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
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.

Existing community mandate for high quality places, spaces, and programs: Measure A passed OVERWHELMINGLY at 75%
Boyle Heights Park Realities

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

**AMENITY CONDITIONS SUMMARY**

- Allso-Pico Recreation Center
- Boyle Heights Sports Center Park
- Evergreen Rec. Center
- Hollenbeck Park
- Lou Costello Recreation Center
- Pecan Playground
- Prospect Park
- Ramon Garcia Rec. Center
- Roosevelt High School Pool
- State Street Rec. Center
- Wabash Rec. Center

**TOTAL DEFERRED MAINTENANCE**

- 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.
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

Executive Summary of the Proceeding of the Measure A Implementation Steering Committee
Albion Riverside Park

You are formally invited to the grand opening of Albion Riverside Park, reconnecting Lincoln Heights to the L.A. River.

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

Sixth Street Viaduct Replacement Project / sixthstreetviaduct.org
Mathews Street Park

Renderings courtesy of LA Recreation and Parks
Partnership with LA Unified School District

Roosevelt High School Pool

swimminginla.com

LA 84 Foundation
Wabash Recreation Center and Evergreen Avenue Elementary
Greening and Improving Existing Public Spaces

Tule Elk Park School – San Francisco
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
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