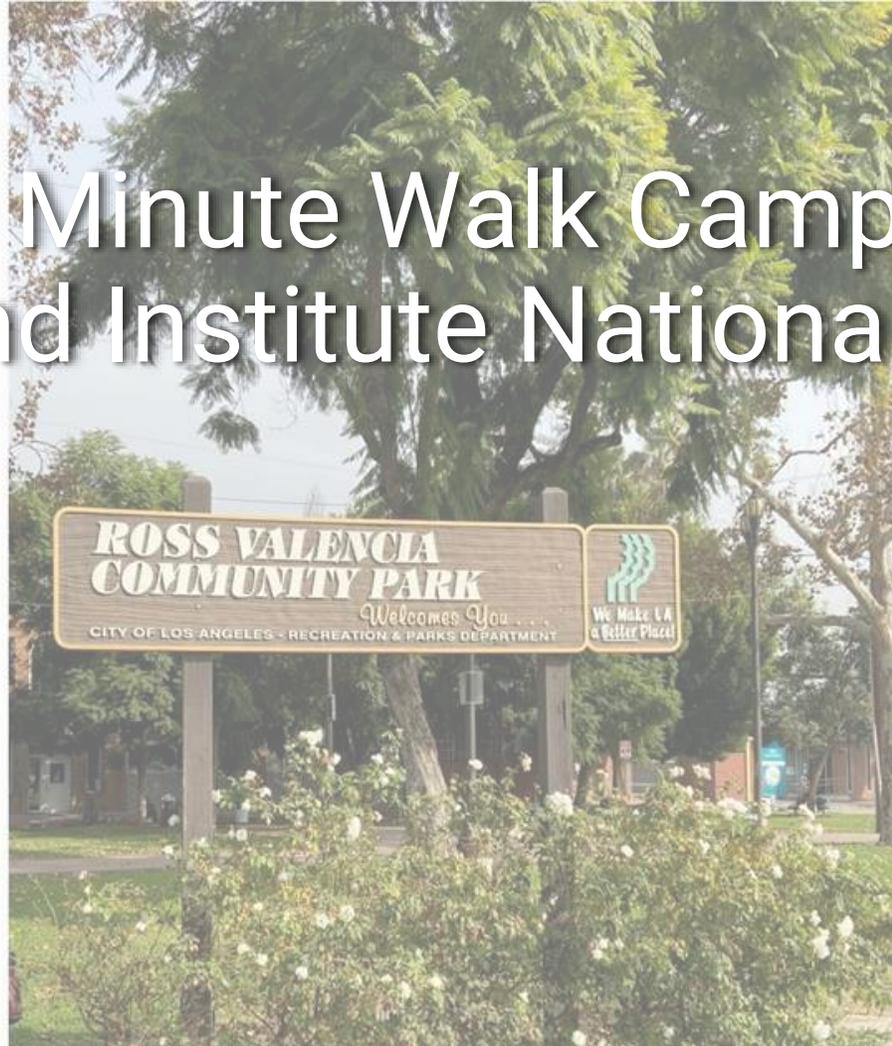


10 Minute Walk Campaign Urban Land Institute National Study Visit



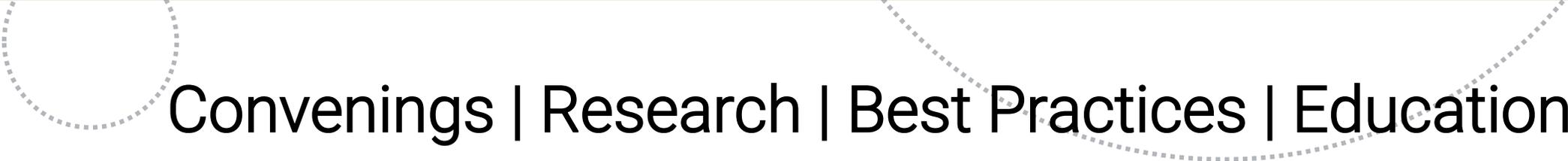
Los Angeles, California
November 13-15, 2019



URBAN LAND INSTITUTE

Mission: Provide leadership in the responsible use of land and in creating and sustaining thriving communities worldwide

Membership: Over 45,000 members globally, comprised of land use professionals (developers, designers, financial services, public sector)



Convenings | Research | Best Practices | Education

10 Minute Walk



- National partnership with the Urban Land Institute, The Trust for Public Land, and the National Recreation and Park Association
- Promoting the bold idea that all people in urban America should live within a 10-minute walk to a high-quality park
- Endorsed by nearly 300 mayors in cities across the United States

Benefits of Parks

- Health
- Equity and Inclusion
- Engagement
- Environmental Sustainability
- Equitable Economic Development



Study Questions

To enhance equitable park access in Boyle Heights
and beyond:

- How can RAP leverage partnerships to build and operate parks and open space?
- What policies should be implemented to ensure equitable public access to parks?
- How can the public realm be improved to enhance access to parks?

National Study Visit Process



Briefing materials



Tour of the study area



Stakeholder interviews



Develop actionable recommendations



Public presentation



Written report to LA Recreation and Parks



Expert Panelists

Joe Brady

Chief Strategy Officer, Metro Parks Tacoma
Tacoma, Washington

Scott Gilmore

Deputy Executive Director, Parks & Recreation, City and County of Denver
Denver, Colorado

Liliana Gonzalez

Development Design Specialist, Cinnaire
Detroit, Michigan

Shmel Graham

Associate, Real Estate, Land Use and Environmental Practice Group, Sheppard Mullin
Los Angeles, California

Edward Henley

Founding Principal and Project Executive, Pillars Development LLC
Nashville, Tennessee

Nate Hommel

Director, Planning and Design, University City District
Philadelphia, Pennsylvania

Bridget Marquis

Director, Civic Commons Learning Network, Reimagining the Civic Commons | U3 Advisors
Boston, Massachusetts

Beth Silverman

Co-Founder and Vice President of Operations, The Lotus Campaign
Washington, D.C.

First Impressions

- Pride in Boyle Heights and well-organized residents
- Passion for parks among community stakeholders
- Strong support for parks – Measure A passed with 75% approval
- Successful programming that could be expanded (e.g. Summer Night Lights)
- Extensive parks system to manage – over 16,000 acres and 444 parks
- Limited resources for parks operations and maintenance
- Unmet potential of policy tools for park funding
- Parks are critical community infrastructure but are not adequately funded or prioritized

Setting the Stage



THE **10** **MINUTE WALK** CAMPAIGN

Make the 100% Promise to make sure that everyone in your city has safe, easy access to a quality park within a 10-minute walk of home by 2050.

Los Angeles Recreation and Parks

An opportunity to reinvest in your community

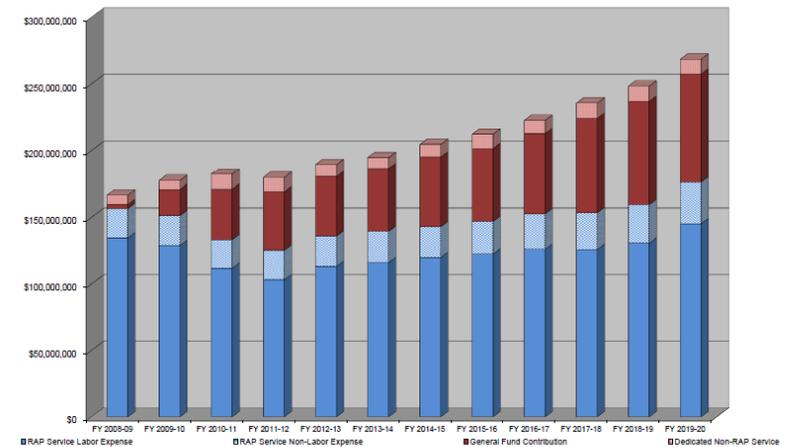
DRIVERS AND REALITIES

- Budgeting realities and processes prioritize building new parks rather than reinvesting in existing parks
 - City budget processes since the 2008 recession have encouraged disinvestment in the LA Parks system
 - Major efforts dedicated toward capital grant processes for new asset development

CITY OF LOS ANGELES DEPARTMENT OF RECREATION AND PARKS (RAP)
EXPENDITURES BY CATEGORY
ADOPTED BUDGET FOR FISCAL YEAR 2008-09 THROUGH FISCAL YEAR 2019-20

Attachment D

Expenditures by Category ⁽¹⁾	FY 2008-09	FY 2009-10	FY 2010-11	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20
RAP Service Labor Expense	\$134,638,254	\$128,682,474	\$111,874,080	\$103,308,301	\$113,254,058	\$118,177,389	\$120,038,524	\$122,504,275	\$120,183,800	\$125,923,167	\$130,875,969	\$145,234,962
RAP Service Non-Labor Expense	\$21,943,243	\$22,371,081	\$21,407,523	\$22,000,194	\$22,850,077	\$23,387,550	\$22,861,854	\$24,480,897	\$20,618,113	\$27,639,875	\$28,989,890	\$30,705,049
General Fund Contribution ⁽²⁾	\$3,144,231	\$19,533,754	\$37,810,351	\$43,971,104	\$44,012,256	\$49,825,879	\$52,000,545	\$54,592,454	\$60,002,323	\$70,884,711	\$77,473,555	\$81,371,555
Dedicated Non-RAP Service ⁽³⁾	\$6,295,135	\$9,287,684	\$10,900,000	\$10,300,000	\$9,400,000	\$8,344,662	\$9,455,792	\$10,721,258	\$9,993,559	\$11,393,473	\$11,389,577	\$11,192,369
Total	\$166,119,163	\$177,178,893	\$181,992,354	\$179,486,089	\$189,488,724	\$194,745,285	\$204,678,719	\$212,214,884	\$222,697,855	\$235,691,216	\$248,422,111	\$268,563,932



¹⁾ In Fiscal Year 2007-08, RAP began paying the utilities (\$1.25 Million) with special funds from the Golf Division and Pershing Square.
²⁾ General Fund Contribution includes Release Collection Centres, Utilities and City General Fund Reimbursements for retirement, healthcare, and other City overhead costs.
³⁾ Dedicated Non-RAP Service includes services for Harbor, El Pueblo de Los Angeles and City Services (Housing Authority City of Los Angeles (ended in FY 2018-19), public building landscaping for various City departments, Joy Pious Child Care Center, Contract support, Support for the film industry (transferred to Special Fund in FY 2015-16), Emergency Management, Summer Night Lights and the Bulky Item and Illegal Dumping (BID) crew (moved to RAP Services in FY 2019-20), etc.)

ADOPTED FISCAL YEAR 2019-20 DEPARTMENT OF RECREATION AND PARKS OPERATING BUDGET

2018 RAP Strategic Plan: “Create and Maintain World Class Parks”

Existing community mandate for high quality places, spaces, and programs:

Measure A passed OVERWHELMINGLY at 75%

- The City of Los Angeles must make good on that promise by reinvesting in existing parks and public spaces
- The public realm, including parks and public spaces, will be the face of Los Angeles for the 2028 Olympics
- Investing in existing assets in disinvested communities is an avenue to deliver equity
- By strategically reinvesting in existing assets, RAP (and the entire City of Los Angeles) will strengthen its brand and relationships with the LA communities

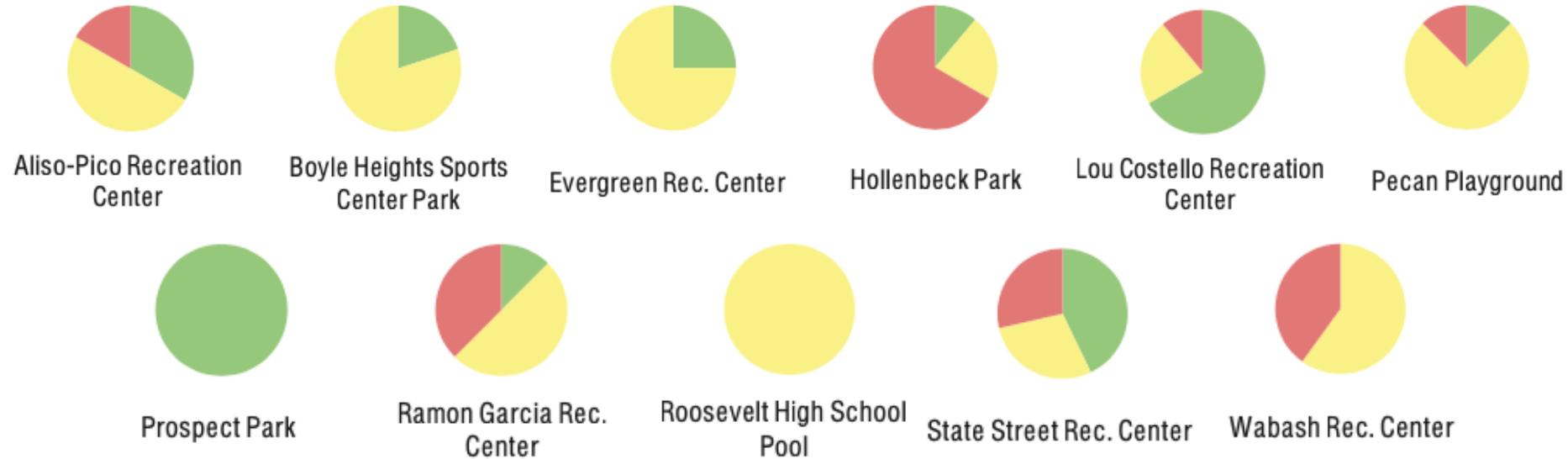


Grand Park, Los Angeles, CA / Rios Clementi Hale Studios

Boyle Heights Park Realities

Need for increased funding allocation to repairs, maintenance, and operations

AMENITY CONDITIONS SUMMARY



TOTAL DEFERRED MAINTENANCE*

\$94,980,347

Replace amenities in "poor" condition

\$86,450,638

Repair amenities in "fair" condition

\$8,529,709

LA Countywide Comprehensive Park & Recreation Needs Assessment

Implications in Boyle Heights

All the needed building blocks to make the vision a reality, but a lack of investment

- The current state of existing RAP properties makes Boyle Heights citizens feel unheard and unprioritized
- By focusing the majority of attention on new park developments, the community's sense of pending gentrification and displacement is amplified
- Increasing quality of current parks will allow for opportunities for interaction between existing and future residents



Ross Valencia Community Park/ULI

Big Picture Opportunities

- **Partnerships:** Who is ultimately responsible AND well positioned to be the leader of high-quality public spaces and their activation for the City of Los Angeles?
- **Policies and Funding:** What are the policy and funding strategies to make this a reality?
- **Engagement:** How do you embrace and leverage the fact that the public realm is the front line of community engagement and regain the public trust?
- **Storytelling:** How do we celebrate wins and build momentum for more?

Partnerships

Partners

Stewards and Stakeholders

- City Agencies
 - Recreation & Parks
 - Public Works
 - Bureau of Contract Administration
 - Bureau of Engineering
 - Sanitation (LASAN)
 - Bureau of Street Lighting
 - Bureau of Street Services
 - Department of Transportation
 - Department of City Planning
 - Library
 - Mayor's Office
 - City Council Office
- County Agencies
 - LA County Regional Parks & Open Space District (RPOSD)
 - Unified School District
 - Metro Transit Authority
 - Nonprofit Entities
 - Community Organizations
 - Other Partners

These entities are qualified to enroll with RPOSD:

Public Agencies 

- Government Agencies
- Special Districts
- Joint Powers Authorities

 **Nonprofit Organizations**
Must have a mission related to:

- The environment
- Parks, recreation, community service
- Gang prevention
- Environmental education
- Job training young adults or veterans

Schools 

- Public or private schools that allow public use of facilities; or
- Schools that provide job training to young adults or veterans

Executive Summary of the Proceeding of the Measure A Implementation Steering Committee

LA River Ecosystem Revitalization



Albion Riverside Park

Albion Park / The Eastsider

YOU ARE FORMALLY INVITED TO THE GRAND OPENING OF
ALBION RIVERSIDE PARK
RECONNECTING LINCOLN HEIGHTS TO THE L.A. RIVER

Eric Garcetti
Mayor of L.A.

SATURDAY, MARCH 30, 2019
11:00 A.M.
ALBION RIVERSIDE PARK
1739 ALBION STREET
LOS ANGELES, CA 90031

(SOCCER, BASEBALL CLINIC, MUSIC AND LIGHT REFRESHMENTS).

Logos: Urban Land Institute, Engineering City of Los Angeles, Environment LA Sanitation, Proposition H2O, BICA, and others.



Sixth Street Park, Arts, and River Connectivity (PARC)



SIXTH STREET PARC COMMUNITY MEETINGS

Tuesday, September 19 | 6-8pm
 Aliso Pico Recreation Center
 370 South Clarence Street, LA, CA 90033

Wednesday, September 20 | 6-8pm
 Sci-Arc Keck Auditorium
 960 East 3rd Street, LA, CA 90013
 Parking available: 350 Merrick Street

 **PARKING IS LIMITED, USE METRO.** TRADUCCIÓN EN ESPAÑOL DISPONIBLE.

YOUR VOICE COUNTS!

We want to hear from you on three park design options!
Give us your input on play spaces, gardens, art parks, mobility and much more!



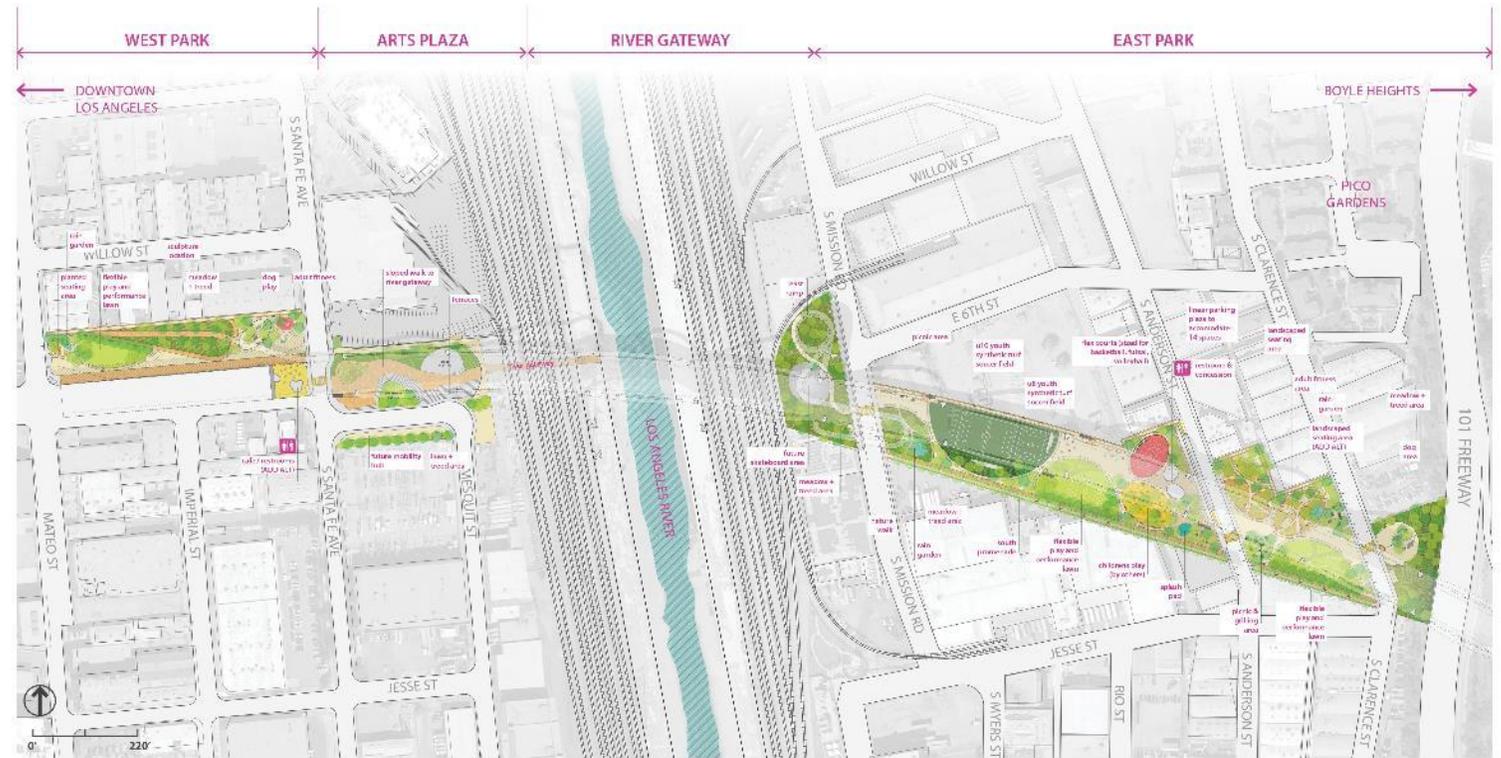
Media inquiries:
 Mary Nemick
 Director of Communication, Bureau of Engineering
mary.nemick@lacity.org
 For more information, visit: www.sixthstreetviaduct.org/feedback

Together, we will transform 12 acres of land on both sides of the LA River into a new park under the new Sixth Street Viaduct!

Sixth Street Viaduct Replacement Project / sixthstreetviaduct.org



CANOPY & OBJECTS OVERALL PLAN



HARGREAVES ASSOCIATES

SIXTH STREET PARK, ARTS AND RIVER CONNECTIVITY IMPROVEMENTS (PARC) CONCEPTUAL DESIGN



Mathews Street Park



Renderings courtesy of LA Recreation and Parks



Partnership with LA Unified School District



LA 84 Foundation

Roosevelt High School Pool

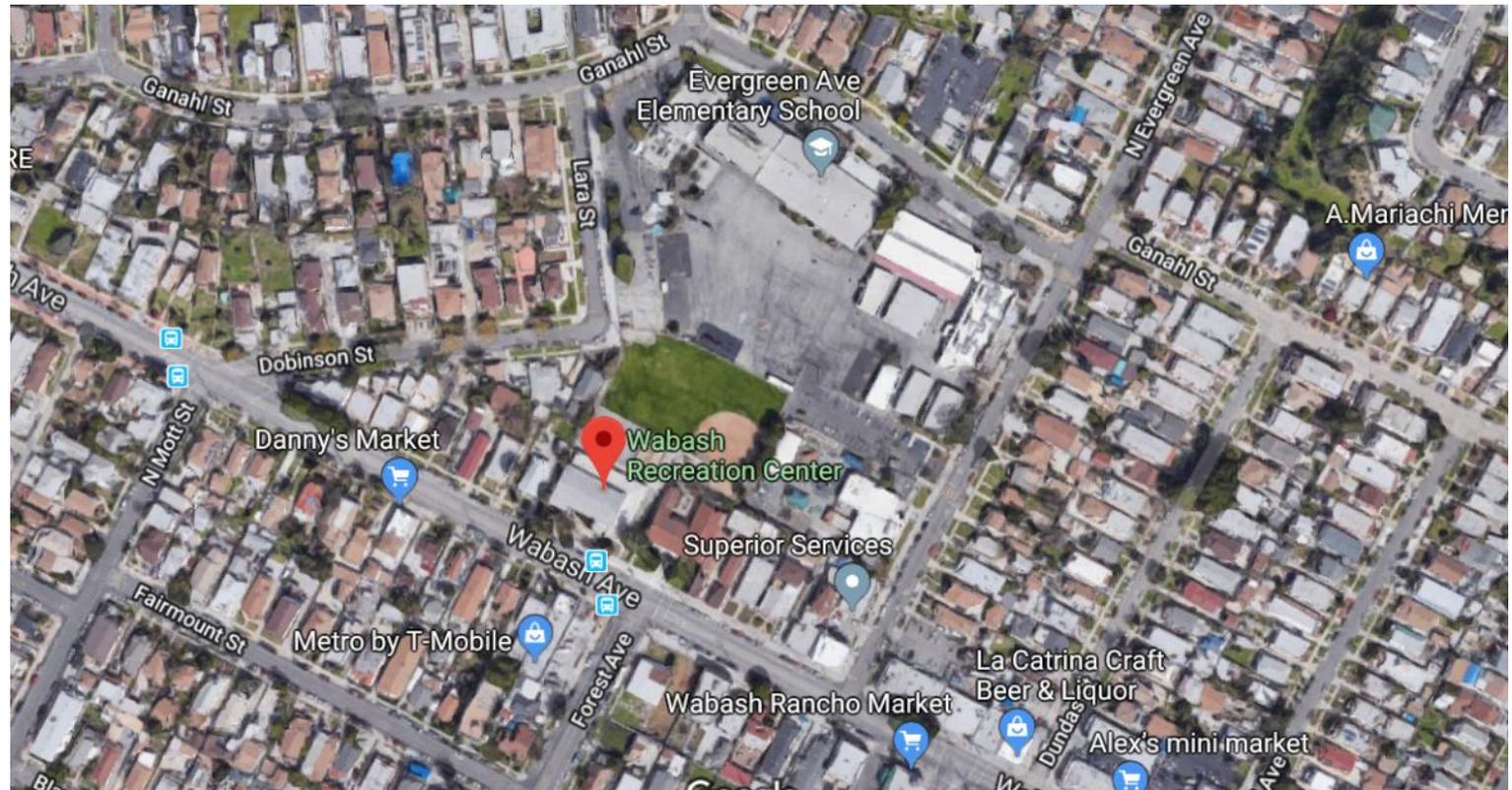


swimminginla.com

Wabash Recreation Center and Evergreen Avenue Elementary



LA Eastside



Greening and Improving Existing Public Spaces

Tule Elk Park School – San Francisco



Green Schoolyards America

Green Schoolyards America

Siloed Approach

- The end user doesn't care who built it, or who maintains it, they just want it to work



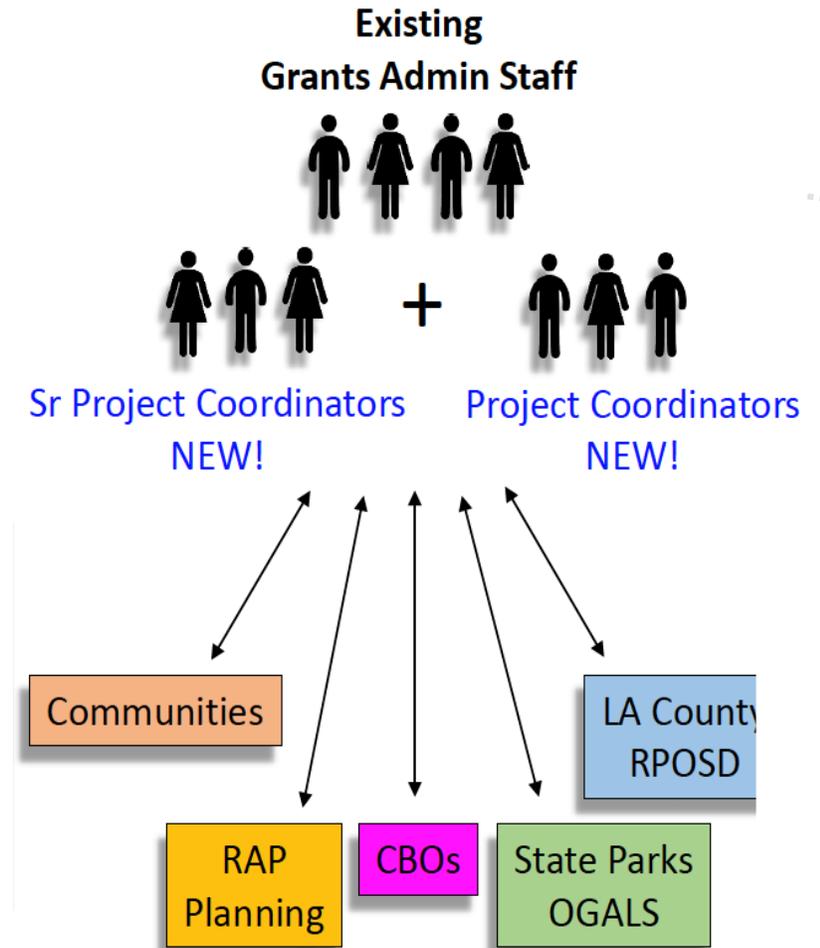
Siloed Approach

- City agencies working in public spaces *must work together* to benefit the end user



Recommendations: Partnerships

- **Strategic Partnerships**
 - Collaboration with other agencies (internal and external to the city) and community-based organizations
 - Increasing capacity for more robust community engagement activities
- **Development**
 - Significantly increasing the number of grant applications
 - More and better application components as a result
- **Park Ranger Personnel & Park Ambassadors**
 - Greater community relationship and opportunity for local employment
 - Increasing safety and capacity for expanded educational opportunities
 - Facilitation of new programs and expansion of those that are successful
- **Community/District Specific Assignments**
 - Personnel dedicated to geographic areas or communities
 - Deeper understanding and connection with residents and users of parks
- **Joint Planning and Operations Initiative**
 - Regular meetings of staff across stakeholder agencies
 - Dedication to maximizing public assets and open space



Provided by LA City Recreation and Parks

Policy and Funding Opportunities

Context Today

- Public budgets are constrained
- Legacy of the Big Bad Recession
- Doing more with less is a great short-term strategy but inhibits ability to think strategically and achieve long term impact

Tools Today + Tools to Enhance/Explore

Traditional Funding Sources

- General Fund
- Tax Revenue
- Revenue + Earned Income
- Philanthropy
- RAP Donors + Sponsors
- Quimby Fees

Opportunities

- Los Angeles Parks Foundation
- Park Specific Alliances
- Strategic Partnerships
- Public Private Partnerships
- Enhanced Infrastructure Financing Districts
- Social / Environmental Impact Bonds

Recommendations: Policies and Funding

Tap into untapped opportunities

Strengthen Long-Term Strategic Public-Private Partnerships

- Build internal Strategic Partnerships Team focused on collaboration with Los Angeles Parks Foundation to proactively seek new partnerships, cultivate future donors, champions, and private sector partners.
- Hire a FUSE Corps Fellow to create the team framework
- Identify opportunities and prepare job descriptions for Strategic Partnership Officer and Fundraising Director

Make Policy Tools Work in Practice: Refine and Improve Quimby ordinance to create additional flexibility and strengthen 2016 update

- Collaborate with the Planning Department to prepare a report analyzing impact of Quimby fees from FY 2016-2019
- Amend Park Fee Ordinance to create greater incentives (i.e. hybrid option) for developers to pay fees and donate a portion of land that is publicly accessible

Pilot Joint Use Partnership with Metro

- Collaborate with LA Metro to pursue joint funding and reimagine the Metro stops at 1st and Soto and Mariachi Plaza to incorporate more green space

Pilot Interim Uses of Underutilized Spaces

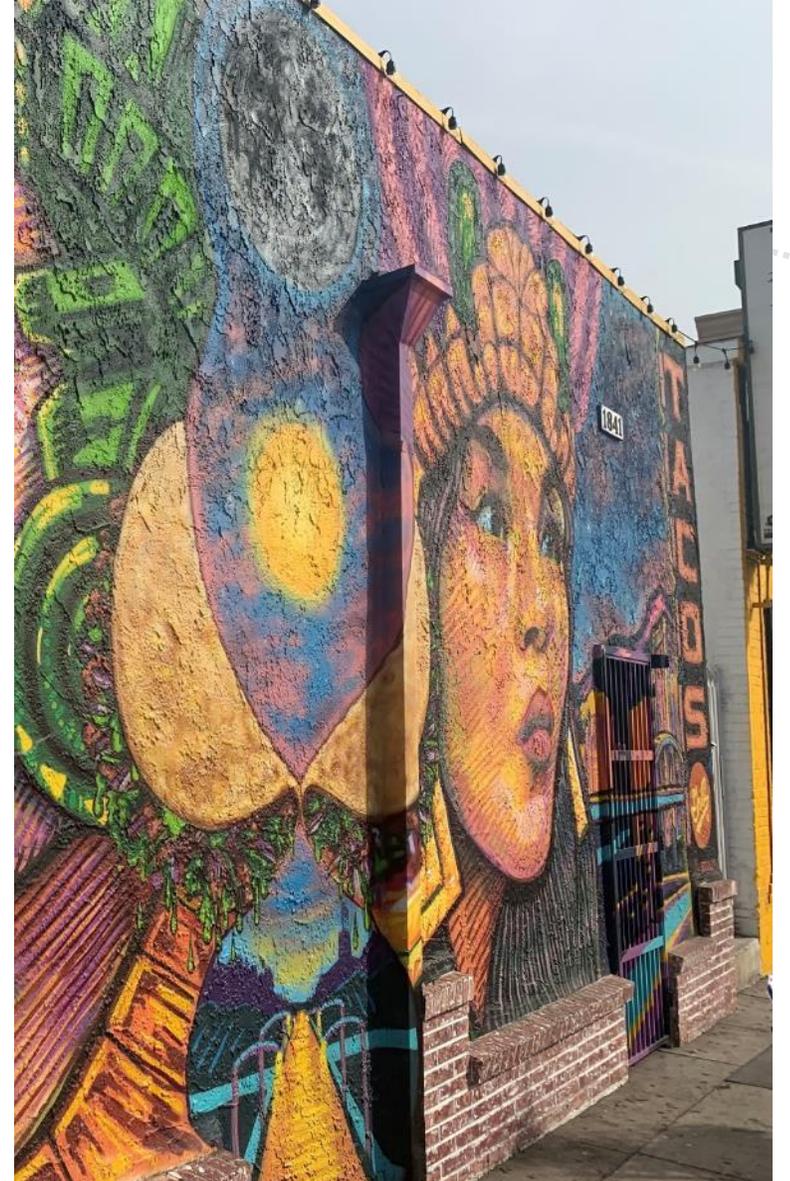
- Partner with From Lot to Spot and other community organizations on intermediate uses of the vacant Metro parking lots on Mathews Street



Recommendations: Policies and Funding

Might feel like moonshots...but success stories exist!

- Create a Parks Acquisition Fund
- Collaborate with Economic Workforce Development Department to identify areas for Enhanced Infrastructure Finance Districts (EIFDs) implementation
- Develop “Maintenance Endowment” with Parks Foundation
- Employ Environmental Impact Bond / Social Impact Bonds (Case Studies: Atlanta BeltLine, DC Water)
- Advocate at Federal and State Level
 - Advocate for future tools that have less restrictive allocation processes
 - Create effective value capture vehicles
- Create a mechanism to establish more flexible funding for ongoing maintenance and capital improvements
 - City Park Tax (City of Denver)
 - Amend allocation process under Measure A



Engagement and Storytelling

Community Outreach

- Robust programming needed for success
 - Expand Summer Night Lights events – this is a highlight/successful activation
 - Expand community activities like USC Walk with a Doc
- **Strategy for success:** Council districts could support events/waive fees for smaller events that build trust in the community



Community Outreach

- Embed the community in the design process
 - Example: From Lot to Spot
- Culture of neighborhood needs to be understood in terms of park use
 - Example: Mariachi Plaza
- Planners and designers from city agencies should be dedicated to specific neighborhoods or regions
- **Strategy for success:** Meet people where they are at!



Community Outreach

- Use local residents as park ambassadors
- **Strategy for success:** Ranger Program Expansion
 - Example: Akron, Ohio Park Ambassadors – hiring local residents to patrol parks
 - Example: University City District in Philadelphia – hire locally through Workforce Development program; those individuals become neighborhood safety ambassadors.



Community Outreach

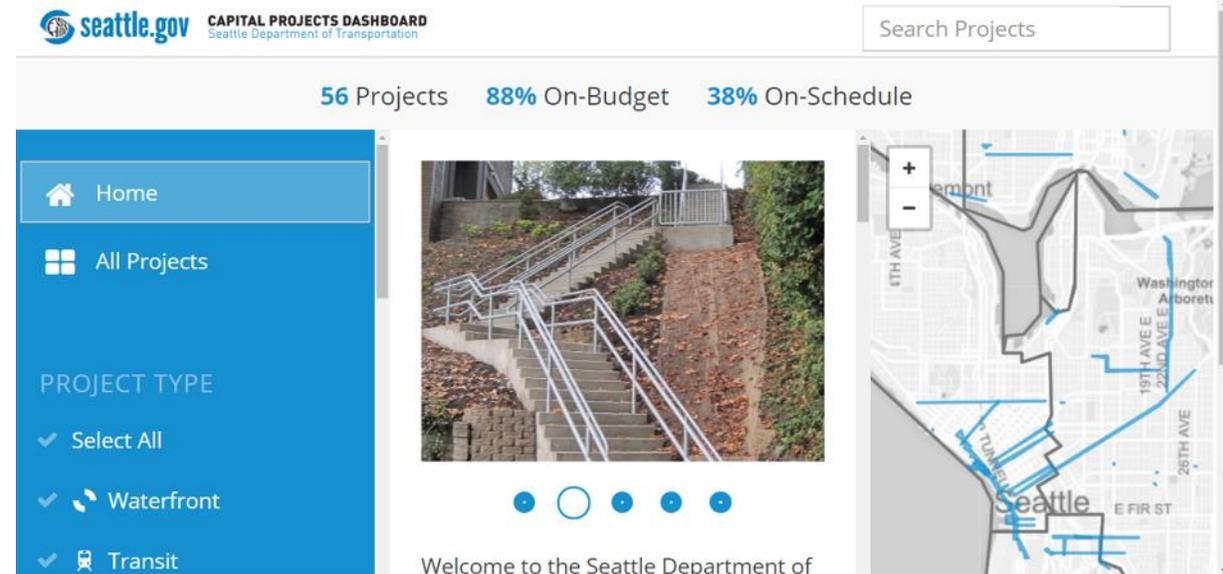
- Promote educational opportunities in parks
 - Quick implementation into parks programs, via signage, existing organizations, etc.



Storytelling

This can begin now!

- Create a platform for cross department communications regarding public realm projects
 - *Nashville – Joint monthly stakeholder meetings*
 - *Tacoma – Monthly cross department meetings*
 - *Philadelphia – Monthly anchor institution coordination meetings*
 - *Seattle – Capital Projects Dashboard*
- Storytelling/framing value of parks to city and community
- **Strategy for success:** Tell stories of success and lessons learned from the city perspective – not just department perspective
 - Example: Mariachi Plaza key park in Boyle Heights –use www.streetfilms.org style videos to tell the story to a larger audience
 - When new projects come online document them, celebrate the successes, share them across departments



The screenshot shows the Seattle Capital Projects Dashboard. At the top left is the Seattle.gov logo and the text "CAPITAL PROJECTS DASHBOARD Seattle Department of Transportation". A search bar labeled "Search Projects" is on the top right. Below the header, it displays "56 Projects", "88% On-Budget", and "38% On-Schedule". A blue sidebar on the left contains navigation options: "Home", "All Projects", "PROJECT TYPE" (with sub-options "Select All", "Waterfront", and "Transit"), and "Home". The main content area features a large photo of a staircase with metal railings, a "Welcome to the Seattle Department of" text, and a map of Seattle with project locations marked in blue. The map includes labels for "14TH AVE", "19TH AVE E", "22ND AVE E", "26TH AVE", "E FIR ST", "Washington Albrecht", and "Seattle".

Storytelling

This can begin now!

- Messaging needs to connect with park users and at the neighborhood level
- **Strategy for success:** Engage local residents to help get out the message
 - Example: Office of Sustainability Action Agenda, City of Detroit



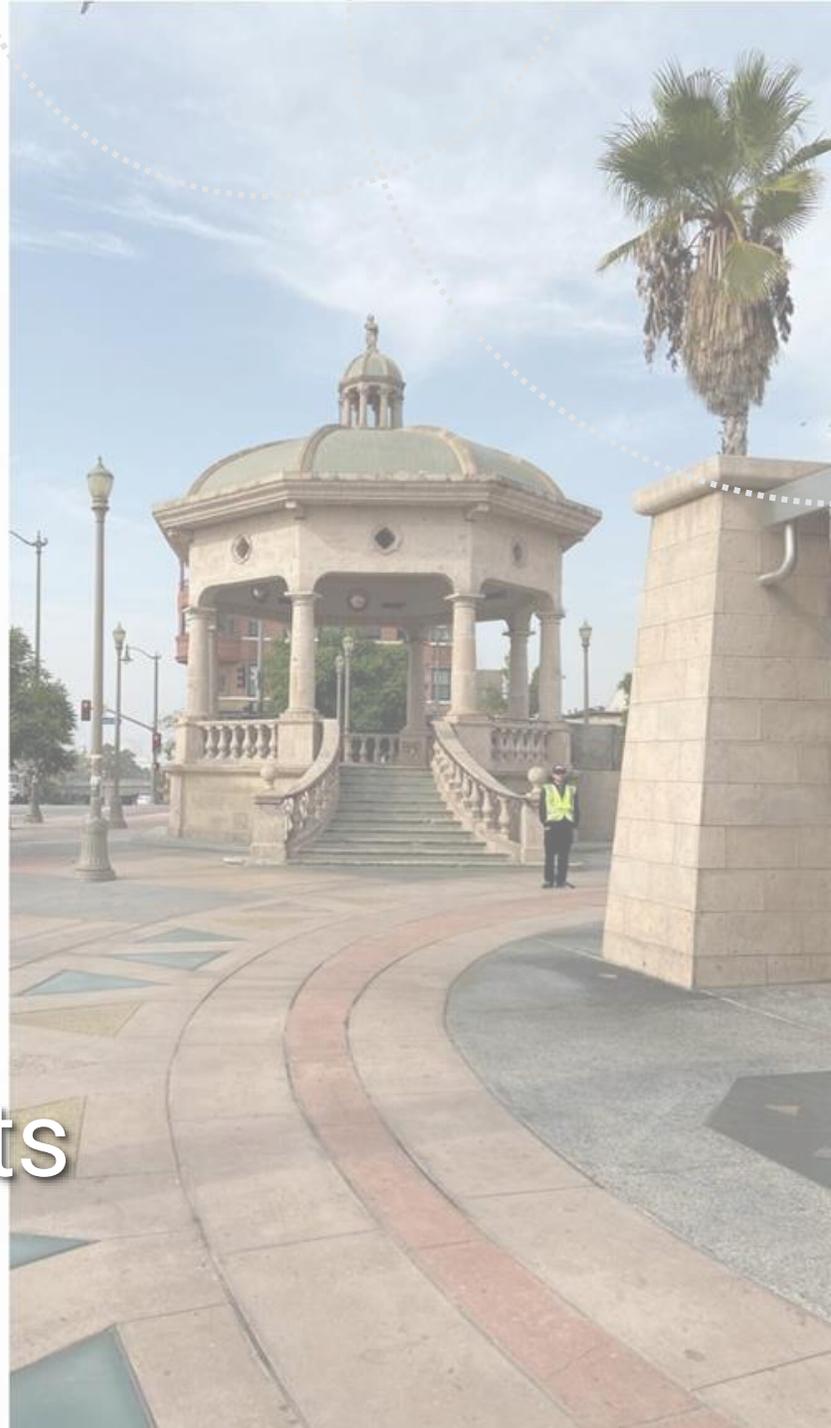
Recommendations: Engagement and Storytelling

- Pick an overlapping objective that aligns with a public realm pilot project to begin platform sharing now
- Start storytelling now! Celebrate your wins
- Identify community groups and organizations within Boyle Heights and meet with them to establish or re-establish contact



Call to Action

- Focus on quality
- Break down silos and develop partnerships
- Get innovative with funding realities
- Strengthen relationships
- Celebrate wins



Thank you!

Questions & Comments