

# LOWER LOS ANGELES RIVER REVITALIZATION PLAN (LLARRP) WORKING GROUP MEETING #3

Thursday, July 7, 2016 ♦ 6:00 pm – 9:00 pm  
Clara Park – Turner Hall, 4835 Clara Street, Cudahy, CA 90201

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## S U M M A R Y R E P O R T

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### INTRODUCTION

On July 7, 2016, California State Assembly Speaker Anthony Rendon of the 63<sup>rd</sup> Assembly District and the Rivers and Mountain Conservancy (RMC) co-hosted the third meeting of the Working Group for the Lower Los Angeles River Revitalization Plan (LLARRP). The purpose of the meeting was to review and discuss the project mission, preliminary plan elements, Working Group Organizational Framework, Conceptual Planning Process, and Communications Plan.

### Meeting Format and Agenda

The third meeting of Working Group occurred on July 7, 2016, from 6:00 p.m. to 9:00 p.m. at Clara Park – Turner Hall, 4835 Clara Street, Cudahy. Approximately 40 representatives participated, and 10 staff from participating agencies also attended to listen and learn.

Mark Stanley, Executive Officer of the RMC opened the meeting by welcoming attendees and explaining the purpose and objectives of the meeting. He then introduced Daniel Iacofano of MIG, Inc., who served as meeting facilitator and provided an overview of the agenda (Attachment A) and meeting format before asking for self-introductions from all participants. A copy of the sign-in sheets is included as Attachment B.

During the meeting, Mr. Iacofano included PowerPoint slides to support review of agenda items and discussion points. A copy of the PowerPoint slides is included as Attachment C. Andy Pendoley of MIG recorded key discussion points and summaries of brief reports from the break out sessions on wall-sized pieces of paper, or “wallgraphics.” A summary of the discussion and detailed discussion points from the breakout sessions are provided in the following sections, and a photo-reduced copy of the wallgraphic is included as Attachment D.

### SUMMARY OF DISCUSSION

The following sections provide a summary of discussions among Working Group members. Discussion topics included: Working Group structure; proposed plan elements; breakout sessions and reports back, as organized by plan elements; and next steps.

## Working Group Structure

Participants reflected on the revised Working Group structure as presented by Mr. Iacofano, which reflects input from the previous meeting. Participants provided comments and questions, with project team responses noted in *italics*.



- What does the overlapping area between the Working Group and Agency Staff and Consultants circles represent? Is there a middle group or committee? – *No. This simply refers to those two groups as being linked together as the Core Team.*
- How do the Agency Staff and Consultants make decisions? – *These groups respond to direction from the Working Group. They may also conduct technical studies or other research as requested by the Working Group.*
- Who is represented by the Consultants group, and how are they selected? – *The County Department of Public Works is currently using one of its as-needed consultant contracts, Tetra Tech, to support the planning process. Other technical experts and consultants will be recommended by the County and RMC, as needed, with vetting by the Working Group.*
- What does “as needed” mean? – *Periodic; intended to be responsive and dynamic to the Working Group’s and planning process’ needs.*

## Proposed and Refined Plan Element Committees

Mr. Iacofano presented a set of eight (8) proposed Plan Element Committees, constructed by the project team based on direction from the previous Working Group meeting. He also noted that committees could be created based on geographic segments to study localized needs and opportunities. He then presented the Conceptual Planning Process Roadmap that outlines how the engagement and technical planning processes could be integrated to develop a future Revitalization Plan. Participants provided comments and questions (project team responses in *italics*), and developed a refined set of committees.

- Who will participate on the committees? – *Working Group members and advisers, as needed.*
- If each Working Group member only participates on one committee, how can that person’s ideas be integrated in the other committees and plan elements? – *Regular reports and information sharing across the committees will be critical to including and linking all ideas across plan elements.*
- Data and metrics will be important to conducting network analysis and understanding how the elements are mutually-supportive and –reinforcing. – *This is an upcoming technical step in the planning process.*

- Include brownfields as part of analysis related to environment, economics and community health
- Strengthen the focus on infrastructure—community and green—to support health, environmental justice, design, safety, signage, access, public notification, and supervision and security
- Include funding across all plan elements
- Link water and environmental planning in one element as they are commonly and erroneously separated
- **Community Health, Equity and Environmental Justice:**
  - Include mental health as a topic
  - Develop curriculum for community education that is multi-lingual and promotes access
  - Separate community engagement (with a strong youth-focus) as a stand-alone element
- **Implementation.** Focus on:
  - Community engagement
  - Funding
  - Governance
  - Safety and Security
- **Parks:** Add programming

Following is a summary of the proposed Plan Elements presented by Mr. Iacofano, and the refined Plan Elements as developed by the Working Group, all listed alphabetically. The refined elements formed the basis of the breakout sessions summarized below.

Proposed Plan Elements	Refined Plan Elements
Community Arts, Culture and Identity	Community Engagement (including youth and education)
Community Economics	Community Economics, Health and Equity (including mobility and land use)
Community Health, Equity and Environmental Justice	Water and Environment (including ecosystem health, flood management, green infrastructure, and water supply and quality)
Environment and Ecosystem	Implementation (including funding and environmental compliance)
Flood Management, Water Supply and Quality	Public Realm (including parks, open space, placemaking and public safety)

Implementation	--
Parks, Recreation, Open Space and Trails	--
Transportation	--

**Breakout Sessions**

Mr. Iacofano asked Working Group members to join their preferred Refined Plan Element Committee in a breakout session, acknowledging that members may participate in different committees in the future. The purpose of the breakout sessions was to begin defining each element including: defining success; issues and challenges; ideas and opportunities; and additional needs to develop the element such as people, expertise, tools and materials.

Working Group members self-facilitated their discussions, while project team members provided support by recording discussion points on flipchart pages. Following is a summary of the detailed discussions recorded on the flipcharts and the report backs summarized on the wallgraphic as provided by each breakout group to the larger Working Group.

**Community Engagement**

- **Success**
  - Community-facilitated and implemented: education and leadership
  - Neighborhood-level, on-the-street outreach
  - Excited and supportive community
  - Authentic and non-traditional
  - Meetings occurring at the River
- **Issues and challenges**
  - Building community ownership
  - Facilitating authentic participation and two-way dialogue
  - Reframing the River as it relates to the community and personal value
  - Avoiding redundant outreach
  - Implementing projects from many plans
  - Understanding the relationship between the River and community
- **Ideas and Opportunities**
  - Celebrating the river and process as an engagement approach
  - Engaging the community in the River
  - Utilizing art to engage and educate the community about the River
  - Using social media to connect to the community
  - Connecting through faith-based and school-based partners
  - Replicating successful engagement models (e.g., Frogspot)
  - Tailoring outreach to each community and/or section of the River
  - Leading trips to and on the River

▪ **Additional Needs**

- Coordinating the multiple people and organizations currently working on the River
- Mapping community assets
- Collecting technical tools for engagement such as surveys, Periscope and Snapchat
- Leveraging the expertise and experience of residents
- Identifying funding to support engagement efforts
- Engaging people:
  - Community-based organizations
  - Advocacy organizations
  - Active community members
  - Youth groups
  - Conservation Corps
  - Middle and high school students
- Using expertise:
  - “La Gente”
  - Community based organizations in southeast communities
  - Social media marketing
- Materials:
  - Funding
  - Venues by the River
  - Website
  - Data software

***Community Economics, Health and Equity***

▪ **Success**

- Community-driven
- All cities have an active transportation master plan
- Improvements in the health index and hardship index
- Local hiring ordinances
- Community benefit agreements: long-lasting benefits for current community members
- Zero displacement of existing residents
- Affordable housing that serves the local communities
- Thriving wages for all projects
- Reduced pollution
- Improved access to the River
- Uplifted residents and communities
- Co-powered efforts between communities and public agencies

▪ **Issues and Challenges**

- Displacing current residents due to development

- Alienating current residents from engagement in the River and community change
- Supporting the needs of equestrian trail users
- Addressing access gaps
- Coordinating implementation and timing of projects
- Defining highest and best uses by financial gain, not by displacement impacts
- Addressing displacement through Enhanced Infrastructure Financing Districts
- Improving transparency and accountability
- Providing resources for implementation to local jurisdictions
- Lacking incentives for local jurisdictions to sustain positive zoning changes
- **Ideas and Opportunities**
  - Instituting zoning in communities that supports retaining residents
  - Creating Equity Infrastructure Financing Districts—funding mechanisms that promote community changes in support of existing communities
  - Reducing construction impacts (e.g., zero emissions, off-site staging, etc.)
  - Applying a health-through-prevention lens to planning efforts
  - Pursuing healthy and equitable land uses
  - Developing “guide to green” policies to reduce pollution
  - Establishing tangible goals to meet Plan Element criteria
  - Improving transportation and circulation safety:
    - Industrial circulation patterns and residential areas
    - Connectivity of arterials to local businesses and the River
  - Creating a pipeline of thriving wage jobs through local training centers
  - Showcasing model ordinances and policies to local jurisdictions
  - Establishing a JPA (or similar) to support implementation
- **Additional Needs**
  - Identifying funding to support equity efforts
  - Establishing political support
  - Defining metrics: health impacts; displacement assessments
  - Balancing investments in planning versus implementation
  - Identifying a rallying, motivational element for the community

***Water and Environment: Ecosystem Health, Flood Management, Green Infrastructure, and Water Supply and Quality***

- **Success**
  - Compliance with water quality requirements
  - Watershed-informed designs and decisions
  - Multi-objective
  - Multi-benefit
  - Integrated with existing plans for the River and surrounding communities
  - Cost effective measures
  - Implementable measures

- Clarified definition of “water supply”
- Resilient watershed
- Addressed low-flow needs
- **Issues and Challenges**
  - Protecting communities from flood
  - Managing and improving the River within limited space, within and adjacent to the channel
  - Supporting adjacent jurisdictions
  - Operating with limited permitting flexibility
  - Respecting rights and ownership of spaces (e.g., utilities, water access, etc.)
  - Partnering effectively with the Army Corps of Engineers
  - Communicating effectively
  - Addressing climate change issues
- **Ideas and Opportunities**
  - Leveraging a range of funding sources and regulations
  - Integrating related planning efforts
  - Conducting an inter-jurisdictional approach
  - Capitalizing on growing momentum for change
  - Providing green jobs
  - Integrating open space, habitat, water capture, and neighborhood planning
- **Additional Needs**
  - Creating coordination approaches between jurisdictions at the highest levels
  - Understanding needs for technical and water studies
  - Utilizing legal expertise
  - Researching co-benefit approaches
  - Learning from other planning efforts

***Public Realm: Parks, Open Space, Placemaking and Public Safety***

- **Success**
  - Inclusive of all users and activities
  - Community ownership and participation: residents and organizations
  - Diverse, multi-user spaces, facilities and programs
  - Clean, safe and accessible to all
  - Connected creeks and corridors
  - Sustainable funding for management and maintenance
  - Integrated with local plans and projects
  - Coordinated, inter-jurisdictional approach to enforcement
- **Issues and Challenges**
  - Reconciling split and multi-jurisdictional governance
  - Addressing connectivity and access for existing businesses
  - Managing unauthorized use and access of River facilities
  - Cleaning contaminated and brownfield areas

- Addressing homelessness
- Addressing and enforcing safety and security measures (e.g., tagging, lighting)
- Preventing gentrification
- Securing funding and financing
- Resorting riparian and native habitats
- Providing safety information to the community
- Solving infrastructure and environment challenges (e.g., stormwater, climate change, drought)
- **Ideas and Opportunities**
  - Leveraging other plans for the River and adjacent communities
  - Facilitating inter-jurisdictional and community communications and information-sharing through the Council of Governments
  - Closing accessibility gaps to the River
  - Improving connecting streets and corridors to adjacent communities: greenways and multi-use trails
  - Re-orienting and connecting existing businesses to the River
  - Partnering with community-based organizations for business opportunities, management of improvement districts, jobs, and safety
  - Focusing on joint and multi-use opportunities
- **Additional Needs**
  - Gathering and analyzing data from existing studies and related initiatives (e.g., River LA, RMC, WCA, local cities, etc.)
  - Studying models for districts and financing (e.g., river improvement district, MOU/JPA, etc.)
  - Creating an information clearinghouse for staff and community members
  - Providing public information tools (e.g., fact sheets)

## ***Implementation***

- **Success**
  - Sustainable and feasible capital projects
  - Engaged public and community-driven process
  - Multi-participant implementation
  - Range of project sizes and scales
  - High use of projects
  - Established financing strategy
  - Defined metrics and timeline
  - Integrated programs
  - Coordinated public/private efforts
- **Issues and Challenges**
  - Identifying funding
  - Involving the community
  - Coordinating multiple jurisdictions

- Addressing broad priorities
- **Ideas and Opportunities**
  - Promoting equitable investment among River communities
  - Establishing cohesive governance (e.g., districts, joint use, public/private)
  - Providing incentives for urban greening
  - Facilitating multi-jurisdiction collaboration
  - Defining safety and security guidelines
- **Additional Needs**
  - Analyzing opportunities
  - Understanding available talent and community groups
  - Defining sustainable operations and maintenance
  - Creating localized specific plans
  - Identifying community stewards who are invested and engaged
  - Researching potential technical experts
  - Assessing levels of political support

### **Preliminary Community Engagement Plan**

Mr. Iacofano reviewed the Preliminary Community Engagement Plan, and requested Working Group members' review and input to the project team outside of the meeting and during future discussions.

### **NEXT STEPS**

Mr. Stanley concluded the meeting by thanking Working Group members, and confirming among representatives of specific cities that the next three meetings would occur on the dates at the following locations:

- Thursday, August 4, 2016, Bell
- Thursday, September 8, 2016, South Gate
- Thursday, October 6, 2016, Downey

**ATTACHMENT A: AGENDA**

**LOWER LOS ANGELES RIVER REVITALIZATION PLAN (LLARRP)  
WORKING GROUP PROJECT MEETING No. 3**

**Thursday, July 7, 2016**  
6:00 pm - 9:00 pm

**Clara Park - Turner Hall**  
4835 Clara Street  
Cudahy, CA 90201

Meeting Objectives:

1. Review, discuss and confirm revised Working Group Organizational Framework.
2. Initiate Plan Element Committee discussions.
3. Review and discuss preliminary community engagement plan.

**A G E N D A**

6:00 pm	I.	<b>Welcome, Introductions and Agenda Overview</b> Mark Stanley, Executive Officer, RMC Daniel Iacofano, Meeting Facilitator, MIG
6:10 pm	II.	<b>Brief Summary of LLARRP Working Group Meeting No. 2</b>
6:20 pm	III.	<b>Working Group Organizational Framework:</b> A. Working Group Structure and Plan Elements B. Proposed Planning Process ("Roadmap") C. Proposed Plan Element Committees
7:00 pm	IV.	<b>Plan Element Committees: Breakout Session</b> A. Discuss ideas, issues and opportunities B. Identify tools, people and materials needed C. Summarize and present to full Working Group
8:15 pm	V.	<b>Preliminary Community Engagement Plan</b>
8:40 pm	VI.	<b>Summary and Next Steps</b>
8:50 pm	VII.	<b>Announcements and Public Comments</b>
9:00 pm	VIII.	<b>Meeting Close...and Networking!</b>

**ATTACHMENT C: POWERPOINT**



## Agenda

- Welcome, Introductions and Overview
- Summary of Meeting #2
- Working Group Organizational Framework
- Proposed Plan Element Committees: Breakout Session
- Preliminary Community Engagement Plan
- Summary and Next Steps
- Announcements and Public Comments

LOWER LOS ANGELES RIVER REVITALIZATION PLAN (LLARRP)  
 WORKING GROUP PROJECT MEETING No. 3

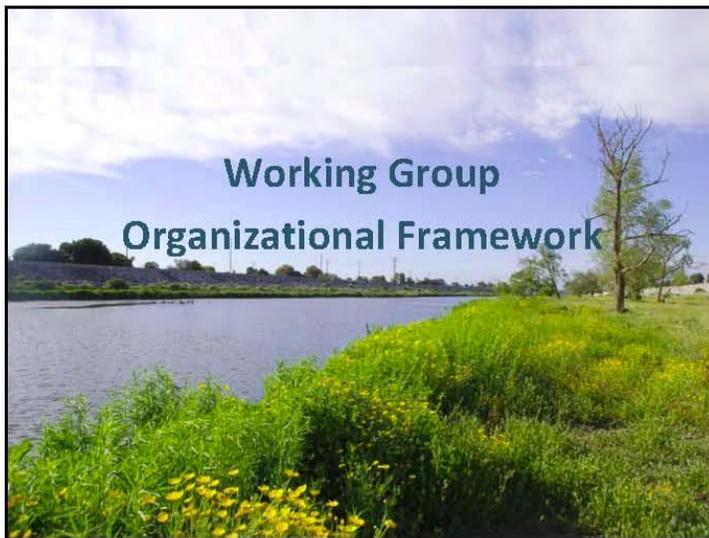
Thursday, July 7, 2016  
 6:30 pm - 9:00 pm  
 Carla Keri - Turner Hall  
 4830 Catalina Street  
 Covally, CA 91721

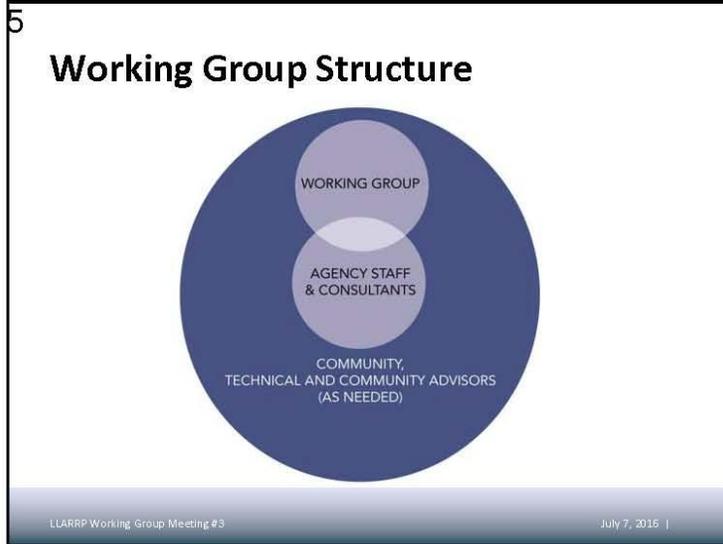
Meeting Objectives:  
 1. Review, discuss and confirm revised Working Group Organizational Framework.  
 2. Initiate Plan Element Committee structures.  
 3. Review and discuss preliminary community engagement plan.

A G E N D A

6:30 pm	I. Welcome, Introductions and Agenda Overview and Business Review/Other, Joint Benefit Realization Planning Process, etc.
6:40 pm	II. Brief Summary of LLARRP Working Group Meeting No. 2
6:50 pm	III. Working Group Organizational Framework: A. Working Group Structure and Plan Elements B. Proposed Planning Process ("Roadmap") C. Proposed Plan Element Committees
7:00 pm	IV. Proposed Plan Element Committees: Breakout Session A. Discuss needs, goals and opportunities. B. Identify tools, people and materials needed. C. Summarize and present to Working Group
8:15 pm	V. Preliminary Community Engagement Plan
8:40 pm	VI. Summary and Next Steps
8:50 pm	VII. Announcements and Public Comments
9:00 pm	VIII. Meeting Close and Next Meeting

LLARRP Working Group Meeting #3
July 7, 2016 |





7 *Proposed*  
**Community Arts, Culture and Identity**



- Involving the local arts community
- Cultural heritage
- Historical and cultural interpretation

LLARRP Working Group Meeting #3 July 7, 2016 |

8 *Proposed*  
**Community Economics**



- Affordable housing
- Community-based land use planning and design
- Local business development

LLARRP Working Group Meeting #3 July 7, 2016 |

9 *Proposed*  
**Community Health, Equity and Environmental Justice**



- Workforce development/education
- Authentic community engagement
- Minimizing displacement and gentrification
- Healthy and active living
- Job opportunities for local residents
- Align river enhancement employment opportunities with job training efforts
- Local hire provisions for work along the corridor
- Financial assistance tools to small business owners and residents

LLARRP Working Group Meeting #3 July 7, 2016 |

10 *Proposed*  
**Environment and Ecosystem Health**



- Carbon footprint
- Environmental compliance and permitting
- Science and education
- Habitat Restoration

LLARRP Working Group Meeting #3 July 7, 2016 |

1 *Proposed*  
1 **Flood Management, Water Supply, and Quality**



- Linkage to regulatory compliance
- Preservation/Enhancement of flood safety
- Management of water as a resource

LLARRP Working Group Meeting #3 July 7, 2016 |

1 *Proposed*  
2 **Implementation**



- Funding
- Management and operations
- Governance

LLARRP Working Group Meeting #3 July 7, 2016 |

1 *Proposed*  
3 **Parks, Recreation, Open Space and Trails**



- Active living environments
- Connectivity to key destinations

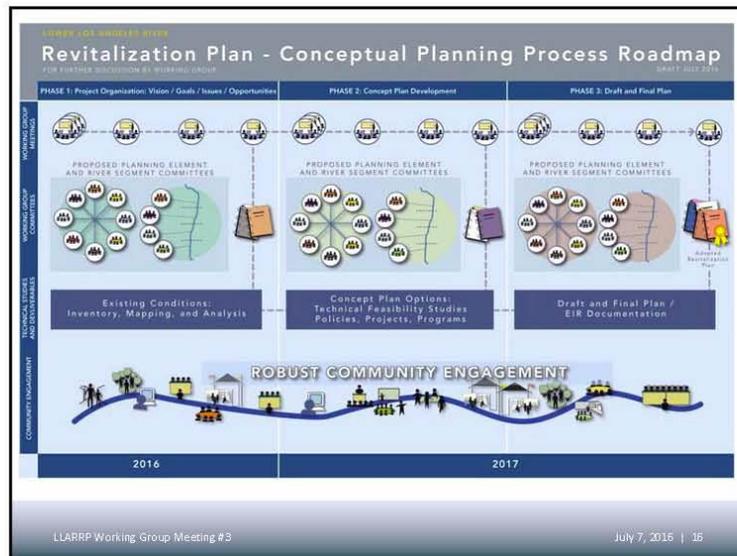
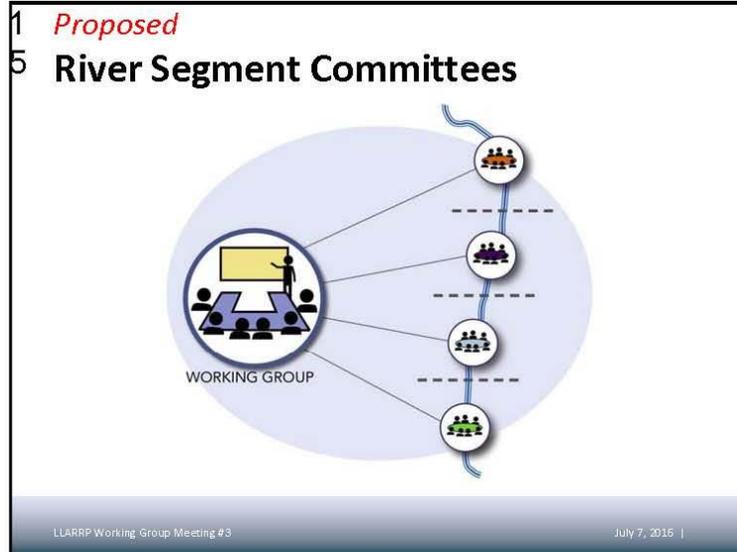
LLARRP Working Group Meeting #3 July 7, 2016 |

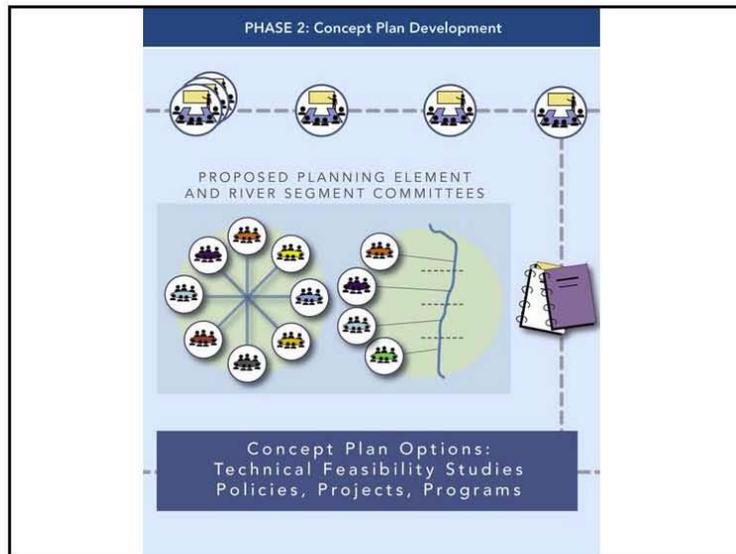
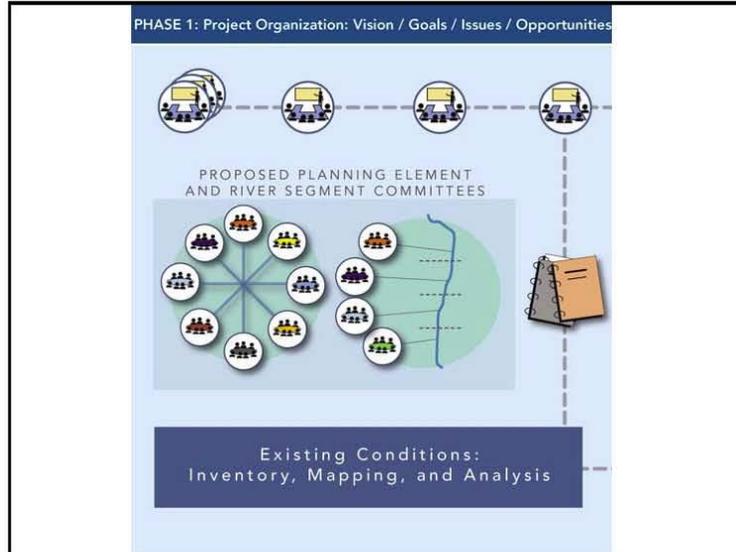
1 *Proposed*  
4 **Transportation**

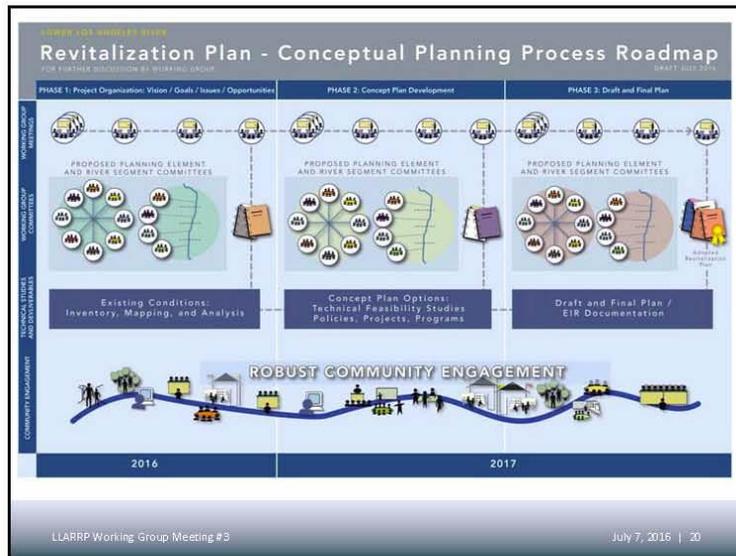
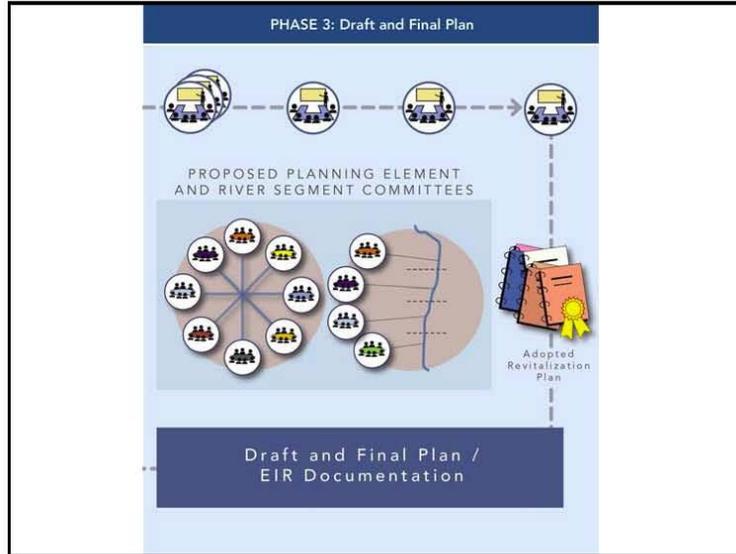


- Active modes: enhanced connectivity for bikes, pedestrians and public transit
- Integration with existing programs and planned projects

LLARRP Working Group Meeting #3 July 7, 2016 |









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**Proposed Plan Element Committee  
Breakout Questions:**

- How would you **define success** for this plan element?
- What are **issues and challenges** that must be solved in this plan element?
- What are **ideas and opportunities** for this plan element?
- **What is needed** to further develop this plan element:
  - Technical tools?
  - People?
  - Expertise?
  - Materials?

LLARRP Working Group Meeting #3 July 7, 2016 |

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## Breakout Group Startup . . .

- Choose a moderator for your group
- Review the questions
- Ensure note-taker includes all comments
- Choose a group member to report back to the larger group

LLARRP Working Group Meeting #3 July 7, 2016 |





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### Ongoing Communications: WG Members and Communities (1/2)

COM 1: Provide **formal presentations and project updates** to City Councils of the corridor

COM 2: Ask technical project team members to **attend City Council meetings periodically** to provide project updates during the public comment portions of regularly scheduled city Council meetings

COM 3: **Provide talking points to WG members** to facilitate self-reporting of LLARRMP efforts and activities

COM 4: **Rotate WG meeting venues** among River communities

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## Ongoing Communications: WG Members and Communities (2/2)

COM 5: **Add community representatives to the WG** in order to fill any perceived gaps

COM 6: Publish benchmark **reports of progress**

COM 7: Establish a **web-based project portal** to share all documents, information and data (utilize the RMC website on a temporary basis)

COM 8: Provide briefing materials in **multiple languages**

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## Community Participation (1/3)

CPP 1: Identify at least **one technical representative from each community** along the river to coordinate existing and proposed plans, on-going projects, programs, etc.

CPP 2: **Form topic-specific task groups** drawing from WG members as well as other community experts on an as needed basis to explore issues and opportunities in depth

CPP 3: **Use social media** to call attention to the river and invite on-going commentary and feedback on its many possibilities

CPP 4: **Employ technology** such as photo-voices, geo-tracking, community asset mapping, etc., as a way to capture community members ideas

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## Community Participation (2/3)

CPP 5: Conduct **interactive and experiential "pop-up" activities** along the river corridor on a periodic basis (e.g., bike rides, art walks, comment stations, etc.)

CPP 6: Create an **interactive mapping tool** on the web to record community member comments and ideas

CPP 7: Conduct **community surveys** to identify top priorities, needs and opportunities

CPP 8: **Engage property owners and business owners** along the corridor in a series of one-on-one interviews and meetings to explore opportunities for taking better advantage of their proximity to the river

LLARRP Working Group Meeting #3 July 7, 2016 |

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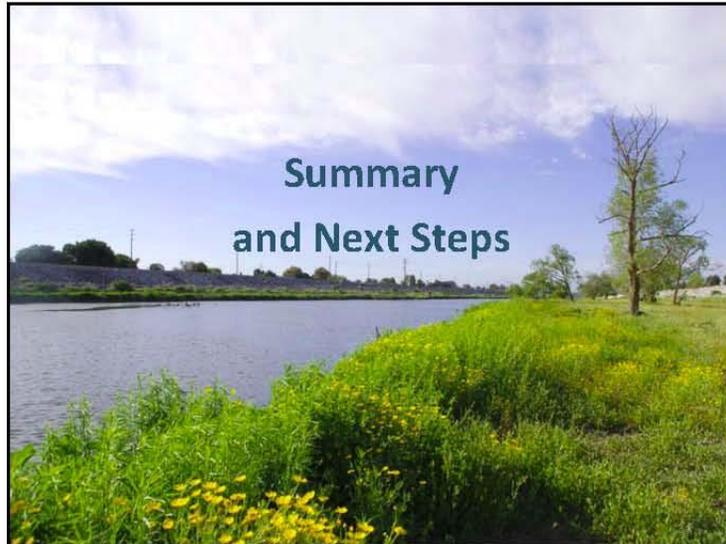
## Community Participation (3/3)

CPP 9: **Hold quarterly community workshops** throughout the corridor to maintain continuity of community involvement around specific issues and phases of the project

CPP 10: **Provide interpretive stations with opportunities for comment and feedback** at strategic points along the river

CPP 11: **Involve youth** directly in on-going community outreach and engagement activities; offer paid employment to youth to accomplish specific community outreach tasks

LLARRP Working Group Meeting #3 July 7, 2016 |



### Meeting Schedule

- First Thursday of each month
- 6:00 p.m. to 9:00 p.m.
- Various communities along the LLAR
- Through at least November 2017
- Next meetings:
  - Thursday, August 4, 2016, Bell
  - Thursday, September 8, 2016, South Gate
  - Thursday, October 6, 2016, ???



ATTACHMENT D: WALLGRAPHICS

LOWER LOS ANGELES RIVER  
 REVITALIZATION PLAN  
**Working Group #3**  
 MEETING #3  
 JULY 7, 2016

W.G. & PROCESS

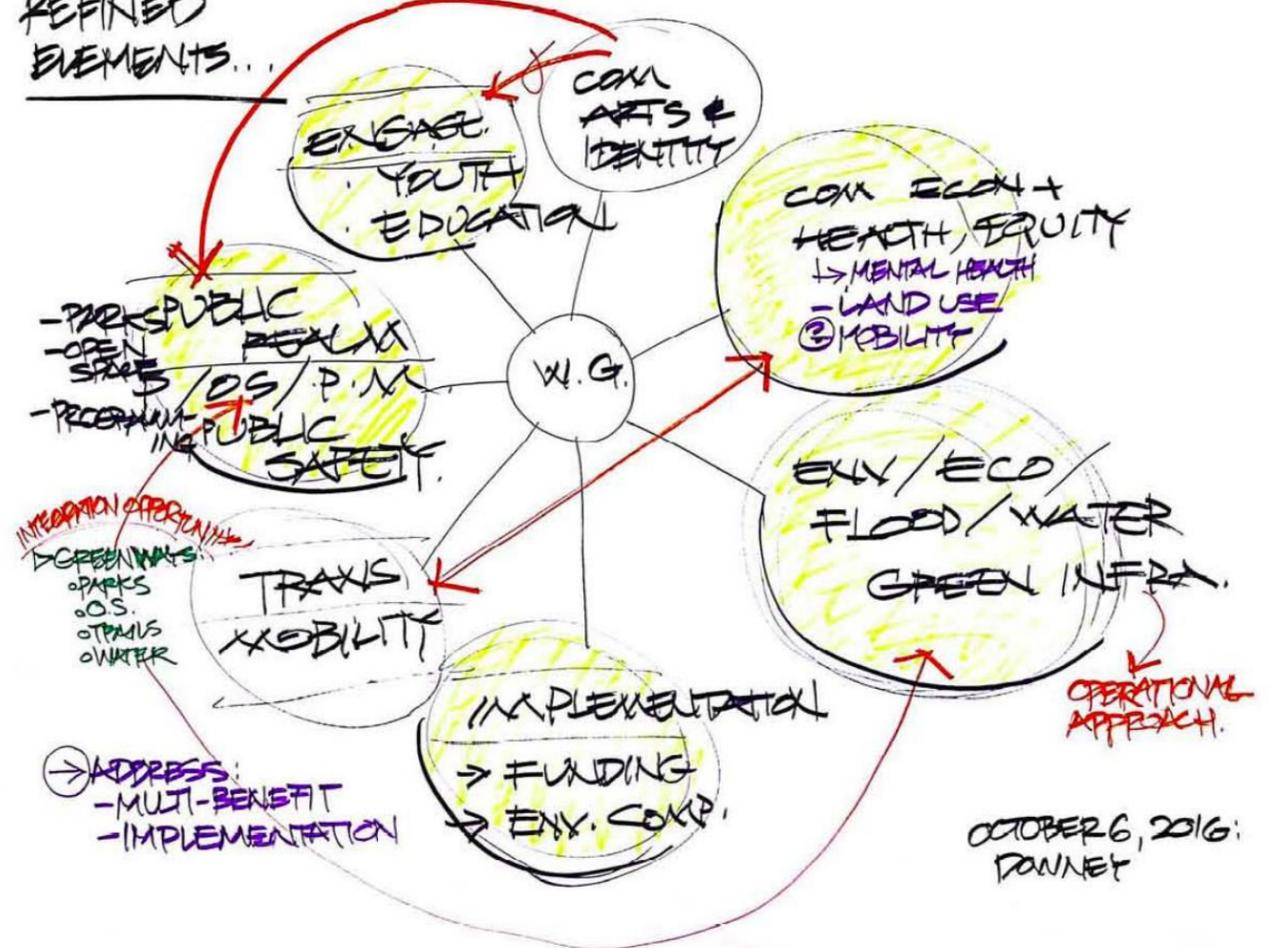
- OVERLAP: WG/ AGENCIES/CONSULTANTS? → NO MIDDLE GROUND
- HOW DO AGENCIES/CONSULTANTS MAKE DECISIONS? → RESPOND TO W.G. DIRECTION
- AVOID AGENCIES/CONSULTANTS CREATING OWN IDEAS/PLANS.
- CONSULTANT TEAM? → TECHNICAL: TETRA TECH → OTHER TECH EXPERTS AS NEEDED → VETTED BY W.G.
- "AS NEEDED" → PERIODIC → RESPONSIVE & DYNAMIC
- ENVIRO & ECOSYSTEM SCREEN → IMPLEMENTATION FOCUSED.

PROPOSED PLAN ELEMENTS

- COMMITTEE PARTICIPANTS? → W.G. + ADVISORS
- HOW DO OUR IDEAS ADD TO MULTIPLE GROUPS? → REPORTS & SHARING TO FULL W.G.
- COMMUNITY... EQUITY → ADD EDUC. CURRICULUM DEVELOPMENT: COMMUNITY - ACCESSIBLE - LANGUAGES - MENTAL HEALTH
- BROWN FIELDS: - ENVIRO - ECONOMICS - COMMUNITY HEALTH
- COMMUNITY INFRASTRUCTURE: - SAFETY - ACCESS - DESIGN - SIGNAGE - SUPERVISION & SECURITY
- FUNDING: ALL CATEGORIES
- COMMUNITY ECON. + COMMUNITY HEALTH RES. + SAFETY & PLACEMAKING
- LINK WATER & ENVIRO. → DON'T SEPARATE!

WE NEED METRICS NETWORK ANALYSIS HOW DO THEY WORK AS WHOLE?

REFINED ELEMENTS...



OCTOBER 6, 2016: DOWNEY



