


**Metro**Los Angeles County  
Metropolitan Transportation AuthorityOne Gateway Plaza  
Los Angeles, CA 90012-2952213.922.2000 Tel  
metro.net**PLANNING AND PROGRAMMING COMMITTEE  
OCTOBER 15, 2014****SUBJECT: UNION STATION MASTER PLAN****ACTION: APPROVE RECOMMENDATIONS FOR UNION STATION MASTER  
PLAN IMPLEMENTATION****RECOMMENDATIONS**

- A. Authorize staff to procure a consultant and develop a Program Environmental Impact Report ("Program EIR") for the transit improvements and development program identified in the Union Station Master Plan ("USMP") and amend the FY2015 budget to add \$350,000 to cost center 4530, Project 405557 (USMP) for work related to the Program EIR in FY2015;
- B. Approve the USMP Initial Implementation Strategy ("USMP IIS") (Attachment A) and authorize staff to seek funding opportunities, including applying for grants, that support the projects in the USMP IIS;
- C. Authorize negotiation and execution of an agreement ("Agreement") with the County of Los Angeles, El Pueblo de Los Angeles ("El Pueblo"), and appropriate departments at the City of Los Angeles, for the coordinated planning, funding and implementation of the Stage 1 Perimeter Improvements (see Attachment B), including some improvements to El Pueblo property, and amend the FY2015 budget to include \$200,000 in cost center 4530, Project 405557 for preliminary design work to be identified in the Agreement;
- D. Authorize acceptance of a Prop A grant from Los Angeles County Regional Park Open Space District in the amount of \$1,000,000 toward the improvements to be designed and implemented per the Agreement, approve the Authorizing Resolution and Youth Employment Plan (Attachment C) and amend the FY 2015 budget to include the grant in cost center 4530, Project 405557;
- E. Authorize up to \$400,000 in matching funds for a Ladders of Opportunity Grant, under FTA Section 5309, for the Cesar Chavez Bus Stop Improvements, approve the grant-funded activities (Attachment C) and amend the FY2015 budget to add \$200,000 to cost center 4530, Project 405557 if awarded the Ladders of Opportunity Grant, for related work in FY2015;

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- F. Authorize negotiation and execution of a Memorandum of Understanding (MOU) or other appropriate document, with the City of Los Angeles Department of City Planning to identify and implement amendments to the Alameda District Specific Plan (“ADSP”) and the related Development Agreement (“DA”), and approve up to \$500,000 toward this effort; and
  - G. Authorize formation of a Union Station Master Plan Steering Committee, with members including at least one representative from (1) Metro Executive Management; (2) Los Angeles Department of City Planning; (3) County of Los Angeles; and (4) the real estate development and investment community, and direct staff to report back with membership and a meeting schedule within 90 days.

## **ISSUE**

At the direction of the Metro Board of Directors, Metro undertook the USMP to develop a long range plan that will guide the future development of Los Angeles Union Station (LAUS) as a world class transit hub. The actions in this Board Report move the USMP from planning to implementation, and set the path for both short and long term projects. Board approval of the recommended actions will (a) start a Program EIR process to allow Metro to pursue the improvements identified in the USMP; (b) create a set of short term actions to move the implementation strategy forward while planning for longer term investments; (c) begin design work for the USMP-recommended early stage improvements and allow staff to pursue creative funding strategies in support of this work; and (e) create a series of partnerships to support the implementation strategy.

## **DISCUSSION**

Developed over two years and led by Metro’s Countywide Planning and a consultant team headed by Gruen Associates and Grimshaw Architects, the USMP includes project and programmatic recommendations designed to be developed over time and to act as a guide to other immediate and longer term operational and capital decisions at LAUS. An Executive Summary of the USMP and related site plans are included in Attachment E. Community input and feedback in the development of the USMP was extensive and included: 17 small focus groups; four community workshops; four meetings of the Community Advisory and Technical Advisory Committees; two Metro Board Workshops; a Board Box; one Board Progress Report; formal Board action approving the “Preferred Approach”; and regular meetings and workshops with the transit operators that use LAUS.

The USMP Program was driven by three goals: transit optimization, destination and connectivity. The improvements and projects identified in the USMP are a response to these Program goals, and were rigorously vetted through the outreach process described above. Of the three Program goals, transit optimization is the foundation of the USMP, with two main transit improvements setting the direction for the USMP: the creation of a large, multi-modal concourse in an east/west configuration, and the co-location of bus services through the relocation of Patsaouras Bus Plaza to the west side

of the station, in a north/south configuration and at the level of the rail yard. As the California High Speed Rail (HSR) planning process is still underway, the USMP includes an illustrative approach to a HSR station serving LAUS, while being flexible and open to other station alignments (see site plans in Attachment E).

The USMP transit improvements are joined by a development program with 3.25 million square feet of new commercial development. The amount of commercial development in the USMP was driven by: (a) a market study (which looked at potential future conditions and demand at the LAUS site); (b) locating development sites such that they support and optimize transit operations and allow for future expansion of transit services; and (c) the spread of density such that the historic station is best showcased and preserved. The commercial development in the USMP also anticipates a dramatic shift in the nature of the east side of the property, offering a stronger connection eastward, to the LA River and the communities beyond. The final layers of the USMP include a series of open spaces, terraces and connecting features that allow transit riders and visitors to easily span the site, with the choice of crossing at grade level or going above the rail platforms for a view of the transit services and the City.

The USMP identified improvements to occur in three stages. Stage one calls for a series of perimeter improvements which will soften the edges of the station, create better connections to the Civic Center and historic and cultural communities surrounding the station, and welcome transit riders and visitors to the public transportation hub of southern California. Stage two is focused on the major transit improvements (the concourse and bus facility) and subsequent private development, and the third stage is the arrival of a HSR station serving LAUS.

The recommendations in this report are a series of actions that move the USMP into short term implementation while setting the path for longer term projects. A brief description of each key recommendation follows.

#### Program EIR

The USMP team included Terry Hayes and Associates (TAHA) to provide environmental consulting expertise. After reviewing the improvements proposed and the specificity of the projects identified, as well as the consistent presentation of the USMP projects as a coordinated vision for the future of LAUS, TAHA recommended a Program EIR, inclusive of CEQA and NEPA clearance, as an immediate first step toward implementation. With a Program EIR, projects can still move forward on an individual basis as funding is identified, and these individual projects may still need environmental clearance at the time of implementation. However the risk of “piecemealing” the environmental process is mitigated. A Program EIR will also allow Metro to move forward with the Stage 1 Perimeter Improvements (Attachment B), which are not currently allowed in the ADSP. Metro would be the lead agency in the Program EIR, which is estimated to cost between \$600,000 and \$750,000 and take about one year to complete. If the recommendations are approved, staff would immediately begin with procurement of a consultant to perform this work. Staff has recommended \$350,000 to fund work related to the Program EIR in FY2015.

It should be noted that the Southern California Regional Interconnector Project (SCRIP) also known as the run through tracks, will concurrently pursue a Supplemental EIR. For efficiency, the SCRIP project definition could include the USMP recommended expanded multi-modal concourse as a phase 2 improvement within the environmental document. If approved, this will be the first environmental clearance of a USMP recommended project. This recommendation will come back to the Board in the near future.

#### USMP IIS Strategy and Authorization to Pursue Grant Funding

The USMP IIS (Attachment A) sets a work program for the first stage of implementation efforts. It summarizes work completed since Metro's April 2011 purchase of LAUS and identifies a series of programs and projects to fund and implement as Stage 1 of the USMP. It also includes partnerships with other entities, as necessary, for coordinated planning and implementation. Staff will request funding for projects on an annual basis. The USMP IIS is expected to be completed within five years. Because the USMP is not currently included in Metro's Long Range Transportation Plan (LRTP) nor the Southern California Association of Government's Regional Transportation Improvement Plan (RTIP), it will be difficult to apply for grants under the broad authority available to projects that are part of a long range strategic plan. Because there may be grant funding opportunities before the USMP can be considered for inclusion in the LRTP or RTIP, this report includes a recommendation for authorization to apply for grant funding for projects identified in the USMP IIS.

#### Stage 1 Perimeter Improvements – Agreement, Design Funding and County Grant

Included in the USMP IIP are the Stage 1 Perimeter Improvements recommended by the USMP (Attachment B). These include a series of streetscape, open space and transit stop improvements that soften the perimeter edges of the station, improve the pedestrian and cyclist experience, strengthen connections to and from the station's entrances and create a more welcoming environment to transit riders and visitors. A centerpiece of these improvements is the removal of the surface parking on the northern side of the forecourt and the creation of a public plaza. The Stage 1 Improvements offer an opportunity for being at the forefront of sustainable design, incorporating stormwater capture and sustainable materials and plantings. The improvements along Alameda are a direct link to the El Pueblo Historic Monument, occur largely within the City of Los Angeles public right of way, and have a direct impact on the use and improvement of Father Serra Park. For these reasons, it is recommended that a formal partnership between Metro, the County of Los Angeles, the City of Los Angeles and El Pueblo be formed for the design, funding and implementation of these Stage 1 Improvements. Staff recommends \$200,000 be approved to fund work related to the Stage 1 Perimeter Improvements in FY2015.

Through the Office of Supervisor Molina, \$1,000,000 in Prop A open space funds have been identified to support the design and implementation of improvements to, and in support of, the repurposing of Father Serra Park. This report includes a recommendation to accept these grant funds, enter into appropriate agreements with

the County of Los Angeles Open Space District and approve an authorizing resolution to implement these improvements.

#### Ladders of Opportunity Grant

The Stage 1 Perimeter Improvements include improving the four bus stops along Cesar Chavez, between Alameda and Vignes, and also the expansion of the bus stop at the northwest corner of Cesar Chavez and Vignes, to create a shelter, additional seating and information, and bike facilities. In June 2014, the Federal Transit Administration released \$100 million in Section 5309 Bus and Bus Facility funding through the Ladders of Opportunity Initiative. A grant application was submitted requesting \$1,600,000 toward the enhancement of the Cesar Chavez Bus Stops, which requires a local match of \$400,000. It is recommended that that Board approve this match, conditional upon award of the grant, and allocate \$200,000 of the matching funds in FY2015.

#### Memorandum of Understanding with Los Angeles Department of City Planning (DCP)

Commercial and residential development at LAUS is governed by the Alameda District Specific Plan (ADSP), which was adopted by the City of Los Angeles in 1996. Further, with the purchase of LAUS, Metro became party to a Development Agreement (DA) with the City of Los Angeles, which locked in entitlements and related mitigations. The USMP team was charged with studying these documents and has identified a number of modifications that may be needed in order to implement the USMP. However, these modifications are not needed in the immediate short term to implement the Stage 1 Improvements, and the process of modifying the ADSP could benefit from the completion of the USMP Program EIR. In discussions with DCP, it was recommended that Metro follow the approach taken by Los Angeles World Airports, and enter into an MOU to jointly identify the land use and entitlements modifications needed to implement the USMP. It is estimated that amendment to the ADSP and related CEQA would cost up to \$500,000, however these funds are not needed in FY2015.

#### Union Station Master Plan Steering Committee

The USMP team studied governance structures for station redevelopment efforts across the nation. Most of these efforts involved formation of an entity, either a joint powers authority or independent non-profit, to implement the public private partnerships that guide these efforts. Because the USMP commercial development will happen at a later stage – once initial transit improvements are completed – at this time it is recommended that short term management and improvements at the station be monitored by the existing Union Station Joint Management Committee (which includes representatives from Morlin Asset Management, Metro, Amtrak, Metrolink and the Sheriff's Department) and with the formation of a new Union Station Master Plan Steering Committee. The focus of this steering committee would be the implementation plan, the public and private real estate development program, and determining and ultimately recommending the appropriate governance structure when Metro is ready to pursue the development program. Members would be appointed from (1) Metro Executive Management; (2) Los Angeles Department of City Planning; (3) County of Los Angeles; and (4) the real estate development and investment community. Staff will report back to

the Metro Board within 90 days with the Steering Committee membership and a meeting schedule.

### **DETERMINATION OF SAFETY IMPACT**

The USMP, once completed and implemented, will improve safety for transit riders at LAUS in several ways. The improvements in the USMP IIS will create better access for pedestrians and bicyclists and calm traffic along Alameda at the main entrance to the station. The longer term improvements will create clearer linkages between the transit modes on site and mitigate current bus, pedestrian, automobile, and bicycle conflicts. Security improvements can be made as the new transit facilities are implemented.

### **FINANCIAL IMPACT**

The FY15 budget includes \$2,174,903 in cost center 4530, Countywide Planning and Development under Project 405557, Union Station Transportation Master Plan. These funds are for completion of the USMP and ongoing USMP coordination with the SCRIP Project. It is anticipated that all of these funds will be expended in FY15. The additional \$750,000 recommended in this Board Report, for FY2015, would be used to fund implementation activities identified in the USMP IIS. Because this is a multi-year program, the Chief Planning Officer and the Managing Executive Officer, Countywide Planning and Development, will be responsible for including future expenditures in proposed future year budgets.

#### **Impact to Budget**

General Fund Right of Way will be the source of funds for the \$750,000 being requested. Other sources of funds were considered for this project. However, these funds meet the criteria and sufficient dollars exist to cover these expenditures. Should other eligible funding sources become available, they may be used in place of the identified funds.

### **ALTERNATIVES CONSIDERED**

The Board could choose not to adopt the recommended approach for implementing the USMP and direct that other options be considered. This is not advised as these recommendations reflect two years of intense study, community outreach and input, internal consensus and progress reviews by the Metro Board of Directors. The Board could choose not to provide the funding requested for short term projects, however this would leave the USMP without the ability to move from plan to implementation and potentially create a lack of confidence in the validity and importance of this planning effort. In particular, without funding for the Program EIR, there could be a challenge in coordinating the Southern California Regional Interconnector Project with the multi-modal concourse identified in the USMP. Securing early programmatic approval of the USMP projects will allow them to be incorporated into ongoing capital projects at LAUS, which is one of the key purposes of developing a long range plan for the station.

## **NEXT STEPS**

Upon Board approval, the USMP team will finalize a USMP document suitable for publishing and hold a final open house to share the plan with stakeholders. Staff will work to implement the agreements identified in this Board report within 6 months, will procure consultants to begin the Program EIR and perimeter improvement work, and will form the USMP Steering Committee.

## **ATTACHMENTS**

- A. USMP Initial Implementation Strategy
- B. Stage 1 Perimeter Improvements
- C. Prop A Grant Authorizing Resolution and Youth Employment Plan
- D. Cesar Chavez Bus Stop Improvements – Ladders of Opportunity Grant Proposal
- E. USMP Executive Summary and Images of Transit Improvements

Prepared by: Jenna Hornstock, Deputy Executive Officer (213) 922-7437  
Calvin E. Hollis, Managing Executive Officer (213) 922-7319

*Martha Welborne*

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Martha Welborne, FAIA  
Chief Planning Officer

*Arthur T. Leahy*

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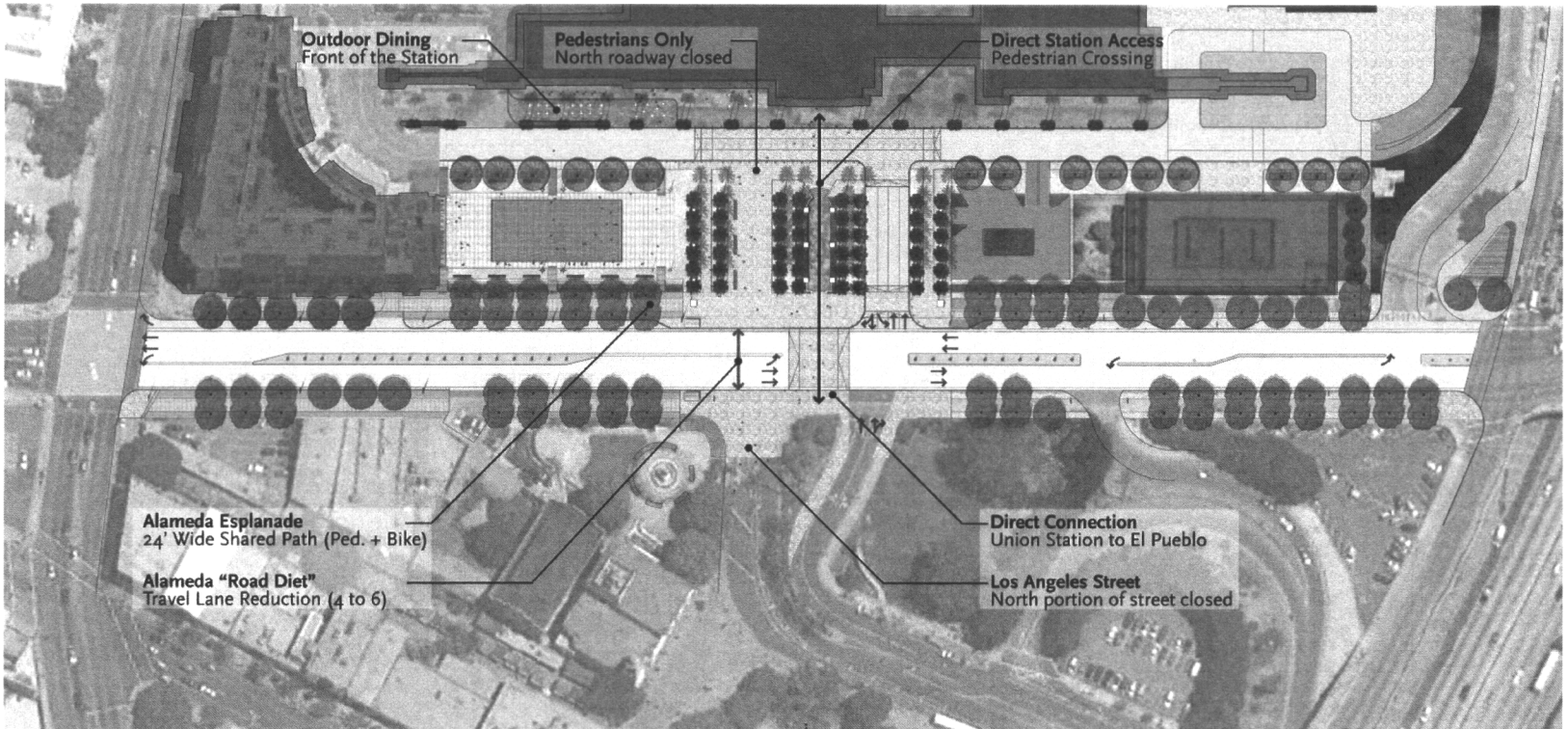
Arthur T. Leahy  
Chief Executive Officer



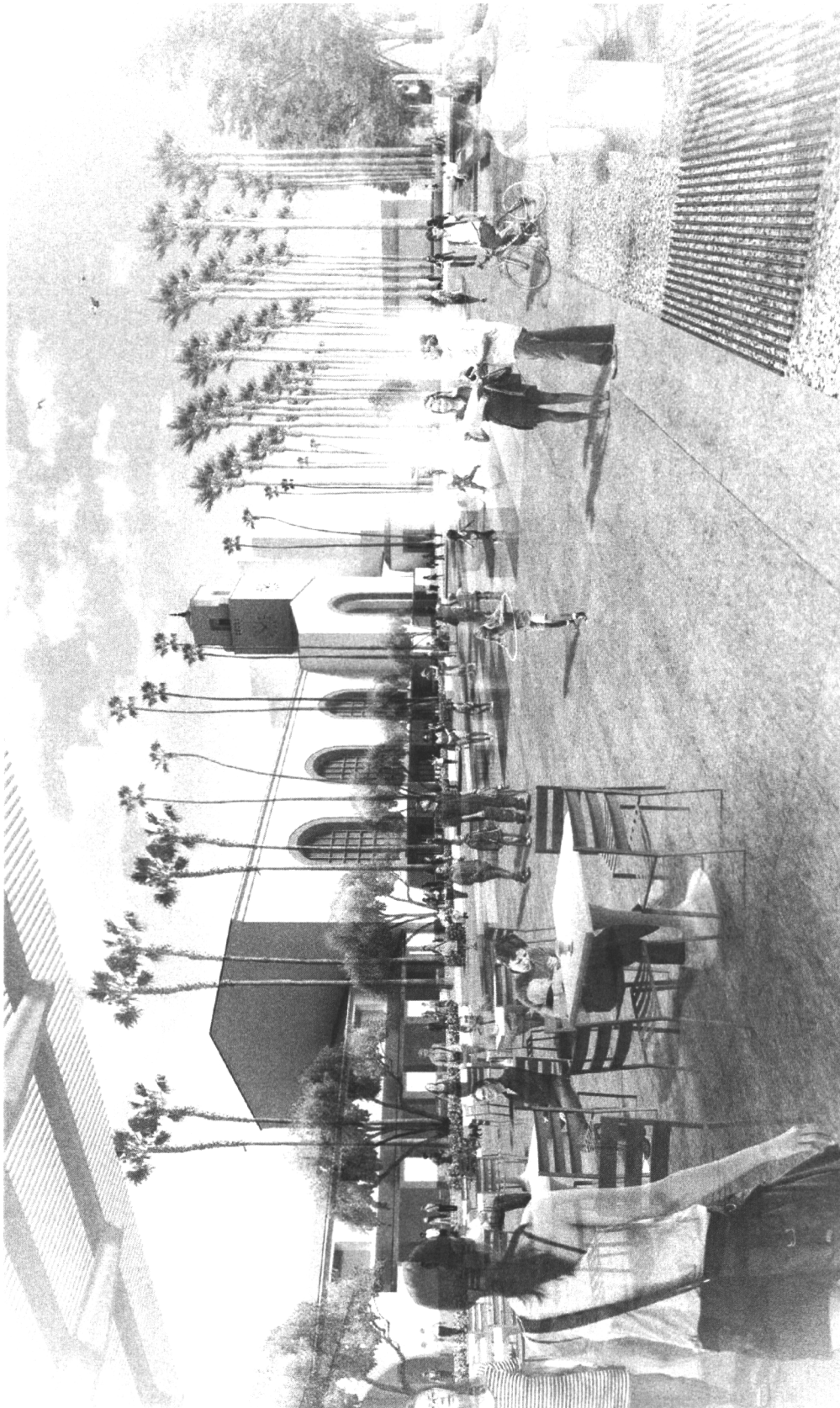
| UNION STATION MASTER PLAN - INITIAL IMPLEMENTATION STRATEGY   |  |                      |                      |   |        |  |
|---|--|----------------------|----------------------|---|--------|--|
| Projects  | Description  | Project Cost         | Committed Funds      | Potential Sources for Uncommitted Funds | Timing |  |
| <b>UNION STATION - PROJECTS UNDERWAY AND FUNDED - PART OF PROPERTY MANAGEMENT 5-YEAR CAPITAL PLAN</b> |  |                      |                      |   |        |  |
| Wayfinding  | Design, fabrication and installation of a new environmental graphics and wayfinding system at the non-platform portions of the LAUS property, including the perimeter streets.   | \$ 4,000,000         | \$ 4,000,000         | Metro Local Funds                       | N/A    | 95% complete in FY14, completed 2nd quarter FY15                                 |
| Historic Restoration and Maintenance  | Historic restoration and deferred maintenance including: repainting the exterior of the station; restoration of metal work including window frames, doorways and chandeliers; wood work restoration including historic seating, cabinets and furnishings; passageway restoration including removal of nonhistoric tiles, painting and resurfacing the floor. | \$ 7,000,000         | \$ 7,000,000         | Metro Local Funds                       | N/A    | 95% complete in FY14, completed 2nd quarter FY15                                 |
| Landscaping Renovation  | New landscaping, energy efficient irrigation & lighting throughout Patsaouras Plaza and surrounding east entrances to the LAUS property, including waterproofing various areas.  | \$ 3,800,000         | \$ 3,800,000         | Metro Local Funds                       | N/A    | Will be completed by August 31, 2014   |
| Roof and HVAC   | Replace historic roof of LAUS and repair / install new HVAC system   | \$ 12,400,000        | \$ 12,400,000        | Metro Local Funds                       | N/A    | April 1, 2015  |
| Leasing   | Metro's LAUS Property Management Team is actively marketing spaces for 7 kiosks and 4 restaurants.   | N/A                  | N/A                  | N/A                                     | N/A    | 2 kiosk and 1 restaurant lease signed, 2 kiosk and 2 restaurant leases underway. |
| Programming at LAUS   | Metro partners with the local creative community to present programming that celebrates the station, highlights Union Station as a destination and builds awareness of the expanding transit system and the many cultural destinations it serves. Programs encourage attendees to "Go Metro" and offer incentives to become TAP card holders.                | \$ 95,000            | \$ 95,000            | Annual funding through Metro budget.    | N/A    | Approximately 2 events per month   |
| Passageway Artwork  | Lightbox artworks on display along the passageway walls enhance the passenger experience of the station.   | \$ 35,000.00         | \$ 35,000.00         | First two years funded by FTA grant.    | N/A    | 36 artworks per year   |
| <b>TOTAL</b>  |  | <b>\$ 27,330,000</b> | <b>\$ 27,330,000</b> |   |        |  |

| UNION STATION MASTER PLAN - INITIAL IMPLEMENTATION STRATEGY                                     |  |                     |                     |   |   |                       |
|---|--|---------------------|---------------------|---|---|-----------------------|
| Projects  | Description  | Project Cost        | Committed Funds     | Potential Sources for Uncommitted Funds   | Timing  |                       |
| <b>UNION STATION - NEW PROJECTS - FULL OR PARTIALLY FUNDED, PART OF OTHER METRO DEPARTMENTS</b> |  |                     |                     |   |   |                       |
| Bike Hub  | Design, construction and operation of a secure-accessed, high-capacity bike parking facility including secure-access 24/7 bike parking, tiered bike racks, check-in bike parking, bike rental, retail sale of bike repair, parts and accessories. The Bike Hub will accommodate at least 300 parked bicycles in a secure environment and will provide informational resources to support bike education, safety, transit and car-free/lite transportation options. | \$ 1,200,000        | \$ 1,200,000        | \$700,000 CRE Grant, \$500,000 Metro Bike Program (Prop A 35%)  | N/A   | Completed by Dec 2017 |
| Upgrade PA system   | Upgrade the PA system at LAUS  | TBD                 | TBD                 | Metro awarded a TGSP grant in the amount of \$6,285,096. The PA system was one of the named projects in the grant, exact amount for this project is TBD | TBD, depending on how much is needed beyond grant funds awarded | Completed by FY17     |
| Concourse and Rail Yard Feasibility Study   | As part of the SCRIP feasibility studies, HDR is studying the feasibility and constructibility of the USMP-proposed concourse and raising the entire rail yard. It is possible that the result of this study will be to include the concourse as part of the SCRIP project description in the EIS process.   | \$ 900,000          | \$ 900,000          | Metro Local Funds   | N/A   | Completed by Nov 2014 |
| <b>TOTAL</b>  |  | <b>\$ 2,100,000</b> | <b>\$ 2,100,000</b> |   |   |                       |

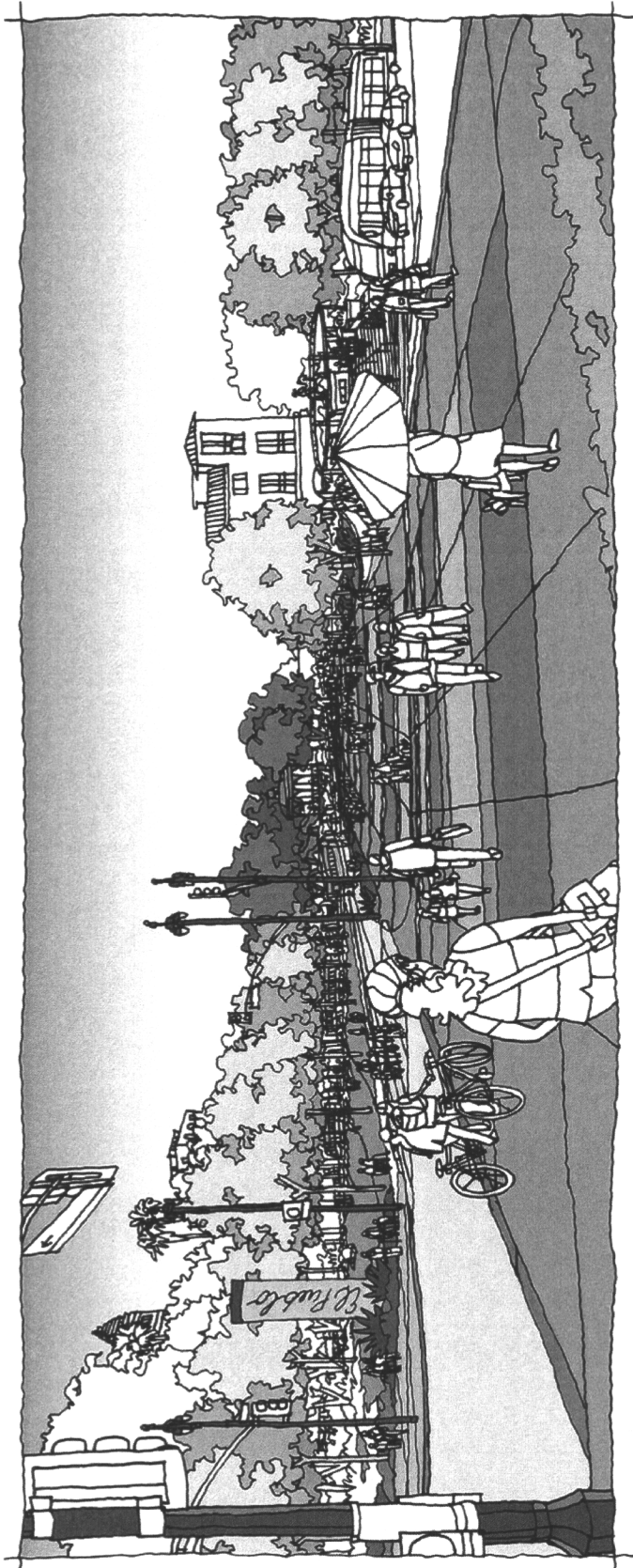
| UNION STATION MASTER PLAN - INITIAL IMPLEMENTATION STRATEGY                                   |   |                      |                      |   |  |                             |
|---|---|----------------------|----------------------|---|--|-----------------------------|
| Projects  | Description   | Project Cost         | Committed Funds      | Potential Sources for Uncommitted Funds   | Timing   |                             |
| <b>UNION STATION MASTER PLAN - PROJECTS RECOMMENDED IN OCTOBER 2014 BOARD RECOMMENDATIONS</b> |   |                      |                      |   |  |                             |
| Program EIR<br>Stage 1 Perimeter Improvements:  | Pursue a Program EIR for the projects identified in the USMP  | \$ 750,000           | \$ 750,000           | Metro Local Funds - requested in Oct 2014 Board Report  | N/A  | Completed by December 2015  |
| Cesar Chavez Bus Stop Improvements  | Improve and enhance the four bus stops on Cesar Chavez between Alameda and Vignes. Acquire a parcel at the NW corner of Chavez and Vignes for an expanded shelter and bike facilities.  | \$ 2,100,000         | \$ 2,100,000         | Awarded \$1.7 M from FTA5309 grant, with Metro local match of \$400K.   | Grant awarded, Metro match of \$400,000 requested in Oct 2014 Board Report   | Completed by Feb 2016       |
| Alameda Streetscape and Forecourt Improvements  | Improve the pedestrian experience on Alameda with traffic calming, wider sidewalks, street trees, enhanced crossing on Los Angeles, re-aligning Los Angeles on the south side, and intersection improvements at Cesar Chavez and Alameda. Create a public plaza in the northern forecourt of the station (currently a surface parking lot). Coordinate the design and implementation of these improvements with improvements to Father Serra Park and Los Angeles Street. | \$ 27,350,000        | \$ 1,200,000         | \$200,000 - Metro (requested in Oct 2014 Board Report)<br>\$1,000,000 - Prop A County of Los Angeles Open Space Grant | Once planning and design are completed, we will identify various grant funding and other sources. Early discussions were had with City of LA for TFAR funds, also considering Cap & Trade funds and various ATP and sustainability grant programs. | Target completion: Nov 2018 |
| MOU with DCP for Alameda District Specific Plan update  | Identify and implement modifications needed in the ADSP, to support the USMP projects and development program. Consider expansion of ADSP boundaries, per recommendations of Global Green report, ULI and Point C.  | \$ 500,000           | \$ 500,000           | Metro Local Funds - requested authority in Oct 2014 Board Report  | Metro - but funds not needed this fiscal year  | Start in 2017               |
| <b>TOTAL, NEW PROJECTS IN OCTOBER RECOMMENDATIONS</b>   |   | <b>\$ 30,700,000</b> | <b>\$ 4,550,000</b>  |   |  |                             |
| <b>TOTAL, IIS PROJECTS</b>  |   | <b>\$ 60,130,000</b> | <b>\$ 33,980,000</b> |   |  |                             |



Overview of Alameda and Forecourt Improvements



The Forecourt



Enhanced Crosswalk at Los Angeles and Alameda – looking West

RESOLUTION NO. \_\_\_\_\_

RESOLUTION OF THE Los Angeles County Metropolitan Transportation Authority (LACMTA)  
 APPROVING THE APPLICATION FOR GRANT FUNDS FROM  
 THE LOS ANGELES COUNTY REGIONAL PARK AND OPEN SPACE DISTRICT  
 FOR FIRST SUPERVISORIAL DISTRICT SPECIFIED FUNDING FOR Father Serra Park Improvements  
 AND APPROVES THE ADOPTION OF A YOUTH EMPLOYMENT PLAN  
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WHEREAS, the people of the County of Los Angeles on November 3, 1992, and on November 5, 1996 enacted Los Angeles County Proposition A, Safe Neighborhood Parks, Gang Prevention, Tree-Planting, Senior and Youth Recreation, Beach and Wildlife Protection (the Propositions), which among other uses, provides funds to public agencies and nonprofit organizations in the County for the purpose of acquiring and/or development facilities and open space for public recreation; and

WHEREAS, the Propositions also created the Los Angeles County Regional Park and Open Space District (the District) to administer said funds; and

WHEREAS, the District has set forth the necessary procedures governing application for grant funds under the Propositions, and

WHEREAS, the District's procedures require LACMTA to certify, by resolution, the approval of the application before submission of said application(s) to the District; and

WHEREAS, said application contains assurances that LACMTA must comply with; and

WHEREAS, LACMTA certifies, through this resolution, that the application is approved for submission to the District; and

WHEREAS, LACMTA will enter into an Agreement with the District to provide funds for acquisition and development projects.

WHEREAS, the District's procedures require the adoption of a Youth Employment Plan for development projects by the governing body of the agency.

NOW, THEREFORE, BE IT RESOLVED THAT THE LACMTA Board of Directors HEREBY:

1. Approves the filing of an application with the Los Angeles County Regional Park and Open Space District for Funds for the above project; and
2. Certifies that LACMTA understands the assurances and certification in the application form; and
3. Certifies that LACMTA has, or will have, sufficient funds to operate and maintain the project in perpetuity; and
4. Certifies that LACMTA will sign and return, within 30 days, both copies of the project agreement sent by the District for authorizing signature; and
5. Approves the adoption of a Youth Employment Plan for the project (see attached); and
6. Appoints the Chief Executive Officer, or designee, to conduct all negotiations, and to execute and submit all documents including, but not limited to, applications, agreements, amendments, payment requests and so forth, which may be necessary for the completion of the aforementioned project.

Passed, approved and adopted this \_\_\_\_\_ day of \_\_\_\_\_, 2014

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ATTEST:

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**Metro**

Los Angeles County  
Metropolitan Transportation Authority

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Los Angeles, CA 90012-2952

213.922.2000 Tel  
metro.net

October 1, 2014

LaTrina Hancock  
Los Angeles County  
Regional Park and Open Space District  
510 South Vermont Avenue, Room 230  
Los Angeles, CA 90020-1975

**RE: FATHER SERRA PARK IMPROVEMENTS PROJECT - YOUTH EMPLOYMENT PLAN**

Dear Ms. Hancock:

Enclosed is the Youth Employment Plan (YEP) for the Los Angeles County Metropolitan Transportation Authority (Metro) Father Serra Park Improvement Project. This project will be implemented in partnership with Metro, The City of Los Angeles, The County of Los Angeles, and El Pueblo. Depending on the labor policies of the organization who constructs the project, the YEP may be amended or be carried out by any one of the aforementioned entities. If at all possible according to the policies of the implementing bodies, the attached YEP will be used to construct park improvements. We look forward to your acknowledgment that the District's YEP requirement has been met for this Grant.

Sincerely,

Jenna Hornstock  
Deputy Executive Officer  
Countywide Planning & Development

Attachment: Youth Employment Plan – Father Serra Park Improvements Project

## **YOUTH EMPLOYMENT PLAN**

Los Angeles County Metropolitan Transportation Authority  
Father Serra Park Improvements Project

### **BACKGROUND**

The Father Serra Park Improvements Project will be constructed by a collaboration between the City of Los Angeles, the County of Los Angeles, El Pueblo, and Metro, as part of a larger effort to enhance and revitalize the forecourt of the Historic Union Station. The project is seeking \$1,000,000 in Proposition A funds from the County Regional Department of Parks and Open Space.

### **TASKS THAT MAY BE PERFORMED BY AT-RISK YOUTH**

1. Removal of landscaping and irrigation for new landscaping and renovation (300 hours).
3. Excavation, setting forms, and laying base material for walkway extensions (300 hours).
4. Planting of shrubs and annuals for new landscaping plan (300 hours).

### **ESTIMATED COST OF YOUTH EMPLOYMENT**

|  |                            |
|--|----------------------------|
| Total estimated hours of youth employment: | 900 hours                  |
| Cost per hour:                             | <u>× \$ 10.00 per hour</u> |
| Total estimated cost of youth employment:  | \$ 9,000                   |

### **METHOD OF YOUTH EMPLOYMENT**

Either Metro or the City of Los Angeles, or their designated contractor, will provide local youth in conformance with the Los Angeles County Regional Park and Open Space District's (District) definition of "at-risk youth."

### **YOUTH EMPLOYMENT GOAL**

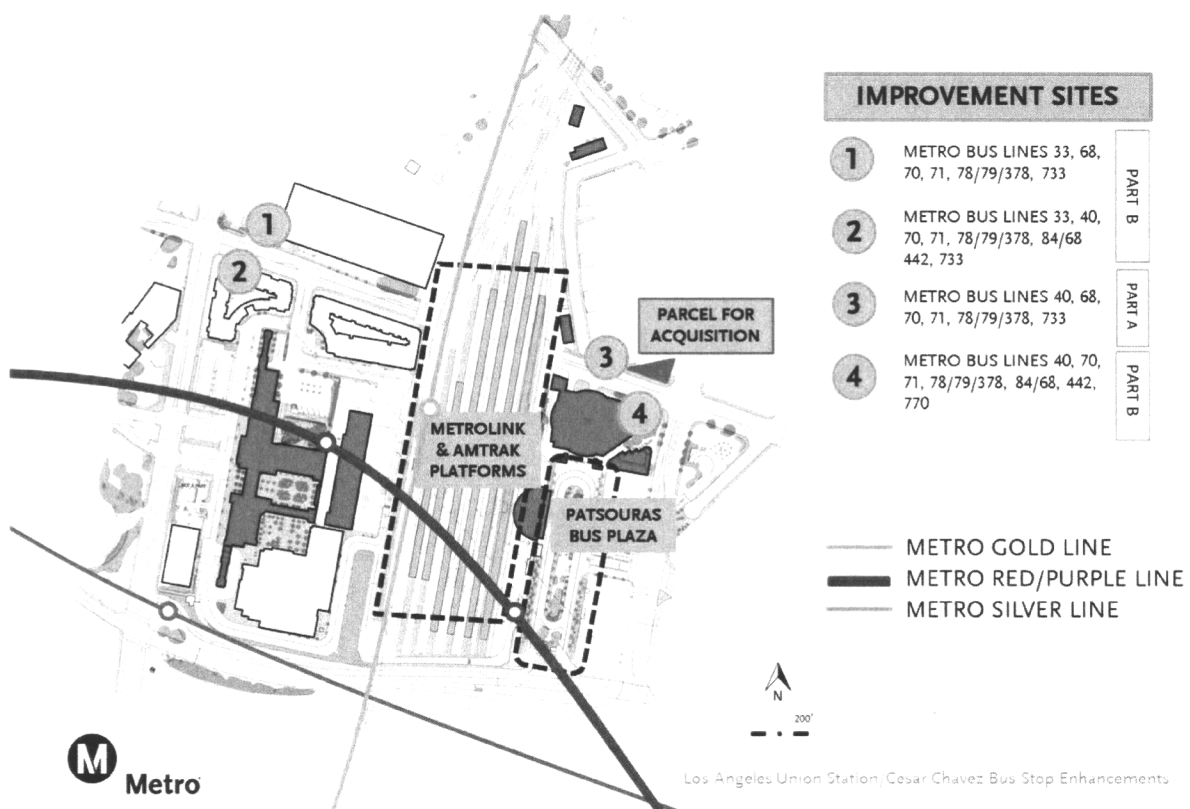
Under the provisions of the District's policy on employment of at-risk youth, the Youth Employment Goal (YEG) of the Metro's Father Serra Park Improvement Plans is \$9,000 equal to nearly one percent the project's development Project funding from Propositions A of 1992 and 1996.

## ATTACHMENT D

### LADDERS OF OPPORTUNITY GRANT: Project Description and Site Map

Metro proposes the “Chavez Bus Stop Enhancements” at four bus stops along Cesar Chavez Avenue which are heavily trafficked but underserved connections to Union Station. The Chavez Bus Stop Enhancements will improve the ridership experience for transit-dependent bus riders, linking low-income workers to jobs, and strengthening connections to several modes of transit. The project location is detailed in the site map below. The total project cost of \$2 million, includes the following:

1. Acquisition of a privately-owned, 7,000 square foot parcel adjacent to the stop at the northwest corner of Cesar Chavez Avenue and Vignes Street;
2. Creation of an enhanced bus stop facility on the acquired parcel including a specialty pavilion that provides a sheltered waiting area for bus riders, a bike facility offering bike parking for forty bicycles and a bike-share kiosk for twenty bicycles, and an emergency safety call box;
3. A custom bus shelter with additional shade for existing seating on site 4 (on Metro Property);
4. Coordinated efforts with the City of Los Angeles to install new shelters on sites 1 & 2 ( in the City’s right of way);
5. Enhanced landscaping, paving and repaired sidewalks at all four sites;
6. Additional trash-cans and solar-powered lighting at all four sites;
7. Improved way-finding and connection information for passengers transferring to Union Station in the form of map cases on sites 3 & 4, real-time arrival signs at sites 1 & 2, and directional signage in the bus pavilion on site 3.



### 1.0 EXECUTIVE SUMMARY

After purchasing Union Station in 2011, the Board directed that Metro undertake a master planning process to upgrade the station to a world-class facility. In July 2012, the Board selected the master planning team led by Gruen Associates and Grimshaw. The Union Station Master Plan (USMP) commenced in August 2012 and is nearing completion in the Fall of 2014.

#### 1.1 Extent of the Study

The specific extents of the study are defined by the current ownership context:

- The USMP area includes Metro's properties, although several adjacent properties not owned by Metro were reviewed due to their proximity and impact on Metro properties: Metropolitan Water District (MWD), First 5 LA, and Mozaic Apartments.
- Metro currently owns approximately 50 contiguous acres encompassing the historic building, the railyard, the transportation hub, the Gateway building, and a site on Ramirez presently containing a Denny's restaurant.

#### 1.2 General Conclusions

The preferred alternative was developed based upon data collection and analysis, the rigorous exploration of alternatives, methodical evaluation of alternatives, and significant public outreach. The process and preferred alternative are described in greater detail in this report but are summarized as follows:

- A new, larger Passenger Concourse which is at the same general level as the Historic Station, Alameda, and Vignes is recommended to accommodate the projected increases in ridership and allow adequate space for visitor and passenger amenities, separated station baggage and service functions.
- A Reconstructed Railyard, above the Passenger Concourse, which will be coordinated by the Southern California Regional Interconnector Project (SCRIP). The railyard will include new, wider and re-spaced platforms.
- A Relocated Patsaouras Bus Plaza will be to the west and at the same level as the railyard. The Relocated Bus Plaza will be accessed from the Passenger Concourse directly up into two bus islands, one serving local routes and the other serving regional routes.
- Within the concourse as well as to the west and east of the transit functions will be amenity spaces with a robust mix of uses including retail, food service establishments, hospitality spaces, and other uses.
- Several development parcels are identified to the east and west of the railyard.

### 1.3 Areas of Influence

Given the significance of Union Station, ultimately, the influence of Union Station, following the implementation of the USMP, will extend beyond the boundaries established by the existing properties:

- Serving as the regional hub for Metro's multi-billion investment in transit.
- Allowing for further expansion of transit ridership in and around Los Angeles City and County.
- Creating more space and capacity to move people through the system.
- Providing the central point in the growing Metrolink network, serving 5 counties.
- Receiving the 5<sup>th</sup> highest number of Amtrak passengers around the nation.
- Generating development and activity on site to attract visitors from around the region.
- Fostering urban transformation in the areas around the station.
- Influencing the growth and change throughout Southern California.

### 1.4 Related Projects

There are five projects related to the USMP. The first two are a direct result of stakeholder feedback:

- *Linkages Study* (now rebranded to "*Connect US*") - A public improvement plan identifying bike and pedestrian improvements to and from Union Station and surrounding communities, which will be completed at about the same time as the USMP.
- *Wayfinding* - New environmental graphics and signage at the station has been added to the existing Union Station, including integration of some contemporary technologies.
- *SCRIP* - The Union Station team is working with Metro regional rail and construction departments as the SCRIP run-through project will raise the railyard and provide Metro an opportunity to plan for a new expanded concourse and more efficient platforms.
- *Patsaouras Plaza Busway Station* - The USMP assumes that this previously designed project for a new station along the existing El Monte Busway will be implemented in the near future and be in place in advance of other transport improvements on site.
- *Sustainability* - The station is registered for LEED ND and the USMP includes a framework for achieving sustainability goals. The station is also LEED-EBOM and Global Green has prepared a separate study for expanding the boundary outside of Union Station as a LEED-ND.

### 1.5 Outreach Process

The USMP team has engaged in an intense process of outreach and public engagement. This has included meetings and presentations to a wide range of stakeholder groups and the community in a number of different forums:

- 17 Focus Group Meetings.
- 4 Community Advisory Committee Meetings.
- 4 Technical Advisory Committee Meetings.

- 4 Community Workshops.
- 2 Board Workshops, open to the public.
- 3 Board Meetings.

## 1.6 Refined Goals and Objectives

The Goals and Objectives for the Union Station USMP were originally developed by Metro during the Request for Proposal (RFP) process. They were refined in response to community and stakeholder outreach as well as the findings from Tasks 1 and 2. In Task 3, the preferred alternative was developed in alignment with goals and objectives. They include:

- Accommodate a variety of transit modes now and into the future.
- Create an iconic place of extraordinary design as the transit hub for Los Angeles County.
- Enhance and protect the historic station through appropriate repurposing.
- Establish development opportunities that support Union Station’s transit role.
- Ensure flexibility to allow the plan to adapt to changes in transit requirements and the needs of multi-phase commercial development.
- Improve access and connectivity for pedestrians and bicyclists.
- Incorporate sustainable best practices.

## 1.7 Task 1 Key Findings

During Task 1, the research conducted as part of the USMP yielded a number of observations about the existing station:

- Main Existing Issues Related to Transit
  - o Buses
    - Bus/Pedestrian/Auto Conflicts at Patsaouras Plaza.
    - Multiple, competing bus facilities.
    - Lack of clarity for transit riders about where to find buses.
    - Inadequate amenities at and connectivity to bus stops (on site and perimeter).
    - Opportunities to enhance safety and operational efficiency.
  - o Concourse/Passageway/Railyard
    - Historic rail station configuration had been altered significantly in the past, reducing its functionality.
    - Layout and arrangement not reflective of the primary transit uses and paths of transfer between the railyard, subway and other modes.
    - Passageway without the capacity to accommodate current or future passengers.
    - Passageway is the only east/west connection through the site.
    - Railyard with limited ability to allow for growth in service.

- Platforms which are too narrow to accommodate necessary vertical transportation elements, challenging those with limited mobility.
- Insufficient space for proper passenger services and accommodation.
- Poor wayfinding and communications systems.
- Associated Station Amenities Program
  - There are limited amenities to support transit users and attract visitors outside of transit purposes.

Following the premise that transit must be the priority at Union Station, the Opportunities and Constraints Analysis proposed three major themes to guide the study of any proposed improvements:

- Transport Optimization: addressing transit operations, access and circulation through the station, and the passenger experience:
  - Create large multi-modal concourse.
  - Relocate Patsaouras Bus Plaza and co-locate bus operations.
  - Plan for integration of high-speed rail.
- Destination: addressing programmatic uses for the site, revitalization of the historic station and sustainable development:
  - Reinvigorate historic station and courtyards.
  - Provide uses that support transit functions.
- Connectivity: addressing connections and linkages to the site from surrounding areas as well as linkages through the site, mobility for pedestrians, bicycles and other modes, and open space:
  - Reinforce neighborhood connections.
  - Create clear pedestrian and bicycle routes through the site.
  - Improve ease of transfers for passengers.

Addressing these priorities would entail trade-offs for some of the other goals for the site. More detailed descriptions of the full range of existing conditions issues were included in the Task 1 Technical Memoranda covering the subjects of Site Context, Development Opportunities, Existing Conditions, Historic Resources, High Speed Rail, Land Use, Sustainability, Transit and Infrastructure/Utilities.

## **1.8 Task 2 Key Findings**

In Task 2, the USMP team embarked upon a rigorous review of the full range of options that could measurably fulfill the parameters established by the goals and opportunities, i.e. to optimize the transportation environment, improve operational conditions and enhance the user experience. The review was concentrated on the most significant transit related infrastructure:

- Major Project Transport Components
  - Passenger Concourse
  - Consolidated Bus Facility
  - High Speed Rail

In order to evaluate them in a coherent fashion, the team engaged in detailed and iterative process. The dozens of options for each component were measured against an agreed set of criteria. The criteria were grouped under the following primary headings: Impact on Existing Operational Infrastructure; Future Operational Feasibility – Transport; Future Operational Feasibility – Passengers; Construction Feasibility; Contextual Impact; Land Utilization; and Master Planning Opportunity.

A smaller group of options that fulfilled the criteria the best were then selected, or “sifted,” for further development and evaluation against an expanded and more detailed set of sub-criteria. This identification and screening of the alternatives resulted in a recorded process transparent to future understanding.

Following on the study of the individual transport components, the next step was to look at the combinations thereof. Of all the possible arrangements, two versions were determined to be most suitable for more design investigation:

- Transport Alternatives
  - o North/South Passenger Concourse and East/West Relocated Patsaouras Bus Facility.
  - o East/West Passenger Concourse and North/South Relocated Patsaouras Bus Facility.

In parallel, the means of incorporation of High Speed Rail was focused on four plans that were compatible with the two primary transport alternatives:

- High Speed Rail Options
  - o Over the Railyard.
  - o Under Alameda.
  - o Over Vignes.
  - o Under Vignes.

Given the planning associated with fulfilling these transport goals, it was possible to establish parameters for other types of development on site. The programming opportunities were diagrammed based on the characteristics of the available sites and the strength of influence of transportation related activity.

The transport alternatives and other USMP features were presented at a Board workshop at the end of the task that led to the recommendation of preferred alternative for development in Task 3.

## **1.9 Task 3 Key Findings**

With the selection of the preferred East/West Passenger Concourse and North/South Relocated Patsaouras Bus Facility, Task 3 was comprised of taking the transport concept to a higher level of resolution. At this stage, it was also possible to bring greater focus on all the other aspects of the USMP, including the development program, the open space concepts and near term projects, as presented during the second Board Workshop.



- Overview of Preferred Alternative
  - o The overall strategy of transport optimization, new on-site development and improved connectivity into adjacent neighborhoods comes together in a coherent vision including:
    - A new, larger Passenger Concourse, that is at the same general level as the Historic Station, Alameda and Vignes. The Passenger Concourse accommodates the projected increases in ridership and allows adequate space for passenger and visitor amenities as well as separate baggage and other service functions.
    - A Reconstructed Railyard, above the Passenger Concourse, which will be coordinated by the Southern California Regional Interconnector Project (SCRIP). The railyard will include new, wider and re-spaced platforms.
    - A Relocated Patsaouras Bus Plaza will be to the west and at the same level as the railyard. The Relocated Bus Plaza will be accessed from the Passenger Concourse directly up into two bus islands, one serving local routes and the other serving regional routes.
    - The East Portal rebuilt to allow for grade continuation towards Vignes and new large scale development.
    - Within the concourse as well as to the west and east of the transit functions will be amenity spaces with a robust mix of uses including retail, food service establishments, hotels and hospitality spaces, and other uses.
    - Several development parcels are identified to the east and west of the railyard.
    - The transformative contribution by Union Station to an entirely new, better-connected and more active district.
  
- Other Primary Project Features
  - o Integration of High Speed Rail
    - Discussions with CHSRA and further study of the options for high speed rail indicated that three of the high-speed-rail options were likely to be feasible, including Over the Railyard, Over Vignes and Under Vignes.
    - Pursuant to the goal of using a strategy that would support seamless but non-reliant integration of high-speed-rail, the USMP depicts the Under Vignes option.
  - o Integration with SCRIP
    - The USMP indicates the presence of the run-through tracks that will be designed as part of the SCRIP project.
    - It is presumed that the SCRIP project will reconstruct and raise the entire railyard to maintain a level yard.

- This will necessitate the inclusion of new mechanized vertical transportation including elevators and potentially escalators as well as new stairs to address the increased vertical travel.
  - This also necessitates wider platforms to physically accommodate the vertical transportation, requiring the re-spacing of platforms.
  - By raising and re-planning the existing railyard, tracks and platforms, the SCRIP project will generate the enabling works to allow for the future Passenger Concourse.
- Development
  - Metro's independently commissioned market study revealed strong evidence to support the incorporation of appropriate levels of TOD into the USMP.
  - The current planning identifies potential sites for development that do not compromise the proposed transport improvements, that have good access, and that also fit within the broader vision for the USMP.
  - Though not an architectural scheme the massing diagrams begin to illustrate how up to 3.25 million square feet of development could be organized.
  - Market conditions will dictate the eventual development but the USMP shows that there is scope for considerable density as well as an ability to accommodate a variety of uses ranging from a hotel, to mixed use residential and commercial development.
  - Addressing the goal of making the passenger and visitor experience more complete, the USMP indicates a substantial layer of amenities that will expand from the sides of the new passenger concourse and public circulation areas. These retail and dining amenities will complement the full array of passenger facilities and support spaces located within and adjacent to the concourse.
  - The simultaneous planning of transport improvements and new development on the site will allow for both a more coordinated implementation of the USMP as well as flexibility to implement the destination-based mixed use program, in response to market conditions. In any event, the value of development sites should be materially enhanced through their association to Union Station. Passengers, visitors, residents and other users of the site will be drawn by the wide array of uses at the station, neighborhood activities and attractions and other features to extend the level of activity across larger parts of the day and week. Ideally, the increased level of activity will be distributed across the site as well as to its perimeter to reinforce other improvements in access and circulation around and to the station.

- Parking
  - The work concluded that there is no new parking needed for transit purposes.
  - There will be additional parking necessitated by the development program.
- Access and Circulation
  - Planned improvements to the perimeter of the site all work to create a more welcoming environment for bicycle users as well as pedestrians.
- Connectivity and Open Space
  - Addressing the isolation of the Station from the rest of the City is fundamental to the plan. Concurrent with work such as the Linkages Study, the plan will forge new connections into surrounding properties such as the Piper Tech Site, and areas such as El Pueblo, the Los Angeles River and the Arts District.
  - The USMP imagines two complimentary pedestrian environments: one at grade that opens into the new concourses and another network of open space that gently follows the topography over the site.
  - This new environment is made up of terraces and gardens inspired by the Historic Station's courtyards as well as native ecologies and plantings. These new spaces can be programmed with activity and provide new amenities to be enjoyed as future development takes shape
- Near Term Improvements
  - The Forecourt has been identified as a key project to immediately improve connectivity and contribute toward the positive change in perception of the Station.
  - The existing Forecourt would be converted into a true civic plaza with a stronger connection to El Pueblo.
  - Circulation and streetscape improvements to Alameda would better connect Union Station to the adjacent communities.
- Historic Integrity
  - The USMP calls for the preservation and revitalization of the significant features of Union Station, such as the Main Entry Building, Ticketing Hall, Waiting Hall, Restaurant, Patio/Courtyards and Breezeway/Arcades.
  - The USMP relies on alterations and changes to a number of the contributing elements, such as the historic concourse, the Passageway as well as the Platforms and Platform Canopies.
  - Non-historic structures such as the baggage building and the Amtrak bus yard are shown as fully removed or transformed.

- Sustainability
  - With long-term sustainability as one of the central goals for the USMP, specific measures have been adopted along four framing characteristics:
    - Infrastructure
    - Transit
    - Socioeconomic
    - Identity
  - In order to measure the success of the framework the project will be certified using the LEED-ND rating system.
  - Coordination with Global Green has yielded additional opportunities for increasing the sustainability of the USMP.
- Fire/Life Safety
  - There are unique fire protection and life safety challenges that exist for the areas in and around the proposed project.
  - Consideration has been given to the balance required to achieve adequate fire and life safety and the operational needs of this unique facility.
  - The preferred alternative has been reviewed for the following:
    - Emergency access.
    - Occupant tenability.
    - Means of egress.
    - Fire and smoke spread.
    - External impacts.
  - The associated fire and life safety issues have been identified along with a framework for addressing these challenges.
- Phasing
  - There are three major stages of project implementation:
    - Stage 1 – Near Term Improvements.
    - Stage 2 – Transport Projects and Private Development.
    - Stage 3 – High Speed Rail Integration.
  - These Stages are anticipated to be broken into sub-phases which could be realized as separate projects and which suggest a sequence and priority for completion.
  - It is imagined that these stages will be followed by a fourth stage of district-wide improvement, resulting in part due to the completion of the changes to Union Station.
- Cost
  - A concept cost plan with order-of-magnitude planning level costs was prepared for the USMP improvements to assist in defining the investment necessary for the public and private sectors.

- The Investment Plan for realizing the USMP is estimated in \$FY2014 to be \$1.71 billion in USMP costs including:
      - Transit Improvement costs of \$1.30 billion.
      - Shared Public/Private costs of \$0.41 billion.
    - The above costs will be phased over the multiple years as funding is identified.
    - The USMP is anticipated to generate \$1.3 billion in private development investment.
    - This results in a total on-property investment of \$3.01 billion.
- Implementation
  - The Implementation Technical Memoranda will address the following subjects:
    - CEQA/NEPA clearance necessary.
    - ADP modifications and amendments to Development Agreement (DA) with the City of Los Angeles.
    - Financing strategy and phasing for implementation of infrastructure, access and circulation, and wayfinding components.
    - Analysis of various governance approaches and strategies.
    - Recommendations for access and circulation policies.
  - Environmental Documentation, ADP and DA
    - The USMP emphasizes transit improvements including improvement to the historic Union Station in the early stages of implementation with new public/private development following the transit improvements. To implement the USMP, ADP modifications would need to be made and a CEQA/NEPA strategy would be implemented that includes the preparation of a programmatic environmental document for the USMP with Metro as the lead agency. Subsequently, revisions to the ADP and its environmental document with the City of Los Angeles as the lead agency would be needed. NEPA documentation would only be required when individual federally-funded projects are being considered. USMP's recommended modifications to the ADP could potentially expand the boundary of the ADP planning area to create more vital TOD District between Union Station and the Los Angeles River and other surrounding areas.
    - The primary benefit of preparing a program EIR for the USMP will be to allow the Metro Board to adopt the USMP with appropriate and up-to-date environmental clearance. The program EIR will include the identification of mitigation measures designed to eliminate or reduce impacts resulting specifically from the USMP's proposed transportation and land development improvements.
    - In this context, it will be critical for the program EIR to indicate that one of the purposes of the document will be to allow City of Los Angeles to

modify mitigation measures identified in the 1996 ADP EIR for actions on property controlled (and/or acquired) by Metro.

- During the preparation of the programmatic environmental document, Metro may choose to modify and extend the Development Agreement with the City or wait until the ADP is prepared. Tract maps that need modifications could also be accomplished with this additional environmental clearance.
  - Some of the modifications in the ADP update and the DA include:
    - Change of boundary to encompass Metro Gateway, Patsaouras Plaza, the Ramirez site, the Bail Bonds site and other properties determined appropriate at the time of the ADP update.
    - Modify the ADP maps to reflect the revised plan.
    - Replace/substitute USMP transit/transportation improvements for mitigations in the ADP.
    - Change height requirements to allow for taller development east of the railyard.
    - Consider eliminating level of service (LOS) as the basis for requiring mitigation and replace with another transportation system performance metric, which may include Vehicle Miles Traveled (VMT), in coordination with the City of Los Angeles Department of Transportation.
    - Review in the Development Agreement land dedication requirements and a series of additional requirements regarding affordable housing and economic opportunity programs given that Metro is a public agency with a special charter defining its purpose and performance not a private business with means to achieve either of these objectives.
- Financing Strategy
- A series of recommendations precedent to effecting the funding/finance concept, including:
    - Include the plan in Metro's Long Range Transportation Plan (LRTP).
    - Include the plan in SCAG's 2016 RTP/SCS, including designation of plan as a *Transportation Control Measure* (TCM), as well as inclusion in the State Implementation Plan (SIP), which enables funding prioritization.
    - Expand the boundaries of the ADP to enable:
      - Transfer of Floor Area application to sites outside of the LAUS site.

- Work with the State to enact statewide or LAUS pilot *Infrastructure Finance District* legislation.
- Develop a *Request for Qualifications* for a LAUS Master Developer to include other properties within an expanded ADP (e.g., Piper Tech).
- Establish a *Los Angeles Union Station Development Authority* (LAUSDA) to coordinate funding and implementation plan transportation infrastructure improvements and development.
- Fund/finance Stage 1 improvements via a matching strategy utilizing local Metro funds to attract both regional MPO and statewide competitive Transportation Activities Program (TAP) funding for the forecourt improvement program.
- Specific funding/finance concept strategy envisions “partnership” for funding, following the above items:
  - Leverage LRTP, RTP TCM, SCS and SIP designation into multi-year inclusion in Cap & Trade legislative funding plan. Target: \$100 million appropriated over 5 years via multiyear appropriations agreement.
  - Establish an *Union Station Area Infrastructure Finance District* (USAIFD) applicable to all private development within an expanded ADP that creates value capture from increases in property taxes, other sources, as debt service to fund a portion of plan infrastructure improvements. Target: \$700 million bonded, with total debt service of \$932 million to \$1,062 million over 20 - 30 years (assuming a 3.0% interest rate).
  - Utilize all or portion of increasing LAUS on-site ground lease annual revenue stream – and off-site proceeds bankable from sale of on-site Transfer of Floor Area – to fund plan infrastructure improvements. Target: \$510 million bonded, with total debt service of \$679 million to \$774 million over a 20 - 30 year term (assuming a 3.0% interest rate).
- Governance
  - Considerations for USMP Regarding Governance Approaches
    - The existing JMC structure is relevant and should be maintained as the USMP transitions from development to implementation. The JMC may play a larger role in the future, but should continue to be the focal point at this time for all its current functions (i.e., on-site property maintenance, tenant easing/improvements, and special events), as well as other on-

site elements set forth in the USMP Phase I improvement program (i.e., wayfinding, etc.).

- An “overarching” governance structure for the real estate development aspects of the USMP at this time is premature. It is recommended that upon completion of the USMP, Metro establish a USMP Steering Committee to focus on partnerships in placemaking”.
- The focus of the Steering Committee is first and foremost on the implementation plan for USMP’s public and private real estate development program and the appropriate governance structures to maximize value capture, finance and implementation of the USMP. The Steering Committee is intended as advisory to Metro and is recommended to bring about a more thoughtful and strategic governance structure for both USMP real estate development and other projects in the LAUS area of influence.
- The most relevant governance structures to consider in implementing the real estate elements of the USMP are Denver Union Station and TransBay Terminal.
  - Like Denver Regional Transit District (RTD), Metro can use its existing expertise and governance structure to facilitate the transportation improvements contained within the USMP.
  - A lesson learned from Denver is that the value-capture that facilitated the financing of the transportation improvements was made possible by a coordinated synergy between the transportation infrastructure improvements and private development.
  - At TransBay, the formation of a Joint Powers Authority (JPA) was quickly effected as each entities’ vision, values, goals and objectives were in alignment.
  - It is critical for the USMP – as well as all of Metro’s prospective “partners” in a synergistic venture of creating the region’s most significant Transportation-oriented Development (TOD) – to take the time up-front and create the opportunity to explore partnership opportunities that may lead to a governance structure that is most appropriate for the benefit of the region.
- It is critical for the USMP, as well as all of Metro’s prospective “partners” in a synergistic venture of creating the region’s most significant transit-oriented development (TOD) to take the time



up-front to create the opportunity to explore partnerships that may lead to a governance structure that is most appropriate for the benefit of the region.

- A “Master Developer” for Metro’s Alameda District Plan (ADP) assets within Metro ownership may be a positive contributory element in the overall attraction of other partners and to the overall synergy of real estate activity within the LAUS “area of influence”.

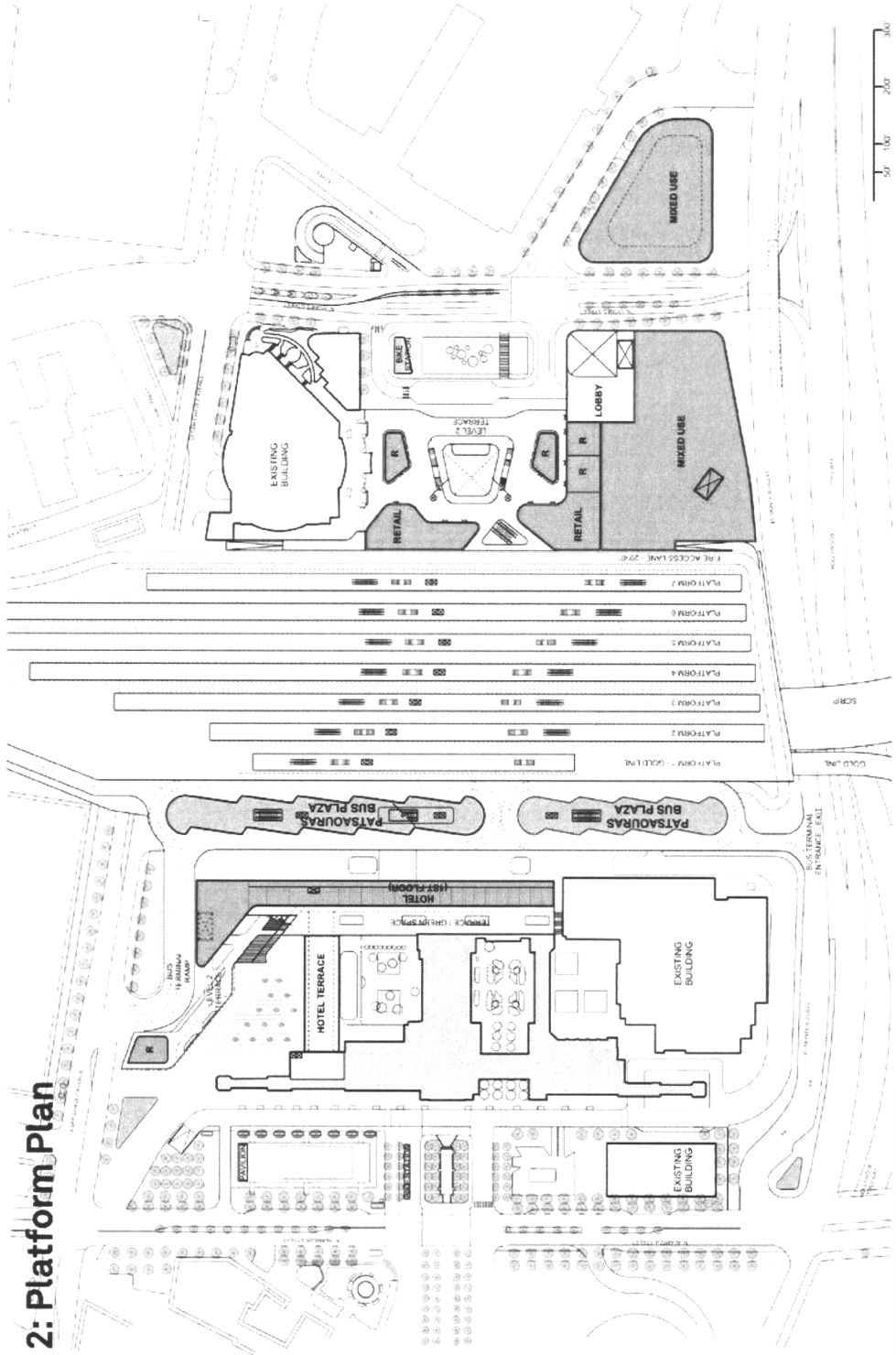
- Policies Regarding Parking Access and Circulation

- The amount of parking needed on the site will be guided by Metro’s and the City of Los Angeles’ policies related to parking.
- Metro policies may include increasing the price of parking in the Gateway structure and other structures for both the public and employees, which in turn, could reduce demand and also allow more shared parking between uses.
- As the Union Station site is a transit-oriented development, policies in a revised ADP could include reducing the amount of residential parking required for development, requiring unbundled parking for residential, requiring no parking for certain transit-supportive uses, and requiring less parking for transit than currently permitted.
- Metro could also consider more efficient arrangements for parking in inefficient areas, i.e., on Gateway 2 site including “standard automated parking” and the new technology for managing parking on the site and in the surrounding areas.

- Next Steps

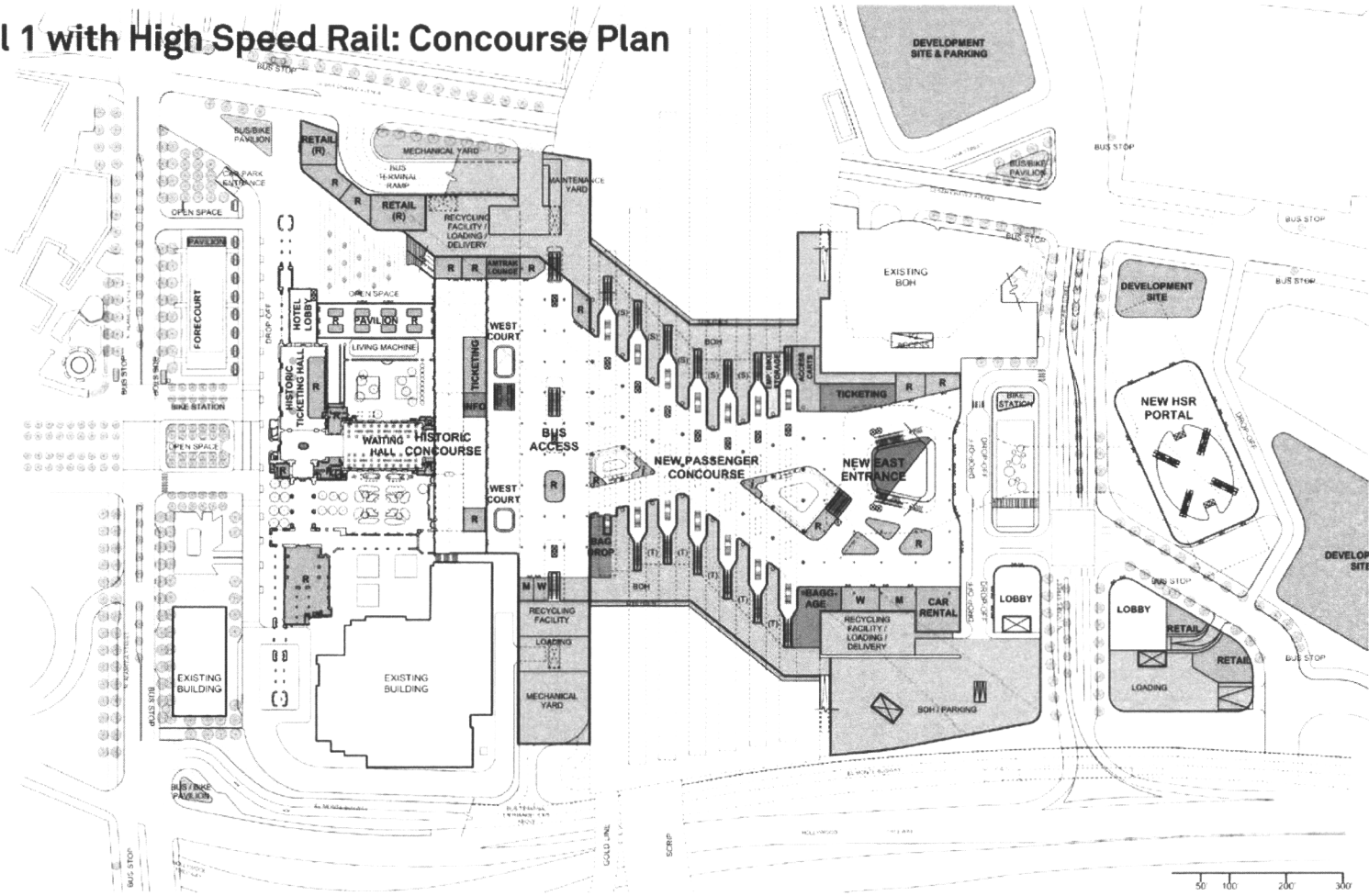
- In addition to the Executive Summary and the USMP Slideshow for the Planning and Programming Committee and others, the Team will complete the following in the next several months:
  - A Task 3 Report for Metro review.
  - After Metro review, completion of the Implementation Strategy consisting of several Technical Memoranda.
  - Additional visualization of the USMP and a Final USMP Report (11”x17”) based on the Task 3 report with illustrations.
  - Design Guidelines.

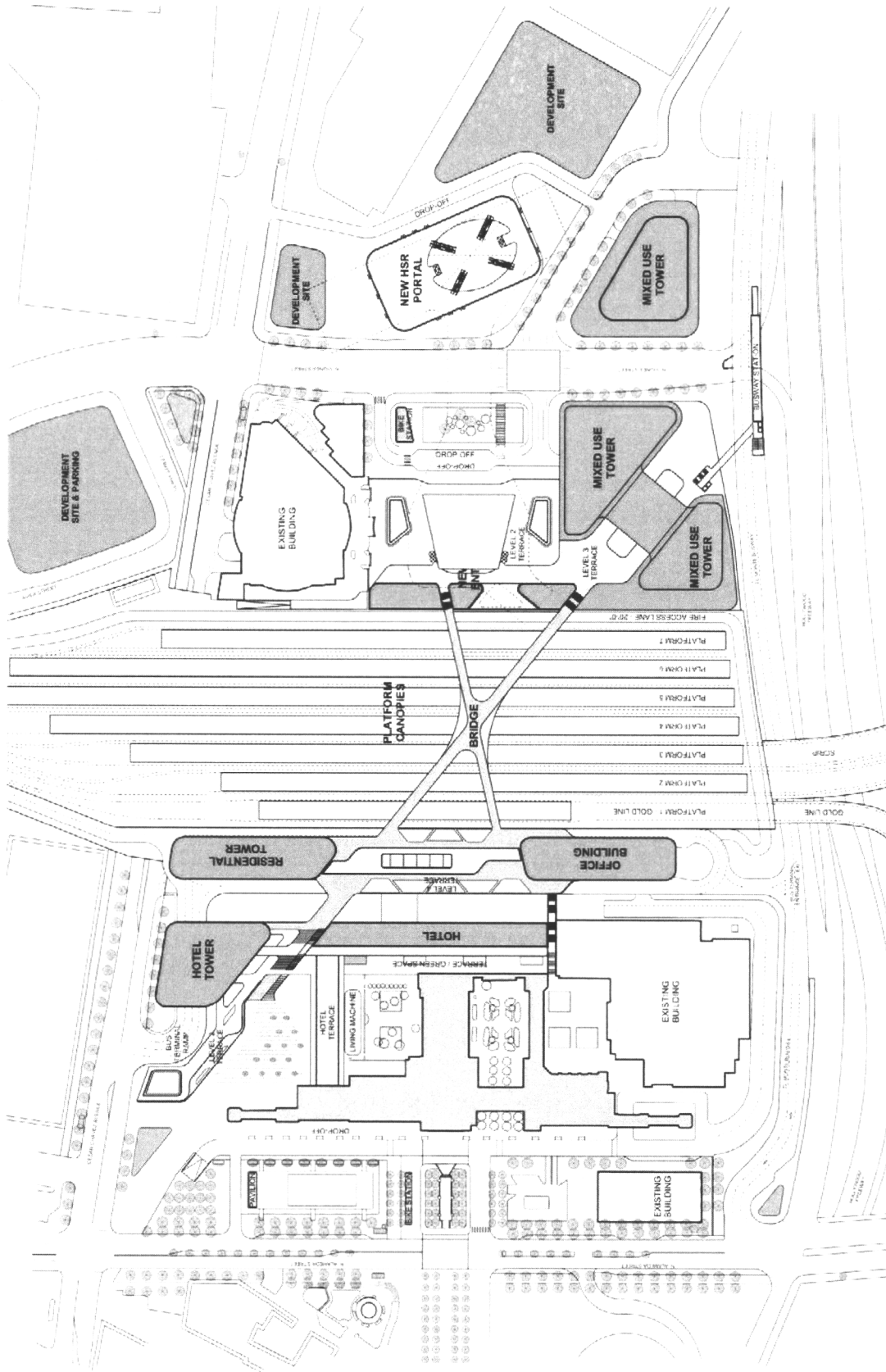
# Level 2: Platform Plan



Union Station Master Plan

# Level 1 with High Speed Rail: Concourse Plan





# Section

