About the Urban Land Institute

- The mission of the Urban Land Institute is to provide leadership in the responsible use of land and in creating and sustaining thriving communities worldwide.

- ULI is a membership organization with nearly 30,000 members worldwide representing the spectrum of real estate development, land use planning and financial disciplines, working in private enterprise and public service.

- ULI started the Advisory Services Program in 1947; we conduct 15 - 20 panels a year on a variety of land use subjects. We provide independent, objective, candid advice on important land use and real estate issues.
The Panelists

• Chair – Charles Kendrick, Managing Director, Clarion Ventures, LLC, Andover, Mass.

• Jennifer Ball, Vice President of Planning, Central Atlanta Progress, Atlanta, Georgia

• Kenneth Ho, Development Manager, Trammell Crow Company, Denver, Colo.

• Todd Johnson, Principal, Design Workshop, Inc., Denver, Colo.
The Panelists

• Bill Kistler, Senior Client Partner – Real Estate/EMEA, Korn/Ferry International, London, United Kingdom

• Bill Lawrence, Director, Consulting Services, TR Advisors, LLC, Boston, Mass.

• Amy Neches, Manager, Project Area Planning and Development, San Francisco Redevelopment Agency, San Francisco, Calif.

• Mary Smith, Senior Vice President, Walker Parking Consultants/Engineers, Indianapolis, Ind.
The Panel Assignment

Union Station

- Gateway to the city of Los Angeles
- Rapidly growing as a major regional transportation hub for Southern California
- Consider how the growth of the station can be a catalyst for positive change in adjacent neighborhoods
Union Station Study Area
Constraints/Issues

- Overall economic conditions
- Large-scale industrial/institutional uses
- High-speed rail location uncertainty
- Freeway corridor
Lots of Projects…

- Civic Crossroads
  - Park/Broad/Grand
  - Spring and Main to Cesar Chavez
- Hall of Justice
- El Pueblo Pedestrian Improvements
- Cesar Chavez Ave Streetscape
- Chinatown residential
- Blossom Plaza
- Central Avenue Park
...and Grand Ideas

- Regional Connector
- Park 101
- Union Station
- High-Speed Rail
- LA River Master Plan
- Cleantech Corridor
- Cornfields /Arroyo Seco
- First Street Now!
The Big Gap: Connectivity

- Pedestrian Experience
  - To El Pueblo
  - To Chinatown
  - To Civic Center
  - To Little Tokyo
  - To Arts District
  - To LA River
  - To Boyle Heights

- Safety/Security
Connectivity

The key to overcoming connectivity issues is not merely signs and streetscape, but activity… a.k.a. development
Current Conditions

- 500 acres (3/4 square mile)
- Specific plan for Metro: 40 acres
- RFP on Specific Area Master Plan
- Metro and MWD Headquarters: 1.1 million sf
- 278-unit apartment complex
- Metro and City of Los Angeles jurisdiction
World Class Transit Hub

Union Station’s Many Assets

- Historic architecture
- 80,000 - 100,000 passengers/day
- 7 Metro lines at buildout
- 1,000 buses/day
- Amtrak rail/bus
- Metrolink
- 6 million SF
- 4,700 parking spaces
- High-speed rail
Area Demographics – $\frac{1}{2}$ mile

**2008**
- 1,000 households
- 960 businesses
- 20,000 employees
- 6,600 correctional population

**2035**
- 7,300 households
- 17,000 population
- 35,000 employees

*Source: SCAG*

*Source: ESRI*
Paradigm Shift in Downtown LA

- 20,000 residential units – South Park
- Young professionals
- Entertainment – L.A. Live
- Authenticity
- Cultural diversity
- Transit access
Development Opportunities

Short-Term Opportunities

- Housing for young professionals
- Ground floor retail
- One big box retail
- 120-bed limited service hotel
- Top Golf (10-15 acres)
Longer Term Opportunities

- Office space
- More hotel space
- Higher density residential
- Higher passenger volumes
- Synergy among uses
The Power of Vision

- Engage stakeholders
- Physical, policy, commercial and social
- Suspend disbelief
- Think big
Back to the Future

- Public transportation dominated
- Encouraged development of downtown as hub
- Sustainable
Exodus and Decline

- Abandoned public transportation
- Automobile dependent
- Accelerated decentralization
- Encouraged sprawl
- Unsustainable!
Renaissance

- Creating new opportunities
- Enabled by transit investment
- Bringing jobs and residents back to center
- A catalyst for development
Unique Potential

Existing Assets
Market Proximity
Future Opportunity
Shaping the Vision

• A model of sustainable development that capitalizes on proximity to the hub of regional transportation
• A place that can accommodate a wide range of uses, attract new jobs and significant investment
• A compelling community where people want to live and work
• A unique and coherent destination to attract visitors downtown
• An amenity for those who work in the Civic Center and downtown
• A new heart for the city of Los Angeles
Benefits

- Existing business owners benefit from increased demand and a more diversified market
- Residents benefit from the investment in a quality public realm and additional amenities in the area
- Commuters benefit from the addition of new activities and venues in and around the station
- Southern California gains an important attraction easily accessed from all points in the region
- Metro enhances value of Union Station to investors, developers and occupiers
Study Area Development Potential

- Area has many vacant and under-developed parcels, many public, some private
- Current burden = future opportunity
- Long-term potential for substantial and sustainable growth in LA for jobs and housing, both on and off Union Station
- This growth and development can create connections to existing communities through densification—“filling in the gaps”—and by improving the pedestrian experience
Start with the Core

• Metro will pursue its sites over time—great location for jobs, but when?
• Outside the station, start now on publicly-owned sites close to Union Station—west toward Hill Street, north of the 101 freeway
• Start with economically viable uses that will attract new population
• Mixed-use development—residential over retail
  – Support El Pueblo historic district
  – Create connections to Chinatown
• LA Mall site—key connection to Civic Center
Core Development Sites
Civic Crossroads Plan—2008
Longer-Term Opportunities

- Infill sites within existing communities—residential/mixed-use development in response to market demand
  - Mangrove site
  - Chinatown sites
- Major sites—including “soft” public sites—provide a land bank for future development to support public goals, especially job creation
  - Terminal Annex Site
  - Cornfields Arroyo Seco area
  - Piper Tech complex
Study Area Development Sites
Transit and Development
A New “Nucleus” for Civic Activity
Define a Civic Destination
with Open Space Improvements
Activated Public Spaces
Programmed Open Spaces
Activate and Reinforce the Destination

With Development Sites
Invigorated Nucleus
## Existing Plans and Projects

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Metro Purchase
Implementation

Union Station Building
- Property management
- Leasing agent

Union Station Site owned by Metro
- Owner’s representative to manage implementation of the Master Plan
**Implementation**

**Study Area**

- Facilitate inter-agency collaboration
- Remove barriers to development
- Encourage redevelopment of the public realm and vacant publicly-owned land
- Meet regularly - Consistent communication is important for developing trust
Implementation

Identify development tools in use in other areas in LA

- Transit specific entitlement program
- Specific Area Plans
- Programmatic EIRS
- Transfers of Development Rights
Potential Funding Sources

Consider…

- Community Redevelopment Agency
- Infrastructure Facilities District
- Measure R transit area planning funds
- Non-contiguous CFD District for public and privately-owned land available for development
Central Platte Valley – 1960s
Connectivity and Amenities
Transportation Infrastructure

- $491 million investment in transit infrastructure
- 8 heavy rail tracks serving commuter rail and Amtrak
- 2 light rail tracks
- 22 underground bus bays for RTD and free shuttle buses
- DUSPA managed financing, design, construction and maintenance of transit infrastructure
Current Conditions
Questions?
Current Master Plan