





CHAPTER 4: IMPLEMENTATION AND NEXT STEPS

INTRODUCTION AND PURPOSE OF CHAPTER 4

The following key topics are discussed in this chapter:

- ▶ Coordination among the Plan's partners, stewards, technical experts, various agencies, and organizations
- ▶ Integrating overall programs with proposed projects and regional/local priorities
- ▶ How best to advocate for implementation of the Plan
- ▶ Phasing of implementation
- ▶ Funding and financing opportunities
- ▶ Next steps including management of project implementation, development of funding sources, scheduling of phasing, environmental compliance and feasibility, as well as future collaboration

COORDINATION AND ADVOCACY

Coordination of the Plan, including both ongoing efforts during creation of the Plan as well as after the Plan is adopted, is of paramount importance to implement the projects that are identified by the Plan. Maintaining this coordination is especially important in obtaining input from the public in an open and accessible venue for discussion of proposed projects/programs. The public along with other stakeholders, organizations, and agencies will continue to have a voice in Plan implementation. A robust advocacy process will help ensure that the Plan's recommended programs, projects, and processes are integrated with regional and local priorities.

Advocacy is recommended through two main integrated paths:

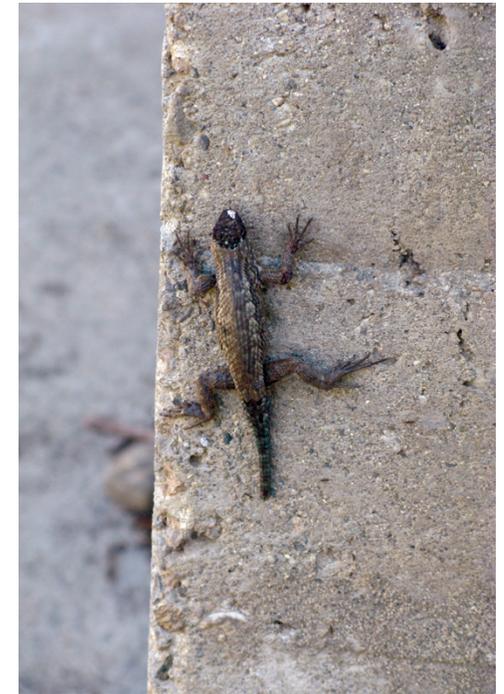
- ▶ An overall management organization for implementation of Upper LA River and Tributary revitalization projects. Part of the Plan's "next steps" include deciding whether it is an advisory or legal body, and developing its purpose and responsibilities.
- ▶ Implementation of a stewardship program based on regions (for example, for each tributary). This is recommended as part of continual involvement of grass-roots efforts that is integral to building

advocacy on the local level as well as establishing open venues for public discussion. These localized groups would also focus on portions of the plan or specific sites to bring projects to the attention of funding sources such as the Conservancy and other organizations and agencies that would then fund feasibility studies and ultimately construction.

Social media is a great resource for each of these paths as well as easy integration with other ongoing community efforts.

A recommended option for advocacy is seeking complimentary activities and content among other similar, regional efforts and documents. This would help to infuse the spirit of the ULART Revitalization Plan into regional master plans, land use plans, and project dialogues. This could be accomplished by applying a *multi-purpose lens* to other ongoing efforts as well as those just coming into focus to achieve a holistic, integrated, and regional approach. Leveraging related activities and plans in this way will help solidify a concentrated approach to funding opportunities, public and stakeholder support, regulatory actions, and political support—and thereby promote

A **stewardship program** is vital to advocating support for the Plan's projects, and is recommended for each tributary. It could be similar to "Friends of..." organizations that are established nationwide for rivers as well as other grass-roots support.





project implementation efforts with the following benefits:

- ▶ Promotion of equitable investment among river communities
- ▶ Co-existence of housing and parks including application of anti-displacement policies and best practices
- ▶ Ongoing participation from partners, stewards, NGOs, and technical

experts involved in developing and moving projects forward, including the use of social media

- ▶ Establishment of united activities benefiting overall river revitalization
- ▶ Holistic approach with the combined effectiveness of urban greening, resiliency, and environmental benefits being greater than the sum

of the amount of their individual effectiveness

- ▶ Facilitation of multi-jurisdiction collaboration
- ▶ Incorporation of sustainable operations and maintenance
- ▶ An engaged public and community-driven process that embraces implementation of multi-participant projects

PHASING

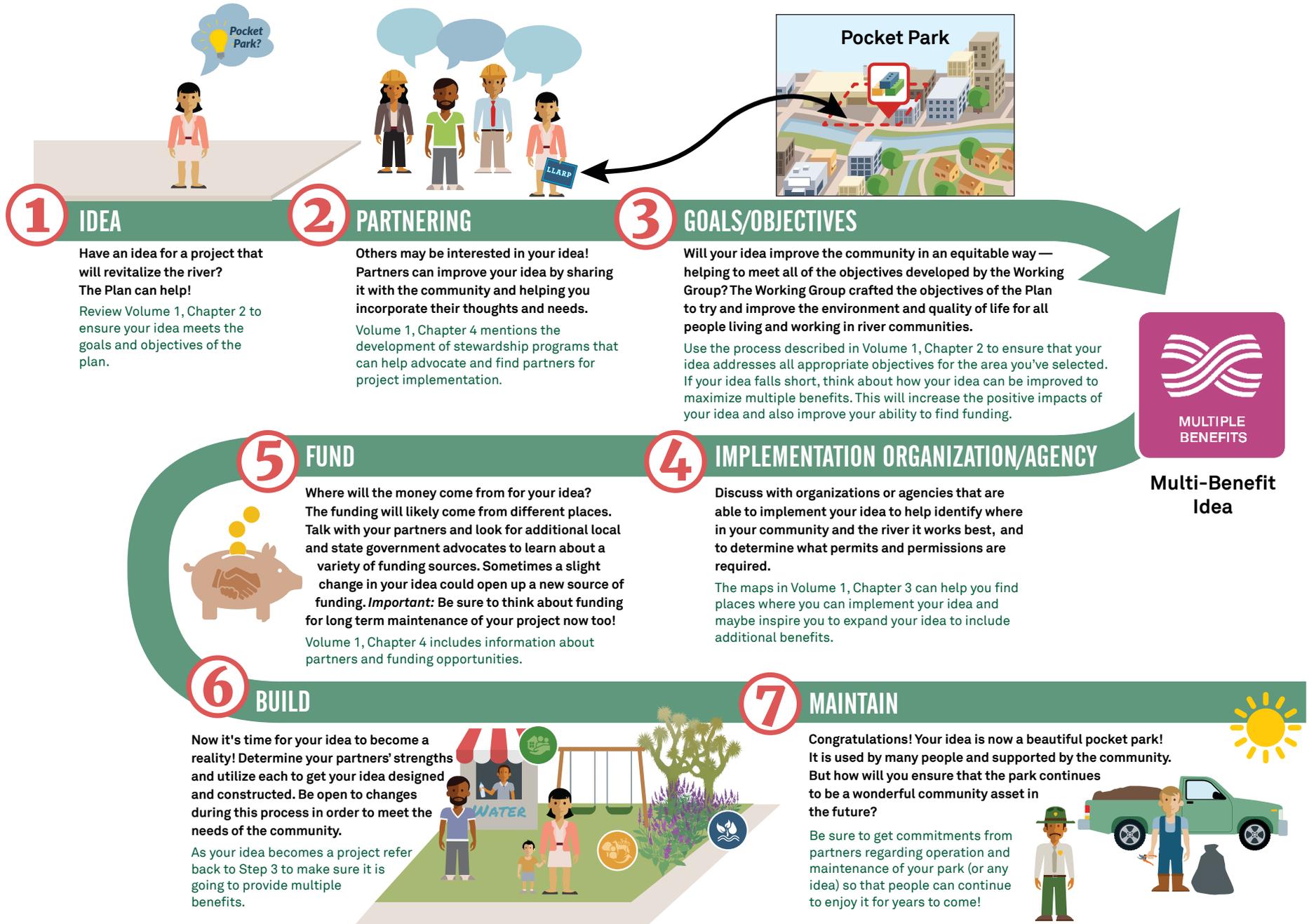
Opportunity and Design Areas of the type recommended in this Plan typically go through phases that help define the appropriate level of detail being accomplished as well as the time it takes to accomplish each phase. Phasing covers the general, expected life cycle of the post-Plan activities including the steps identified below that lead to design, construction, and operations and maintenance.

All Opportunity Areas start with an *idea* or *concept*. Just as one may decide one day to work in one's garden, an idea of what is to take place precedes action. For more complicated projects, project phases typically follow the following steps known as a project's *life cycle*:

- ▶ **Idea** – a concept of what the end goal is and the purpose it will accomplish; this conceptual phase is the current phase of the Revitalization Plan
- ▶ **Partner Identification** – an idea cannot take life until there is support from one or more partners, that typically also serve as funding sources and/or advisory committees; for revitalization-type projects, partners are typically municipal/state/federal agencies, conservation authorities, NGOs, and/or philanthropists
- ▶ **Goals/Objectives Assignment** – this phase identifies the issues, problems, challenges, and positive outcomes in the context of goals and objectives of the project
- ▶ **Project Evaluation** – also known as the feasibility phase, this is where an evaluation of the benefits, costs, environmental impacts, and overall value of a project takes place, and may include disciplines such as geotechnical, hydraulic, environmental, soil/water contamination remediation, real estate, economic analysis, and other feasibility-level studies
- ▶ **Review of Funding Opportunities** – this step can of course occur at any time but it usually requires a degree of confidence in a project's outcomes and benefits before money is readily provided for additional design and construction
- ▶ **Design** – this phase actually begins with the previous feasibility phase in finalizing the project's layout, land requirements, permit requirements, acquisition actions, and detailed costs; it typically results in design plans, cost estimates, specifications, rights-of-way documents, and construction permits
- ▶ **Construction** – this can take anywhere from a few months to several years depending on the size of the project; it is anticipated that the projects recommended in this Plan can take 6-18 months to construct
- ▶ **Operations and Maintenance** – following construction, a project's life cycle requirements move into operation and maintenance activities accomplished by the project's owner

These phases can be accomplished by multiple coordinated agencies, organizations, stakeholders, special interest groups, and single members of the public. When a community or stewardship group decides to advocate for implementation of a project, a typical "road map" would follow the general steps shown in the figure on the next page.

ROAD MAP FOR ADVOCATING FOR A PROJECT IN YOUR LA RIVER COMMUNITY



FUNDING AND FINANCING

A critical element for successful project implementation along the Upper Los Angeles River and tributaries in the Plan is to maximize potential funding for projects. Funding will be an ongoing challenge that can be approached broadly and creatively. There are opportunities to leverage existing funding sources in a number of ways including public/private partnerships, asset acquisition, and revenue-generating programs. Certain monies such as the State Revolving Fund can be borrowed against and be subsequently used to qualify for additional funds. A ULART-driven funding structure—perhaps authorized by state legislators—would be an ideal source of funds solely dedicated to the Plan’s projects.

In developing potential funding sources, the following priority strategies are recommended to help encourage post-Plan implementation:

- ▶ Identification of projects that may be associated with a range of funding sources including grants, capital improvement programs, and agency missions
- ▶ Sustainable and feasible capital projects
- ▶ Realistic range of project sizes and scales for each funding source or combination of sources

- ▶ Integrated programs that can leverage economies of scale
- ▶ Coordinated public/private partnerships

The matrix on the next page, “Funding Opportunities for the Upper LA River and Tributaries,” presents potential funding sources to assist in selecting funding that is associated with the following categories of project types:

- ▶ River Modifications
- ▶ Water Supply
- ▶ Bridges and Trails
- ▶ Parks and Open Space
- ▶ Water Quality
- ▶ Urban Revitalization
- ▶ Operation and Maintenance

Importantly, a hybrid of funding sources associated with the above project types would ideally be leveraged for the several projects that are inherently multi-benefit and multi-purpose in character.



FUNDING OPPORTUNITIES FOR THE UPPER LOS ANGELES RIVER AND TRIBUTARIES REVITALIZATION PLAN	RIVER MODIFICATIONS	WATER SUPPLY	BRIDGES & TRAILS	PARKS & OPEN SPACE	WATER QUALITY	URBAN REVITALIZATION	OPERATION & MAINTENANCE
Measure W - LA County Safe Clean Water Program	✓	✓		✓	✓	✓	
Proposition 1 State Water Quality, Supply, and Infrastructure Improvement	✓	✓		✓	✓	✓	✓
Proposition 68 - State Parks and Water Bond	✓	✓		✓	✓	✓	✓
Measure A - LA County Parks and Open Space Parcel Tax			✓	✓	✓		✓
ULART-driven funding structure (propositions, grants, conservation funds, philanthropy)	✓	✓	✓	✓	✓	✓	✓
Caltrans Stormwater Management Plan Grants			✓		✓		
Caltrans Bridges/Trails Grants			✓	✓			
Metro			✓	✓			
Urban Greening Grant Program - State GG Reduction Fund	✓	✓		✓	✓	✓	✓
Recreational Trails Program (RTP) - State and Federal			✓	✓			
Urban and Community Forestry Program (CALFIRE)	✓	✓		✓	✓	✓	
The Land and Water Conservation Fund (LWCF)	✓	✓		✓	✓	✓	
State Environmental Enhancement and Mitigation Program	✓	✓		✓	✓	✓	
Measure R - Regional and Local Transportation			✓				✓
Federal Funding (USACE, EPA)	✓			✓	✓	✓	✓
Capital Improvement Programs/General Funds	✓	✓	✓	✓	✓	✓	✓
Joint Funding with Watershed Groups	✓	✓	✓	✓	✓	✓	✓
Disadvantaged Community Involvement Program		✓	✓	✓	✓	✓	
Creation of EIFDs	✓	✓	✓	✓	✓	✓	

POST-PLAN NEXT STEPS

The following next steps relate to how the Plan will be carried into and expanded in the years following release, including options for management and operations of an implementation or advisory organization.

- ▶ Ensure proposed projects/programs are consistent with the goals, objectives, and priorities of the ULART Plan
- ▶ Develop a “ULART-derived funding source” or structure as an outgrowth of the Plan—such as a follow-on to Proposition 68—that would consider consistency with the Plan’s objectives, scoring analysis, and project components in prioritizing project funding
- ▶ Provide an open and accessible public venue for discussion of proposed projects/programs related to the ULART recommendations and ensure that stakeholders continue to have a voice in plan implementation; establishing a stewardship program as discussed previously in this chapter to encourage continual involvement of grass-roots efforts is integral to spark public discussion
- ▶ Identify an organizational entity to manage implementation of tributary revitalization projects and define its purpose, responsibilities, and whether it functions in an advisory or authoritative capacity
- ▶ Develop a schedule for future expansion of the Plan based on budget availability
 - Additional studies to include 7 other tributaries not initially evaluated
 - Additional evaluation of tributaries that are already included in the Plan
 - Feasibility analyses including technical evaluation (e.g., engineering, environmental, hazardous contamination evaluations)
- ▶ Encourage collaboration among supporters of related, regional projects that are already supported and implemented by communities, agencies, and organizations near the project area
- ▶ Advocate for the value of the Plan by helping its members and surrounding cities and communities understand and value the Plan—through stewards
- ▶ Implement a Watershed Education Program as part of both a periodic, public outreach program as well as a stand-alone program that can become part of a standard curriculum supported by entities such as project partners, NGOs, schools, and/or stewards
- ▶ Secure environmental compliance and permitting to ensure benefits are optimized and impacts are minimized or avoided

