

RESILIENCE ACCELERATOR

LOS ANGELES

WORKSHOP REPORT A STEP UP: DESIGNING FOR REGIONAL RESILIENCE

JANUARY 2019



COLUMBIA

Center for
Resilient Cities
and Landscapes



Eric
Garcetti
@MayorOfLA





LETTER FROM THE DEPUTY MAYOR OF CITY SERVICES

DEPUTY MAYOR
BARBARA ROMERO

The Los Angeles River’s revitalization is taking many forms, from new nature-focused parks and access trails to artistic and cultural celebrations. The City of Los Angeles and many partners are working with communities and other stakeholders to secure a better future for our cherished waterway. As we continue to deliver on the vision laid out by the Los Angeles River Revitalization Master Plan, it is critical that benefits flow to all, including communities and populations in need.

We Angelenos bear a collective responsibility to leave a Los Angeles for our children that is more just, greener, and more connected, and that is rich with opportunities to thrive. Through concerted action and smart, inclusive planning, we are instilling values of sustainability, resilience, and environmental and social justice.

Los Angeles River revitalization is firstly a place- and space-based initiative. Our work exists along, and in, the River and in the human environment we have built over centuries. In that realm, and often near the River, are places that are in public control—functioning not as parks and open spaces, but as other elements of our civic systems.

These spaces are assets that must be considered in the larger equation of the City’s progress. Through an ongoing project to analyze the City’s collection of “yards and shops” assets, we hope to find efficiencies and opportunities to unlock new uses at some of these places for the benefit of the communities within which they are situated. With limited spaces available, every public asset must be considered for multiple benefits—for River revitalization, affordable housing, business opportunities, and other community resources.

I thank the group of people who came together for the “A Step Up” workshop to help think through opportunities that could be available to us, and to help chart a course for the potential adaption of City properties. Also, I am grateful for the work and support of the Resilience Accelerator partners for their commitment to this creative approach to “LA River Resilience” and holistic project thinking. This workshop report will help guide future management of City sites in line with our commitment to a resilient L.A.

Barbara Romero

Deputy Mayor
City Services



LETTER FROM THE CHIEF RESILIENCE OFFICER

AARON GROSS

To build a more resilient city, it is essential to plan for the future in a holistic manner. Some stressors and shocks are predictable or provide warning and some are slow moving while some are acute. Regardless of the challenges that a city faces, we must anticipate and plan for as many as possible to ensure that we are able to prepare for, respond to, and recover from events or situations that could negatively affect residents, visitors and the future of that city.

As the City of Los Angeles develops plans to revitalize the LA River, a number of opportunities present themselves to improve quality of life, livability, connectivity, mobility, aesthetics, and public safety. Proposed projects connected to the LA River Master Plan include housing projects, public/open space projects, mobility enhancements, recreation opportunities, ecological improvements, flood risk mitigation, and public art opportunities. This massive undertaking by the City requires both coordinated planning and collaborative partnerships to prioritize and to realize the multiple goals envisioned.

This report details the methods of engagement with the multitude of stakeholders and a list of concrete and aspirational recommendations to help advance the overall goals of the City related to the LA River Master Plan and building a more resilient City. Through the work of the LA River Accelerator, a number of paths forward have been identified for the City to consider that meet multiple objectives and provide existing champions for each identified path.

I look forward to building on the recommendations in this report and using the collaborative feedback contained in these pages to help guide an aggressive portfolio of projects and policies. It is with great appreciation to The Rockefeller Foundation, 100 Resilient Cities, the Center for Resilient Cities Landscapes, Columbia University, and all of the participants in the LA River Accelerator process for this report and its guidance to the City of Los Angeles.

Aaron Gross

Chief Resilience Officer
Office of Public Safety



LETTER FROM THE CENTER FOR RESILIENT CITIES AND LANDSCAPES

THAD PAWLOWSKI

Cities around the world have been rediscovering their waterfronts. No more will their waters be buried, channelized, polluted and paved over. Exhuming and revitalizing urban waterfronts has helped to reinvigorate public life, restore fragile ecosystems, improve water quality, manage flooding, and re-infuse neighborhoods with a sense of place and connection to nature. The visionary activists and dedicated public servants who have long sought to bring life back to the Los Angeles river have promoted these benefits and more.

One of the hardest questions that global movement to improve the nature of our cities faces is this: for whom? Who specifically will benefit from these waterfront promenades, bike lanes, and kayak launches? Will the public realm improvements be a Trojan horse that eventually leads to the displacement of working people?

The Los Angeles River has all the potential to be a great public space shared by everyone. The value that it creates can also be made radically public, by the design of the processes by which land use changes and urban development take place. This Resilience Accelerator allowed a group of people who have long been grappling with launching the new life of the River to come together to imagine those processes, particularly on land that the City owns. These parcels of City land can and will be a model for how the value of the rivers revitalization can be shared broadly, through and open an inclusive process. In this way, public space not only becomes a community asset but a means of strengthening a community's ability to face an increasingly unjust economic reality and perilous outlook of a changing climate.

A strong city is made of strong neighborhoods. Strong neighborhoods come from working through challenges together. We are very pleased to have worked together with the City of Los Angeles on this important part of their resilience journey.

Thaddeus Pawlowski

Managing Director
Center for Resilient Cities and Landscapes
Columbia University

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PARTNERSHIP AND PROGRAM OVERVIEW

THE RESILIENCE ACCELERATOR PROGRAM

The Resilience Accelerator Program (the Accelerator)– a partnership between 100 Resilient Cities - Pioneered by the Rockefeller Foundation (100RC) and the Center for Resilient Cities and Landscapes (CRCL) at Columbia University - connects cities with design expertise and a global network of practitioners and researchers to expand the resilience value of projects, generate investment opportunities, deepen relationships between project teams across sectors, and accelerate implementation strategies. The Accelerator leverages the strengths of 100RC and CRCL to support city partners most directly responsible for the implementation of priority resilience projects. It is enhanced by local academic partners that coordinate local research to advance the analysis, design, and planning explorations.

The Accelerator aims to match the research, planning, and design expertise at Columbia with local knowledge and relationships of partner cities to advance pre-design work of high priority projects within the 100RC network by:

- Delivering analyses, visualization of issues, and design in support of project development, and leveraging Columbia University and other academic partners to advance resilience-based design, research, and decision-making.
- Facilitating immersive workshops that bring together multi-disciplinary teams to advance strategy, project design, and implementation.
- Convening the perspective of hundreds of international and place-based thought leaders, designers, and technical experts chosen for their ability to facilitate and advise on topical subject matter.

Since the launch of the program in Spring 2018, the Resilience Accelerator has identified 13 projects across eight cities in the 100 Resilient Cities network.



**“IT IS CRITICAL THAT
THE BENEFITS OF
THE RIVER PLAN
FLOW TO ALL,
INCLUDING
COMMUNITIES IN
NEED”**

DEPUTY MAYOR ROMERO



PARTNERS

100 RESILIENT CITIES – PIONEERED BY THE ROCKEFELLER FOUNDATION

100 Resilient Cities - Pioneered by The Rockefeller Foundation (100RC) helps cities around the world become more resilient to social, economic, and physical challenges that are a growing part of the 21st century. 100RC provides this assistance through: funding for a Chief Resilience Officer in each city who will lead the resilience efforts; resources for drafting a Resilience Strategy; access to private sector, public sector, academic, and NGO resilience tools; and membership in a global network of peer cities to share best practices and challenges.

Sam Carter, Director of the Resilience Accelerator Program

Corinne LeTourneau, Managing Director

Anna Friedman, Senior Program Manager

Josh Sawislak, Senior Advisor, Center for Climate and Energy Solutions (C2ES)

CENTER FOR RESILIENT CITIES AND LANDSCAPES AT COLUMBIA UNIVERSITY

The Center for Resilient Cities and Landscapes (CRCL) uses planning and design to help communities and ecosystems adapt to the pressures of urbanization, inequality, and climate uncertainty. CRCL works with public, nonprofit, and academic partners to deliver practical and forward-thinking technical assistance that advances project implementation through interdisciplinary research, visualization of risk, project design scenarios, and facilitated convenings. Established at the Graduate School of Architecture, Preservation, and Planning (GSAPP), CRCL integrates resilience thinking into design education and academic programming, bringing real-world challenges into the classroom to train future design leaders.

Johanna Lovecchio, Associate Director

Gideon Finck, Associate Research Scholar

LARIVERWORKS, OFFICE OF LOS ANGELES MAYOR GARCETTI

The LARiverWorks team in the Office of Mayor Garcetti leads program implementation and policy coordination for Los Angeles River Revitalization, guided by the City’s 2007 Los Angeles River Revitalization Master Plan. The LARiverWorks team operates in the Office of City Services under the leadership of Deputy Mayor Barbara Romero and Executive Officer Carol Armstrong (former Director of the LARiverWorks team).

Michael Affeldt, Director
Stacy Farfan, Planning Analyst
Edward Belden, Special Projects and Partnerships Manager

OFFICE OF RESILIENCE, OFFICE OF LOS ANGELES MAYOR GARCETTI

The Office of Resilience in the Office of Mayor Garcetti is a commitment to a thriving future for all Angelenos. It lays the groundwork for collective action, from individual families to regional partners by way of a robust plan entitled “Resilient LA.” This plan contains 96 actions and seeks to move this dialogue forward. We invite all Angelenos and potential partners to join in this discussion and work together to build a city that is safe, livable, and prosperous for all Angelenos. The Office of Resilience operates in the Office of Public Safety under the leadership of Deputy Mayor Jeff Gorell.

Aaron Gross, Chief Resilience Officer
Marissa Aho, (former) Chief Resilience Officer
Sabrina Bornstein, (former) Deputy Chief Resilience Officer

**“IDEALLY, A COMMUNITY
SPEAKS WITH ONE VOICE –
THE LIST OF NEEDS AND LINES
IN THE SAND. COMING
FORWARD WITH WHAT WILL
MAKE A DIFFERENCE.”**

- WORKSHOP PARTICIPANT

EXECUTIVE SUMMARY

The City of Los Angeles (LA) is acting on an opportunity to invest in the built environment and support the resilience of its communities by addressing the impacts of insufficient affordable housing, displacement of jobs and residents, mobility demand, and climate change impacts.

In recognition of the need to accelerate the advancement of the Los Angeles Resilience Strategy and the LA River Revitalization Master Plan, 100 Resilient Cities and the Center for Resilient Cities and Landscapes at Columbia University partnered with the LARiverWorks team from Mayor Garcetti's Offices of Resilience and City Services. Collectively referred to as the "Accelerator team," the group designed and delivered "A Step Up: Los Angeles River Resilience Accelerator." Through this effort, the Accelerator explored available resources, leverage opportunities, and possible policies to ensure that the development of sites adjacent to the Los Angeles River (LA River) build resilience for all Angelenos. This report outlines possible strategies generated through the Accelerator in partnership with the City of Los Angeles and stakeholders.

This report synthesizes the process and outcomes of the Resilience Accelerator Program and workshop in support of the City's overall efforts to advance an actionable, coordinated approach to the implementation of Resilient Los Angeles and LA River Revitalization Master Plan.

As part of this process, the Accelerator team first identified City-controlled service yards along the LA River as key opportunity sites. The team then explored the application of tools and policies for land use and economic development on these sites that could improve economic mobility and wellness, and generate high-quality jobs, affordable housing, and natural spaces and systems. The team then led a one-day, facilitated workshop to explore these objectives with actors from City agencies, community-based advocacy and planning organizations, and the private-sector.

Building on more than a decade of planning and investment, and a commitment to increase the livability and stability of communities along the LA River, the five goals of the Resilience Accelerator were to:

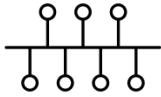
- 1 Develop design criteria, principles for engagement across stakeholder groups, and governance models, and use these to inform procurement processes.
- 2 Articulate how to balance commercial investment needs and community goals in a publicly-driven process.
- 3 Identify and explore a range of deal typologies and their respective risks and benefits across each stakeholder group (i.e., government, community, private sector).
- 4 Clarify the types of deal constructs possible for sites and identify the appropriate governance structures to enable their implementation.
- 5 Build consensus around specific deal strategies among government, private sector, and community actors through transparency and accountability.

The Resilience Accelerator workshop explored new models that the City could use for innovative development and redevelopment, partnerships, and governance for City-owned properties adjacent to the Los Angeles River (LA River) and uncovered a number of key implementation challenges:

- 1 Risks facing River-adjacent communities are complex and interrelated, including increasing risk of severe rain events that cause inland flooding, risk of housing displacement from market pressures, environmental degradation, risk of infrastructure failure, and decreased mobility.
- 2 The City has somewhat limited capacity and mechanisms by which to leverage market-driven private sector investment.
- 3 The City has a limited track record of, and is not organized to widely coordinate the development, programming, and management of its properties in line with a range of City-wide objectives including revenue creation, service delivery, community economic development, and environmental protection.
- 4 Community-based objectives are not always well-represented in development, design, and planning decisions. As a result, decisions can have unintended consequences such as loss of jobs and wealth retention, acceleration of displacement, and missed opportunities for environmental stewardship and adaptive design.
- 5 While planning around the LA River has engaged a wide range of community, private, and public actors across Los Angeles, County, state, and national levels, the design, evaluation, phasing, funding, implementation, and operation of River-oriented community development initiatives have not received the same coordinated attention.

OPPORTUNITY AREAS

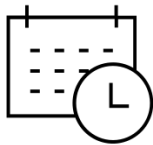
To address some of the implementation challenges, workshop participants raised a number of actionable strategies that the City and partners might consider to deliver the potential revitalization and economic benefits available in their assets, including:



Prioritizing the development of City assets and properties adjacent to the LA River as a portfolio. The focus should be on City assets as a portfolio, instead of site-by-site and department-level disposition and program decision-making. This approach can handle risks at scale, uncover opportunities for efficiencies in resource allocation, and create opportunities for innovative funding, financing, and delivery models that include embedded community influence. The approach involves taking the initial steps to understand the market values and feasible re-development opportunities available, considering local regulations, community context, and market needs.



Producing LA River-relevant site development design guidelines that can be integrated into Community Plan updates. The guidelines can be used to illustrate redevelopment possibilities and provide a decision-making framework for the distribution of housing, open space, community-scale retail, and City uses. Actionable and visual design guidelines can make adaptive design of infrastructure and buildings to uncertain future flood risk legible to lay audiences while establishing a set of principles for technical users to create and evaluate development proposals for City-owned sites.



Planning for delivery within a 10-year time horizon. Investment across LA infrastructure, housing, and transportation is expected to accelerate through 2028 and will be in accordance with Resilient Los Angeles goals and timeframes. These planned investments and efforts suggest a major opportunity to recognize the LA River as critical infrastructure that supports the future of the City. Site identification, deal forming, and delivery must move quickly to be relevant within the near-term.



IMPLEMENTATION AND PARTNERSHIP MODELS

The workshop focused on possible new entities and partnerships that could support the key opportunities identified by participants. These present an opportunity to better leverage the private sector and address the challenges associated with coordinating a broad range of stakeholders in development decisions. These new entities could better manage risk across commercial, public, and civic stakeholders. While each model can stand on its own, a coordinated approach that combines these models may achieve the greatest value for communities and the public sector. Legal, technical, and financial evaluation is also critical to determining the feasibility of any combination of models. The key organizational actors to consider, which could be coordinated by the City, include:

Entity	Goals	Key Function
City-contracted Asset and Development Manager to organize and deliver on asset portfolio	<ul style="list-style-type: none"> • Increase City capacity to identify, manage, and deliver projects through services contracts under direct City management • Retain City and Department ownership and control of sites through project delivery • Prioritize City operational efficiencies and improvements alongside LA River and community outcomes 	Develop implementation-ready proposals and strategies for approval by City decision-makers and execute them on the City’s behalf
Implement, incentivize, or encourage a land trust to manage City-owned and River-adjacent assets	<ul style="list-style-type: none"> • Create opportunities for City and community investment in River-adjacent assets that can be rededicated to uses, such as affordable housing, and can appreciate in value over time • Mitigate against gentrification of neighborhoods as development value increases 	Acquire, hold, and develop a portfolio of sites towards public benefits in line with the trust’s charter
Create Public Benefits Corporation(s) and/or a Public Finance Authority	<ul style="list-style-type: none"> • Increase public capacity to identify, manage, and deliver public projects • Provide more agile and flexible entity to encourage private sector investment 	Structure deals for public projects and managed procurement for site redevelopment
Pursue an Enhanced Infrastructure Finance District (EIFD)	<ul style="list-style-type: none"> • Create a flexible financing vehicle for delivering tax increment financing • Create opportunities for cross-jurisdictional investment • Create financing capacity to offset gaps in revenue between market opportunities and City capital costs to free up sites for redevelopment 	Receive and hold tax increment from new assessment districts; delivers tax increments to PBC for project implementation
Expand the reach of community development corporations	<ul style="list-style-type: none"> • Increase the capacity of local communities to influence, develop, and manage residential and commercial properties 	Deal partner in site redevelopment projects

NEXT STEPS



Broaden awareness and engagement around potential action models through involvement with City Council offices, the Office of the City Administrative Officer (CAO), and City Departments and Bureaus. The City may also take steps to coordinate community-level needs and form a working group to begin a strategic assessment of a portfolio approach to the development of River-adjacent sites.

Deepen evaluation and understanding of the feasibility of possible governance models by leveraging the existing resources dedicated to the “yards and shops” study led by the CAO and the Bureau of Engineering (BOE). Identify an external advisory committee willing to support the development of a business model for the portfolio approach and evaluation of legal, technical, and financial feasibility of implementation models.

Determine a pilot implementation model and pilot projects that test funding approaches and partnership agreements. These may include institutionalization and stand-up of new entities and development of entity missions and charters, board appointments, and capitalizations.



IMAGE: DEPUTY MAYOR BARBERA ROMERO GIVING OPENING REMARKS AT RESILIENCE ACCELERATOR WORKSHOP

**“NEW AMMENTITIES
COMING IN ARE
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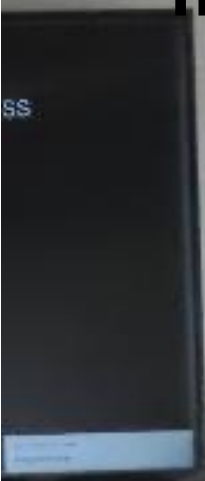
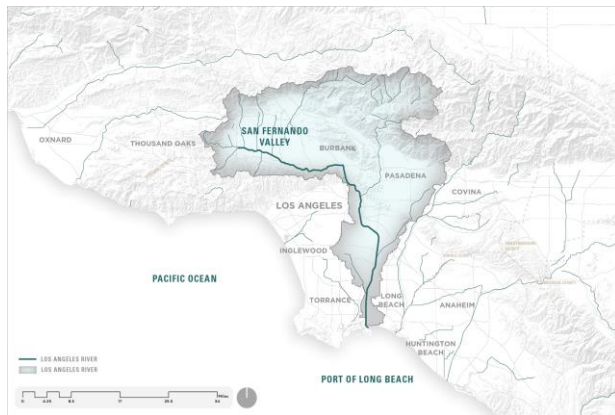


IMAGE. PANEL DISCUSSION ON DEAL-MAKING AND LA RIVER COMMUNITIES WITH DAMIEN ROBELDO (RIVERWILD), HELEN LEUNG (AMCS), AND MARION MACFADDEN (ENTERPRISE COMMUNITY)

CONTEXT AND BACKGROUND

By investing in the ongoing revitalization of the LA River, the City of Los Angeles aims to rehabilitate its natural systems, provide and encourage vibrant public spaces, and support equitable economic development. The City is also addressing flood risk, which is not new to Los Angeles. The channelization of the LA River approximately 80 years ago has thus far mitigated catastrophic flooding and yet, regardless of drought conditions or annual average rainfall, flooding from large, rare rain events remains a risk. Some of that risk can be mitigated in the River’s watershed, including in areas adjacent to the LA River. In fact—without major reconstruction and upsizing of the LA River channel itself—watershed flood mitigation tactics are the only available actions.

A COMPLEX WATERSHED SYSTEM

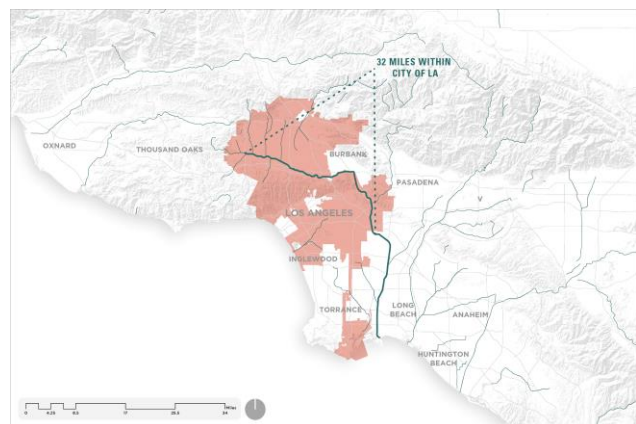


The LA River runs for 51-miles through a more-than-800-square-mile watershed, including eight out of the 15 City Council districts and four LA County Supervisorial Districts; 16 cities in all touch the LA River.

MAP 1. SAN FERNANDO WATERSHED'

THE ECOLOGICAL SPINE OF THE CITY

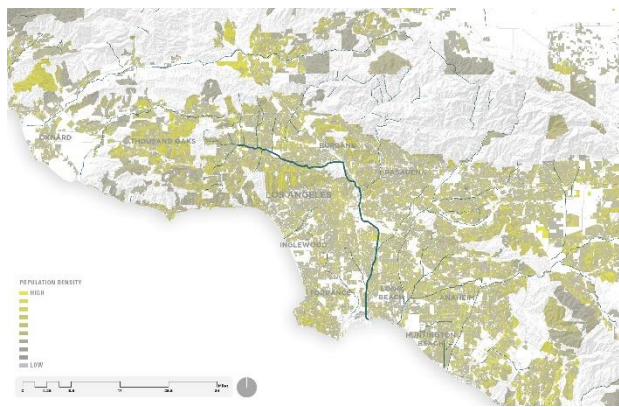
32 of the River’s total 51 miles are within the City of LA.



MAP 2. LOS ANGELES RIVER'

At the same time, Los Angeles is also experiencing a housing and homelessness crisis. Home prices and rental costs in the region have been rising for more than 40 years. Although River revitalization efforts could spur additional housing investment, these initiatives bring accompanying real and perceived risks of destabilizing impacts including increased housing costs and displaced businesses. Addressing these existing challenges while accommodating future growth as real estate prices rise is a serious task for Los Angeles to confront with creative and resourceful approaches. The effects may be particularly acute in River-adjacent communities that are slated for significant public investments; therefore, the needs and opportunities are greatest along the LA River.

A DENSE URBAN REGION

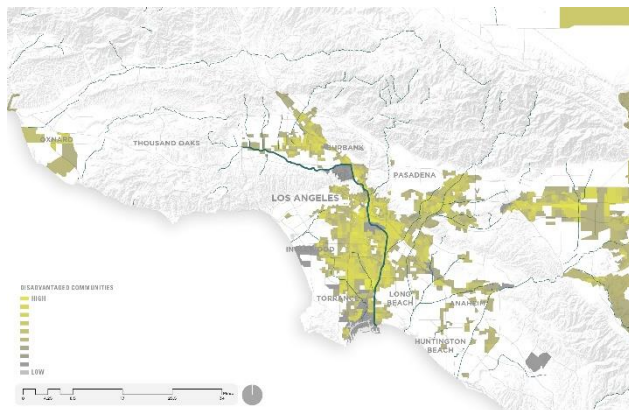


Within one mile of the LA River, there are nearly one million residents, 400,000 of whom live within the City of Los Angeles.

MAP 3. POPULATION DENSITY¹¹

A CONCENTRATION OF DISADVANTAGED COMMUNITIES

Along the LA River corridor, nearly 60 percent of residents have been identified as living in Disadvantaged Communities (DAC). This suggests increased vulnerability of communities and compounding issues related to accessibility, environmental health, public health, and availability of quality park and open space.



MAP 4. DISADVANTAGED COMMUNITIES

BUILDING ON RECENT INVESTMENTS

As highlighted in Resilient Los Angeles, the City is making critical investments in Los Angeles’ future as a result of Measure M, Measure H, Measure A, and Proposition HHH, which collectively represent billions of dollars of investment in transportation, housing, homelessness, and open space. Together, they represent a once-in-a-generation opportunity to invest in the built environment in accordance with sustainability, innovation, and resilience goals and targets.

Investment	Summary	Purpose and Uses
<p>Measure M LA County Traffic Improvement Plan</p>	<p>\$121B expected expenditures over 40 years, funded by sales and use tax revenues^{iv}</p>	<p>Fund transit operations and maintenance; first/last mile, highway, active, complete streets capital investments; local return/regional rail</p>
<p>Measure H Local Transactions and Use Tax to Prevent and Combat Homelessness</p>	<p>\$355M annually, for 10 year period, funded through sales and use tax revenues^v</p>	<p>Support mental health, substance abuse treatment, health care, education, job training, rental subsidies, emergency and affordable housing, transportation, outreach, prevention, and supportive services for homeless children, families, foster youth, veterans, battered women, seniors, disabled individuals, and other homeless adults^{vi}</p>
<p>Measure A Safe, Clean Neighborhood Parks, Open Space, Beaches, Rivers Protection, and Water Conservation Measure</p>	<p>\$94M annually, funded through parcel tax of per square foot of development^{vii}</p>	<p>Replace expiring local funding for safe, clean neighborhood/city/county parks; increase safe playgrounds, reduce gang activity; keep neighborhood recreation/senior centers, drinking water safe; protect beaches, rivers, water resources, remaining natural areas/open space^{viii}</p>
<p>Proposition HHH Homelessness Reduction and Prevention, Housing, and Facilities Bond</p>	<p>\$1.2B, general obligation bond^{ix}</p>	<p>Supportive Housing Loan Program and provision of safe, clean affordable housing for the homeless and for those in danger of becoming homeless, such as battered women and their children, veterans, seniors, foster youth, and the disabled; provides facilities to increase access to mental health care, drug and alcohol treatment, and other services^x</p>

BUILDING ON RESILIENT LOS ANGELES

The Resilience Accelerator represents a moment in time to advance implementation of economically feasible best practices, address the challenges associated with the displacement of both residents and businesses, incorporate opportunities for the City to create and promote specific resilience criteria at a project scale, and ensure more equitable and climate resilient development. As the City evaluates the best uses for the properties it owns adjacent to the LA River, there is an opportunity to establish local best practices now and develop models that may be appealing to a broader private sector audience, while also supporting community-based objectives.

The Accelerator therefore used a collaborative, integrated process to create an innovative model for River-adjacent development in Los Angeles. This included the cultivation of tools, policies, and unique forms of financing to create physical spaces along the LA River that secure affordable housing, catalyze economic development, increase access to open space, and respond to flood risk.

The Resilience Strategy includes 96 actions focused on five themes: Leadership and Engagement, Disaster Preparedness and Recovery, Economic Security, Climate Adaptation, and Infrastructure Modernization. Priorities include building at least 100,000 new housing units by 2021 and investing in public green space and water retention infrastructure along the River by 2028.

By developing preliminary analyses and identifying this suite of tools, the Accelerator aimed to create a catalytic resilience model for other projects along the LA River and support Resilient Los Angeles actions 41, 46, 64, 65, 79, 80, 81, and 82.

Key Resilience Strategy Goals

- GOAL 8** **Integrate resilience principles into government for prioritization**

- GOAL 10** **Provide safe and affordable housing for all Angelenos**

- GOAL 13** **Foster a healthy and connected Los Angeles River system**

- GOAL 15** **Grow public, private, and philanthropic partnerships that will increase resources dedicated to building resilience**

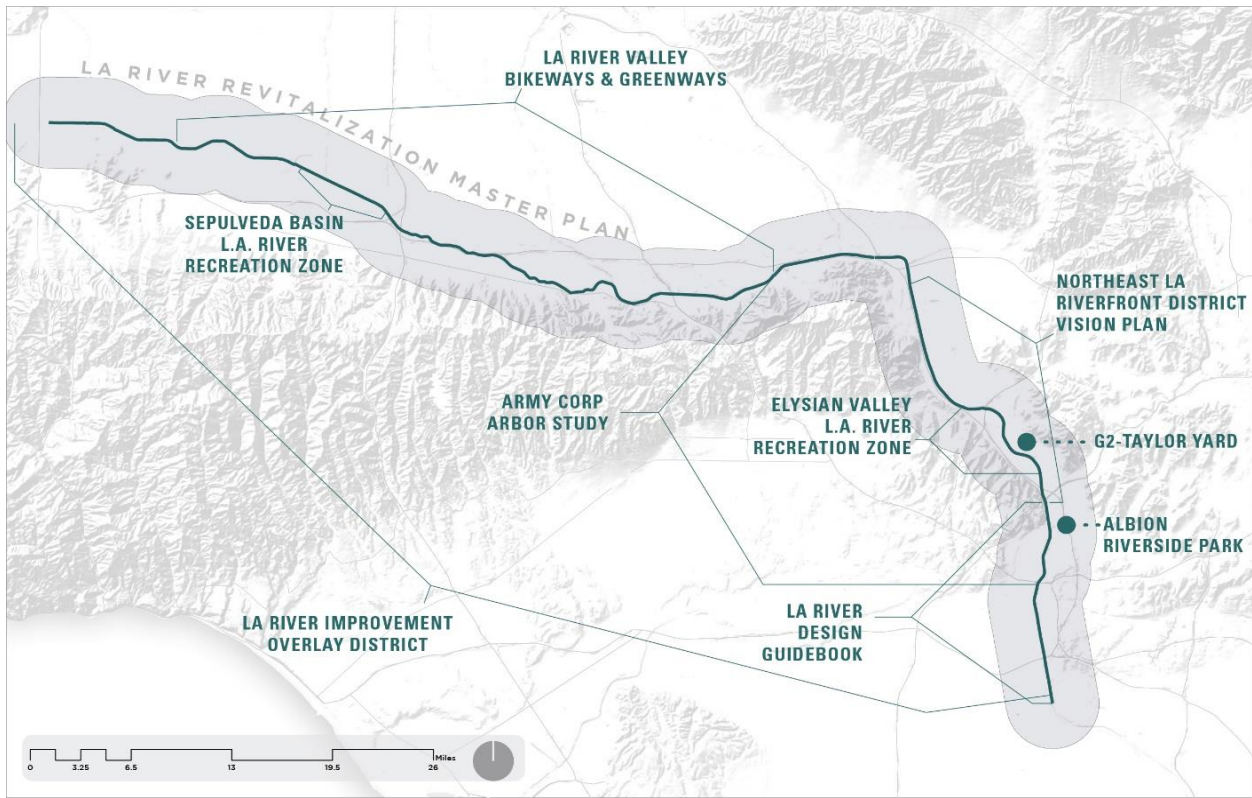


RESILIENT LA ACTIONS ADVANCED THROUGH THE RESILIENCE ACCELERATOR

Resilience Strategy Action	Risks Addressed
<p>41. Increase stability through investments in affordable housing, jobs, and open space in communities adjacent to the LA River</p>	<p>Inequity, disparities in health, air quality and pollution, severe weather and flooding, urban heat island</p>
<p>46. Integrate additional resilience measure in the implementation of LA River Waterway revitalization efforts</p>	<p>Severe weather and flooding, air quality and pollution, infrastructure or building failure, aging infrastructure, inequity, earthquakes</p>
<p>64. Leverage flood mitigation infrastructure to enhance local water availability</p>	<p>Earthquake, fire, landslides, severe weather and flooding, aging infrastructure, drought</p>
<p>65 Proactively address flood risk through policy, communication, and infrastructure planning</p>	<p>Severe weather and flooding, landslides, aging infrastructure, inequity, lack of affordable housing, infrastructure or building failure</p>
<p>79. Revitalize, enhance, and protect the Los Angeles watershed ecosystem and biodiversity</p>	<p>Drought, disparities in health, disparities in access to open space, air quality and pollution</p>
<p>80. Identify strategies to reduce pollution in the LA River System</p>	<p>Air quality and pollution, disparities in access to open space, disparities in health, extreme heat, severe weather and flooding, aging infrastructure</p>
<p>81. Provide education programming to maintain a healthy watershed and keep Angelenos safe</p>	<p>Education, severe weather and flooding, urban heat island, climate change, inequity, disparities in access to open space</p>
<p>82. Leverage the LA RiverWay for emergency access and evacuation routes to increase citywide preparedness and disaster response capacity</p>	<p>Earthquakes, fire</p>

BUILDING ON EXISTING PLANNING EFFORTS AND PROJECTS

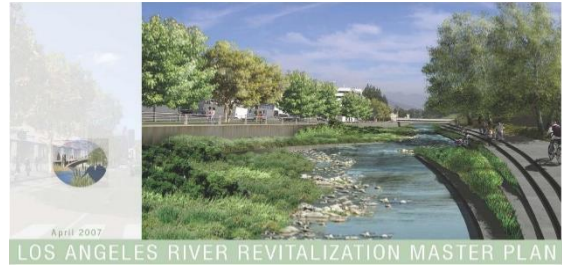
A number of City-wide and River-based planning efforts underpin next steps towards implementation of River revitalization efforts. These include community-based planning in River-adjacent communities at greatest risk of displacement, housing pressure, and extreme weather, and the institutional coordination needed to work with City, County, and state, and federal agencies, community stakeholders, and possible private sector investors.



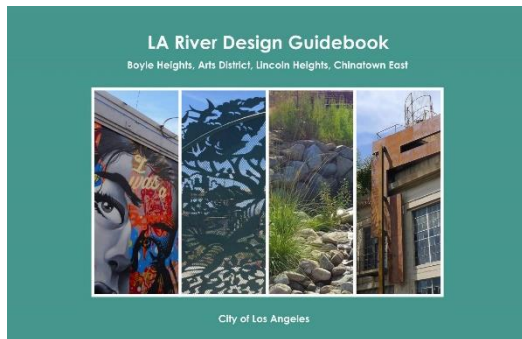
MAP 5. EXISTING PLANS AND PROJECTS

LA River Revitalization Master Plan (LARRMP) 2007

This is a long-term vision and implementation strategy for River revitalization within City limits, but with a watershed-wide view, that includes physical improvements to the River corridor and policy guidelines related to access, health, and safety. The LARRMP outlines more than 200 specific capital improvement projects as well as governance, funding, and property-based strategies, including plans for the Taylor Yard G2 site and the Dorris Place Sewer Maintenance yard, among other properties. The LARRMP also envisions how neighborhoods could connect to the River to create a sense of place there, but also throughout and among the communities and neighborhoods along its banks. Reimagined green streets, neighborhoods that are resilient to storm water risk, and increasing ecologically-rich open space and connectivity are among the key goals and visions of the LARRMP.



LA River Design Guidebook 2016



The LA River Design Guidebook builds on the efforts of public entities and non-profit organizations working to achieve LA River Revitalization efforts and improve quality of life across the region. The Guidebook provides inspiration and guidance to ensure that features built, rehabilitated, or redeveloped on private property or in the public realm in the unique River-adjacent areas of Boyle Heights, the Arts District, Lincoln Heights, and Chinatown East “celebrate community character and culture; improve environmental sustainability and health; strengthen each community; and reflect LA’s unique identity.”^{xi}

The Guidebook provides 72 design recommendations designed to advance Mayor Garcetti’s goal of creating livable communities along and integrated with the LA River. It complements the 2007 Los Angeles River Revitalization Master Plan and builds upon the LA River Improvement Overlay (LA-RIO) District and associated LA River Design Guidelines. The Guidebook was developed during a year-long process as part of a partnership between Mayor Garcetti’s LARiverWorks team and Bloomberg Associates.^{xii}

LA River Improvement Overlay District (LA-RIO) 2015

The development of the Los Angeles River Revitalization Master Plan (LARRMP) in 2007 led to the formation of a district that established design standards acknowledging the unique characteristics of LA River neighborhoods. Known as the LA River Improvement Overlay (LA-RIO) District, it requires new development, and some redevelopment and renovation projects to comply with landscape and urban design standards.^{xiii}

The LA-RIO provides guidelines that support the goals of the LARRMP by contributing to the environmental and ecological health of the City's watersheds; establishing a positive interface between river-adjacent property and river parks and/or greenways; promoting pedestrian, bicycle, and other multi-modal connection between the river and its surrounding neighborhoods; providing native habitat and supporting local species; providing an aesthetically pleasing environment for pedestrians and bicyclists accessing the river area; providing safe, convenient access to and circulation along the river; promoting the unique identity of river-adjacent communities; and supporting the Low Impact Development Ordinance, the City's Irrigation Guidelines, and the Standard Urban Stormwater Maintenance Program.

Taylor Yard G2 Site

The Taylor Yard G2 River Park Project is a major step towards revitalization of the LA River. The transformation of this 42-acre river-adjacent site, which was acquired by the City in 2017, will create habitat restoration, and open more than one mile of direct River access to local communities.^{xiv}

LA RiverWay and New Bridges

In an effort to reconnect the LARiverWay system of bike paths, trails, bridges, and pathways, the City is working with partners to achieve a 51-mile connective infrastructure plan by 2028. The plan will provide a thruway for commuters punctuated by destinations.

Private Sector Projects

A number of new private sector projects are in apparent alignment with LA River goals. For example, a mixed-use development at 670 Mesquit near the LA River (in planning as of this report) proposes connectivity improvements, River access, a multimodal approach to transportation, and park and recreation amenities. Projects such as these, while engaging the River through innovative and sustainable design, have so far been largely market-rate and luxury developments. This suggests a need for new private-sector development to better align with public-sector and community-based goals that include affordability and equitable access to the LA River.



Enhanced Infrastructure Finance District (EIFD) Baseline Study (2018)

A baseline study to determine the financial feasibility and implementation opportunities for a new model of capturing tax increment was completed in 2018 and spearheaded by Councilmember Mitch O’Farrell (CD 13). City staff continues to update and further refine the analysis and develop implementation policy as of this report. This tool could capture increasing property tax dollars for habitat restoration, brownfield remediation, and improvements to public rights-of-way, and could generate revenue for the creation of affordable housing.^{xv} The City has not yet adopted an implementation policy around EIFDs but may set specific guidance about eligible and encouraged projects in future policy.

Shops and Yards Study (Ongoing)

Led by the Office of the City Administrative Officer (CAO) and supported by the Bureau of Engineering (BOE), the City is engaging in a multi-phase study and master planning project to better understand the shops and yard sites within its portfolio. The City aims to determine efficiencies and opportunities to maximize these types of public assets and the critical services provided by shop, storage, and maintenance facilities.

As of early 2019, the CAO and BOE, at direction from the City Council, are initiating Phase II of the “Yards and Shops” planning effort, centered on two geographic areas: South Los Angeles and the Civic Center, which are within a 3-7 mile radius. The scope of Phase II does not allow for specific study of alternative uses of City yards and shops. However, this inventorying of assets and identification of potential efficiencies is a timely and complementary action to the steps recommended in this report.

City-Wide Economic Development Strategy

In August 2018, the City of Los Angeles Department of Economic and Workforce and Development drafted a City-wide Economic Development Strategy and presented it to the City Council Economic Development Committee.^{xvi} This process included an economic baseline analysis of socio-demographics, economic trends, and conditions; a needs assessment; stakeholder roundtables and strategy development; and public comment. Some key recommendations are that the City consider:

- Formalizing coordination between City departments and agencies.
- Developing a Strategic and Technical Service Group (STSG) with the capacity and skills needed to redevelop City assets, perform transaction-oriented services, and package financial resources for key projects.
- Helping to preserve commercial affordability for small- and minority-owned business through financial and technical assistance and support for real estate ownership, and encourage the sale and redevelopment of vacant properties.
- Leveraging Community Plan updates to pursue equitable growth by aligning land use regulations with economic development objectives.
- Implementing a new Asset Management Evaluation Framework to maximize the potential of underutilized City properties and support job creation.
- Promoting wealth creation and community stabilization through production and preservation of affordable for-sale units.

ORGANIZATIONS AND STAKEHOLDER CONTEXT

For more than a decade, planning around the Los Angeles River has engaged the City of Los Angeles government, LA County, federal, regional, and state entities and conservancies, and community-based organizations. At the community scale, advocacy groups for the River and community-based organizations have largely driven revitalization efforts, initiating and sponsoring projects to improve the safety, accessibility, and health of the River. Numerous federal, state, County, and City agencies have also been deeply engaged and provided planning, design, construction, coordination, grant funding, and regulatory guidance of studies and projects relevant to the River.^{xvii}

In recognition of the need to engage with these sectors, the Resilience Accelerator workshop brought together stakeholders from a mix of public, private, and community-based perspectives to represent the realities of their roles in River-based planning and implementation.

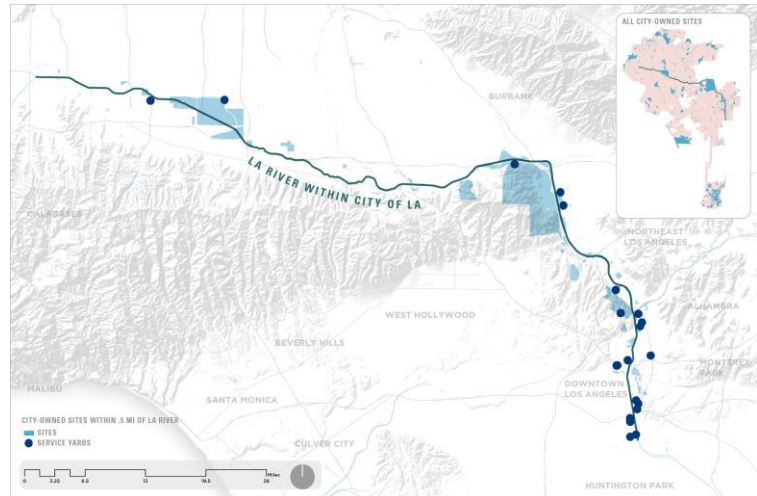
“WHAT DO THESE DEVELOPMENTS AND DEALS LOOK LIKE IN TERMS OF LONG TERM STEWARDS? WE NEED TO ENSURE THAT COMMUNITIES NEEDS — HOWEVER THEY EVOLVE AND CHANGE — MAINTAIN THAT SPIRIT.”

SITE SELECTION APPROACH

When designing the Resilience Accelerator workshop, the team chose a specific site around which to organize the discussion about the many challenges associated with redevelopment along the LA River and nearby neighborhoods. Among the dozens of City-owned sites along the LA River, the portfolio includes many that maintain critical active, engaged City service functions and municipal uses.

CITY-OWNED ASSETS ALONG THE LA RIVER

Among the 6,843 (1.8B SF) City-owned assets in the City of Los Angeles, 671 (390K SF) are within a .5-mile radius of the LA River. Of them, 23 are City-owned service yards.



MAP 6. CITY-OWNED, RIVER ADJACENT PROPERTYTM

The team evaluated sites based on five evaluation criteria and Accelerator workshop goals:

- Test design alternatives for a single site against resilience goals
- Identify pathways and principles to guide future stakeholder engagement and deal-structuring around a future public-private partnership or similarly-formulated site development
- Convene civil society, private sector, and public sector actors to cultivate a transparent deal structure process and ensure that potential displacement impacts are balanced with value creation opportunities

The evaluation included qualitative analyses of site context and characteristics such as zoning, current use, and River proximity with a variety of City policy leads. It prioritized selecting a site that presented as many opportunities as possible to better facilitate a replicable and broadly-relevant set of outcomes. The team determined that **2319-2335 Dorris Place** could be a model by which this process may be repeated in the future and, for the purpose of the Accelerator workshop, represented a range of potential futures and partnership alternatives. Other sites are compared below—without naming their locations—to illustrate the evaluation process.

SITE SELECTION CRITERIA

Criteria	Site A	Site B	2319-2335 Dorris place PROTOTYPIC SITE	Site D	Site E
CAPACITY TO SUPPORT JOINT USES	Assumed equal	Assumed equal	Assumed equal	Assumed equal	Assumed equal
POTENTIAL TO ADVANCE RESILIENCE GOALS	Not in the 100-year flood plain, limited opportunity to test continuity of services and risk reduction	Potential to explore connection across the LA River	<p>Opportunity to consider connectivity of the school to the River</p> <p>Opportunity to consider introduction of new retail/commercial/residential</p> <p>Opportunity to tie into Taylor Yards redevelopment located across the LA River</p> <p>Potential deep impact from flood risk in 100-year flood plain</p>	Not adjacent to the LA River, limited opportunity to support River accessibility	Not adjacent to the LA River, limited opportunity to support River accessibility
FLEXIBILITY / DEVELOPMENT POTENTIAL	Residential neighborhood context Small, limited street frontage	High value, residential neighborhood context Large footprint and River frontage, yet oddly shaped parcel	Residential neighborhood context Potentially lower market value neighborhood, but large footprint with significant River frontage	Residential neighborhood context	Residential neighborhood context



IMAGE. PROTOTYPIC SITE CHOSEN AS A CASE STUDY FOR RESILIENCE ACCELERATOR PROCESS

PROTOTYPIC WORKSHOP SITE

For the Accelerator workshop, the team selected one prototypic site at 2335 Dorris Place to ground a conversation about possible futures of City-owned sites and advancements of City and community-based resilience and River goals



MAP 7. PROTOTYPIC SITE

Existing Uses

- City-wide outfall and interceptor maintenance headquarters
- Mechanical maintenance and operation headquarters
- Electrical pumping plant
- Mechanical repair and shop
- Electrician
- Instrumentation
- Fuel automation
- DBS test laboratory

Regulatory Context

- Adjacent zone: R1 one-family zone
- Q Conditions: residential prohibited, except live/work; retail < 10,000 SF; prohibited uses include storage; height < 30'; 10' River-fronting buffer
- RIO condition: 10' setback from river; no visible surface parking



IMAGE. ACCELERATOR PROGRAM TEAM TOURING PROTOTYPIC SITE TO LEARN ABOUT USES, OPERATIONS, AND SITE DESIGN.

"THIS COMMUNITY HAS ALWAYS BEEN A CARETAKER OF THE RIVER, AND HAS INVESTED EQUITY IN IT BY BEING ITS STEWARD. THEY DESERVE TO BE AT THE TABLE AND DRAWING ON THE CAPITAL THAT THEY'VE PUT IN FOR SO LONG."

WORKSHOP APPROACH AND DOCUMENTATION

The Resilience Accelerator workshop aimed to identify approaches to development partnerships for City-owned sites adjacent to the LA River. The Accelerator brought together private sector representatives, City staff, and community stakeholders for an interactive and collaborative workshop with an eye toward the following City-wide goals:

- **Convene community-based, private sector, and public sector stakeholders to cultivate a transparent deal structure process**
- **Identify pathways and principles for future public-private partnerships to guide stakeholder engagement and deal-structuring around a prototypic site**
- **Use discussion around design alternatives for a single site to explore deal types that would maximize resilience goals including increased access to open space, reduction of flood risk, expanded economic development, provision of new affordable housing, and improved ecosystem health**

The workshop included a series of facilitated discussions among participants related to case studies of different types of site programming and deal types. The team used one City-owned site along the LA River as a prototypic model for the discussion. The goal was to explore and define a range of deal types that would work on many different types of sites and uses, and establish a set of principles the City could use to guide future development of similar sites. The discussion also explored potential nature-based solutions that improve ecosystem health, opportunities to improve access to affordable housing, and potential frameworks to preserve existing City services on the site.

Workshop participants discussed roadblocks to implementation of LA River revitalization plans, the need for a more connected and transparent planning processes that balances City-wide goals with community needs, and opportunities to engage the private sector in development to more strategically deliver a range of public benefits and provide an opportunity for the City to lead by example.

Workshop participants also discussed governance models that institutionalize representation across public agencies, private actors, and communities to stimulate sustainable and resilient investment in the LA River and adjacent communities. To support this conversation, workshop exercises were designed to test how a more coordinated approach could help achieve a variety of goals including: climate resilience, flood risk resilience, enhanced ecological health, community stewardship, affordable housing, reduced displacement, improved infrastructure, increased mobility, and economic opportunities that reflect community needs.



**“IN SOME NEIGHBORHOODS,
THERE ISN’T A LOT OF
EXISTING CAPACITY WITHIN
COMMUNITY
ORGANIZATIONS WHO
COULD LEAD AS A
COMMUNITY BASED
DEVELOPERS. THIS COULD
ENSURE THAT
DEVELOPMENT MAINTAINS
COMMUNITY SPIRIT
MOVING FORWARD”**

WORKSHOP AGENDA

8:30 – 9:00	Registration and Coffee	
9:00 – 9:45	Welcome and Opening <ul style="list-style-type: none"> - Resilience Strategy context - LA River context - Accelerator purpose and intended outcomes - Deal structuring: rethinking business as usual 	Barbara Romero, Deputy Mayor, City Services Marissa Aho, CRO Michael Affeldt, LARiverWorks
	Resilience Accelerator Program Overview	Sam Carter, 100RC
9:45 – 10:15	Workshop Objectives <ul style="list-style-type: none"> - Workshop goals and agenda - Participant introductions - Materials review 	Josh Sawislak, Workshop Facilitator
	Partnership Approaches <ul style="list-style-type: none"> - Partnership goals and models - Implementation case studies 	
10:15 – 11:00	Prototype Site Selection <ul style="list-style-type: none"> - Site selection rationale - Site overview and programming scenarios - Neighborhood context 	Michael Affeldt, LARiverWorks
	Group Discussion 1. Re-Imagining the Deal-Making Process <ul style="list-style-type: none"> - What values and inputs do different stakeholders bring to the decision making and partnership structure process? - What are the risks and pitfalls of the deal structuring process? - How might it be re-imagined to be more transparent and to maximize value for communities? 	Josh Sawislak, Workshop Facilitator
11:00 – 11:15	Coffee break and transition to tables	
11:15 – 12:30	Exercise 1. Establishing Stakeholder Values Each stakeholder group identifies the positive and negative values of each prototype program scenario; Build consensus around the design values that aligns across stakeholder groups.	Breakout Rooms
12:30 – 1:30	Working Lunch Tables translate group consensus scenario to the master sheet on the wall; groups mix over lunch. (30 minutes)	Josh Sawislak, Workshop Facilitator
	Group Discussion 2. Alignment of Stakeholder Values Discuss the alignment and misalignment of stakeholder values; groups identify whether misalignments are a function of the design or a systemic problem	
1:30 – 2:30	Exercise 2. Risk and Benefit Allocation Teams identify how benefits might be balanced with risks by considering the range of deal constructs and identifying the risks and benefits of each typology.	Breakout Rooms
2:30 – 3:30	Exercise 3. Governance Roles For each deal type, teams consider the roles that each stakeholder might have in establishing and maintaining the plan for a site like this (or other site types).	Breakout Rooms
3:30 – 3:45	Break	
3:45 – 4:45	Exercise 4. Roles in the Process Teams outline the process and timeline for implementation, and determine the principles by which stakeholders are included.	Breakout
4:45 – 5:15	Wrap-up and Feedback Reflective remarks and feedback from the day. Discuss what or who may have been missing from the conversation.	Josh Sawislak, Marissa Aho, and Michael Affeldt
5:30	Close	

PARTICIPANT OVERVIEW

Thirty-nine stakeholders participated in the workshop and were separated into four breakout teams for the majority of it. Each team consisted of a mix of City representatives, stakeholders, and subject matter experts who were selected based on their specific expertise. Each participant was expected to contribute a unique perspective. Table assignments were considered based on the goals of engaging across City agencies engaging the perspective of private sector actors with community-based and advocacy groups, and engaging with those deeply connected to River-based planning efforts.

Name	Title	Organization	Workshop Role	Table
Carol Armstrong	Executive Officer	City of LA, Mayor's Office of City Services	City Partner	1
Renee Dake Wilson	Planning Commissioner and Principal	Dake Wilson Architects	Community Stakeholder	1
Robin Mark	Project Manager	Trust for Public Land	Community Stakeholder	1
Natalie Zappella	Program Director, Sustainable Connected Communities	Enterprise Community Partners	Subject Matter Expert	1
Michael Atkins	Communications and Impact Manager	Friends of the Los Angeles River (FoLAR)	Community Stakeholder	1
Amitabh Barthakur	Partner	HR&A Advisors	Private Sector	1
Theadora Trindle	Planning and Development Specialist	City of LA, Mayor's Office of Economic Development	Facilitator	1
Sam Carter	Director, Resilience Accelerator	100 Resilient Cities	Facilitator / Program Team	1
Anna Friedman	Senior Program Manager, City Resilience Delivery	100 Resilient Cities	Program Team	1
Jennifer Samson	Consultant		Subject Matter Expert	1
Helen Leung	Co-Executive Director	LA Más	Community Stakeholder	2
Ana Gomez	(Former) East Area Representative	City of LA, Mayor's Office	City Partner	2
Jon Dearing	Director of Strategy	AECOM	Private Sector	2
Enrique Huerta	Lead Community Organizer	From Lot to Spot	Community Stakeholder	2
Gio Aliano	Senior Vice President, Principal Architect	Abode Communities	Subject Matter Expert	2
Stacy Farfán	City Planning Associate, LARiverWorks	City of LA, Mayor's Office of City Services	Program Team	2
James Anderman	Resilience Senior Project Manager	CSRS, Inc.	Facilitator / Subject Matter Expert	2
Corinne LeTourneau	Managing Director, City Resilience Delivery	100 Resilient Cities	Program Team	2
Keegan McChesney	LA Resilience Intern	Enterprise Community Partners	Subject Matter Expert	3

Marion McFadden	Senior Vice President for Public Policy and Senior Advisor, Resilience	Enterprise Community Partners	Facilitator / Subject Matter Expert	3
Sissy Trinh	Founder and Executive Director	Southeast Asian Community Alliance	Community Stakeholder	3
Marissa Christiansen	Executive Director	Friends of the Los Angeles River (FoLAR)	Community Stakeholder	3
Blair Miller	Principal Project Coordinator	City of LA, Office of the City Administrative Officer (CAO)	City Partner	3
Efrain Olivares	Principal	EFRA Partners	Subject Matter Expert	3
Jill Sourial	Director of Urban Strategies	The Nature Conservancy (TNC)	Community Stakeholder	3
Edward Belden	Special Projects and Partnerships, LARiverWorks	City of LA, Mayor's Office of City Services	Facilitator / City Partner	3
Jessica Wackenhut	Assistant Program Officer	Los Angeles - Local Initiatives Support Corporation (LISC)	Subject Matter Expert	3
Marissa Aho	(Former) Chief Resilience Officer	City of LA, Mayor's Office of Resilience	Program Team	3
Christopher French	Assistant Asset Manager	Hollywood Community Housing	Subject Matter Expert	3
Ben Feldmann	Principal	Studio MLA	Private Sector	4
Damian Robledo	Co-founder and Director	RiverWild	Community Stakeholder	4
Angela Barranco	(Former) CEO	River LA	Community Stakeholder	4
Tracy Stone	Principal	Tracy A. Stone Architect	Community Stakeholder	4
Tamika Butler	Director of Planning and Director of Equity and Inclusion	Toole Design	Private Sector	4
Claire Bowin	Senior City Planner	City of Los Angeles Department of City Planning	City Partner	4
Melanie Smith	Senior Director, Transit Oriented Communities	Metro	City Partner	4
Sabrina Bornstein	(Former) Deputy Chief Resilience Officer	City of LA, Mayor's Office of Resilience	Facilitator / Program Team	4
Mark Goodson	Principal, Resilience Practice Lead	CSRS, Inc.	Facilitator / Subject Matter Expert	4
Michael Affeldt	Director, LARiverWorks	City of LA, Mayor's Office of City Services	Program Team	4
Johanna Lovecchio	Associate Director	Center for Resilient Cities and Landscapes	Program Team	Float
Josh Sawislak	Senior Advisor	Center for Climate and Energy Solutions (C2ES)	Program Team	Float



IMAGE. BREAKOUT TABLE DISCUSSION

“NEW AMMENTITIES COMING IN ARE TARGETED TO MIDDLE CLASS PROFESSIONALS, NOT PEOPLE WHO HAVE BEEN HERE A LONG TIME. THIS WAS A PLACE OF LOCAL HIRE. PEOPLE USED THE RIVERWAY AS A WAY TO GET TO WORK.”

**“IF THERE WAS AN ENTITY
THAT COULD BUY A
PROPERTY FOR FAIR
MARKET – THERE MAY
HOME OWNERS WHO
WOULD BE WILLING TO DO
THAT TO HELP THE
COMMUNITY. THERE’S NO
MECHANISM TO BE ABLE TO
DO THAT.”**



IMAGE: BREAKOUT TABLE DISCUSSION



IMAGE. BREAKOUT TABLE DISCUSSION RISKS AND BENEFITS AND DEAL STRUCTURES

**“WHILE THIS
NEIGHBORHOOD IS MORE
DIVERSE THAN EVER, THE
FUTURE QUESTION WILL BE
— ‘CAN THE RENTERS AND
THE IMMIGRANT FAMILIES
BE ABLE TO STAY?’”**

**“COMMUNITES DON’T
WANT UNCHECKED MONEY
POURING IN. WE’VE SEEN
SO MUCH DISPLACEMENT.”**



IMAGE. STAKEHOLDER VALUES ACROSS BREAKOUT GROUPS

WORKSHOP INPUTS AND BACKGROUND CONTENT

The Accelerator team worked with IHS Markit and CSRS, 100 Resilient Cities Platform Partners, to develop economic and market assessments of Elysian Valley, the district surrounding the prototypic site, to deepen its understanding of the surrounding context of the site and frame the inputs typically used to inform and make decisions based on market value. These assessments were shared with workshop participants prior to convening and can be accessed via the link at the end of this document.

Workshop Pre-Read Source	Elysian Valley Market Assessment CSRS, Inc.
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A neighborhood-based market assessment summarizing area context, land use, neighborhood and transportation assets, and land values. Key findings included:

- Site context primarily residential, industrial/manufacturing, and public land uses
- Population around 7.7K in 2008 with a median income of \$49K
- Roughly 2.5 miles to LA City Hall, proximity to Downtown LA a potential asset
- Neighborhood market-rate sales suggest home values between \$720K - \$826K
- Neighborhood market-rate rentals suggest values around \$2K/month for a studio apartment of around 600sf.

Workshop Pre-Read Source	Los Angeles Economic Assessment IHS Markit
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A Los Angeles-based socio-economic assessment that summarizes recent trends in education, race, commuting patterns, housing, and affordability. This analysis frames economic and market based trends around the prototypic site, including industrial and sector growth and opportunity areas. Key findings include:

- The area is in the middle of a two business district and between the LA Central (CBD) and the Burbank, Pasadena, and Glendale areas making it a potential hub for a number of supportive services as well as businesses that cater to residents and employees.
- The sectors with the most number of businesses within a one-mile radius are education, health, and social services. There are also a number of manufacturing, retail, food, and accommodation establishments.
- The accelerating growth rates in median income and educational attainment, and the leveling off of age distribution give an indication of potential gentrification—a concern already expressed in the area.
- The majority of households consist of renters. While housing in the metro area is becoming less affordable, keeping home ownership within reach for residents in this relatively more affordable area will be an important consideration.
- Employment distributions by sector are largest in the retail, wholesale trade, and manufacturing sectors. They vary substantially from the CBD and the City with lower shares of employment in service-providing sectors that have higher wage levels.

PLATFORM PARTNER SPOTLIGHT

CSRS, INC.

Established in 1978, CSRS, Inc. is a leader in the delivery of infrastructure and facilities serving public and private organizations across the southeastern United States. More than program managers, we are engineers, architects, planners, surveyors and fund-sourcing experts. Whether we're managing the process or performing the work ourselves, we understand every facet of project delivery. These qualities make us incredibly thorough and responsive to our client's needs.

IHS MARKIT

IHS Markit is a world leader in critical information, analytics and solutions for the major industries and markets that drive economies worldwide. By connecting macroeconomic data and forecasts with deep industry insight and local stakeholder feedback, economic analysts and consultants help cities understand broader macroeconomic trends; identify specific opportunities to support industry growth and job creation; and mitigate threats to regional competitiveness, sustainable economic development, and long-term resilience.



**Workshop Pre-Read.
Source.**

**Implementation Case Studies
Center for Resilient Cities and Landscapes**

12TH AVENUE ARTS, SEATTLE

Disposition to Community-Based Developer



12 Ave Arts in Seattle
Source: ULI



Seattle's Capitol Hill neighborhood
Source: Google Earth

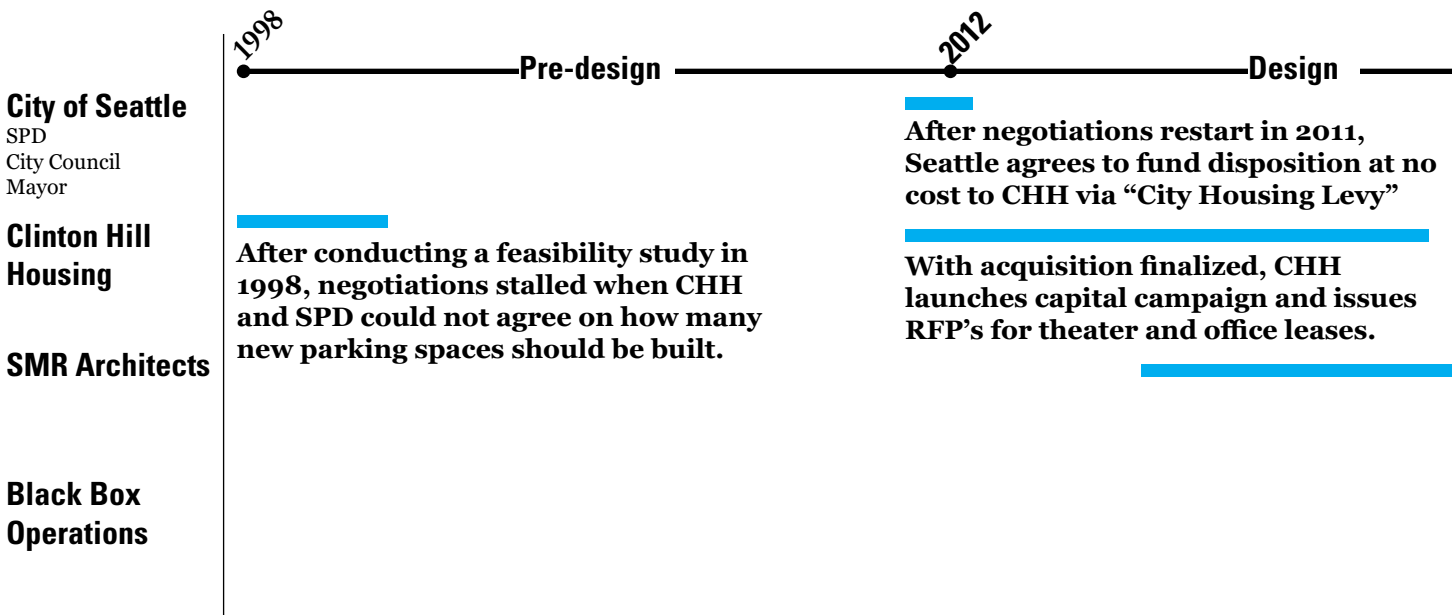
Project Overview

12th Avenue Arts is a mixed-use development in Seattle's Capitol Hill neighborhood. It was built by a non-profit developer, Capitol Hill Housing, which acquired a .67-acre site previously used as surface-parking by the Seattle Police Department (SPD). It contains 88 affordable housing units, 3 restaurants, 2 theaters, office space, and 80 underground parking spaces.

Vulnerabilities

- Rising housing unaffordability, catalyzed by transportation development
- Displacement of arts/cultural institutions
- Closure of long-standing arts institutions

Development Timeline



Area Context

Capitol Hill is the densest residential neighborhood in Seattle, known for its arts institutions. The area around the site has diverse building types, including large and small apartment buildings, detached houses, and single-story commercial buildings. The southern part of Capitol Hill also has many industrial buildings, originally built for automotive industries and later occupied by artists and arts organizations.

Opportunities / Impacts

- Increase affordable housing
- Increase affordable office and community space
- Reinforce Arts District identity
- Retain and expand existing municipal use

Enabling Environment

The project required collaboration between Capitol Hill Housing (CHH), local arts organizations, businesses, neighborhood associations, Seattle City Council, SPD and the mayor. It stalled for nine years because SPD and CHH could not agree on how many SPD parking spaces should be added as part of the redevelopment plan. It took on new life when Michael Seiwerath joined CHH in 2008 as founding director of the CHH Foundation and subsequently lead the project's capital campaign. It finally moved forward in 2011, when SPD reluctantly agreed to just ten additional spaces.

Key factors that enabled the project included CHH's eligibility for public funding, grants and special loans, and by the collaboration between CHH and local artists, arts organizations and businesses. Some funding was only available because of CHH's status as a 501(c)3 and the organization's capacity to deliver arts programming.

Lessons Learned

- **This site was stuck for over a decade in planning. Engagement of a mission-driven developer in close alignment with community values and City objectives re-energized site planning and negotiations.**
- **Diversifying funding and leverage can help to achieve community objectives and ensure project delivery: philanthropic and contributed funds can subsidize mission-driving programming, private debt and equity can provide capital financing, government loans, incentive and grants can fill capital gaps, and commercial and residential leasing can service debt.**
- **Community-based developers with in-depth knowledge of the neighborhood market and relationships to understand community needs can help ensure a relevant and viable program, design, and operating model.**
- **Project is well integrated to neighborhood density and culture, is designed with flexible spaces, includes community groups in its program, reflects community input and support, makes resourceful use of space and funding opportunities, and was led by a robust organization with strong community ties.**

Funding and Financing

Sources

Grants	4.5M
Debt/Equity	42.8M
New Market Tax Credits	1.7M

Total 50M

Uses

Construction/Contingency	31.3M
Syndications/Acquisition	12.6M

Total 43.9



SMR's design proposal is reviewed and approved by CHH in November 2012. Construction begins in February 2013, and is completed in September 2014.

BBO, a consortium of local theater companies, holds master lease for site's 2 black box theaters, which it rents out to other theater groups about 40% of the year.

LINCOLN HEIGHTS JAIL, LA

Disposition to Private Developer



Proposed "Maker's District" in Lincoln Heights, LA
Source: Rios Clementi Hale

Project Overview

The City of Los Angeles has recently entered negotiations with Lincoln Property Company and Fifteen Group to sell or lease a 4.8-acre riverfront site with a historic jail building in Lincoln Heights. The winning bid proposes a "Maker's District" with 200,000 SF commercial space, and 257,000 SF residential—including live/work and an unspecified amount of affordable housing—and a publicly accessible waterfront greenspace.

Vulnerabilities

- Rising unaffordability
- Lack of jobs
- Feeling of marginalization among youth
- Inadequate waterfront access

Development Timeline

City of Los Angeles

City Council, CAO, CLA, Bureau of Engineering, LADOT

Lincoln Property

2016

Pre-design

2017

- CAO issues an RFI seeking a range of development strategies.
- AECOM to prepares a Cultural Resource Assessment and Perkins + Will prepares an Adaptive Reuse Study Report.
- The City conducts Environmental Assessment, Historic Structures Report and Structural and Seismic Capacity Analysis



LA's Lincoln Heights neighborhood
Source: Google Earth

Area Context

The site is in a historic, densely-populated neighborhood with a large community of artists and craftsmen. There is public transit nearby, and an elevated train line crosses the site. Adjacent lots are zoned for commercial manufacturing. Fifteen Group owns an adjacent 3.2-acre parcel, which it plans to incorporate into the new development.

Opportunities / Impacts

- Create new housing in a non-residential area
- Increase access to public waterfront
- Restore and renovate a landmarked building

Enabling Environment

The project was initiated by the LA City Council and Councilmember Gil Cedillo. Because of the site's specific conditions, including its proximity to both the river and transportation infrastructure, the Bureau of Engineering, LADOT and the Friends of the LA River all needed to be involved in reviewing RFP proposals and/or managing project implementation.

While the City Council held public meetings before choosing a winning proposal, it is unclear if or how public opinion was addressed in the final selection.

Lessons Learned

- **By issuing an RFI as well as an RFP, the City invited a range of proposals and ownership structures.**
- **In the RFI, the City specified “anticipated challenges” that should be addressed in submissions, including applicable zoning codes (“Urban Innovation”), brownfield remediation, and structural problems in the landmarked jailhouse building.**
- **One strength of the winning proposal is the incorporation of an adjacent waterfront property. This creates the possibility of including a more accessible waterfront and pedestrian bridge in the project design.**
- **The relative isolation of the site from residential areas may help to mitigate gentrification.**

Design

- City issues RFP, and a Special Advisory Panel subsequently recommends 3 finalist proposals to the City Council. FOLAR reviews finalist proposals against ARBOR and LA River Design standards.
- The City Council enters an exclusive agreement with Lincoln Property Company and Fifteen Group and begins negotiations for disposition or lease.

2020

Implementation

Because the site has existing transportation infrastructure, the LA Bureau of Engineering and LADOT will manage its relocation.

LPC submits winning proposal with Fifteen Group, proposing a mixed-use development that would combine the site with an adjacent waterfront site. LPC hires Rios Clementi Hale to design the masterplan. Once negotiations with the City are finalized, construction is anticipated to begin in 2020.

RIVERPLACE PARCEL 3, PORTLAND

Disposition to Non-Profit Developer



Architect's rendering of RiverPlace Parcel 3 in Portland
Source: Ankrom Moisan Architects



Portland's RiverPlace neighborhood
Source: Google Earth

Project Overview

The RiverPlace Parcel 3 development will include 2 new residential buildings with 203 affordable units and 177 market-rate units respectively, a city-owned parking facility, 4,600 SF of retail space, and public open space. The 2-acre parcel was sold by the Portland Development Commission (PDC), the city's economic and urban renewal agency, to the non-profit developer Bridge Housing in 2016.

Vulnerabilities

- Rising unaffordability
- Inaccessible waterfront
- Vacant land and associated safety concerns
- Lack of retail

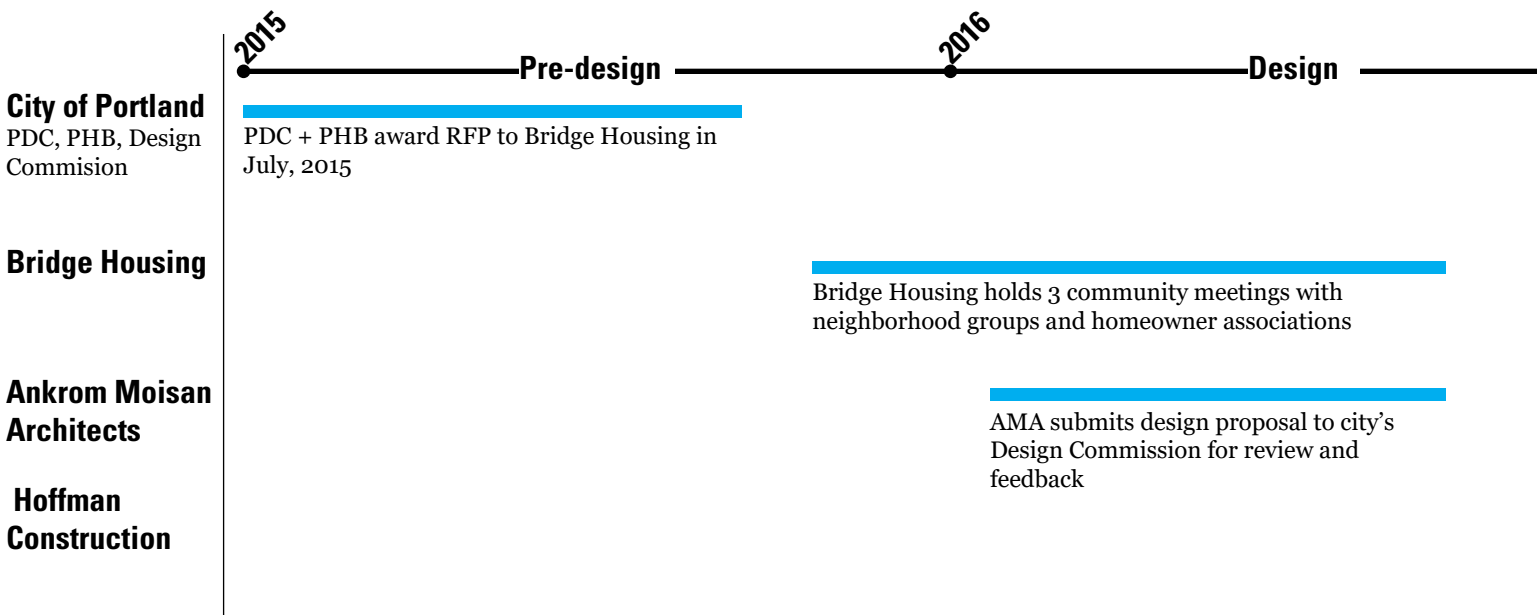
Area Context

RiverPlace is a 73-acre neighborhood between the Willamette River and Portland's CBD. It was developed in the 80's and 90's on the site of a former freeway right-of-way. In 1995, RiverPlace had 480 residential units, 26,000 square feet of retail space, and 42,000 square feet of office space. 2 streetcar lines were extended to the area in 2005 and 2015, as was a regional rail line to Milwaukee in 2015.

Opportunities / Impacts

- Increase affordable housing and neighborhood-serving retail
- Encourage private investment
- Available funding for affordable housing in "urban renewal" districts

Development Timeline



Enabling Environment

The project was initiated by PDC in collaboration with the Portland Housing Bureau (PHB) following a series of transit developments in the neighborhood and plans to further develop a greenway on the Willamette riverbank. The RFP, issued by PDC and PHB, outlined public funding sources, including \$19M from TIF's, vouchers from Home Forward (a metro-area public housing corporation), and exemptions from city-issued fees and taxes.

Funding and Financing

Sources

Cash	.1M
Debt/Equity	79.29M
Bonds	43M
Developer Fee	2M
PDC Remediation Funds	2.7M
Land Sale	.1M

Total 129M

Uses

Construction	57M
Acquisition	6M
Development	22M

Total 85M

Lessons Learned

- Concrete community benefits based on continuous communication were established in RFP
- City offered to aid in securing financial sources when proposals were unable to do so independently



Bridge Housing applies for a building permit in June and receives it in November

Construction begins in January 2018. It is scheduled to be completed in July 2019

UPHAM'S CORNER, BOSTON

Municipal acquisition and likely ownership



A community meeting in Boston
Source: Mayor's Office of Economic Development



Uphams Corner in Dorchester, Boston
Source: Google Earth

Project Overview

In an effort to alleviate rising unaffordability, Boston has acquired and plans to develop several parcels at Upham's Corner in partnership with private and community-based developers. The goal is to protect long-term affordability, create a neighborhood Arts Innovation District, and establish a precedent for similar projects throughout the city. Boston plans to create an independent entity with community input to facilitate acquisitions, coordinate stakeholders, and manage project delivery.

Vulnerabilities

- Inefficient public transportation
- Perceptions around safety of commercial district
- Displacement of residents and businesses due to gentrification

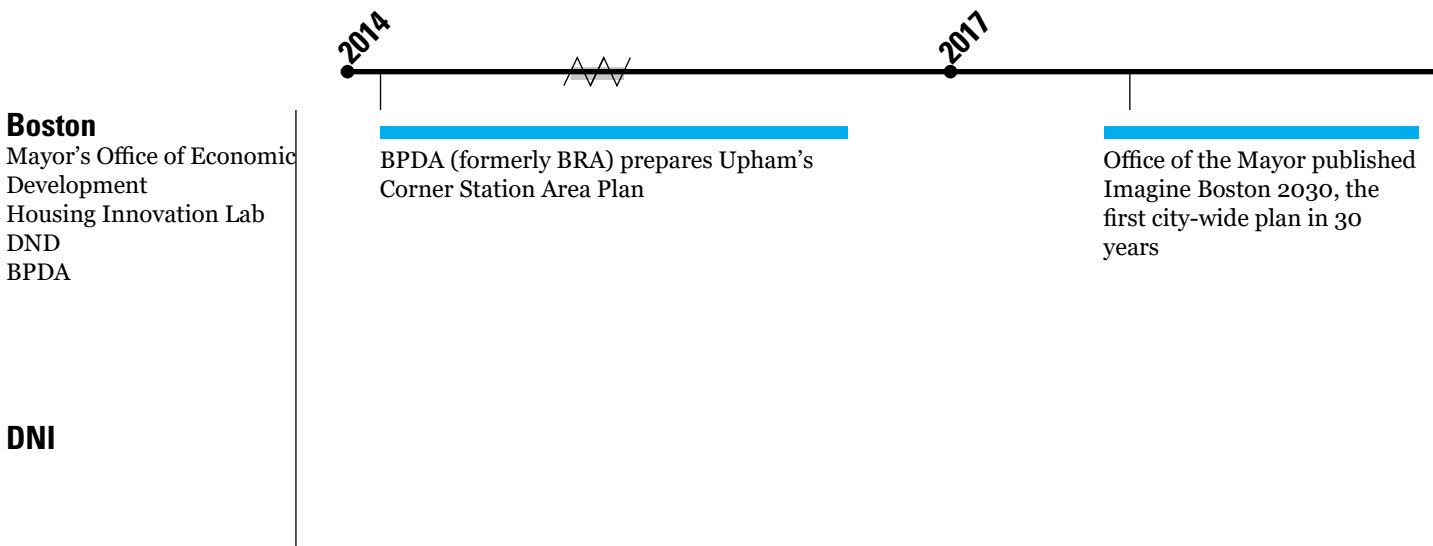
Area Context

About 55,000 people live within a mile of Upham's Corner, a historic commercial center in Dorchester. The population earns less (median \$41,000 a year) and is less educated than citywide averages. The neighborhood was identified as a pilot initiative in the citywide Imagine Boston 2030 plan, which includes a strategy for transportation improvements and investments in public infrastructure as well as affordable housing.

Opportunities / Impacts

- Create affordable housing & commercial space
- Increase density and walkability in concert with transportation improvements
- Create employment opportunities
- Strengthen arts/innovation identity
- Strengthen cultural infrastructure and institutions

Development Timeline



Enabling Environment

Acquisitions and project delivery will be overseen by an independent entity established by RFP with community input. The project will involve cooperation between the Department of Neighborhood Development (DND), which manages city-owned real estate; the Boston Planning and Development Authority (BPDA); and community-based partner organizations that own other Upham's Corner parcels, such as the Dudley Street Neighborhood Initiative.

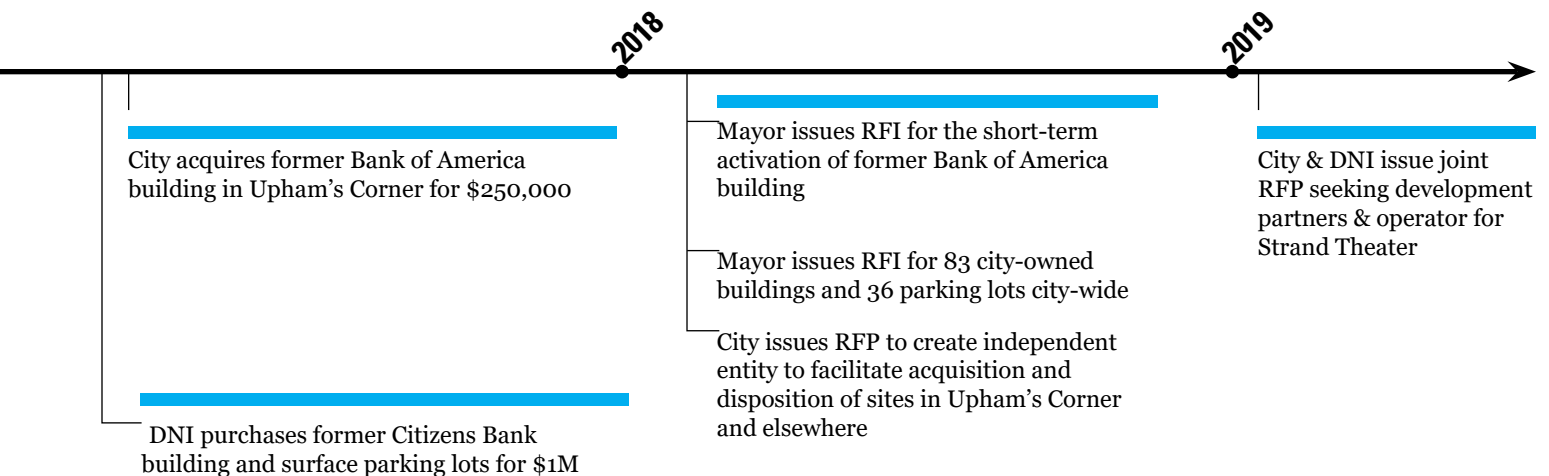
The project strategy is derived from Imagine Boston 2030, a city-wide plan published in 2017, and is closely aligned with planned Massachusetts Bay Transportation Authority (MBTA) upgrades to light rail in Dorchester and the Upham's Corner station area.

Funding & Financing

The project will include city-owned properties—including a bank building that the City acquired in 2017, a city-owned parking lot, and an underutilized theater building—and properties owned by partner organizations, such as another bank building that a community land-trust run by DSNI acquired the same year. In a 2018 RFP, the City requested proposals to establish an independent entity and associated delivery mechanisms to facilitate further acquisitions and dispositions.

Lessons Learned

- **City can coordinate acquisitions and dispositions with allied neighborhood organization**
- **City can make strategic acquisitions to preserve long-term affordability**
- **City can coordinate investment in land with other investments in public infrastructure**
- **Using RFIs and RFPs, the city can solicit public input in designing project ownership and delivery as well as program**



Workshop Presentation Source

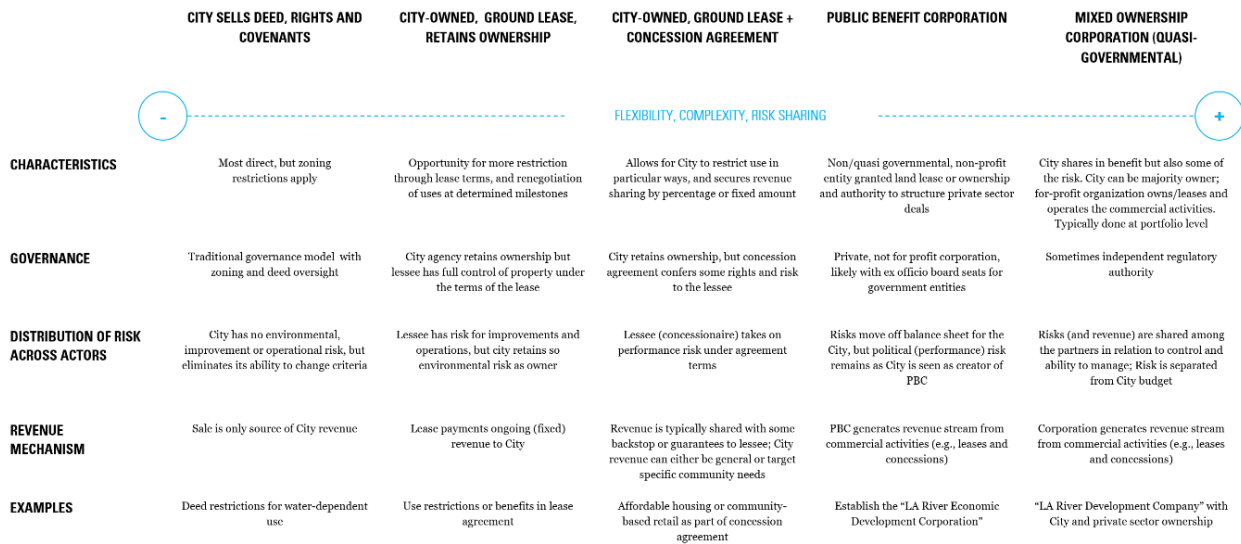
**Managing Risk Across Actors
Josh Sawislak, Center for Climate and Energy Solutions**

In many ways, building resilience is about risk management. Decisions around mitigation of risk and resilience-building inherently reflect the risk that stakeholders are willing to incur and the tradeoffs and benefits that may compensate for identified risks. When risks are balanced among public, private, and community stakeholders as well as built, ecological, socio-economic, and institutional systems in a transparent and inclusive way, pathways for resilient development can be uncovered and investments multiplied.

A range of different partnership structures might be evaluated when assessing their relative risks and benefits of development alternatives of City-owned assets across stakeholder groups, namely the private sector and local communities. To support this conversation, the team developed a framework for understanding these different representative models along a continuum and prepared a set of case studies of development sites that have preserved or expanded public value.

This framework is intended to encourage a conversation about managing the risks and benefits across stakeholder groups and articulate the flexibilities and constraints of various development models at the site- and portfolio-level. For example, while the primary risk of a private developer may be financial investment and the predictability of process in the deal-making process for a site- or set of sites, communities place great value on the use and program of a site.

SPECTRUM OF POTENTIAL DEAL-TYPES



“DEVELOPERS STRUGGLE WITH HOW TO PUT COMMUNITY AMENITIES INTO THEIR BUSINESS MODELS. THEY ASK: WHO WILL TELL US ‘WE NEED A LAUNDROMAT’? WE DON’T HAVE THAT DIALOGUE YET.”

Keeping a
Architect
by
2019

How will the
development
impact by
for roads
provision

the
type of Park
community need a
green infrastructure
safety

It's not either or
green space,
infrastructure
housing, parks
don't have to be a
judgement call

retail for local
community need
reduce vacant retail
small business credit
for tenants
transition - small biz support

looking at ways
to integrate city
uses.
ways to educate
users

land trust approach
allow small business
to gain ownership

Small business
mentorship pairing
w/in sectors
10,000 small biz

ensuring the
community can
engage see
themselves in the
development w/
dedicated facilitators

finding benefits
of sharing city
yards

ACCELERATOR WORKSHOP FINDINGS

These findings represent the synthesis of ideas and discussions that emerged from stakeholders at the Resilience Accelerator workshop, where participants refined their ideas and identified a possible path that incorporates their major recommendations.

PROBLEM DEFINITION AND GUIDING PRINCIPLES

The Accelerator workshop explored critical impediments to implementation and coordination of the LA River Revitalization Master Plan, Los Angeles Resilience Strategy, and other aligned efforts. In doing so, participants defined a number of key resilience and implementation challenges:

- **Risks facing River-adjacent communities are complex and interrelated.** They include the increasing risk of severe rain events that cause inland flooding, a risk of housing displacement from market pressures, environmental degradation, a risk of infrastructure failure, and increased mobility demand.
- **The City has somewhat limited capacity and mechanisms by which to leverage private sector investment** and widely coordinate the development, programming, and management of its property in line with City-wide objectives including revenue creation, service delivery, community cohesion and economic development, and environmental protection.
- **Community-based objectives are not always self-represented in development, design, and planning decisions.** As a result, these decisions can have unintended consequences such as dissolution of jobs and wealth retention, acceleration of displacement, and missed opportunities for environmental stewardship and adaptive design.
- While planning around the LA River has engaged a range of community, private, and public actors and City, County, state, and national levels on public-project delivery, **there is no proactive coordinated program to design, evaluate, phase, fund, implement, and operate River-oriented community development initiatives.**

The workshop also defined a set of core principles by which future development must abide to balance community and public goals and leverage private investment to advance these goals:

- **Housing affordability and displacement management are critically important to achieving community and City-wide goals.** Any new or re-imagined development along the River or in a River-adjacent community must include strategies that grow community capacity to participate in new wealth creation and generate new, affordable housing units.
- **To leverage the maximum benefit from City properties—and in some cases, to make projects financially viable—there must be a coordinated approach to financing, governance, and implementation** across sectors and the myriad city agencies and stakeholders who control these properties and own the issues.
- **Transparency in decision-making is critical to ensure that community and public-sector goals are balanced** and considered in the context of any site or portfolio development decision.

STAKEHOLDER VALUES IN THE DEAL-MAKING PROCESS

GOVERNMENT

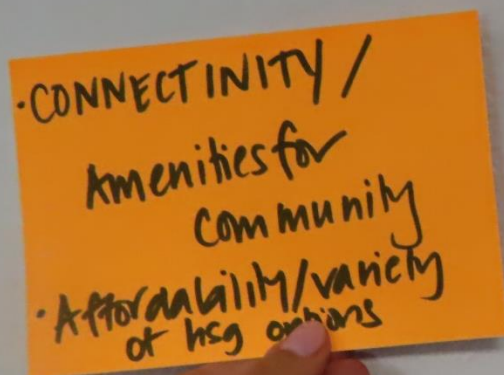
- DISTRIBUTION OF PUBLIC BENEFITS IN PORTFOLIO PLANNING
- IMPROVED COORDINATION TO PLAN AND MANAGE ASSETS
- LINKAGES TO DESIGN AND ECONOMIC DEVELOPMENT GOALS
- ADVANCEMENT OF TAILORED RESILIENCE ACTION ITEMS
- COMMUNITY SUPPORT AND TRANSPARENCY
- AFFORDABILITY AMONGST A RANGE OF USES AND USERS (E.G., HOUSING, BUSINESSES)
- ACCOUNTABILITY TO LONG-TERM COMMITMENTS

COMMUNITY

- COMMUNITY INVOLVEMENT IN DEVELOPMENT OF SITE AND PROJECT PRIORITIES
- RIVER CONNECTIVITY
- AFFORDABLE HOUSING
- NEIGHBORHOOD SERVING USES
- NEIGHBORHOOD SENSITIVE DESIGN
- TRANSIT ACCESSIBILITY
- CAPACITY-BUILDING AND WEALTH BUILDING OPPORTUNITIES
- COMMUNITY SERVICES AND AMENITIES

PRIVATE

- FINANCIAL FEASIBILITY AND RETURN ON INVESTMENT
- CLARITY AND PREDICTABILITY OF PROCESS AND PREDICTABILITY
- STRENGTH OF PLANNING, IMPLEMENTATION AND FINANCIAL PARTNERSHIPS



CONNECTIVITY /
Amenities for
Community
Affordability/variety
of hsg options

PRED

1

PUBLIC

DISTRIBUTION OF
PUBLIC BENEFITS
IN PORTFOLIO
PLANNING

IMPROVING
COORDINATED
PLANNING

COMMUNITY
INVOLVEMENT IN
DEVELOPMENT OF
SITE/PORTFOLIO
STRATEGIES

river
connectivity

COMMUNITY

NEIGHBORHOOD
SENSITIVE
DESIGN

neighborhood-
sensitive design

PRIVATE

financial
feasibility /
return

2

3

Tactical
Resilience
Action Items

Community
Support &
Transparency

Affordability
All income levels
(renting, buying, etc.)

Accountability
&
Long Term Commitment

Capacity
Building

Community
Services &
Activities

Capacity
Building

Predictability
From top

Partnerships
- shared
- investment
- shared

TO
ASSET
PLAN?

Link Decisions +
Economic Development
Goals

affordable
housing

transit
accessibility

clear process,
predictability

Multiple small, illegible light blue sticky notes scattered on the right side of the page.

OPPORTUNITY AREAS

To address some of these challenges, workshop participants raised a number of actionable strategies that the City and partners might use to deliver community and economic development housing-oriented projects that are aligned with and advance existing visions for the LA River and that offer “a step up” metaphorically, through affordability and job-creation, and physically, through flood-resilient design features:

- **Prioritizing the development of City assets and property adjacent to the LA River as a portfolio.** Focus on City assets as a portfolio, instead of site-by-site and department-level disposition and program decision-making. This approach can handle risks at scale, uncover opportunities for efficiencies in resource allocation, and create opportunities for innovative funding, financing, and delivery models that include embedded community influence. The approach involves taking initial steps to understand the market values and feasible re-development opportunities available considering local regulations, community context, and market needs.
- **Producing LA River-relevant site development design guidelines that can be integrated into Community Plan updates.** Guidelines can be used to illustrate redevelopment possibilities and provide a decision-making framework for the distribution of housing, open space, community-scale retail, and City uses. Actionable and visual design guidelines can make adaptive design of infrastructure and buildings to uncertain future flood risk legible to lay audiences while establishing a set of principles for technical users to create and evaluate development proposals for City-owned sites.
- **Planning for delivery within a 10-year time horizon.** Investment across LA infrastructure, housing, and transportation is expected to accelerate over through 2028 and will be in accordance with Resilient Los Angeles goals and timeframes. These planned investments and efforts suggest a major opportunity to recognize the LA River as critical infrastructure that supports the future of the City. Site identification, deal forming, and delivery must move quickly to be relevant within the near-term.

POSSIBLE PARTNERS AND ROLES

The workshop focused on possible new entities and partnerships that could support the key opportunities identified by participants in recognition of the opportunity to better leverage the private sector and address the challenges associated with coordinating a broad range of stakeholders in development decisions. These entities aim to improve risk management across commercial, public, and civic stakeholders.

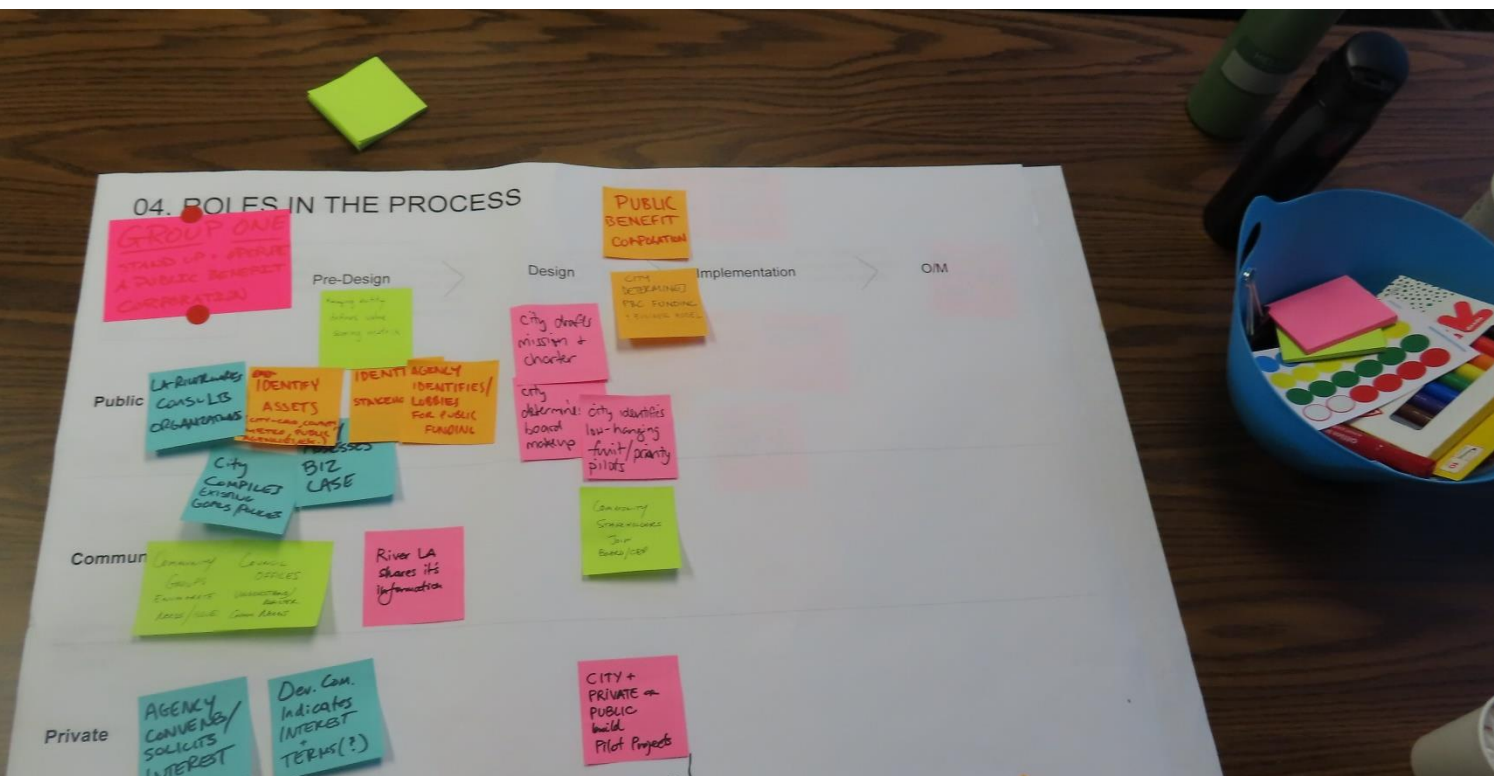
Recognizing the absence of a Joint Powers Authority (JPA) as scoped in the LA River Revitalization Master Plan, and with awareness of the concern that a maximal JPA would be overly challenging to create for this purpose and too unwieldy by site-specific outcomes, workshop participants outlined more modular partnership models.

A set of possible relationships among organizations with specific roles emerged that could guide River-relevant development and balance the risks and values of the City, communities, and the private sector. These entities aim to better manage risk across commercial, public, and civic stakeholders.

While each model can stand on its own, a coordinated approach that combines these models may achieve the greatest value for communities and the public sector. Further legal, technical, and financial evaluation is critical to determining the feasibility of any combination of models.

The key organizational entities to consider, which the City could coordinate, include:

- A City-contracted and managed asset and development manager
- A community land trust (“trust”)
- A public benefits corporation or public finance authority (PBC, PFA)
- An Enhance Infrastructure Finance District (EIFD)
- Direct involvement of Community (Economic) Development Corporations (CDC or CEDC)
- Private sector developers and actors



Possible Organizational Entities that Could Achieve a Portfolio Approach

Entity	Goals	Governance	Key Function
<p>City-contracted asset and development manager who coordinates and delivers projects in asset portfolio</p>	<ul style="list-style-type: none"> • Increase City capacity to identify, manage, and deliver projects through a services contract under direct City management. • Retain City and Department ownership and control of sites through project delivery • Prioritize City operational efficiencies and improvements along the LA River and community outcomes 	<ul style="list-style-type: none"> • Asset management company scoped and managed by City agency 	<ul style="list-style-type: none"> • Develop implementation-ready proposals and strategies for approval by City decision-makers, and execute them on City's behalf
<p>Community Land Trust is implemented or incentivized to manage City-owned, River-adjacent assets</p>	<ul style="list-style-type: none"> • Create opportunity for City and community investment in River-adjacent assets that can be rededicated to uses, such as affordable housing, and can appreciate in value over time • Mitigate against gentrification of neighborhoods as development value increases 	<ul style="list-style-type: none"> • Non-profit entity with a board appointed by the City, County, equity investors, and community representatives. 	<ul style="list-style-type: none"> • Acquire, hold, and develop a portfolio of sites towards public benefits in line with the trust's charter
<p>Public benefit corporation or public finance authority is created to manage projects in portfolio</p>	<ul style="list-style-type: none"> • Increase public capacity to identify, manage, and deliver public projects • Provides more agile and flexible entity to encourage private sector investment 	<ul style="list-style-type: none"> • State-chartered agency with a board appointed by the LA Mayor 	<ul style="list-style-type: none"> • Structure deals for public projects and managed procurement for site redevelopment • Act as the operating arm of a community land trust • Operate projects delivered in public land in the portfolio

- | | | | |
|---|--|---|--|
| <p>An Enhanced Infrastructure District (EIFD) is created to encourage flexible financing</p> | <ul style="list-style-type: none"> • Create a flexible financing vehicle for delivering tax increment financing • Create opportunity for cross-jurisdictional investment • Create financing capacity to offset gaps in revenue between market opportunities and City capital costs to free up sites for redevelopment | <ul style="list-style-type: none"> • Board of legislative representatives from county and City | <ul style="list-style-type: none"> • Receive and hold tax increment from new assessment districts in the City and county • Deliver tax increments to a PBC or other entities for project implementation within a defined boundary and defined project list |
| <p>Community Development Corporations are encouraged to grow community-based investment</p> | <ul style="list-style-type: none"> • Increase the capacity of local communities to influence, develop, and manage residential and commercial properties | <ul style="list-style-type: none"> • Community-based, non-profit entity with a board comprising of typically one-third community residents | <ul style="list-style-type: none"> • Deal partner in site redevelopment projects • Invest in residential and commercial developments • Receive development revenue and grants from philanthropic and federal sources, including CDBG |

Two preliminary arrangements of these entities emerged, which rely on varying degrees of direct City-management. Each arrangement implicates different funding and financing streams, which are outlined below.



ENTITY TYPE	MODEL 1. DIVERSE INVESTMENT AND SHARED MANAGEMENT OF PORTFOLIO WITHOUT DIRECT CITY CONTROL			MODEL 2. MORE DIRECT CITY CONTROL OVER PORTFOLIO AND PROJECTS	
	1A. W/ EIFD	1B. EIFD ACTS AS PFA/PBC	1C. W/OUT EIFD	2A. W/ EIFD	2B. W/OUT EIFD
CITY-CONTRACTED ASSET MANAGER				✓	✓
COMMUNITY LAND TRUST	✓	✓	✓		
EIFD	✓	✓		✓	
PFA/PBC	✓		✓		
CDC/CEDC	✓	✓	✓	✓	✓
PRIVATE DEVELOPERS	✓	✓	✓	✓	✓

POTENTIAL GOVERNANCE MODEL 1.

DIVERSE INVESTMENT AND SHARED MANAGEMENT OF PORTFOLIO WITHOUT DIRECT CITY CONTROL

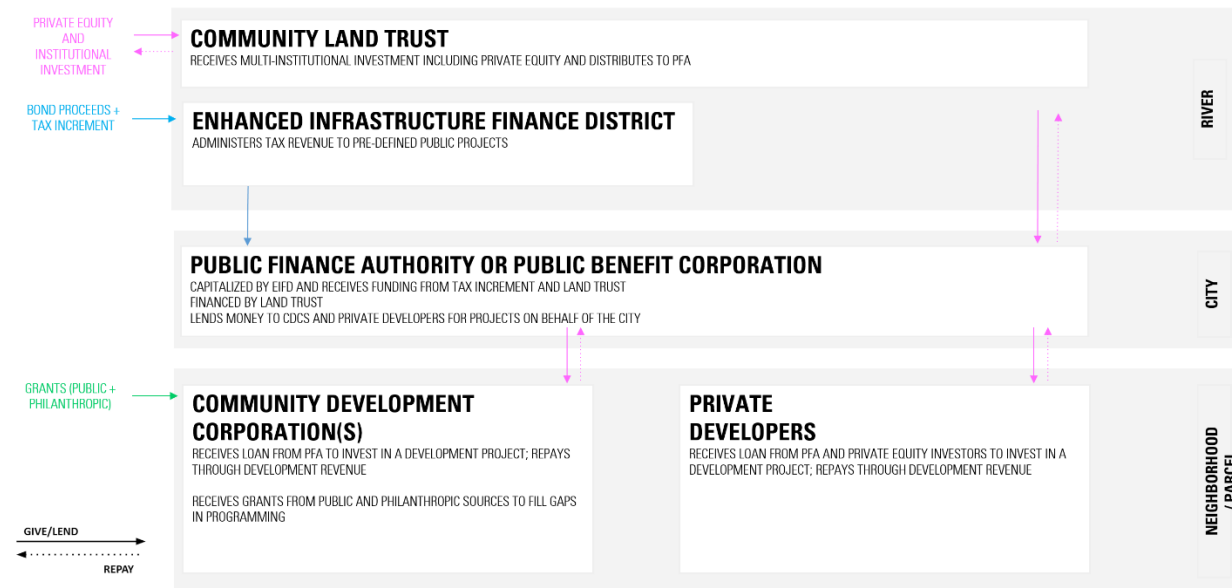
In this model, a community land trust would acquire and hold the portfolio of City assets and provide an opportunity for institutional investments and private equity to be leveraged towards LA River adjacent development projects. A PFA or PBC would act as the operating arm of the trust, managing procurement in accordance with a criteria enshrined in its charter and the approval of a board appointed by the Mayor of LA. An EIFD could capitalize the PFA or PBC and, over time, distribute tax increment towards a predefined set of projects within a predetermined boundary (e.g., LA County).

When public projects such as a new park are implemented, user fees, memberships, concessions, and other revenues could be returned to the PFA to fund project operations and maintenance. Community development corporations and private developers could compete for capital and rights to develop new projects in alignment with the project list determined by the EIFD and/or PFA charter, such as affordable housing. These would leverage funds from the PFA that would ultimately be repaid back to the trust.

Alternatively, a PFA could potentially be contiguous with the EIFD, acting as both the operating arm of the trust, managing procurement in accordance with a criteria enshrined in its charter as well as receiving and administering tax increment towards a predefined set of projects within a predetermined boundary (e.g., LA County). This entity would have the authority to develop projects.

Finally, without the establishment of an EIFD, the model could potentially function without tax increment through leverage of the portfolio investment in the trust alone.

Relationships and Potential Funding Streams



Partner Roles and Functions

MODEL 1. DIVERSE INVESTMENT AND SHARED MANAGEMENT OF PORTFOLIO WITHOUT DIRECT CITY CONTROL	1A. w/ EIFD	1B. EIFD acts as PFA/PBC	1C. w/out EIFD
CITY-CONTRACTED ASSET MANAGER	N/A		
COMMUNITY LAND TRUST	Acquires, holds, manages, and sells assets across the portfolio		
EIFD	Receives and holds bond revenue and tax increment to a set of predefined projects with a pre-determined boundary	Receives and holds bond revenue and tax increment; Structures deals for public projects with CDCs and private developers; manages procurement and	N/A
PFA/PBC	Structures deals for public projects with CDCs and private developers; manages procurement and redevelopment; directly implements and operates public projects as the operating arms of the land trust	redevelopment; directly implements and operates public projects as the operating arm of the land trust	Structures deals for public projects with CDCs and private developers; manages procurement and redevelopment; directly implements and operates public projects as the operating arms of the land trust
CDC/CEDC	Invests in development projects; manages and operates projects		
PRIVATE DEVELOPERS	Invests in development projects; manages and operates projects		

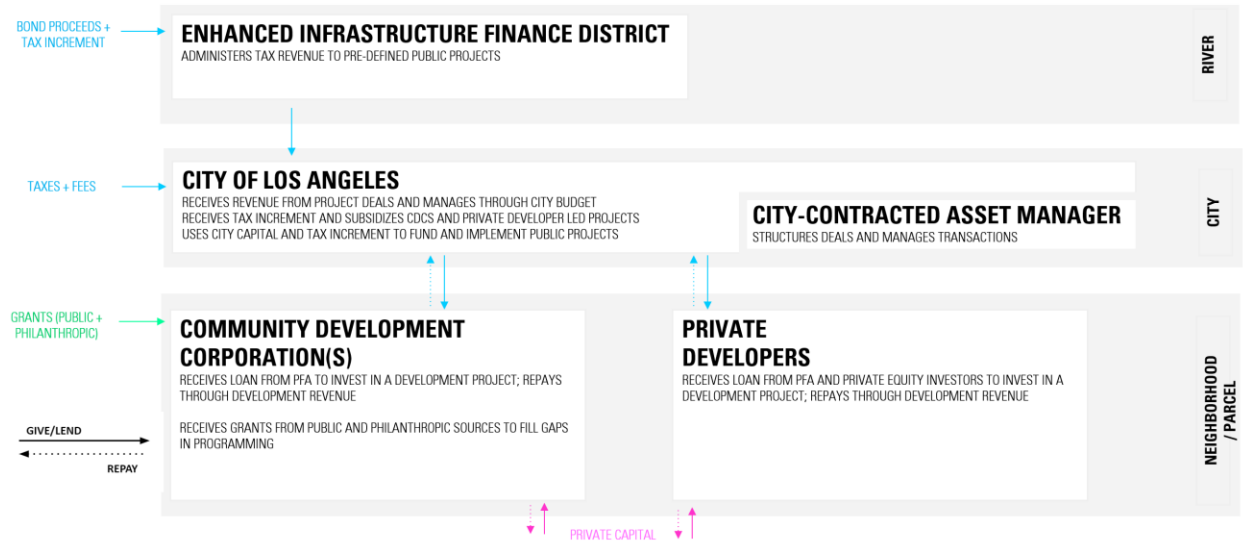
POTENTIAL GOVERNANCE MODEL 2.

MORE DIRECT CITY CONTROL OVER PORTFOLIO AND PROJECTS

The City could contract with an asset and development manager that would manage the acquisition, holding, and management of the portfolio of City-owned sites adjacent to the LA River. The manager would be responsible for developing implementation-ready project proposals that would be approved by City leadership and decision-makers.

This entity would execute the implementation of public projects on the City’s behalf and also manage the procurement and deal-making process with CDCs and private developers. In this scenario, it’s possible that an EIFD could administer tax increment towards a predefined set of projects within the City. Revenue generated from these development projects would likely sit in the City budget.

Relationships and Potential Funding Streams



Partner Roles and Functions

MODEL 1. MORE DIRECT CITY CONTROL OVER PORTFOLIO AND PROJECTS	2A. w/ EIFD	2B. w/out EIFD
CITY-CONTRACTED ASSET MANAGER	Holds City assets in a portfolio; develops implementation-ready proposals approved by City decision-makers and executes on the City's behalf, managing procurement with CDCs and private developers	
COMMUNITY LAND TRUST	N/A	
EIFD	Receives and holds bond revenue and tax increment to a set of predefined projects with a pre-determined boundary	N/A
PFA/PBC	N/A	
CDC/CEDC	Invests in development projects; manages and operates projects	
PRIVATE DEVELOPERS	Invests in development projects; manages and operates projects	

"AS INVESTMENT - OR ONE DAY, TIF - AND INFRASTRUCTURE MONEY COMES, IT MAY NOT BE MET WITH THE ORGANIZING RESOURCES TO DEFINE THE DEMAND BASED ON WHAT THE COMMUNITY ACTUALLY NEEDS."

BIKE PARKING

+ PROPERTY TAXES

+ EIFD/TIF - Impact on deal types

+ ABILITY TO PIVOT/FLEXIBILITY

+ City's capacity for doing these deals?

- portfolio mgmt - clear lead?

+ Political process site / ie Council Districts
land use vs. portfolio approach

+ Community scope - local → regional

+ Community informed guidelines → RFP/RFR

+ CASP^(model) - specific plans, community planning

+ Defining public benefit

NEXT STEPS

To operationalize implementation and cultivate the support needed from the City, other government entities, community, and private actors, a number of immediate actions are recommended to support the pre-design phases:

BROADEN AWARENESS AND ENGAGEMENT AROUND POTENTIAL ACTION MODELS

- Engage key City Council offices to build awareness of the action models the workshop participants and Accelerator Team have explored.
- Engage the Office of the City Administrative Officer (CAO) and the Bureau of Engineering (BOE), who are together executing an inventory of City “yards and shops” with an eventual eye toward identifying and acting on efficiency improvements and, potentially, alternative land uses at a portfolio level.
- Prepare a compilation and strategic assessment of city-wide goals and policies that refined the strategic approach to portfolio-level management.
- Cohere community-level core needs and partnership with Council offices to being to align City-wide objectives with community-needs in River-adjacent communities.
- Form a City working group and clarification of a work plan and schedule.

DEEPEN EVALUATION AND UNDERSTANDING OF THE FEASIBILITY OF POSSIBLE GOVERNANCE MODELS

- Through the “yards and shops” CAO/BOE effort, which will involve consultant services, include in the scope of work an initial analysis of the LA River portfolio-oriented redevelopment opportunities as outlined in this report. This may include identification of a portfolio of River-adjacent “yards and shops for an in-depth market analysis.
- Identify external counterparts and experts to participate in an advisory committee and willing to regularly engage (e.g., legal, academic, financial, NGO, philanthropic). This group could support the initial portfolio analysis, including:
 - Development of the business model for a portfolio approach, which could build off of learnings of City-service efficiencies findings in the “yards and shops” effort;
 - Evaluation of the legal and policy opportunities and constraints related to possible implementation models;
 - Evaluation of the potential social and ecological impacts related to possible implementation model; and,
 - Determination of paths to securing institutional investments in the portfolio from equity partners.
- Pathways for the establishment of a non-profit land trust entity with a board appointed by the City, County, Equity investors, and community representatives.
- The feasibility of an EIFD to act as the operating arms of a land trust, and therefore fulfill the same type of scope as a PFA or PBC.
- Evaluation of a district boundary of a potential EIFD with respect to LA River revitalization goals, pathways for securing a ballot and bond measure to initiate, and feasibility of capitalizing (or substituting altogether) a PFA or PBC through this approach.

DETERMINE PILOT IMPLEMENTATION MODEL AND PILOT PROJECTS

- Upon a future decision to proceed with a redevelopment pilot program, including identification, funding, and development of internal capacity to coordinate implementation.
- Establish governance model and, potentially, new entities through which to test a portfolio approach and preliminary partnership agreements. This may include actions, such as:
 - Hosting agency convenings and solicitation of interest to support new entity creation;
 - Developments of entity missions and charters in partnership with community-based organizations;
 - Determination of board-membership and leadership of implementation models; and,
 - Capitalization and stand-up of new teams and/or entities.
- Identify a set of pilot projects, including a site-selection criteria and prototypic partnership agreement between parties



APPENDIX

The following materials are available in digital format at [this link](#)

1. Resilience Accelerator Workshop Presentation Deck
2. Resilience Accelerator Workshop Exercise Guide
3. CSRS, Inc Market Assessment
4. IHS Markit Los Angeles Economic Baseline Study

i Map Credit: Studio-MLA

ii Map Credit: Studio MLA

iii U.S. Census Bureau. TIGER/Line Shapefile, 2010, 2010 state, California, 2010 Census Block State-based Shapefile with Housing and Population Data [shapefile]. 2010, updated 9 August 2018. <<https://catalog.data.gov/dataset/tiger-line-shapefile-2010-2010-state-california-2010-census-block-state-based-shapefile-with-ho>>

iv Los Angeles County. Proposed Ordinance #16-01, Measure M, Los Angeles County Traffic Improvement Plan. http://theplan.metro.net/wp-content/uploads/2016/09/measurem_ordinance_16-01.pdf Accessed April 10, 2019.

v Los Angeles County. Letter to Honorable Board of Supervisors from Chief Executive Office. Adopted June 20, 2017. <http://file.lacounty.gov/SDSInter/bos/supdocs/114677.pdf> Accessed April 10, 2019.

vi Ballotpedia, “Los Angeles County, California, Sales Tax for Homeless Services and Prevention, Measure H (March 2017).” [https://ballotpedia.org/Los_Angeles_County,_California,_Sales_Tax_for_Homeless_Services_and_Prevention,_Measure_H_\(March_2017\)](https://ballotpedia.org/Los_Angeles_County,_California,_Sales_Tax_for_Homeless_Services_and_Prevention,_Measure_H_(March_2017)). Accessed, April 10, 2019.

vii Los Angeles County. Measure A Development, 2016 Ballot Measure. <http://rposd.lacounty.gov/2016-ballot-measure/> Accessed April 10, 2019.

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