquake safety: By adding the Park covering to that stretch of the 60, which is primarily constructed at or below-grade, the freeway will most likely become BETTER prepared to survive an earthquake, since our technology has advanced greatly since the original structures were built, over fifty years ago.
- 2) Air pollution: This is a relatively simple problem, easily solved with the correct engineering, which we certainly have access to. If you want to talk trouble with venting exhaust pollution, take a look at the Channel, and other undercarter tunnels instead. The proposed project is a cake walk in comparison.
- 3) Budget: Although it seems like a big amount, it really is a small portion of the big picture. While it will probably go overbudget, the project is not likely to cost much more than the budgeted price (we already have knowledge of how to construct these parks, and associated costs), while it will provide a number of local jobs in construction (an industry that is hurting in LA). While it is never quite true that getting rid of X will fund Y, if you want to tilt at budget windmills, try taking on LA's general relief cash aid for able-bodied single adults instead, or the amount of money spent housing non-dangerous criminals.
- 4) Security: The parks in LA really are not that horrible. I'll venture a guess that anyone saying parks are just havens for homeless and drug dealers hasn't been around any of the parks recently. Even MacArthur Park is not what it once was. I work nearby, and enjoy eating lunch by the lake. There is one thing that MacArthur Park has taught me - if more people get out of their cars and walk around, then the neighborhood can become much safer. If you leave it to just the people who are looking for trouble, then you are left with nothing but trouble.
- 5) But aren't there more important issues to address? Actually, as pointed out by another commenter, city planning is our MOST important issue in Los Angeles. There is no reason that funds and taxes from the many people who work in Los Angeles should go to outlying cities, but they do, because of poor city planning.

The desirability of housing within and surrounding the downtown area (or lack thereof) affects the city services and quality of life for everyone within LA county. We are trying to catch up by building a decent public transit system (we are 100 years behind New York on the subway - that is a lot of catching up), and in doing so are starting to learn the effects of good city planning. This can translate into higher quality of life for all, not to mention a better city economy - which can lead to (you guessed it) more public funds.

If you don't believe the "if you (plan and) built it, they will come" philosophy, don't take my word for it. Take a trip to Hollywood and Highland. In the 90's, it was Hollywood's notorious center for drugs, prostitution, and other things that go bump in the night. Now, in large part thanks to the red line stop, it is a tourist (and often, a family) destination once more. In fact, take any Red Line stop, and you will see the changes. Or, better yet, explore the stops on the newest Gold Line extension to East LA, to see those changes even more vividly.

Posted by: Cassandra | May 20, 2010 at 12:51 PM

4 DAY ONLINE EXCLUSIVE

SAVE THE HOLIDAY FEELING! Get the best deals on the season's most popular gifts. **FREE!** Shipping & handling included.

Shop now! [Shop now!](#)

Cos Angeles Times | ARTICLE COLLECTION

Why Senators Should Oppose Elena Kagan

[Click here to watch](#)



THE NATIONAL RIFLE ASSOCIATION OPPOSES THE NOMINATION OF ELENA KAGAN TO THE SUPREME COURT.

Proposal would park a park on top of downtown L.A. freeway

By David Karger, Los Angeles Times
The freeway is jammed, traffic is crawling and accidents are common. On top of it all, they want a new park.

Why Senators Should Oppose Elena Kagan

[Click here to watch](#)



THE NATIONAL RIFLE ASSOCIATION OPPOSES THE NOMINATION OF ELENA KAGAN TO THE SUPREME COURT.

Get the latest news for 149¢ per issue. Includes a Samsung Note 2 for \$24.99!

[Subscribe](#)

The idea of a \$50-million "top" connecting the freeway between proposed elevated streets in the Old Harbor area is the latest in a series of proposals to convert unused elevated freeway into public parkland.

City leaders in Hollywood and Santa Monica have studied similar freeway-conversion proposals for sections of I-10 and I-5, a corridor for the Los Angeles-Venice bus line has been discussed.

The proposed downtown freeway top is being called "Park on Top" by advocates — many of whom have written or published books on the subject.

But it was a staff development seminar by the state's transportation department last week for a design and planning firm that jump-started the downtown park proposal.

Working in a formal design studio at the state Department of Transportation's downtown headquarters, the interns prepared site plans and maps for the new urban park development to just the south.

So far, the freeway redevelopment idea has been discussed in a booklet and in informal presentations at Caltrans and city hall before the planning commission.

Earlier steps to give the concept another push included a community meeting and a new lower "Theater Block" plan, an \$1.6-billion development in the E. Main St.

Park advocates say they hope to attract San Francisco's Director of Parks and Recreation to the project, which will feature a wide range of the proposed park design.

"There is a lot of engagement in the community," particularly from those who have already moved into downtown Los Angeles, said Christine Salter, an executive director with aNDM, the design firm that led the seminar.

Advocates are already being asked to develop a regional proposal, said Douglas Dornes, director of urban design for the firm's Los Angeles office.

The original team also suggested that design work, an environmental assessment of the project and the drawing would begin this year and last. "It is a huge project that could take a long time to complete and the park could be needed for a long time," said Salter.

But there are many other challenges to address.

Why Senators Should Oppose Elena Kagan

[Click here to watch](#)



THE NATIONAL RIFLE ASSOCIATION OPPOSES THE NOMINATION OF ELENA KAGAN TO THE SUPREME COURT.

6/1/09

POWERPOINT PRESENTATIONS

Agenda : Friends of PARK 101 April 22, 2010

1. Welcome
2. Self Introductions
3. Overview
 - Team
 - History
 - Current
4. Schedule
5. Discussion
6. Next Steps



PARK 101 district

City of Los Angeles
Bureau of Public Works
20100408 - Revision 1 - Planning



Item	PLANNING	DESIGN	REPORT
1. Vision Statement			
2. Goals and Objectives			
3. Land Use Policy			
4. Design Guidelines			
5. Design Standards			
6. Design Review Process			
7. Accessible Walkways			
8. Transit/County Services			
9. Alternative Modes			
10. Public Space			
11. Land Use			
12. Public Safety			
13. Environmental			
14. Implementation Plan			
15. Summary			

PARK 101 district

City of Los Angeles
Bureau of Public Works
20100408 - Revision 1 - Planning

Economic Feasibility

Purpose: Deliver an economic strategy and next step implementation plan for the Park 101 District

Goal: Tie infrastructure investment and park/open space development together to deliver biggest bang for buck

Deliverable: Economic Strategy for Park 101 District

- Assessment of costs & revenues of multiple Park 101 scenarios
- Assessment of indirect costs & benefits associated with scenarios
- Advise client on recommended elements to include in a single "preferred" scenario
- Value capture strategies
- Potential funding sources
- Implementation plan: Next steps/critical path for investment

PARK 101 district

City of Los Angeles
Bureau of Public Works
20100408 - Revision 1 - Planning

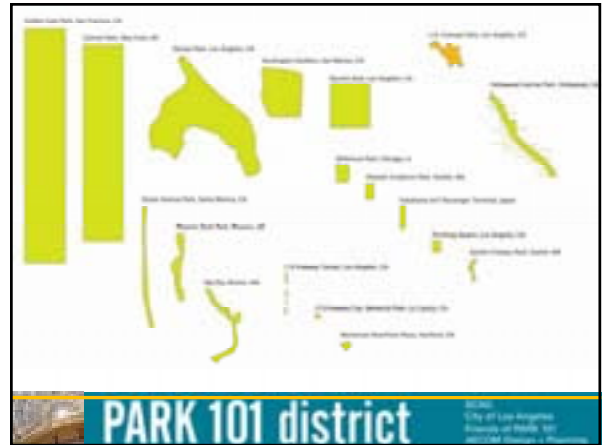
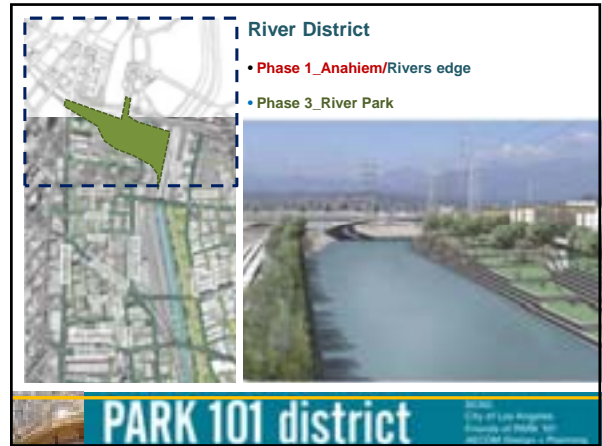
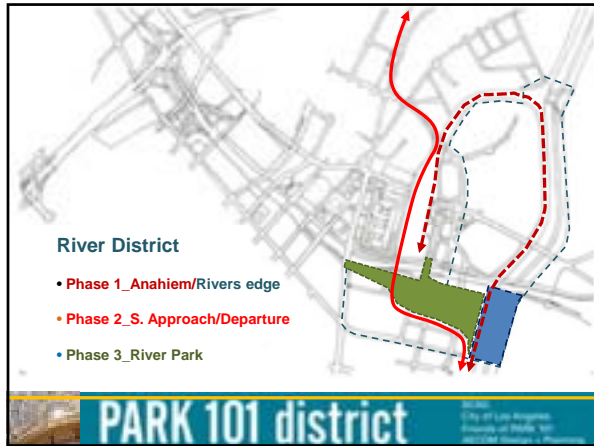
1996 Alameda District Plan receives 10,862,000 sf. of entitlement

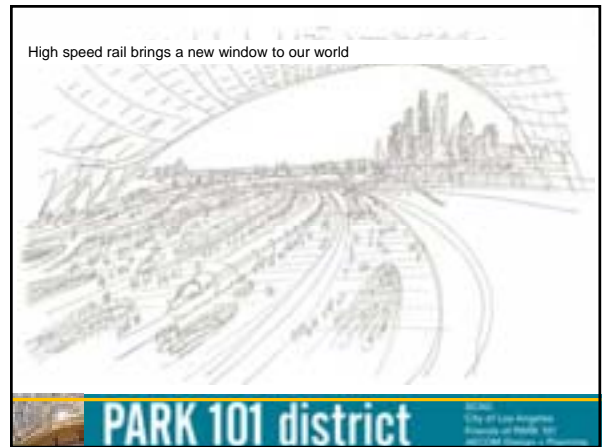
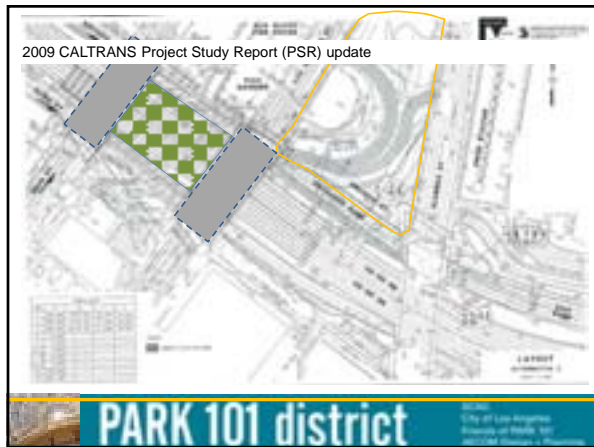
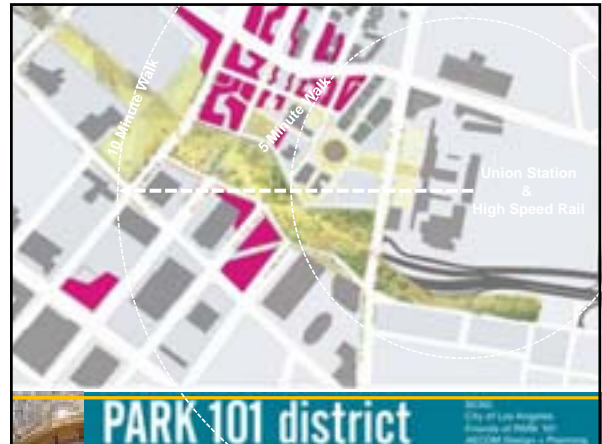
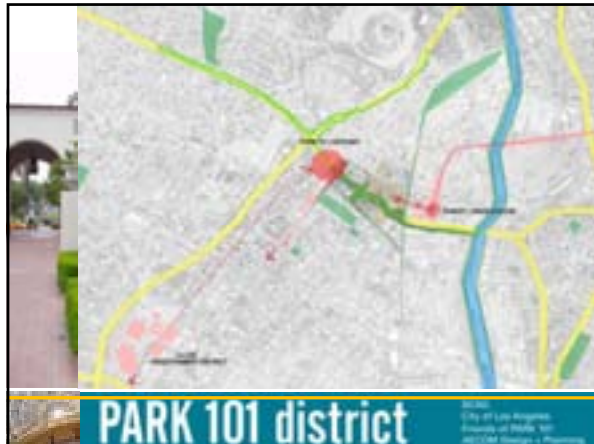


PARK 101 district



City of Los Angeles
Bureau of Public Works
20100408 - Revision 1 - Planning







High Speed Rail

- Highest Density
- Highest intensity of Employment
- Dense street grid
- Small block sizes
- Highest access (transit + taxis)
- Parking (structured, shared)
- High pedestrian access
 - wide sidewalks
 - pedestrian facilities
 - bike network

PARK 101 district

Source: City of Los Angeles, Bureau of Public Art, 2012/2013 Planning & Programming

Parking requirement for High Speed Rail = 5000 spaces

Single location

- Limited shared opportunity, due to site Location
- No value added development opportunities



PARK 101 district

Source: City of Los Angeles, Bureau of Public Art, 2012/2013 Planning & Programming

SCAG Compass Blueprint Demonstration Project Proposal

How Project Assists Region in Meeting Compass Blueprint Principles of Mobility, Livability, Prosperity, and Sustainability

- Smart or strategic land use and opportunities for affordable housing and jobs.
- Congestion relief.
- Efficient movement of people, goods, and services.
- Safe and healthy communities.
- Pedestrian, bicycle, and transit mobility and access.
- Public and stakeholder participation.
- Measures to reduce air pollution and greenhouse gas emissions.
- Conservation of energy and other natural resources.
- Protection of sensitive habitat and farmland.

Walk, walk, walk !

PARK 101 district

© 2014
City of Los Angeles
Bureau of Public Works
20140404 Planning & Programming

Economic Feasibility

Key Questions:

- How do we create and capture value from the proposed investments in HSR & other infrastructure?
- What (economic) benefits will Park 101 bring to downtown communities? To Union Station visitors?
- What is the difference (economic: return on investment) in a Park 101 vs. no Park 101 scenario?
- How do different HSR alignments and Park 101 plans impact costs and benefits?
- What is the critical path to create a successful Park 101 district in the most efficient, effective manner?

PARK 101 district

© 2014
City of Los Angeles
Bureau of Public Works
20140404 Planning & Programming

Possible Structured Parking locations



PARK 101 district

© 2014
City of Los Angeles
Bureau of Public Works
20140404 Planning & Programming

Parking requirement for High Speed Rail = 5000 spaces

Multiple locations



- Shared use
- Incentive for new or associated development
- Spreads the value
- Can be built in phases

PARK 101 district

© 2014
City of Los Angeles
Bureau of Public Works
20140404 Planning & Programming

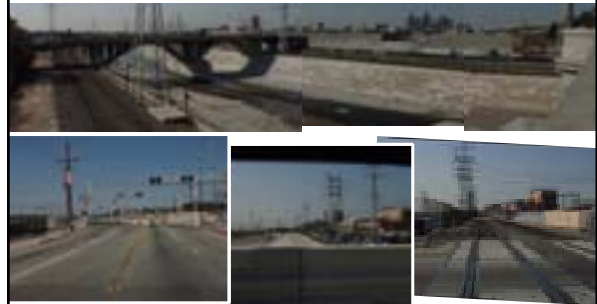
Northern Approach Through - Station Routings



PARK 101 district

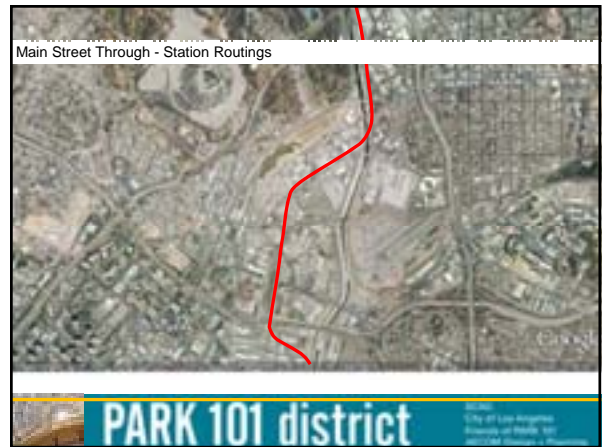
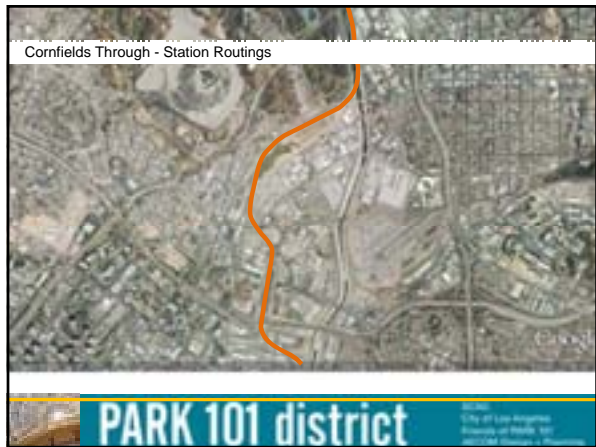
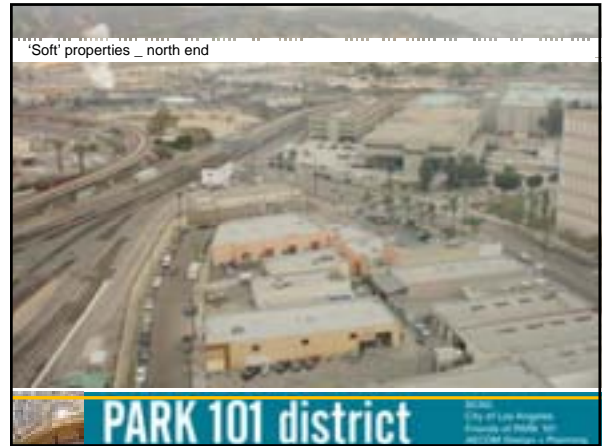
© 2014
City of Los Angeles
Bureau of Public Works
20140404 Planning & Programming

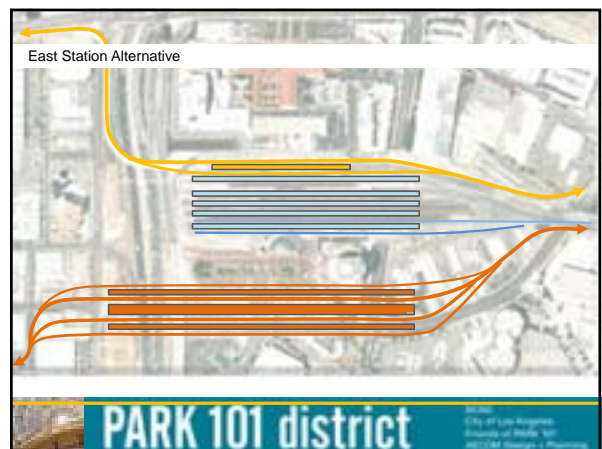
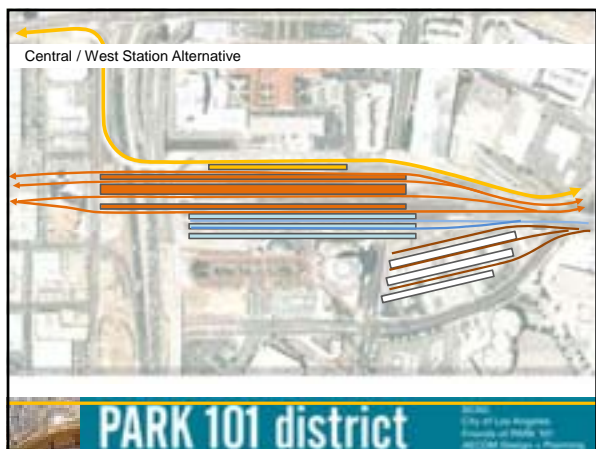
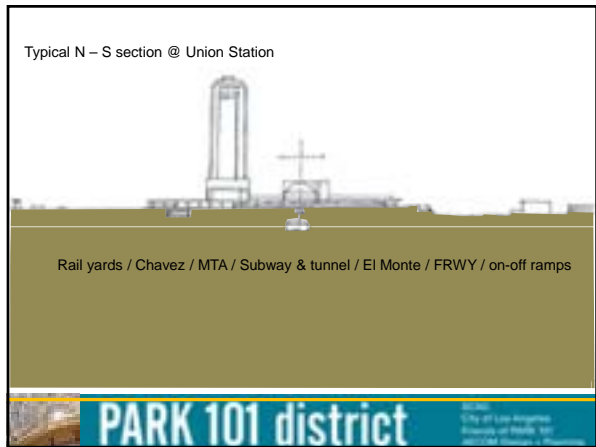
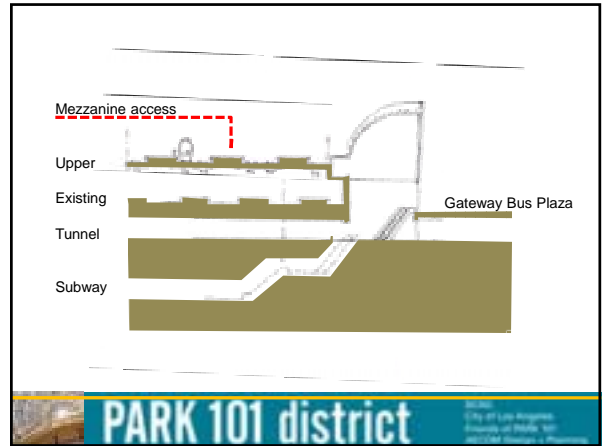
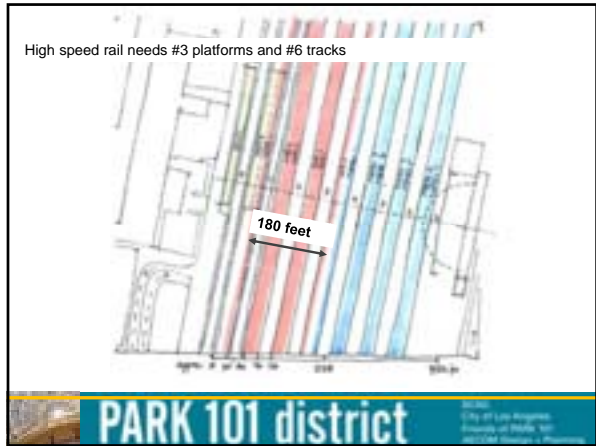
Northern Approach Through - Station Routings

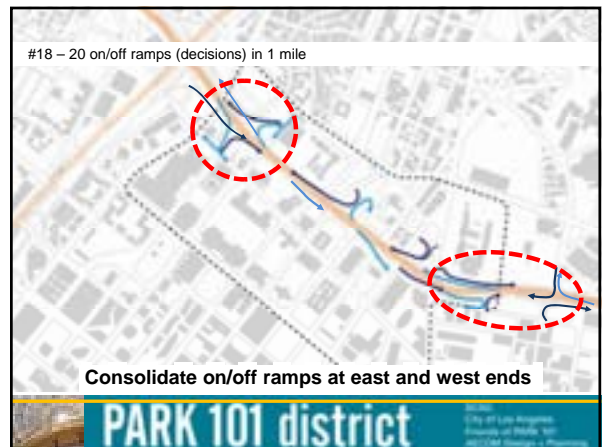
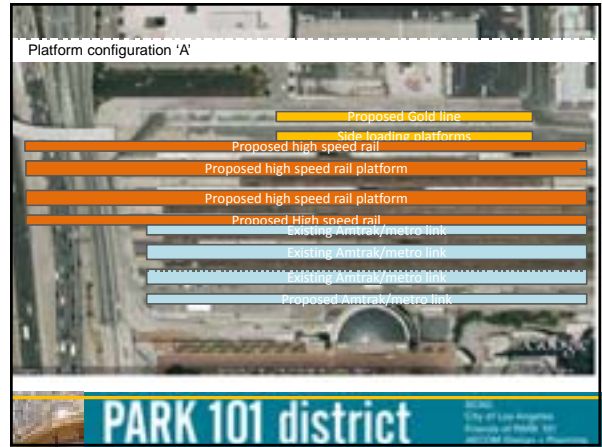
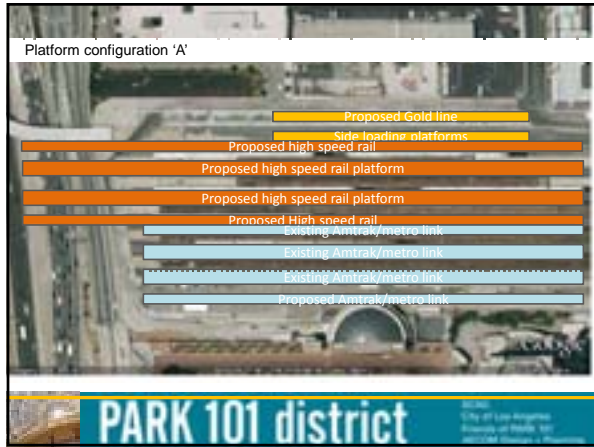
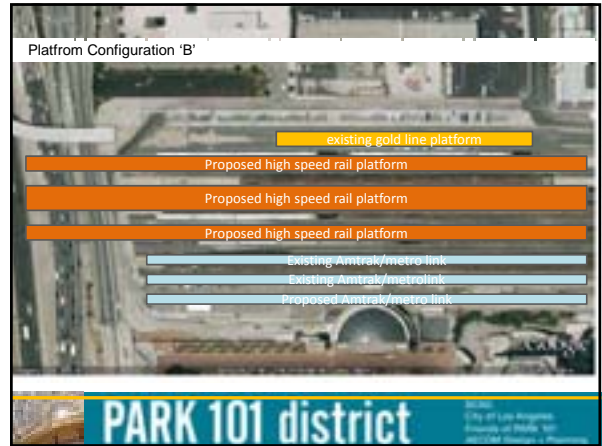
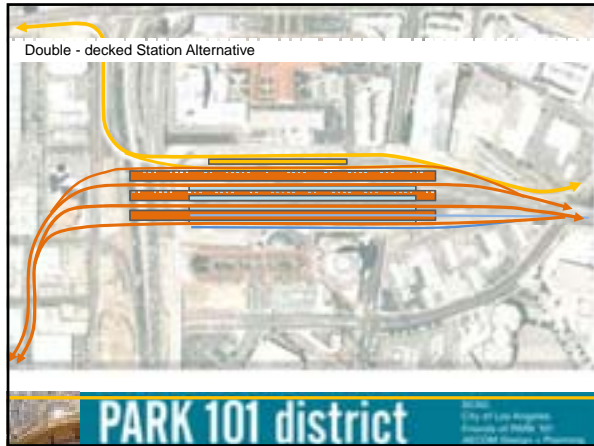


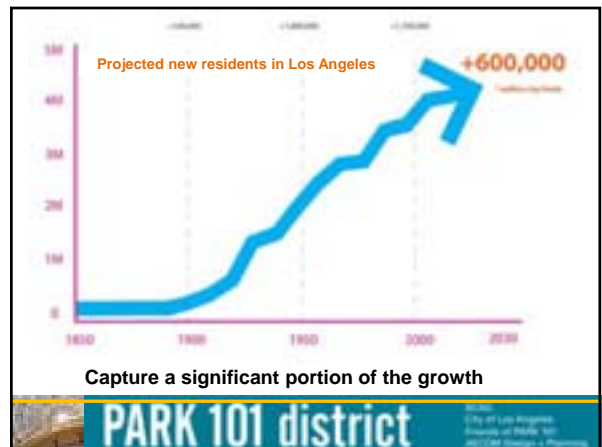
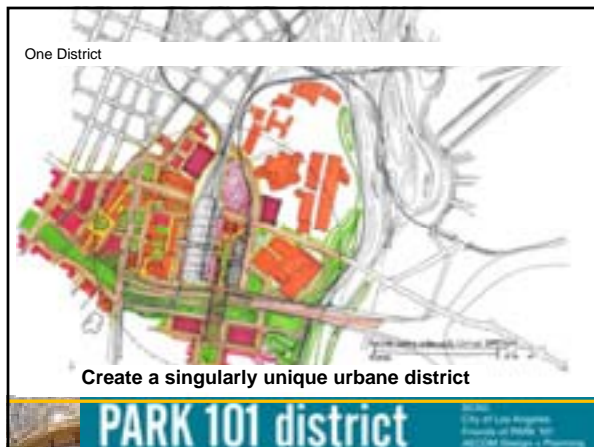
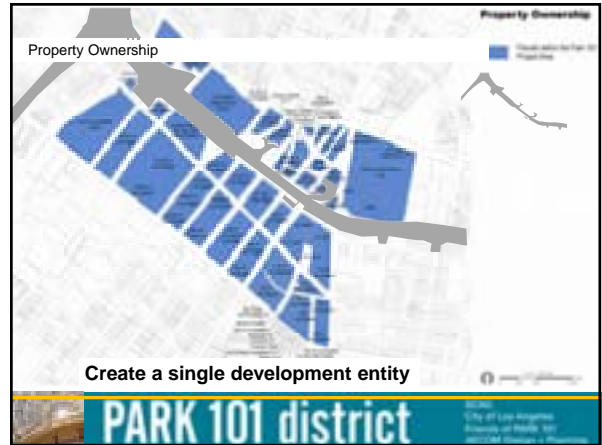
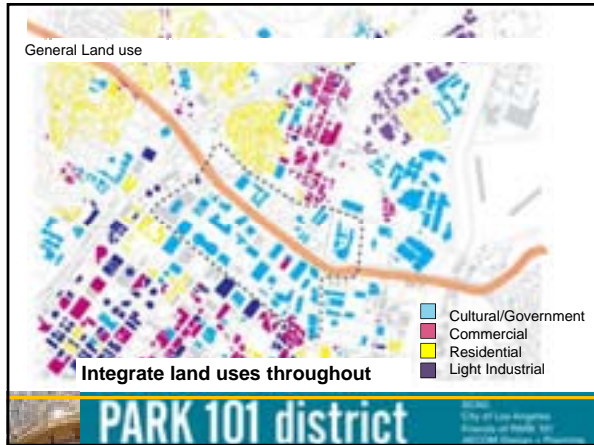
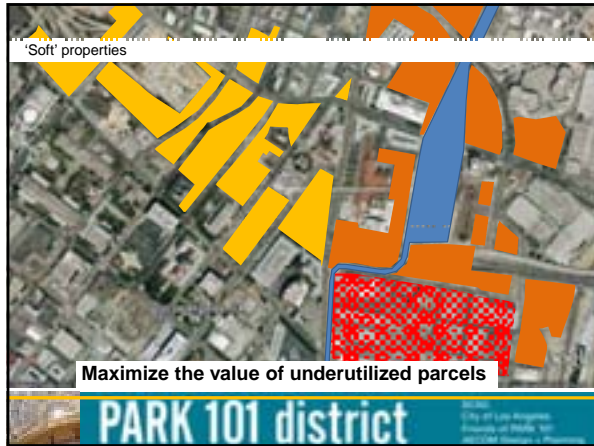
PARK 101 district

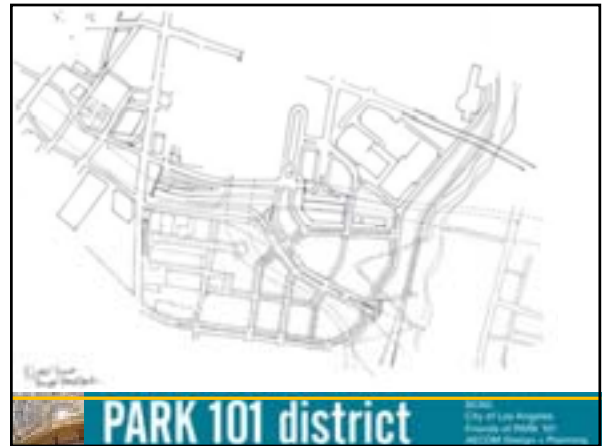
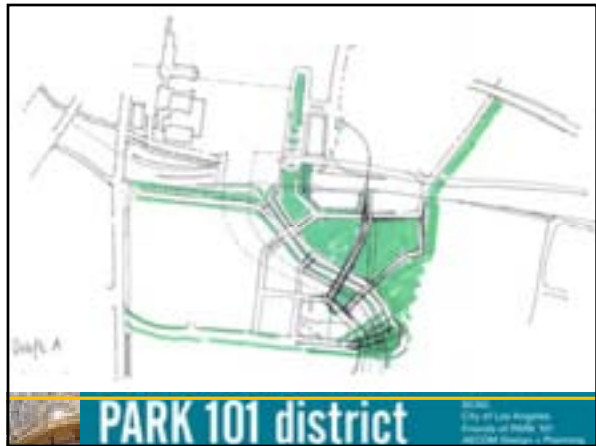
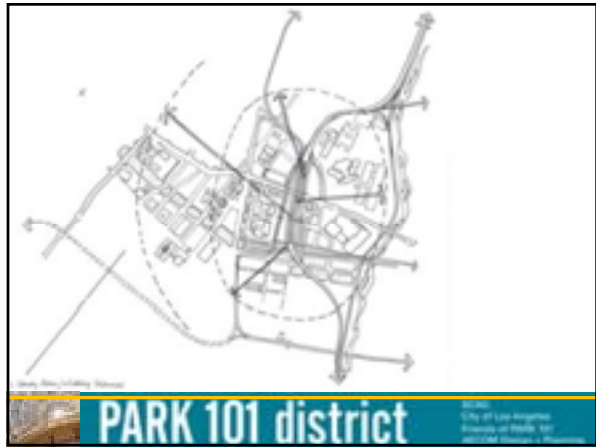
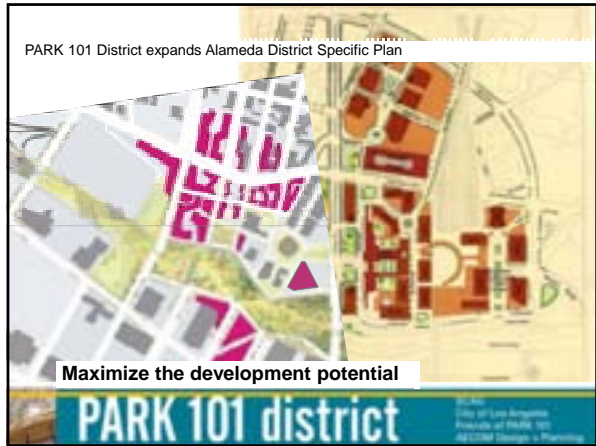
© 2014
City of Los Angeles
Bureau of Public Works
20140404 Planning & Programming

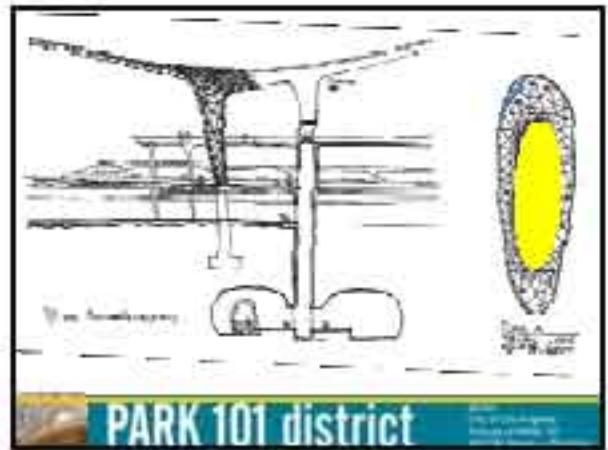
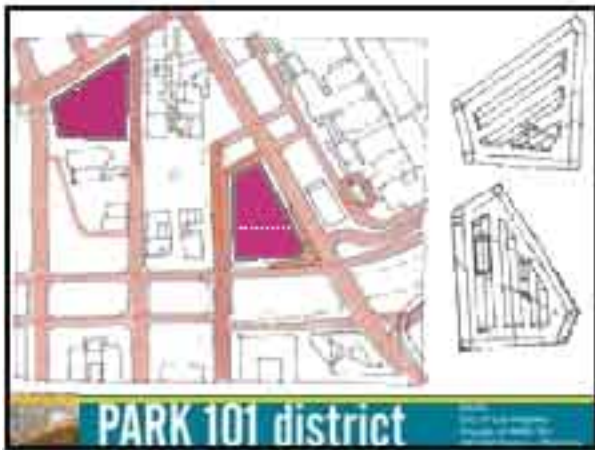


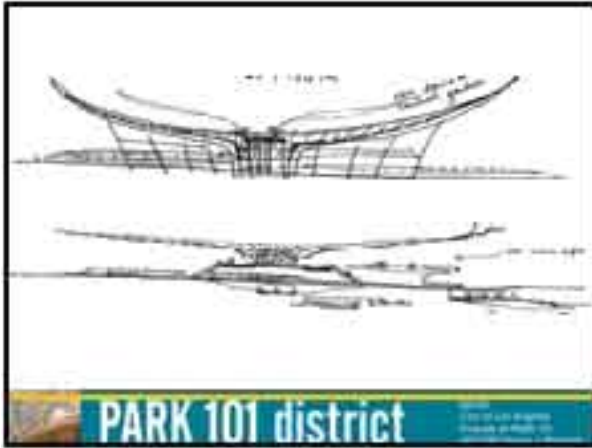






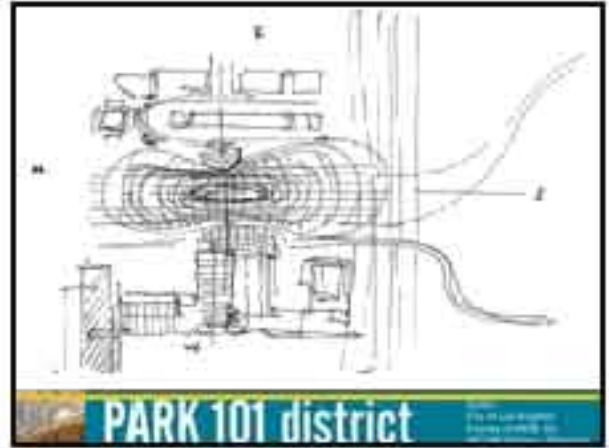






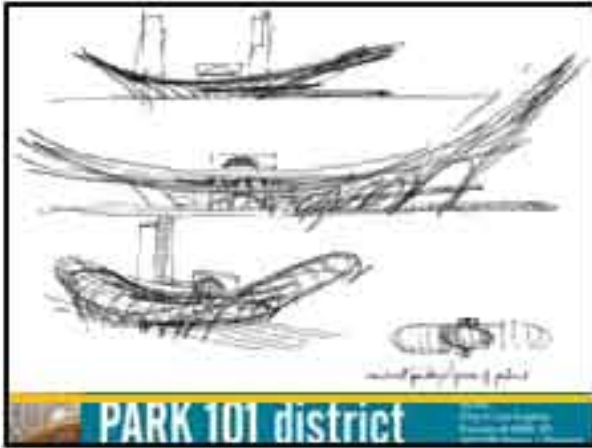
PARK 101 district

© 2011 The Los Angeles Planning Center, Inc.



PARK 101 district

© 2011 The Los Angeles Planning Center, Inc.



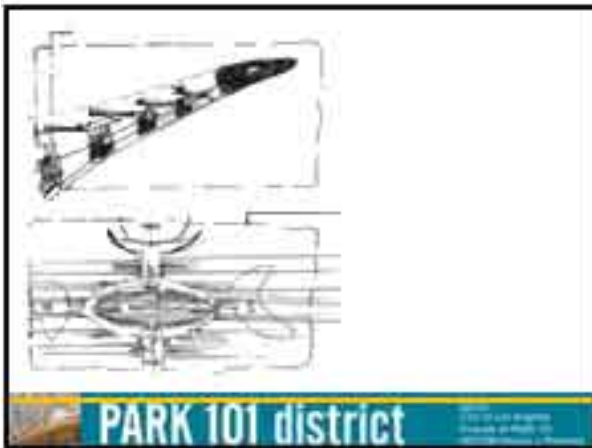
PARK 101 district

© 2011 The Los Angeles Planning Center, Inc.



PARK 101 district

© 2011 The Los Angeles Planning Center, Inc.



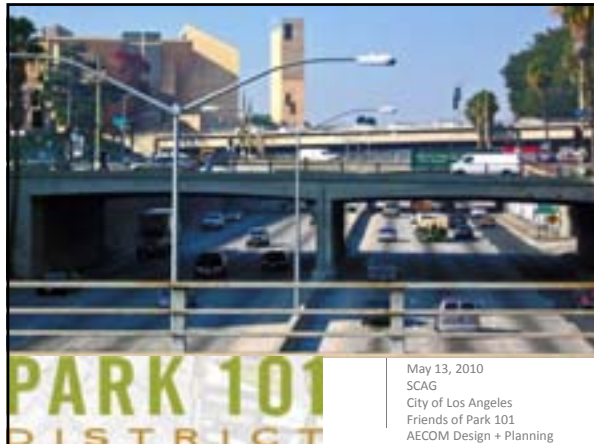
PARK 101 district

© 2011 The Los Angeles Planning Center, Inc.

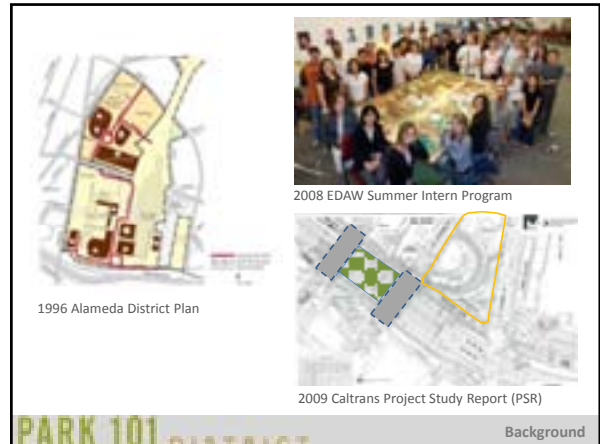


PARK 101 district

© 2011 The Los Angeles Planning Center, Inc.



May 13, 2010
 SCAG
 City of Los Angeles
 Friends of Park 101
 AECOM Design + Planning



1996 Alameda District Plan

2008 EDAW Summer Intern Program

2009 Caltrans Project Study Report (PSR)

Background

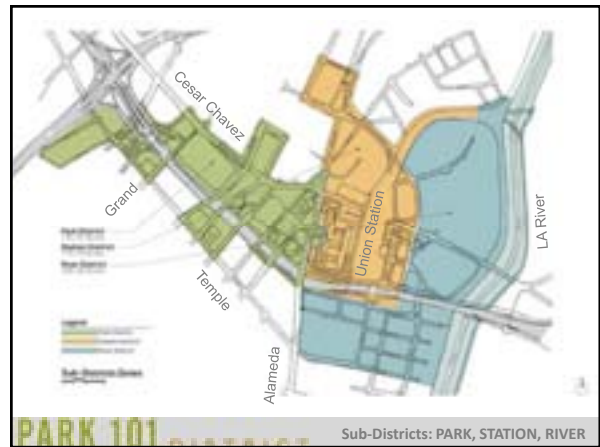
**Southern California Association of Governments
 Compass Blueprint**

Working with local governments to accommodate expected growth while improving regional mobility, prosperity, livability and sustainability

SCAG has completed nearly 100 Demonstration Projects

- Technical assistance for local planning that
 - Demonstrates the local benefits of regional goals
 - Creates models to replicate throughout the region
 - Applies innovative planning tools

SCAG



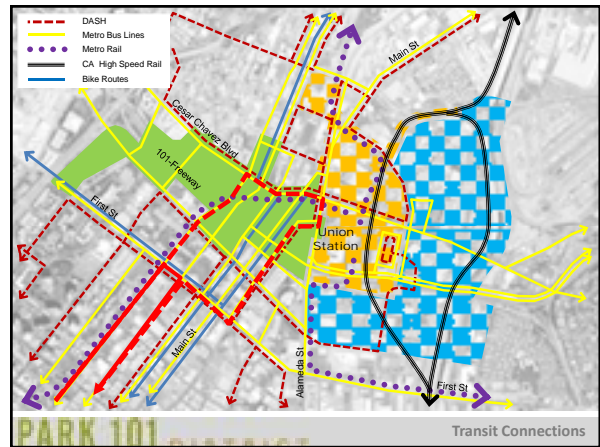
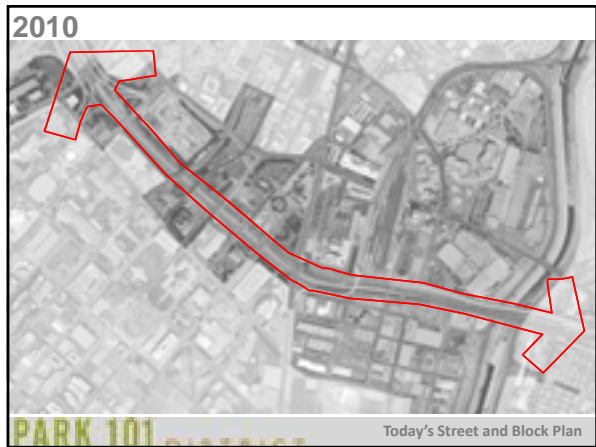
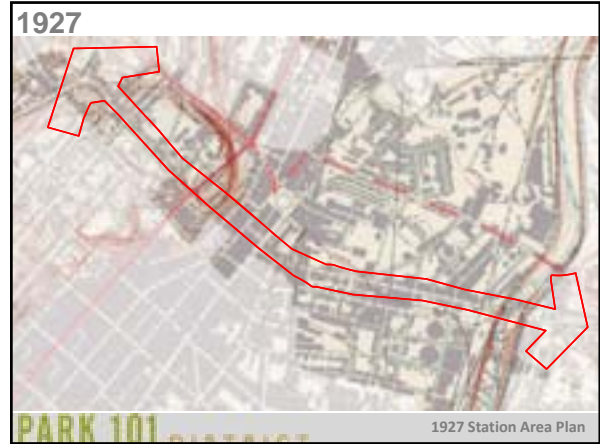
Sub-Districts: PARK, STATION, RIVER



Historic Districts

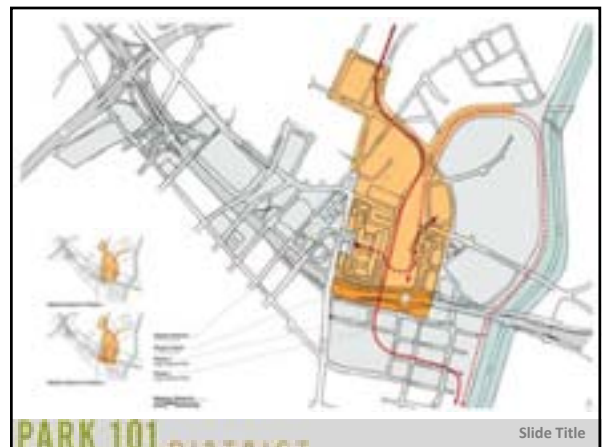


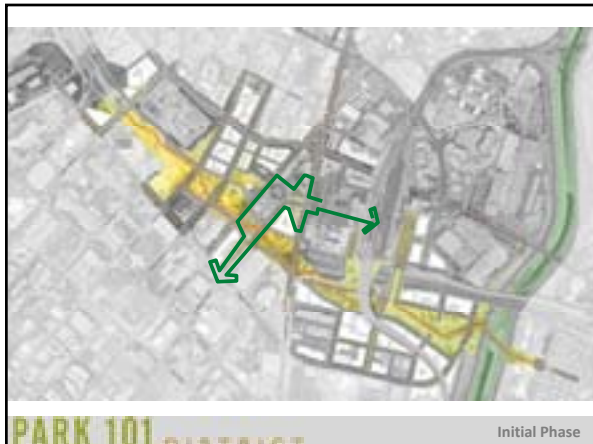
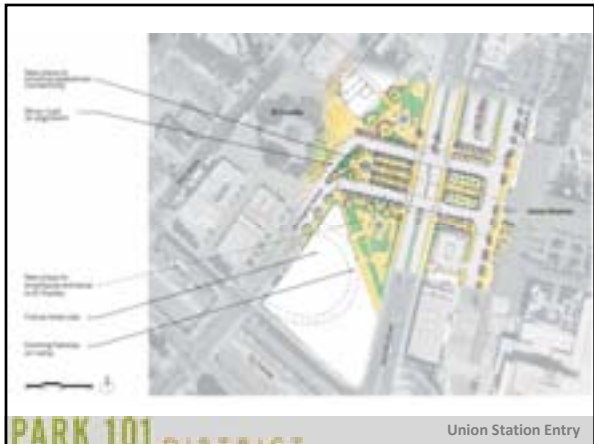
LA River Crossings



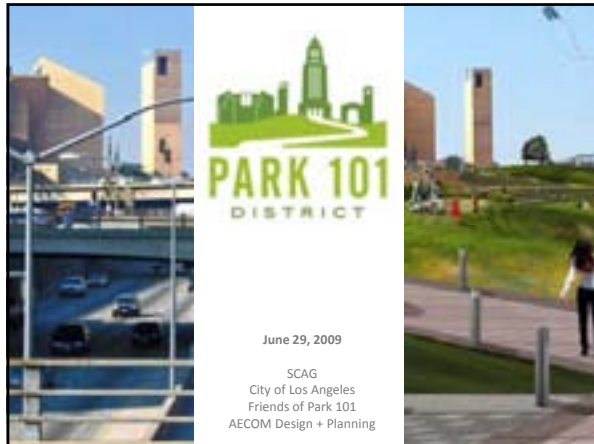
1. Consolidate on/off ramps at east and west ends
2. Maximize the value of underutilized parcels
3. Create a recognizable cultural public realm
4. Integrate land uses throughout
5. Create a single development entity
6. Create a singularly unique urban district
7. Capture a significant portion of the city's growth
8. Maximize the development potential

PARK 101 DISTRICT The Big Ideas









Southern California Association of Governments Compass Blueprint



Working with local governments to accommodate expected growth while improving regional mobility, prosperity, livability and sustainability

SCAG has completed nearly 100 Demonstration Projects

- Technical assistance for local planning that
 - Demonstrates the local benefits of regional goals
 - Creates models to replicate throughout the region
 - Applies innovative planning tools



PARK 101

SCAG




1. Consolidate on/off ramps at east and west ends
2. Maximize the value of underutilized parcels
3. Create a recognizable cultural public realm
4. Integrate land uses throughout
5. Create a single development entity
6. Create a singularly unique urban district
7. Capture a significant portion of the city's growth
8. Maximize the development potential

PARK 101

THE BIG IDEAS





PARK 101
WORLDWIDE

UNION STATION PROMENADE



PARK 101
WORLDWIDE

MAIN STREET CAP PLAZA



PARK 101
WORLDWIDE

THE GREEN



PARK 101
WORLDWIDE

THE AMPHITHEATER

Discussion Stations

- Special Place #1: East Gateway Plaza
- Special Place #2: Union Station Promenade
- Special Place #3: Main Street Cap Plaza
- Special Place #4: The Amphitheater
- Economics / Case Studies
- Economics / Phasing

PARK 101
WORLDWIDE

DISCUSSION STATIONS

Park 101 District Economic Feasibility

PARK 101
WORLDWIDE

OVERVIEW

- Case study findings
- Value creation opportunities
- Cost estimates
- Funding options
- Next Steps



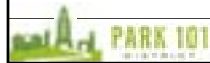
OVERVIEW



CASE STUDIES

VALUE CREATION

- Infrastructure investments spur commercial activity
- Initial opportunity sites: parking lots, existing streets, ramps, & right-of-ways
- New parks, streets, lighting, pedestrian linkages, transit options >>> new hotel, office, retail, and residential development



VALUE CREATION



NO RECENT TRANSACTIONS



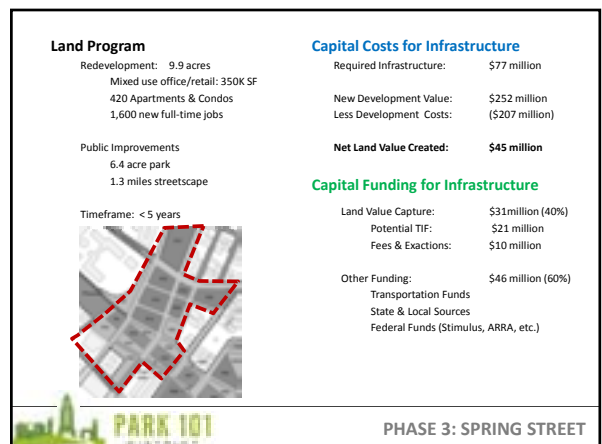
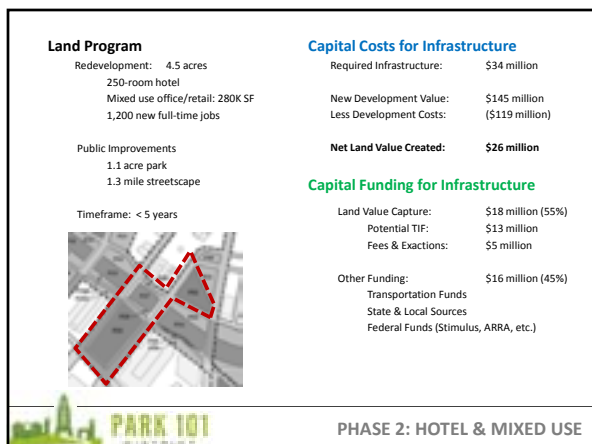
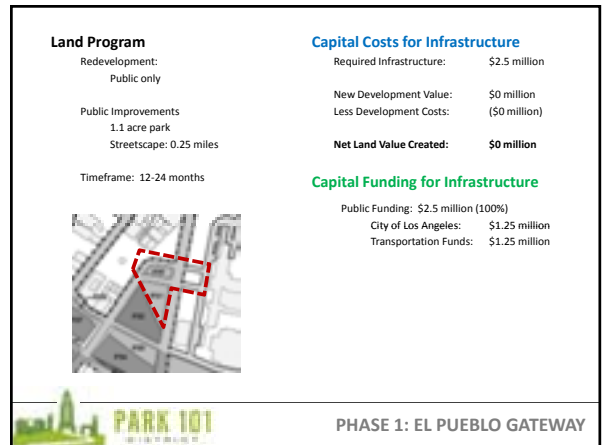
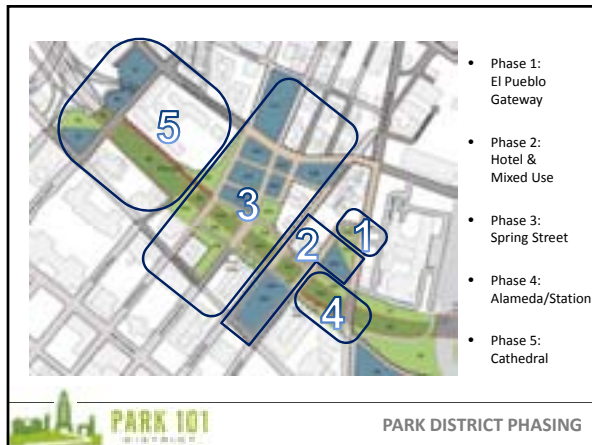
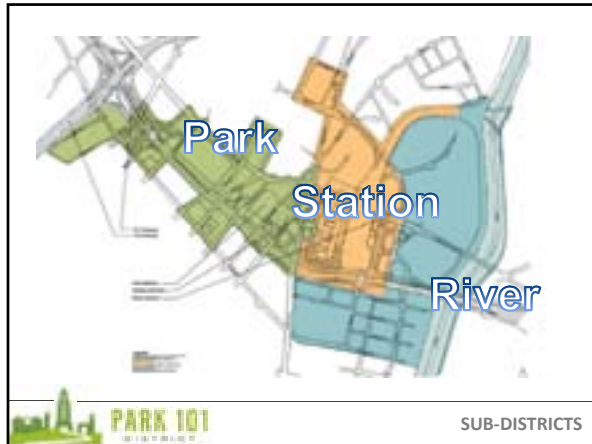
NO ACTIVE PROPERTY LISTINGS

KEY COMPONENTS

- Development sites
- Cap Park
- Park (not over cap)
- Streetscape
- Existing urban development, cultural amenities, private holdings




KEY COMPONENTS



Infrastructure Costs	Phase 1	Phase 2	Phase 3	Phase 4	Phase 5	Total
Freeway Cap Park	0%	76%	79%	90%	88%	85%
Park	43%	1%	6%	2%	2%	3%
Streetscape & New Roads	57%	23%	15%	8%	10%	12%
Total Cost (\$ millions)	\$2.5	\$34	\$77	\$59	\$215	\$387
Induced Private Investment	\$ -	\$119	\$208	\$ -	\$81	\$408


Infrastructure Funding						
Private Value Capture	\$ -	\$18	\$31	\$ -	\$12	\$61
	0%	53%	41%	0%	6%	16%
Other Funding Required	\$2.5	\$16	\$46	\$59	\$202	\$325
	100%	47%	59%	100%	94%	84%

All values in millions of dollars




INFRASTRUCTURE COST


Components	Park	Station	River	Total
Residual Value Created	\$83 m			
Redevelopment (acres)	18.2			
Redevelopment (million SF)	1.5 m SF			
Residual Value per Acre (\$ million)	\$4.5 m			
Implied FAR	2.0			
New Park (acres)	22	13	10	
Potential Development Rights (million SF)	1.9	1.1	0.9	
Potential new value (\$million)	\$100	\$59	\$49	
Potential Capture (10-20%)	\$10-\$20m	\$6-12 m	\$5-10 m	\$21-42 m




TDR Funding Option



Components	Park	Station	River	Total
Cap Park (\$millions)	\$328	\$111	\$0	\$439
Park (\$m)	\$12	\$51	\$63	\$126
Streetscape(\$m)	\$47	\$98	\$20	\$165
Total Infrastructure Costs(\$m)	\$387	\$260	\$83	\$730



DIRECT COST SUMMARY

- ## IMMEDIATE NEXT STEPS
- Political Champions
 - High Speed Rail Design & Implementation
 - Union Station Gateway:
 - \$1.1 million for park improvements
 - \$1.4 million for roadway improvements
 - Potential Sources: City of LA, Metro, CalTrans
 - Park 101 District-wide Environmental Documents
 - Non-capital transportation funding
 - Caltrans/METRO: CMAQ, TE Grants, STP, etc.
 - HSR Mitigation
- 
- IMMEDIATE NEXT STEPS**



