



**UNION STATION
PARTNERSHIP**
NEW HAVEN



September 10, 2020

Honorable Ned Lamont
Governor
State of Connecticut
210 Capitol Avenue
Hartford, CT 06106

Dear Governor Lamont:

Subject: Union Station Partnership

The purpose of this letter of intent (LOI) is to memorialize a broad vision that will usher in a new era in the management of the State of Connecticut owned rail stations in New Haven, and lead to the revitalization of the surrounding area. The Connecticut Department of Transportation (Department) and City of New Haven recognize the importance the Union Station Transportation Center and nearby State Street Station play in the local and regional economies. Further, vibrant and well managed transportation hubs are a catalyst for Transit Oriented Development and encourage greater utilization of our state's public transportation systems. We are confident that our shared vision will be transformative for New Haven in the years and decades to come.

The attached Union Station Partnership outline is the foundation that representatives of the City of New Haven and the Department will be guided by. Together, through the Partnership, we'll build upon this foundation to establish new and focused agreements, the first of which will be a new Lease and Funding Agreement for Union Station and State Street Station. We will also work to collectively invest up to \$65 million in new capital improvements to the Station and surrounding transportation center facilities.

Our signatures below signify our mutual agreement on the attached Partnership terms. We look forward to continuing to work collaboratively as the executive oversight board members of the Union Station Partnership.

Sincerely,

Joseph Giulietti
Commissioner, CTDOT

Justin Elicker
Mayor, City of New Haven

Attachment



New Haven Union Station Partnership

In honor of the centennial celebration of the historic New Haven Union Station, the City and State agree to launch the **"NEW HAVEN UNION STATION PARTNERSHIP"** (USP), a new era in managing State of Connecticut owned rail stations in New Haven. The proposed terms of this new partnership include operations at Union Station and State Street Station, capital improvements to the Union Station Campus, and other improvements contemplated for the station area. The City and the State agree to the following items:

AGREEMENT/OPERATIONS

- Establish a new Lease & Funding Agreement (L&F) Agreement between Connecticut Department of Transportation (CTDOT) and the City of New Haven (City) to last 35 years, with two 10-year extension options, that will allow the City (through Park New Haven) to lease and operate the Union Station Transportation Campus (USTC) and staff the USP
- Establish an Executive Oversight Panel (EOP) consisting of the Commissioner of CTDOT and the Mayor of the City, responsible for strategic planning, annual budget direction, major issue resolution, and redevelopment of the USTC
- Establish an USP Operations Committee, consisting of two representatives of CTDOT and two representatives of the City, which shall replace the existing Joint Advisory Committee. The USP Operations Committee shall develop performance measures and have oversight authority for USTC operations
- Add a mutual termination provision to the L&F to address the lack of language in current agreement
- The USP will hire qualified professionals, including a Property Management and Commercial Brokerage firm to report to the USP Operations Committee to assist in the execution of the retail strategy and coordination of the P3 opportunities made possible by the USP
- Through the L&F, CTDOT and the City agree to include management functions, as well as capital improvements and food and/or vending opportunities, for the State Street Station into the campus at USTC, as appropriate and available

CAPITAL IMPROVEMENTS

- Through USP, retain all surplus, annual operating revenues in a restricted Capital Improvement Fund, for reinvestment into the USTC (including station, garage, surface lots, State Street station, and platforms; "campus" may be extended to the streets in the vicinity of Union Station)
- The USP will pursue Public-Private Partnership (P3) opportunities at the East and West surface lots at the USTC in the interest of balancing long-term public transportation needs and community-economic development through enhanced transit facilities and Transit Oriented Development (TOD), including a Mixed-Use Intermodal Center (MUIC) on the West surface lot to allow for better amenities and plan for an increased number of CT transit buses, intercity buses, and shuttle buses
- Pursue construction of a shared 600-space parking garage managed through the L&F that will accommodate and incorporate the P3-TOD construction on the East lot
- Revamp the basement, 1st and 2nd floors of the station to allow for new retail options, and improve vertical access (stairs, elevators and escalators) to enable future adaptive reuse of the upper station floors and public restrooms, with potential connections to MUIC on West surface lot
- If there are no P3 opportunities CTDOT will first pursue a RRIF or TIFIA Loan from the federal government for the new parking facility, as well as campus capital improvements, to be paid by back through operating revenues
- CTDOT or Park New Haven will next utilize revenue bonds on the USTC for any gap financing needed to achieve the Capital Improvements

CAMPUS-AREA IMPROVEMENTS

- CTDOT and the City will work together to reconnect and rebuild Columbus Avenue from Church Street South to Union Avenue on ROW owned/controlled by the City. Reduced traffic on Union Ave will allow for reduced vehicular traffic in front of the station and better bike and pedestrian access
- USP will consider future additional parking on the southern side of the rail yard to allow for potential growth of Long Wharf area, including an option to lease to Park New Haven at the Brewery Street site and collaborate on development to support Union Station overflow parking and neighboring community economic development
- Through the USP, refresh and enhance streetscape and wayfinding experiences connecting existing and planned parking and transportation capacity with USTC and State Street Station