

LOWER LA RIVER PARA TODOS CAMPAIGN: FINAL REPORT

*Phase 2 of the
LLAR Revitalization
Planning Efforts
(2023-2026)*

San Gabriel & Lower Los Angeles



**RIVERS AND
MOUNTAINS
CONSERVANCY**

Report Prepared for the RMC by
SGA Marketing



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This report would not have been possible without their contributions. We would also like to extend a special thanks to the community members who shared their experiences, knowledge of place, and vision for the future of the Lower LA River.

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Thanks for thoughtful contributions goes to:



Acknowledgements List

Land Acknowledgement

The County of Los Angeles recognizes that we occupy land originally and still inhabited and cared for by the Tongva, Tataviam, Serrano, Kizh, and Chumash Peoples. We honor and pay respect to their elders and descendants – past, present, and emerging – as they continue their stewardship of these lands and waters. We acknowledge that settler colonization resulted in land seizure, disease, subjugation, slavery, relocation, broken promises, genocide, and multigenerational trauma.

This acknowledgment demonstrates our responsibility and commitment to truth, healing, and reconciliation and to elevating the stories, culture, and community of the original inhabitants of Los Angeles County. We are grateful to have the opportunity to live and work on these ancestral lands. We are dedicated to growing and sustaining relationships with Native peoples and local tribal governments, including (in no particular order) the

Fernandeño Tataviam Band of Mission Indians
Gabrielino Tongva Indians of California Tribal Council
Gabrieleno/Tongva San Gabriel Band of Mission Indians
Gabrieleño Band of Mission Indians – Kizh Nation
San Manuel Band of Mission Indians
San Fernando Band of Mission Indians

To learn more about the First Peoples of Los Angeles County, please visit the Los Angeles City/County Native American Indian Commission website at lanaic.lacounty.gov.

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Executive Summary

The Lower Los Angeles River corridor spans 19 miles from Vernon to Long Beach, through some of the most environmentally burdened, historically underserved, and culturally vibrant communities in California. The 2018 Lower Los Angeles River Revitalization Plan (LLARRP) established a shared vision for this corridor: a connected network of parks, trails, restored habitats, and community spaces that strengthen neighborhood identity, expand equitable access, and prevent the displacement of existing residents as investment grows. The San Gabriel and Lower Los Angeles Rivers and Mountains Conservancy (RMC), which chaired the Working Group that developed the Plan, recognized that translating that vision into equitable implementation would require a sustained second phase of effort. In 2023, the RMC launched the Lower Los Angeles River Para Todos Campaign to do exactly that.

"Para Todos" means "for everyone." The name reflects the campaign's core commitment: that the hundreds of millions of dollars in State funding available for the corridor through Propositions 1, 68, and 4 should benefit the communities already living along the river, not displace them. The campaign focused on the 1.5-mile boundary on either side of the river from Vernon to Long Beach, matching the RMC's grant program eligibility area. The 14 cities and several unincorporated communities within this boundary share a Disadvantaged Community majority designation, high park need, and a history of underinvestment that makes equitable implementation both urgent and difficult. After years of building plans, many corridor cities lacked the staff capacity, technical knowledge, and organizational relationships to convert those plans into funded, community-supported projects. The Para Todos Campaign was designed to close that gap.

Over three years, the campaign undertook the most extensive community engagement effort along the Lower LA River corridor since the 2016–2018 LLARRP planning process. The project team interviewed city staff from 13 jurisdictions and several LA County and State agencies, identifying 176 current, potential, and recently completed projects along the corridor and documenting them on an interactive public dashboard. The team held 133 direct consultation meetings with city staff, community-based organizations, quality of life providers, community leaders, neighborhood associations, and business and civic groups across 14 cities and unincorporated communities. The campaign also maintained a consistent presence at 109 community events including cultural celebrations, town halls, environmental action days, and neighborhood clean-ups, meeting residents where they already gather.

Throughout these conversations, the Para Todos team learned about community needs, priorities, and visions for the future of the river corridor. Common concerns include the need for: park improvements, programming, consistent maintenance, and equitable access; pathways to local jobs created by green infrastructure projects; and protection from displacement. One major theme that was expressed in nearly all of these conversations was the need to ensure that LLAR corridor communities play a meaningful role in shaping current and upcoming projects.

The campaign produced a comprehensive set of tools to support the RMC, its partners, and corridor communities in advancing equitable revitalization. These include: resources for elected officials on anti-displacement strategies; practical guidance for grant applicants regarding community engagement, partnerships, and stabilization; and research on workforce development to better connect local residents to green jobs. Additional materials provide insights on Tribal engagement, support community leaders in navigating RMC funding processes, and outline partnership opportunities to strengthen future collaboration. The campaign also introduced a standardized municipal resolution framework, adopted by corridor cities to formalize their commitment to equitable revitalization and alignment with LLARRP equity principles.

Three years of engagement surfaced four overarching strategic directions for the RMC moving forward. First, the agency can close the capacity gap by expanding technical assistance to ensure under-resourced applicants can successfully access funding. Second, the RMC can build for longevity by strengthening community engagement requirements, funding park stewardship and programming alongside physical infrastructure, and integrating workforce development directly into project design. Third, the RMC can act as a regional connector, convening cities and agencies regularly, coordinating with transportation partners, and helping the corridor function as an integrated 19-mile system rather than a collection of siloed projects. Finally, the RMC can sustain the relationships built through Para Todos by establishing community advisory bodies and ongoing feedback channels that keep community voices embedded in future decision-making.

The Para Todos Campaign provides the RMC with the community knowledge, organizational relationships, and strategic framework needed to ensure that the next phase of Lower LA River revitalization delivers on the equity promises of the 2018 Plan.



Chapter 1. Context: The Lower Los Angeles River Story Revisited



Caption

The Lower Los Angeles River Revitalization Plan (LLARRP), completed in 2018, was the product of Assembly Bill 530 (Rendon, 2015) – legislation that called for a community-based vision for improving the Lower LA River corridor.

Chaired by the San Gabriel and Lower Los Angeles Rivers and Mountains Conservancy (RMC), the Plan unified 14 cities, numerous agencies, and community organizations across the 19-mile stretch along the Lower LA River (LLAR) from Vernon to Long Beach.



About the Rivers and Mountains Conservancy

The San Gabriel and Lower Los Angeles Rivers and Mountains Conservancy (RMC) is one of ten conservancies overseen by the California Natural Resources Agency. The mission of the RMC is to:

“Preserve open space and habitat, provide for low-impact recreation and educational uses, protect and improve water resources, and promote community investment in environmental restoration.”

Spanning Los Angeles and Orange Counties, the RMC’s jurisdiction encompasses the Lower Los Angeles River Watershed – a region home to some of the most environmentally burdened, historically underserved, yet culturally vibrant communities in California.

RMC grantmaking programs distribute State funds (including Propositions 1, 68, and 4) and non-Bond priority grants to support projects that restore habitats, enhance water resources, and deliver community benefits. Through its planning authority and convening power, the RMC works to ensure that State investments translate to on-the-ground benefits and spaces that serve as public assets.



The 2018 Lower Los Angeles River Revitalization Plan

Following the passage of AB 530, the RMC chaired the 2016–2018 LLAR Working Group, bringing together 40 members representing local city governments, community-based organizations, Los Angeles County agencies, and national entities whose work aligns with the RMC’s mission. Over 18 months, the Working Group launched a multi-phase planning effort that gathered input through more than 80 public meetings and 12 neighborhood pop-up events. Outreach reached diverse populations through bike tours, youth-focused events like #ReclaimingTheLARiver, and online surveys that drew 577 responses. Working Group members educated more than 650 high school students and distributed flyers to over 3,500 homes.

The resulting Lower Los Angeles River Revitalization Plan (LLARRP) provided the first comprehensive, community-driven vision for the 19-mile stretch of the river from Vernon to Long Beach. It set forth:

- **A shared vision** to make the river a vibrant and functional place comprising a linear network of parks, paths, and restored habitats that strengthen community identity
- **Equity as a guiding principle**, affirming that revitalization must prevent displacement, support locally owned businesses, and expand access for residents historically excluded from river decision-making
- **155 project opportunities**, ranging from pocket parks and bike connections to wetland restoration, and provided a [Community Stabilization Toolkit](#) to promote the incorporation of anti-displacement and workforce strategies into their development
- **A call for coordinated planning and implementation**, urging cities, counties, and community partners to align investments and share stewardship responsibilities



From Vision to Reality: The Need for Phase 2

While the 2016–2018 planning effort provided a blueprint, the Para Todos Campaign was designed to ensure that implementation delivers on equity promises. "Para Todos" means for everyone. It is the organizing principle behind the RMC's Phase 2 effort: a commitment to ensuring that current residents along the river benefit directly from investments, rather than being displaced or left out of the conversation as revitalization moves forward.

After 2018, many corridor cities and organizations sought to advance the Plan's projects but ran into shared barriers to implementation: limited staffing, complex grant requirements, and insufficient capacity to maintain long-term partnerships. The onset of COVID-19 in 2020 deepened these challenges. At the same time, State and local funding opportunities expanded significantly, particularly around stormwater capture, climate resilience, and nature-based solutions.

The communities of the LLAR – 14 cities and several unincorporated communities with high park needs, a majority Disadvantaged Community designation, and a history of underinvestment – have been positioned to benefit from these resources through RMC's Grant Programs. However, given the common challenges faced by many cities and communities along the river, the RMC recognized the need for a "Phase 2" of the original planning effort: building the relationships, knowledge, and community capacity needed to translate the LLARRP's vision into equitable, durable implementation.

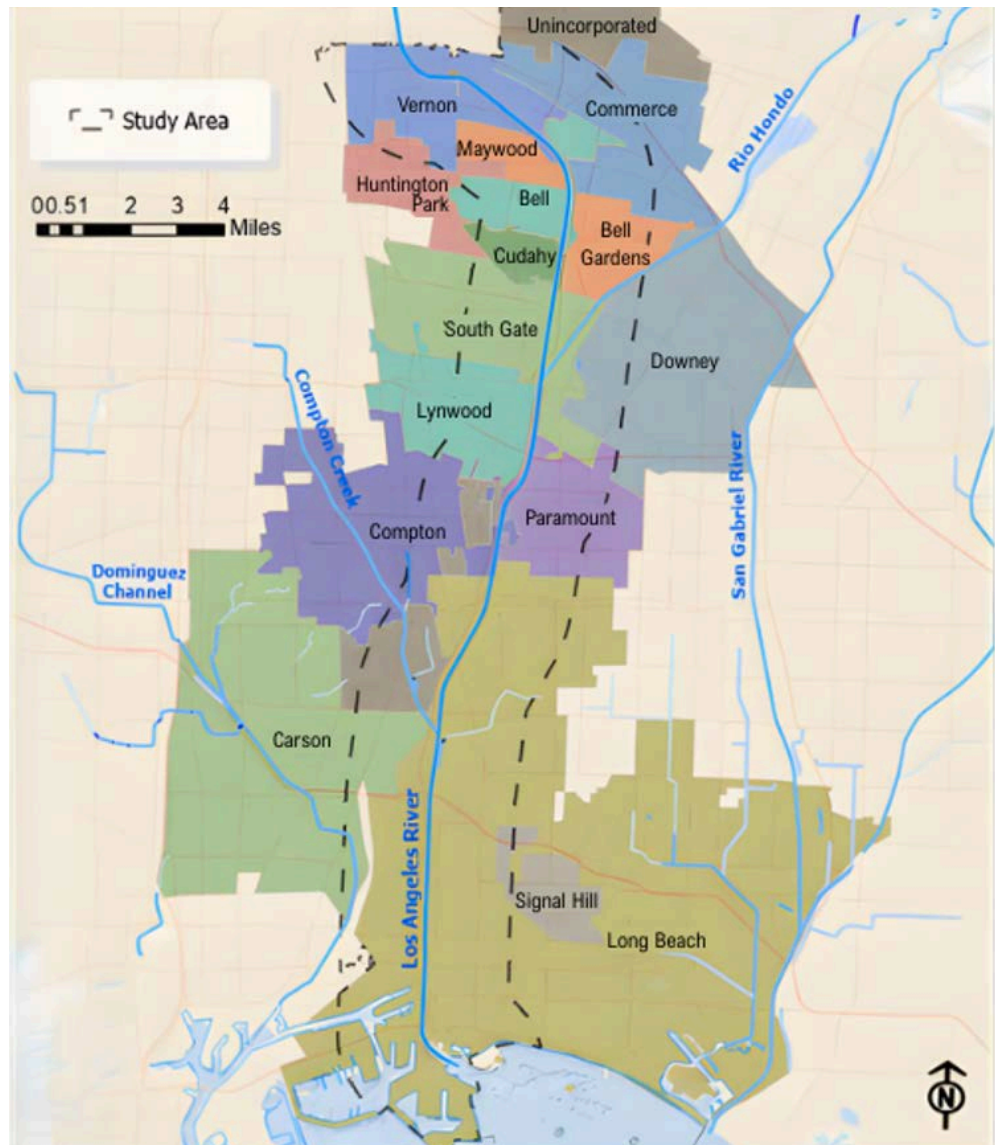


Chapter 2. Vision into Action

The RMC launched the Lower Los Angeles River "Para Todos" Campaign in 2023, operating within the 1.5-mile boundary on either side of the river from Vernon to Long Beach, matching the eligibility boundary for RMC Proposition 1 and Proposition 68 grant programs.

This geographic focus ensures that the communities eligible for hundreds of millions of dollars in State funding are the ones actively shaping how that money is spent. These communities are also among the most at risk of "green gentrification" within the RMC's jurisdiction.

The corridor spans 14 Southeast Los Angeles County cities and several unincorporated communities, including Vernon, Commerce, Maywood, Bell, Bell Gardens, Cudahy, South Gate, Lynwood, Paramount, Downey, Compton, Huntington Park, Carson, and Long Beach.



Goals of the Para Todos Campaign

The campaign was organized around five goals:

- **Goal 1: Understand the landscape.** Make the RMC aware of what activities are taking place along the LA River outside of its agency to better leverage partnerships and funding opportunities.
- **Goal 2: Cohesively inform the community** about river revitalization efforts, projects and activities since the completion of the Lower LA River Revitalization Plan.
- **Goal 3: Engage with the community** regarding their concerns, ideas, and needs to shape current and future projects along the Lower LA River.
- **Goal 4: Create feedback loops** with the community to help ensure accountability from the RMC to act on and address community concerns and needs.
- **Goal 5: Document** and reflect findings from the process in a final report.



Photo by Angélica García, SGA Marketing



Goal 1: Understand the Landscape

Make the RMC aware of what activities are taking place along the LA River outside of its agency to better leverage partnerships and funding opportunities.

The Lower LA River corridor is dynamic. It is home to dozens of overlapping initiatives led by cities, agencies, nonprofits, and private entities, many of which were not yet underway when the LLARRP was completed in 2018. Goal 1 directed the campaign to map that landscape: to understand which projects had moved forward, what gaps remained, and how the needs and priorities of communities along the corridor had evolved.

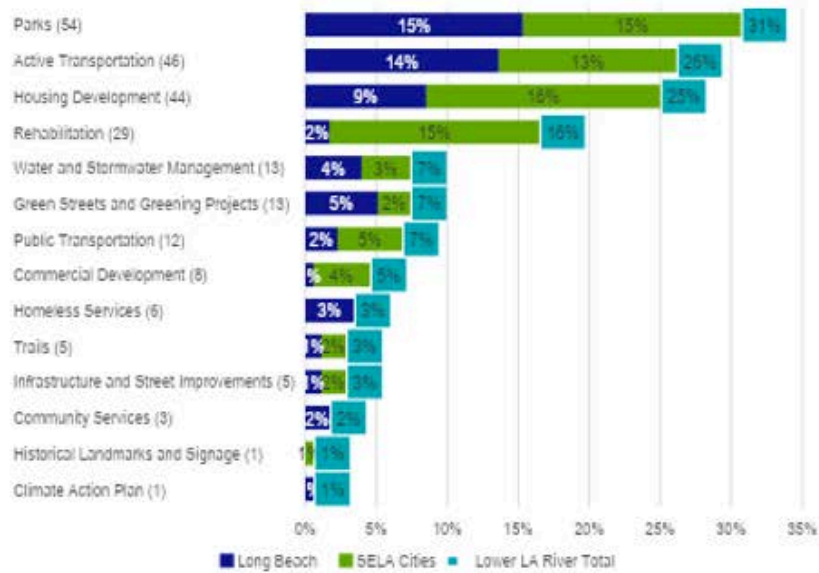
City Staff Interviews

Fall 2023 – Fall 2025

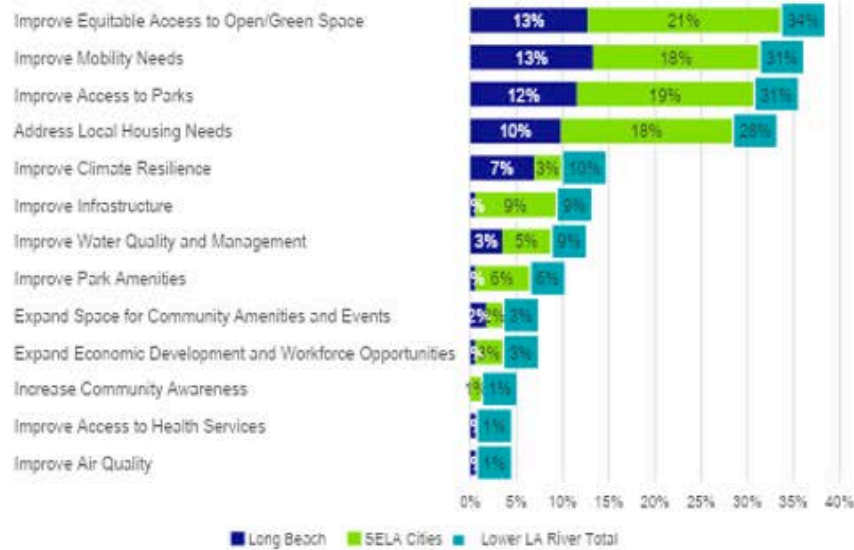
The project team conducted interviews with city staff from 13 jurisdictions, along with staff from several Los Angeles County and California State agencies active within the 1.5-mile corridor. These conversations had two objectives: to document the current landscape of projects in planning and development stages along the Lower LA River, and to identify expected benefits, funding sources, community concerns, and resource gaps, as defined by those involved in municipal planning, projects or initiatives on a regular basis.

Project team members identified a total of 176 current, potential and recently completed projects (completed within the last five years) and their related plans over the course of interviews with city staff and through the review of planning documents. Approximately half of these projects were in the planning or construction phases of development. Additional project concepts and plans were also identified through subsequent engagement activities – including community events and consultations with local neighborhood groups, community-based organizations, and quality-of-life-serving organizations held through Fall 2025. All projects were documented and added to the LLAR Project Map and data dashboard.

What Type of Project is this? (Choose all that apply) (n=176)



What Are Expected Outcomes and Benefits of Projects? (n=172)



These interviews also revealed a consistent set of community concerns that city staff were navigating across the corridor. More detail on these themes is provided in the Goal 3 section.

> Current LLAR Project Map

Review of Existing Anti-Displacement Policies & Programs **Fall 2024 – Summer 2025**

The Para Todos team reviewed existing policies and programs supporting community stability within the study area, including services for unhoused residents, affordable housing resources, and workforce development initiatives. The team also developed a community profile for each of the 14 cities and 2 unincorporated communities – offering a snapshot of local population characteristics, environmental conditions, and existing stabilization resources.

These findings were compiled into **Supporting Greener, Stronger Communities**, a report designed to help elected officials understand what anti-displacement tools are available and how to deploy them as revitalization moves forward in their cities.

Review of Equitable Development Best Practices for Park & Open Space Projects **Summer 2024 – Winter 2024/5**

The team reviewed 13 comparable grant programs, peer-reviewed research, and case studies of equitable development initiatives to identify effective practices for community engagement, city-CBO partnership structures, and community stabilization in the context of green space investment. Two concepts shaped this review: **equitable development** and **green gentrification**.

Equitable development is "a range of approaches for creating communities and regions where all residents participate in and benefit from decisions that shape the places where they live." (*EPA.gov*)

Green gentrification occurs "when city planners implement green amenities such as parks and gardens with the intention of improving environmental conditions and community aesthetics, while often overlooking increases in property values and the subsequent displacement of low-income, often marginalized, community members." (*Environmental Law Institute*)

The actionable strategies identified through this research were compiled into a toolkit, offering guidance to current and potential RMC Grant Program applicants to ensure funded projects are inclusive, equitable contributors to local communities' long-term well-being. Further, these strategies benefit both the communities served and the projects' developers by fostering community support, building trust, and enhancing overall project success and longevity.

The toolkit is structured around three core pillars. The first is meaningful community engagement: moving beyond information sharing toward early, iterative collaboration where resident input shapes decisions at every project phase, using tools such as pop-up events, co-design workshops, and multilingual outreach. The second is strategic city-CBO partnerships: formalizing relationships between municipalities and community-based organizations through Memorandums of Understanding (MOUs), with fair compensation and clear divisions of labor that allow cities to draw on a CBO's local expertise to achieve more equitable outcomes. The third is community stabilization measures: integrating workforce development, local business support, and affordable housing resources directly into project development so that the people already living near the river are the ones who benefit from its revitalization.

Local News & Media Tracking

The campaign monitored Google and social media alerts for keywords related to the river, displacement, and park funding throughout the engagement period. This kept the team responsive to emerging local issues and ensured outreach was calibrated to what communities were actually experiencing in real time.

By monitoring hyper-local communication channels and city news, the Para Todos team was able to:

- **Identify emerging leaders** and newly formed CBOs that were not part of the original Lower Los Angeles Revitalization Plan Working Group.
- **Respond to current events**, such as local city council decisions or environmental incidents, ensuring campaign activities reflect the community's current reality rather than just past data.
- **Bridge communication gaps** through various platforms where residents were already actively discussing their quality of life, from Instagram to local newsletters.

Taken together, the efforts around Goal 1 gave the RMC a current, granular picture of the corridor: **who** is working on which projects, **what** communities need, and **where** the gaps in capacity, coordination, and investment are greatest. This multi-faceted assessment served as the foundation for the outreach, engagement, and research activities that followed.





Caption



Goal 2: Cohesively Inform the Community

Cohesively inform residents and stakeholders about LA River revitalization efforts, projects, and activities since completion of the LLARRP.

Seven years had passed between the completion of the LLARRP in 2018 and the launch of the Para Todos Campaign. For many residents and organizations along the corridor, awareness of the Plan – and of the funding opportunities tied to it – had faded. Goal 2 was about restoring that connection: making sure communities understood that the 2018 vision was not abandoned, that significant investment was still on the table, and that their participation in shaping it still mattered.

The Para Todos Campaign debuted publicly with a Launch Event and Tour on August 3, 2023. The event was promoted across multiple platforms with tailored invitations to a diverse range of stakeholder groups, with tour sites including Long Beach M.U.S.T. and DeForest Park. In late 2023, presentations were delivered directly to City Councils and City Managers, aligning local leadership with the campaign's goals and surfacing city-level priorities early in the process.

Throughout the campaign, print and digital materials were developed with inclusivity, accessibility, and transparency at the center:

- **Multilingual Accessible Design:** all campaign assets – including launch flyers, social media ads, and social media toolkits – were translated into Spanish.
- **Centralized Digital Presence:** A dedicated campaign website and an **interactive online map dashboard** were developed to track and display the progress of projects along the river corridor, providing a transparent look at regional investments.
- **Collaborative Social Media Kits:** A social media toolkit was developed and shared with CBOs and local news channels to empower these local "trusted messengers" to amplify campaign news within their specific neighborhoods.

These tools helped restore community awareness of the LLARRP's lineage and made clear that the river revitalization effort is ongoing, with current investment decisions still being shaped.



Goal 3: Engage with the Community

Engage residents, organizations, and institutions regarding their concerns, ideas, and needs to shape current and future projects.

Revitalization cannot succeed without consistent, reciprocal engagement. Guided by this goal, the Para Todos Campaign was built on the premise that residents, organizations, and local leaders must have a direct role in defining what revitalization means for their neighborhoods. It is imperative that they are active contributors to the decision-making process regarding what gets built, who benefits, and how those spaces are sustained over time. The campaign reached residents and organizations across 14 cities and unincorporated areas through three connected engagement strategies: direct consultation meetings, attendance at community events, and participation in local commission proceedings.

Stakeholder Mapping and Network Building

Spring 2024 - Winter 2025/6

The campaign developed a robust database of organizations along the Lower LA River, ranging from local neighborhood groups to large-scale regional initiatives. This database was used to document outreach efforts, capture newly identified organizations, and track engagement across the corridor's 14 cities and 2 unincorporated communities. This centralized campaign resource ensured a representative cross-section of the region was included in the dialogue.

Four core audience categories structured this community engagement effort, each representing a distinct layer of community life along the corridor.

Community-Based Organizations (CBOs): Nonprofits and grassroots organizations rooted in the corridor that deliver direct services, advocacy, or programming to residents. CBOs serve as trusted messengers in their neighborhoods and often work at the intersection of environmental justice, youth development, food access, and cultural preservation. The Para Todos campaign inventoried and tracked over 160 active organizations across the corridor, from Long Beach through all South East LA (SELA) cities.

Quality of Life Organizations: Organizations providing social stabilization services, including food access, affordable housing, healthcare, and workforce development. These entities address the underlying conditions shaping whether residents can benefit from open space and river investments. Their inclusion ensures that greening projects do not inadvertently displace the communities they are meant to serve.

Neighborhood Councils & Associations: Resident-led civic groups, such as neighborhood associations, block clubs, and community watch programs, whose place-based knowledge and proximity to streets, parks, and waterways are essential for understanding on-the-ground corridor conditions.

Business & Civic Associations: Membership-based organizations that represent the economic and civic interests of a city or region, including Chambers of Commerce, Rotary Clubs, Kiwanis Clubs, and Lions Clubs. These groups connect the campaign to local business leadership, volunteer networks, and civic infrastructure with longstanding relationships to city programs and elected officials.

In addition to these four categories, the campaign documented local schools and places of worship as potential sites for community gathering and information dissemination. Further, as the campaign progressed, a fifth category emerged: trusted individuals who have influence on community opinion and mobilize residents outside of formal organizational structures. Connections were often facilitated through referrals from CBOs and neighborhood groups, allowing the campaign to reach voices not accessible through formal outreach alone.

Community Consultations

Summer 2024 - Winter 2025/6

Direct consultations were the core of Goal 3. In total, the team held 133 consultation meetings with city staff, organizations, leaders, and stakeholders across the corridor - not mass presentations, but focused conversations designed to hear how each group defines a successful river, what they need to thrive in place as investment arrives, and where the RMC could most usefully direct its energy.

The consultation process unfolded in phases, each building on the last. The campaign opened with a discovery phase in late 2023 and early 2024, during which the team developed a specialized consultation guide and set of questions. Early sessions were designed to “listen first”; these first consultations were held with city staff throughout the corridor to establish a baseline picture of upcoming projects and local priorities, and to introduce the Para Todos campaign to the people responsible for implementing projects. As that foundation was laid, the emphasis shifted toward broader and more reciprocal community engagement, with learnings from each conversation carried forward into the next.

Through 2024, the team deepened its presence at the neighborhood level, holding sessions with 32 local groups, including neighborhood councils, Block Clubs, Rotary Clubs, and Kiwanis Clubs, to discuss and document community needs close to the ground. By 2025, the consultation scope expanded to include regional entities conducting sustained corridor-wide work, with deep-dive sessions including Friends of the LA River (FoLAR) (March 4, 2025) and the Compton Health Coalition (June 10, 2025), among others.

Across all 133 meetings, 16 organizations were identified as strong partnership opportunities and 13 expressed openness to ongoing collaboration. This network forms the foundation for the RMC's next phase of corridor engagement.



Community Events

Summer 2024 - Winter 2025/6

By attending established community gatherings, the Lower LA River Para Todos campaign aimed to meet residents “where they are,” building trust and documenting local needs in an informal, accessible environment. The team maintained a consistent presence at 109 community events, allowing for on-the-ground connections and network building.

Long Beach had the highest event attendance (29), followed by Compton (10); Lynwood and South Gate (9 each); Cudahy (8); Bell Gardens and Huntington Park (6 each); Carson and Commerce (5 each); and Paramount, Downey, Bell, and Maywood (3-4 each).

- **Presence at Cultural Festivals:** The team participated in local landmarks such as Día De Los Muertos in Cudahy, Downey, and Huntington Park (November 2025) and the Hmong New Year Festival (December 14, 2024).
- **Civic & Resource Fairs:** The team engaged participants at events like the Compton Community Wellness Expo (May 17, 2025), the Carson Senior Information and Resources Fair (August 7, 2025), and Cudahy Neighborhood Watch meetings (May 13, 2024).
- **Environmental Action Days:** Direct engagement occurred during hands-on activities, including the Maywood Earth Day Event (April 26, 2025) and the Compton Creek Cleanup (June 21, 2025).



Common Community Needs, Concerns, and Wants around River Development

Across all three engagement strategies (consultations, commission meetings, and community events), several common themes emerged. Overall, the team heard how communities along the corridor are not opposed to investment and revitalization. What they are asking for is investment that creates local jobs, maintains affordable housing, improves conditions in neglected parks, and addresses the quality-of-life burdens that have accumulated over decades of disinvestment.

More specifically, the Para Todos team heard the following common community needs and priorities:

- **Unhoused neighbors and limited services:** The visible presence of unhoused individuals along and near the river in parks and open space, along with a lack of nearby shelter and support services, highlights a need for more coordinated, on-the-ground solutions.
- **Housing affordability and displacement concerns:** Many shared that while new investment is welcome, it may also lead to rising rents and home prices, making it harder for current residents to stay in their communities.
- **Park quality and programming:** Participants called for parks that are clean, safe, and well-maintained, with activities and programming that reflect community needs. They also emphasized the importance of investing in parks across all neighborhoods, not just a select few.
- **Access to jobs and opportunities:** Residents and youth emphasized the importance of being able to access jobs created by river and green space improvements. Job development ensures that community members benefit from the entirety of a project's lifespan.
- **Everyday conditions vs. big projects:** Many residents described a gap between large, visible projects and the day-to-day conditions in their neighborhoods, including aging infrastructure and basic maintenance needs that are still unmet.
- **Climate and environmental challenges:** Communities shared that they are already experiencing extreme heat, flooding, and poor air quality, especially in areas with limited tree cover, shade, and green space.

Together, these insights highlight the importance of a revitalization approach that is not only environmentally focused, but also practical, equitable, and responsive to the everyday needs of the communities along the river. Even though many of these challenges are not directly in the purview of RMC or the funding it provides to projects, documenting these concerns and issues is important to ensuring that the work RMC and its partners pursue centers the needs and concerns of local communities and helps to realize the community vision for the future of the Lower LA River.

Common Planning and Development Themes Identified

Alongside these needs, the team heard from community members regarding the types of projects they most want to see move forward and how they want to be involved. Communities consistently called for greater clarity and access in grantmaking: wanting to understand how RMC funding works, what projects qualify, and how local organizations can become part of the process as applicants and implementers, not just observers. Schoolyard greening, tree planting, and river education programs were repeatedly cited as entry points for building the next generation of environmental stewards.

Further, the community emphasized the need for river-adjacent parks and open space projects that not only restore local habitats and ecology, but also host programs, reflect local culture, and are managed in partnership with community organizations. Given the river's geography, there is also opportunity for inter-jurisdictional coordination and projects that reflect how people actually move through and use the corridor, rather than a series of siloed city-by-city investments.

These findings reaffirm the LLARRP's equity mandate and make clear that the pathway from plan to implementation runs directly through community trust, local capacity, and sustained engagement.





Goal 4: Create Feedback Loops with the Community

Develop accountability mechanisms ensuring that community feedback informs and shapes RMC actions.

Goal 4 was about closing the loop, ensuring that what the campaign heard from communities visibly shaped what the RMC did next, and that the people who participated in this process could see the results of their engagement.

First, consultation findings were actively shared back with the stakeholders who contributed to them, through follow-up meetings, campaign updates, and the documentation captured in this report. Second, community input directly shaped the resources the campaign produced, including the equitable development toolkit, the Supporting Greener, Stronger Communities report, and the partnership recommendations developed for the RMC.

Public Comments & City Resolutions

Additionally, the team monitored and participated in Planning, Parks and Recreation, and Public Works commission meetings across the corridor, attending regularly enough to ensure the campaign's findings were part of city-level conversations through the delivery of public comments.

Commissions engaged included those in Huntington Park, South Gate, Cudahy, Long Beach, Bell Gardens, Carson, Commerce, Vernon, Lynwood, Downey, Maywood, and Paramount, as well as the Long Beach City Council. Public comments were delivered, requesting municipalities to engage in the campaign's municipal resolution process, through which corridor cities formally express their support for equitable revitalization. These efforts are detailed further in Chapter 3.

Project Follow-ups

Further, the campaign worked to ensure that the relationships built through outreach translated into forward momentum for specific projects. When consultations (and subsequent conversations) revealed that organizations and project leads were nearing RMC application readiness, the campaign team provided targeted follow-up support to help move projects from concept toward submission.

Campaign Wrap-up: Lunch & Learn Event

The campaign also cultivated cross-organizational connections throughout, facilitating introductions and referrals between groups whose work intersected. This culminated in a community Lunch & Learn event that brought together leaders met through Para Todos outreach for networking, peer learning, and a showcase of CBO work along the corridor. This event demonstrated in practice what sustained, reciprocal engagement between the RMC and corridor communities can produce.

Together, these mechanisms began to establish a relationship between the RMC and corridor communities – one built on transparency, reciprocity, and shared accountability. The goal is to transform engagement from a one-time consultation into an ongoing, collaborative dialogue in which RMC actions reflect the needs and priorities of the people most affected.





Chapter 3. Community-Driven Outcomes

The LLARRP organized its outcomes around three categories: projects, templates, and policies – the physical, procedural, and governance tools of revitalization. The Para Todos Campaign extends that framework but shifts the emphasis toward the social infrastructure that makes equitable implementation possible: the people, partnerships, and processes that determine whether those projects actually serve the communities they are built for. Three categories of outcomes emerged from this work.



1) Policy & Resolution Outcomes

Over the course of the campaign, the team participated in planning, parks, and public works commission meetings across the corridor, bridging the gap between what the team was hearing at the community level and what was being decided at the city level. A standardized resolution was developed and shared with corridor cities as a consistent, values-based framework for expressing formal support for equitable revitalization.

The resolution reinforced cities' commitments to community stability, economic opportunity, and funding readiness, and helped establish a corridor-wide record of alignment with the LLARRP's equity principles. Ongoing engagement with city councils and city managers produced additional endorsements and renewed commitments to the goals of the Para Todos Campaign across the corridor.

> [See Appendix for More on City Resolutions](#)



2) Resources Produced

The campaign generated a suite of resources designed to outlast the engagement period and support corridor communities, applicants, and the RMC itself.

- **Supporting Greener, Stronger Communities** provides research on equitable development and community stabilization strategies, written for elected officials and designed to inform anti-displacement policy across the corridor.
- **The Community Toolkit of Best Practices** offers guidance on community engagement, anti-displacement practices, and partnership models for current and prospective RMC grant applicants.
- **Workforce Development Research Findings** presents a landscape scan of workforce programs and pipelines in the LLAR corridor, with recommendations for integrating workforce criteria into Prop 4 and future grant programs and analysis of local hire and Community Workforce Agreement opportunities.
- **Tribal Engagement Research Findings** documents case studies from the Los Cerritos Wetlands, Sleepy Lagoon Memorial, and South Gate Urban Orchard, capturing lessons on early, meaningful, and compensated tribal engagement for future project developers.
- The **Community Advocacy Guide** helps community leaders and organizations understand and engage with the RMC's grant processes and project landscape.
- The **Partnerships Report** documents 12 targeted partnership exploration meetings conducted between June and November 2025 and offers strategic recommendations for the RMC.

Lastly, the Para Todos team maintained the **LLAR stakeholder contact database** for RMC staff to use moving forward.



3) Next Steps: Opportunities for the RMC Moving Forward

Three years of community engagement, research, and partnership building have surfaced four strategic opportunity areas where the RMC is well-positioned to extend its impact. These recommendations have been developed in alignment with input from the corridor's communities, organizations, and city staff.

1. Increase Volume of Projects and Applications

Increasing the number of competitive applications and successfully funded open space and park projects in the region is central to the RMC's mission to truly help cities and communities move forward toward a revitalized LLAR corridor. State funding is available; however, many potential applicants, particularly smaller cities, schools, and community-based organizations, face significant barriers to applying for RMC funding.

- **Increase technical assistance:** The most frequently cited challenge from potential applicants is limited technical capacity to develop competitive applications. Strategic partnerships with the right entities can support the RMC in building up applicant capacity by offering more technical assistance and providing tools and resources that help move projects from the "concept stage" to application readiness.
- **Build awareness of the RMC as a funder:** While community engagement through the Para Todos campaign has been successful, many communities, organizations, and leaders in the region still lack awareness about the RMC as a funding source. RMC can leverage partnerships to continue to increase awareness of its funding opportunities by engaging trusted community voices and networks, establishing new advisory bodies, and facilitating regional gatherings.

2. Enhance the Quality and Longevity of Projects

Enhancing the quality and long-term health of funded projects is a key aspect of realizing a community-centered and revitalized LLAR corridor. Historically underserved river communities don't simply need more park and open space projects; they need these investments to offer meaningful benefits to existing families and generations to come. These benefits must be truly equitable and supportive of community health, culture, and resilience.

- **Community development:** How can the RMC and the projects it funds help grow community capacity? How can workforce and youth development opportunities be integrated into existing and future projects? To this end, the RMC can build partnerships that engage organizations focused on community development, utilize existing tools, develop new resources, and activate parks and open spaces as venues for community capacity building.
- **Support community-led park stewardship & maintenance:** Building truly beneficial projects is only part of the story; these projects also need to last. In a region where historically under-resourced communities often have limited municipal budgets for parks, a common challenge is funding operations and maintenance. Partnerships can help the RMC and river communities find creative ways to maintain these new projects. Resources such as training programs and toolkits can empower community-led park stewardship and maintenance initiatives by helping community members develop the skills and access the tools they need to be successful. These skill-building activities can also help residents access green workforce opportunities.
- **Meaningful community engagement:** Channels that enable equitable community-centered development and build trust are hallmarks of successful projects. This gets to the core of the Para Todos Campaign: ensuring that current residents and communities along the river benefit directly from investments, rather than being displaced or excluded. Communities engaged throughout the Para Todos Campaign have also affirmed their desire for early and ongoing involvement in project planning. Partnerships that leverage relevant tools, establish new advisory bodies, and engage community-focused organizations have the potential to help the RMC and its project developers bolster meaningful community engagement.
- **Additional focus areas:** Throughout the Para Todos Campaign, the RMC heard communities express special interest in several other focus areas. Many residents shared a desire for additional park programming opportunities, schoolyard greening, and more community gardens – all of which can be supported by partnerships with organizations that specialize in these areas. Many municipal staff in the region are also considering potential project sites that are currently contaminated brownfields. Partnerships that help them navigate the brownfield conversion process and strengthen regional coordination could help city staff access the resources they need to move these projects forward.



3. Strengthen the RMC's Role as a Regional Connector

The RMC is in a unique position as a regional agency that can convene many stakeholders and coordinate across jurisdictions. Unlike city departments that work within municipal boundaries or community-based organizations that often serve specific areas, RMC operates at a scale that enables coordination across the entire Lower LA River corridor. This positioning sets the stage for the RMC to increase its presence as a regional connector – one that can help streamline efforts to support regional initiatives and projects.

- **Strengthen regional coordination:** By taking a more active convening role, the RMC can strengthen its coordination with other regional entities and agencies. Greater collaboration can help the RMC and its partners identify new projects and opportunities for collaboration and support, streamline funding and permitting processes, and more effectively engage community leaders across the region.
- **The nexus of mobility and open space:** The RMC can also participate in regional conversations about mobility and equitable community access to open space projects. While the RMC is not focused on funding mobility projects, the projects it funds in the LLAR exist in a regional network of parks, open spaces, green corridors, waterways, and mobility infrastructure. These mobility projects, funded by agencies like LA Metro, Caltrans, and local cities, weave through the communities that live in the Southeast LA region. By increasing coordination and information sharing with regional entities and organizations focused on mobility, the RMC can continue to learn about the general strategies and practices that are most effective for engaging LLAR communities and gain valuable insight into how mobility and open space projects can complement each other to create the best possible outcomes for LLAR communities.

4. Sustain Engagement Beyond the Campaign

Following the Para Todos campaign's conclusion in December 2025, the RMC now has an invaluable opportunity to continue to build trust and sustain engagement with LLAR communities. The campaign's 240+ consultations held and community events attended created unprecedented engagement with LLAR communities, and many leaders and organizations have expressed strong interest in maintaining the momentum and deepening the relationships built through this three-year effort.

- **Community feedback channels:** Leaders engaged through the campaign have voiced the need for open feedback channels that allow the RMC to receive ongoing community input beyond one-time consultations. As the RMC continues to work toward a revitalized LLAR corridor, the agency can establish new advisory bodies, such as community leadership committees and community working groups, that ensure that communities have a voice in how the RMC's work evolves.
- **Build awareness of RMC as a funder:** Despite three successful years of outreach, many community members still do not know about the RMC and the projects it funds. By continuing to honor and invest in the relationships built through the Para Todos campaign, the RMC can leverage existing networks and broaden its reach to more community members, organizations, and leaders. One way that the RMC can continue to engage community leaders is by inviting them to regular gatherings designed to support community-focused organizations and potential applicants.

Partnership Recommendations - High-level

The following ten recommendations emerged from 12 targeted partnership exploration meetings conducted between June and November 2025, building on the full body of Para Todos community engagement. Each is organized around one or more of the four opportunity areas above.



1. **Expand access to ARLA's Living Infrastructure Field Kit.** Train RMC staff and host workshops using this free tool to help low-capacity applicants develop competitive applications and engage communities during project design.



2. **Partner with school greening entities to identify and support new school applicants.** Work through organizations with existing school relationships to activate networks, identify sites, and explore cost-share opportunities with complementary grant programs.



3. **Convene regional entities quarterly to review projects and surface collaboration opportunities.** Position the RMC as a coordinator of multi-benefit infrastructure by hosting structured convenings with regional agencies to align funding, permitting, and implementation timelines.



4. **Increase engagement with transportation agencies and mobility coalitions.** Participate in regional conversations about equitable access to parks and open space, and share information about RMC projects with agencies like Metro and Caltrans to identify complementary investments.



5. **Establish community advisory bodies.** Create community leadership committees and working groups to provide ongoing strategic guidance, help identify new project opportunities, and ensure the RMC remains accountable to corridor communities beyond the Para Todos period.



6. **Publish a curated list of educational, programming, and workforce development providers.** Help applicants identify community-focused partners early in project development by maintaining and sharing a vetted resource list through RMC's website and technical assistance channels.



7. **Convene programming and workforce organizations regularly.** Host gatherings where these organizations can present their work to grantees and prospective applicants, thus creating relationships that transform parks and open spaces from infrastructure into community assets.



8. **Develop a toolkit and training program for community-led park stewardship.** Build on existing models to create resources that help communities organize maintenance efforts, develop local stewardship capacity, and create green workforce pathways.



9. **Encourage joint-use community gardens as park activation hubs.** Guide applicants to incorporate gardens where appropriate. Gardens are year-round gathering spaces that build community capacity, support food access, and sustain organic engagement and stewardship.



10. **Continue developing a Lower LA River Park District.** Re-engage municipalities, research multi-jurisdictional governance models, and pursue a phased approach to create a structure that can manage the corridor as a unified system and provide sustainable maintenance funding (particularly relevant for under-resourced cities.)

> [See Appendix for Full Partnership Report](#)

Implementation Considerations

The recommendations in this section represent a comprehensive partnership strategy for the RMC. Moving from exploration to action will require strategic planning, thoughtful engagement, and ongoing evaluation.

The first step is strategic planning. The RMC can identify which project recommendations to pursue based on available resources, staff capacity, and strategic priorities, recognizing that some recommendations require relatively modest investment and can move quickly, while others may benefit from a phased approach over time. For each initiative, the RMC can establish specific, measurable goals, such as the number of workshops hosted, applicants supported, or convenings held. Then, the RMC can develop a timeline that allows certain recommendations to move forward in parallel. An important part of this planning process will involve mapping relevant organizations and potential partners across the Lower LA River corridor's project landscape. While this report draws on insights from organizations identified through the Para Todos campaign and partnership outreach, there are likely additional, as-yet-untapped organizations that could bring unique value and community relationships to each initiative.

Thoughtful engagement will be essential to bringing these recommendations to life. Rather than committing to specific partnerships at the outset, the RMC can approach potential partners with an open, exploratory process featuring: the development and clarification of shared goals; an assessment of organizational fit; and the co-development of roles and expectations. This process can help ensure that partnerships are mutually beneficial and have the support they need to succeed. City engagement will be particularly important, as municipalities across the Lower LA River corridor are critical partners in many of these recommendations, and their input should inform how initiatives are designed and prioritized.

Evaluation will help the RMC learn from early efforts and adjust its approach over time. Success metrics might include both quantitative measures (such as the number of applications or partnerships formed) and qualitative measures (such as feedback from partners and community members about the value and effectiveness of collaborations). By tracking progress and pre-establishing opportunities for reflection, the RMC can ensure that its partnership strategy remains responsive to the communities it serves.

Taken together, these recommendations reflect what the partnership outreach process and three years of Para Todos community engagement revealed: that the RMC is well-positioned to extend its work beyond funding projects. The RMC can serve as a regional leader, increasing the volume and quality of open space investments, strengthening connections across agencies and communities, and helping to sustain the momentum built through this campaign. Each of the four identified opportunity areas – increasing the volume of applications, enhancing project quality, strengthening the RMC's role as a regional connector, and sustaining engagement – represents a distinct but interconnected pathway toward a more revitalized, equitable, and connected Lower LA River corridor. By pursuing these partnerships with intention and care, the RMC can ensure that the work of the Para Todos campaign continues to benefit Lower LA River communities for generations to come.





Appendices

i. Supporting Greener, Stronger Communities Report

- Research into equitable development and community stabilization with the primary target audience of Elected Officials to support incorporation of anti-displacement measures across the diverse Lower LA River communities

ii. Community Toolkit of Best Practices for Project Developers

- Guidance on community engagement strategies
- Anti-displacement and equitable development practices
- Partnership-building models

iii. Workforce Development Research Findings

- Landscape scan of workforce programs and pipelines in the LLAR
- Recommendations for integrating workforce criteria in Prop 4 and beyond
- Local hire and Community Workforce Agreement opportunities

iv. Tribal Engagement Research Findings

- Case studies (Los Cerritos Wetlands Tribal Advisory Group, Sleepy Lagoon Memorial Project at Maywood Riverfront Park, and the Urban Orchard Park in South Gate Tribal Engagement processes)
- Lessons on early, meaningful, and compensated engagement

v. Community Advocacy Guide

- Resource to support community awareness and advocacy efforts.

vi. City Resolutions Passed

- A standardized resolution was developed and shared with partner cities to provide a consistent, values-based framework for expressing support. The resolution:
 - Provided a consistent, city-adoptable framework for expressing support for equitable revitalization and regional alignment
 - Reinforced cities' role in advancing community stability, economic opportunity, and funding readiness
 - Full Resolution copy is in the document above

vii. Partnerships Report

- Identifies strategic partnerships to elevate project quality and drive coordinated revitalization along the Lower LA River corridor.
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