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

City-wide plan and goals

Readjustment plan I

Infrastructure project

Readjustment plan II

Citizen behavior changes

Readjustment plan III

Out of plan

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

- Shift in global economic power
- Demographic shifts
- Accelerating urbanization
- Climate change and resource scarcity
- Technological breakthroughs
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
Areas left behind – Air quality

Poor air quality is highly correlated with low income
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

<table>
<thead>
<tr>
<th>Economy</th>
<th>Environment</th>
<th>Equity</th>
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<tbody>
<tr>
<td>Housing, mobility and jobs</td>
<td>Climate change and natural resources</td>
<td>Access, equity and public health</td>
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<tr>
<td>- Housing &amp; development for all</td>
<td>- Local solar power</td>
<td>- Air quality</td>
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<td>- Mobility &amp; transit</td>
<td>- Local water</td>
<td>- Urban ecosystem</td>
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<td>- Prosperity &amp; green jobs &amp;</td>
<td>- Carbon &amp; climate leadership</td>
<td>- Livable and engaged neighborhoods</td>
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<td>- Preparedness</td>
<td>- Energy-efficient buildings</td>
<td>- Environmental justice</td>
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Lead by example
**pLAN structure – Long-term guidance and short-term results**

<table>
<thead>
<tr>
<th>Vision</th>
<th>Outcomes (2035)</th>
<th>2017 Outcomes</th>
<th>Strategies</th>
<th>Priority initiatives</th>
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<tbody>
<tr>
<td>An inspiring end-state that is ambitious but achievable</td>
<td>Measureable, quantitative and time-bounded with opportunities for best in class</td>
<td>Deliverables to be achieved by 2017</td>
<td>Approaches to driving change (comprised of several initiatives)</td>
<td>Specific, actionable initiatives the pLAN will use to execute change</td>
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*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
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.
Framework for engagement groups

Success requires robust outreach and engagement…
Planned for future…

Community
- Town Halls
- Digital Strategy
- Outreach Campaign

Civic
- Ethnic Organizations
- Business Leaders and Key Industries
- Issue Organizations

City family
- Key Departments
- Strategic Subject Matter Experts
- Boards and Commissions
We engaged more than 50 relevant stakeholders

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<thead>
<tr>
<th>Internal</th>
<th>External Stakeholders – 2 Roundtables with over 40 Groups</th>
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| City Departments – 18 GM Meetings | • 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  

| External Stakeholders – 2 Roundtables with over 40 Groups | • Tree People  
• Environmental Defense Fund  
• Enterprise Community Partners  
• Audubon  
• LA Parks Foundation  
• Trust for Public Land  
• Climate Resolve  
• Coalition for Clean Air |
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</thead>
<tbody>
<tr>
<td>Los Angeles City Council – Open Briefings</td>
<td>Expert consultations – Subject Matter Interviews</td>
</tr>
</tbody>
</table>
| • CD 2 Krekorian: M. Hale  
• CD 3 Blumenfield: S. Magnien  
• CD 4 LaBonge: 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  

Bloomberg Associates

UCLA

GLOBAL GREEN USA

AQMD

LA CLEANTECH INCUBATOR

USC
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

Top download speeds (mbps.) under $40/month

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

In approximately 70 census blocks, 45% or more households subsist on less than $10,000 per year

- $0 to $30k
- $30k to $48k
- $38k to $68k
- $68k to $85k
- $85k to $103k

Not available
- 0% to 20%
- 20% to 30%
- 30% to 40%
- Above 40%
Combining broadband with readjustment delivers benefits to residents and businesses

- Reduce unemployment
- Improve wireless access and opportunity for low-income residents
- Attract knowledge economy businesses
- Support foot traffic in commercial corridors
- Increased property values
- Increase tax revenue

ENY Broadband Empowerment Zone
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?