

Successful Cities – LA and New York

Plans, environment and
broadband as levers of
regeneration

Agenda

Introduction

Los Angeles

- Integrated issues
- Sustainability planning
- Engagement

New York

- Broadband impact
- Public Private partnerships

Questions

USA context

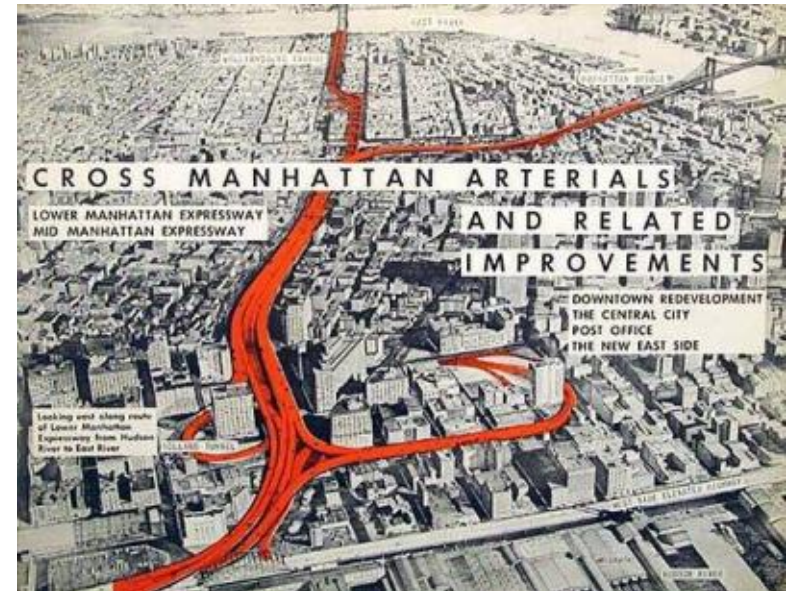
Expropriation is legal but out of fashion
(used often in the 1960s and 1970s)

Strong sense of individual rights
and faith in markets

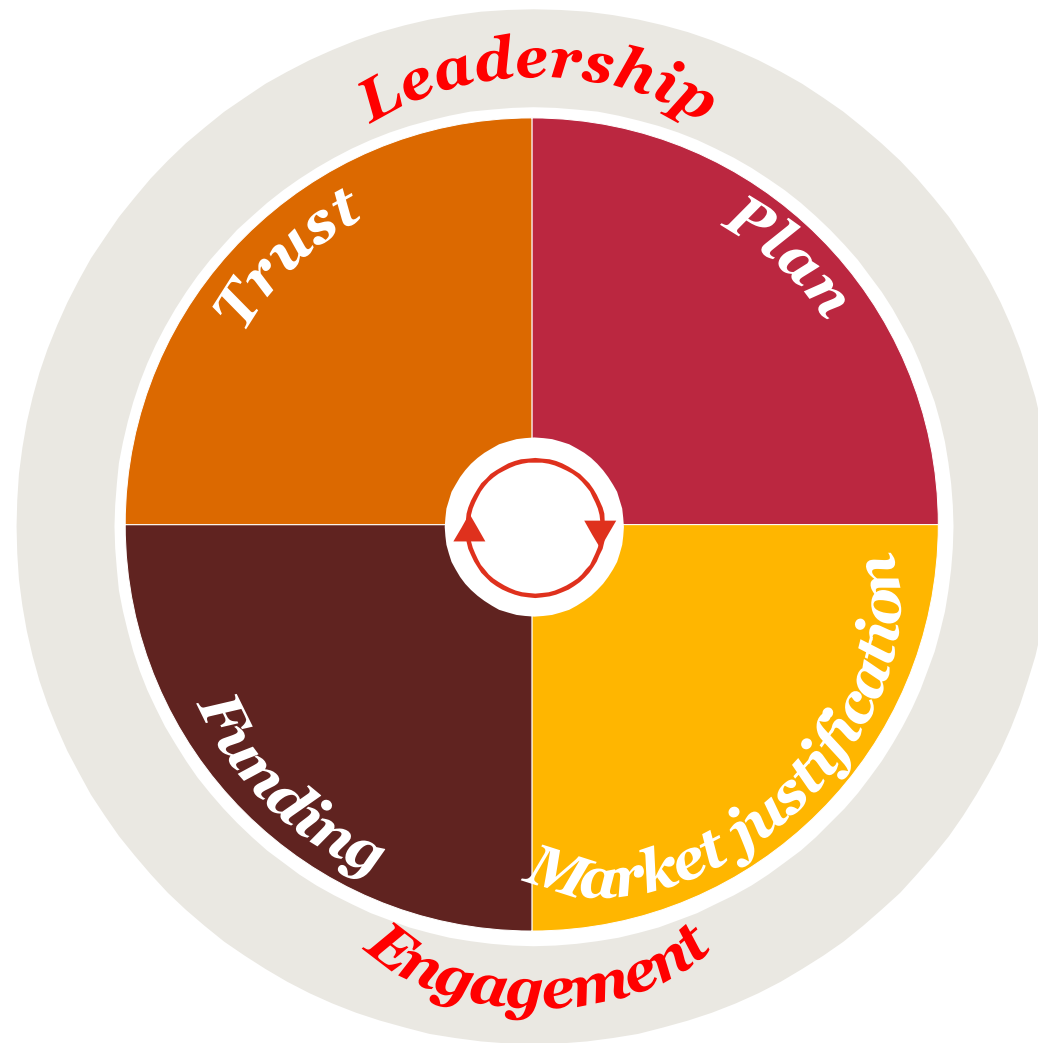
Classic land readjustment is not
practiced in the US



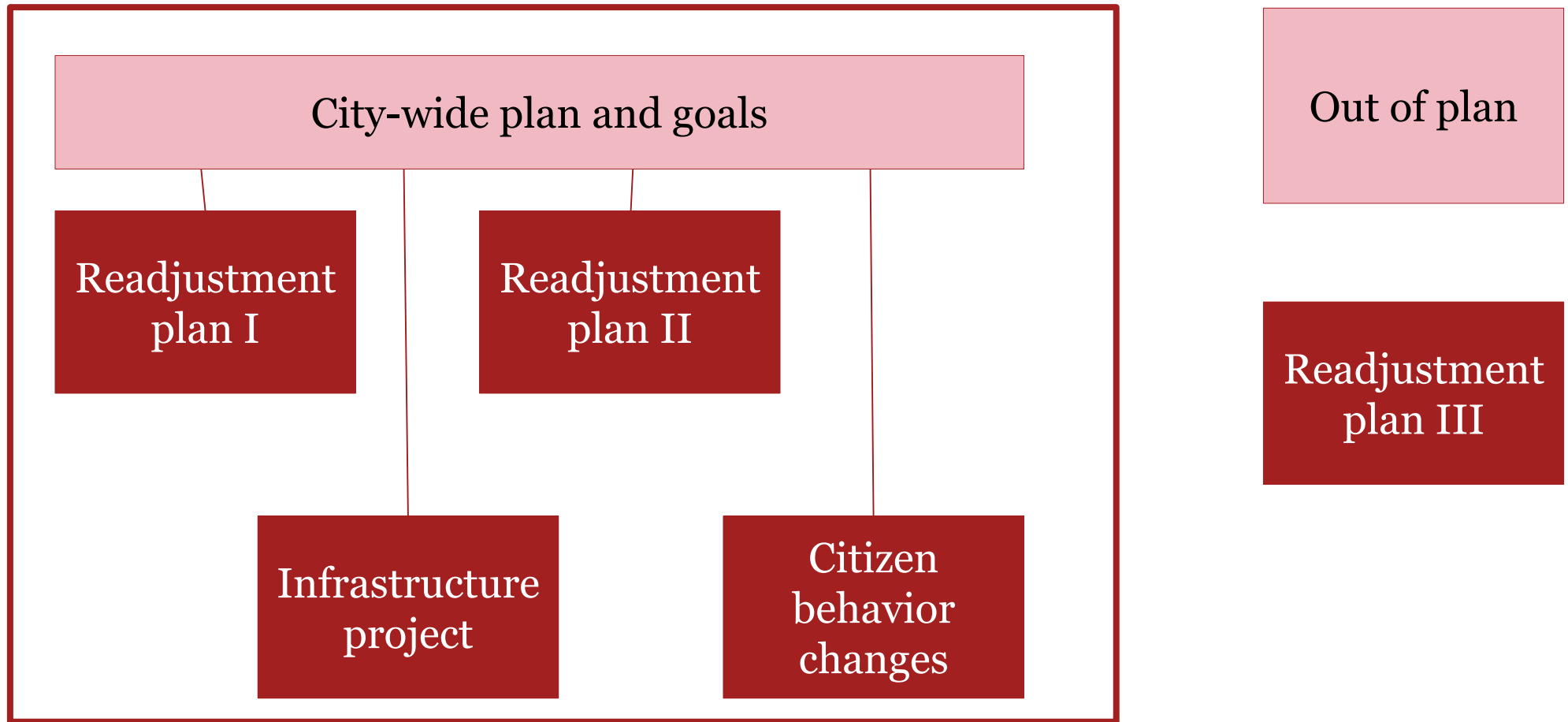
How do we create the cities that we
want?



Aspects of delivering regeneration



City-wide plans can help prioritize projects and maintain leadership / engagement



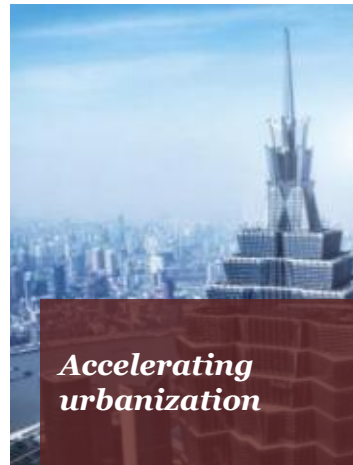
How do you decide which Land Readjustment projects to pursue?

Los Angeles, CA, USA



Economic landscape is always shifting—market justification must consider this

Global megatrends constantly reshape economy and geography



Los Angeles is a highly successful city



LA must plan for a future of growth

15% increase Angelenos by 2035

**SUSTAINABLE WATER
BREATHABLE AIR
EFFICIENT TRANSPORTATION
QUALITY HOUSING**

**A CITY READY to WELCOME
THEM**

By some measures the worst air quality in the U.S.



Trade

Our Port will handle four times as many goods in 2035.
How will LA grow our economy while meeting air quality mandates?

Traffic causes pollution and decreases attractiveness



Mobility

Angelenos **sat in traffic for 64 hours** last year. By 2035 500,000 more people will need to get around. **What is LA's answer?**

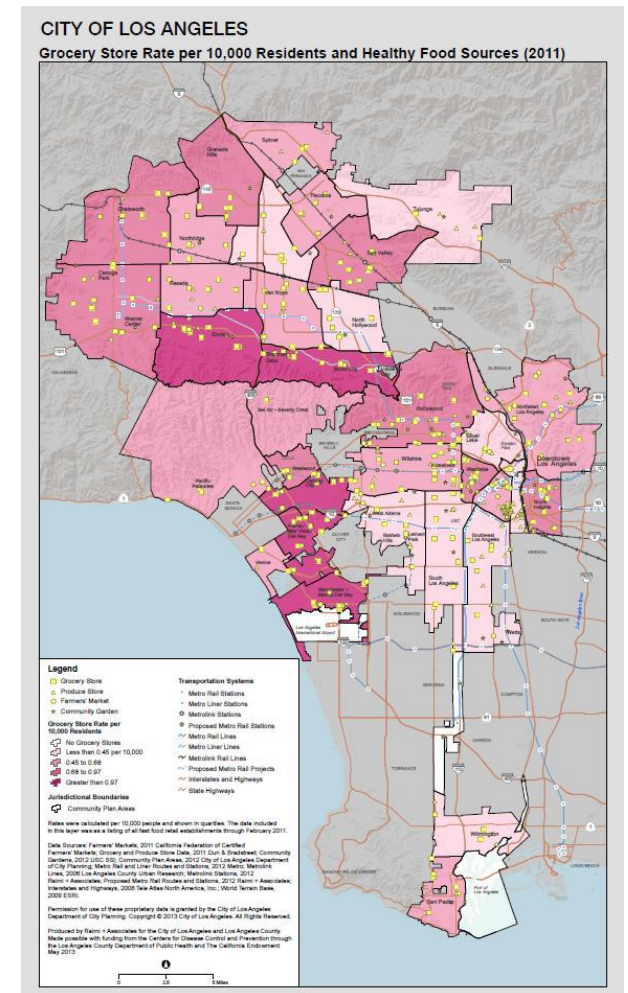
Los Angeles relies on water from elsewhere and is vulnerable to climate change



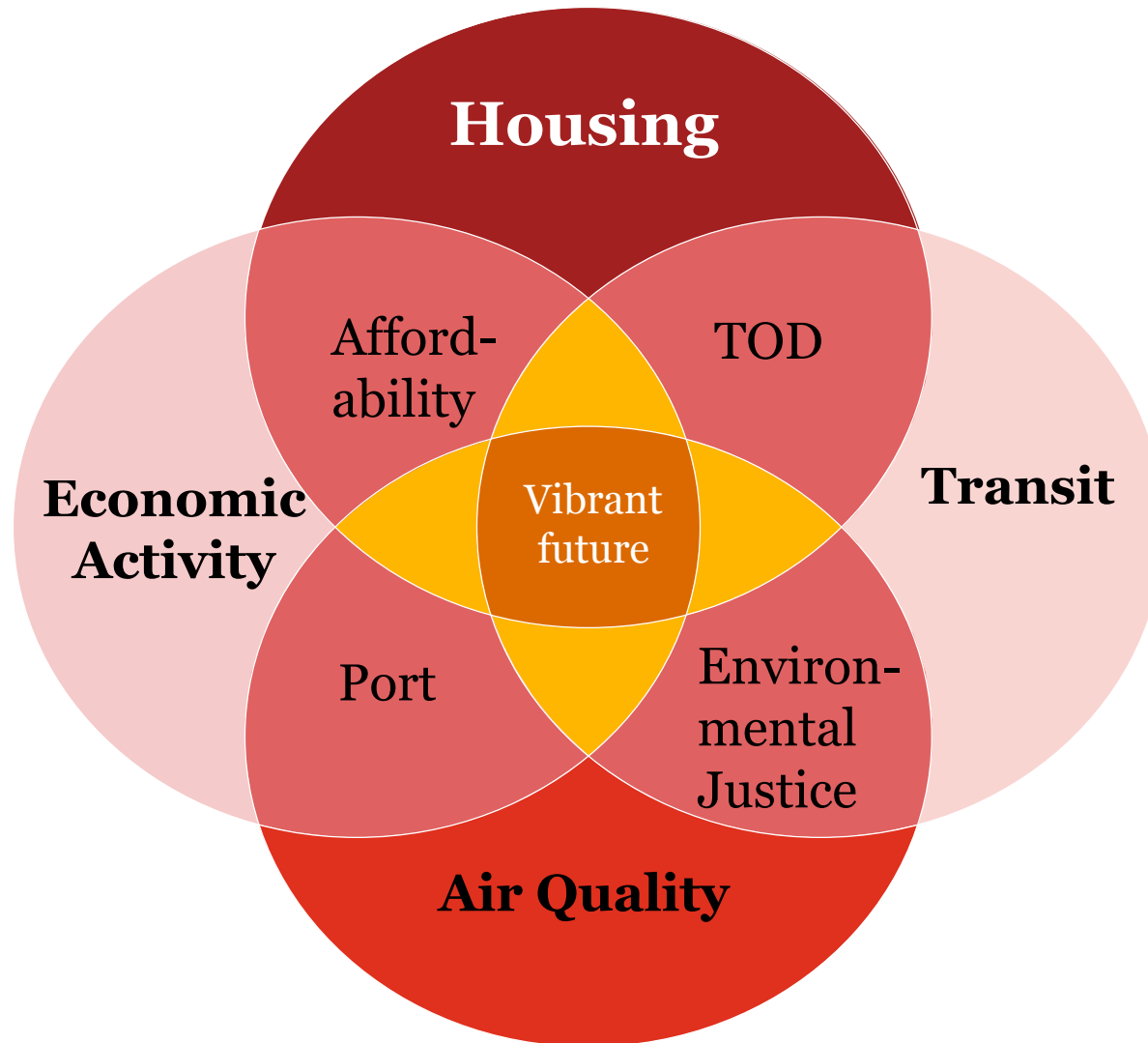
Water

LA sources only 10% of its water from within its basin.
How might LA become more self-sufficient and resilient?

Areas left behind – Food



Stresses for the city are highly interconnected



Building new housing near rail transit will be crucial



But people in Los Angeles see it as high-status to have a car



And they often fight new housing developments in court



Solution – Comprehensive plan to build engagement and agreement

The pLAN addresses key aspects of life in Los Angeles

Economy



Housing, mobility and jobs

- Housing & development for all
- Mobility & transit
- Prosperity & green jobs &
- Preparedness

Environment



Climate change and natural resources

- Local solar power
- Local water
- Carbon & climate leadership
- Energy-efficient buildings
- Waste & landfills

Equity



Access, equity and public health

- Air quality
- Urban ecosystem
- Livable and engaged neighborhoods
- Environmental justice

Lead by example

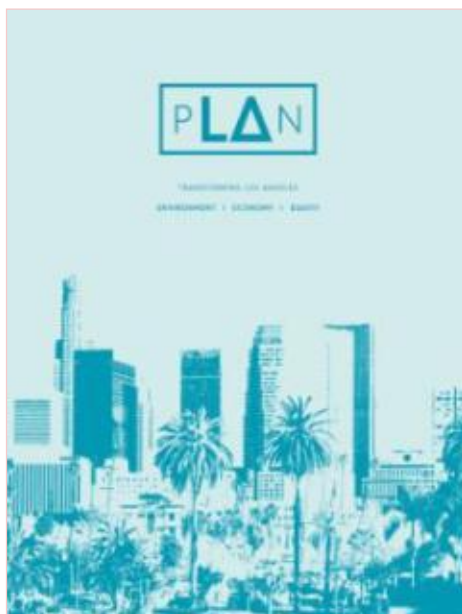
pLAn structure – Long-term guidance and short-term results

Vision	Outcomes (2035)	2017 Outcomes	Strategies	Priority initiatives
An inspiring end-state that is ambitious but achievable	Measureable, quantitative and time-bounded with opportunities for best in class	Deliverables to be achieved by 2017	Approaches to driving change (comprised of several initiatives)	Specific, actionable initiatives the pLAn will use to execute change

Goals, strategies, and initiatives have been vetted with GMs

We laid the foundation for the future

Largest city (4 million residents) without a sustainability plan



Deep environmental focus

Ambitious, but achievable 20 -year goals

Citizen and expert support

Short term milestones

Departmental buy-in

Robust supporting analysis

Public plan document

Implementation support

Delivered tangible changes

“This would not have happened without PwC”
LA Mayor Eric Garcetti

LA's river is not good for people or ecology



LA wants to rehabilitate the river



With the help of the plan, they were able to improve it

At last, Los Angeles River opens to public recreation after 80 years

By Michael Martinez and Hannah Button, CNN

updated 10:22 PM EDT, Sat June 1, 2013



Kayakers enjoy a day on the Los Angeles River.

Engagement

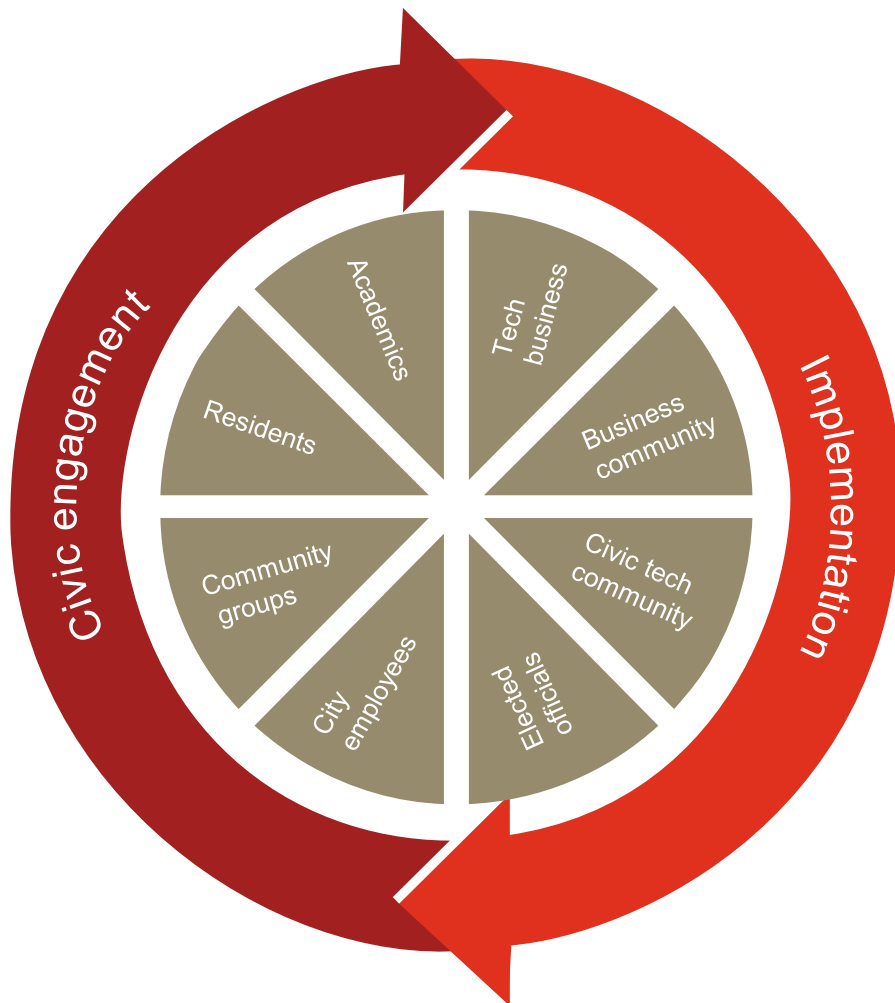
Engagement lessons

Without community engagement, any attempted change will fail

Technology is opening new avenues for engagement

Areas left behind are often targets for readjustment, but require additional planning

Engagement and implementation are linked, and need to be customized for stakeholder groups



Social media

Plan document

Town halls

Microsite

*One-on-one
meetings*

Social

*Cross-departmental
engagement*

Video

*Issue-specific
workshops*

Metrics

Framework for engagement groups



We engaged more than 50 relevant stakeholders

Internal

City Departments – 18 GM Meetings

- Building and Safety (DBS)
- General Services (GSD)
- Convention Center (CTD)
- City Planning (DCP)
- Recreation and Parks (RPD)
- Bureau of Street Services (BSS)
- Bureau of Street Lighting (BSL)
- Economic Workforce Development (EWDD)
- Housing Community Investment (HCID)
- Housing Authority (HACLA)
- LA Libraries (LAPL)
- Animal Services
- Bureau of Engineering (BoE)
- Bureau of Sanitation (BoS)
- LAWA
- Neighborhood Empowerment (DONE)
- LA Zoo
- Department of Water and Power (DWP)

Los Angeles City Council – Open Briefings

- CD 2 Krekorian: M. Hale
- CD 3 Blumenfield: S. Magnien
- CD 4LaBonge: L. Schecter
- CD 5 Koretz: A. Shrader
- CD 6 Martinez: A. Arce
- CD 7 Fuentes: C. Frey
- CD 8 Parks: V. Flowers and L. Briceno
- CD 9 Price: Paloma Perez
- CD 11 Bonin: D. Grahamcaso
- CD 12 Englander: N. Bernson
- CD 13 O'Farrell: D. Giron and S. Parsamyan
- CD 14 Huizar: M. Schlageter
- CD 15 Buscaino: D. Gleason
- City Controller: S. Jack and C. Bartels

External

External Stakeholders – 2 Roundtables with over 40 Groups

- Earth Justice
- Communities for a Better Environment (CBE)
- Sierra Club
- League of Women Voters
- Food Policy Council
- Council for Watershed Health
- The River Project
- Green LA Coalition
- Tree People
- Environmental Defense Fund
- Enterprise Community Partners
- Audubon
- LA Parks Foundation
- Trust for Public Land
- Climate Resolve
- Coalition for Clean Air

Expert consultations – Subject Matter Interviews

Bloomberg Associates



New York

New York, New York, USA



Broadband lessons

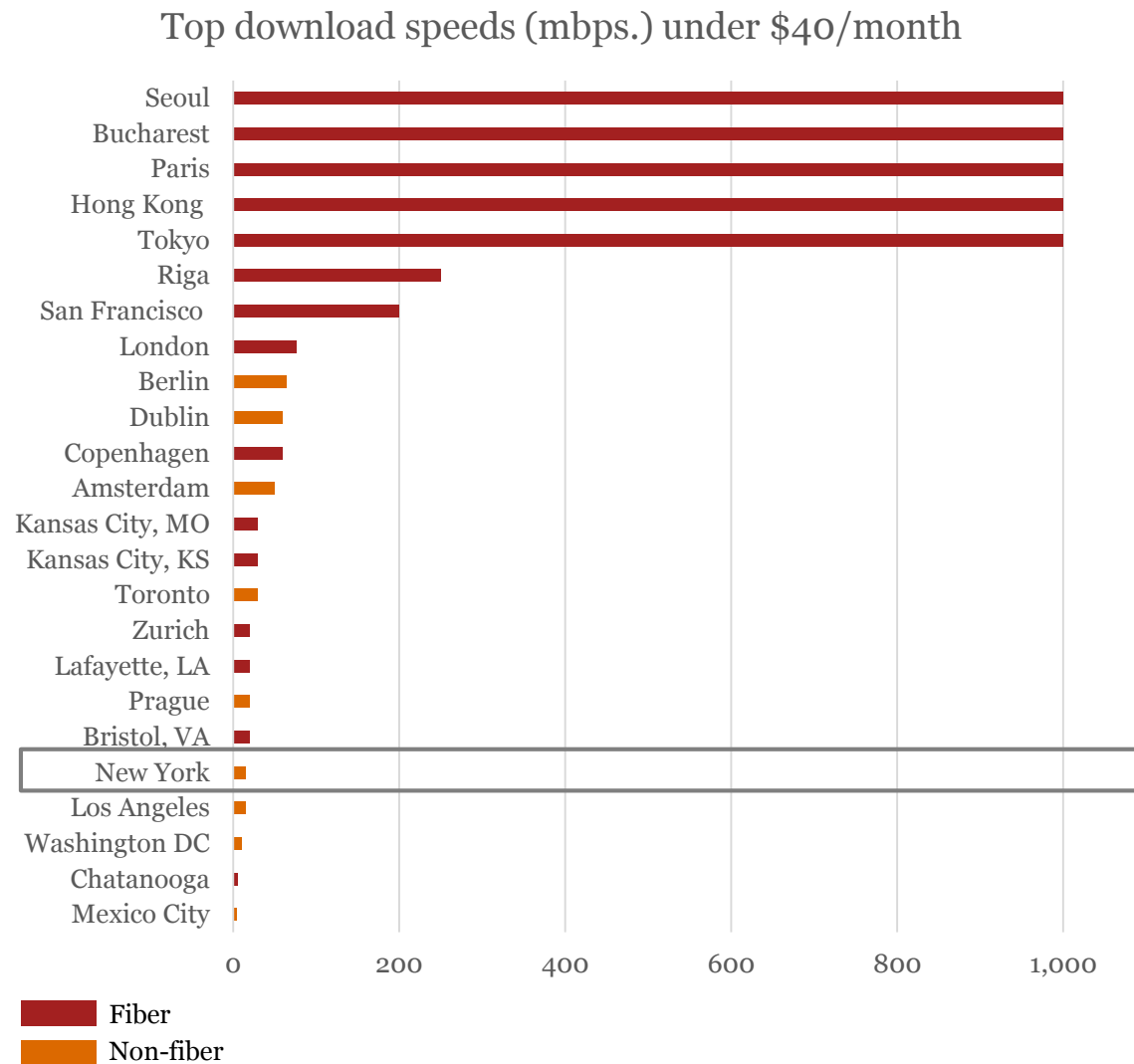
Broadband delivers value, especially to the poor

Consider mechanisms for including broadband in new readjusted designs

New York has become incredibly successful and desirably, but large parts are left behind



But New York internet is not world class



Source: Open Technology Institute, *The Cost of Connectivity (2014)*; some plans include bundled packages

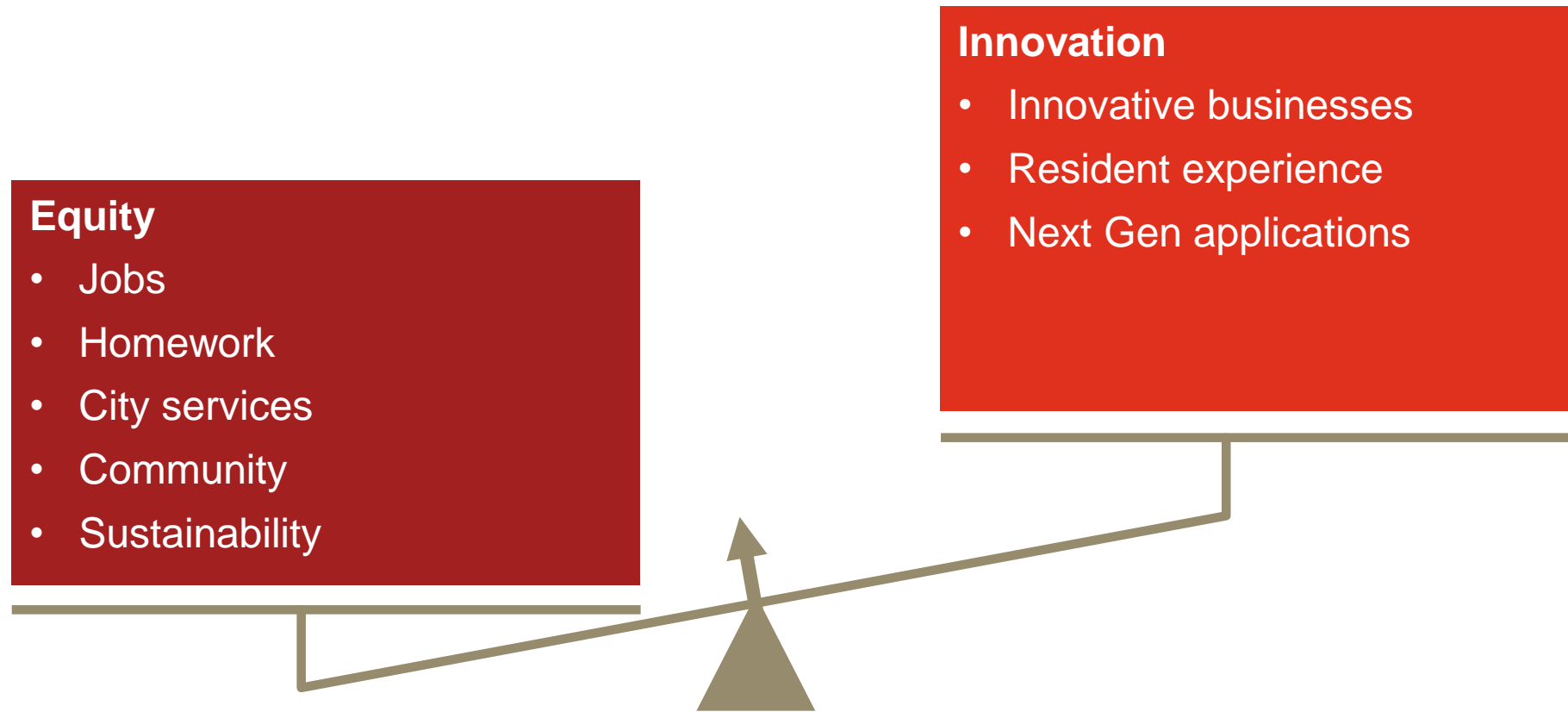
Why it is important – Benefits for all

Equity

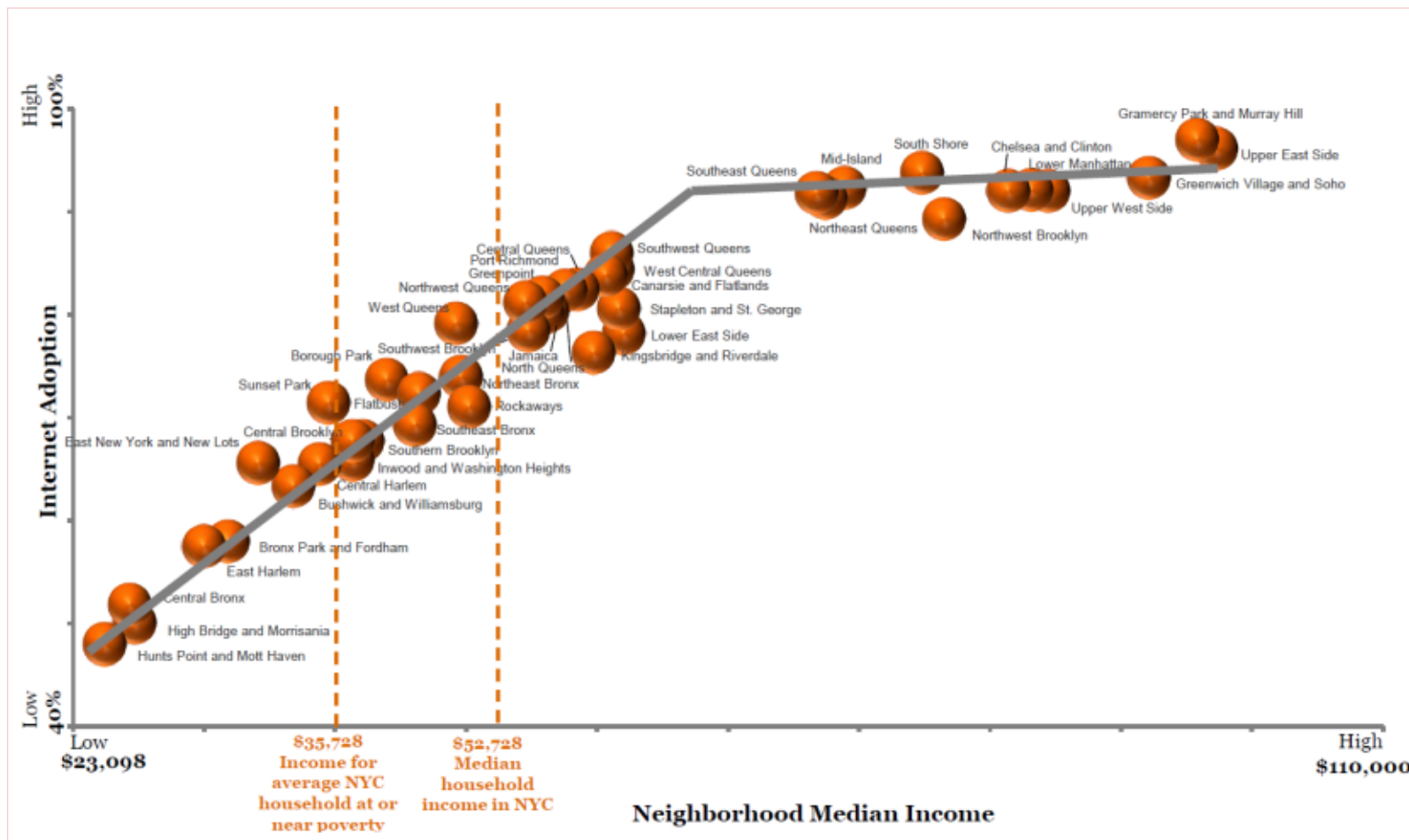
- Jobs
- Homework
- City services
- Community
- Sustainability

Innovation

- Innovative businesses
- Resident experience
- Next Gen applications



Internet adoption rates and neighborhood median income, New York City

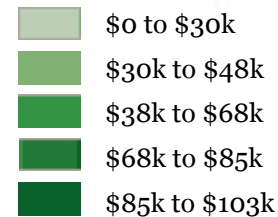
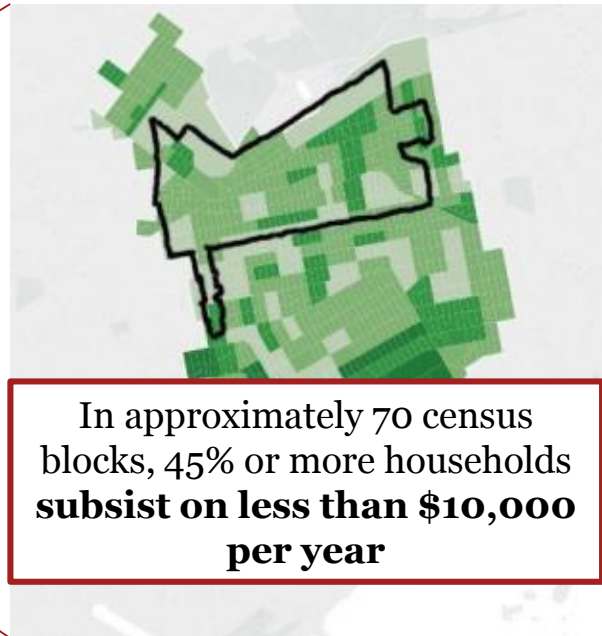


The City is rezoning and redeveloping key pieces outside the core

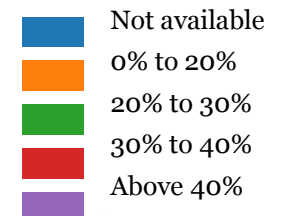
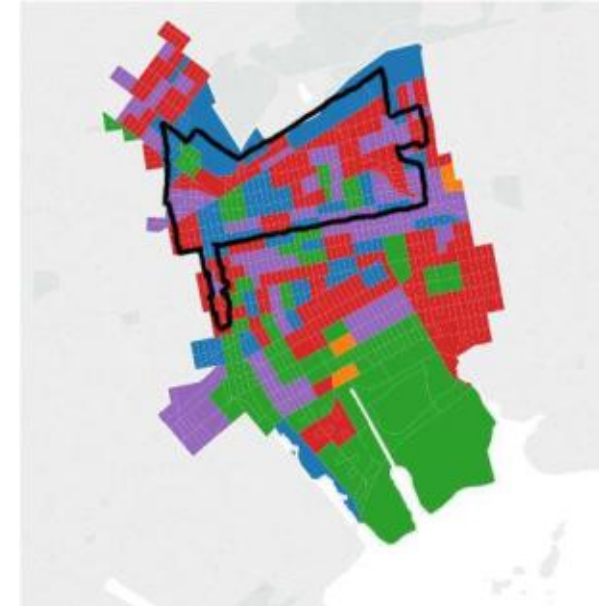
Location of ENY



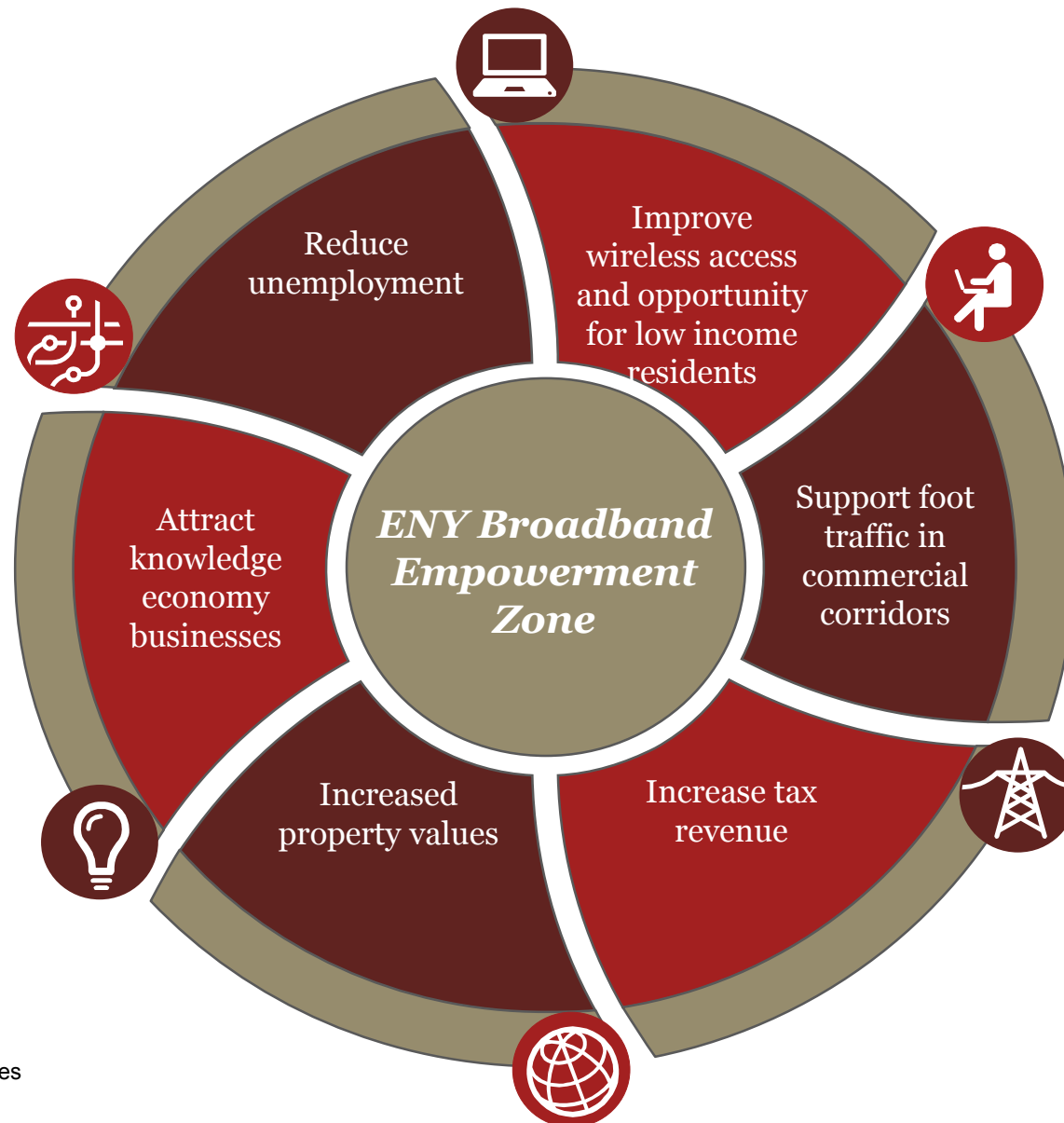
Median income



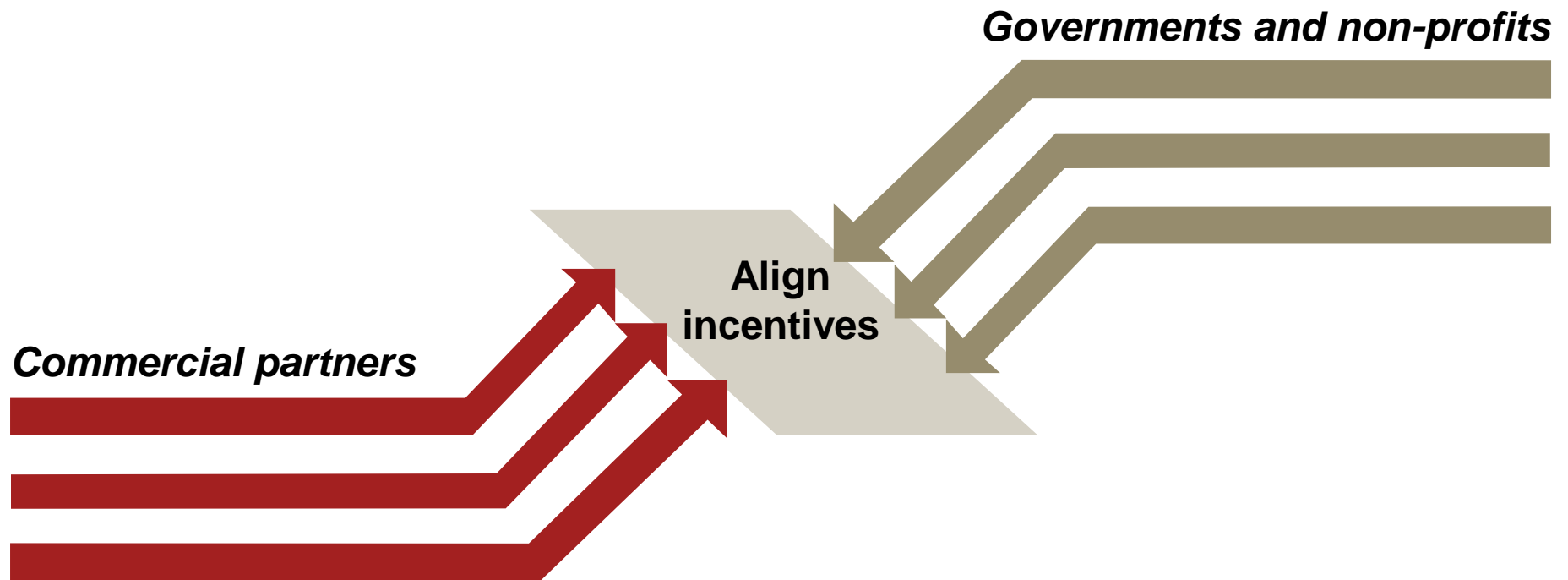
Median rent as % of annual income



Combining broadband with readjustment delivers benefits to residents and businesses



Public private partnership – A powerful opportunity



City combined its density and phone infrastructure



Into a powerful, leading readjustment tool



- Free high speed Wi-Fi
- Free phone calls
- Free USB charging
- Emergency calls
- Public information
- \$500 million in revenue for the City

Construction is challenging, digging up streets



Image source: LinkNYC

Community engagement



Image Source: Spot On Networks

Thank you

Questions:

What will your city look like in the future?

How will you address the most important issues?