HR&A is at the leading edge of civic engagement to fund, design, operate, and program new urban open space.

<table>
<thead>
<tr>
<th>Planning</th>
<th>Design &amp; Construction</th>
<th>Phased Implementation</th>
<th>Complete</th>
</tr>
</thead>
<tbody>
<tr>
<td>MSP Green Line</td>
<td>Seattle Waterfront</td>
<td>Waterfront Toronto</td>
<td>Cincy Fountain Sq.</td>
</tr>
<tr>
<td>Fort Mason Center</td>
<td>MOA Peavey Plaza</td>
<td>NYC The High Line</td>
<td>Boston RK G’way</td>
</tr>
<tr>
<td>OK City Ctri Pk</td>
<td>Mem. Shelby Farms</td>
<td>B’klyn Bridge Park</td>
<td>NYC Battery Park</td>
</tr>
</tbody>
</table>
The current wave of (re)investment in great urban open space has many of the same goals as previous waves.

<table>
<thead>
<tr>
<th>USERS</th>
<th>NEIGHBORHOOD</th>
<th>CITY/REGION</th>
</tr>
</thead>
<tbody>
<tr>
<td>Enjoyment</td>
<td>Property Value Premiums</td>
<td>Tourism</td>
</tr>
<tr>
<td>Public Health</td>
<td>New Business and Real Estate Development</td>
<td>Spending and Multiplier Impacts</td>
</tr>
<tr>
<td></td>
<td>Air &amp; Water Quality</td>
<td>Resident &amp; Business Attraction</td>
</tr>
<tr>
<td></td>
<td>Public Safety</td>
<td>“Brand”</td>
</tr>
</tbody>
</table>
You asked us to convene three series of meetings to assess the LA River Revitalization effort and recommend next steps.

• Meeting Series 1: Stakeholder Engagement – July

• Meetings Series 2: Board Committee Workshop – December

• Meeting Series 3: Presentation to Convened Leaders – TBD
You asked us to convene three series of meetings to assess the LA River Revitalization effort and recommend next steps.

**Meeting Series 1: Stakeholder Engagement — July**

**LARRC Board Members**
- Brian Moore
- Bruce Saito
- Allan Abshez
- Cynthia Hirschhorn
- Jordan Kerner
- Chris Rising

**Private/Non-Profit Sector**
- Lewis McAdams, Friends of the LA River
- Tori Kjer, The Trust for Public Land
- Nancy Steel, Council for Watershed Health
- Eric Bruins, LA County Bike Coalition
- Veronica Padilla and Max Podemski, Pacoima Beautiful
- Miguel Luna, Urban Semillas/DakeLuna
- Amy Lethbridge and Joseph Edmiston, the Santa Monica Mountains Conservancy
You asked us to convene three series of meetings to assess the LA River Revitalization effort and recommend next steps.

• **Meeting Series 1: Stakeholder Engagement – July**

  **Public Sector**
  Terri Grant and Gary Hildebrand, LA County Watershed Diego Cardosa and Eric Carlson, Metro
  Enrique Zalvidar, LA City Bureau of Sanitation
  Gary Moore, City Engineer of the City of LA
  Michael Shull, LA City Department of Recreation and Parks
  Christine Peters, Office of Councilmember Mitch O’Farrell
  Greg Good, Ted Bardacke, and staffers at the Mayor’s Office
  Barbara Romero, City of LA Department of Public Works Commissioner
Opportunities and Challenges

What has happened so far?
Where can we go from here?
The revitalization of the LA River is an opportunity to achieve a number of objectives.

- Establish a **signature open space** in eastern LA to rival the beach and mountains of the coast.
- Improve **Los Angeles metro’s brand** as a place rich in non-car oriented public space.
- Continue to contribute to LA metro’s necessary **water management strategy**.
- Drive **economic benefits**, aspiring to a 500%+ return on public capital, as elsewhere.
20 years of increasingly focused planning has been largely led by engineers.

- **1996**
  The County of LA River Master Plan approved by the Board of Supervisors

- **2002**
  The Ad Hoc Committee on the LA River is established by City Council

- **2003**
  The LA River City Department Task Force is established and chaired by the City Engineer

- **2006**
  The LA River Planning Unit is established in the Department of City Planning
Among the most important products of that planning has been the development of various lists of viable projects.

- **2009**
  - The LA River Revitalization Master Plan is established and published with funding from DWP
  - The LA River Project Office is formed within the City Bureau of Engineering

- **2013**
  - The City Council adopts the Cornfields Arroyo Seco Specific Plan (CASP), which establishes new mixed-use zoning districts River.

- **2014**
  - Army Corps of Engineers announces the selection of Alternative 20, the most comprehensive alternative in their Ecosystem Restoration Feasibility Study
Compilation, rationalization, funding and management of those projects will require unprecedented regional cooperation.
Leaders have recently undertaken a variety of relatively small capital projects and programs.

**2008-2010**

Source: City LA River Timeline, HR&A Advisors
These initiatives are starting to generate a sense of the possible.

Source: City LA River Timeline, HR&A Advisors
Despite little or no coordination of projects, which compete for funds, there is a growing sense that the River’s moment has come.

Source: City LA River Timeline, HR&A Advisors
As of now, no inventory of projects exists, largely because so many entities are advancing so many projects.

Source: LA Country Department of Public Works Project Listing
Achieving that level of regional collaboration will certainly require agreement on what “the LA River Project” is.

- **Connector of diverse communities and stakeholders**
- **Community Development**
- **Catalyst of business attraction and real estate investment**
- **Regional Economic Development**
- **Partial solution to increasingly dire water shortage**
- **Sustainability and Resilience**

**Revitalization Master Plan**
- 32 Miles / 240 Projects
- Greening and Value

**Greenway 2020**
- 51 Miles / Bike Path

**Alternative 20**
- 11 Miles / Ecosystem Restoration
Capturing the regional imagination will be necessary to securing the capital needed.

**Anacostia Waterfront**  
Washington, DC  
$20b+ ($5b+ to date)  
Real estate investments and industrial re-use to fund public amenities & environmental remediation

**The Big Dig**  
Boston, MA  
$24.3b  
Infrastructure realignment to reconnect the city to its harbor and create open green space and real estate value

**Alaskan Way**  
Seattle, WA  
$3.5b+  
Infrastructure realignment and environmental restoration to rebrand the waterfront
The project will need operating dollars as well. Park elements alone will require a high level of continuing investment.

**Annual Per Acre O&M Costs**

<table>
<thead>
<tr>
<th></th>
<th>Neighborhood Parks</th>
<th>Regional Parks</th>
<th>Urban Gems</th>
</tr>
</thead>
<tbody>
<tr>
<td>Passive</td>
<td>$1,000</td>
<td>$12,500</td>
<td>$1M+</td>
</tr>
<tr>
<td>Active</td>
<td>$5,000</td>
<td>$70,000</td>
<td></td>
</tr>
</tbody>
</table>

Source: HR&A Advisors
Clarity of vision will permit development of a strategy capable of being revisited by successive administrations.

<table>
<thead>
<tr>
<th></th>
<th><strong>Start of Community Organizing</strong></th>
<th><strong>Current Status</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>BAM</td>
<td>Late 1990s</td>
<td>Initial phases complete</td>
</tr>
<tr>
<td>Ftn. Square</td>
<td>Early 2000s</td>
<td>Completed 2006</td>
</tr>
<tr>
<td>Beltline</td>
<td>Late 1990s</td>
<td>Initial phases complete</td>
</tr>
<tr>
<td>BBP</td>
<td>Late 1980s</td>
<td>50% built by end of 2014</td>
</tr>
<tr>
<td>High Line</td>
<td>Late 1990s</td>
<td>Final phase open 2014</td>
</tr>
</tbody>
</table>

Mayor Garcetti’s successor may not be as river-passionate.
HR&A’s Recommended Approach
A six-step implementation strategy
Step 1: Define an easily articulable and powerful vision that is commonly shared among leading stakeholders.

The vision

What the project is

How it will create value

How it will be implemented (core values and priorities)
Step 2: Describe complementary programs to achieve the vision. Consider the adequacy of planning to date.
**Step 3:** Inventory current and near-term projects that advance each program.

<table>
<thead>
<tr>
<th>Economic Development Program</th>
</tr>
</thead>
<tbody>
<tr>
<td>Geo. Reach</td>
</tr>
<tr>
<td>Project 1</td>
</tr>
<tr>
<td>Project 2</td>
</tr>
<tr>
<td>Project 3</td>
</tr>
<tr>
<td><strong>Current Projects</strong></td>
</tr>
<tr>
<td><strong>Near-Term Projects (5-10+ Years)</strong></td>
</tr>
<tr>
<td>Project 4</td>
</tr>
<tr>
<td>Project 5</td>
</tr>
</tbody>
</table>
**Step 4:** Estimate order of magnitude total capital costs. Begin to identify sources of funding by project.

- **Required Funding For Current And Near-term Projects**
  - Philanthropy
  - Value Capture
  - Base Public Funding
**Base Public Funding:** There is current potential for $500M in ACOE funding that would advance at least one potential program.

**Local Match for $500M Army Corps Funding**

- $500M from U.S. Army Corps
- Gap in Local Match: $140M from State Water Bond (Prop 1), $100M/$5-8B: State Cap and Trade, Proposed City Parks Bond, Mayor’s Fund for Los Angeles
- Local Match forms Long Term Debt Financing Techniques, Assessment Districts, Special Taxes, Exactions & Fees, State and Federal Programs

Bar chart illustrating the breakdown of local match needed for $500M Army Corps funding.
**Base Public Funding:** Other sources must be explored, particularly at the State level, to advance other programs.

### Uses
- Community development
- Economic development
- Transportation
- Resilience and sustainability

### Sources
- TBD
- TBD
- TBD
Value Capture: Precedents for linking infrastructure-attributable land value to funding from adjacent development are legion.

Presidio | Real estate portfolio provides half of operating revenues.

Brooklyn Bridge Park | One B’klyn Bridge Pk provides $3m annually.

Waterfront Toronto | Development proceeds provide revolving capital fund.
Value Capture: Significant development opportunities along the LA River provide possibilities for value capture.

The Lincoln Heights Jail is one of many properties ripe for redevelopment and a source of potential value capture.

Source: ESRI, GIS
Value Capture: Recently-approved Enhanced Infrastructure Financing Districts (EIFDs) have potential to raise capital dollars.

There is a motion in front of a LA City Committee to consider an EIFD for funding LA River improvements.
**Philanthropy:** Parks have attracted philanthropy, but not for both capital and O&M. Total private funding rarely exceeds 50%.
**Step 5:** Establish an O&M funding strategy with blended and complementary sources to support increasing O&M needs.

<table>
<thead>
<tr>
<th>Required Funding</th>
<th>Public Funding</th>
<th>Maintenance Districts</th>
<th>Philanthropy</th>
<th>Earned Income</th>
</tr>
</thead>
<tbody>
<tr>
<td>Baseline public funding for O&amp;M will be minimal.</td>
<td>Maintenance districts have some potential to enhance public funding.</td>
<td>Philanthropic potential is significant; consider tying capital gifts to ongoing operating gifts.</td>
<td>Income from programmed portions of the River has significant capacity.</td>
<td></td>
</tr>
</tbody>
</table>
Step 6: Consider that effective governance acknowledges partners’ interests and core capabilities. Where does LARRC fit?

1. Clarity of motivation
2. Expertise, capacity, and interest in all relevant disciplines
3. Ability to solicit, accept, and spend funds from multiple sources
4. Accountability to the public
Governance: Management requirements change over time.
Governance: Success is not necessarily a function of centralization of authority.
Governance: Nonprofit entities can be effective solicitors and poolers of public and private resources.
**Governance:** In the immediate term, critical, unfilled roles that could be filled by LARRC include:

- Securing new capital funds
- Leading/facilitating the articulation of a vision
- Facilitating a coordinated outreach and media relations effort
Next Steps

**LISTEN**
- Met with 20+ key stakeholders

**DISCUSS**
- Present HR&A’s assessment
- Share key lessons from national precedents
- Discuss board member impressions

**SHARE**
- Report HR&A findings to stakeholders
- Refine and share proposed implementation plan