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**Agenda - Final**

**Wednesday, October 14, 2020**

**3:00 PM**

To give written or live public comment, please see the top of page 4

## **Planning and Programming Committee**

*Jacquelyn Dupont-Walker, Chair*

*Ara Najarian, Vice Chair*

*Mike Bonin*

*Janice Hahn*

*Hilda Solis*

*John Bulinski, non-voting member*

*Phillip A. Washington, Chief Executive Officer*

**METROPOLITAN TRANSPORTATION AUTHORITY BOARD RULES**  
(ALSO APPLIES TO BOARD COMMITTEES)

**PUBLIC INPUT**

A member of the public may address the Board on agenda items, before or during the Board or Committee's consideration of the item for one (1) minute per item, or at the discretion of the Chair. A request to address the Board must be submitted electronically using the tablets available in the Board Room lobby. Individuals requesting to speak will be allowed to speak for a total of three (3) minutes per meeting on agenda items in one minute increments per item. For individuals requiring translation service, time allowed will be doubled. The Board shall reserve the right to limit redundant or repetitive comment.

The public may also address the Board on non agenda items within the subject matter jurisdiction of the Board during the public comment period, which will be held at the beginning and/or end of each meeting. Each person will be allowed to speak for one (1) minute during this Public Comment period or at the discretion of the Chair. Speakers will be called according to the order in which their requests are submitted. Elected officials, not their staff or deputies, may be called out of order and prior to the Board's consideration of the relevant item.

Notwithstanding the foregoing, and in accordance with the Brown Act, this agenda does not provide an opportunity for members of the public to address the Board on any Consent Calendar agenda item that has already been considered by a Committee, composed exclusively of members of the Board, at a public meeting wherein all interested members of the public were afforded the opportunity to address the Committee on the item, before or during the Committee's consideration of the item, and which has not been substantially changed since the Committee heard the item.

In accordance with State Law (Brown Act), all matters to be acted on by the MTA Board must be posted at least 72 hours prior to the Board meeting. In case of emergency, or when a subject matter arises subsequent to the posting of the agenda, upon making certain findings, the Board may act on an item that is not on the posted agenda.

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**REMOVAL FROM THE BOARD ROOM** The Chair shall order removed from the Board Room any person who commits the following acts with respect to any meeting of the MTA Board:

- a. Disorderly behavior toward the Board or any member of the staff thereof, tending to interrupt the due and orderly course of said meeting.
- b. A breach of the peace, boisterous conduct or violent disturbance, tending to interrupt the due and orderly course of said meeting.
- c. Disobedience of any lawful order of the Chair, which shall include an order to be seated or to refrain from addressing the Board; and
- d. Any other unlawful interference with the due and orderly course of said meeting.

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**323.466.3876**

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x3 *中文 (Chinese)*

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The Committee Meeting begins at 3:00 PM Pacific Time on October 14, 2020; you may join the call 5 minutes prior to the start of the meeting.

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One Gateway Plaza

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Los Angeles, CA 90012

**CALL TO ORDER**

**ROLL CALL**

**APPROVE Consent Calendar Item: 13.**

**Consent Calendar items are approved by one motion unless held by a Director for discussion and/or separate action.**

CONSENT CALENDAR

- 13. SUBJECT: EAST SAN FERNANDO VALLEY LIGHT RAIL TRANSIT -  
FIELD INVESTIGATION OF UTILITIES**

[2020-0589](#)

**RECOMMENDATION**

AUTHORIZE the Chief Executive Officer (CEO) to execute Modification No. 00009 to Contract No. AE58083E0129 with Gannet Fleming, Inc. for the East San Fernando Valley Transit Corridor Project, for field confirmation of utility conflicts consisting of potholing and slot trenching along Van Nuys Blvd. for Segment A (Oxnard Blvd to Covello St.), in the amount of \$1,691,789 increasing the total Contract amount from \$62,028,016 to \$63,719,805.



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- Attachments:**      [Attachment A: Procurement Summary](#)  
[Attachment B: Contract Mod Change Order Log](#)  
[Attachment C: DEOD Summary](#)

NON-CONSENT

- 14. SUBJECT: COUNTYWIDE PLANNING MAJOR PROJECT STATUS REPORT** [2020-0666](#)

**RECOMMENDATION**

RECEIVE oral report on the Major Project Status by the Chief Planning Officer.

- Attachments:**      [Attachment A - Countywide Planning Major Project Status Report](#)

- 15. SUBJECT: TRANSIT ORIENTED COMMUNITIES IMPLEMENTATION PLAN** [2020-0110](#)

**RECOMMENDATION**

CONSIDER:

1. APPROVING the Transit Oriented Communities (TOC) Implementation Plan (Attachment A) and the TOC Grant Writing and Technical Assistance Program Guidelines (Attachment B); and
2. AUTHORIZING the Chief Executive Officer or designee to enter into multiple agreements with Los Angeles County cities, the County of Los Angeles, and other eligible entities to fund TOC Grant Writing and Technical Assistance recommended in the TOC Implementation Plan in an aggregate amount not to exceed \$5,000,000, subject to annual budget programming.

- Attachments:**      [Attachment A - TOC Implementation Plan](#)  
[Attachment B - TOC Grant Writing and Technical Assistance Program Guideline Presentation](#)

- 16. SUBJECT: LOS ANGELES UNION STATION FORECOURT AND ESPLANADE IMPROVEMENTS** [2020-0503](#)

**RECOMMENDATION**

APPROVE the Addendum No. 2 to the Final Environmental Impact Report for the Los Angeles Union Station Forecourt and Esplanade Improvements Project.





## Board Report

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**File #:** 2020-0589, **File Type:** Contract

**Agenda Number:** 13.

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### PLANNING AND PROGRAMMING COMMITTEE OCTOBER 14, 2020

**SUBJECT: EAST SAN FERNANDO VALLEY LIGHT RAIL TRANSIT - FIELD INVESTIGATION OF UTILITIES**

**ACTION: AUTHORIZE A CONTRACT MODIFICATION**

#### **RECOMMENDATION**

AUTHORIZE the Chief Executive Officer (CEO) to execute Modification No. 00009 to Contract No. AE58083E0129 with Gannet Fleming, Inc. for the East San Fernando Valley Transit Corridor Project, for field confirmation of utility conflicts consisting of potholing and slot trenching along Van Nuys Blvd. for Segment A (Oxnard Blvd to Covello St.), in the amount of \$1,691,789 increasing the total Contract amount from \$62,028,016 to \$63,719,805.

#### **BACKGROUND**

The East San Fernando Valley (ESFV) Light Rail Transit Project (Project) is a light rail system that will extend north from the Van Nuys Metro Orange Line station to the Sylmar/San Fernando Metrolink Station, a total of 9.2 miles with 14 at-grade stations. Light rail trains will operate in the median of Van Nuys Boulevard for 6.7 miles to San Fernando Road. From there, they will transition onto existing Metro right-of-way and follow a shared corridor with Metrolink and freight for 2.5 miles to the Sylmar/San Fernando Metrolink Station.

On June 28, 2018, the Metro Board approved the Locally Preferred Alternative (LPA) as Alternative 4: Light Rail Transit (LRT). The Final Environmental Impact Statement (EIS) / Environmental Impact Report (EIR) are expected to be presented to the Metro Board for certification before end of 2020 along with the FTA issuing a Record of Decision (ROD).

Metro continues to advance the Project design in anticipation of the procurement for a Design Build contractor to begin in 2021 and conclude with a selection in 2022. Groundbreaking for construction is scheduled to begin in 2022. The schedule for advancing the design, which includes utility investigations, and preparing solicitation documents is critical to achieve groundbreaking in 2022 and completion in time for the Olympics.

#### **ISSUE**

The recommended Contract Modification includes field investigations of utilities along Van Nuys Blvd

to identify the location of existing utilities and to determine if those utilities can remain in place or require relocation. Gannett Fleming, Inc, the ESFV Engineering Consultant for Metro, will conduct this field investigation work as part of their Phase 1 Preliminary Engineering work.

Utility relocation, particularly for underground utilities is one of the major risk in any new rail project. Early and extensive investigations and engineering to identify utility locations, conditions and remediation strategies has proven to be a lesson learned and best practice on Metro projects. This action will greatly assist in mitigating utility risk.

## **DISCUSSION**

In 2019, Metro awarded to Gannett Fleming, Inc. a cost plus fixed fee (CPFF) contract for Architecture Engineer (AE) services to advance the design for the design build project delivery method (Phase 1), support during the solicitation process (Phase 2) and design support during construction (Phase 3) for the Project. As part of Phase 1, Gannett Fleming compiled existing utility as-built information into composite utility drawings and conducted non-invasive field investigation work to initially verify the as-built information. In order to confirm the initial investigation and provide accurate information on the contract drawings, Gannett Fleming will conduct more thorough field investigations of utilities to identify the existing utility locations and use this information to determine if there is a conflict with the proposed project alignment. The more thorough field investigation work will consist of potholing and slot trenching at specific locations along the 9.2 miles of Project alignment.

In an effort to effectively manage the Project, the alignment was divided into four (4) segments identified as Segments A thru D, with each approximately 2-miles in length. For the field investigation work as defined in the Architectural Engineering contract, this segmented approach was implemented. Therefore, a contract modification is anticipated to implement potholing and trenching for each segment for a total of four (4) contract modifications. In order to keep the design moving forward, this request is for Segment A (Oxnard Blvd to Covello St). A separate request for the remaining three segments will be presented at a future Board meeting.

## **DETERMINATION OF SAFETY IMPACT**

This Board action will not have an adverse impact on safety standards for Metro.

## **FINANCIAL IMPACT**

This Project is funded on a fiscal year basis under Project number 865521 East San Fernando Valley Transit Corridor, cost center 8510, under various accounts including Professional/Technical Services and \$12.8m is included in the FY21 Adopted Budget. This is a multi-year project requiring expenditure authorizations in fiscal year increments until a Board Authorized Life of Project Budget is adopted. It is the responsibility of the Cost Center Manager, Project Manager and Chief Program Management Officer to budget for this project in the future fiscal years and within the cumulative budget limit for the affected fiscal year.

### **Impact to Budget**

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Sources of funds for the recommended actions are Measure M 35% and State Grants. There is no impact to Operations eligible funding. No other funds were considered

**ALTERNATIVES CONSIDERED**

The Metro Board could decide not to approve this contract modification. Staff does not recommend this alternative because this utility investigation work is necessary for Metro to make informed decisions concerning existing utilities and will assist the Design Build contractors during the procurement process with accurate information.

**NEXT STEPS**

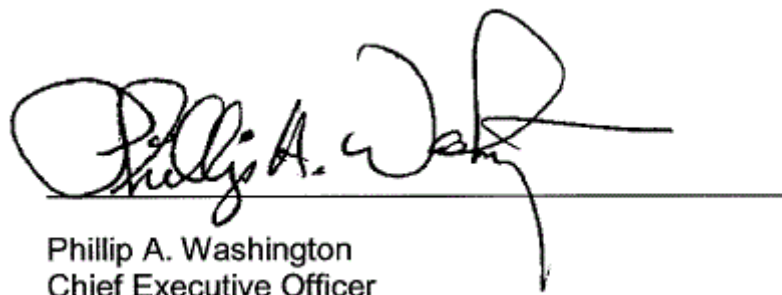
Upon Metro Board adoption, staff will complete negotiations and execute the contract modification and will return at a future board meeting for approval of the remaining contract modifications for Segments B-D.

**ATTACHMENTS**

- Attachment A: Procurement Summary
- Attachment B: Contract Modification / Change Order Log
- Attachment C: DEOD Summary

Prepared by: Monica Born, Deputy Executive Officer, Program Management, (213) 418-3097  
Rick Meade, Senior Executive Officer, (213) 922-7917

Reviewed by:  
Richard Clarke, Chief Program Management Officer, (213) 922-7557  
James De La Loza, Chief Planning Officer, (213) 922-2920  
Debra Avila, Chief Vendor/Contract Management Officer, (213) 418-3051



Phillip A. Washington  
Chief Executive Officer

## PROCUREMENT SUMMARY

## EAST SAN FERNANDO VALLEY (ESFV) TRANSIT CORRIDOR PROJECT

1.	<b>Contract Number:</b> AE58083E0129		
2.	<b>Contractor:</b> Gannett Fleming, Inc.		
3.	<b>Work Description:</b> Perform field investigation of utilities consisting of slot trenching and utility pot holing along Van Nuys Blvd., for the East San Fernando Valley Transit Corridor Project Segment A (Oxnard Blvd to Covello St.).		
4.	<b>Contract Work Description:</b> Engineering design and oversight services for the ESFV Transit Corridor Project. This action is for SOW required under part of Task 2.2.8.3 Field Confirmation of Conflicts in Phase 1 development of Preliminary Engineering (PE) design.		
5.	<b>The following data is current as of:</b> 9/23/20		
6.	<b>Contract Completion Status</b>		<b>Financial Status</b>
	<b>Contract Awarded:</b>	7/25/19	<b>Contract Award Amount:</b> \$61,974,852
	<b>Notice to Proceed (NTP):</b>	8/15/19 (Contract Execution)	<b>Total of Modifications Approved:</b> \$53,164
	<b>Original Complete Date:</b>	8/15/28	<b>Pending Modifications (including this action):</b> \$1,691,789
	<b>Current Est. Complete Date:</b>	8/15/28	<b>Current Contract Value (with this action):</b> \$63,719,805
7.	<b>Contract Administrator:</b> Diana Sogomonyan		<b>Telephone Number:</b> (213) 922-7243
8.	<b>Project Manager:</b> Monica Born		<b>Telephone Number:</b> (213) 418-3097

**A. Procurement Background**

On July 25, 2019, the Board of Directors approved award of Contract No. AE58083E0129 to Gannett Fleming, Inc. in support of the East San Fernando Valley Transit Corridor Project, a proposed light rail system that will extend north from the Van Nuys Metro Orange Line Station to the Sylmar/San Fernando Metrolink Station, a total of 9.2 miles. Consultant's Scope of Services consists of three phases: Preliminary Engineering (PE); Solicitation Support (SS); and Design Support During Construction Services (DSDC). The Period of Performance for the Contract is nine (9) years from execution date of the contract.

Two (2) Contract Modification have been approved and issued to date and six (6) Contract Modifications are in progress and pending negotiations and/or approval. This action is to authorize staff to execute Contract Modification No. 00009 for field confirmation of conflicts consisting of utility potholing and slot trenching at specific locations along the 9.2 miles of Project alignment, where potential conflicts due to existing utilities have been identified. This Scope of work is part of Consultant's

Phase 1 Preliminary Engineering work; however, completion of this Field Confirmation of Conflicts was contingent upon completion of initial investigation of existing utilities and identification of conflicts (tasks identified under Scope of Services subsections 2.2.8.1 and 2.2.8.2 of the Contract), and therefore, was not included in the Contract amount at time of award. This field work was only to be priced when more information was available upon the initial investigation tasks. Consultant can only begin with the work for Subsections 2.2.8.3 Field Confirmation of Conflicts upon Metro’s issuance of a contract MOD for the costs and a written authorization to proceed.

This Contract Modification will be processed in accordance with Metro’s Acquisition Policy. Contract No. AE58083E0129 is a Cost Reimbursable Contract with cost plus fixed fee (CPFF).

(Refer to Attachment B – Contract Modification/Change Order Log)

**B. Cost/Price Analysis**

The recommended price for the modifications is determined to be fair and reasonable based upon fact finding, technical evaluation, cost analysis, and negotiations. The Contract Modification will be processed in accordance with Procurement Policies and Procedures, within the additional funding requested.

PROPOSAL	INDEPENDENT COST ESTIMATE	NEGOTIATED AMOUNT
\$1,691,792.68	1,788,601	1,691,789

## CONTRACT MODIFICATION/CHANGE ORDER LOG

## EAST SAN FERNANDO VALLEY (ESFV) TRANSIT CORRIDOR PROJECT

<b>Mod. No.</b>	<b>Description</b>	<b>Status (approved or pending)</b>	<b>Date</b>	<b>\$ Amount</b>
00001	Contract Conforming and Clarifications	Approved	11/12/19	\$0.00
00002	Underground Utility Detection Services along Van Nuys Blvd.	Canceled	5/28/20	\$0.00
00003	Geotechnical Test Plan and Hazardous Material Work Plan	Approved	8/24/20	\$53,164
00004	Underground Utility Detection Services Along Van Nuys Blvd. – Segment A	Pending	TBD	TBD
00005	Underground Utility Detection Services Along Van Nuys Blvd. – Segment B	Pending	TBD	TBD
00006	Underground Utility Detection Services Along Van Nuys Blvd. – Segment C	Pending	TBD	TBD
00007	Underground Utility Detection Services Along Van Nuys Blvd. – Segment D	Pending	TBD	TBD
00008	Advanced Planning for Slot Trenching and Utility Potholing on Van Nuys Boulevard – Segment A	Pending	TBD	TBD
00009	Slot Trenching and Utility Pot Holing – Segment A	Pending	TBD	\$1,691,789
	<b>Approved Modification Total:</b>			<b>\$53,164</b>
	<b>Original Contract:</b>			<b>\$61,974,852</b>
	<b>This Board Action</b>			<b>\$1,691,789</b>
	<b>New Total:</b>			<b>\$63,719,805</b>



## DEOD SUMMARY

## EAST SAN FERNANDO VALLEY (ESFV) TRANSIT CORRIDOR PROJECT

**A. Small Business Participation**

Gannett Fleming, Inc. (Gannett) made a 25.29% Small Business Enterprise (SBE) and 5.54% Disabled Veteran Business Enterprise (DVBE) commitment. The project is 16% complete and the current participation is 13.17% SBE and 3.41% DVBE, which represents a 12.12% SBE shortfall and 2.13% DVBE shortfall. The contract is in the early stages but DEOD will continue to monitor the contract progress to ensure the Contractor meets or exceeds its commitments.

<b>Small Business Commitment</b>	<b>25.29% SBE 5.54% DVBE</b>	<b>Small Business Participation</b>	<b>13.17% SBE 3.41% DVBE</b>
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	<b>SBE Subcontractors</b>	<b>% Committed</b>	<b>Current Participation<sup>1</sup></b>
1.	BA Inc.	1.66%	0.00%
2.	Cross Spectrum Acoustics	added	0.00%
3.	Diaz Consultants, Inc.	1.44%	1.30%
4.	FPL and Associates, Inc.	5.95%	3.16%
5.	Here Design Studio, LLC	0.60%	0.00%
6.	Lenax Construction Services, Inc.	0.29%	0.00%
7.	PacRim Engineering Inc.	2.18%	0.00%
8.	Ramos Consulting Services, Inc.	8.28%	5.24%
9.	Sanchez Kamps Associates Design	0.59%	0.00%
10.	Zephyr UAS, Inc.	4.30%	3.47%
	<b>Total</b>	<b>25.29%</b>	<b>13.17%</b>

	<b>DVBE Subcontractors</b>	<b>% Committed</b>	<b>Current Participation<sup>1</sup></b>
1.	Casamar Group, LLC	5.54%	2.56%
2.	E-Nor Innovations Inc.	Added	0.85%
	<b>Total</b>	<b>5.54%</b>	<b>3.41%</b>

<sup>1</sup>Current Participation = Total Actual amount Paid-to-Date to SBE/DVBE firms ÷ Total Actual Amount Paid-to-date to Prime.

**B. Living Wage and Service Contract Worker Retention Policy Applicability**

The Living Wage and Service Contract Worker Retention Policy is not applicable to this contract.

**C. Prevailing Wage Applicability**

Prevailing Wage requirements are applicable to this project. DEOD will monitor contractors' compliance with the State of California Department of Industrial Relations (DIR), California Labor Code, and, if federally funded, the U S Department of Labor (DOL) Davis Bacon and Related Acts (DBRA).



**Board Report**

**File #:** 2020-0666, **File Type:** Oral Report / Presentation

**Agenda Number:** 14.

**PLANNING AND PROGRAMMING COMMITTEE  
OCTOBER 14, 2020**

**SUBJECT: COUNTYWIDE PLANNING MAJOR PROJECT STATUS REPORT**

**ACTION: ORAL REPORT**

**RECOMMENDATION**

RECEIVE oral report on the Major Project Status by the Chief Planning Officer.

**DISCUSSION**

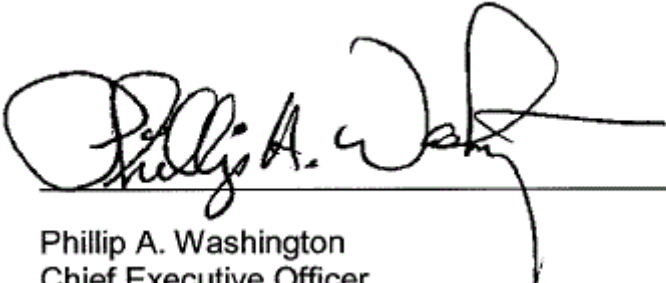
Update report covering the month of October 2020 by the Chief Planning Officer.

**ATTACHMENTS**

Attachment A - Countywide Planning Major Project Status Report

Prepared by: Dolores Roybal-Saltreli, DEO, Countywide Planning & Development, (213) 922-3024  
Cory Zelmer, DEO, Countywide Planning & Development, (213) 922-1079  
David Mieger, SEO, Countywide Planning & Development, (213) 922-3040

Reviewed by: James de la Loza, Chief Planning Officer, (213) 922-2920



Phillip A. Washington  
Chief Executive Officer

# Countywide Planning Major Projects Update



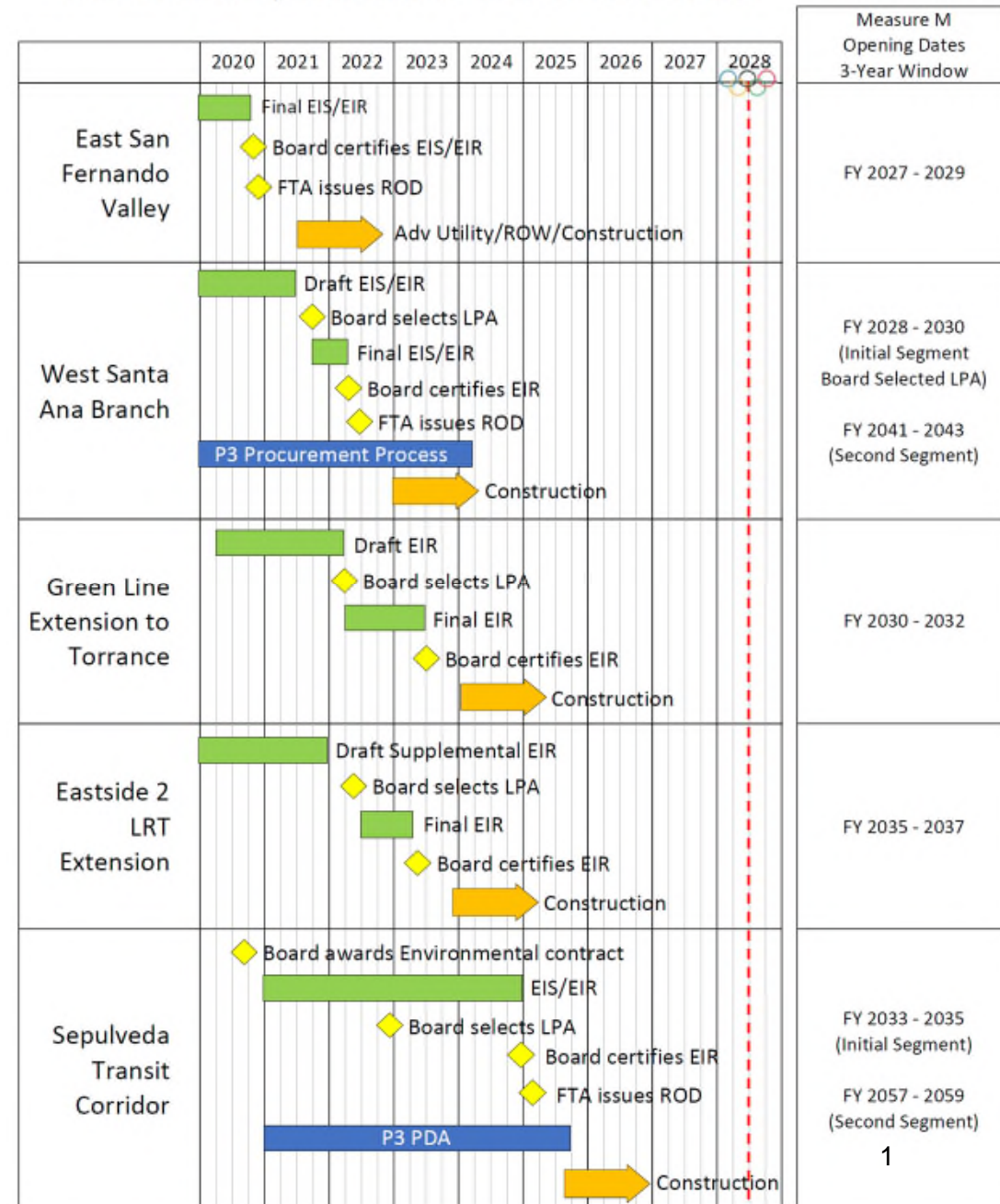
ESFV + Pillar Projects Measure M Baseline Schedules

## > Budget Status

- Projects absorbed FY21 budget reductions of 3-6 months, however work continued.
- Work has been strategically prioritized to absorb budget limits while minimizing schedule impacts as much as possible.
- Goal is to advance major projects to “shovel readiness and environmental clearance between 2021 and 2024

## > Project Schedules

- Purpose of this chart is to show Planning goals for environmental clearance and “Shovel Readiness” in years 2021-2024.
- Report is being prepared for November Board cycle on Construction funding status.



# East San Fernando Valley LRT



## > Status

- Final EIS/EIR Public Review Period and ongoing development of 30% design

## > Activities

- October 2<sup>nd</sup> Release of Final EIS/EIR for public review
- Notifications via e-mail, door to door notifications, advertising, web based 365 site
- October 14 & 26 Virtual Community Meetings (English and Spanish)

## > Next Actions

- October Board Approval of Pothole Trenching
- December/January Board review of Final EIS/EIR and public comment
- February FTA Record of Decision (NEPA Clearance)





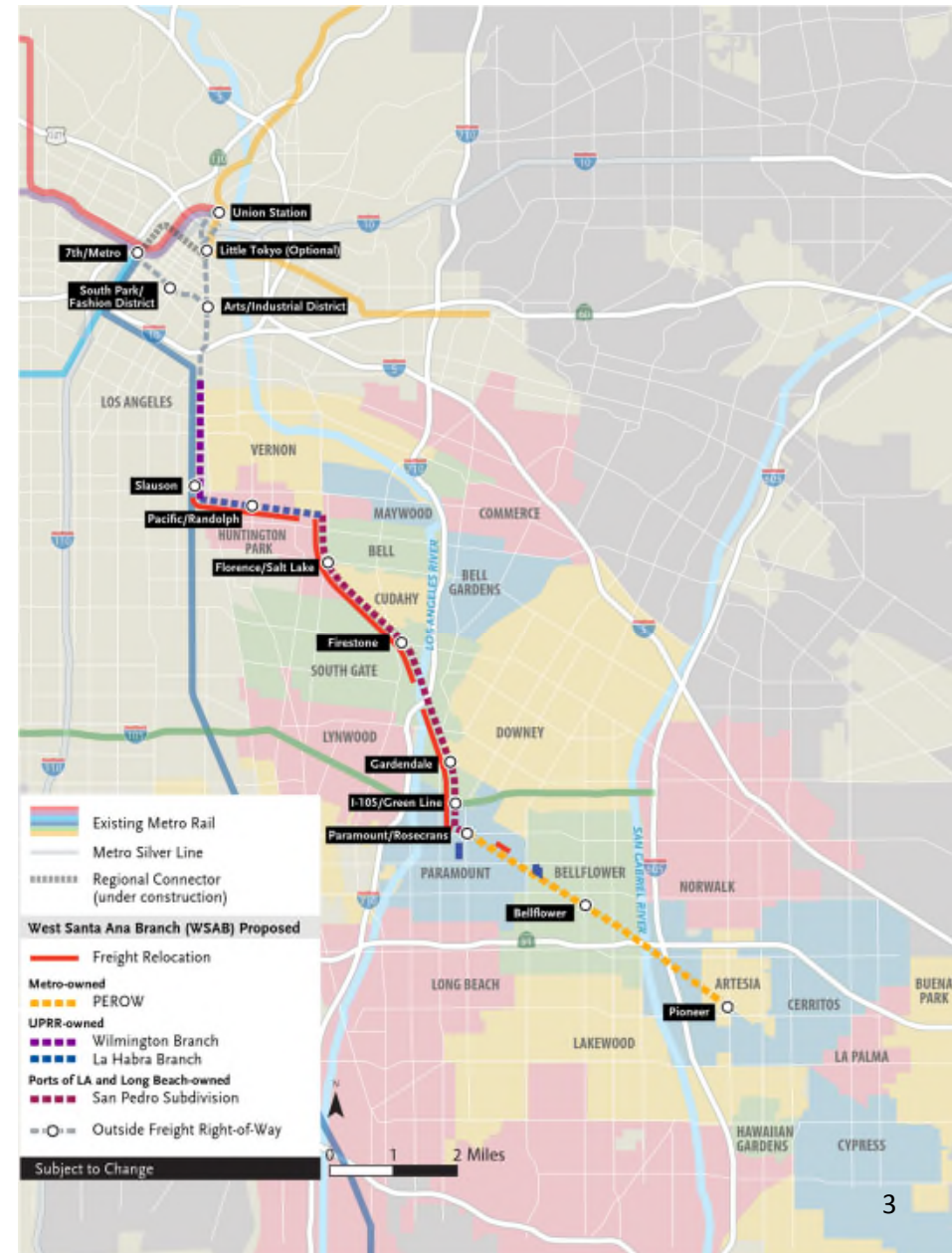
# West Santa Ana Branch Transit Corridor

## > Status

- Draft EIS/EIR in preparation in coordination with FTA
- Coordinating with UPRR to accommodate project on freight-owned ROW (10 miles of shared corridor)
- Gateway Cities COG: Cities Managers TAC ongoing coordination
- City of Cerritos Coordination on possible station at 183<sup>rd</sup>/Gridley
- I-105 Green Line Freeway Station
  - I-105 Freeway Historic District SHPO review
  - Coordinating with Caltrans & Express Lanes
  - Explored Design Option for Green Line Station

## > Key Project Actions

- Continue coordination with UPRR
- Late 2020: FTA first review of Admin Draft EIS/EIR



# Green Line Extension to Torrance

## > Status

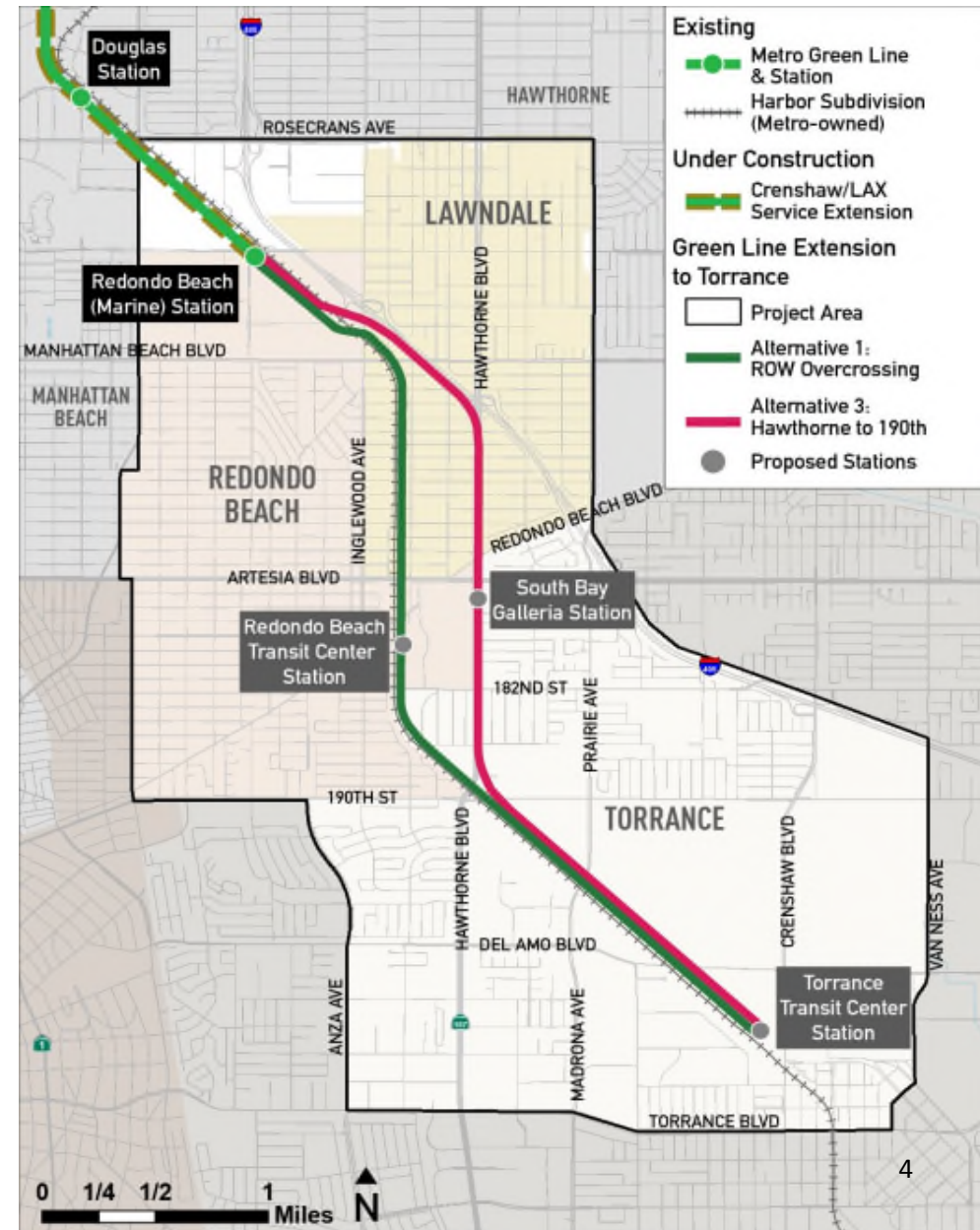
- Draft EIR + Advanced Conceptual Engineering tasks are proceeding (15% design)

## > Key Activities

- Coordination with BNSF on shared track segments
- Engineering analysis of Hawthorne versus ROW technical issues
- Environmental background documentation

## > Next Actions

- Targeted Outreach to Stakeholders in October thru December
  - City staff
  - South Bay COG
  - Neighborhood Associations
  - Other Stakeholders
- Environmental Scoping in January





# Eastside Transit Corridor Phase 2

## > Status

- Advance Conceptual Engineering (ACE) refinements to the project are in progress.
- Rescoping of consultant contracts to focus only on Washington route for EIR and Advanced Conceptual Engineering (15% design).

## > Key Activities

- Internal staff workshops to review Draft Final ACE (~12% design).
- Coordination and input from local jurisdictions on Draft Final ACE is anticipated Winter 2020.

## > Next Actions

- Anticipated NTP for environmental in November and ACE by the end of 2020 calendar year.
- Targeted Outreach to stakeholders in Early 2021



## San Gabriel Valley Transit Feasibility Study

- Board action in February, withdrew the SR 60 and Combined Alternatives and to prepare a feasibility study to evaluate high-quality transit service options to serve the San Gabriel Valley.
- Working with San Gabriel Valley COG on SGV Transit Feasibility Study Funding Agreement and Scope
- Board actions also refined Measure M project to Washington Boulevard (Cycle 1) and San Gabriel Valley (Cycle 2)



# Sepulveda Transit Corridor

## > Status

- Environmental contract authorized at August 2020 Board Meeting
- PDA proposals received in August

## > Key Activities

- Environmental Start-Up underway
- PDA proposal under review

## > Next Actions

- Recommended PDA contracts will be brought back to the Board in early 2021 for award
- Approved PDA proposals will be incorporated into Environmental Alternatives Screening





**Board Report**

**File #:** 2020-0110, **File Type:** Plan

**Agenda Number:** 15.

**REVISED**  
**PLANNING AND PROGRAMMING COMMITTEE**  
**OCTOBER 14, 2020**

**SUBJECT: TRANSIT ORIENTED COMMUNITIES IMPLEMENTATION PLAN**

**ACTION: APPROVE RECOMMENDATIONS**

**RECOMMENDATION**

CONSIDER:

1. APPROVING the Transit Oriented Communities (TOC) Implementation Plan (Attachment A) and the TOC Grant Writing and Technical Assistance Program Guidelines (Attachment B); and
2. AUTHORIZING the Chief Executive Officer or designee to enter into multiple agreements with Los Angeles County cities, the County of Los Angeles, and other eligible entities to fund TOC Grant Writing and Technical Assistance recommended in the TOC Implementation Plan in an aggregate amount not to exceed \$5,000,000, subject to annual budget programming.

**ISSUE**

In 2018, the Metro Board adopted the Transit Oriented Communities Policy (TOC Policy) which affirmed Metro’s commitment to incorporate equity, community development, and land use in how Metro plans and delivers the Los Angeles County public transportation system. The TOC Policy committed Metro to the development of an Implementation Plan as an immediate next step to establish how Metro will work with partners across Los Angeles County to realize equitable TOCs.

The COVID-19 economic and public health pandemic has further exacerbated the pressing need for community stabilization, equity, and access to opportunity in Los Angeles County, especially in communities of color. The implications of this crisis directly affect the Metro riders of today and tomorrow.

The TOC Implementation Plan (TOC Plan) (Attachment A) charts an actionable course for Metro to lead and to partner with communities across the county to leverage the positive benefits that come with the public transportation system, as well as chart a course to guard against potential unintended consequences especially within vulnerable communities.

**BACKGROUND**

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The Vision 2028 Strategic Plan calls for Metro to ***enhance communities and lives through mobility and access to opportunity*** and to ***transform LA County through regional collaboration and national leadership***. The TOC Plan seeks to leverage the investment in the public transportation system to spur access to opportunity and improve equitable outcomes in Los Angeles County. Metro recognizes that collaboration and partnerships are essential to realizing equitable TOCs. The TOC Plan is an example of Metro stepping into a regional leadership role through actions that maximize equitable, positive outcomes for Los Angeles County residents and create places that support transit riders and increase transit ridership.

The public transportation system expansion is a once-in-a-generation opportunity that extends to almost every corner of Los Angeles County and will touch almost every county resident. Metro is in a unique position to convene, lead, influence and support jurisdictions and communities to identify community-specific strategies for transit-supportive community development plans and policies that are essential for a successful transportation system.

The TOC Plan will support transit-adjacent communities to leverage the transit infrastructure and promote multi-modal connectivity to and from transit. It will also help foster land use and development patterns that leverage the transit investment and make it easy and convenient for people to live, work, and shop in communities connected by transit.

The TOC Plan builds upon the goals of the TOC Policy adopted by the Board in 2018 which include:

1. Increase transit ridership and choice.
2. Stabilize and enhance communities surrounding transit.
3. Engage organizations, jurisdictions, and the public.
4. Distribute transit benefits to all.
5. Capture the value created by transit.

In addition, the TOC Plan will advance other aspects of the TOC Policy which include identification of opportunities where Metro leads and partners, as well as defining eligible TOC activities for which jurisdictions can use Measure M local return.

The TOC Plan was developed in close coordination with the TOC Policy Working Group which includes representatives of the Metro Policy Advisory Council (PAC), Los Angeles County jurisdictions, the Southern California Association of Governments (SCAG), Councils of Government (COGs), and advocacy organizations. A total of six meetings were held with the Working Group over the course of the preparation of the TOC Plan.

## **DISCUSSION**

The TOC Plan includes a series of initiatives, strategies, and actions for Metro to undertake directly or as a partner to maximize the public transit investments that support equitable community development and thus increase transit ridership. The TOC Plan is organized into the following four initiatives:

1. **Creating TOC Corridor Baseline Assessments for all Metro Transit Corridors:** Highlight community characteristics, opportunities, and needs to support communities in leveraging the positive benefits of the transit investment and guarding against potential unintended consequences.

2. **Continually Improving Metro TOC Programmatic Areas:** A series of actions that Metro will undertake to ensure that Metro TOC Programs align with and advance the TOC Policy goals and outcomes.
3. **Enhancing Metro's Internal Coordination:** Activities that Metro will undertake to align internal coordination in support of creating TOCs in Los Angeles County.
4. **Strengthening Coordination and Collaboration with Metro's Partners:** Many of the activities that are critical to TOCs are outside of Metro's jurisdiction. This initiative calls for ongoing coordination and collaboration with municipalities, local communities, and advocacy organizations which is essential for the region to realize equitable TOCs.

The TOC Plan incorporates many existing Metro TOC programs and highlights strategic new programs to build LA County jurisdictions' capacity in TOC areas. The TOC Initiative areas include *actions* (the activity that Metro will undertake), *measures* (a measurable activity that Metro will achieve, track, and report on semi-annually), *timeline* (the target period to launch an action), and identification of whether *Metro leads or supports*.

The following three new programs are the most notable and impactful for supporting TOCs in Los Angeles County. Staff recommends implementing these in the near-term.

#### TOC Corridor Baseline Assessments

The TOC Corridor Baselines (Baselines) are one of the most critical and potentially impactful recommendations in the TOC Plan. Baselines will be developed for every Metro Transit Corridor, starting with Measure M, in close partnership with jurisdictions and with deep stakeholder engagement throughout the process. Each Baseline will be informed by a three-part process that includes data assessment, policy inventory and assessment, and recommended strategies for realizing equitable TOCs.

The data assessment will explore community characteristics around the TOC Policy goals and sub-goals and will include socioeconomic, demographic, housing, mobility, and other TOC-related data sets, with a keen focus on identifying community-specific equity needs. Informed by this data, the policy assessments will inventory and analyze jurisdictions' existing TOC-related policies and programs around station areas to determine whether policies are in place and whether there is a need to update a policy/program or develop a new one based on findings from the Baselines. Each Baseline will include a series of recommended strategies for each jurisdiction to pursue to realize equitable TOCs.

Stakeholder engagement will be incorporated in every step of the process. For example, stakeholders will be engaged during the data assessment to ensure that the data is accurately reflective of community characteristics as well as during the policy/program assessment to confirm that the policy/program recommendations that come out of the Baseline process are reflective of community needs. As such, staff recommends partnering with academic institutions on data collection and community-based organizations (CBOs) to lead Baseline stakeholder engagement

efforts.

To start, Baselines will be prepared for every Measure M Transit Corridor and will be sequenced based on the following three considerations:

- Status of Board-approved Locally Preferred Alternative (LPA)
- Transit Corridor line open date
- Equity Focus Communities (EFCs)

Baselines will also be prepared for existing transit corridors upon completion of the Measure M Transit Corridor Baselines. Staff anticipates preparing a Baseline for the first Transit Corridor in FY21 and sequencing Baselines for other transit corridor on an annual basis, staffing and funding permitting. To track need and progress over time, corridor-wide Baselines will be updated in 5 to 7 10 years.

### TOC Grant Writing and Technical Assistance

TOC Grant Writing and TOC Technical Assistance will be made available to Los Angeles County jurisdictions. The TOC Grant Writing Assistance Program will make grant writers available to Los Angeles County jurisdictions seeking to apply for planning or capital grants to implement TOC activities, as defined by the TOC Policy, with a prioritization for EFCs and other high-need communities, based on socio-economic factors, as deemed relevant.

Authorization is being sought to allow Metro to enter into agreements with local jurisdictions in an aggregate amount not to exceed \$5,000,000, subject to annual budget programming. For the Metro Active Transport (MAT) component, eligible applicants also include state and federal agencies; transit agencies; and other transportation-related joint powers authorities (JPAs) that are sponsored by one of the aforementioned public agencies for the MAT component. For Transit to Parks Strategic Plan, eligible applicants for grant writing assistance also include nonprofit organizations that are eligible if they are an eligible applicant for the grant for which they are seeking grant writing assistance.

The TOC Technical Assistance Program (TOC TAP) is intended to provide jurisdictions with up to \$200,000 for technical assistance needed to build local jurisdiction capacity in TOC subject areas and/or explore the feasibility of implementing TOC planning programs through market studies, transportation and/or land use studies (including affordable housing and community stabilization), environmental remediation studies, and similar.

In addition, the TOC TAP will include convenings with Los Angeles County municipalities (staff, elected officials, and commissioners) and partners as a forum for Los Angeles County municipalities to facilitate an exchange of ideas and lessons learned, provide joint training opportunities in a time- and cost-effective manner, and structure and deliver targeted TOC technical assistance.

### Near-Term Implementation

Staff recommends proceeding with the Baselines in the near-term and focusing TOC Grant Writing and Technical Assistance planning activities on the following four categories:

1. Affordable Housing Production, Preservation, and Tenant Protections
2. Community Stabilization (including anti-displacement strategies-housing and small businesses assistance)
3. Regional Housing Needs Assessment (RHNA) compliance activities, aligned with TOC Policy Goals
4. First/Last Mile, Metro Active Transport (MAT) project implementation (for MAT, scope items that extend beyond MAT funding allocations), and Transit to Parks Strategic Plan project implementation.

Additionally, given Metro's current financial constraints, staff recommends focusing the TOC TAP program activities in the near-term on convenings (as opposed to feasibility studies) with a commitment to hold one convening in FY21 and at least two convenings a year thereafter on the above topics. Future fiscal years will fund technical assistance in the form of feasibility studies, subject to annual budget programming.

The TOC Grant Writing and Technical Assistance Guidelines (Attachment B) establish the following criteria that will be used to evaluate and prioritize jurisdiction funding requests:

- TOC Policy Goal alignment and seeking to address a TOC need
- Projects located in Equity Focus Communities or other high-need area as defined by equity methodology
- Projects that have Baselines or are prioritizing the four TOC areas identified in the near-term implementation section above
- Projects that demonstrate that equity will be an outcome
- Staffing commitment and demonstrated successful past grant performance
- Projects that demonstrate equity as a process through commitment to meaningful and inclusive stakeholder engagement
- Transit corridor timing (existing, planned, and/or environmentally-cleared transit corridor project)

### Semi-Annual Reports

TOC Plan Semi-Annual Reports will be prepared to report on progress made, lessons learned, and areas where there may be a need to course correct a program. The Semi-Annual Reports will include a status of the Baselines, a summary of grant writing assistance offered (including external resources secured/leveraged), as well as the number and type of convenings held and the number of attendees reached.

The TOC Plan is a living document that will evolve as lessons are learned over the course of implementing the various activities and reporting out through the Semi-Annual Reports. A more comprehensive TOC Plan update is anticipated after five years.

### Equity Platform

The TOC Plan is grounded in equity and aligns with the following Equity Platform Pillars:

- 1. Define and Measure** - The Baselines will be a critical resource to define community-level equity needs and measure progress in these areas over time. Additionally, the TOC Plan leverages the Equity Focus Communities (EFCs) designation as an importance tool for prioritizing TOC Plan resources.
- 2. Listen and Learn** - The TOC Plan was developed through an iterative process with the TOC Policy Working Group and the new programs included in the plan, call for ground-up stakeholder engagement and collaborations with municipalities. In particular, the Baselines will be grounded in deep stakeholder engagement to ensure that the data and policy assessments are ground-truthed in community experiences.
- 3. Focus and Deliver** - The Plan outlines targeted, near-term, actionable areas that Metro can tackle directly and in partnership with others, to realize equitable TOCs in Los Angeles County.

### **DETERMINATION OF SAFETY IMPACT**

These recommendations have no impacts on safety.

### **FINANCIAL IMPACT**

The proposed FY 2021 budget includes \$335,000 in Cost Center 4530, Project 401049 (Transit Oriented Communities), for a Baseline, Grant Writing Assistance, and a TOC Convening. Since this is a multi-year commitment, the Cost Center Manager and Chief Planning Officer will be responsible for budgeting in future years subject to funding availability and annual programming.

#### **Impact to Budget**

The funding for this program is from the General Fund. These funds are eligible for Metro bus and rail capital and operating expenditures.

### **IMPLEMENTATION OF STRATEGIC PLAN GOALS**

The recommendation supports Vision 2028 Strategic Plan Goals # 3 and 4.

The TOC Plan is grounded in *enhancing communities and lives through mobility and access to opportunity* (Strategic Goal 3) by working with communities to leverage the public transportation system to improve mobility and plan for equitable community development.

Additionally, the need for *transforming LA County through regional collaboration and national leadership* (Strategic Goal 4) is greater than ever and Metro is best positioned to lead and convene Los Angeles County jurisdictions to create equitable TOCs.

### **ALTERNATIVES CONSIDERED**

The Board could choose to not approve the TOC Plan or the TOC Grant Writing and Technical



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Assistance Program Guidelines. Staff does not recommend this. The Board-adopted TOC Policy calls for the TOC Plan and for Metro to report on progress through Semi-Annual Reports. Staff recommends prioritizing resources based on EFCs and programs that will support community stabilization and building Los Angeles County jurisdiction capacity in TOC areas.

**NEXT STEPS**

Should the Board approve the recommendations, staff will: 1) initiate the Baseline solicitation; 2) take the necessary steps to launch the TOC Grant Writing and Technical Assistance Programs and engage Los Angeles County jurisdictions on program availability; and 3) hold a TOC Convening in late spring/early summer 2021.

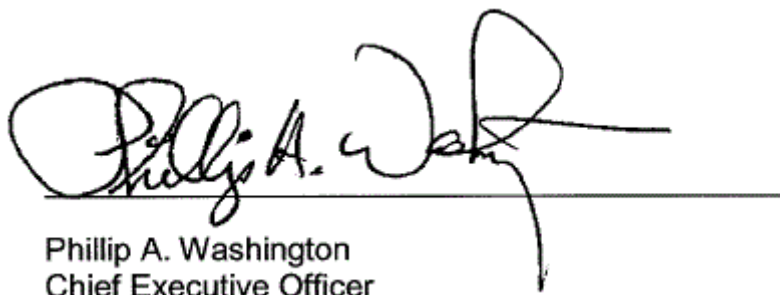
**ATTACHMENTS**

Attachment A - TOC Implementation Plan(REVISED)

Attachment B - TOC Grant Writing and Technical Assistance Program Guidelines

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Chief Executive Officer





We're supporting thriving communities.



Metro®

Transit Oriented Communities Implementation Plan

## Acknowledgments

Thank you to all of the people and partners that worked with Metro on the TOC Implementation Plan. A special thanks to the TOC Policy Working Group in particular for its invaluable contribution.

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*We're in a defining moment  
of unprecedented transportation  
investments in LA County.*

**Metro has a plan to make it easier  
to get around by building dozens  
of new transit projects, tackling  
traffic and partnering to improve  
streets and create thriving  
communities for everyone.**



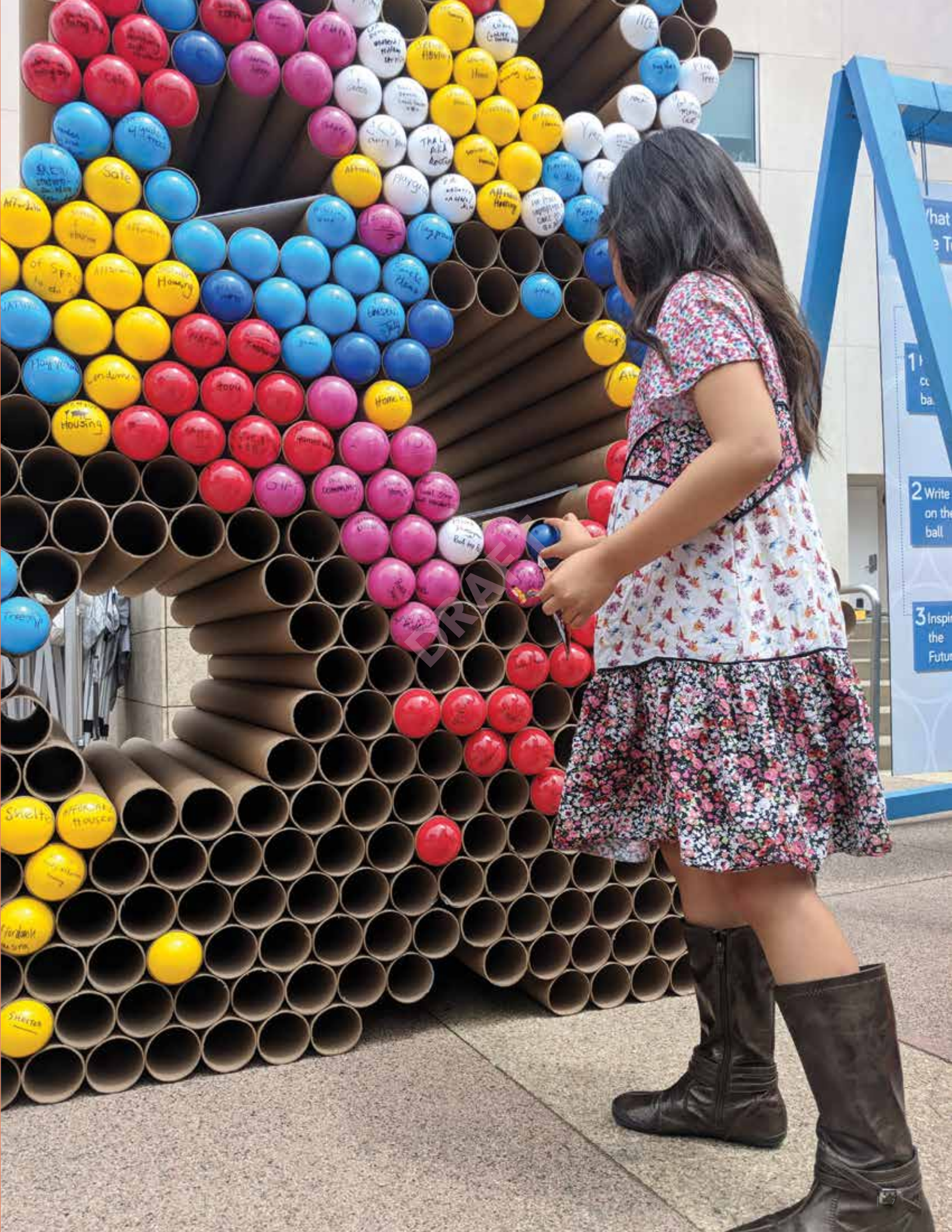




*And we want to make sure that  
no one is left behind.*

**We believe that building  
public transit projects must  
better incorporate voices from  
the community.**





1  
cc  
ba

2  
Write  
on the  
ball

3  
Inspire  
the  
Future




**Metro's *TOC Policy and Implementation Plan* outlines how we will lead and support partners to ensure that our investments equitably benefit communities where we operate.**

***But our commitment doesn't end here; reporting will help us refine so that we can continue making progress.***



### Small Group Discussions

1. In 5 years, the Fairview Heights station will be in full operation and this neighborhood will be \_\_\_\_\_
2. What types of uses would you like to see at these sites?
3. What would be the look, feel, or design of a successful project here?
4. What are some community needs a future project here could help meet?
5. Is there a project or place you enjoy that we can look to for inspiration for these sites?
6. As Metro moves forward on this development, how do you like to stay informed and involved in the process?  
 Metro



## Executive Summary

Metro is committed to transforming mobility in LA County. Metro's Vision 2028 Strategic Plan aims for increased prosperity for all by removing mobility barriers; realizing swift and easy mobility throughout LA County anytime; and accommodating more trips through a variety of high-quality options.

The passage of Measure M has created a transformative opportunity for LA County to improve mobility for all, bring communities together and increase access to opportunity. The Transit Oriented Communities (TOC) Policy and Implementation Plan build on the Vision 2028 goals to **enhance communities and lives through mobility and access to opportunity** and to **transform LA County through regional collaboration and national leadership**.

Grounded in community development and equity, the TOC Policy and TOC Implementation Plan seek to uplift the positive benefits of the transformational transit investments that promote healthy, livable communities. Simultaneously, the plan charts a course to ensure that the positive benefits of these investments are leveraged equitably and that communities are prepared for the potential unintended consequences of gentrification and displacement pressures. Metro's TOC Policy and TOC Implementation Plan outline how Metro will lead and support others, through partnership, to ensure that Metro's investments equitably benefit all communities where Metro operates.

The TOC Implementation Plan is grounded in the following four initiatives:

- 1. Creating TOC Corridor Baselines Assessments for Metro Transit Corridors:**  
Highlights community characteristics, opportunities and needs to support communities in leveraging the positive benefits of the transit investment and preparing for potential unintended consequences.
- 2. Continually Improving Metro TOC Programmatic Areas:**  
Includes a series of actions that Metro will undertake to ensure that Metro TOC Programs align with the policy goals and outcomes.
- 3. Enhancing Metro's Internal Coordination:**  
Activities that Metro will undertake to enhance internal coordination in support of creating TOCs in LA County.
- 4. Strengthening Coordination and Collaboration with Metro's Partners:**  
Many of the activities that are critical to TOCs are outside of Metro's jurisdiction. This initiative calls for the essential ongoing coordination and collaboration with municipalities, local communities and advocacy organizations for the region to realize equitable TOCs.

The TOC Implementation Plan includes actions and measures that will be carried out within the designated timeframes in the plan. Lessons learned, adjustments and progress will be reported through Semi-Annual Reports to ensure that Metro maintains an open communication loop with the various partners that are critical realizing equitable TOCs in LA County.

## Plan Organization

This plan identifies existing and new programs and corresponding actions that Metro will carry out either directly or through partnerships to implement the policy goals. The plan includes an introduction, an overview of how this plan relates to other Metro planning efforts and a section for each of the four initiatives that are the primary implementation vehicles for this plan. It concludes with plan monitoring and next steps. The plan is organized as follows:

### 1.0 TOC Implementation Plan and Background

Describes the policy context for TOC, the process and an overview of the plan. Describes the plan's relationship to other concurrent Metro planning efforts.

### 2.0 Initiatives

- > Initiative 1 – Creating TOC Corridor Baseline Assessments for all Metro Transit Corridors
- > Initiative 2 – Continually Improving Metro TOC Programmatic Areas
- > Initiative 3 – Enhancing Metro's Internal Coordination
- > Initiative 4 – Strengthening Coordination and Collaboration with Metro's Partners

### 3.0 Plan Monitoring and Updates

This chapter outlines how Metro will monitor and update the plan through developing Semi-Annual Reports. The section includes details on how Metro will track implementation progress, raise lessons learned from administering the plan, enact necessary program changes and establish timing for reports and updates.

### Conclusion

The conclusion summarizes the plan and the approach for implementation.

**We will help LA County's  
communities thrive.**

DRAFT

## TOC Implementation Plan and Background

In 2016, LA County voters resoundingly approved Measure M, a \$120 billion investment in the LA County transportation system that over the next 40 years, combined with prior transportation investment commitments, service improvements and new mobility options, will transform how people travel while expanding their access to opportunities and resources across the broader LA County region. The expansion of the public transit system will make it easier, faster and safer for people to get where they need to go via public transit, while also helping the LA region meet its Greenhouse Gas (GHG) reduction goals.

This improved connectivity will dramatically enhance mobility options for communities across the region that will be more accessible and interconnected. Improved mobility and the resulting improved access to opportunity are certainly benefits for local stakeholders. However, improved public transit access also poses a risk for low-income communities, as it can result in unintended consequences such as gentrification and displacement pressures. In the face of this once-in-a-generation public transit investment, LA County finds itself in a defining moment that calls for comprehensive and urgent action to ensure that Metro's investments and services are equitable, holistic and support the rich diversity of LA County communities.

Metro is responsible for delivering this transformative public transit system that will reshape mobility in the region. This includes targeting investments towards those with the greatest mobility needs and expanding the transportation system as responsibly and quickly as possible. Ensuring that the transportation system will have the furthest reaching positive impacts on the region's existing and future residents, the climate and the economy requires consideration of the broader community context surrounding these mobility investments.

### WHAT ARE TOCs?

---

*Transit Oriented Communities are places that, by their design, allow people to drive less and access transit more.*

---

A TOC maximizes equitable access to a multi-modal transit network as a key organizing principle of land use planning and holistic community development. TOCs differ from Transit Oriented Development (TOD) in that TOD is a specific building or development project that is fundamentally shaped by proximity to transit.

#### **TOCs promote equity and sustainable living in a diversity of community contexts by:**

- > offering a mix of uses that support transit ridership of all income levels (e.g. housing, jobs, retail, services and recreation);
- > ensuring appropriate building densities, parking policies and urban design that support accessible neighborhoods connected by multi-modal transit;
- > elevating vulnerable users and their safety in design; and
- > ensuring that transit-related investments provide equitable benefits that serve local, disadvantaged and underrepresented communities.



## TOC Policy

In the context of broader planning efforts that support the realization of equitable TOCs, such as the Equity Platform and the Vision 2028 Strategic Plan, in 2018, the Metro Board adopted the trailblazing Transit Oriented Communities Policy to ensure that as Metro moves forward with improving mobility, matters of equity and the importance of safeguarding vulnerable low-income communities are prioritized, along with issues of land use, active transportation and community development.

### Metro's five TOC Policy Goals are:

- > Increase transportation ridership and choice.
- > Stabilize and enhance communities surrounding transit.
- > Engage organizations, jurisdictions and the public.
- > Distribute transit benefits to all.
- > Capture the value created by transit.

Metro's functional role is to plan, design, build, operate and maintain the regional transportation system in LA County. However, the TOC Policy acknowledges that for public transit to be successful, the planning and delivery process must leverage partnerships with community members, community based-organizations, cities, LA County, Southern California Association of Governments (SCAG) and the sub-regional Councils of Government (COGs). Achieving the goals of Metro's Vision 2028 Strategic Plan and delivering the promise of Measure M will require strong partnership and coordination with municipalities, policy makers and local communities in the transit investment itself and in areas of transit-supportive land use, active transportation and community development.

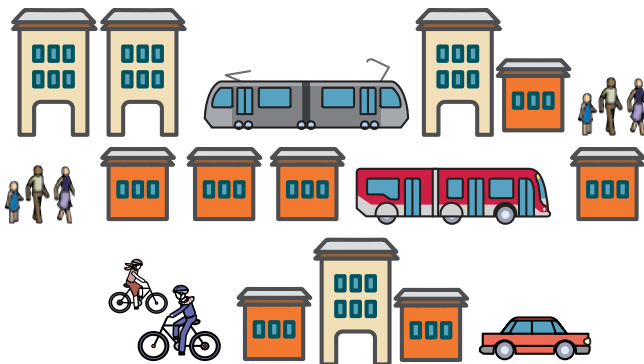
## TOD

Single Development  
within 1/2 mile of transit



## TOC

Integrated Community  
served by transit with mix of uses



## Plan Purpose

The TOC Implementation Plan is an action plan for Metro that will build from the policy by outlining the steps that Metro will take to carry out the policy and a process for tracking progress over time. The plan is a cross-cutting document that reflects the complexity and interrelationship of community development, land use planning, mobility and the many stakeholders that play a role in advancing equitable TOCs in LA County. The plan is organized into four initiatives:

1. Creating TOC Corridor Baseline Assessments for all Metro Transit Corridors
2. Continually Improving Metro TOC Programmatic Areas
3. Enhancing Metro's Internal Coordination
4. Strengthening Coordination and Collaboration with Metro's Partners

**For Metro**, the plan outlines a clear path enabling Metro to take actionable steps and collaborate with others to realize TOCs, track progress over time and make needed updates and adjustments along with changing conditions. The plan is intended to ensure that the realization of the public transit system equitably delivers upon improved mobility, from stakeholder engagement in planning and delivery of new public transit lines, to partnering with local communities to catalyze equitable and holistic TOCs.

**For cities and the County of Los Angeles**, the plan is a resource that presents TOC collaboration opportunities with Metro to maximize equitable community benefits of the public transit investments, build capacity, receive technical assistance and outline steps and funding opportunities that communities can pursue to realize community-specific visions of TOCs.

**For local community partners**, the plan presents Metro's commitment to work with municipalities and engage local communities. The plan will outline how Metro will work with local communities in realizing TOCs through data collection and policy assessments, with stakeholder engagement, to support municipalities and communities in realizing communities' vision of TOCs with the goal of making public transit more responsive, holistic and equitable.



## Approach to Equity

The Metro Board-adopted Equity Platform establishes four pillars for Metro to pursue to improve equitable outcomes and access to opportunity across the county. The first pillar, Define and Measure, recognizes that there must be a common basis of understanding to build an equity agenda and that equity-needs may vary across communities. Most notably, the Equity Platform recognizes that historically and currently, race and class have largely defined where these disparities are most concentrated – in low-income communities of color throughout LA County – and that age, gender, disability and residency can expand or constrain opportunities.

Truly realizing equitable TOCs in LA County will require acknowledging the role that race and class have played and continue to play in access to opportunity. At its core, this plan works to fulfill the mission of the Equity Platform to address and improve equitable outcomes and access to opportunity.

Equity and improving equitable outcomes are fundamental tenets of the TOC Policy and Plan. As such, equity will be approached in two ways in the plan: first, the Board adopted Equity Focus Communities (EFCs) will be a prioritization measure for funding programs and resources included in this plan. Second, at the community level, the TOC Plan's proposed technical assistance and grant writing programs will be focused on creating TOCs and tackling equity needs that will be defined at the community level, with race and income at the forefront.

As the TOC Plan is implemented, it will be critical for Metro to continuously engage local communities directly in areas where Metro leads or through partnership with municipalities when Metro TOC programs are utilized, to ensure that equity needs are defined at a community level.

## WHAT IS EQUITY?

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*Equity is both an outcome and a process to address racial, socioeconomic and gender disparities, to ensure fair and just access – with respect to where you begin and your capacity to improve from that starting point – to opportunities, including jobs, housing, education, mobility options and healthier communities. It is achieved when one's outcomes in life are not predetermined, in a statistical or experiential sense, on their racial, economic or social identities. It requires community-informed and needs-based provision, implementation and impact of services, programs and policies that reduce and ultimately prevent disparities.*

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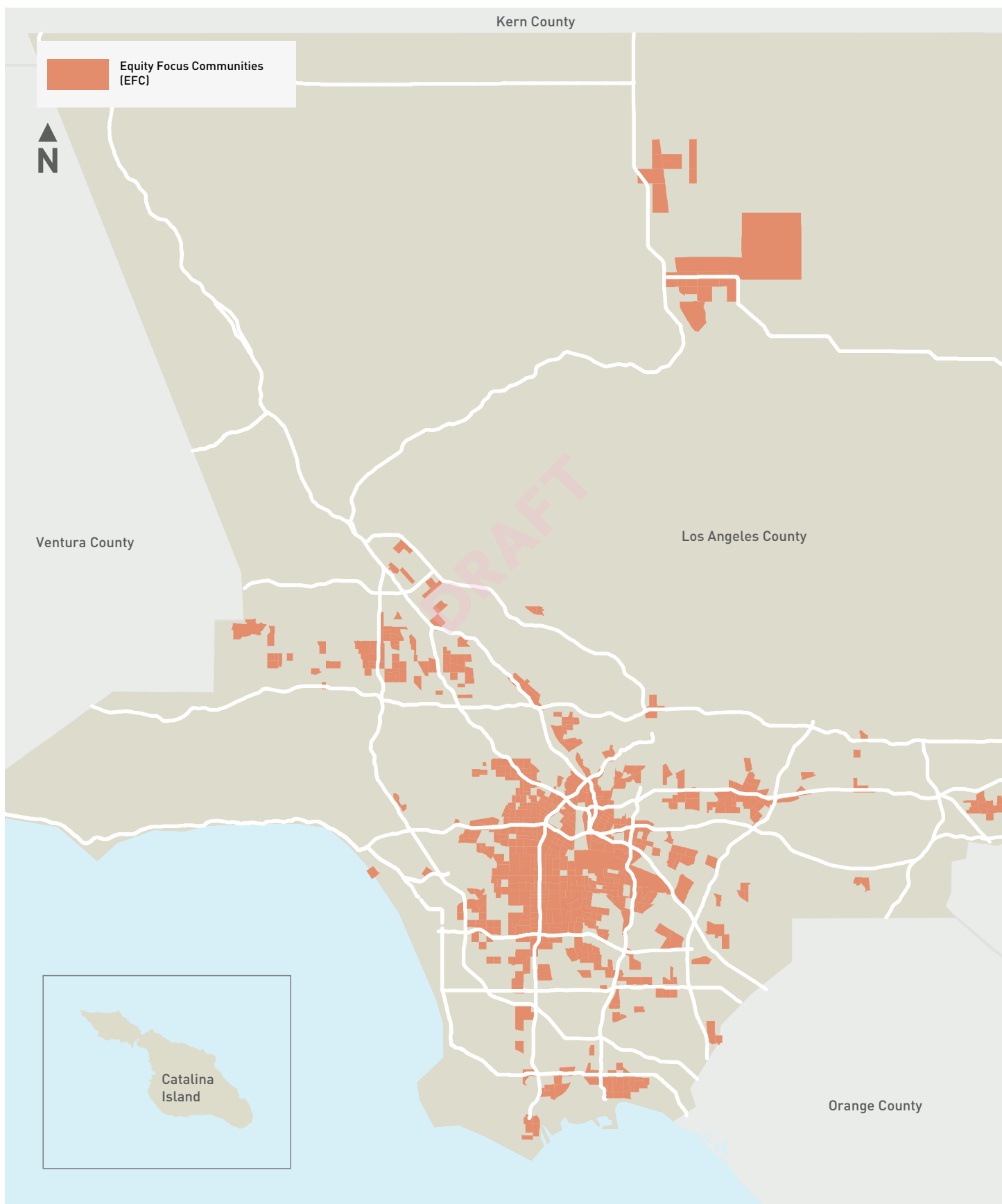
## Equity Focus Communities

In June 2018, the Metro Board adopted Equity Focus Communities (EFCs) to identify areas of need. EFCs include census tracts with:

- > at least 40% of households are low-income (\$35,000 or less), and
- > at least 80% are households of color, or
- > at least 10% of households have zero cars



# METRO DESIGNATED EQUITY FOCUS COMMUNITIES



## Process for Developing this Plan

The plan was developed with input and collaboration from Metro internal departments, community-based organizations and municipal partners:

- > **2018:** Feedback was provided by the TOC Policy Working Group during the TOC Policy and Framework process. The TOC Policy Working Group includes representatives from Metro’s Policy Advisory Council (PAC), cities, Councils of Government, the Southern California Association of Governments (SCAG) and advocacy organizations.
- > **2018/2019:** A series of focus group meetings were held with LA County municipalities.
- > **2019/2020:** TOC Policy Working Group was convened on a regular basis between January 2019 and September 2020 to inform the development of the TOC Implementation plan through discussions at working group meetings and supported with written comments. The plan development was an iterative process allowing for multiple rounds of feedback on the draft, the corridor analysis data needs, the initiatives and ideas on stakeholder engagement.

The plan development process included coordination within Metro with staff from various departments, including staff leading concurrent and related planning efforts, such as the Long Range Transportation Plan, Moving Beyond Sustainability Strategic Plan, Vision 2028 Strategic Plan and the Metro’s CBO Partnering Strategy.

LA County finds itself in a defining moment that calls for comprehensive and urgent action to ensure that Metro’s investments and services are equitable, holistic and support the rich diversity of LA County communities.



## TOC Relationship to Other Metro Plans

The plan was developed concurrently with Metro's other comprehensive, equity-focused efforts. Each of these concurrent planning efforts are highlighted, as is their relationship to the TOC Policy and Implementation Plan.

### *Measure M Guidelines (2017)*

#### **What is it?**

Guidelines that address all aspects of administering and overseeing Measure M.

#### **Relationship to plan?**

The Measure M Guidelines establish the eligible projects and uses that can be funded with Measure M Local Return Funds. The Measure M Guidelines introduced 'TOC Investments' as eligible uses for local return expenditures. TOC Investments were further defined as 'TOC Activities' in the TOC Policy that was adopted by the Board in 2018.

The TOC Plan is the implementation vehicle of the policy and includes a series of actions that municipalities can pursue, with local return, to advance equitable TOCs in LA County.

### *Vision 2028 (2018)*

#### **What is it?**

Strategic plan that aligns all of Metro's services, programs and projects over the next 10 years. The plan lays out a Metro's vision to improve mobility and quality of life for everyone in LA County.

As outlined in the *Vision 2028 Strategic Plan*, Metro's visionary outcome is to double the share of transportation modes other than solo driving. The plan details five goals:

- 1 Provide high-quality mobility options that enable people to spend less time traveling**
- 2 Deliver outstanding trip experiences for all users of the transportation system**
- 3 Enhance communities and lives through mobility and access to opportunity**
- 4 Transform LA County through regional collaboration and national leadership**
- 5 Provide response, accountable and trustworthy governance within the Metro organization**

#### **Relationship to plan?**

This plan falls under the umbrella of the Vision Strategic Plan 2028, most specifically the third goal that calls for enhanced communities and lives through mobility and access to opportunity. The Vision 2028 Strategic Plan plays a critical role in realizing the outlined goals to provide mobility options, enhance communities and access to opportunity through transportation and transform LA County through regional collaboration.

Figure 7

**Metro’s Framework for Improving Mobility in LA County**

**We’re guided by our *Strategic Plan* goals.**

 *Vision 2028 Strategic Plan*

**We’re creating**

- ① Faster Travel Options    ② Better Trips    ③ Thriving Communities**

**Better Transit**

Providing more transit options with improved quality and service

- Transit Projects*
- Bus Improvements*
- New Mobility Options*

**Less Congestion**

Managing the transportation system to reduce the amount of time people spend in traffic

- Roadway Improvements*
- Congestion Management*
- Goods Movement*

**Complete Streets**

Making streets and sidewalks safe and convenient for everyone, to support healthy neighborhoods

- Bike and Pedestrian Projects*
- Local Street Improvements*
- Station and Stop Access Enhancements*

**Access to Opportunity**

Investing in communities to expand access to jobs, housing and mobility options

- Workforce Initiatives*
- Support for Local Businesses*
- Transit Oriented Communities*

 *Long Range Transportation Plan*

**We’re committed to**

- ④ Leadership    ⑤ Accountability**

-  Collaboration
-  Continuous Improvement
-  Customer Focus
-  Innovation
-  Inspired and Inclusive Workforce
-  Safety

 *Customer Experience Plan*     *COVID-19 Recovery Plan*

**We’re intentionally focused on  
*eliminating racial and socioeconomic disparities and  
advancing sustainable practices in everything we do.***

-  Equity
-  Sustainability

 *Equity Plan*     *Moving Beyond Sustainability Plan*

### *Equity Platform (2018)*

**What is it?** Multi-point Equity Platform built around four pillars: Define and Measure, Listen and Learn, Focus and Deliver and Train and Grow. Following the precedent set by Measure M, it is intended to help identify and implement projects or programs that close or eliminate gaps in equity across LA County.

**Relationship to plan?** The TOC Plan is grounded in the Equity Platform’s acknowledgement that historically and currently, race and class have largely defined where these disparities are most concentrated – in low-income communities of color throughout LA County – and that age, gender, disability and residency can expand or constrain opportunities. Truly realizing equitable TOCs in LA County will require acknowledging the role that race and class have played and continue to play in access to opportunity. At its core, this plan works to fulfill the mission of the Equity Platform to address and improve equitable outcomes and access to opportunity.

### *Equity Activation Plan (2019)*

**What is it?** Highlights a broad portfolio of current/planned projects and new initiatives that work towards realizing the goals embedded within the four pillars of the Equity Platform. The Equity Activation Plan highlights projects/ initiatives that correspond to each pillar.

**Relationship to plan?** The policy is explicitly identified in the second pillar, “Listen and Learn,” as a policy that will strengthen the relationship between Metro and the LA County Community. In the same pillar, the Community-based Organization Partnering Strategy (outlined on page 23) is identified, which will be a measure in the Baseline Corridor Assessments of the plan. Additionally, the plan relates to the first pillar, “Define and Measure,” adopted by the Metro Board in June 2019.



### *Moving Beyond Sustainability Plan*

**What is it?** An agency-wide plan that consolidates the sustainability activities of Metro into a comprehensive roadmap for conserving resources, reducing emissions, improving operational efficiency and improving the overall health and safety of Metro employees, the public and the environment.

**Relationship to plan?** This plan and the Moving Beyond Sustainability Plan are mutually-reinforcing in their shared goals of supporting compact, transit-friendly communities that enable low-carbon mobility choices and infusing the principles of equity into the decision-making process.

### *Long Range Transportation Plan*

**What is it?** The Long-Range Transportation Plan (2020 LRTP) will outline what Metro is doing currently and what Metro must do to lead and advance the transportation system improvements necessary to bring about the economic, mobility, safety, environmental and quality of life benefits needed in LA County. Current challenges present great opportunities for Metro to take bold action and help achieve our vision for the region.

**Relationship to plan?** Following the goal of the Equity Platform's first pillar to "Define and Measure," the Long Range Transportation Plan established a Metro Board-adopted definition of "Equity Focus Communities" (EFCs).

### *Community-based Organization Partnering Strategy (anticipated 2020)*

**What is it?** Metro is strengthening its relationships with community-based organizations and in so doing, ensuring that those relationships and partnerships align with the Equity Platform Framework to continue reaching LA County's most vulnerable populations, including those in urban and rural areas, ethnic and cultural groups, underserved and under-represented communities, populations with limited education attainment and people with disabilities.

**Relationship to plan?** Creating an agency-wide CBO Partnering Strategy will be integral to realizing TOC Policy goals and the plan. The strategy will identify consistent and equitable ways that Metro can partner with CBOs.

# We will act boldly to effect real change.

The plan charts a course to ensure that the positive benefits of these investments are leveraged equitably and that communities are prepared for the potential unintended consequences.

This section describes the purpose, strategies of and activities to be undertaken and measured within the four initiatives that underpin this plan.

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## TOC Implementation Plan Initiatives

### > Initiative 1 – Creating TOC Corridor Baseline Assessments for all Metro Transit Corridors:

Baseline Assessments are a snapshot of where communities are today. They will be a resource of information for municipalities and community members that will highlight positive opportunities to leverage the transit infrastructure investments for equitable TOCs and identify potential risks and vulnerabilities. The Baseline Assessments will also identify what tools and resources municipalities can best deploy to respond to their specific conditions and best leverage the transit investment for community benefits and to address the potential challenges.

### > Initiative 2 – Continually Improving Metro TOC Programmatic Areas:

Enables Metro to continue to track the impacts of transit investment; to integrate TOC into its programs by providing resources and information to its partner cities through grant writing assistance, station areas planning assistance, case studies and tools, etc.; and on an ongoing basis to continually improve upon TOC Programmatic areas.

### > Initiative 3 – Enhancing Metro's Internal Coordination:

Identifies a series of internal collaboration opportunities that Metro will undertake to realize equitable TOCs in areas that are within Metro's functional jurisdiction, such as through identifying joint development sites and incorporating TOC goals and tasks in the Measure M corridor delivery process.

### > Initiative 4 – Strengthening Coordination and Collaboration with Metro's Partners:

Many of the community development policies and programs that are integral to realizing TOCs are outside of Metro's functional jurisdiction. Strengthening coordination and collaboration with Metro's partners will include a series of strategies that Metro can use to realize equitable TOCs through coordination and collaboration with Metro's many partners, including local municipalities.

## INITIATIVE 1

# We will create TOC Corridor Baselines Assessments.

This initiative includes snapshots of community characteristics, including areas where partnership and support could help leverage positive benefits and prepare for potential unintended consequences of transportation investment.







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# Creating TOC Corridor Baseline Assessments

The TOC Corridor Baseline Assessments (Baselines) will be prepared in partnership with municipalities and with deep stakeholder engagement throughout the process. In addition, Metro is committed to partnering with academic institutions and Community Based Organizations on the Baseline development. The Baselines will serve as a resource providing data and policy information that will inform a series of recommended TOC related strategies for municipalities.

To start, Metro will prepare a TOC Corridor Baseline Assessment (Baseline) for each Measure M Transit and Active Transportation Corridor. Upon completing Baselines for Measure M corridors, Baselines will also be prepared for existing transit corridors. An individual Baseline report will be prepared for each municipality with a station along the corridor. The following three factors will be considered when sequencing the preparation of Baselines for Measure M corridors: when a transit corridor alignment, or locally preferred alternative (LPA), is selected, transit corridor open dates and whether a transit corridor is within an EFC. Upon completing the Measure M Transit Corridor Baselines, Metro will initiate Baselines for existing transit corridors, using EFCs as a prioritization factor.

The TOC Plan calls for Baseline Assessments to be ground-truthed with local communities. In this context, ground-truthing means that Metro will engage local community members on the Baseline development process to ensure that the data and policy findings and recommendations are an accurate reflection of what community members are experiencing 'on the ground' in their communities and the interventions that may be needed to realize equitable TOCs. Each Baseline will include:

- > Demographic mobility, land use and economic data assessment to establish existing conditions related to the TOC Policy's five goals and subgoals, with stakeholder engagement to ground-truth the data assessment findings;
- > An inventory and assessment of existing municipal policies and programs that are integral to TOC realization; and

## WHAT ARE BASELINES?

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- > Recommended strategies and partnership opportunities for municipalities to leverage the transit infrastructure for equitable TOCs.

*TOC Corridor Baseline Assessments are a snapshot of where communities are today. They will be a resource of information for municipalities and community members that will highlight positive opportunities to leverage the transit infrastructure investments for equitable TOCs and identify potential risks and vulnerabilities. The Baseline Assessments will also identify what tools and resources municipalities can best deploy to respond to their specific conditions and best leverage the transit investment for community benefits and to address the potential challenges.*

*This focus on data trends is intended to illuminate how each community is changing over time, ways to maximize the benefits of transit investments potential vulnerabilities to the*

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*adverse impacts of infrastructure investment, and to ensure that municipalities and local communities are provided with detailed information on what they need to do to be “transit equity ready.”*

## Data Assessment

The data assessment will be prepared for each municipality as a first step in identifying specific strategies that jurisdiction can use to achieve TOCs. The data will identify existing community characteristics and examine opportunities to achieve the positive benefits called for in the TOC policy, as well as potential community risks and vulnerabilities that will in turn inform the policy/planning assessments. The data will highlight trends, over a 15-year time frame, as appropriate given data availability.

This focus on data trends is intended to illuminate how each community is changing over time, ways to maximize the benefits of transit investments, potential vulnerabilities to the adverse impacts of infrastructure investment and to ensure that municipalities and local communities are provided with detailed information on what they need to do to be “transit equity ready.”

The data trends will reflect the five TOC Policy goals and subgoals, as available, such as:

- > Key community socioeconomic vulnerabilities, such as the prevalence of low-income households, limited English-proficiency, zero vehicle households, low educational attainment, housing and transportation cost burden and similar factors.
- > Mobility trends such as transit ridership, options and frequencies, mode share, vehicle ownership and injuries and deaths from collisions.
- > Land uses that can enhance or hinder transit use and safe multi-modal mobility including zoning, walkability, space dedicated to parking and access to community asset that enhance healthy living (affordable housing, grocery stores, daycare centers, health centers, parks, open space and recreational facilities, schools, employment centers and similar).
- > Economic and real estate factors that can inform strategies for joint development and value capture, including land costs, commercial rents and vacant and underutilized properties.

The data assessments will be ground-truthed through stakeholder engagement to ensure that an accurate depiction of community characteristics are noted during this phase of the process.

Example data factors:

- > **Median Household (HH) Income Distribution:** HH income is closely linked to both transit ridership and car ownership
- > **Ethnicity:** Historically, Metro’s public transit ridership profile is heavily oriented towards non-white populations
- > **Car Ownership Distribution:** Zero-car and car-lite households ride public transit at higher rates
- > **Population Density/Household Size/Dwelling Units:** Key variable in public transit ridership, ridership potential and understanding of displacement potential
- > **Employment in Place:** Can illustrate existing commute patterns and commute distance
- > **Housing Tenure Distribution:** Provides a profile of the preponderance of renter versus owner households
- > **Age Distribution:** Can illuminate an age profile of different populations and public transit service needs
- > **Crash Rate/Collision Factors for Pedestrians and Bicyclists:** Identification of hot spots/corridors that would benefit from First/Last Mile investments
- > **College Educated Population Change Over Time:** Education change can be a signal of market changes in an area



## Stakeholder Engagement

In partnership with local municipalities, local community stakeholders will be engaged in the Baseline development. Stakeholder engagement will allow Metro and municipalities to hear from local stakeholders to ground truth the data findings and to understand communities' current needs related to TOCs (such as land use conditions and access to opportunities) to inform the recommended strategies that come from the Baselines. Municipalities and stakeholders will be engaged in the data/policy assessment phase, as well as in the recommended strategies phase of the baseline development.

The stakeholder engagement effort for each Measure M Corridor will be integrated with ongoing planning studies, whenever possible.



## Policy and Planning Assessment and Recommendations

The data collection and stakeholder feedback together will highlight some of the qualitative questions that will be asked as part of the policy/planning assessments to align the evaluation and ultimately identify the recommended strategies, with the policy goals and the desired equitable outcomes. The data and policy assessments and stakeholder engagement will inform each Baseline's recommended strategies. The recommendations will outline the type of activities that will need to be deployed by municipalities, with Metro support and in concert with local communities to achieve TOCs. As an example, high transportation and housing cost burden may result in the evaluation identifying a need for new/updated affordable housing and anti-displacement policies: high collision rates for pedestrians and bicyclists may indicate a need for updating bike/pedestrian plans and/or the implementation of existing plans that have not been implemented and similar. Additionally, Metro will use the assessments to identify the need to revamp existing Metro tools, create new tools or disseminate information to ensure that the tools and resources are readily accessible to municipalities.

Metro will track and report on the number of Baselines prepared for Measure M Transit Corridor municipalities and the number of municipalities that utilize Metro programs (grant writing or technical assistance) to implement the Baseline recommendations via the TOC Plan Semi-Annual Reports.

A high-level, corridor-wide update will be undertaken for each Baseline after five to seven years that highlights community characteristics and TOC policy landscape.

Appendix 2: Baseline Framework, outlines the framework that will be utilized to inform the preparation of the Metro TOC Corridor Baseline Assessments.



## How to Read the Implementation Matrices for Initiatives 2–4

Metro’s role as both a leader and a partner for helping municipalities achieve equitable TOC outcomes is described in the following three initiatives. Initiatives 2-4 are organized in a matrix format. Each initiative includes strategies and actions, defines whether Metro leads or supports in implementation, identifies measures and cross references the action against the five policy goals. The terms are defined as follows:

- > **Strategies:** Outcomes that Metro seeks to achieve through plan
- > **Actions:** Programs that will be continued or created to achieve the initiative strategies
- > **Measures:** Measurable activities that Metro will achieve, track and report on in the Semi-Annual Reports
- > **Timeline:** Each action item has an associated timeline related to how long it will take to start up a new program and/or whether the action is an ongoing activity that Metro will realize
- > **Leads or Supports:** Defines whether Metro leads an activity (within Metro’s functional responsibility) or whether Metro incentivizes, enables or encourages others to execute the activity when the activity is outside of Metro’s direct control

An example matrix is shown below.

### Strategy: Outcome that Metro seeks to achieve through plan

ACTION	MEASURE	TIMELINE	LEAD	SUPPORT
Program that will be continued or created to achieve the initiative strategy	A measurable activity that Metro will achieve, track and report on in the Semi-Annual Reports	Shown in years	●	
	# Number \$ Dollar amount % Percentage > Deliverable	Ongoing		●

## INITIATIVE 2

**We will continually improve our TOC programmatic areas.**

This initiative includes actions for Metro to focus on TOC policy goals and to constantly learn and improve our efforts.







# Continually Improving TOC Programmatic Areas

**Initiative 2, Continually Improving Metro's TOC Programmatic Areas**, outlines activities that are specific to Metro's TOC unit, described below, within the Metro Countywide Planning & Development Department. The Transit Oriented Communities (TOC) unit consists of the following four groups:

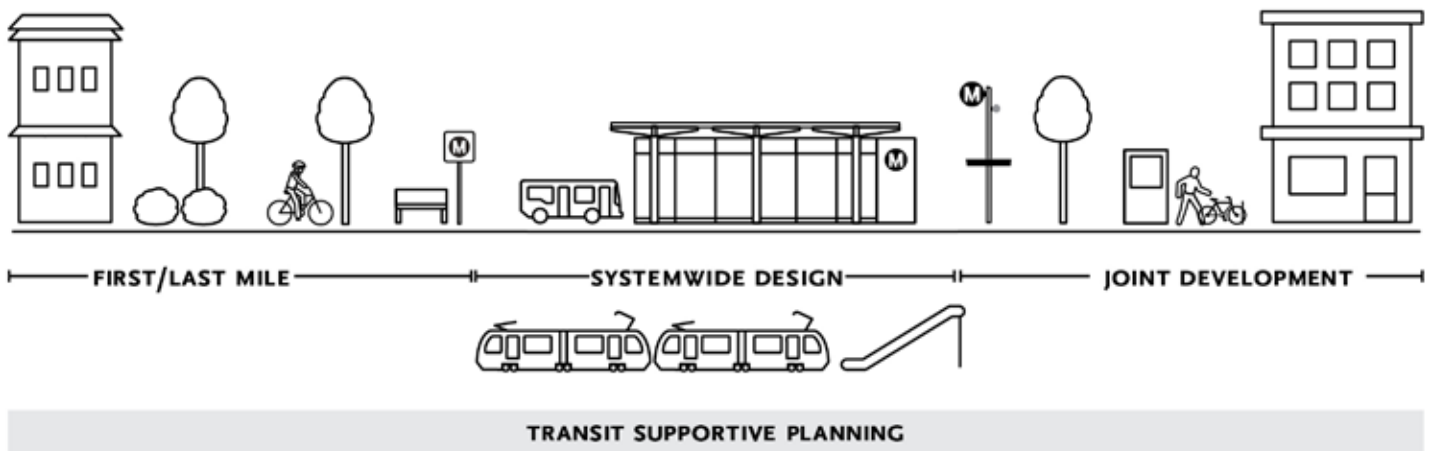
- > The Joint Development team works with local communities and developers to develop viable Metro-owned properties that are undeveloped after the public transit infrastructure is built. The joint development process is outlined in the Joint Development Policy.
- > The First/Last Mile (FLM) team works with local communities to develop First/Last Mile Plans for all Measure M corridors. The FLM team's work is guided by the agency's FLM Policy, as well as its First/Last Mile Strategic Plan and Active Transportation Strategic Plan.
- > The Systemwide Design team reviews station design of all Measure M corridors focusing on:
  - Providing a safe, accessible and comfortable Metro experience
  - Connecting Metro stations to the greater regional transit network
  - Orienting stations to neighborhood destinations and pedestrian routes
  - Improving the durability of Metro's infrastructure to reduce maintenance
  - Supporting the vision of transit-oriented communities

> TOC Strategic Initiatives group administers Metro's Transit Supportive Planning efforts that include:

- TOD Planning Grant Program
- The Transit Supportive Planning Toolkit
- Metro's Adjacent Development Review functions
- Metro's Union Station redevelopment program
- Mobility Corridor Integration
- The Policy and Planning group is also lead for the West Santa Ana Branch TOD Strategic Implementation Plan (TOD SIP) and is responsible for developing the TOC Implementation Plan.

The activities envisioned to be undertaken in Initiative 2 will address two strategies:

- > Strategy 2.1 Implement Metro TOC Programmatic Areas (Joint Development, First/Last Mile, Systemwide Design and TOC Strategic Initiatives) programs and tools in alignment with policy goals
- > Strategy 2.2 Improve effectiveness of existing TOC programmatic areas and respective programs and tools



\*NOT TO SCALE

## Strategy 2.1 Implement Metro TOC Programmatic Areas, including programs and tools in alignment with Policy Goals.

ACTION	MEASURE	TIMELINE (YEARS)	LEAD	SUPPORT
2.1a. Facilitate construction of affordable housing units in the Metro Joint Development portfolio.	# Affordable units (and affordability levels) for residents earning 60% or less than AMI of Metro Joint Development projects (planned and completed)  % Affordable units, portfolio-wide	Ongoing	●	
2.1b. Evaluate Metro Joint Development Policy to strengthen commitment to addressing the affordable housing crisis through additional tools and policies.	> Memo summarizing tools/policies to increase affordable housing production  > Board adoption of update Joint Development Policy	Ongoing	●	
2.1c. Develop First/Last Mile Plans for Metro transit projects.	# FLM plans by station areas	Ongoing	●	
2.1d. Support municipalities in implementing First/Last Mile Plans for existing and new Metro transit stations.	# Grant writing assistance provided  # Funded projects	Ongoing		●
2.1e. Implement Measure M Active Transport Program (MAT Program) and fund active transportation projects using the MAT program.	# Projects selected for funding	Ongoing	●	
2.1f. Support implementation of active transportation projects using MAT Program.	# Transit stations/stops funded for FLM improvements  # Linear miles of corridor funded projects	1		●
2.1g. Pursue discretionary funding opportunities for Transit to Parks Strategic Plan activities, including providing grant writing assistance to eligible partner agencies and nonprofits.	# Grant applications, inclusive of grant writing assistance and grants applied for directly	2	●	
2.1h. Collaborate with LA County Parks and Rec to determine a baseline number of LA County residents who lack a 10-minute walk or ride to a park. Support LA County Parks and Rec in updating the data in congruence with the LA County Park Needs Assessment every five to eight years.	> One report within five years within goings-on updates on five-year cycles	5		●



## Strategy 2.1 Implement Metro TOC Programmatic Areas, including programs and tools in alignment with Policy Goals. *(continued)*

ACTION	MEASURE	TIMELINE (YEARS)	LEAD	SUPPORT
2.1i. Conduct Design Review for new Measure M stations as part of the Systemwide Design Process to ensure compliance with systemwide station design standards and transit station design best practices.	# Stations	Ongoing	●	
2.1j. Deploy Metro Affordable Transit Connected Housing (MATCH) Program.	# MATCH loans \$ Loans provided # Units	Ongoing	●	
2.1k. Provide Technical Assistance around value capture to Measure M cities.	# Meetings held with municipalities where technical assistance was provided	Ongoing	●	
	# Potential districts advanced for further study	Ongoing		●
2.1l. Summarize Lessons Learned from TOD Planning Grant Program Rounds 1-5 and evaluate need for land use planning funding in LA County upon administering grant writing and technical assistance program for one year.	> TOD Planning Grant Program Lessons Learned > Funding need findings	2	●	
2.1m. Support Rounds 1-5 of the TOD Planning Grant Program Grantees in advancing equitable transit supportive plans.	# Metro staff coordination meetings with Grantees # Technical assistance provided with Strategic Advisor	Ongoing		●
2.1n. Support the retention of small businesses with loans that leverage public, private and philanthropic partnerships to catalyze investment in and preservation of small businesses near transit.	# Loans	Ongoing	●	

## Strategy 2.2 Improve effectiveness of existing TOC programmatic areas and respective programs and tools.

ACTION	MEASURE	TIMELINE (YEARS)	LEAD	SUPPORT
2.2a. Increase partner awareness of the existing programs and tools and establish process to receive stakeholder input on the effectiveness of TOC programs/tools and potential improvements.	# Partners briefed on available TOC programs and tools as part of the TOD Planning Grant Program and TOC Corridor Baseline Assessment processes	Ongoing		●
2.2b. Use the TOC Corridor Baseline Assessments to inform TOC Programmatic Area improvement areas such as updates to the Transit Supportive Planning Toolkit tools, based on feedback received during the TOC Corridor Baseline Assessments.	# Tools updated or developed	3	●	

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## INITIATIVE 3

# We will enhance our internal coordination.

This initiative includes activities that help Metro better align its work to support the creation of transit-oriented communities.







# Enhancing Metro’s Internal Coordination

## Initiative 3: Enhance Metro’s Internal Coordination

includes actions that Metro can use to help achieve the TOC Policy goals through enhanced internal coordination. Important collaboration opportunities will lie within the Metro Countywide Planning & Development, Communications, Program Management, Operations, the Office of Extraordinary Innovation and Grants Management.

As the regional transportation agency and primary driver for enhanced mobility in LA County, Metro is a critical player in shaping the future of the region. Enhancing Metro’s internal coordination around equitably attaining TOCs addresses three strategies that were informed by active concurrent planning efforts, feedback from the TOC Policy Working Group and focus group meetings held with municipalities.

The three strategies associated with this initiative include:

- > Strategy 3.1 Integrate TOC planning into the Measure M Corridor delivery process
- > Strategy 3.2 Increase equitable partnership opportunities with Community-Based Organizations (CBOs)
- > Strategy 3.3 Expand Metro staff capacity and training in TOC areas

## Strategy 3.1 Integrate TOC planning into the Measure M corridor delivery process.

ACTION	MEASURE	TIMELINE (YEARS)	LEAD	SUPPORT
3.1a. Identify opportunity sites for joint development in each Measure M Transit corridor.	# Potential sites identified	Ongoing	●	
3.1b. Incorporate TOC Goals and tasks (ex FLM planning, SWD review) into contractor scopes of work for corridor delivery process.	# Scopes of work that include TOC elements/tasks in corridor planning contracts	Ongoing	●	
3.1c. Work with the Mobility Corridor Planning Group and Communications to improve Metro’s coordination through development of Standard Operating Procedures (SOPs) during the development of the TOC Corridor Baseline Assessments for Measure M Corridors.	<ul style="list-style-type: none"> <li>&gt; Establish coordination SOPs for TOC integration into corridor planning projects</li> <li>&gt; Establish approach to coordinating TOC Corridor Baseline Assessments with the Mobility Corridor stakeholder engagement process, as feasible</li> </ul> # Corridor planning meetings that include TOC Corridor Baseline Assessment engagement	1	●	



## Strategy 3.2 Increase equitable partnership opportunities with Community-Based Organizations.

ACTION	MEASURE	TIMELINE (YEARS)	LEAD	SUPPORT
3.2a. Work with Community Relations, County Counsel, Office of Equity and Race, Procurement and other Metro departments to develop an equitable, agency wide CBO Partnering Strategy.	> CBO Partnering Strategy	Ongoing	●	

## Strategy 3.3 Expand Metro staff capacity and training in TOC areas

ACTION	MEASURE	TIMELINE (YEARS)	LEAD	SUPPORT
3.3a. Train Metro staff on TOC Policy goals through provision of annual trainings.	# Annual TOC staff trainings # Metro staff in attendance	Ongoing	●	
3.3b. Coordinate with Equity Officer on TOC Plan implementation and opportunities to maximize Equity Platform integration, including operationalizing Metro's Equity definition and related tools.	> Metro Equity definition	Ongoing	●	●

## INITIATIVE 4

# We will strengthen external coordination and collaboration.

This initiative includes partnerships with municipalities, local communities and advocacy organizations for the region, is the only way Metro can provide support for the realization of equitable TOCs.





# Strengthening Collaboration with Metro's Partners

**Initiative 4 addresses the need for stronger external partnership as another key ingredient for delivering equitable TOCs.** Many of the policies, plans and programs that influence the realization of TOCs are outside of Metro's direct functional jurisdiction, including land use planning, oversight and responsibility for the public right of way, complementary infrastructure investments made by other regional and local entities, regional grant making programs, affordable housing and anti-displacement policies/funding and local economic development programs, including small business assistance programs.

Strengthening coordination and collaboration with Metro's partners addresses the following five strategies:

- > Strategy 4.1 Improve technical capacity and increase funding for TOC-related activities by providing grant writing and technical assistance
- > Strategy 4.2 Improve education and information around TOC issues and TOC supportive policies
- > Strategy 4.3 Support state and federal policy and funding legislation to advance TOC goals and outcomes
- > Strategy 4.4 Collaboration with partners to leverage corridor assessments to support TOC Implementation in Measure M corridors
- > Strategy 4.5 Improve the accessibility of Metro resources and provide funding information for partners

In 2018 and 2019, Metro engaged a group of LA County cities and LA County to solicit input on how Metro could better partner in helping municipalities in planning for TOCs. The meetings with the municipal representatives helped raise key collaboration issues and identify potential opportunities. The topics that were raised in those discussions included the need for funding, grant writing and technical assistance, access to data, messaging assistance and best practice knowledge sharing.

The fourth initiative outlines a series of new programs and activities that Metro will establish to partner with local municipalities, other public agencies and philanthropy to build greater coordination for TOC planning in the region. Through partnership with municipalities, stakeholders and CBOs, Metro will maintain a continual feedback loop for information sharing and improvement of Metro programs and tools.

Essential ongoing partnership opportunities include:

- > Partnership with municipalities to coordinate on TOC community development, land use planning, the TOC Corridor Baseline Assessments and stakeholder engagement.
- > Partnership with CBOs through ongoing project engagement and the recommendations that come from the CBO Partnering Strategy.
- > Collaboration with SCAG and municipal partners on a coordinated housing strategy supporting production for all income levels, on TOC-related legislative and funding activity and to help municipalities secure funding for TOC projects and outcomes.

Feedback and ongoing communication with external stakeholders and partners will also provide a "feedback loop" for Metro's internal programs. As Metro works with these partners and stakeholders, ongoing input communication can also be used to further refine Metro's TOC-related case studies and other program offerings identified in Initiative 2.

## TOC Technical Assistance Program and TOC Grant Writing Assistance

The TOC Plan establishes a TOC Technical Assistance Program (TOC TAP) and TOC Grant Writing Assistance Program to support local municipalities, prioritizing LA County's EFCs, in building local capacity and securing funding to realize equitable TOCs.

The TOC TAP will make professional services available for municipalities to build staff capacity in TOC areas and/or explore the feasibility of implementing TOC programs through market studies, transportation or land use studies (including affordable housing and community stabilization), utility studies that can evaluate needed utility upgrades that may be required to accommodate land use planning, environmental remediation studies and similar. Additionally, the TOC TAP includes Metro-hosted convenings with LA County municipalities and partners, as a forum for LA County municipalities (staff, elected officials and commissioners), to facilitate exchange of ideas and lessons learned, provide joint training opportunities in a time- and cost-efficient manner and structure and deliver targeted TOC technical assistance.



The TOC Grant Writing Assistance Program will be available to municipalities that are seeking to apply for grants to implement TOC activities as defined in the policy. Metro will make grant writers available to LA County municipalities that seek to implement TOC activities in their communities, prioritizing EFCs and other high-need communities, based on socio-economic factors, as deemed relevant.

Municipalities for which Baselines have been prepared will be encouraged to utilize the TOC TAP and TOC Grant Writing assistance to carry out the Baseline TOC recommended strategies. Municipalities that do not yet have a Baseline will be able to utilize the TOC TAP and TOC Grant Writing program if they are seeking to carry out TOC activities around the following TOC core areas:

- > Affordable Housing Production, Preservation and Tenant Protections
- > Community Stabilization (including anti-displacement strategies for housing and small businesses)
- > Regional Housing Needs Assessment (RHNA) compliance activities, aligned with TOC Policy Goals
- > First/Last Mile, MAT project implementation and Transit to Parks Strategic Plan (only grant writing assistance)

For the MAT, LA County municipalities, Caltrans, State and Federal agencies and transit agencies are eligible to receive funding through this program. For the Transit to Parks, LA County municipalities, transit agencies and nonprofits are eligible for the Grant Writing Assistance Program.

### TOC Activities as Defined by the TOC Policy

GENERAL ACTIVITIES	WITHIN THREE MILES OF A STOP**	WITHIN A HALF MILE OF A STOP
<ul style="list-style-type: none"> <li>&gt; Community engagement that targets harder-to-reach communities around/regarding TOC activities or transit</li> <li>&gt; Events or programs that promote multi-modal transit options</li> <li>&gt; Discounted transit passes</li> <li>&gt; Grants and/or technical assistance to support projects and programs that achieve TOC goals</li> <li>&gt; Transportation-related workforce training and education</li> </ul>	<ul style="list-style-type: none"> <li>&gt; First/last mile improvements</li> <li>&gt; Complete streets</li> <li>&gt; Land use planning that promotes TOC goals</li> <li>&gt; Value capture studies and formation activities that support investment in TOCs. A value capture district must include at least one Major Transit Stop, but may span a broader radius around that Major Transit Stop</li> </ul>	<ul style="list-style-type: none"> <li>&gt; Public improvements that create stronger and safer connections to transit and improve the transit rider experience recognizing vulnerable users and their safety in design.</li> <li>&gt; Affordable housing: Programs that produce, preserve and protect affordable housing through preservation or development of affordable housing units, and through innovative anti-displacement strategies to protect and retain low-income households.</li> <li>&gt; Small business preservation: Programs that support and protect small businesses.</li> <li>&gt; Neighborhood-serving amenities: Programs that preserve, protect and/or produce neighborhood-serving amenities.</li> </ul>

\* **Major Transit Stop**, per California Public Resource Code 21064.3, which may be amended from time-to-time, is defined as:

- (a) An existing rail or bus rapid transit station (PRC 21060.2).
- (b) A ferry terminal served by either a bus or rail transit service.
- (c) The intersection of two or more major bus routes with a frequency of service interval 15 minutes or less during the morning and afternoon peak commute periods.

Per the intent of the TOC Policy, Major Transit Stop shall also include an environmentally-cleared fixed-guideway transit station. A planned fixed-guideway station may also be considered if its location is the only alternative under consideration for a transit corridor in the planning stages.

## Strategy 4.1 Improve technical capacity and increase funding for TOC projects by providing grant writing and technical assistance.

ACTION	MEASURE	TIMELINE	LEAD	SUPPORT
<p>4.1a. Establish a TOC grant writing assistance program grounded in TOC incentives and requirements to support municipalities in securing funding for TOC activities. EFCs will be a prioritization measure.</p>	<ul style="list-style-type: none"> <li>&gt; Established grant writing assistance program</li> <li>&gt; EFC considerations incorporated</li> </ul>	1	●	
<p>4.1b. Establish a TOC Technical Assistance program for municipalities to:</p> <ul style="list-style-type: none"> <li>&gt; Host convenings around a series of TOC topic areas</li> <li>&gt; Support TOC feasibility studies</li> </ul>	<ul style="list-style-type: none"> <li>&gt; Establish TOC Technical Assistance Program</li> <li>&gt; EFC considerations incorporated</li> </ul>	1	●	
<p>4.1c. Provide TOC Grant Writing services to support municipalities in advancing equitable TOCs in LA County.</p> <p>*Utilize Equity Focus Communities (EFC) index to inform prioritization of program recipients.</p>	<ul style="list-style-type: none"> <li># Annual grant writing assistance support provided</li> <li># Grants secured</li> <li># Grant dollars leveraged</li> <li># of TOC plans/programs in place</li> <li># of affordable housing units produced/preserved (as data is available)</li> </ul>	1		●
<p>4.1d. Provide TOC Technical Assistance Program (TOC TAP) to support municipalities in advancing equitable TOCs in LA County.</p> <p>*Utilize Equity Focus Communities (EFC) index to inform prioritization of program recipients.</p>	<ul style="list-style-type: none"> <li># TOC TAP assistance provided</li> <li># of TOC plans/programs in place</li> <li># of affordable housing units produced/preserved (as data is available)</li> </ul>	2		●

ACTION	MEASURE	TIMELINE	LEAD	SUPPORT
4.1e. Organize TOC convenings for LA County municipal staff, elected officials and commissioners to facilitate an exchange of ideas around TOC topics and best practices, provide joint training opportunities in a time- and cost-effective manner and structure and deliver targeted TOC technical assistance around topics that include but are not limited to the Transit Supportive Planning Toolkit Communications and Messaging, Community Stabilization, Affordable Housing and similar Community Development activities.	# Convenings completed  # Municipalities that participated in convenings	1		●

**Strategy 4.2 Improve education, information and training around TOC issues and TOC supportive policies.**

ACTION	MEASURE	TIMELINE	LEAD	SUPPORT
4.2a. Identify topics of community concern and develop educational resources that address concerns, using case studies/messaging guides that demonstrate the importance of TOC investments and/or TOC supportive policies.  Make educational resources available on Metro online portal.	# Informational resources developed and shared with community	Ongoing	●	

**Strategy 4.3 Support state and federal policy and funding legislation to advance TOC goals and outcomes.**

ACTION	MEASURE	TIMELINE	LEAD	SUPPORT
4.3a. In conjunction with partners, identify state and federal and funding efforts that would provide municipal partners with substantial policy and/or funding support to implement equitable TOCs in LA County.	> Summary of items elevated for Board consideration	Ongoing		●
4.3b. As appropriate, engage the Metro Board to support policy and funding efforts that would provide municipal partners with substantial policy and/or funding support to implement TOCs.	> Summary of items elevated for Board consideration	Ongoing	●	

## Strategy 4.4 Collaboration with partners to leverage TOC Corridor Baseline Assessments to support TOC implementation in Measure M transit corridors.

ACTION	MEASURE	TIMELINE	LEAD	SUPPORT
4.4a. Support municipalities in realizing recommended strategies from TOC Corridor Baseline Assessments.	<ul style="list-style-type: none"> <li># Grant writing assistance provided to LA County municipalities</li> <li># Technical assistance provided</li> <li># of TOC plans/programs in place</li> </ul>	2		●

## Strategy 4.5 Improve the accessibility of Metro resources and funding opportunity information for Metro partners.

ACTION	MEASURE	TIMELINE (YEARS)	LEAD	SUPPORT
4.5a. Work with the Grants Department, Policy and Programming, Strategic Financial Planning, OMB, Marketing, and others to develop a consolidated, user-friendly portal of Metro resources and funding opportunities.	<ul style="list-style-type: none"> <li>&gt; Launch Portal</li> <li>&gt; Measure traffic volumes</li> </ul>	1	●	





# We will share our progress.

The *TOC Implementation Plan* includes actions and measures that will be carried out within the designated timeframes in the plan. Lessons learned, adjustments and progress will be reported through Semi-Annual Reports to ensure that Metro maintains an open communication loop with the various partners that are critical in realizing equitable TOCs in LA County.

## Plan Monitoring and Updates

This Implementation Plan is a living document that will evolve over time. Semi-Annual Reports will be prepared every six months to report on progress, lessons learned and adjustments to existing efforts and to provide a space to make other potential improvements to the plan. The plan itself is intended to be an actionable plan for direct focused and near-term actions. As such, the entire plan will be updated every five years.

Metro staff will prepare the Semi-Annual Reports to present detailed progress being made towards achieving the four initiatives, strategies and actions, as illustrated through applicable measures. Specific details will be provided identifying what is working well and where there are needed/ planned improvements related to implementation, including revised timelines.

Specific feedback from municipalities and stakeholders will also inform the contents of each report. Semi-Annual reporting will act as the core mechanism for near-and medium-term TOC Plan performance assessments. The five-year update is intended to be more comprehensive and is an opportunity to identify the need for deeper adjustments, continuity or a more substantial reformulation of Metro's approach to

implementing the policy.

## Conclusion

Metro is fully committed to pursuing a future where improved mobility and the resulting access to opportunity are a reality for all LA County residents.

Improved mobility translates into improved quality of life that gets people where they need to go faster, safer and with the ability to choose from various mobility options. Transit Oriented Communities are places that facilitate this by **maximizing equitable access to a multi-modal transit network as a key organizing principle of land use planning and holistic community development.** The TOC Policy and this plan outline the process that Metro will continue to pursue, in collaboration with others, to maximize the positive benefits of the transit system and support communities to prepare for potential unintended consequences of these investments.

Grounded in the Vision 2028 goals of **enhancing communities and lives through mobility and access to opportunity and transforming LA County through regional collaboration and national leadership,** the policy and this plan blaze a trail for Metro that transcends the traditional role of a transit agency and embarks upon a future that is grounded in equity, collaboration and partnership.

# Appendices

## Appendix 1: TOC Policy Goals and Implementation

This matrix summarizes how each *TOC Implementation Plan* action fulfills the *TOC Policy Goals*.

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## TOC Policy Goals and Implementation – Initiative 2

TOC IMPLEMENTATION ACTION	TOC POLICY GOALS				
	Increase transportation ridership and choice	Stabilize and enhance communities surrounding transit	Engage organizations, jurisdictions and the public	Distribute transit benefits to all communities surrounding transit	Capture value created by transit
2.1a. Affordable housing units in the Metro Joint Development	●	●	●	●	
2.1b. Evaluate Metro Joint Development Policy	●	●	●	●	
2.1c. First/Last Mile plans for Metro transit projects	●		●	●	
2.1d. First/Last Mile Plans Implementation	●		●	●	
2.1e. Measure M Active Transport Program (MAT Program) project	●		●	●	
2.1f. Support implementation of MAT Program projects	●		●	●	
2.1g. Funding opportunities for Transit to Parks Strategic Plan activities	●		●	●	
2.1h. Collaborate with LA County Parks & Rec on park and transit needs	●		●	●	
2.1i. Design Review for new Measure M stations	●				
2.1j. Deploy Metro Affordable Transit Connected Housing (MATCH) Program		●	●		
2.1k. Provide Technical Assistance around value capture to Measure M cities		●	●		●
2.1l. Summarize Lessons Learned from TOD Planning Grant Program	●	●	●	●	●
2.1m. Support TOD Planning Grant Program Grantees	●	●	●	●	●
2.1n. Support the retention of small businesses with loans that leverage partnerships		●	●		

## TOC Policy Goals and Implementation – Initiative 2 *(continued)*

TOC IMPLEMENTATION ACTION	TOC POLICY GOALS				
	Increase transportation ridership and choice	Stabilize and enhance communities surrounding transit	Engage organizations, jurisdictions and the public	Distribute transit benefits to all communities surrounding transit	Capture value created by transit
2.2.a. Increase awareness of the existing programs and tools	●	●	●	●	
2.2.b. Update Transit Supportive Planning Toolkit	●	●	●	●	

## TOC Policy Goals and Implementation – Initiative 3

TOC IMPLEMENTATION ACTION	TOC POLICY GOALS				
	Increase transportation ridership and choice	Stabilize and enhance communities surrounding transit	Engage organizations, jurisdictions and the public	Distribute transit benefits to all communities surrounding transit	Capture value created by transit
3.1a. Opportunity sites for Joint Development	●	●	●	●	
3.1b. TOC Goals & tasks into scopes of work for corridor delivery process	●			●	
3.1c. Develop process for delivering the TOC Baselines Assessments	●	●	●	●	
3.2a. Develop an equitable, agency wide CBO Partnering Strategy			●		
3.3a. Train Metro staff on TOC Policy goals			●		
3.3b. Equity Platform integration		●			

## TOC Policy Goals and Implementation – Initiative 4

TOC IMPLEMENTATION ACTION	TOC POLICY GOALS				
	Increase transportation ridership and choice	Stabilize and enhance communities surrounding transit	Engage organizations, jurisdictions and the public	Distribute transit benefits to all communities surrounding transit	Capture value created by transit
4.1a. Establish a TOC grant writing assistance	•	•	•	•	•
4.1b. Establish a TOC Technical Assistance program (TOC TAP)	•	•	•	•	•
4.1c. Provide TOC Grant Writing services	•	•	•	•	•
4.1d. Provide TOC TAP services	•	•	•	•	•
4.1e. Organize TOC convenings for LA County municipal staff, elected officials and commissioners	•	•	•	•	•
4.2a. Develop educational resources that demonstrate the importance of TOC investments and/or TOC supportive policies	•	•	•		
4.3a. Identify TOC-related policy and funding effort	•	•	•	•	•
4.3b. As appropriate, engage the Metro Board on TOC-related policy	•	•	•	•	•
4.4a. Support municipalities in realizing TOC Corridor Baselines	•	•	•	•	•
4.5a. Develop a consolidated, user-friendly portal of Metro resources & funding opportunities			•		

## **Appendix 2: TOC Corridor Baseline Assessment Framework**

As noted in the TOC Implementation Plan, the TOC Corridor Baseline Assessments will be informed by collaboration with local jurisdictions and local community input and a three-part process that includes data assessment with community listening, policy inventory and a series of recommended strategies for municipalities.

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The data and policy assessments are described below:

The **Data Assessment** will be grounded in the TOC Policy Goals and Sub-goals and will include factors that are understood to play a role in transit ridership. The rationale for each factor is included in the table. Note – this is in addition to the EFCs, which are defined by race, income and zero-vehicle household:

- > Key community socioeconomic vulnerabilities, such as the prevalence of low-income households, limited English-proficiency, zero vehicle households, low educational attainment, housing and transportation cost burden and similar factors.

- > Mobility trends such as transit ridership, options and frequencies, mode share, vehicle ownership and injuries and deaths from collisions.
- > Land uses that can enhance or hinder transit use and safe multi-modal mobility, including zoning, walkability (walkscore), space dedicated to parking, access to community assets that enhance healthy living (affordable housing, grocery stores, daycare centers, health centers, parks, open space and recreational facilities, schools, employment centers, and similar) and tree canopy/urban heat exposure.
- > Economic and real estate factors that can inform strategies for joint development and value capture, including land costs, commercial rents and vacant and underutilized properties.

### Example Demographic Data Factors

FACTOR	RATIONALE
Median Household (HH) Income Distribution	HH income is closely linked to both transit ridership and car ownership
Ethnicity	Historically, Metro’s public transit ridership profile is heavily oriented towards non-white populations
Car Ownership Distribution	Zero-car and car-lite households ride public transit at higher rates
Population Density/Household Size/Dwelling Units	Key variable in public transit ridership, ridership potential and understanding of displacement potential
Employment in Place	Can illustrate existing commute patterns and commute distance
Housing Tenure Distribution	Provides a profile of the preponderance of renter versus owner households
Age Distribution	Can illuminate an age profile of different populations and public service needs
Crash Rate/Collision Factors for Pedestrians and Cyclists	Identification of hot spots/corridors that would benefit from First/Last Mile investments
College Educated Population Change Over Time	Education change can be a signal of market changes in an area
Housing Cost-burden Change Over Time and Housing and Transportation Cost-burden Over Time	Demonstration of market pressure on an area

The **Policies and Plans Assessment** would be utilized to take a snapshot of the policies, plans and key attributes, in existence within jurisdictions and around stations along transit corridors. It will provide a greater understanding of the types of TOC supportive steps jurisdiction have in place at the time of the assessment. It is assumed that this assessment/snapshot would be completed with input from the jurisdictions.

The Policies and Plans Assessment includes the following:

- > **TOC Policy Goals:** As with the larger implementation plan, the five TOC Policy goals are the organizing variables in the matrix and its contents
- > **Policy Goal Subtopic Areas:** Because the TOC Policy Goals are cross-cutting, the Subtopic areas have been included as an additional organizing element
- > **Assessment:** Policies and plans that are currently in place at the time of the assessment
- > **Policy/Plan Definitions and Characteristics:** General description of the policy/plan and the geographies in which they typically apply:
  - **Jurisdiction-wide:** Covers an entire jurisdiction with no variability or focus areas that are treated differently
  - **Jurisdiction with focus areas:** Treats specific areas within the jurisdiction differently. This could include different standards, zoning, projects, etc.
- > **Attributes:** A list of questions and characteristics to be examined as part of the assessment, ranging from binary to more detailed, qualitative responses

# Goal 1: Increase Transportation Ridership and Choice

## Policy and Plans Assessment

POLICY GOAL SUBTOPIC AREAS	ASSESSMENT (POLICIES AND PLANS IN PLACE)	DEFINITIONS AND CHARACTERISTICS	ATTRIBUTES
<b>First/Last Mile (FLM)</b>	<ul style="list-style-type: none"> <li>&gt; Active transportation plan</li> <li>&gt; Bicycle master plan</li> <li>&gt; Pedestrian master plan</li> <li>&gt; Vision Zero</li> <li>&gt; Micromobility/shared mobility plan/policy</li> </ul>	<p>These plans include strategies to ensure better options for biking, walking and/or transit access. Active transportation, bicycle and pedestrian plans are typically jurisdiction wide while mobility plans may focus on specific areas.</p>	<ul style="list-style-type: none"> <li>&gt; Yes/No, indicate which</li> <li>&gt; Date of last update completed</li> <li>&gt; What priority projects does it identify in the station areas?                             <ul style="list-style-type: none"> <li>0.5-mile walkshed</li> <li>1.5-mile bikeshed</li> <li>3-mile bikeshed</li> </ul> </li> <li>&gt; Time frame for next update</li> <li>&gt; Date adopted</li> </ul>
<b>Transportation Demand Management (TDM)</b>	<p>TDM ordinance</p>	<p>These include strategies to encourage mode shifts away from Single Occupancy Vehicles and often involve a combination of incentives and requirements, such as transit passes, subsidies, developer provided infrastructure improvements, etc.</p>	<ul style="list-style-type: none"> <li>&gt; Yes/No</li> <li>&gt; Employment/residential thresholds included</li> <li>&gt; Does it require or incentivize new development/redevelopment to include active transportation amenities?</li> <li>&gt; Does it require or incentivize businesses above the thresholds to offer transit and/or active transportation incentives/subsidies?</li> <li>&gt; Date adopted</li> </ul>

POLICY GOAL SUBTOPIC AREAS	ASSESSMENT (POLICIES AND PLANS IN PLACE)	DEFINITIONS AND CHARACTERISTICS	ATTRIBUTES
<b>Transportation Demand Management (TDM) (cont.)</b>	Transit supportive parking policies in station areas	Can include a broad range of policies, such as reduced or eliminated parking minimums for developments, establishment of parking maximums, demand-based pricing, shared parking, etc.	<ul style="list-style-type: none"> <li>&gt; Yes/No</li> <li>&gt; Includes reduced parking minimums?</li> <li>&gt; Includes parking maximums?</li> <li>&gt; Includes parking pricing?</li> <li>&gt; Unbundled parking</li> <li>&gt; Includes transit pass/ subsidy incentives/ requirements?</li> <li>&gt; Requires active transportation amenities</li> <li>&gt; Date completed</li> </ul>
<b>Transit Supportive Planning</b>	General Plan Mobility/ Circulation Element	State law requires the inclusion of this element. Typically includes sets of policies, street classifications, etc. More recently adopted/updated general plans incorporate complete streets policies and approaches into the mobility/ circulation element.	<ul style="list-style-type: none"> <li>&gt; Does this element include complete streets or other policies that support active transportation improvements? (Yes/No)</li> <li>&gt; Does the city's functional street classification system include features that support pedestrian and transit in balance with cars?</li> <li>&gt; Are the street classifications within station areas supportive of FLM access? <ul style="list-style-type: none"> <li>0.5-mile walkshed</li> <li>1.5-mile bikeshed</li> <li>3-mile bikeshed</li> </ul> </li> <li>&gt; Time frame for next update</li> <li>&gt; Date adopted</li> </ul>

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POLICY GOAL SUBTOPIC AREAS	ASSESSMENT (POLICIES AND PLANS IN PLACE)	DEFINITIONS AND CHARACTERISTICS	ATTRIBUTES
<b>Transit Supportive Planning</b> <i>(cont.)</i>	Complete Streets Policy/Plan/ Resolution (if not included in the General Plan)	Some cities may not have complete streets policies in their General Plans if they have not recently completed a comprehensive general plan update or updated the Mobility/Circulation Element	<ul style="list-style-type: none"> <li>&gt; Yes/No</li> <li>&gt; Does the policy/plan/                      resolution include streets                      identified for “complete                      streets” treatment that                      serve as FLM feeder                      streets, or does the                      city need to reorient its                      priorities to make better                      connections to existing                      or proposed transit stop/                      stations?</li> <li>&gt; Date adopted</li> </ul>
	Land Use Element	Provides general direction and guidance for physical development	<ul style="list-style-type: none"> <li>&gt; Yes/No</li> <li>&gt; Does the policy/plan/                      resolution prioritize                      complete neighborhoods,                      livability, placemaking,                      density near transit, afford-                      able housing production                      near existing and proposed                      transit stations/stations?</li> <li>&gt; Date adopted</li> </ul>
	Housing Element	Establishes goals and policies for housing within the General Plan. Must be updated every five to eight years and establish the jurisdictional capacity for housing overall and within areas of the city.	<ul style="list-style-type: none"> <li>&gt; What is the date of the last                      certified Housing Element?</li> <li>&gt; What housing densities are                      permitted within 0.5 miles                      of transit stations?</li> <li>&gt; When is the next planned                      update?</li> <li>&gt; Is the city filing the                      required Annual Reports?</li> </ul>



POLICY GOAL SUBTOPIC AREAS	ASSESSMENT (POLICIES AND PLANS IN PLACE)	DEFINITIONS AND CHARACTERISTICS	ATTRIBUTES
<b>Transit Supportive Planning</b> <i>(cont.)</i>	Specific Plans or station area plans, or overlay zones and general zoning designed to be transit supportive within 0.5 miles of station(s)	Designed to implement General Plan goals and policies. May be general and include only broad policy constructs or may be very specific and govern every facet of development, urban design, placemaking, livability and land form.	<ul style="list-style-type: none"> <li>&gt; Yes/No</li> <li>&gt; Specific Plans or station area plans in place (this would include frameworks)</li> <li>&gt; Allowed mix of uses</li> <li>&gt; What densities are permitted?</li> <li>&gt; DUs p/acre; FAR</li> <li>&gt; What parking minimums/ maximums are in place?</li> <li>&gt; Do existing and/or proposed block sizes and street design support walkability and transit access?</li> <li>&gt; Date adopted</li> </ul>
	Climate Action Plans	Establishes a roadmap to reduce GHG emissions in alignment with state climate policies. Typically contain a number of transportation/ mobility measures that support increased modal shift towards transit, biking and walking.	<ul style="list-style-type: none"> <li>&gt; Yes/No</li> <li>&gt; TOD, transit, active transportation actions/ measures included</li> <li>&gt; Date adopted</li> </ul>

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## Goal 2: Stabilize and Enhance Communities Surrounding Transit

### Policy and Plans Assessment

POLICY GOAL SUBTOPIC AREAS	ASSESSMENT (POLICIES AND PLANS IN PLACE)	DEFINITIONS AND CHARACTERISTICS	ATTRIBUTES
<b>Housing</b>	Inclusionary housing policy	Inclusionary zoning programs vary in their structure; they can be mandatory or voluntary and have different set-aside requirements, affordability levels and control periods. Most inclusionary zoning programs offer developers incentives, such as density bonuses, expedited approval and fee waivers.	<ul style="list-style-type: none"> <li>&gt; Yes/No</li> <li>&gt; What are the affordability requirements?</li> <li>&gt; What incentives/ requirements are included?</li> <li>&gt; Date adopted</li> </ul>
	Rent control or rent stabilization	Rent control ordinances protect tenants from excessive rent increases. Such ordinances limit rent increase to certain percentages, but California state law allows landlords to raise rents to the market rate once the unit becomes vacant.	<ul style="list-style-type: none"> <li>&gt; Yes/No</li> <li>&gt; What are the characteristics/requirements of the policy(ies)?</li> <li>&gt; Date adopted</li> </ul>
	Just cause eviction ordinance	Just cause eviction statutes are laws that allow tenants to be evicted only for specific reasons. These “just causes” can include a failure to pay rent or violation of the lease terms.	<ul style="list-style-type: none"> <li>&gt; Yes/No</li> <li>&gt; What are the characteristics/requirements of the policy?</li> <li>&gt; Date adopted</li> </ul>
	First Right of Return (ROR) Ordinance and/or relocation assistance	ROR provides tenants the first right of return after housing repairs/redevelopment, generally at the same or approximately the same rent. Typically jurisdiction-wide policy. Relocation requires assistance to renters if certain triggers are met, such as no-cause eviction.	<ul style="list-style-type: none"> <li>&gt; ROR, Yes/No</li> <li>&gt; ROR, what are the characteristics of the policy?</li> <li>&gt; Date adopted</li> <li>&gt; Relocation, Yes/No</li> <li>&gt; Relocation, what are the characteristics of the policy?</li> <li>&gt; Date adopted</li> </ul>

POLICY GOAL SUBTOPIC AREAS	ASSESSMENT (POLICIES AND PLANS IN PLACE)	DEFINITIONS AND CHARACTERISTICS	ATTRIBUTES
<b>Housing</b> (cont.)	Density Bonus ordinances that expand on state requirements	Provides an increase in allowed dwelling units per acre (DU/A), Floor Area Ratio (FAR) or height. Can be linked to a variety of actions, such as covenanted affordable housing, reduced parking, etc. Can be jurisdiction-wide or focused on subareas.	<ul style="list-style-type: none"> <li>&gt; Yes/No</li> <li>&gt; What are the characteristics of the policy or ordinance?</li> <li>&gt; Date adopted</li> </ul>
	Commercial linkage fee	Commercial linkage fees are charged to developers of new office or retail properties and used to fund the development of affordable housing. Can be jurisdiction-wide or focused on subareas.	<ul style="list-style-type: none"> <li>&gt; Yes/No</li> <li>&gt; What are the characteristics of the policy?</li> <li>&gt; Date adopted</li> </ul>
	Affordable housing linkage fee	Generally, places a fee on certain market-rate units to ensure the production/preservation of affordable housing	<ul style="list-style-type: none"> <li>&gt; Yes/No</li> <li>&gt; What are the characteristics of the policy?</li> <li>&gt; Date adopted</li> </ul>
	Condominium conversion restrictions	Prevents or restricts conversion of rental units to condominiums. Typically, jurisdiction-wide policy.	<ul style="list-style-type: none"> <li>&gt; Yes/No</li> <li>&gt; What are the characteristics of the policy?</li> <li>&gt; Date adopted</li> </ul>
	Municipal foreclosure assistance	Provision of funding to forestall foreclosure	<ul style="list-style-type: none"> <li>&gt; Yes/No</li> <li>&gt; What are the characteristics of the policy or program?</li> <li>&gt; Does the city do this or work through a separate entity?</li> <li>&gt; Date adopted</li> </ul>

POLICY GOAL SUBTOPIC AREAS	ASSESSMENT (POLICIES AND PLANS IN PLACE)	DEFINITIONS AND CHARACTERISTICS	ATTRIBUTES
<b>Housing</b> <i>(cont.)</i>	SRO (Single-Room Occupancy) Programs	Any ordinance that helps to preserve or allow new properties with single room occupancies, also called residential hotels	> Yes/No  > What are the characteristics of the policy or program?  > Date adopted
	Surplus Land for Affordable Housing	Does the city have policies and/or procedures in place that align with the Surplus Land Act as amended in 2019 that prioritizes surplus land for affordable housing?	> Yes/No  > What are the characteristics of the policy?  > Does the jurisdiction have an inventory of surplus land and make reports to HCD?  > Date adopted
	Land Banking for Affordable Housing Program	Land Banking for Affordable Housing Program allows local jurisdictions to develop a strategy to acquire property to support the development of affordable housing. Program characteristics include an inventory of the existing affordable housing stock, identification of opportunity sites that can be leveraged for affordable housing, and in some cases, the creation of a community land trust.	> Yes/No  > What are the characteristics of the program?  > Date adopted
	Affirmatively Furthering Fair Housing Plan	A housing plan that aims to advance fair housing to overcome patterns of segregation, promote fair housing choice and inclusive communities.	> Yes/No  > What are the characteristics of the program?  > Date adopted

POLICY GOAL SUBTOPIC AREAS	ASSESSMENT (POLICIES AND PLANS IN PLACE)	DEFINITIONS AND CHARACTERISTICS	ATTRIBUTES
<b>Business/Workforce</b>	Presence of Municipal Economic Development or Workforce Development Department or programs or similar entities that focus on small business/workforce	Entities may have formal or informal relationships with a jurisdiction and ability to support/carry-out small business/workforce development	> Yes/No  > Is there a formal relationship with the jurisdiction?
	Small business support programs/policies	May include a variety of programs/policies that can include direct subsidies, technical assistance, or other efforts	> Yes/No  > Program/policy details  > Date adopted
<b>Sustainability</b>	> Low Impact Development (LID) standards  > Green Streets standards		> Yes/No  > Program/policy details  > Date adopted
<b>Public Health</b>	Health and wellness plans or Policies	Does the entity have a General Plan and/or other policies in place that promote public health and wellness by targeting upstream interventions (environmental conditions that exist outside of an individual's control that affect opportunities for health and wellbeing, such as access to healthful food, parks and open spaces, environmental justice (including air quality), public safety, and similar?	> Yes/No  > Program/policy details  > Date adopted

## Goal 3: Engage Organizations, Jurisdictions and the Public

### Policy and Plans Assessment

POLICY GOAL SUBTOPIC AREAS	ASSESSMENT (POLICIES AND PLANS IN PLACE)	DEFINITIONS AND CHARACTERISTICS	ATTRIBUTES
<b>Civic Engagement</b>	Public Participation Plan	> Provide frameworks for engaging the public/ stakeholders to inform projects, policies and plans  > Provide frameworks for engaging CBOs in formal relationships	> Yes/No  > Program/policy details  > Date adopted



# Goal 4: Distribute Transit Benefits to All

## Policy and Plans Assessment

POLICY GOAL SUBTOPIC AREAS	ASSESSMENT (POLICIES AND PLANS IN PLACE)	DEFINITIONS AND CHARACTERISTICS	ATTRIBUTES
Equity	Equity Policies	Some jurisdictions have strategic plans that include equity policies and/or methodologies for evaluating projects through an equity lens. Typically, jurisdiction-wide but will identify geographic areas where equity merits special attention.	<ul style="list-style-type: none"> <li>&gt; Yes/No</li> <li>&gt; Does the jurisdiction have a strategic plan or framework as it relates to equity and/or processes to incorporate equity into its planning processes?</li> <li>&gt; Does the jurisdiction define mobility as it relates to equity and/or have processes to incorporate equity into transportation/mobility planning?</li> <li>&gt; Does the city/county have any community benefits requirements?</li> <li>&gt; Date adopted</li> </ul>
	Community Benefits Framework/Equity Screen	Community Benefits/Equity Screen allow for corridor communities to capture the value created by the public sector investment (transit) and develop a corridor-level community benefits strategy grounded in on the ground equity priorities	<ul style="list-style-type: none"> <li>&gt; Yes/No</li> <li>&gt; Does the jurisdiction or do the corridor communities have a Community Benefits/Equity Screen?</li> <li>&gt; What is included in the community benefits menu, if any?</li> <li>&gt; Date adopted</li> </ul>

# Goal 5: Capture Value Created by Transit

## Policy and Plans Assessment

POLICY GOAL SUBTOPIC AREAS	ASSESSMENT (POLICIES AND PLANS IN PLACE)	DEFINITIONS AND CHARACTERISTICS	ATTRIBUTES
<b>Capture Value</b>	<ul style="list-style-type: none"> <li>&gt; Assessment districts</li> <li>&gt; Tax Increment Financing (TIF) district</li> </ul>	Value capture mechanisms that are frequently utilized to make local improvements, such as streetscapes, FLM improvements, affordable housing, etc.	<ul style="list-style-type: none"> <li>&gt; Yes/No</li> <li>&gt; If yes, provide details i.e. what kind of district</li> <li>&gt; If no, is this something that has been or is being considered?</li> </ul>
	<ul style="list-style-type: none"> <li>&gt; Impact fees</li> <li>&gt; Does the city have an impact fee program, and if so, do any of the projects in the fee program, provide for improvements that could help with station accessibility?</li> </ul>	Impact fees provide a means to fund the “fair-share” of improvements from development. May vary within a jurisdiction and include a range of transportation investments.	<ul style="list-style-type: none"> <li>&gt; Yes/No</li> <li>&gt; If yes, provide details</li> <li>&gt; If no, is this something that has been or is being considered?</li> </ul>
	<ul style="list-style-type: none"> <li>&gt; Community Benefits District</li> <li>&gt; Does the jurisdiction have any Community Benefits Districts in place (such as Business Improvement Districts)?</li> </ul>	Community Benefit Districts are districts that are created to provide improvements and other benefits within a jurisdiction. These districts typically materialize through a business improvement district (BID).	<ul style="list-style-type: none"> <li>&gt; Yes/No</li> <li>&gt; If yes, provide details</li> <li>&gt; If no, is this something that has been or is being considered?</li> </ul>





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Los Angeles County  
Metropolitan Transportation Authority

Los Angeles County Metropolitan  
Transportation Authority

Transit Oriented Communities

Grant Writing Assistance and  
Technical Assistance Program Guidelines



## I. TOC POLICY BACKGROUND

### TOC POLICY

In 2018, the Metro Board approved the Transit Oriented Communities Policy (TOC Policy) which affirmed Metro's commitment to incorporate equity, community development and land use considerations in how Metro plans and delivers the public transportation system in Los Angeles County.

The TOC Policy did the following:

**1. Defined the concept of TOCs for Metro and develop the goals and objectives of Metro's approach to enabling TOCs.**

Transit Oriented Communities (TOCs) are places (such as corridors or neighborhoods) that, by their design, allow people to drive less and access transit more. A TOC maximizes equitable access to a multi-modal transit network as a key organizing principle of land use planning and holistic community development. TOCs differ from Transit Oriented Development (TOD) in that a TOD is a specific building or development project that is fundamentally shaped by close proximity to transit.

TOCs promote equity and sustainable living in a diversity of community contexts by: (a) offering a mix of uses that support transit ridership of all income levels (e.g. housing, jobs, retail, services and recreation); (b) ensuring appropriate building densities, parking policies, and urban design that support accessible neighborhoods connected by multi-modal transit; (c) elevating vulnerable users and their safety in design; and (d) ensuring that transit related investments provide equitable benefits that serve local, disadvantaged and underrepresented communities.

**2. Defined "TOC Activities" that will be considered a "transportation purpose" and thus are eligible activities for funding under the Measure M guidelines, through Local Return (see Section 3).**

**3. Established a set of criteria to determine which TOC Activities Metro will fund and implement directly and which activities Metro will allow, enable, and incentivize local partners to fund and implement.**

The TOC Grant Writing and TOC Technical Assistance Programs further described in these guidelines are programs that Metro has developed to enable and incentivize Los Angeles County jurisdictions to implement TOC Activities.

The TOC Policy establishes the following five goals:

**1. Increase transportation ridership and choice**

- *Ridership*: Increase system ridership and promote usage of alternate, non-motorized, modes of transportation.
- *Transportation Options*: Leverage land use and urban design to encourage non-single occupant vehicle transportation options both on and off Metro property, through enhanced first/last mile options, travel demand management, and seamless transit connectivity.

- *Safety*: Work to reduce collisions and create welcoming environments for all ages, abilities and protected classes in the planning, construction, and operation of transit-oriented community projects.
2. Stabilize and enhance communities surrounding transit
    - *Housing Affordability*: Prioritize development and preservation of transit-adjacent Affordable Housing.
    - *Neighborhood Stabilization*: Protect and support local residents and businesses from displacement.
    - *Sustainability*: Ensure that infrastructure investments are multi-beneficial, improving access to transit and enhancing communities' environmental resilience.
    - *Economic Vitality*: Promote sustained economic vitality directly benefiting existing communities.
  3. Engage organizations, jurisdictions, and the public
    - *Community Engagement*: Ensure that stakeholders across a broad spectrum, including those that are harder to reach through traditional outreach strategies, are meaningfully engaged in the planning, construction, and operation of Metro's transit system.
    - *Foster Partnerships*: Through planning, coordination, policy advocacy and funding, foster relationships and partnerships with local residents and businesses, labor, municipal and institutional entities, community-based organizations, workforce development providers, the private sector, and philanthropy, to realize TOC goals.
  4. Distribute transit benefits to all
    - *Equitable Outcomes*: Ensure transportation investments and planning processes consider local cultural and historical contexts and improve social, economic, health, and safety outcomes that serve and benefit local, disadvantaged, and underrepresented communities.
    - *Complete Communities*: Promote and realize complete communities that support a mix of incomes, land uses, transportation choices, and equitable access to safe, sustainable, and healthy living.
    - *Small Business*: Encourage the utilization of Small Businesses in the contracting opportunities generated by Metro's investments.
  5. Capture value created by transit
    - *Value Capture*: Capture increased value of properties surrounding Metro's transit investments and re-invest that value into TOC Activities.

## II. TOC IMPLEMENTATION PLAN

The TOC Implementation Plan (TOC Plan) established a series of initiatives and strategies that Metro will pursue directly or as a partner to realize equitable TOCs across the County. Two of those strategies include the TOC Grant Writing Assistance and TOC Technical Assistance Programs (TAP), described in greater detail below.

Metro will prepare TOC Corridor Baseline Assessments (Baselines) for all Metro transit corridors, starting with Measure M transit corridors. The Baselines will include a community snapshot and opportunities to leverage the positive benefits of the transit investments as well as strategies to guard against potential unintended consequences, especially within vulnerable communities. Jurisdictions for which Baselines have been prepared will be expected to utilize the TOC TAP and TOC Grant Writing assistance to carry out the TOC strategies recommended in the Baseline.

Jurisdictions for which a Baseline has not yet been prepared will have access to the TOC TAP and TOC Grant Writing program if they are seeking to carry out one or more of the following TOC activities:

- Affordable Housing Production, Preservation, and Tenant Protections
- Community Stabilization (including anti-displacement strategies-housing and small businesses)
- Regional Housing Needs Assessment (RHNA) compliance activities, aligned with TOC Policy Goals
- First/Last Mile, Metro Active Transport (MAT), and Transit to Parks Strategic Plan project implementation (for MAT, scope items that extend beyond MAT funding allocations).

## EQUITY

Metro has defined equity as both an outcome and a process to address racial, socioeconomic, and gender disparities, to ensure fair and just access – with respect to where you begin and your capacity to improve from that starting point – to opportunities, including jobs, housing, education, mobility options, and healthier communities. It is achieved when one’s outcomes in life are not predetermined, in a statistical or experiential sense, on their racial, economic, or social identities.

It requires community-informed and needs-based provision, implementation, and impact of services, programs, and policies that reduce and ultimately prevent disparities.

Additionally, in 2019, the Metro Board of Directors approved Equity Focus Communities (EFCs) as a tool for Metro to utilize in programs and plans to help identify areas of need. EFCs are defined as census tracts where:

- At least 40% of households are low-income (\$35,000 or less), and
- At least 80% are households of color, or
- At least 10% of households have zero cars

Through the TOC Plan and the resulting TOC Grant Writing and Technical Assistance Programs, Metro calls on Program Recipients to incorporate equity as a process and an outcome in funding requests. Additionally, Metro will prioritize resources in EFCs<sup>1</sup>.

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<sup>1</sup> Metro will prioritize resources in EFCs and other high-need communities, based on socio-economic factors, as deemed relevant.

## TOC GRANT WRITING ASSISTANCE

The TOC Grant Writing Assistance Program will be available to municipalities that seek to apply for grants to implement TOC Activities as defined in the Policy. Metro will make grant writers available to Los Angeles County municipalities that seek to implement TOC Activities in their communities, prioritizing EFCs.

## TOC TECHNICAL ASSISTANCE

TOC Technical Assistance Program (TOC TAP) will support local municipalities, prioritizing Los Angeles County's EFCs, in building local capacity and securing funding to realize equitable TOCs.

The TOC TAP will make professional services available for municipalities to build staff capacity in TOC areas and/or explore the feasibility of implementing TOC programs through market studies, transportation or land use studies (including affordable housing and community stabilization), utility studies that can evaluate needed utility upgrades that may be required to accommodate land use planning, environmental remediation studies, and similar.

### **III. ELIGIBLE APPLICANTS AND ACTIVITIES**

Eligible applicants for Grant Writing and Technical Assistance include Los Angeles County jurisdictions with land use authority with exceptions noted below.

For the MAT component, cities, County of Los Angeles, Caltrans, State and Federal agencies, and transit agencies are eligible to receive funding through this program. Other transportation-related public joint powers authorities (JPAs) must be sponsored by one of the aforementioned public agencies for the MAT component. Additionally, eligible MAT scope items include those that extend beyond MAT funding allocations that a jurisdiction may have secured.

For the Transit to Parks component, cities, County of Los Angeles, transit agencies, and nonprofit organizations are eligible for the Grant Writing Assistance Program. Nonprofit organizations are eligible for grant writing assistance if the entity is eligible for the specific Transit to Parks-related grant for which grant writing assistance would be provided. Eligible Transit to Parks activities are defined in the Transit to Parks Strategic Plan.

The TOC Grant Writing Assistance Program will support eligible applicants pursuing planning or capital grants and the Technical Assistance Program will support planning activities (not capital projects). Eligible TOC Activities for which TOC Grant Writing Assistance and TOC Technical Assistance Program funding can be requested include the following:

#### **General activities**

- Community engagement that targets harder-to-reach communities around/regarding TOC Activities or transit
- Events or programs that promote multi-modal transit options
- Discounted transit passes
- Grants and/or technical assistance to support projects and programs that achieve TOC goals
- Transportation related workforce training and education

### **Within 3-miles of a Major Transit Stop<sup>2</sup>**

- First/last mile improvements
- Complete Streets
- Land use planning that promotes TOC goals.
- Value capture studies and formation activities that support investment in TOCs. A value capture district must include at least one Major Transit Stop but may span a broader radius around that Major Transit Stop

### **Within half-mile of a Major Transit Stop**

- Public improvements that create stronger and safer connections to transit and improve the transit rider experience recognizing vulnerable users and their safety in design.
- Affordable Housing: Programs that produce, preserve, and protect affordable housing through:
  - Preservation or development of Affordable Housing units.
  - Innovative anti-displacement strategies to protect and retain Low-income Households.
- Small Business preservation: Programs that support and protect Small Businesses.
- Neighborhood-serving Amenities: Programs that preserve, protect, and/or produce Neighborhood-serving Amenities.

## **IV. EVALUATION CRITERIA**

1. TOC Policy Goal Alignment.
  - Does the proposed project align with the TOC Policy goals?
  - What is the TOC-need that the project will address?
2. Equity Focus Communities.
  - Is the proposed project in an EFC?
  - If not, is the proposed project in a high-need area as defined by another equity-based methodology? If so, which one?
3. Is the proposed project implementing a Baseline recommendation or is it advancing one or more of the following TOC priorities?

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<sup>2</sup> Major Transit Stop, per California Public Resource Code 21064.3, which may be amended from time-to-time, is defined as:

(a) An existing rail or bus rapid transit station (PRC 21060.2).

(b) A ferry terminal served by either a bus or rail transit service.

(c) The intersection of two or more major bus routes with a frequency of service interval of 15 minutes or less during the morning and afternoon peak commute periods.

Per the intent of the TOC Policy, Major Transit Stop shall also include an environmentally-cleared fixed-guideway transit station. A planned fixed-guideway station may also be considered if its location is the only alternative under consideration for a transit corridor in the planning stages.



- Affordable Housing Production, Preservation, and Tenant Protections
  - Community Stabilization (including anti-displacement strategies-housing and small businesses assistance)
  - Regional Housing Needs Assessment (RHNA) compliance activities, aligned with TOC Policy Goals
  - First/Last Mile, MAT project implementation, or Transit to Parks Strategic Plan
4. Equity as an Outcome.
- What community disparities will the project help reduce or eliminate?
  - How will the project specifically benefit marginalized, vulnerable, and/or underrepresented groups in the community?
  - How will the project reduce negative impacts for marginalized, vulnerable, and/or underrepresented groups in the community?
5. Staffing Commitment and Demonstrated Past Performance.
- Does the applicant have the staffing commitment to manage and deliver the project?
  - Does the applicant have a successful performance history on prior grants and/or similar efforts?
6. Equity as a Process: Demonstrated commitment to inclusive and meaningful stakeholder engagement.
- How have stakeholders been engaged to-date?
  - Who has been engaged?
  - How will stakeholders be engaged in the project implementation throughout the process?
  - How will the jurisdiction involve and engage residents who are historically underrepresented in land use planning and development processes?
  - How will the jurisdiction involve and engage residents who face community disparities identified above?
7. Transit Corridor Timing
- Description of the transit corridor project that will be associated with this effort and whether it is existing, planned, and/or environmentally cleared.

The following sections are only applicable to TOC TAP.

## **V. ELIGIBLE COSTS**

Applicants will develop and submit a budget as part of the application. Funds awarded will not exceed the budget submitted and may be less if the key objectives can be achieved at lower costs. Any cost overruns shall be the responsibility of the applicant. The grant can fund:

- Third party consulting costs directly providing services with respect to the project will be eligible for funding. Such eligible costs shall not include overtime costs.
- Costs associated with community outreach may include food, and non-cash incentives. Such proposed expenditures must be approved by Metro in advance of incurring costs.

## VI. NON-ELIGIBLE COST

Staff time and third party consultants and contracted staff costs for equipment, furniture, rental vehicles, mileage, food, office leases or space cost allocations.

Applicant staff overtime costs, mileage reimbursements, food and use of pool cars.

## VII. GENERAL AND ADMINISTRATIVE CONDITIONS

- a. **Duration of Grant Projects.** Projects' schedules must demonstrate that the projects can be completed, including related actions by the governing body (if any), within 36 months of award.
- b. **Funding Agreement.** Each awarded applicant must execute a Funding Agreement with Metro. The Funding Agreement will include the statement of work, including TOC objectives to be achieved, the budget reflecting grant amount and any local match, if applicable, as well as a schedule and deliverables. The schedule must demonstrate that the project will be completed within 36 months from the date of execution.
- c. **Funding Disbursements.** The Program is reimbursement-based. Funding will be disbursed on a quarterly basis subject to satisfactory compliance with the budget and schedule as demonstrated in a quarterly progress/expense report supported by a detailed invoice demonstrating the staff and hours charged to the project, any consultant hours, etc. An amount equal to 5% of each invoice will be retained until final completion of the project and audits. In addition, final scheduled payment will be withheld until the project is complete and approved by Metro and all audit requirements have been satisfied.

All quarterly reports will be due on the last day of the months of October, January, April, and July. Project expenditures that reach 75% of budget will be put on suspension when they are behind in submitting a series of quarterly reports and deliverables. Recipients are responsible for submitting on-time completed quarterly reports and invoices. Reports that are delayed or incomplete will result in payments being suspended until the work is on schedule and deliverables are provided according to the Scope of Work and Schedule.

- d. **Audits.** All program funding is subject to Metro audit. The findings of the audit are final. At the Senior Director's discretion, informal audits will be administered by the project staff.
- e. **Contract Management.** Program and contract management shall be administered by the Recipient staff. Recipient staff must clearly define roles of staff administration and management and may budget through the grant to hire contract staff to assist in managing the program. The contractor or consultant must be defined in the TOC TAP application and scope of work. Contractor or consultant staff shall not be associated with the hiring of consultants to perform the development of the work product.
- f. **Design Guidelines.** Program outreach activities will adhere to Metro's logo and design requirements and standards by clicking on the following link:  
[https://media.metro.net/projects\\_studies/tod/images/Metro Logo Guidelines.pdf](https://media.metro.net/projects_studies/tod/images/Metro_Logo_Guidelines.pdf)
- g. **Program Conditions.** Delivery of draft work products at significant milestones and quarterly project briefings will be coordinated with Metro staff.

- Grant recipients are required to share their proposed draft RFP, draft consultant contract and draft regulatory documents with Metro project staff prior to Recipient approval to ensure alignment with TOC Policy Goals.
- Recipient shall demonstrate that it can meet project milestones and stay within the budget identified in the Funding Agreement. If at the time Recipient has expended seventy-five percent (75%) of the Funds and Recipient has not demonstrated that the work is sufficiently complete consistent with Funding Agreement, LACMTA's Senior Director will notify Recipients Project Manager through written notice that payments will cease until a mutually agreed-to cost control plan is in place. In the case of insufficient Funds to complete the Project, no further payments will be made, and Recipient will identify and secure additional funds to complete the project identified in Attachment A.

### **VIII. DEOBLIGATION OF FUNDS.**

Grantee must demonstrate timely use of the funds and effective implementation of project scope of work by:

- i. Executing the Funding Agreement within sixty (60) days of receiving formal transmittal of the Agreement from LACMTA.
- ii. Meeting the Project milestone and deliverable due dates as stated in the Project Schedule and Budget, and Scope of Work.
- iii. Timely submitting of the Quarterly Progress/Expense Reports as defined in Part II, Section 2 of the Agreement and the Reporting and Expenditure Guidelines; and
- iv. Expending funds within thirty-six (36) months from the date the Funding Agreement is fully executed.
- v. Procuring contract/consultant to complete grant Scope of Work within six (6) months of agreement execution with LACMTA.
- vi. Notifying LACMTA as soon as grantee is aware of any changes and circumstances which alter the eligibility of the approved project.

In the event that timely use of funds and effective implementation of the project scope of work is not demonstrated, the Project will be reevaluated by LACMTA as part of its annual budget recertification of funds deobligation process and the Funds may be deobligated and reprogrammed to another project. Grantees will receive a letter by LACMTA notifying them of the opportunity to appeal. Grantees interested in presenting their appeal should reply to LACMTA's Senior Director.

Administrative extensions may be granted under the following conditions:

- i. Project delay due to an unforeseen and extraordinary circumstance beyond the control of the project sponsor (legal challenge, act of God, etc.).
- ii. Project delay due to an action that results in a change in scope of work or project schedule that is mutually agreed upon by LACMTA and the project sponsor prior to the extension request.
- iii. Project fails to meet completion milestone, however public action on the proposed regulatory change(s) has been scheduled and noticed to occur within 60 days of the scheduled completion milestone.
- iv. Administrative time extensions longer than 6 months will require a formal written

amendment of the grant agreement.

Informal administrative amendments may be granted under the following conditions:

- i. Project that requires a one-time 6-month time extension based on the Administrative extensions conditions noted above may be eligible for an informal administrative approval. Informal administrative approval will be provided via a signed letter from Metro Senior Director. The Metro Senior Director must secure concurrence from the Senior Executive Officer.

Upon full execution of agreement, Recipient has committed to having the staffing necessary to fulfill the scope of the project. Therefore, inadequate staffing shall not be considered a basis for administrative extensions or appeal of deobligation of funds.

If Recipient does not complete an element of the Project, as described in the Scope of Work, due to all or a portion of the Funds lapsing, the entire Project may be subject to deobligation at LACMTA's sole discretion. If all the Funds are reprogrammed, the Project shall automatically terminate.



# Next stop: access to opportunity.

**Transit Oriented Communities (TOC) Implementation Plan**  
Legistar: 2020-0110

**Planning & Programming Committee**  
October 14, 2020

**REVISED**





# Recommendations

1. Approve the TOC Implementation Plan and TOC Grant Writing and Technical Assistance Program Guidelines; and
2. Authorize CEO or designee to enter into multiple agreements with Los Angeles County cities, County of Los Angeles, and other eligible entities to fund TOC Grant Writing and TOC Technical Assistance recommended in the TOC Implementation Plan in an aggregate amount not to exceed \$5M, subject to annual budget programming.

# Meeting the Moment

## > **Mobility Transformation:**

- Measure M (2016)

## > **Board Direction and Vision:**

- Vision 2028 Strategic Plan (2018)
- **TOC Policy (2018)**
- Equity Platform (2018)

## > **Need/Urgency of core riders:**

- Affordable Housing, COVID-19, & Community Stabilization Crisis

## TOC Policy Goals

*Increase transportation ridership  
and choice*

*Stabilize and enhance communities  
surrounding transit*

*Engage organizations, jurisdictions,  
and the public*

*Distribute transit benefits to all*

*Capture value created by transit*

# Initiative 1: TOC Corridor Baseline Assessments

## TOC Corridor Baseline Assessment Process:

### *Jurisdiction Coordination/Stakeholder Engagement*

#### *TOC Data*

- > Demographic
- > Displacement Risk
- > Economic & Employment
- > Mobility
- > Collision Data
- > Housing



#### *TOC Policy Inventory/Assessment*

- > Land Use Plans
- > Affordable Housing
- > Anti-Displacement
- > Economic Development
- > Value Capture
- > Environmental



#### *TOC Strategy Recommendations*

For municipalities to leverage the transit infrastructure for equitable TOCs with Metro Partnership Opportunities

# Initiatives 2-4: Internal and External to Metro

## INITIATIVE 2: *Continually Improve TOC Program Areas*

2.1	Implement TOC Programs in alignment with Policy Goals	<b>16 actions, examples:</b> > Update Joint Development Policy > Develop F/L Mile Plans for Transit Corridors
2.2	Improve effectiveness of existing Programmatic Areas	

## INITIATIVE 3: *Enhance Internal Coordination*

3.1	Integrate TOC planning in Measure M corridor delivery	<b>6 actions, examples:</b> > Identify opportunity sites for development > Co-Develop CBO Partnering Strategy
3.2	Increase equitable partnership opportunities with CBOs	
3.3	Expand staff capacity and training in TOC areas	

## INITIATIVE 4: *Strengthen Coordination & Collaboration*

4.1	Improve technical capacity & increase funding for TOCs	<b>10 actions, examples:</b> > Develop educational resources > Develop a centralized, user-friendly portal of Metro resources and tools
4.2	Improve education, information, and training around TOCs	
4.3	Support policy and funding legislation that advances TOCs	
4.4	Collaborate to implement TOC Corridor Baselines	
4.5	Improve accessibility of Metro resources and funding	

# TOC Assistance Programs

## *TOC Grant Writing Assistance*

- > Metro to provide Grant Writers
- > *Near-term:* Affordable Housing, Community Stabilization, RHNA, F/L Mile, MAT, & Transit to Parks
- > *Long-term:* TOC Corridor Baseline Recommendations

> Equity Criteria for prioritizing resources

> Authorization to enter into agreements with local jurisdictions not to exceed \$5M, subject to annual budget programming

## *TOC Technical Assistance*

- > Host convenings
- > Up to \$200,000 for planning activities that support TOC activities
- > *Near-term:* Affordable Housing, RHNA, Community Stabilization, F/L Mile, MAT, & Transit to Parks
- > *Long-term:* TOC Corridor Baseline Recommendations



# Plan Monitoring and Updates

- > A living document that will allow for continual feedback, learning, and improvement
- > Semi-Annual Reports to the Board
  - Progress and Achievements
  - Adjustments and Refinements
- > Baselines to be updated 5 to 7-10 years
- > Comprehensive TOC Plan update at 5-year period



## Board Report

File #: 2020-0503, File Type: Project

Agenda Number: 16.

### PLANNING AND PROGRAMMING COMMITTEE OCTOBER 14, 2020

**SUBJECT: LOS ANGELES UNION STATION FORECOURT AND ESPLANADE IMPROVEMENTS**

**ACTION: APPROVE RECOMMENDATION**

#### **RECOMMENDATION**

APPROVE the Addendum No. 2 to the Final Environmental Impact Report for the Los Angeles Union Station Forecourt and Esplanade Improvements Project.

#### **ISSUE**

The Metro Board of Directors (Board) certified the Los Angeles Union Station Forecourt and Esplanade Improvements (Project) Final Environmental Impact Report (FEIR) in March 2018 and Addendum No. 1 in July 2018. Since then, the Project team has substantially completed design, stakeholder engagement and interagency coordination with the City of Los Angeles (City). Addendum No. 2 (Attachment A) memorializes design changes that occurred since the FEIR and Addendum No. 1 and requires consideration under the California Environmental Policy Act (CEQA). The proposed design changes will not result in new or significant impacts than those previously documented.

#### **BACKGROUND**

The Project will reconfigure the public right-of-way in front of Los Angeles Union Station (LAUS) to expand safe and accessible pedestrian and bike facilities on Alameda and Los Angeles Streets and create a civic plaza in front of the station. Staff has secured approximately \$18M in Caltrans Active Transportation Program (ATP) grant funds to design and implement the project improvements, apart from construction funds for the forecourt.

The Project elements cleared in the FEIR and Addendum No. 1 include:

- Alameda Esplanade: Roadway configuration on Alameda Street between Arcadia Street and Cesar E. Chavez Avenue to narrow the roadway and widen pedestrian and bicyclist facilities with a shared pedestrian/bicyclist multi-use path on the eastern sidewalk.
- Los Angeles Crossing: Consolidated raised crossing at Alameda and Los Angeles Streets, closure of the northern Los Angeles Street travel lane and the northern LAUS driveway, and addition of a two-way bike path.

- LAUS Forecourt: Repurpose the existing surface parking lot as a new civic plaza with sustainable features.
- Arcadia Street: Repurpose the northern travel lane as a dedicated El Pueblo Plaza tour bus parking zone during off-peak hours.

The Project received NEPA clearance as a Categorical Exclusion in June 2020 and utility and geotechnical investigations and archeological testing will be performed August through October 2020.

## **DISCUSSION**

Most Project elements are located on the City public right-of-way; as such the Project is required to comply with City standards. The Addendum No. 2 to the FEIR documents and evaluates Project element changes that result in a larger project footprint from what was already captured and cleared in the Final EIR and Addendum No. 1. It was determined that the Project changes considered in the Addendum No. 2 do not result in new or significant impacts.

The design modifications evaluated included:

### **1. Alameda Esplanade Realignment**

The certified Project removed two vehicle lanes and allocated the gained right-of-way equally to both sides of the sidewalk, with a shared multi-use path for pedestrians and bicyclists on the eastern sidewalk. The City and stakeholders raised concerns about a shared multi-use bicycle and pedestrian path that would not offer separation between modes and the potential conflicts that could arise. In addition, staff learned of significant utilities under the roadway on the west side of Alameda. As a result, the Project will still remove two vehicle lanes, but will shift all gained right of way to the eastern sidewalk to allow for fully separated bicycle and pedestrian paths, with mixing zones at the intersections. The Alameda Esplanade realignment was approved by Caltrans as an ATP project scope change.

### **2. Intersection and roadway modifications:** The Project changes related to this item includes the following three revisions:

- **Lane Striping.** The Project now includes additional vehicle lane striping north of Cesar E. Chavez to Alpine and south of Arcadia to Aliso to allow for a smoother transition for vehicles traveling to and along Alameda Street, between Arcadia Street and Cesar E. Chavez Avenue. As such, the Project boundary map (Attachment B) has been updated to reflect this change.
- **Left-hand turn.** The FEIR included removal of a left-hand turn vehicle movement from eastbound Los Angeles Street onto northbound Alameda Street to improve vehicle movement and allow for the possibility of a longer pedestrian crossing phase. The City will maintain the left-hand turn movement to avoid conflicts and pedestrian safety issues that could arise from motorist confusion and/or disregard for the left-hand turn removal. Pedestrians and bicyclist movement over the raised crossing will not run

concurrently with vehicle movement to avoid conflict.

- **Alameda Southern Crosswalk.** The original Project proposed removal of the existing southern crosswalk that connects Father Serra Park to Union Station at Alameda and Los Angeles Streets to consolidate all pedestrian and bicyclist movement on the new raised crossing. Due to City and stakeholder feedback, the Project will maintain the southern crosswalk to ensure that the Project maximizes safe pedestrian crossings in the Project area. Per the City's direction, this crossing will also have a protected pedestrian movement (no right turn on red).

### 3. Streetlight update:

There are currently 10 historic streetlights on the eastside of Alameda Street. The Project will remove and replace these historic lights with replica streetlights to match existing historic lights.

### 4. Utility relocations:

Since the Addendum No. 1 was approved, staff has gathered more information related to utility relocations that will be required. The Addendum No. 2 provides the related environmental analysis and clearance for additional utility relocations.

### 5. Los Angeles Street ADA accessible pathway:

Los Angeles Street is very steep with a slope that exceeds Americans with Disabilities Act (ADA) standards in some areas. In response to feedback from the City and stakeholders, the Los Angeles Street pedestrian path will include an ADA-accessible path of travel to serve users of all abilities and ages. Inclusion of the ADA path of travel on Los Angeles Street was approved by Caltrans as an ATP project scope change.

### Additional Design Changes

In addition to the design changes noted above, two additional Project design changes were not analyzed in detail in the Addendum No. 2 because they result in a smaller footprint than what was cleared in the FEIR. As such, the changes do not pose a potential to result in new or more severe impacts under CEQA.

Addendum #2 does not propose to reduce the Project footprint as the Project is still under design review with the City and does not yet have final plan approval. Clearing a reduced footprint and scope in these areas would limit the Project's ability to refine design as the City review progresses. The two additional changes include:

- **Raised Crossing.** The Project includes a raised crossing on Alameda Street at the northern

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end of the intersection with Los Angeles Street. The raised crossing is a central element of the Project that was originally proposed at 50' wide (38' for pedestrians and 12' for bicyclists) with 12' slopes on either side for a total width of 74'. Additionally, the raised crossing was originally proposed to be flush with the sidewalk at curb height (8" tall).

In April 2020, the City adopted a Supplemental Street Design Guide (Design Guide) that provides standards for raised crossings. Specifically, the parameters in the Design Guide establish a maximum width of 37' (25' for pedestrians and 12' feet for bicyclists) with 9' slopes on either side. Additionally, the height of the crossing was reduced to 3" to comply with the Design Guide. The height reduction will require ramps from the sidewalk down and up to the 3" raised crossing. The reduction in height accommodates the volume of heavy vehicles and emergency services on Alameda Street which serves as an arterial for bus service and as a truck and emergency response route. The reduction in width results from Design Guide guidance that raised crossings wider than 25' are likely to have diminished traffic-calming effectiveness.

- **Street trees.** The original project included new street trees on the western sidewalk with a double row of trees along Alameda Street. Per City standards, the Project cannot remove healthy existing trees on the west side of the street to accommodate new trees. On the eastern sidewalk, trees cannot be planted at the curb edge because of potential tree root impact to existing City storm drain (at a depth of 15'). Across the city, tree root intrusion into existing storm drains is a costly maintenance issue. Planting trees at the curb edge, including a double row of trees, would require that the Project encase the existing storm drain in concrete or to relocate the storm drains; both options are cost prohibitive. Therefore, the Project is planting a total of 17 trees on the eastern edge of the sidewalk, adjacent to the property line.

As previously noted, both the raised crossing and street tree design refinements reduce the project scope from what was previously cleared in the Final EIR and Addendum No. 1 and therefore do not pose any potential for new significant impacts under CEQA. The description of the current design regarding the raised crossing and street trees has been updated in Addendum No. 2 for clarity. The current design concept is included in Attachment C, Project Site Plan.

### Stakeholder Engagement

The draft Addendum No. 2 was released for a 30-day public comment period between July 27 and August 26. E-blasts were sent July 27, August 3, August 11 and August 24 notifying stakeholders of the opportunity to comment on the Addendum No. 2 and of the August 13 public meeting that would cover the Addendum No. 2 and the upcoming utility and geotechnical investigations.

In addition, staff met with El Pueblo de Los Angeles management, El Pueblo Commission, Metropolitan Water District, First 5LA, Mozaic Apartments, LA Walks, Homeboy Industries, FilmLA and local elected offices. A virtual public meeting was held with 71 attendees on August 13 to provide a project update and brief stakeholders on the Addendum No. 2.



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During the Draft Addendum No. 2 public comment period, a total of 28 comments were received and summarized (Attachments D1 & D2). With the exception of the left-hand turn movement, most public comments did not focus on the elements included in the Addendum. The overarching comments focused on the following four issues:

**1. Reintroducing the left-turn movement from Los Angeles Street to northbound Alameda Street (in Addendum)**

Several comments opposed the Project reintroducing the left-turn vehicle movement from eastbound Los Angeles Street to northbound Alameda. In addition, concerns were raised that reintroducing the left-turn vehicle movement would reduce the possibility of extending the duration beyond the minimum required time for the pedestrian/bicycle signal phase because the left turn would be taking away available time within the overall signal cycle to accommodate a dedicated left-turn phase for motorists.

As noted previously, motorists would have a dedicated left-turn phase to ensure that left turns do not conflict with pedestrians in the crossing and it is considered necessary to avoid motorist confusion and illegal left turns.

**2. Raised crossing/pathway design from LAUS to El Pueblo (not analyzed in Addendum)**

As previously noted, the proposed modifications to the raised crossing reduce the width and height. These design changes are opposed by many that provided comment. Stakeholders requested that the raised crossing maintain the original width and height to encourage slower vehicle speeds and to facilitate a more accessible path of travel by not requiring that pedestrians step down from the curb and instead, travel across the sidewalk to the raised crossing at the same grade.

As previously noted, in 2020 the City has developed a Design Guide that establishes standards for raised crossings and the revised width and height of the Project raised crossing complies with these standards.

**3. Number of Trees (not in Addendum)**

The Project currently proposes a total of 24 trees. Several comments included a request to increase the number of trees and more specifically, a double row on the eastside of Alameda Street, as was originally proposed. Concerns over a reduced tree canopy, the reduction in adequate shade cover, heat island impacts, and less comfortable and effective active transportation facility were raised.

As previously noted, the number and location of trees are due to compliance with City standards and the infeasibility of encasing or relocating the existing storm drain.

**4. Design prioritizing pedestrians & bicyclists (not in Addendum)**

Some provided feedback on the right-turn movement into LAUS from northbound Alameda Street be removed to allow for a longer bike path on Alameda Street.

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The right-turn movement was part of the original FEIR approved Project and important to manage circulation in and out of Union Station since the Project will result in closing the northern driveways and shifting all vehicle access to the southern driveway. In addition, this intersection includes a right-turn arrow with no right turn on red to avoid pedestrian and bicyclist conflicts. Overall, the eastside of Alameda Street will be greatly improved as there will be a separated bicycle path, with mixing zones at the intersections. The original concept did not provide for any separation and a narrower sidewalk.

Overarching concerns over the design changes and compliance with the core Project objectives were raised. The Project will repurpose three vehicle lanes in the heart of downtown Los Angeles as new protected pedestrian and bicyclist facilities. While the four design changes that have been raised by stakeholders reduce scope in some areas, the Project will result in significantly safer and more accessible pedestrian and bicyclist facilities in the area.

### Equity Platform

The Project is consistent with the following Equity Platform pillars:

- **Listen and Learn:** The Project is a result of deep stakeholder engagement. While there is opposition to four Project elements noted above, overall, the Project has been supported by stakeholders. In addition, staff has engaged stakeholders proactively and transparently throughout the process.
- **Focus and Deliver:** The Project is part of a larger active transportation program in and around Los Angeles Union Station that will create expanded pedestrian and bicyclist facilities. Over the last few years, staff has secured grant funding, environmental clearance and design to deliver this important transformative project.

### DETERMINATION OF SAFETY IMPACT

The Project will create safer connections for Metro transit patrons, including transit connections as well as connections to the surrounding neighborhood destinations and job centers.

### FINANCIAL IMPACT

The cost of preparing the Addendum is included in the FY21 budget. The recommended action will not change the Project cost or require a funding request. The funding for this year's project activity is Caltran's ATP grant and general fund. The general fund is eligible for Metro's bus and rail operation and capital project.

### IMPLEMENTATION OF STRATEGIC PLAN GOALS

The recommendation supports:

- Strategic Plan Goal #1: The Project provides a high-quality mobility options that enable people to spend less time traveling by expanding access for people who walk, bike or roll in and around LAUS. The Project adds bike paths, expands pedestrian access and builds an ADA accessible pathway to increase the connections for all users from LAUS to El Pueblo; and
- Strategic Plan Goal #2: The Project delivers outstanding trip experiences for all users of the transportation system by increasing active transportation options for all users.

## **ALTERNATIVES CONSIDERED**

The Board may consider not approving the Addendum No. 2 to the FEIR. This is not recommended. The revisions, additions, and clarifications included in this Addendum No. 2 will ensure that the Project's design complies with City of Los Angeles requirements and that the Project can advance design and be implemented to meet Project grant deadlines.

## **NEXT STEPS**

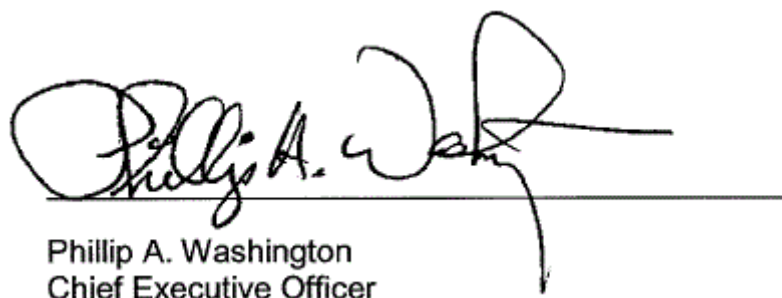
Upon Board approval, staff will continue to engage stakeholders and will coordinate with the City of Los Angeles to finalize design and receive final approvals and permits to construct the Project. The Project is funded by two Caltrans ATP Grants with a project deadline of completing final design by the end of the year to secure the approximately \$15M in construction allocation funding.

## **ATTACHMENTS**

Attachment A - FEIR Addendum No. 2  
Attachment B - Project Map  
Attachment C - Project Site Plan  
Attachment D1 - Public Comments Summary  
Attachment D2 - Public Comment Letters

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Phillip A. Washington  
Chief Executive Officer

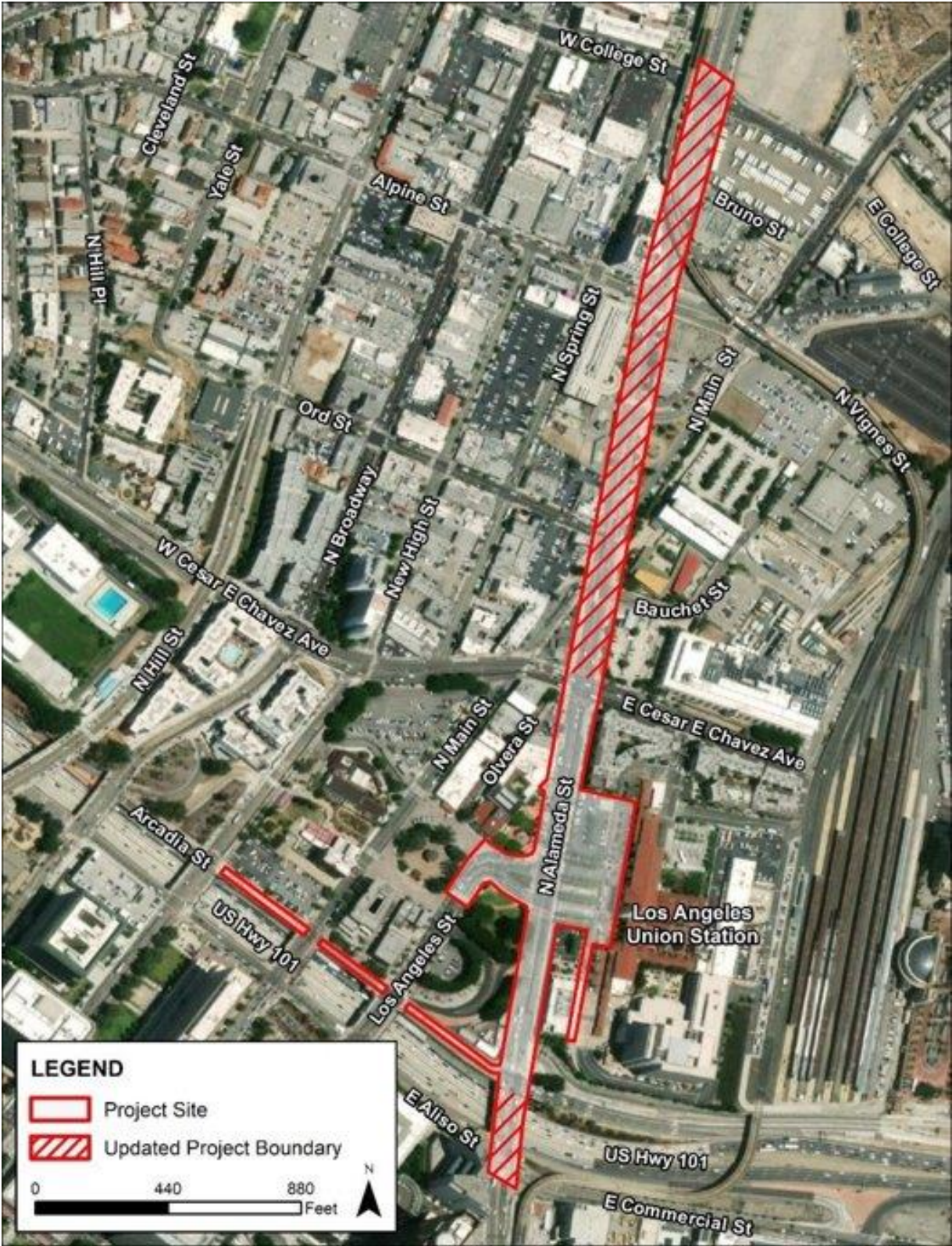
## **Attachment A:**

Los Angeles Union Station Forecourt and Esplanade  
Improvements Project

Addendum No. 2 to the Final Environmental Impact  
Report



# Attachment B: Project Map





**Attachment C:**  
Project Site Plan





**Attachment D1: Public Comments Summary**

Comment No.	Name	Comment Summary	Response
1	Zaul Meza Santillanes	Close Los Angeles St. more pedestrian friendly connection between Union Station and plaza. 🙏👍	Full closure of Los Angeles was evaluated in the FEIR and was not selected due to public opposition.
2	Jess Gayer	To whom it may concern: I looked at the plans for the Union Station / Alameda Esplanade. I will not be commenting on what was in the report but what was not. I will ask this question. I noticed with consternation that a park near Union Station is named for Father Serra. It probably was named so previous to this project. This I have a question. How would a citizen of Los Angeles go about urging that the Father Serra Park to be renamed ? Father Serra was not a good and just man as he has been described in history books in the past. Maybe as a Priest he was a man of God, but his treatment of native peoples who had been living in Los Angeles for about 3,000 years, was a crime against human dignity and justice, as we perceive it today. I know he was working from his historical, religious time frame, and religious outlook, but to have a Park in a prestigious place, like Union Station still named for Father Serra in 2020 is disgusting. He was not an honorable man, he was cultural and humanitarian disaster for native peoples in his time. I guess I should reach out to my City Councilman and the Mayor's Office to address this issue. But I would still like a reply from Metro, as your maps of the Union Station area include the Father Serra Park in your plans. Thank you for your time	Father Serra Park is not included in this project scope and therefore not included in Addendum No. 2.
3	Aram Hacobian	Hi, I would have to say I don't see anything new significant changes other than some new greenery here & there. Still that's better than nothing. That area could use a facelift anyway. What I would really love to see changed is to have Los Angeles Street closed to vehicular traffic and have the land repurposed into more park space.	Full closure of Los Angeles Street was evaluated in the Draft EIR and was not selected as the preferred alternative.

**Attachment D1: Public Comments Summary**

Comment No.	Name	Comment Summary	Response
4	Carolyn Navarro	Please encourage LA lawmakers to fine more people walking around on public sidewalks or jogging near pedestrians without masks, just waiting for a bus is difficult when someone suddenly comes by unmasked, they are prolonging the virus , please fine them a \$1,000 , I don't care if that's a hardship , they are making it miserable for other people who are complying with mask mandates !	Comment does not pertain to project scope.
5	Anant Vasudevan	The new plans showcase that there is very little hope for bikers and pedestrians to get the infrastructure support they need to thrive in this city. What had initially been a project that focused on the pedestrian and bike aspect seems to have been trimmed down from its initial scope and now the pedestrian path suffers because of the road being widened, the bike lane is fragmented, and pedestrians have a more circuitous route. It's surprising given that Union Station is a pedestrian transit hub, and still the car is given priority. If this street won't stick to it's pedestrianization plans, what hope does LA have to transform away from the car. Truly disappointed.	The current Project will increase off-roadway pedestrian and bicyclist facilities on Alameda and Los Angeles Street. Previously, the project was not providing a separated pedestrian and bicycle path on Alameda Street. In both cases, mixing zones are required at intersections to avoid conflicts with pedestrians.
6	Alex Hager	Please include the pedestrian oriented raised platform and shade cover. Signed, a person who walks to Union Station.	As noted in the Board Report, the Project includes a raised crossing and new trees. The scope of both items have been reduced in current design. These changes were not analyzed in the Addendum No. 2 because the design refinements are smaller than what was analyzed and cleared in the FEIR and therefore do not pose any new impacts under CEQA.

**Attachment D1: Public Comments Summary**

Comment No.	Name	Comment Summary	Response
7	Alexis Zhou	<p>I'm just disappointed to find out that METRO and LADOT are not prioritizing pedestrian &amp; cyclist access, given that it is an improvement project AT a train station. People ride trains, not cars. I understand that the city has concerns about "traffic backing up" and cars "need to make left turns or right turns" but this is a transit hub we're talking about, not some highway interchanges. Los Angeles has been a car-centric city for over a century, and this improvement project will be the first transportation project in the history of the city to truly put the interest of pedestrians front and center. Don't mess it up or it's going to be another century before the next generation will correct our mistake. The elevated pedestrian crossing should stay the way it was originally intended. The pedestrian path should also stay the way it was envisioned. Left-turning and right-turning lanes that block the free-flowing of cycling lanes or sidewalks need to be scratched. This is a project of historic magnitude. please do it right. The people of Los Angeles don't have the luxury to wait for another 100 years to see that the city finally treats pedestrians &amp; cyclists with dignity and respect.</p>	<p>As noted in the Board Report, the raised crossing was redesigned to comply with the City's Supplemental Street Design Guide. However, because the south leg crosswalk is being retained, the overall crossing capacity for pedestrians is increased over the originally proposed project. The re-introduction of the left-hand turn movement will be maintained, per the City, to avoid the potential for motorists to turn illegally at the intersection and create a safety hazard for pedestrians. This is not intended for traffic capacity, as the removal of the left turn as originally proposed and redistribution of traffic through the network would lead to better traffic operations. The left turn will be controlled with a protected left turn arrow, meaning that it will not conflict with pedestrians crossing over the raised crossing. The northbound right turn only lane into Union Station is included as a safety measure. It will have a protected right turn arrow and no right turn on red so that vehicles will not conflict with pedestrians and cyclists in a crosswalk.</p>
8	Kyle Jenkins	<p>The scaling back of pedestrian features in the 2020 design of the L.A. Union Station Forecourt and Esplanade Improvements, including the reduction in the raised crosswalk, the introduction of a left-turn lane from Los Angeles onto Alameda, and the removal of trees (as documented in the Streetsblog LA article entitled "L.A. City Is Nixing Metro's Pedestrian-Priority Plans for Union Station") is extremely disappointing. If the City and Metro cannot work together to create a truly inviting pedestrian entrance to the centerpiece of regional transit, then it is clear we will never achieve a more walkable, multi-modal city. I urge everyone involved to re-evaluate these plans and revert back to the more pedestrian</p>	<p>As noted in the Board Report, the raised crossing was redesigned to comply with the City Supplemental Street Design Guide. The re-introduction of the left-hand turn movement will be maintained, per the City, to avoid the potential for motorists to turn illegally at the intersection and create a safety hazard for pedestrians. The tree planting scheme allows for trees to be planted along Alameda. Planting additional trees would require relocating or encasing the existing storm drain in concrete, which is infeasible.</p>

**Attachment D1: Public Comments Summary**

Comment No.	Name	Comment Summary	Response
		friendly 2018 version.	
9	Tom Moline	<p>Hello Metro Team,</p> <p>I would like to comment on the recently released Addendum #2 of the Los Angeles Union Station Forecourt and Esplanade Improvements Project. Though some of the changes noted in the addendum are welcome (e.g., converting parking spaces to a pedestrian plaza and improving existing bike lane protections), others seem to be chipping away at some of the key objectives noted in the project report, such as:</p> <ol style="list-style-type: none"> <li>1) Prioritize[ing] connectivity, convenience, and safety for the most vulnerable users ... to safely navigate to and from the Project site.</li> <li>2) Facilitate[ing] alternatives to driving by providing infrastructure that enables more walking and bicycling.</li> <li>3) Enhance[ing] the safety and quality of pedestrian and bicycle connections ... [to] nearby business and neighborhoods.</li> </ol> <p>I believe that the following changes detract from all of these stated goals, prioritizing driver convenience over pedestrian community, safety, and public transit access:</p> <ol style="list-style-type: none"> <li>1) Reducing the height/width of the raised cross-walk below side-walk level will result in increased vehicle speeds through the area and pose navigation difficulties to those in wheel chairs or riding bicycles, with the former reducing pedestrian safety and the latter reducing access.</li> <li>2) Allowing for left turns from Los Angeles to Alameda Street exacerbates the above issues by reducing pedestrian crossing times and increasing the likelihood of pedestrian/driver conflict, further reducing pedestrian safety and access.</li> <li>3) Maintaining a dedicated right turn lane from Alameda Street to Union Station (which is not a change specific to the addendum, but is harmful nonetheless) disconnects the planned bike lane on the East side of Alameda street, reducing bicyclist safety and access.</li> </ol>	<ol style="list-style-type: none"> <li>1) The raised crossing was redesigned to comply with the City's Supplemental Street Design Guide.</li> <li>2)The re-introduction of the left-hand turn movement will be maintained, per the City, to avoid the potential for motorists to turn illegally at the intersection and create a safety hazard for pedestrians.</li> <li>3)The dedicated right turn lane into Union Station was cleared in the original project Final EIR. It is included as a safety measure with a protected right turn arrow and no right turn on red so that vehicles will not conflict with pedestrians and cyclists in a crosswalk. Regardless of sidewalk width, the off roadway bike lane would need to end before the intersection to accommodate a mixing zone where pedestrians would gather to cross the street (since both modes are on the sidewalk).</li> </ol> <p>The project will be closing the northern Union Station driveway and redirecting all vehicle and bus access on Alameda to the southern driveway. The right turn will also allow for movement in and out of Union Station. In addition, with the revised Alameda Esplanade design that shifts all gained right of way to the east, the Project now provides a separated bike path, with mixing zones, which was previously not a feature of the project.</p>

**Attachment D1: Public Comments Summary**

Comment No.	Name	Comment Summary	Response
		<p>The report does not offer particularly compelling reasons for any of these changes, which seem to primarily be driven by LADOT desires/requirements (as opposed to expanding/improving on the stated project goals). I believe that these highlighted changes should revert to the 'Final' 2018 design, which did a much better job of both meeting the stated project goals and prioritizing pedestrian safety and access to Union Station and the heart of Los Angeles.</p> <p>Thanks Tom online</p>	
10	Matthew Stevens	<p>I just read this article on Streetsblog about Metro's plan to eliminate pedestrian improvements and I am really disappointed. This is not the direction Metro should be going. Union Station is the primary transit hub in Los Angeles. It should prioritize walking, biking, and public transit - not cars. <a href="https://la.streetsblog.org/2020/08/13/l-a-city-is-nixing-metros-pedestrian-priority-plans-for-union-station/">https://la.streetsblog.org/2020/08/13/l-a-city-is-nixing-metros-pedestrian-priority-plans-for-union-station/</a> Please go back to the original plans that put pedestrians first.</p>	<p>The Project will repurpose three vehicle lanes on Alameda and Los Angeles Street as dedicated and protected pedestrian and bicyclist facilities. The project substantially improves pedestrian and bicycle facilities and completes gaps in the pedestrian and bicycle network to provide access directly to Union Station.</p>
11	Joe Pallon	<p>As a regular commuter from the Antelope Valley to the Los Angeles Basin, I was looking forward to the enhanced pedestrian-friendly features that the Union Station Forecourt and Esplanade Improvements were to have. In particular, the fifty-foot wide raised crosswalk is something very desirable considering the amount of foot traffic that goes through Alameda.</p> <p>I believe that such an improvement will encourage better pedestrian and biker flows while providing commuters, tourists, and locals more incentive to explore more of what the surrounding area, especially the Pueblo, has to offer. I certainly hope that the improvements that were proposed earlier on will stay with the plan.</p> <p>Thank you for your time.</p>	<p>The raised crossing design was revised to be in compliance with the City's Supplemental Street Design Guide, which was recently published. However, because the south leg crosswalk is being retained, the overall crossing capacity for pedestrians is increased over the originally proposed project.</p>



**Attachment D1: Public Comments Summary**

Comment No.	Name	Comment Summary	Response
12	Daniel Kopec	<p>Union Station sit in the heart of Los Angeles and in the most transit rich neighborhood. The station deserves a surrounding environment that will invite people to make use of the area. Currently the street configurations are unfriendly to pedestrians and promote dangerous driving that discourages walking and cycling. The 2018 concept for the station was great, the 50 foot wide and 8 inch tall cross walk was a perfect design to attract pedestrian use. The new 2020 concept shies too far from the needs of the people that will walk and bike to the station. I ask that LADOT and Metro revert back to the 2018 concept as it is the most appropriate for the world class station that Union station is set to become.</p>	<p>Overall, the core Project elements of repurposing three travel lanes, new street trees, a raised crossing, and off roadway facilities are intact and will improve safety and accessibility to and from Union Station.</p>
13	Sandra Au	<p>The L.A. Union Station Forecourt and Esplanade Improvements project includes upgrades on the Union Station grounds, which Metro owns, as well as upgrades to nearby streets, which are controlled by the city of Los Angeles. The latest version of the project plan removes and waters down some core pedestrian aspects of the project.</p> <p>Please please modernize LA and PRIORITIZE the safety of PEDESTRIANS AND BIKERS instead of continuing to be car-centric! Cars don't need safety measures as much as those of us on foot and bike.</p> <p>Other cities are modernizing...don't let LA fall behind.</p>	<p>Overall, the core Project elements of repurposing three travel lanes, new street trees, a raised crossing, and off roadway facilities are intact and will improve safety and accessibility to and from Union Station.</p>
14	Michael MacDonald	<p>Expressed concerns related to 1) Adjustments to Shade Cover, 2) Pedestrian Signal Cycle Duration, 3) Elimination of Flush Raised Crossing, 4) Elimination of Direct Path of Travel between Union Station and El Pueblo, 5) Stormwater Runoff, 6) Discontinuous Alameda Cycle Path (Comment Letter Attached)</p>	<p>1. Currently there are no existing street trees in the City ROW on the east side of Alameda between Cesar Chavez and Arcadia Street, or on the west side of Alameda south of Los Angeles Street. The project is adding 21 new trees on Alameda Street. and 3 new trees on Los Angeles Street. The trees provide shade on the west side of the trees in the morning, and on the east side in the afternoon.</p>

**Attachment D1: Public Comments Summary**

Comment No.	Name	Comment Summary	Response
			<p>2. LADOT is ultimately responsible for timing the signal and its phasing. The re-introduction of the the left turn could reduce the overall available cycle length to allocate to the pedestrian phase. LADOT is required to comply with minimum crossing times per the Manual of Uniform Traffic Control Devices.3. The raised crossing was redesigned to comply with the City's Supplemental Street Design Guide, which was recently published. Per the Design Guide, the reduction in height is intended to accommodate the volume of heavy vehicles (trucks and buses) and emergency services. Alameda Street serves as a designated truck and emergency response route.4. The front door to Union Station has never aligned with the proposed raised crossing. Due to Americans with Disabilities Act requirements the center median in between the existing inbound and outbound driveways cannot serve as an accessible path of travel due to the historic steps. 5. The analysis of impacts contained in Addendum #2 is intended to identify if design modifications have potential to result in new significant impacts relative to existing conditions, not relative to previous design of the project approved in the FEIR. While it is acknowledged that a reduction in landscaping would result in some additional accumulation of stormwater on the project site over what was assessed for the FEIR approved project, overall the Addendum No.2 Project will improve the Project site's drainage characteristics by implementing landscaping and porous paving materials that are currently not present on the existing site. Accordingly, no additional analysis of stormwater runoff is</p>

**Attachment D1: Public Comments Summary**

Comment No.	Name	Comment Summary	Response
			<p>warranted as there is no potential for the Project to result in flooding or exceedance of stormwater drainage facility capacity beyond existing conditions. The modified project has been designed to convey stormwater and other runoff to existing and relocated stormwater collection systems and, as with the FEIR approved Project, will comply with the SUSMP and LID. Given the Project's overall benefit to the Project Site with regard to runoff and stormwater conveyance, Addendum #2 determined that there was no potential for new significant impacts posed by the Project Modifications. 6. The dedicated right turn lane into Union Station was cleared in the original project Final EIR. It is included as a safety measure with a protected right turn arrow and no right turn on red so that vehicles will not conflict with pedestrians and cyclists in a crosswalk. Regardless of sidewalk width, the off roadway bike lane would need to end before the intersection to accommodate a mixing zone where pedestrians would gather to cross the street (since both modes are on the sidewalk). The project will be closing the northern Union Station driveway and redirecting all vehicle and bus access on Alameda to the southern driveway. The right turn will also allow for movement in and out of Union Station. In addition, with the revised Alameda Esplanade design that shifts all gained right of way to the east, the Project now provides a separated bike path, with mixing zones, which was previously not a feature of the project.</p>

**Attachment D1: Public Comments Summary**

Comment No.	Name	Comment Summary	Response
15	Clara Karger (CCA)	Requests Los Angeles left-turn lane be eliminated, design crossing and tree canopy be unchanged (Comment Letter Attached)	<p>The re-introduction of the left-hand turn movement will be maintained, per the City, to avoid the potential for motorists to turn illegally at the intersection and create a safety hazard.</p> <p>The raised crossing was redesigned to comply with the City's Supplemental Street Design Guide, which was recently published.</p> <p>The tree planting scheme allows for trees to be planted along Alameda. Planting additional trees would require relocating or encasing the existing storm drain in concrete, which is infeasible.</p>
16	Jordan Wolder	<p>I would like to submit my public comment regarding the amendments to the Union Station entrance improvements project. See below.</p> <p>This project is literally and figuratively close to home for me. I live in downtown and use metro and metro bike share frequently. The first time I ever arrived in Los Angeles, I took the LAX flyaway bus direct to Union Station. I then exited the station to walk to LA's downtown core through a number of heavily car-oriented streets. The sidewalks were narrow, and some were even occupied by the tents of homeless encampments. It communicated that pedestrians were not welcome here.</p> <p>What a complete shock coming from the beautiful, historic Union Station building, bustling with people traveling and making connections to get around the city and the region. You would expect the area around the region's transportation hub to be more friendly to pedestrians and cyclists. Look at Denver's recently upgraded Union Station and Washington DC's Union Station. Both are surrounded by highly walkable and bikeable areas, each with a large pedestrian plaza in front</p>	<p>The re-introduction of the left-hand turn movement will be maintained, per the City, to avoid the potential for motorists to turn illegally at the intersection and create a safety hazard.</p> <p>The dedicated right turn lane into Union Station was cleared in the original project Final EIR. It is included as a safety measure with a protected right turn arrow and no right turn on red so that vehicles will not conflict with pedestrians and cyclists in a crosswalk. Regardless of sidewalk width, the off roadway bike lane would need to end before the intersection to accommodate a mixing zone where pedestrians would gather to cross the street (since both modes are on the sidewalk).</p> <p>The project will be closing the northern Union Station driveway and redirecting all vehicle and bus access on Alameda to the southern driveway. The right turn will also allow for movement in and out of</p>

**Attachment D1: Public Comments Summary**

Comment No.	Name	Comment Summary	Response
		<p>of the main entrance, clearly signifying which street users are being prioritized.</p> <p>The original plan for the upgrades to Union Station's entrance was promising. Finally, a seamless connection between the birthplace of LA at historic Olvera street and the intermodal transportation hub of the LA region we know today.</p> <p>I strongly disapprove of the amendments to the plan which favor cars making turns over the livelihood of pedestrians, cyclists, and transit users. The Streetsblog LA article I've linked below really says it all, but let me reiterate a few points:</p> <ul style="list-style-type: none"> <li>- the left turn from Los Angeles onto Alameda is unnecessary and will be detrimental to the proposed pedestrian crossing almost rendering it useless. Drivers can very easily make their turn at Arcadia or César Chávez. The benefits of being in a downtown environment is the dense street grid that makes alternate routes of travel very simple.</li> <li>- the same goes for the insistence of a dedicated right turn lane from Alameda into Union Station, rendering a proposed bikeway useless. A discontinuous bikeway means cycle traffic and car traffic will be forced to mix. The whole point of a cycle track/bikeway is to separate cyclists from cars to keep them safe.</li> <li>- the reduced width and height of the raised crosswalk is also unacceptable. It shows a prioritization of dedicating street space to cars instead of to people.</li> </ul> <p>What we really need to be asking ourselves is what do we want the future of LA to look like? And who do we want to be planning our future for? For cars or for people? Especially, in and around the heart of Los Angeles and its increasingly walkable, bikeable, and transit friendly core. Let's not make the mistakes of our past, resulting in the gridlocked, polluted mess we have today.</p>	<p>Union Station. In addition, with the revised Alameda Esplanade design that shifts all gained right of way to the east, the Project now provides a separated bike path, with mixing zones, which was previously not a feature of the project.</p> <p>The raised crossing was redesigned to comply with the City's Supplemental Street Design Guide, which was recently published.</p>

**Attachment D1: Public Comments Summary**

Comment No.	Name	Comment Summary	Response
		<p>If you have not done so already, please read the Streetsblog LA article below. They are more familiar with the plans and addendums, and they do an excellent job of critiquing the project.  <a href="https://la.streetsblog.org/2020/08/13/l-a-city-is-nixing-metros-pedestrian-priority-plans-for-union-station/">https://la.streetsblog.org/2020/08/13/l-a-city-is-nixing-metros-pedestrian-priority-plans-for-union-station/</a>                      Thanks,                      A proud DTLA resident</p>	
17	Ruth Lansford	<p>The current security lighting on the Los Angeles St. pole illuminates the flags at the Eugene Obregon Medal of Honor Wall Monument in Father Serra Park at night, as required by the U.S. Flag Code, Chapter 1, Section 6A. The new lights are also required to do the same. Can you confirm that they will?; I already submitted a comment. Where is it?; Don't understand. Didn't receive the response. Can you repeat?; The light is within the project; thanks.</p>	<p>The Project will not result in any improvements on Father Serra Park or the Obregon Monument. Street lights that are replaced will comply with City standards.</p>
18	Sam	<p>It looks like there has been a reduction of sidewalk trees, What percentage of the new sidewalk along Alameda will be shaded from midday sun?</p>	<p>Currently there are no existing street trees in the City ROW on the east side of Alameda between Cesar Chavez and Arcadia Street, or on the west side of Alameda south of Los Angeles Street. The project is adding 21 new trees on Alameda Street. The trees provide shade on the west side of the trees in the morning, and on the east side in the afternoon.</p>
19	Joe	<p>How wide is the raised crosswalk?; is there any way to revisit the driver left turn from L.A. St to Alameda? Will this impact signal phase timing - allowing less time for peds to cross?</p>	<p>The raised crossing is 37' wide (25' for pedestrians and 12' for bicyclists). The removal of the left-hand turn was discussed extensively and at this time, is not viable to reintroduce due to safety concerns raised by the City of Los Angeles, associated with the potential for motorists making illegal left turns and conflicting with pedestrians in the crosswalk.</p>



**Attachment D1: Public Comments Summary**

Comment No.	Name	Comment Summary	Response
20	Tom Savio	please repeat email address slowly so I can make a comment.; Hello, I want to know why you are adding a water feature in front of LAUS when 1) it is NOT historic to the station; 2) I will use water in a desert-like climate when we have all been asked to conserve; 3)In a broader question, now that the Serra statue is gone can it be replace with an Tongva (Indian) monument?; Thank you, will you please contact Union Station His. Soc. at: laushs@earthlink.net , when you will discuss the water feature so we can comment as such as we are Sec.106 resource for Union Station? Thanks, Tom; Has Metro gotten input from the emergency services about the wisdom of "dieting" Alameda St. lanes?	1) The Forecourt design includes a water which was evaluated in the FEIR. 2) The interpretive water feature plans to use stormwater runoff water; the interactive water feature design is in progress, and will act as a misting cooling feature. 3) Father Serra Park is not included in the project scope.
21	Anonymous	Ahh I logged in at 6:37 did I miss the presentation?	The presentation is available on the project website: <a href="https://www.metro.net/about/lausfei/">https://www.metro.net/about/lausfei/</a>
22	Tim	Has a traffic study been thoroughly conducted for the raised crosswalk? Will it cause increased traffic and hazard?; Can you elaborate my traffic study question a bit more. I live in the apartments and I'm concerned that the lane reduction and raised crosswalk will just cause a bottle neck on Alameda and will increase air pollution. I'm just being logical	Yes, the raised crossing has been analyzed through a comprehensive traffic study in the FEIR. No, on its own, it was not found to increase traffic or pose as a hazard. The overall project is repurposing vehicle lanes as pedestrian and bicyclist areas. This will result in increased vehicle travel times and expanded pedestrian and bicyclist facilities to and from transit.
23	Matt Lansford	In addendum 2 Figure 4 on Los Angeles St. between the two crosswalks there is a rectangular deviation in the project boundary That abuts the existing olive tree. This rectangular area is not reflected in any of the other Plan view illustrations. What is this area for and does it enter the El Pueblo area as the ADA Compliance zone?; yes; Thank you Elizabeth	The Project does not include improvements at Father Serra Park, including adjacent to the olive trees.

**Attachment D1: Public Comments Summary**

Comment No.	Name	Comment Summary	Response
24	Michael Banner	How much coordination has occurred with the LINK US destination after it passes through the low income community of Lincoln Heights? Do you have any concerns with the proposed bridge at North Main Street?	Link US is a Metro project that has independent utility from the Forecourt and Esplanade Improvements. The inquiry was passed on to the Link US project team.
25	Shawn Maxson	Hello, my name is Shawn Maxson. I'm a resident of the city [of] LA. I do not own a car and I rely extensively on the Metro bike infrastructure to get around the city. I am leaving a public comment to express my disappointment in the proposed addendum. The proposal significantly chooses to prioritize drivers over pedestrians and cyclists. For example, adding a right turn lane on the east side of Alameda to prioritize driver access to Union Station disconnects two segments of the two-way protected bikeway along Alameda rendering the bike lane nearly useless just so that more drivers can turn right. Also by allowing drivers to turn left from Los Angeles St onto Alameda St, pedestrians using the raised crosswalk will no longer have designated walk cycle free from turning sideways. Any driver who is turning left would also have to wait for pedestrians causing cars back up in that lane. This will force the city to shorten pedestrian crossing times and lengthen driver green signals, undermining the priority given to pedestrians. It would also make the experience of crossing Alameda much more stressful than it needs to be. Continuing to prioritize drivers over pedestrians compromises the [proposed or supposed] mission statement of the Union Station Improvement Project and exposes the continued hypocrisy of the LA Department of Transportation. Thank you.	The dedicated right turn lane into Union Station was cleared in the original project Final EIR. It is included as a safety measure with a protected right turn arrow and no right turn on red so that vehicles will not conflict with pedestrians and cyclists in a crosswalk. Regardless of sidewalk width, the off roadway bike lane would need to end before the intersection to accommodate a mixing zone where pedestrians would gather to cross the street (since both modes are on the sidewalk).The project will be closing the northern Union Station driveway and redirecting all vehicle and bus access on Alameda to the southern driveway. The right turn will also allow for movement in and out of Union Station. In addition, with the revised Alameda Esplanade design that shifts all gained right of way to the east, the Project now provides a separated bike path, with mixing zones, which was previously not a feature of the project.The re-introduction of the left-hand turn movement will be maintained, per the City, to avoid the potential for motorists to turn illegally at the intersection and create a safety hazard.

**Attachment D1: Public Comments Summary**

Comment No.	Name	Comment Summary	Response
26	Bryn Lindblad	<p>I just wanted to express some disappointment that the street trees have been scaled back to not include a double row on the sidewalk. Extreme heat days and smog are on the rise. These trees should be considered essential for making the main entrance to our region's main transit hub pedestrian friendly. Also, the protected bikeway shouldn't get compromised to create for easy car access. The priorities on that decision are backwards.</p>	<p>The tree planting scheme allows for trees to be planted along Alameda. Planting additional trees would require relocating or encasing the existing storm drain in concrete, which is infeasible.</p> <p>The dedicated right turn lane into Union Station was cleared in the original project Final EIR. It is included as a safety measure with a protected right turn arrow and no right turn on red so that vehicles will not conflict with pedestrians and cyclists in a crosswalk. Regardless of sidewalk width, the off roadway bike lane would need to end before the intersection to accommodate a mixing zone where pedestrians would gather to cross the street (since both modes are on the sidewalk).</p> <p>The project will be closing the northern Union Station driveway and redirecting all vehicle and bus access on Alameda to the southern driveway. The right turn will also allow for movement in and out of Union Station. In addition, with the revised Alameda Esplanade design that shifts all gained right of way to the east, the Project now provides a separated bike path, with mixing zones, which was previously not a feature of the project.</p>

**Attachment D1: Public Comments Summary**

Comment No.	Name	Comment Summary	Response
27	John Yi (LA WALKS)	<p>Modification #1: Incorporation of vehicular left turns across “Los Angeles Crossing” and related changes to pedestrian signal timing (Not fully documented in Addendum #2) Modification #2: Reduced raised crossing height from flush to non-flush at “Los Angeles Crossing” (Not documented in Addendum #2) Modification #3: Reduced width of “Los Angeles Crossing” and elimination of direct accessible path between Union Station and El Pueblo (Not documented in Addendum #2) Modification #4: Reduction of shade trees along “Alameda Esplanade” (Not documented in Addendum #2)</p>	<p>1) The re-introduction of the left-hand turn movement will be maintained, per the City, to avoid the potential for motorists to turn illegally at the intersection and create a safety hazard. This was fully documented in Addendum No. 2 and the Appendix.2) and 3) The raised crossing was redesigned to comply with the City's Supplemental Street Design Guide, which was recently published. The raised crossing design is reduced in scope from what was analyzed and cleared in the FEIR and therefore does not pose any new impacts under CEQA. 4) The tree planting scheme allows for trees to be planted along Alameda. Planting additional trees would require relocating or encasing the existing storm drain in concrete, which is infeasible. The street tree scheme is reduced in scope from what was analyzed and cleared in the FEIR and therefore does not pose any new impacts under CEQA.</p>

**Attachment D1: Public Comments Summary**

Comment No.	Name	Comment Summary	Response
28	Kevin Shin (LACBC)	<p>Issue 1: The new elevated street crossing serves no users, "This design flaw fails to serve the needs of every modality.";</p> <p>Issue 2: Understands tree shade was not possible for the project, but wanted to see another means providing shade i.e. "shade structures";</p> <p>Issue 3: The right turn lane on the south side breaks up the "dedicated bi-directional bike lane on the East side of Alameda St...we ask that right turns on red not be allowed and that the signal timing be adjusted" (Comment letter attached)</p>	<p>1) The raised crossing was redesigned to comply with the City's Supplemental Streets Design Guide, which was recently published.</p> <p>2) The tree planting scheme allows for trees to be planted along Alameda. Planting additional trees would require relocating or encasing the existing storm drain in concrete, which is infeasible.</p> <p>3) The dedicated right turn lane into Union Station was cleared in the original project Final EIR. It is included as a safety measure with a protected right turn arrow and no right turn on red so that vehicles will not conflict with pedestrians and cyclists in a crosswalk. Regardless of sidewalk width, the off roadway bike lane would need to end before the intersection to accommodate a mixing zone where pedestrians would gather to cross the street (since both modes are on the sidewalk).</p> <p>The project will be closing the northern Union Station driveway and redirecting all vehicle and bus access on Alameda to the southern driveway. The right turn will also allow for movement in and out of Union Station. In addition, with the revised Alameda Esplanade design that shifts all gained right of way to the east, the Project now provides a separated bike path, with mixing zones, which was previously not a feature of the project.</p>

## **Attachment D-2**

### Public Comment Letters

- Comment Number 14
- Comment Number 15
- Comment Number 28



# Comment Number 14

Los Angeles County Metropolitan Transportation Authority  
Elizabeth Carvajal, Senior Director  
Countywide Planning & Development  
One Gateway Plaza, Mail Stop 99-23-4  
Los Angeles, CA 90012-2952

BY EMAIL

September 18, 2020

**RE: SC# 2016121064 Los Angeles Union Station Forecourt & Esplanade Improvements Project, EIR Addendum #2**

Ms. Carvajal,

Thank you and your team for your hard work over the years on the Union Station Forecourt & Esplanade Improvements project, and for your exemplary efforts at community outreach throughout the project and its design process.

I am disappointed that the most recent update, EIR Addendum #2, has provided adjustments to the project that cause it to fail to meet its project goals. After years of supporting this project, I write to note that I cannot support the project as presented in this addendum.

As noted in Metro documents, the adopted FEIR for this project includes the following objectives:

- “Prioritize connectivity, convenience, and safety for the most vulnerable users (pedestrians, bicyclists, transit patrons and community stakeholders) to safely navigate to and from the project site.”
- “Advance desirable and accessible public space at the LAUS forecourt that creates a visually porous and permeable connection between Union Station and the surrounding historic and cultural communities.”
- “Facilitate alternatives to driving by providing infrastructure that enables more walking and bicycling.”
- “Enhance the safety and quality of pedestrian and bicycle connections between the station and El Pueblo Historic Monument, Father Serra Park, Olvera Street, and nearby business and neighborhoods.”
- “Advance sustainability by providing for reduced consumptive water use in a cost-effective manner and improving multi-modal facilities that encourage active transportation and reduction in vehicle miles traveled.”

FEIR Addendum #2 proposes the following changes which would directly impact or negate stated project objectives:

## Comment Number 14

- Elimination of 28 of 54 mature sidewalk sycamore trees providing shade canopy, and relocation of 17 remaining mature sidewalk sycamore trees from a central sidewalk location providing shade cover for pedestrian and bicycle facilities to a property-line adjacent location that significantly reduces shade provisions for pedestrian facilities, and eliminates shade for bicycle facilities (*not documented* as a proposed modification in FEIR Addendum #2 Section 4.2)
- Addition of provision for driver left turns from Los Angeles Street onto Alameda Street across the enhanced pedestrian/bicycle crossing (“Los Angeles Crossing”) from a shared straight & left turn lane (summarized in FEIR Addendum #2 as “Intersection and Roadway Modifications”)
- Adjustments to signal phasing to accommodate driver left turns from Los Angeles Street onto Alameda Street across the enhanced pedestrian/bicycle crossing (“Los Angeles Crossing”) from a shared straight & left turn lane (summarized in FEIR Addendum #2 as “Intersection and Roadway Modifications”)
- Elimination of a flush enhanced pedestrian/bicycle crossing in favor of a non-flush 3” high raised crosswalk (*not documented* as a proposed modification in FEIR Addendum #2 Section 4.2)
- Elimination of a direct path of travel between Union Station and El Pueblo in favor of a non-aligned 37’ wide raised crosswalk (*not documented* as a proposed modification in FEIR Addendum #2 Section 4.2)

Only two of these modifications are summarized in Addendum #2 Section 4.2, and are attributed to direction imposed by the Los Angeles Department of Transportation (LADOT). The inclusion of these five modifications impacts the achievement of aforementioned project objectives, primarily by negatively impacting the resulting “connectivity,” “convenience,” “quality,” “desirability,” and “accessibility” of pedestrian and bicycle facilities.

Metro should fully document proposed modifications, study their impact not only on environmental impacts but also project objectives upon which previous environmental review is based on, and offer alternatives that meet project objectives concerning quality pedestrian and bicycle access. Below are summaries of some impacts that have not been addressed in Addendum #2.

### 1. Adjustments to Shade Cover:

The 2015 Union Station Master Plan (“Transforming Union Station”) presented a vision for the improved pedestrian experience in accessing Union Station from Alameda Street. This plan called for the installation of new double-rows of mature sidewalk trees providing shade cover from midday sun. The plan showed 76 mature sidewalk trees located in double-rows to enhance the pedestrian experience, aesthetics, and usability of these sidewalks on hot days.



Source: *Transforming Union Station, 10/9/2015*

As climate change continues to impact Southern California, Los Angeles residents and visitors are increasingly becoming familiar with 100°+ Fahrenheit days for longer periods and more regularly throughout the year. At these temperatures, it is absolutely critical to provide the relief of shade cover for people not enclosed in air-conditioned vehicles, including pedestrians, bicyclists, and people with disabilities on whom the project is focused.

With adjustments to the proposed roadway configuration of Alameda Street, Metro is now proposing to eliminate 50 of the originally planned 76 Alameda sycamore or similar shade trees (a reduction of 28 from the 54 trees on Alameda referenced in the adopted 2018 FEIR). Additionally, the revised plan shows 17 more trees relocated away from the center of the sidewalk to the edge of the Metro property line. These combined changes in reduction and relocation of shade trees result in a significant reduction in the amount of shade cover provided to pedestrians and bicyclists in accessing Union Station.



Source: *Metro LA Union Station Forecourt and Esplanade Improvements Project Updates, 8/3/2020*

Addendum #2 Section 5.1.1 states, “These elements would not result in any impacts to any trees along Alameda Street that were not already accounted for in the Approved Project. Therefore, the Alameda Esplanade revisions would result in no impacts to aesthetics.” This statement is obviously false in review of Metro’s design presentation, proposal to eliminate double-rows of trees, and provision of only 26 mature shade trees on Alameda in place of 76 as envisioned. Metro must study the aesthetic impact of this large reduction in mature sidewalk trees, study the resulting

changes in temperature along non-shaded areas during heat waves, and provide alternatives to improve aesthetics and sidewalk temperatures for non-vehicular users.

2. Pedestrian Signal Cycle Duration:

Under Addendum #2 Section 4.2.2, Metro states that signal phasing for the intersection would need to be revised to include the new provision for left turns from Los Angeles Street onto Alameda Street at the request of LADOT. LADOT’s explanation – stated as concern over “potential driver non-compliance with the left-turn restriction” – is wholly inadequate, defies logic, and fails to explain what alternatives in the form of signage, physical barriers, or enforcement were considered. Metro should not be designing around the accommodation of illegal driver actions.



Source: Metro LA Union Station Forecourt and Esplanade Improvements Addendum #1, 7/2/2018

Metro does not provide analysis to see what the resulting signal cycles would be. The introduction of a new vehicle phase that accommodates turns from a shared straight & left turn lane across Los Angeles Crossing means that one of two options will be required:

1. The approximately 60 second east/west signal phase will need to be shared by separate vehicle & pedestrian phases; or
2. Turning vehicle drivers will be permitted to conflict with Los Angeles Crossing during a walk/bike phase (not permitted under California code)

In August 2020 community presentations, Metro’s project team has communicated that option #2 will not occur, and that vehicle and pedestrian phases will be separate. Considering that Alameda is a major transportation corridor that is unlikely to be prioritized with less than 60 seconds of an overall 120-second cycle, this will split the

## Comment Number 14

duration of cross-traffic signals aligned with Los Angeles Street between two separate phases: a vehicle-only phase and a ped/bike phase, where the adopted FEIR design would allow vehicle and pedestrian/bicycle phases to be maximized and run contiguously.

The introduction of conflicting vehicle and pedestrian cycles will cause strain on the signal time provided for each mode. As a result, Metro can expect that LADOT will require the inclusion of pedestrian-activated signals (aka “beg buttons”) and/or ADA minimum crossing durations, which would negatively impact the pedestrian experience in order to minimize vehicle backups in the shared straight/left turn lane. For a location that connects Los Angeles’ primary transit hub with Los Angeles’ original walking street, both of these conditions are wholly unacceptable.

In order to incorporate separate vehicle and pedestrian east/west signals, Metro must provide a study of resulting Los Angeles Street traffic volumes, along according demand for signal duration by vehicles and pedestrians. Any study that shows pedestrian crossing at Los Angeles Crossing as less than 45 seconds, or requiring the use of a push button to activate should be deemed as infeasible and contradictory to the stated objectives of the project.

### 3. Elimination of Flush Raised Crossing:

Despite not being detailed in Addendum #2, Metro project staff has communicated that the proposed 8” tall flush enhanced sidewalk-like “Los Angeles Crossing” will now be limited to a 3” tall raised crosswalk to abide by standards that LADOT applies to typical projects across the entire city.

The Los Angeles Union Station Forecourt & Alameda Esplanade project was never presented to the public as a typical roadway project, but instead as a forward thinking and innovative approach to meet the unique needs of Los Angeles’ primary transit hub, at a time where determined action is needed to address climate change caused by vehicle uses. The project’s 2017 DEIR acknowledges the need for innovation in this project, stating that, “Achieving [aggressive reductions in greenhouse gas emissions by a] 2050 target will require innovation and unprecedented advancements in energy demand.”

The Los Angeles Union Station Forecourt & Alameda Esplanade project is to be Phase 1 in implementation of the 2015 Connect US Action Plan. This plan provides a rendering of the flush, enhanced pedestrian crossing to be provided at Alameda Street. Metro continuously used this rendering in 2017, 2018, and 2019 outreach efforts to the public.





EXISTING View from Union Station west up Los Angeles St. to El Pueblo



PROPOSED Los Angeles Crossing will have an enlarged/raised crosswalk and direct walk-bike path between Union Station and the Plaza at El Pueblo

Source: *Connect US Action Plan*, 10/5/2015

A 3" tall raised crosswalk does not meet the accessibility, aesthetic, or safety goals that are achieved by an 8" tall flush crossing. This feature represents a key element of the project. To eliminate it is a downgrade that has significant impacts on the achievement of project objectives. If non-innovative standards are to be applied to this feature within an innovative project, Metro must study and propose alternatives that will meet the accessibility, quality of pedestrian experience, desirability, and enhanced safety aspects of the project's stated objectives.

#### 4. Elimination of Direct Path of Travel between Union Station and El Pueblo:

Providing a direct pedestrian connection between Union Station and El Pueblo was a primary goal documented in the Connect US Action Plan, which proposed a "direct walk-bike path between Union Station and the Plaza at El Pueblo." This proposal was incorporated into the Los Angeles Union Station Forecourt & Alameda Esplanade project through its objectives at providing direct pedestrian and visual connections between Union Station and El Pueblo. El Pueblo is one of Los Angeles' most important cultural monuments, and one of few focused on the indigenous and Latinx heritage of Los Angeles.



# Comment Number 14

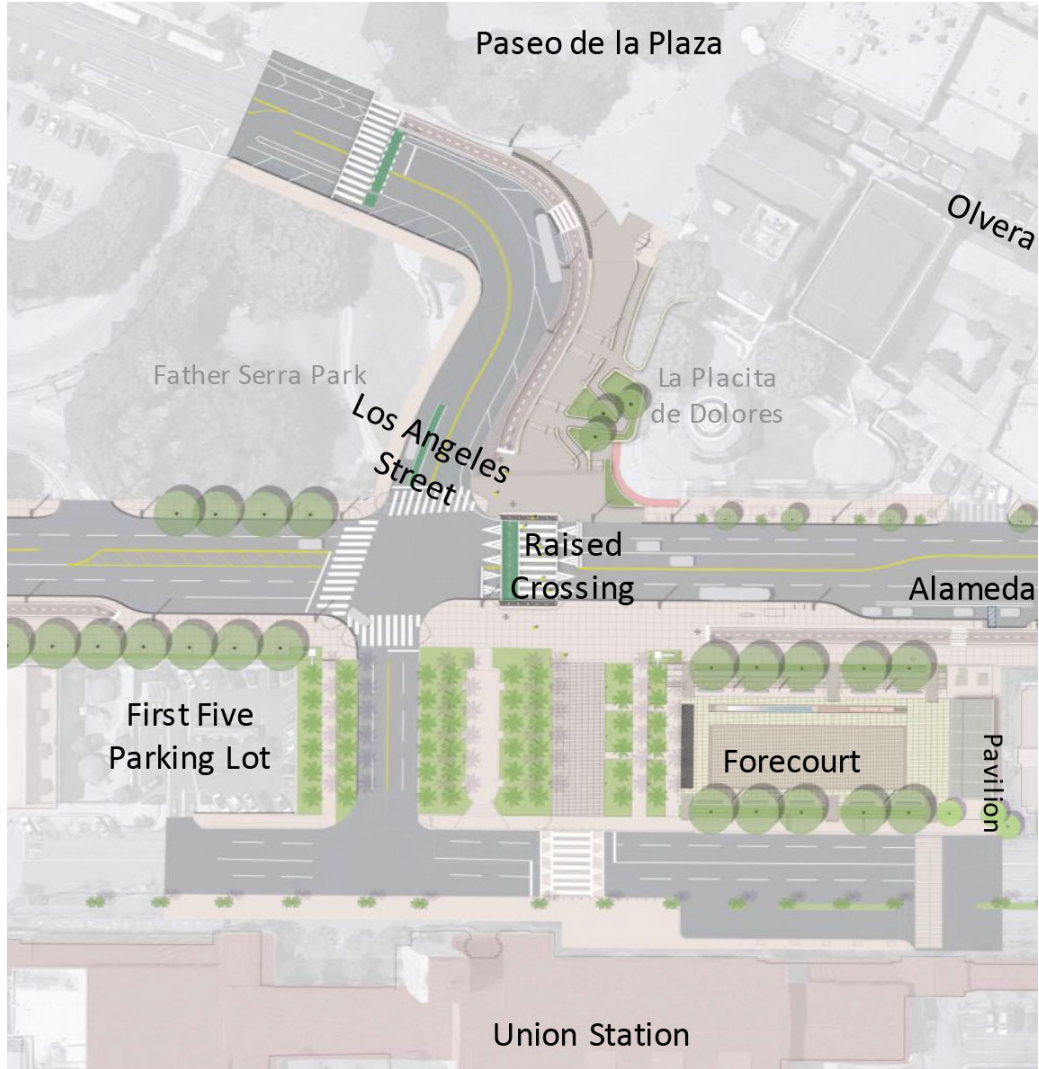


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|--|---|---|
| <ul style="list-style-type: none"> <li>1 Close part of Los Angeles St. to create an enlarged walkway to the Plaza</li> <li>2 Provide wide crosswalk at sidewalk level</li> <li>3 Retain two-way traffic on Los Angeles St.</li> <li>4 Provide access to front door of Union Station per the Union Station Master Plan</li> </ul> | <ul style="list-style-type: none"> <li>5 Provide new crosswalk</li> <li>6 See Alameda Esplanade</li> <li>7 See Los Angeles Street Esplanade</li> <li>8 Walk path to Paseo Luis Olivares and Chinatown from El Pueblo</li> <li>9 See North Main Streetscape</li> <li>10 Walk path to La Placita, Los Angeles Plaza de Cultura y Artes and Ft. Moore</li> </ul> | <ul style="list-style-type: none"> <li>11 Tour bus parking</li> <li>12 Paseo Luis Olivares</li> <li>13 Paseo de La Plaza</li> </ul> <p>Note: Dashed purple lines denote paths that will require bicyclists to walk their bike due to a higher level of pedestrian activity.</p> |
|--|---|---|

Source: *Connect US Action Plan*, 10/5/2015

Despite not being detailed in Addendum #2, Metro project staff has communicated that the proposed Los Angeles Crossing will be reduced from 50 feet in width to 37 feet in width based on feedback from LADOT. A review of this reduction in pedestrian area is not provided, but it is clear from the revised design plan presented in August 2020 that the result is a misalignment off the intended direct connection. This causes a meandering path of travel for pedestrians, negatively impacting the achievement of objectives concerning accessibility, quality of pedestrian experience, and project aesthetics. The presented plan with a reduced crossing shows that the ADA-accessible ramp does not align with the raised crossing. This non-alignment with the accessible route would treat people with disabilities as separate and secondary; it does not abide by the provisions of Federal ADA or California Accessibility Code.



Source: Metro LA Union Station Forecourt and Esplanade Improvements Project Updates, 8/3/2020

No justification has been provided to merit this unnecessary reduction in quality of pedestrian access and in meeting project objectives for direct connection, but it presumably is being requested to increase vehicular capacity on Alameda Street. While vehicular capacity is not an objective of the project, a direct connection between Union Station and El Pueblo is. Metro should expand the width of the enhanced crossing to align with both the accessible route to El Pueblo and the entrance to Union Station.

**5. Stormwater Runoff:**

Addendum #2 Section 5.10 "Hydrology and Water Quality" provides no study to support its statement that a reduction in the number of mature trees and permeable surface area of landscaping has "No Impact" to stormwater runoff from the project scope adopted in the 2018 FEIR. If Metro seeks to eliminate 52% of mature sidewalk trees (28 of 54), Metro should provide a stormwater runoff study to justify that the

## Comment Number 14

elimination of trees from the adopted FEIR has no impact to water systems and/or quantify the adjustment for public review.

### 6. Discontinuous Alameda Cycle Path:

With the adoption of the FEIR for this project, Metro had accommodated an LADOT request for the addition of a right turn pocket on the east side of Alameda to improve vehicular level of service on Alameda and provide a dedicated turn signal for drivers turning right into Union Station. While it was not clear at that time, it is clear now from updated design documents that this accommodation results in discontinuous strips of bike facilities on Alameda. Without providing connection between these strips and to adjacent bicycle infrastructure, these cycle paths are functionally useless and wholly unattractive to people intending to navigate the area by bicycle. Metro should not prioritize driving access to Union Station over the inclusion of functional bicycle facilities. Now that design documents have shown these cycle paths as unworkable, Metro should provide redesign to meet project goals of improved and prioritized bicycle access and consider engagement with LADOT's Livable Streets team to ensure conformance with bicycle facility design best practices and continuity with a citywide bike network.



Source: Metro LA Union Station Forecourt and Esplanade Improvements Project Updates, 8/3/2020

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Conclusion:

As a user in the area who regularly relies on pedestrian and bicycle travel, I have followed this project closely, offering my formal support for the project to Caltrans Division of Local Assistance and District 7 in 2019. I unfortunately am not able to support the project as presented in Addendum #2 and as communicated by Metro staff in August 2020, and must oppose this addendum.

I thank you in advance for your consideration. I ask that Metro reconvene with city of Los Angeles department leadership and elected representatives of the public to work through concerns, study impacts and alternatives, and work to ensure that the project can be modified to meet its stated goals.

Sincerely,

A handwritten signature in black ink, appearing to read "Michael MacDonald", with a long horizontal flourish extending to the right.

Michael MacDonald  
Architect, NCARB, LEED AP BD+C

cc: Sharon Tso, Council District 14 caretaker  
Katie Kiefer, Office of Council District 14  
Sarah Flaherty, Office of Councilmember-elect Kevin de León  
Jennifer Barraza, Office of Councilmember-elect Kevin de León  
Dan Rodman, Office of Mayor Eric Garcetti  
Julia Salinas, Office of Mayor Eric Garcetti  
Nate Hayward, Los Angeles Department of Transportation  
Megan Nangle, Metro Transportation Planning Manager



August 20, 2020

*Via Email*

## **Re: LA Union Station Forecourt and Esplanade Improvements - FEIR Addendum 2**

Dear Chair Garcetti,

Central City Association represents a coalition of businesses, nonprofits and trade associations with a shared commitment to the vibrancy of Downtown Los Angeles (DTLA) and increasing investment in the region more broadly. A key component of this vision is an accessible, walkable and welcoming experience for residents, visitors and workers travelling from near and far.

As defined in the 2018 Final EIR (FEIR), the Metro LA Union Station (LAUS) Forecourt and Esplanade Improvements project will improve the DTLA experience by prioritizing connectivity, convenience and safety; increasing desirable public space; and facilitating alternatives to driving by providing infrastructure that enables more walking and bicycling. The project's identified priorities also advance economic development, public health and sustainability goals in the City of Los Angeles.

**While the approved project advances these goals and priorities, we are concerned that certain proposed modifications run counter to the project's stated priorities as well as Metro's Vision 2028 and the City of Los Angeles' Vision Zero policy. We ask you to reconsider the following aspects of Addendum 2 and move forward with the existing provisions outlined in the Board approved 2018 FEIR.**

### Left-Turn Access to Alameda Street

Addendum 2 proposes keeping the existing eastbound Los Angeles Street left-turn lane to northbound Alameda Street out of concern that drivers would not comply with the no left-turn signaling and make illegal left turns at the intersection. The approved project proposed removing this lane to eliminate a movement that would conflict with the raised crosswalk and would create a traffic queue along Los Angeles Street for those waiting to turn left.

We cannot plan projects nor design streets around the possibility that drivers will not comply with the rules of the road. Drivers, like pedestrians and cyclists, must be responsible for following the City's rules and regulations. Keeping the existing left-turn lane puts people driving and people walking at odds. If this turn lane remains, pedestrians using the raised crossing would have a shortened amount of time to cross Alameda Street while navigating the threat of cars turning left into the crossing. This dynamic creates a dangerous and uncomfortable experience for pedestrians. This pathway is a direct connection between LAUS, the region's transportation hub, and the highly walkable El Pueblo District. Pedestrians should feel safe and welcomed as they move to and from these landmark locations without threat from drivers turning left. **We request that the existing eastbound Los Angeles Street left-turn lane be eliminated as designated in the approved project.**

### Pedestrian-Supportive Infrastructure

As defined in the 2018 FEIR, the pedestrian and cyclist crossing on Alameda Street would be a 50-foot-wide raised crossing that connects the LAUS Forecourt and Esplanade to the Los Angeles Street pathway and the El Pueblo District. We are concerned that the modified project reduces the width of the crossing to 37 feet and lowers the platform height to three inches. These design changes again prioritize cars over

## Comment Number 15



other transportation modes by reducing crossing space for pedestrians and cyclists while expanding street space for cars to queue and move more quickly over the crossing.

Changes to the crossing combined with reduction in the number of mature trees that provide much-needed shade to those on foot, bikes and scooters would again erode the project's intent of providing a great public space and encouraging active transportation alternatives. **We request that the designs to the crossing remain consistent with the approved project and that every effort to provide additional tree canopy be made.**

The LAUS Forecourt and Esplanade Improvements project has undergone extensive study and community outreach. Successful implementation that reflects the priorities of this project will lead to a transformative public space that encourages active transportation and alternatives to single-occupancy vehicles while celebrating Los Angeles' surrounding historical landmarks. We thank you for your consideration and ask you not to accept modifications that fall short of meeting this project's intended outcomes.

Sincerely,

A handwritten signature in blue ink, appearing to read "J. Lall".

Jessica Lall  
President & CEO  
Central City Association of Los Angeles

cc: Councilmember-elect Kevin de León  
Supervisor Hilda Solis  
Commissioner Teresa Villegas, Board of Public Works





**Los Angeles County Bicycle Coalition**

213.629.2142  
www.la-bike.org

August 25, 2020

Los Angeles County Metropolitan Transportation Authority  
Elizabeth Carvajal, Senior Director  
Countywide Planning & Development  
One Gateway Plaza, Mail Stop 99-23-4  
Los Angeles, CA 90012-2952

SUBJECT: Union Station Forecourt and Alameda Esplanade Project Changes

Dear Ms. Carvajal,

The Los Angeles County Bicycle Coalition (LACBC) is concerned by the latest design sketches proposed of the planned changes to the Union Station Forecourt and Alameda Esplanade project. The project itself is a tremendous opportunity for Metro and the City of Los Angeles to partner on their commitment to making a key transportation, cultural, and historical hub for the region more mobility and pedestrian friendly, but the most recent changes seem to be a step backwards from many of the stated goals laid out for the project.

LACBC is excited that a number of proposed changes, such as the dual-direction sidewalk-level bike lane along Los Angeles St, but these elements on their own do not create an inviting enough environment to encourage more people to consider alternative transportation options to and from Union Station. For example, the current design calls for the elevated crosswalk, which would have previously been a 50-foot wide speed mitigating 8-inch elevated table, to be reduced to an insufficient 37-foot wide, 3-inch grading that not only does little for speed reduction and pedestrian visibility, but also creates a nuisance to drivers. This design flaw fails to serve the needs of every modality. If the main interest is in slowing down traffic along Alameda to ensure a safe crossing at this critical intersection, then the original design meets the stated goals of "prioritiz[ing] connectivity, convenience, and safety for the most vulnerable users (pedestrians, bicyclists, transit patrons and community stakeholders) to safely navigate to and from the project site."

Another change in the recent design that is counter to the intent of the project is the reduction in shade trees along Alameda Street. It is our understanding that this decision was made due to cost constraints around reconfigurations to existing pipes. However, the new design does not address the impact that a lack of shade in the area poses to pedestrians and shared-mobility as well as personal mobility users navigating the area. If the city is unable to incorporate additional trees, then additional shade structures should be considered in order to increase the comfort for all community members using the space. The lack of shade in Southern California's average of 284 days of sunshine makes the latest changes less effective at meeting the stated goal of "Facilitat[ing] alternatives to driving by providing infrastructure that enables more walking and bicycling."

Finally, the proposed changes result in a disjointed and potentially unsafe bike path along the Alameda Esplanade that greatly increases the potentially dangerous mixing of pedestrians, cyclists, and cars at the intersection. The current design shows the dedicated bi-directional bike lane on the East side of Alameda St cutting off quite some distance from the intersection in order to accommodate a right turn late for motor vehicle traffic on the South side of the intersection. This design forces cyclists to intermingle with other traffic while still on the sidewalk, creating a dangerous mix of pedestrians and cyclists as well as creating

## Comment Number 28

opportunities for cars to fail to see cyclists on the sidewalk. This design fails to meet the stated goal of "Prioritiz[ing] connectivity, convenience, and safety for the most vulnerable users (pedestrians, bicyclists, transit patrons and community stakeholders) to safely navigate to and from the project site." We strongly encourage Metro and the City of LA to reexamine the design of this location in order to reduce the potential for dangerous collisions. If this intersection itself cannot be reconfigured, then we ask that right turns on red not be allowed and that the signal timing be adjusted to allow for safe bike/mobility/pedestrian crossing that does not create conflict with motor vehicle traffic.

LACBC raises these issues in an effort to encourage Metro to work with the City of Los Angeles to find more creative and innovative solutions to improve the conditions for walking and biking at the heart of one of the regions most historically and culturally significant sites. We understand that there are many considerations that go into these kinds of projects, but must stand by our conviction that if Metro and the City of Los Angeles prioritized the movement of people over the movement of cars, we could all work together to transform Los Angeles into a region that is celebrated as among the most livable and accessible in the world.

Sincerely,

A handwritten signature in black ink, appearing to read 'Eli Akira Kaufman', with a long horizontal flourish extending to the right.

Eli Akira Kaufman  
Executive Director  
Los Angeles County Bicycle Coalition

# LA UNION STATION FORECOURT AND ESPLANADE IMPROVEMENTS

Addendum No. 2 to the  
Final Environmental Impact Report

LEGISTAR 2020-0503

Planning & Programming Committee  
*October 14, 2020*

# Recommendation

Approve the Addendum No. 2 to the Final Environmental Impact Report for the Los Angeles Union Station (LAUS) Forecourt and Esplanade Improvements project.

# What Was Analyzed?

1. Alameda Esplanade realignment
2. Intersection & roadway modifications
  - a. Retain left turn on Los Angeles Street
  - b. Retain southern crosswalk at the Alameda/LA Street intersection
  - c. Transitions north and south of the project boundary
3. Historic light replacement
4. Utility relocations
5. ADA pathway on Los Angeles Street



# Project Design



Metro





# Findings & Next Steps

## Findings

- Changes were analyzed against all CEQA topic areas and found that the changes did not result in any new significant impacts, so an Addendum was the appropriate level of CEQA documentation.
- The project does not result in any new significant and unavoidable impacts under CEQA.

## Next Steps

- Upon Board approval, staff will continue to engage stakeholders and coordinate with the City of Los Angeles to finalize design and secure Caltrans ATP construction funding.



## Board Report

File #: 2020-0582, File Type: Policy

Agenda Number: 18.

### PLANNING AND PROGRAMMING COMMITTEE OCTOBER 14, 2020

**SUBJECT: TRANSFER OF PROPERTY TO CITY OF LOS ANGELES FOR DESTINATION  
CRENSHAW PROJECT**

**ACTION: APPROVE RECOMMENDATIONS**

#### **RECOMMENDATION**

CONSIDER:

- A. DECLARING that 4444 Crenshaw Boulevard (the “Property,” as described in Exhibit A and depicted in Exhibit B) is not necessary for use by Metro and is “exempt surplus land” as defined in Section 54221(f)(1) of the California Surplus Land Act, as amended.
- B. AUTHORIZING the Chief Executive Officer (“CEO”) to execute any necessary documents to transfer the Property to the City of Los Angeles (“City”), in support of Destination Crenshaw (defined below) with land value waived, provided that City assume all Rights and Obligations (also defined below) associated with the Property.

#### **ISSUE**

The Destination Crenshaw project (“Destination Crenshaw”) is a proposed outdoor museum and placemaking initiative of public art and streetscape design, as depicted in Exhibit C attached hereto, that is comprised of multiple project elements (platforms and parks) along a 1.3-mile stretch of Crenshaw Boulevard, which overlaps an at-grade segment of the Crenshaw/LAX Light Rail Project (“C/LAX”). Destination Crenshaw is borne out of the efforts of the City and a group of community stakeholders.

The Metro Board of Directors (“Board”) took various actions on July 25, 2019 to support Destination Crenshaw (see “July 2019 Board Report” or “Report” attached as Exhibit D), including authorizing the CEO to enter into a Memorandum of Agreement (“MOA”) with the City to fund and support the project. As discussed in the July 2019 Board Report, the proposed Sankofa Park (the “Project” or “Sankofa Park Project”) is among the elements of the Destination Crenshaw. The Project is located at the intersection of Crenshaw and Leimert Boulevards and within walking distance of the Leimert Park Station of C/LAX; staff had recommended that Metro provide the land necessary for the Project to the City, with land value waived.

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Metro acquired the Property for C/LAX, and as described in the July 2019 Board Report, has made use of the Property in connection with C/LAX. The Property is not needed for long term use by C/LAX and City desires to use the Property for Destination Crenshaw, specifically, the Sankofa Park Project. Under the Section 54221 of the Act, “land shall be declared either “surplus land” or “exempt surplus land,” as supported by written findings, before a local agency may take any action to dispose of it consistent with an agency’s policies or procedures.” In addition, pursuant to Metro’s Disposition of Surplus Real Property Policy, CEO or Board approval is required for the transfer of the Property for less than fair market value, if it is determined to be in the best interests of Metro to make such a transfer.

## **DISCUSSION**

### ***Background***

On or about October 2019, following the process set forth in California Government Code Section 54220 et seq. (the “Surplus Land Act” or the “Act”) then in effect regarding the disposition of surplus property, Metro issued six (6) written notices to public agencies, including the City, to assess interest in the Property once it became available for disposition as surplus land. The Property was then being used as part of the construction of C/LAX, but Metro had determined it would not be required for C/LAX operations in the long run. The City responded through this process with interest in the Property as an element of Destination Crenshaw. Since October 2019, the Act has been amended, pursuant to AB 1486.

### ***Exempt Surplus Land - Findings***

The Act, as amended and effective January 1, 2020, continues to provide for the disposition of “surplus land” or “exempt surplus land”, as defined in the Act. However, there are various modifications to procedures and definitions. “Surplus Land” means land owned in fee simple by any local agency for which the local agency’s governing body takes formal action in a regular public meeting declaring that the land is surplus and is not necessary for the agency’s use. Pursuant to the Act, land may be declared either “surplus land” or “exempt surplus land”. As defined in Section 54221 (f)(1)(D) of the Act, exempt surplus land includes “surplus land that a local agency is transferring to another local, state or federal agencies for the agency’s use”.

As mentioned above, the Property, more particularly described and depicted in Exhibits A and B, respectively, and comprising a total of 10,755 square feet, is part of property that was originally acquired for C/LAX. The Property has not been scheduled for use in connection with C/LAX and is no longer necessary for the C/LAX. The City desires to use such property for the Project. Under these circumstances and pursuant to the Act, the Property is exempt surplus land.

### ***Valuation***

Metro appraised the Property as of July 15, 2019. It was valued at \$1,890,600. Staff recommends that Metro provide the land necessary for the Project to the City, with land value compensation waived. As discussed in the July 2019 Board Report, Metro recognizes that there are synergies between C/LAX and the Project. As part of the development of C/LAX, Metro’s goals were and

continue to be, to provide transportation and transit improvements and also, with community feedback, (1) preserve and enhance the unique cultural identity of each station area and its surrounding community by implementing art and landscaping; (2) promote a sense of place, safety, and walkability by providing street trees, walkways or sidewalks, lighting, awnings, public art and/or street furniture; (3) provide additional landscaping within the right-of-way or in project property to create a buffer between sensitive uses and the project; and (4) where practical and appropriate, add additional landscaping and enhanced design features to minimize the visual image of transit facilities (see, C/LAX Final Environmental Impact Report). Metro seeks to promote community preservation in the communities directly affected by C/LAX and facilitate the creation of transit-oriented communities (“TOCs”) that expand mobility options, promote sustainable urban design and help transform communities.

The Project is conceived as an amphitheater for performances, festivals, and community gatherings and will include a park and streetscape design elements including trees, raised viewing platform with south-facing views down Crenshaw Boulevard overlooking a plaza and the C/LAX railroad guideway, crosswalks and other features that will improve the quality of the street and provide a strong connectivity between the community and the Leimert Park Station, as depicted in the renderings attached hereto as Exhibit E. The Project will bridge C/LAX with Destination Crenshaw and the art and cultural community of Leimert Park. The Project is representative of Metro’s vision for TOCs, and as such, the transfer of the Property to the City for the Project, with land value waived, is determined to be in the best interests of Metro.

### ***Property Rights and Obligations***

Metro has informed the City and the City is aware that in connection with Metro’s original acquisition of the Property, the Property is subject to an Interlocutory Judgment in Condemnation as to Defendant CBS Outdoor LLC filed with the Superior Court of California, County of Los Angeles, on February 11, 2015 in Case No. BC510595 (“Interlocutory Judgment”), which provides that Metro’s interest in the Property is subject to an existing Lease No. 25671 dated October 1, 1975 and Addendum thereto dated April 7, 2012 (collectively, the “Billboard Lease”). As a condition of the transfer of the Property to the City, the City must assume from Metro all rights and obligations concerning the Billboard Lease, as set forth in such lease and certain rights and obligations set forth in relevant part (including paragraphs 5, 6, 7 and 9) in the Interlocutory Judgment. In furtherance thereto, concurrent with the execution and delivery of the instrument transferring the Property to the City, the City must execute an assignment and assumption of the Billboard Lease and the relevant portions of the Interlocutory Judgment (collectively, the “Rights and Obligations”).

## **EQUITY PLATFORM**

### **Consistency with Metro’s Equity Platform Framework**

The foundational pillar of Metro’s Equity Platform is “Listen and Learn” and is an acknowledgment of the importance of establishing authentic dialogue and allowing a community’s perspective and experience to be heard. At its core, Destination Crenshaw will document, celebrate and bring to life the history and culture of the corridor and of South Los Angeles specifically. In addition, Destination Crenshaw will enhance pedestrian connectivity, and foster job growth on Metro-owned properties

serving low-income households.

Community outreach efforts will continue to include innovative and comprehensive approaches that engage historically underserved communities with the intention of producing outcomes that promote and sustain access to opportunities and avoid increasing disparity.

#### **DETERMINATION OF SAFETY IMPACT**

This Board action will not have an impact on Metro's safety standards.

#### **FINANCIAL IMPACT**

The Property will be the location of the Sankofa Park Project, one of the elements of Destination Crenshaw. In the July 25, 2019 Board report ([Exhibit D](#)), the Board approved funds towards this project, which included the value of this Property.

#### **Impact to Budget**

The source of funds for this action is Proposition C 25%. Metro will execute the MOA with the City of Los Angeles for an approved use of the funds consistent with the July 2019 Board Report and transfer of the Property. These funds are not eligible for Metro bus and rail operating uses. Funds were encumbered in FY20 as part of the July 25, 2019 Board action; there is no impact to the FY21 budget.

#### **Next Steps**

#### **NEXT STEPS**

The MOA (which includes terms and conditions for transfer of the Property to the City) will be finalized following completion of negotiations with the City of Los Angeles and the Property transfer completed.

#### **IMPLEMENTATION OF STRATEGIC PLAN GOALS**

The Project proposes transit improvements that support the following goals outlined in Metro's Vision 2028 Strategic Plan:

- Deliver outstanding trip experiences for all users of the transportation system.
- Enhance communities and lives through mobility and access to opportunity.
- Transform LA County through regional collaboration and national leadership.

#### **ATTACHMENTS**

Exhibit A - Legal Description of the Property

Exhibit B - Depiction of the Property

Exhibit C - Destination Crenshaw Project Site Overview

Exhibit D - July 25, 2019 Board Report

Exhibit E - Sankofa Park Renderings (attached for illustrative purposes)

Prepared by: Frances C. Impert, Project Manager-Real Estate, (213) 922-2410

Anthony Crump, DEO-Community Relations, (213) 418-3292

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Holly Rockwell, Senior Executive Officer, Countywide Planning, (213) 922-5585

Reviewed by: James de la Loza, Chief Planning Officer, (213) 922-2920



Phillip A. Washington  
Chief Executive Officer



EXHIBIT "A"

LEGAL DESCRIPTION FOR FEE PURPOSES  
PARCEL NUMBER CR-3801

LOTS 7 TO 11, INCULSIVE, OF TRACT NO. 7483, IN THE CITY OF LOS ANGELES, COUNTY OF LOS ANGELES, STATE OF CALIFORNIA, AS PER MAP RECORDED IN BOOK 88 PAGE 32 OF MAPS, IN THE OFFICE OF THE COUNTY RECORDER OF SAID COUNTY.

EXCEPT THAT PORTION OF SAID LOT 7, DESCRIBED AS FOLLOWS:

BEGINNING AT A POINT IN THE NORTHERLY LINE OF SAID LOT 7, DISTANT S89°54'48"W THEREON 46.00 FEET FROM THE NORTHEASTERLY CORNER THEROF; THENCE S68°02'47"W 46.19 FEET TO A POINT IN THE SOUTHWESTERLY LINE OF SAID LOT 7, SAID POINT ALSO BEING A POINT IN A NONTANGENT CURVE CONCAVE SOUTHWESTERLY AND HAVING A RADIUS OF 1450.12 FEET A RADIAL LINE TO SAID POINT BEARS N65°36'07"E; THENCE NORTHWESTERLY ALONG SAID CURVE TROUGH A CENTRAL ANGE OF 0°44'53", AN ARC LENGTH OF 18.94 FEET; TO THE NOTHERLY LINE OF SAID LOT 7; THENCE N89°43'35"E ALONG THE NORTHERLY LINE THEREOF 50.76 FEET TO THE POINT OF BEGINNING

CONTAINS: 10, 755 SQUARE FEET.

NOTE:

THIS LEGAL DESCRIPTION WAS NOT PREPARED FOR ANY PURPOSE THAT WOULD BE IN VIOLATION OF THE STATE OF CALIFORNIA SUBDIVISION MAP ACT OR LOCAL ORDINANCES OF THE GOVERNING BODY HAVING JURISDICTION.

PREPARED BY:

Stephanie A. Wagner  
STEPHANIE A. WAGNER, P.L.S. 5752

August 22, 2011  
DATE:







**Exhibit C**  
**Destination Crenshaw Project Site Overview**

# Themes

The architecture, landscape, and art take form as 10 platforms/parks organized around 4 themes:



## Metro



## Board Report

File #: 2019-0575, File Type: Project

Agenda Number: 47.

**REGULAR BOARD MEETING  
JULY 25, 2019**

**SUBJECT: SUPPORT OF DESTINATION CRENSHAW PROJECT ON METRO OWNED  
PROPERTY ALONG THE CRENSHAW/LAX LINE PROJECT**

**ACTION: APPROVE RECOMMENDATIONS**

**RECOMMENDATION**

CONSIDER:

- A. AUTHORIZING the Chief Executive Officer to enter into a Memorandum of Agreement (MOA) with the City/County of Los Angeles for funding and support of the Destination Crenshaw Project;
- B. APPROVING funding request for the construction of Destination Crenshaw's proposed Sankofa Park in an amount not to exceed \$15,000,000 and related staff support time; and
- C. AMENDING the FY20 Adopted Budget in the amount of \$15,000,000.

**ISSUE**

Metro's Crenshaw/LAX Transit Project (C/LAX) is one of 12 transit projects funded by Measure R, with a projected opening in 2020. A total of \$2.058 billion in funds have been allocated for this project.

While transportation project investments often spur positive economic development and expand access to opportunity, these investments can also have the unintended result of gentrification and displacement that can disrupt the culture and character of a neighborhood. Promoting community preservation and economic mobility of the communities directly affected by Metro's investments is an agency imperative. Consistent with this objective is Destination Crenshaw, a proposed outdoor museum and placemaking initiative ("Museum") that takes form as 10 major project elements - platforms or parks - along the 1.3-mile section of Crenshaw Boulevard, that overlaps an at-grade running segment of the C/LAX project.

Destination Crenshaw has proposed the enhancement of three Metro-owned properties, which were anticipated to receive modest improvements as part of the C/LAX project. In 2015, the Board directed the preparation of a C/LAX Joint Development Strategic Plan which identified these three properties as "exploratory sites" that could potentially be considered for disposition to support a community-

servicing use. The development of these sites as part of the Destination Crenshaw project creates a unique and timely opportunity to drive Metro ridership and actualize the establishment of a transit-oriented community in a manner that enhances mobility and promotes both community preservation and authentic revitalization.

This report includes an assessment of the feasibility of supporting the development of the improvements located on Metro-owned or adjacent sites as well as potential partnership opportunities with Destination Crenshaw through Metro's Joint Development program. Any partnership with Destination Crenshaw would be predicated on Destination Crenshaw being solely responsible for the architecture, design, engineering, construction, and maintenance of the proposed project elements. Destination Crenshaw would also be solely responsible for securing all necessary permits from the City of Los Angeles for construction. Metro would not be responsible for the design, engineering, permitting, or construction of any Destination Crenshaw project element. Metro would retain the right to terminate the partnership if Destination Crenshaw fails to meet required performance deadlines or if the partnership adversely impacts the C/LAX project.

Attachment A shows the location of Metro stations and Metro-owned properties within the 1.3-mile Destination Crenshaw project area.

## **BACKGROUND**

Metro's Crenshaw/LAX Transit Project (C/LAX) is a new 8.5-mile light rail line currently under construction between the existing Metro Expo Line at Crenshaw and Exposition Boulevards in Los Angeles and connects with the Metro Green Line at the Aviation/LAX Station on Aviation Boulevard and Interstate 105 near El Segundo. The new light rail line will serve Crenshaw District communities including Leimert Park, Park Mesa Heights, and Hyde Park, the City of Inglewood, Westchester and the LAX area. The C/LAX project includes eight new stations including a Leimert Park Station and Hyde Park Station on Crenshaw Boulevard. In addition to the alternative transportation option to congested roadways, the Project will provide significant environmental benefits, economic development and employment opportunities throughout Los Angeles County.

As part of the C/LAX project, Metro is redefining the role of the transit agency by expanding mobility options, promoting sustainable urban design, and helping transform communities throughout Los Angeles County. At the forefront of this effort is Metro's vision to create transit-oriented communities (TOCs). Metro fosters TOCs through holistic planning and inclusive community development programs that rely heavily on partnerships with public, private, non-profit and community-based organizations.

With this, it is important that the agency engage in community-driven efforts to support the existing cultural heritage and economic vitality of the communities that are directly affected by Metro's investments. This has manifested in a variety of Metro's programs and policies, such as Metro's Art Program, Eat Shop Play Program, Business Solutions Center, Business Interruption Fund, and Joint Development Program.

Consistent with this objective, is an effort to celebrate history of the communities along Crenshaw Corridor that the C/LAX traverses. A group of community stakeholders led by Los Angeles City Councilmember Marqueece Harris Dawson have proposed Destination Crenshaw, a proposed

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outdoor museum that uses Crenshaw Boulevard as a canvas for public art and streetscape design. Destination Crenshaw proposes to celebrate the historical and contemporary contributions of the Crenshaw community through community gathering spaces, parks, landscape and streetscape improvements, and locally commissioned artwork. Destination Crenshaw overlaps with a 1.3 mile, at-grade segment of C/LAX, potentially providing a powerful cultural experience for both residents and visitors from around the world.

As proposed, Destination Crenshaw would document and preserve the cultural history of South Los Angeles using four themes - Improvisation, Firsts, Dreams and Togetherness - organizes the architecture, exhibition design, art commissions and mobile experience. Exhibition design and storytelling will explore 18 distinct stories. More than 100 2D and 3D art commissions of African American artists will be integrated into the project. Interpretive content will be used to engage youth and empower them with a sense of ownership. Mobile and augmented reality technology will be central to these efforts.

This vision has been developed based on significant community involvement in the design process, including a series of community meetings, interactions with thousands of residents, and the input of a local advisory council and community partners.

Destination Crenshaw has proposed a partnership with Metro to enhance three Metro-owned properties within the Destination Crenshaw project area. The opportunity sites include: a portion of Metro-owned property south of Leimert Park, which Destination Crenshaw has envisioned to become "Sankofa Park"; a Slauson Ave/11th Street property, which Destination Crenshaw envisions as "IAM Park"; and a Slauson Avenue/Victoria Street property envisioned as "Slauson Avenue Park". On June 27, 2019, the Board approved a motion that authorized the CEO to develop a strategy on how best to support implementation of the Destination Crenshaw project in a manner that is compatible with the final stages of construction of C/LAX. Specifically, the strategy would explore the feasibility of supporting the development of the project elements located on Metro-owned or adjacent sites, consistent with the Destination Crenshaw vision.

## **DISCUSSION**

Since 2017, Metro has been working collaboratively with Destination Crenshaw project representatives to incorporate project elements into work already underway on C/LAX. Metro's cooperation with Destination Crenshaw has focused on ensuring synergy and minimizing conflicts with C/LAX in two areas: design and construction, and examination of potential property transfers. To date, Metro has:

- Changed over 170 trees on the alignment to a species consistent with the Destination Crenshaw vision
- Come to an agreement in principle to allow Destination Crenshaw to plant and maintain Metro-funded trees within the Destination Crenshaw project area, which creates efficiencies given Destination Crenshaw's plans to implement and maintain additional landscaping in those areas
- Agreed to replace Metro's median landscaping plan along the C/LAX railroad guideway within the Destination Crenshaw project area to one designed by Destination Crenshaw
- Agreed to allow Destination Crenshaw to place large monument block lettering on top of



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Metro's tunnel portal near 48<sup>th</sup> Street and Crenshaw Boulevard as a gateway piece for the Destination Crenshaw project

The Destination Crenshaw team is currently finalizing architectural and engineering work with the goal of initiating the first phase of construction in Fall 2019. Given the accelerated timeline, Metro is committed to working in close coordination to ensure overall synergy.

### Proposed Partnership

Metro is exploring the feasibility of partnering with Destination Crenshaw, including financial support for the construction of project elements on Metro-owned property in the project area. This would help facilitate Destination Crenshaw's vision and support Metro's goal of creating vibrant transit-oriented communities.

Out of 10 proposed project elements, Metro was asked to review three high-priority project elements for partnership and support opportunities. These three high priority project elements include:

- 1) Sankofa Park, a proposed viewing platform and outdoor amphitheater
- 2) IAM Park, a park dedicated to children and play
- 3) Slauson Avenue Park, and a park that brings community together (Slauson Ave Park) in tribute to the late entrepreneur, artist, and community activist, Nipsey Hussle.

A description of each project element is below.

- 1) Sankofa Park (Attachment B):** Located where Crenshaw and Leimert Boulevards split, Sankofa Park is the largest proposed park within the proposed outdoor museum at 49,000 square feet. Located within walking distance of Metro's new Leimert Park Station and conceived as an amphitheater for performances, festivals, and community gatherings. Sankofa Park would include views down the southern portion of Crenshaw Boulevard overlooking a plaza and the C/LAX railroad guideway. Sankofa Park would be home to three large-scale 3D public sculptures as well as an augmented reality activation that highlights themes of community survival, hope and independence. Sankofa Park would bridge Destination Crenshaw with the art and cultural community of Leimert Park and C/LAX's new Leimert Park Station. Destination Crenshaw proposed to begin construction of Sankofa Park in Fall 2019 and have it open to the community in Fall 2020.
- 2) IAM Park (Attachment C):** Located East of Crenshaw on Slauson Avenue and 11th Avenue, IAM Park would be 5,500 square feet. IAM Park derives its name from the featured 3D public sculpture designed as a climbing structure for children. This currently vacant lot would be transformed into a park for families and outdoor play. Destination Crenshaw proposes to begin construction on IAM Park in Fall 2019 and have it open to the community in Fall 2020.
- 3) Slauson Avenue Park (Attachment D):** Located west of Crenshaw Boulevard at the corner of Slauson Avenue and Victoria Street, Slauson Avenue Park would be 5,400 square feet. Now part of the City of Los Angeles' Nipsey Hussle Square, the Slauson Avenue Park has been reconceived by the architects and curators as home to a 2D and 3D tribute to Nipsey Hussle. A mural and public sculpture would be commissioned to reflect exhibition themes on self-determination.

### Evaluation of Alternatives

As a whole, Destination Crenshaw's proposal is consistent with Metro's vision for vibrant transit-oriented communities. Each proposed project element would encourage multi-modal transportation, create a sense of place, and enhance the quality of life for residents of Los Angeles County. A set of evaluation criteria was applied to the high-priority partnership opportunities. The evaluation criteria included:

1. Consistency with Metro's vision for Transit Oriented Communities;
2. Proximity and relevance to the Crenshaw/LAX Transit Corridor Project
3. Constructability and readiness
4. Cost effectiveness

### **Sankofa Park**

1. Consistency with Metro's vision for Transit Oriented Communities;

As proposed, Sankofa Park is highly supportive of Metro's vision for Transit-Oriented Communities. The viewing platform, gathering space and pedestrian-friendly enhancements further Metro's goal of transit-supportive projects that help make streets safer for active modes of transportation and encourage more healthy activities such as walking and biking. Furthermore, the proposed park increases opportunities to meaningfully engage diverse stakeholders, especially underserved and vulnerable communities. The project proposes streetscape design elements including trees, a viewing platform, crosswalks and other features that will improve the quality of the street and provide strong connectivity between the community and C/LAX's Leimert Park Station.

2. Proximity and relevance to the Crenshaw/LAX Transit Corridor Project

The proposed Sankofa Park is adjacent to C/LAX alignment and approximately three blocks from the new Leimert Park underground station. The proposed park is located on a parcel of property that Metro is required to improve as part of the C/LAX project. Prior to the start of construction of the C/LAX project, the site contained a large grassy median with a monument sign/lettering that spelled "Leimert". This sign served as a gateway to the Leimert Park community to the north. As part of construction, Metro removed the median and letters and is currently using the site for construction staging. Metro is required to reconstruct the median with new curbs, sidewalks, and landscaping as well as replace the monument sign/lettering. The construction of Sankofa Park would require the removal of the newly constructed improvements.

3. Constructability and readiness

Metro has approved plans for the median island however, Destination Crenshaw will need to secure revised plan approvals from the City of Los Angeles prior to construction. Key issues include the preservation of a large pine tree in the center median, a billboard located on the site, LADOT clearance for a proposed signalized pedestrian crossing and related studies. In addition, the C/LAX contractor currently has rights to this site as a staging area and arrangements would need to be made with them to use an alternate site. These issues need to be resolved and construction funding will need to be secured in a timely manner to avoid negatively impacting the

C/LAX project.

4. Cost effectiveness

Given that Metro is required to build improvements at the Sankofa Park site as part the C/LAX project, partnership on this project element could be cost effective for both Metro and Destination Crenshaw. Metro would de-scope planned improvements from the current contractor and replace those elements with Destination Crenshaw's proposed Sankofa Park. In the absence of a partnership, Metro may be required to make site improvements inconsistent with Sankofa Park, thus requiring Destination Crenshaw to remove them. However, the scope of work for Destination Crenshaw's Sankofa Park exceeds Metro's current commitment for improvements at the site and would require additional funding.

**IAM Park**

1. Consistency with Metro's vision for Transit Oriented Communities

As proposed, the park is consistent with Metro's goal of increasing access to transit through the creation of a strong sense of place that attracts people to stop, linger, interact, and enjoy the activated public places inherent in transit-supportive communities.

2. Proximity and relevance to the Crenshaw/LAX Transit Corridor Project

The proposed IAM park is located approximately one block east of C/LAX's new Hyde Park Station. Metro acquired this property as part of C/LAX to facilitate the widening of Slauson Avenue required as part the project's environmental clearance. Metro's current plans for the site include the placement of bicycle parking infrastructure as required as part of C/LAX's environmental clearance.

3. Constructability and readiness

As part of C/LAX's environmental clearance, Metro is required to place bicycle parking infrastructure near the new Hyde Park Station. Metro identified the proposed site of IAM Park as the location for these facilities. However, if Destination Crenshaw or the City of Los Angeles can provide an alternative location in the vicinity, the property could be utilized for Destination Crenshaw. In addition to finding an alternative location for the bicycle parking infrastructure, Destination Crenshaw will need to secure approved plans and permits from the City of Los Angeles as well as demonstrate funding on hand prior to the start of construction.

4. Cost effectiveness

Aside from Destination Crenshaw's proposed cost structure, the cost of the proposed project is largely unknown in the absence of an approved design and engineering for the proposed 3D public sculpture. Metro would still be required to provide for bike storage in the area. Given this uncertainty, it is difficult to evaluate the cost effectiveness of this proposed project element at this time.

## Slauson Avenue Park

### 1. Consistency with Metro's vision for Transit Oriented Communities

As proposed, Slauson Avenue Park is consistent with Metro's goal of increasing access to transit through the creation of a strong sense of place attract people to stop, linger, interact, and enjoy the activated public places inherent in transit-supportive communities.

### 2. Proximity and relevance to the Crenshaw/LAX Transit Corridor Project

The proposed Slauson Avenue Park is located one block west of C/LAX's new Hyde Park Station. Metro acquired this property as part of C/LAX to facilitate the widening of Slauson Avenue required as part the project's environmental clearance. Metro currently has no plans for the site at the conclusion of construction, however, this does not preclude Metro from using the property at a later date.

### 3. Constructability and readiness

This property is the former site of Hi-Tech Cleaners and has extensive soil contamination with Volatile Organic Compounds (VOC's). Metro has been working with the California Department of Toxic Substances Control (DTSC) on a voluntary remediation plan. Metro is currently sharing information with the City of Los Angeles Brownfields Group to assist in their evaluation of whether to acquire this property for Destination Crenshaw. In the absence of a final environmental remediation plan, is it unlikely that this property would be available for use by Destination Crenshaw in the immediate future.

### 4. Cost effectiveness

Metro is continuing to work with the California Department of Toxic Substances Control (DTSC) on a voluntary remediation plan for this site. Preliminary estimates for the cost of remediation are approximately \$1.8 million. However, the actual cost cannot be determined until a final remediation plan is approved. Given the uncertainty associated with these costs, it is difficult to evaluate the cost effectiveness of this proposed project element at this time.

## Conclusion

Based upon the evaluation criteria applied to the three proposed project elements, a partnership that supports the construction of Sankofa Park is most viable. Slauson Avenue Park is currently less viable due to uncertainty regarding the environmental contamination and cleanup associated with the site. IAM Park is not immediately feasible until an alternative location for the bike-related improvements required by the C/LAX environmental clearance is identified. However, Metro has already committed to improvements at the Sankofa Park site as part of the C/LAX project. Construction of Sankofa Park would expand upon these improvements. Furthermore, these improvements are consistent with Metro's vision for transit-oriented communities and provide an important connection to the community and the new Leimert Park Station. However, revised plan

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approvals from the City and alternate location for the C/LAX contractor would need to be resolved prior to proceeding with this property.

## Considerations

### Contingencies and Performance Deadlines

Metro's highest priority is the timely completion of the C/LAX project. Any partnership with Destination Crenshaw should not delay or impede construction of C/LAX. Any partnership should allow Metro to terminate the partnership if it adversely impacts the construction of the C/LAX project and would hold Destination Crenshaw solely responsible for the architecture, design, engineering, and construction of the proposed project elements. Destination Crenshaw would be solely responsible for securing all necessary permits from the City of Los Angeles necessary for construction and construction of the project elements. Metro would not be responsible for permitting of any Destination Crenshaw project elements. Any partnership agreement or Memorandum of Understanding would need to include clear performance deadlines for the delivery approved plans, drawings and permits. If Destination Crenshaw cannot meet these performance deadlines, as determine by Metro staff, Metro would need to have the option of terminating the partnership to ensure that there are no impacts to the completion of the C/LAX project.

### Disposition of Real Estate

Destination Crenshaw has requested three parcels of land. The three parcels are

1. Slauson Avenue Park Site - 4,556 sq. ft.
2. IAM Park Site - 4,633 sq. ft.
3. Adjacent to Sankofa Park - 7,305 sq. ft.

The value of all parcels is estimated at \$5 million, which includes remediation costs at the proposed Slauson Avenue Park and the buy-out of the billboard at the proposed Sankofa Park. The parcels are depicted in Attachment A.

Once the property is no longer required for the C/LAX project, it can be declared surplus. Under California Code, Article 8 Section 54222, prior to disposing of the land, Metro must offer it for sale or lease to public entities for the purpose of low- and moderate-income housing, park and recreational purposes or open-space purposes, school facilities construction, enterprise zone purposes and infill opportunity zone. Because of the location and size of the parcels, it is unlikely any use will be practical other than park and recreational purposes. It is proposed that the City or County respond through this process with its interest in the property as a park. Metro will then transfer fee title to the City or County, who can then work with Destination Crenshaw to allow its use as a Museum. Under Section 54222, Metro has the right to request fair market value for the property, however, in the interest of this proposed partnership, Metro could waive that right.

### Joint Development Partnership Opportunities

In September 2018, the Metro Board of Directors and County Board of Supervisors authorized

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entering into a 14-month Exclusive Negotiation Agreement and Planning Document (ENA) with Watt Companies for joint development of the Metro and County-owned properties near the C/LAX Project's Expo/Crenshaw Station. Although the Expo/Crenshaw joint development sites are outside of Destination Crenshaw's current boundaries, the Los Angeles City Council has approved a motion to extend the Destination Crenshaw project farther north, and Watt Companies welcomes opportunities to support these efforts. Two pedestrian paseos are proposed just north of both the County and Metro sites. These are envisioned as vibrant public spaces ideal for hosting community events similar in spirit to Destination Crenshaw's objectives. Metro Joint Development staff will work with Watt to identify ways in which the project can support Destination Crenshaw. Currently, Watt Companies is refining the project's design in response to Metro, County and community feedback and intends to submit for entitlements later this summer. Staff will return to the Metro and County Boards later this year to request an ENA extension in order to allow sufficient time to fully entitle the project (as required in order to advance to a Joint Development Agreement) and can provide an update on a potential partnership between Watt Companies and Destination Crenshaw at that time.

#### Stakeholder Outreach

Metro staff have been engaged in the development of Destination Crenshaw since 2017. Through each phase of Pre-Construction, Metro worked to address significant community needs and support Destination Crenshaw architects and engineers in their planning.

#### Consistency with Measure R

This Project will finance new transportation projects and programs consistent with the Measure R Ordinance.

#### Consistency with Metro's Equity Platform Framework

The foundational pillar of Metro's Equity Platform is "Listen and Learn" and is an acknowledgment of the importance of establishing authentic dialogue and allowing a community's perspective and experience to be heard. At its core, Destination Crenshaw will document, celebrate and bring to life the history and culture of the corridor and of South Los Angeles specifically. In addition, Destination Crenshaw will enhance pedestrian connectivity, and foster job growth on Metro-owned properties serving low-income households.

Community outreach efforts will continue to include innovative and comprehensive approaches that engage historically underserved communities with the intention of producing outcomes that promote and sustain access to opportunities and avoid increasing disparity.

### **DETERMINATION OF SAFETY IMPACT**

It has been determined that support for Destination Crenshaw will have no adverse impact on the safety of Metro's patrons and employees and the users of the referenced transportation facilities.

### **FINANCIAL IMPACT**

Destination Crenshaw estimates the total cost of exhibition design, artist commissions, and construction for project elements on the three Metro-owned properties (Sankofa Park, IAM Park and Slauson Avenue Park) is \$28.2 million.



Staff recommends that Metro provide the land necessary for Sankofa Park, with a preliminarily estimated value of \$1.8 million, \$14.5 million for the cost of construction for Sankofa Park, and \$500,000 for staff time to perform coordination and review, for a total contribution valued at \$16.8 million. With land value waived, the contribution to the project would be \$15.0 million. Limiting funding to this amount allows Metro to meet its obligation for improvements to the Sankofa Park site while providing an important community benefit. Destination Crenshaw would be responsible for funding the exhibition design and artist commissions associated with this site.

Approval of this action will amend the FY20 Adopted Budget, adding \$14.5 million for construction and \$500,000 for related staff time to cover the not-to-exceed amount of \$15 million. Upon approval, staff will enact all necessary administrative procedures to meet this commitment.

#### Impact to Budget

The source of funds for this action is Proposition C25%. To utilize these funds, Metro would have to execute a Memorandum of Agreement (MOA) with the City of Los Angeles or the County of Los Angeles for an approved use of the funds and the property. These funds are not eligible for Metro bus and rail operating uses.

### **IMPLEMENTATION OF STRATEGIC PLAN GOALS**

The Project proposes transit improvements that support the following goals outlined in Metro's Vision 2028 Strategic Plan:

- Deliver outstanding trip experiences for all users of the transportation system.
- Enhance communities and lives through mobility and access to opportunity.
- Transform LA County through regional collaboration and national leadership.

### **NEXT STEPS**

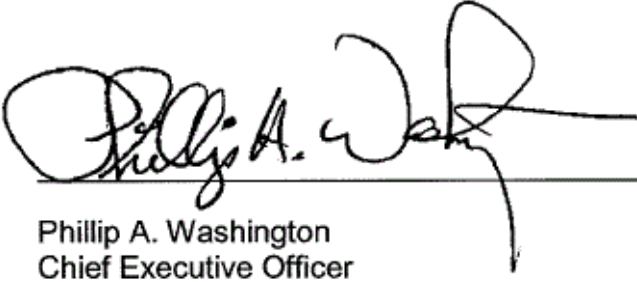
Should the Board choose to approve the recommendation, staff will prepare and execute a Memorandum of Agreement (MOA) with Destination Crenshaw and the City/County of Los Angeles. Among other things, the MOA will identify the funding vehicle and performance standards and deadlines. Staff will continue to work in close coordination with Destination Crenshaw as construction on C/LAX is finalized and Destination Crenshaw begins construction in Fall 2019.

### **ATTACHMENTS**

Attachment A - Metro-Owned Property Map Overview  
Attachment B - Sankofa Park Site Plan and Renderings:  
Attachment C - IAM Park Site Plan and Renderings  
Attachment D - Slauson Avenue Park Site Plan and Renderings  
Attachment E - Proposed Budget Summary

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Phillip A. Washington  
Chief Executive Officer

# Exhibit E Sankofa Park Renderings

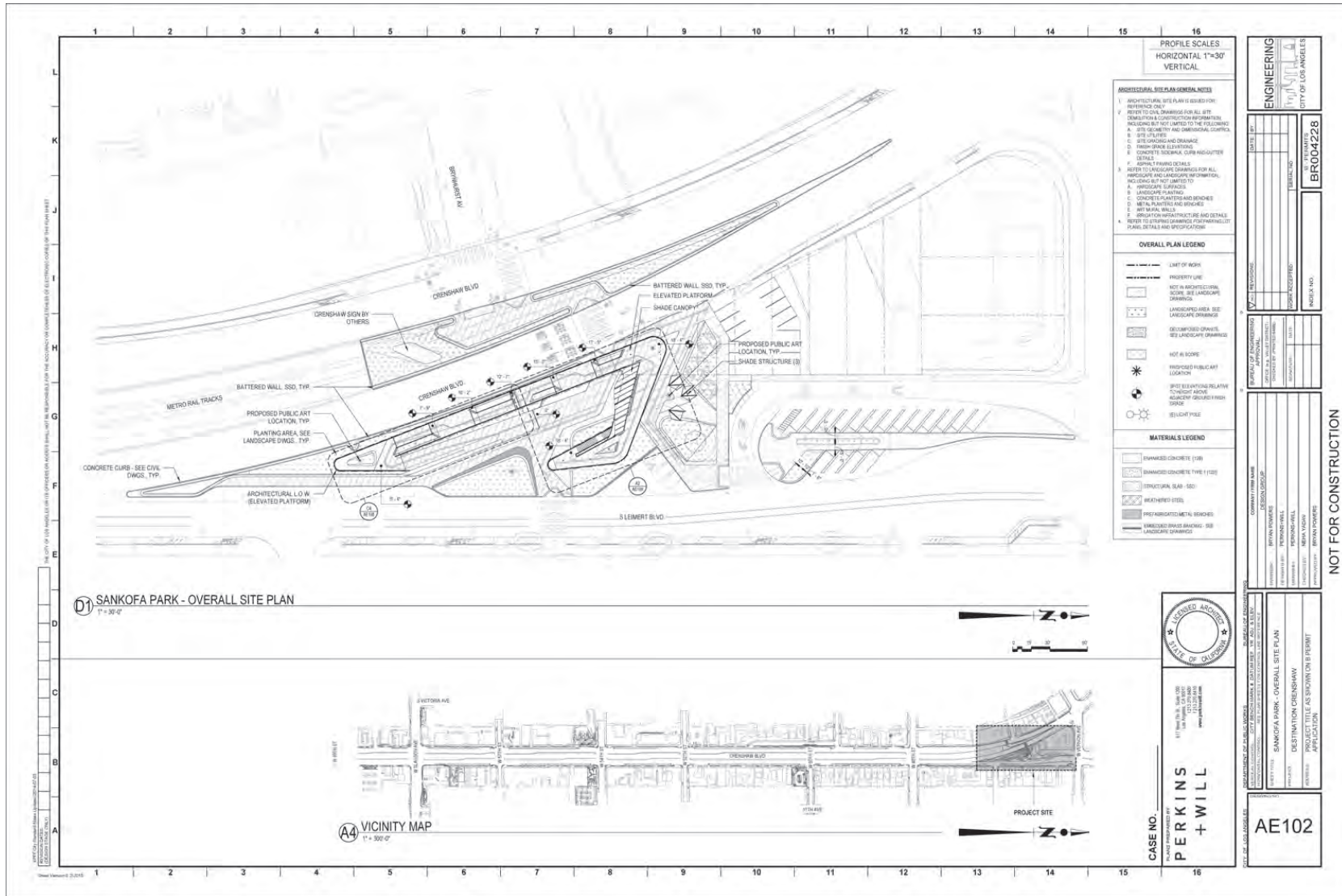


Exhibit E  
[Sankofa Park Renderings]



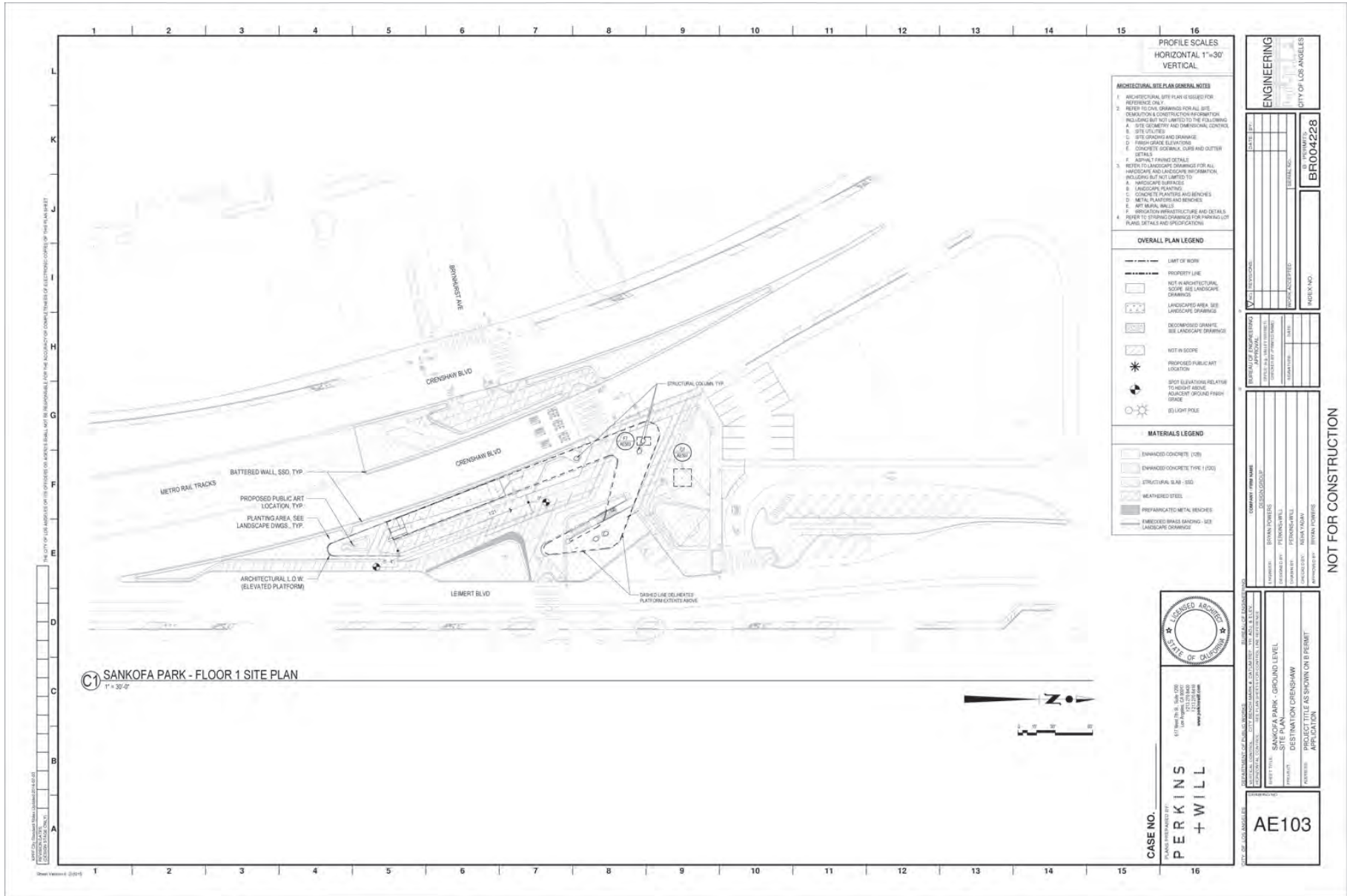


Exhibit E  
[Sankofa Park Renderings]





Exhibit E  
[Sankofa Park Renderings]





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Exhibit E  
[Sankofa Park Renderings]

# Destination Crenshaw

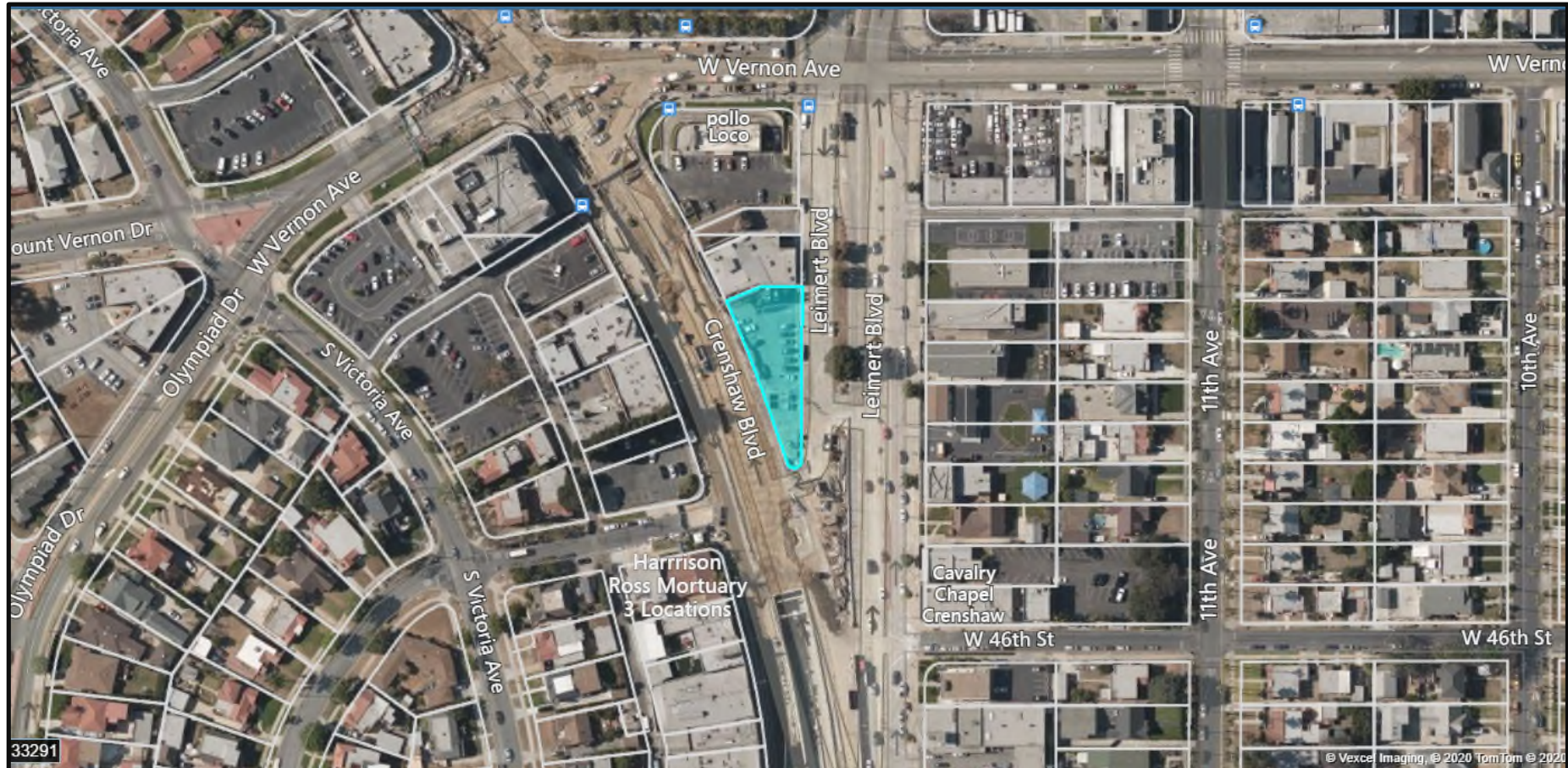
## *Crenshaw Boulevard along Crenshaw/LAX Project*





# Destination Crenshaw

*Metro Parcel, as Part of Sankofa Park*





# Destination Crenshaw

## *Sankofa Park*





# Destination Crenshaw

## *Sankofa Park*

