The Chinatown/Cornfields Opportunity Area along the Los Angeles River, with Downtown in the background. (2006)
A MANAGEMENT STRUCTURE FOR A REVITALIZED RIVER

This chapter describes a three-tiered structure for managing a revitalized Los Angeles River. Because of the multiple entities with jurisdiction over various aspects of the River, the management structure must be comprehensive yet flexible enough to allow these entities to work in collaboration, and enable these agencies to proceed independently when necessary. The River management structure includes three elements:

1. The Los Angeles River Authority, a Joint Powers Authority (JPA) that would include the City, Los Angeles County, and through a Memorandum of Understanding, the U.S. Army Corps of Engineers. The JPA would serve as the principal entity with authority and responsibility for:
   - River reconstruction
   - Right-of-way management and maintenance
   - Public liability
   - Permitting

2. The Los Angeles River Revitalization Corporation, a not-for-profit entity charged with directing public and private financing for River-related and neighborhood revitalization projects.

3. The Los Angeles River Foundation, a not-for-profit body established by private individuals to further environmental, educational, social, and sustainability issues for the River and related communities.

Major Maintenance Responsibilities
LOS ANGELES RIVER MANAGEMENT AREAS

The Los Angeles River Corridor includes two areas with distinct management implications: 1) the River channel and 2) the River Corridor.

THE RIVER CHANNEL

The River channel includes the River proper and its associated concrete lining, maintenance access paths, landscaping, fencing and bridge piers. In simplified terms, the River channel area is governed by three agencies, with the following jurisdictional authorities:

- **United States Army Corps of Engineers (Corps)**
  - Governs flood protection regulations and standards; water releases from the dams; maintenance of channel sections under Federal ownership

- **Los Angeles County Department of Public Works (County)**
  - Governs maintenance of channel sections under County ownership; most stormdrain outfalls; permits for channel modifications

- **Los Angeles City (City)**
  - Governs some stormdrain outfalls; water releases from treatment plants; use of the water within the channel

River Right-Of-Way Maintenance

Generally, the Los Angeles River is maintained by either the Corps or the County. This differs from many public works flood projects that are federally-built and fully transferred to the local municipalities for operation and maintenance. This is because of a shift in the U.S. Congress’s language between (1) the original authorization for the project in 1936 ("Corps builds the system and the County maintains it"), (2) subsequent authorization in 1938 ("Corps builds the system and maintains it"), and (3) authorization in 1941 ("Corps builds the system and the County maintains it"). (U.S. Army Corps of Engineers, 1975) Because of this, the reaches along the Los Angeles River are maintained according to when they were built. Specifically, the following maintenance responsibilities exist, as shown on the map of “Major Maintenance Responsibilities” on the preceding page.

- Owensmouth Avenue to upstream of the Sepulveda Basin: County
- Sepulveda Basin: Corps of Engineers
- Downstream of Sepulveda Basin to Lankershim Boulevard: County
- Lankershim Boulevard to Washington Boulevard: Corps of Engineers

Maintenance accomplished by either the Corps or County is primarily required to ensure serviceability of the structures during times of flood. These activities include clearance of debris, weeds, or vegetation growth; repair of damage caused by erosion, storm runoff, or other forces; and repair of concrete cracking, chipping, or breaking. Further, the responsibility includes rodent control; subdrain maintenance and restoration; flap gate maintenance; inlet and outlet structures maintenance; repair of fencing; maintenance of berms and access roadways, bike paths, and landscaping; and ensuring that approach and egress paths are clear of obstructions and debris. The County performs graffiti removal and eviction of homeless encampments.

River Channel Modifications

No improvements or modifications may pass over, under, or through the walls of the River channel or levees, nor shall any excavation or construction be permitted within the limits of the project’s rights-of-way, without the prior determination that such improvements or modifications will not adversely affect the functioning of the channel and/or associated facilities. Improvements or modifications that may be desirable and permissible need to go through a permit application process, for which the County is the first point-of-contact. Even for those reaches that are federally-maintained, applications for permits are submitted to the County, and then the County requests comments from the Corps. County-initiated work—for example as would be necessary for construction
of storm drain outfalls—are also submitted to the Corps for review. The only exception to this is that the Corps issues permits or leases for work within the Sepulveda Basin. The Plan proposes a new management structure that would simplify these procedures.

River Ownership

Jurisdiction over operation, maintenance, and modifications of the Los Angeles River extends to the limits of the rights-of-way, whether they are owned in fee title or held by easement. These limits include the channel itself, access roads, and associated facilities (for example, pump stations), and are typically fenced off with appropriate signage. The outer slopes of levees are also included in the limits of the rights-of-way.

Maps indicate that a variety of public and private entities own the land within the channel right-of-way. This includes public ownership by the City, County, and the Federal government, as well as private ownership, including single individuals and businesses such as Forest Lawn Mortuary, the Radford Studio Center, and the Lakeside Golf Club of Hollywood.

THE RIVER CORRIDOR

Moving outward from the River right-of-way, the area includes adjoining private property within neighborhoods, as well as public roads, bridges, and landscaping. This area is governed by the full range of City of Los Angeles agencies, and is regulated by zoning, municipal ordinance, and Department of City Planning standards. The following ten City agencies, at a minimum, play a direct role in the development of infrastructure and the regulation of private development. Each of these agencies are directed by policies that may need refinement to support collaborative implementation of the Plan:

- Community Redevelopment Agency
- Department of City Planning
- Department of Building and Safety
- Department of Public Works
  - Bureau of Engineering, Bureau of Sanitation, Bureau of Street Lighting, Bureau of Street Services
- Department of Recreation and Parks
- Department of Transportation
- Department of Water and Power

The ability of these agencies to influence change within the River Corridor and adjacent communities is significantly different than in the River channel, because of the number of agencies involved and their differing statutory and regulatory requirements.
Several forms of river management case studies were reviewed to determine which might be applied to implement the Revitalization Master Plan; these include: State conservancies, private conservancies, joint power authorities, legislative districts, taxing districts and others. Through interviews, archival research, and numerous other consultations, the revitalization efforts of other cities were evaluated, to understand and define the range of options and opportunities available for Los Angeles.

The Plan is focused on the revitalization of the Los Angeles River as well as on the revitalization of adjacent neighborhoods. It seeks to find an appropriate balance between the needs of the River and the needs of communities. For example, reconstruction of the River to enhance its “green” characteristics, improve water quality, maintain flood protection, and provide public access, requires the cooperation and participation of the City, County and the Corps of Engineers. Revitalization of neighborhoods requires community planning and participation, infrastructure development, rezoning and economic development. Further, each of these activities will take place in a phased approach over time.

The appropriate River management structure for the Plan must be suitable to allow both elements - River and community - to proceed in concert but also in parallel when independent focus becomes necessary. As funds become available for River reconstruction, they will need to be focused efficiently on capital projects and River management pursuant to the Plan; as funds become available to update Community Plans, they will need to be expended efficiently to support the Community Plan amendment process and subsequent Specific Plans consistent with the Plan and other community objectives; and as funds become available for public infrastructure or economic development, they will need to be focused efficiently on projects that further the local Community Plans, Specific Plans, zoning, design standards and departmental policies for infrastructure.

Review of precedents from other communities suggests that there are no examples of any singular River management entity or structure that can effectively deliver implementation of the diversity of needs and activities required for the Plan. Therefore, a multiple entity approach to River management and implementation must be developed that will allow for phased implementation of the parts while focusing on convergence of the whole around the Plan.

The River Corridor

This area includes adjoining neighborhoods, roads, bridges, and landscaping. It is governed by the full range of City of Los Angeles agencies. While the River is controlled by three agencies through ownership or easements, most of the land beyond the River is in private ownership and is regulated by zoning, ordinance and departmental standards. Therefore, the ability of the agencies that govern the River Corridor to make change is significantly different than the ability of the River channel agencies to make change.
The following goals are a subset of those established by the Los Angeles City Council Ad Hoc Committee on the Los Angeles River:

Revitalize the River.
- Direct improvements within the River right-of-way and on adjacent properties to improve the function and health of the River for water quality, environmental quality, wildlife habitat, flood protection and people.

Connect neighborhoods to the River.
- Increase public access to the River with increased public safety along and within the River; interconnect neighborhoods and commercial streets in multiple locations with Local Green Streets, activated commercial Green Streets, and walkways.

Connect the River to park, open space, trail, educational and cultural facilities.
- Develop the River as the spine that connects neighborhood community facilities through a regional trail network.

Catalyze urban reinvestment.
- Increase the value of the River as an amenity within and near neighborhoods; stimulate improvements in neighborhood stability and quality through River revitalization; catalyze reinvestment in private sector properties as a result of the benefits and connectivity created by River revitalization; and recognize the River as a new “front” to neighborhoods that is a benefit to all.

OBJECTIVES FOR RIVER MANAGEMENT ENTITIES FOR THE LOS ANGELES RIVER
The following objectives flow directly from the goals established by the Ad Hoc River Committee, and help to guide recommendations for a management structure for the River channel and River Corridor. They also reflect a review of River revitalization precedents in other communities across the country.

GOALS FOR LOS ANGELES RIVER MANAGEMENT

Effective Implementation
- Independent enough to pursue activities effectively
- Sufficient authority and trust to be successful
- Able to review and revise boundaries as conditions change
- Able to own and build River amenities
- Able to manage public spaces, parks, open space, trails, and similar facilities
- Able to educate, advocate and lobby
- Able to develop proposals, plans and documents to implement projects
- Able to establish standards and guidelines and review private development

Focused on the Plan
- Able to develop specialized staff
- Able to engage the public and agencies

Viable Over Time
- Able to bridge changes in political leadership

Financially Self-Sustaining
- Able to own assets
- Able to develop revenue-funding programs
- Able to transfer funds from program to program
- Able to build short and long-term partnerships
- Attractive funding partner

Agile
- Able to move quickly in response to opportunities or changed conditions

Achievable and Accountable
- Elected officials, agencies and the public must support establishment
- Entity must balance authority with other agencies
- Able and/or required to seek the advice and participation of the public
- Must have periodic reporting to a higher authority
The agencies that own, manage and control the water, water quality, flood protection and related issues are different than those that control private development, land use, and other infrastructure. When creating one unified set of objectives for the Los Angeles River and the community under the Ad Hoc Committee’s goals, the objectives mix issues between the River and community. In examining river management strategies in other locations across the country, a precedent was not found that combines all of the above objectives into one singular entity. Most of the entities reviewed in case studies are much more narrowly focused. For example, no entity with singular authority for both River reconstruction and economic development has been identified.

Most large-scale, public revitalization efforts include multiple entities to govern related but disparate sets of issues. For example, this Plan includes three major objectives for River revitalization: River reconstruction and management, economic development, and community development. Each of these activities is very different in character, expertise required, regulatory context, and funding potential. For this reason, a multi-tiered approach is recommended.

The establishment of a new governing entity inevitably raises questions regarding the transfer or delegation of authority from existing agencies, to the new entity. The establishment of an entirely new entity with new powers at the expense of existing agencies is relatively rare, especially in cities of a large size and where complex resources like the River are involved. For this reason, every river management entity reviewed was established and customized to fit the local purposes, agency and policy context. Further, most successful examples do not delegate or transfer broad powers to a new entity except when a new benefit is created. The agencies that participate in the establishment and oversight of these new entities generally delegate sufficient breadth and depth of authority to allow the new entity to succeed on the specific project for which they were created.

The revitalization of the Los Angeles River is not a narrowly-focused project. The reconstruction of the River itself might be narrowly-focused; however, the modifications to private property, private economic development, infrastructure, land use controls and other policies are far more complex and long-term than other similarly large-scale endeavors (such as the Alameda Corridor project or Grand Avenue project). To deal with this complexity, a three-tiered, holistic structure to manage all of the functions required for long-term Plan implementation is recommended.

- **The Los Angeles River Authority**
  This entity would be the governmental component of the management structure.

- **The Los Angeles River Revitalization Corporation**
  This entity would be the entrepreneurial component of the management structure.

- **The Los Angeles River Foundation**
  This entity would be the philanthropic component of the management structure.

All management bodies would conduct their operations in a clear and open process, with meaningful stakeholder involvement, including outreach to underserved communities near proposed projects.
Recommendation
Establish a Joint Powers Authority (JPA) between the City and County with the Corps participating through a Memorandum of Understanding (MOU). Assign key staff from City and County agencies into one JPA that is focused on implementation of the Plan and the County’s 1996 Los Angeles River Master Plan, with responsibility to also participate in and further the objectives of the City’s Integrated Resources Plan and the County’s Integrated Regional Water Management Plan. In general, the current responsibilities of the City and County that intersect with the Master Plan would be delegated to the JPA. Two local examples of JPA’s include the Grand Avenue Authority and the Alameda Corridor Authority.

Funding
The JPA would need operating funds allocated from the parent agencies commensurate to the staff required to implement the Plan.

The JPA would be the primary entity to seek State and Federal funds, in conjunction with support from the Corps, for major capital reconstruction of the River channel and associated improvements. The JPA would create phased projects, develop design documents and manage construction of improvements within its district.

Powers and Responsibilities
The JPA would need staff that is capable and experienced in the major areas of responsibility, and would require the collaboration of other City and County agencies to provide guidance on various activities. The JPA would be the primary entity with authority and responsibility for these key activities.

River Reconstruction
Responsible for phased project development, design, funding and implementation including activities such as: channel and bridge modifications; trail construction; and water quality improvements/monitoring that can be accommodated within the JPA district.

Right-of-Way Management and Maintenance
Responsible for managing the use of the right-of-way and channel, including public uses such as trails and River access points, concrete and vegetation maintenance, low flow channel maintenance, habitat maintenance, and monitoring and policing of the right-of-way.

Note that several of these functions, although they may be within the authority of the JPA, may be delegated or assigned to other entities for implementation and monitoring, such as other City or County agencies, or nongovernmental groups who may participate, provide funds, or offer services in-kind or as supplements to JPA responsibilities. Ultimately, however, the responsibility and authority lies with the JPA to seek and manage any supplemental support. In particular, the JPA will need to coordinate with the Police Department, Fire Department and the Swift Water Rescue unit to establish and/or revise policies, responsibilities, and procedures regarding safety and enforcement within the River right-of-way to accommodate the additional public access that is proposed in this Plan.

There are ongoing activities that are working toward increased coordination between entities that maintain or manage the River, such as a monthly working group that has been established by Council District 13 to explore improved coordination on River management and maintenance.
Public Liability
The JPA needs to accept, with the full faith and credit of the parent jurisdictions, the public liability of the River channel. Both City and County legal and risk management authorities must participate in the delegation and management of this responsibility.

Permitting
The JPA would need to become the agency that issues permits for all construction and special events activities within the right-of-way.

Eminent Domain
The JPA should not be given any authority in matters of eminent domain. Where the JPA has the need to acquire land for revitalization purposes, it should be required to work with the proper City and County agencies and standard protocols for land acquisition. In the event that eminent domain is the tool that is used, all the standard powers and procedures of the City and County would apply.

Structure
The JPA should be established with a Board of Directors appointed jointly by the parent jurisdictions, and should be required to conform to open meeting laws and all other State regulations. It would need to be able to adopt rules and regulations, establish committees and be required to maintain open records of all proceedings, while also conforming to all parent jurisdiction standards, such as prevailing wage rates, hiring goals, and similar stipulations.

Establishment
The JPA would be established by a “Joint Exercise of Powers Agreement” between the City and the County. A typical JPA Agreement would be built on an outline similar to this:

1. Definitions
2. General Provisions
3. Chairperson, Directors, Officers
4. Powers
5. Contributions, Accounts, Funds
6. Term
7. Property, Planning, Contracting
8. Miscellaneous
9. District Boundaries

At this time a suggested boundary for the JPA would be the River right-of-way within the City of Los Angeles, with the ability to expand this boundary over time.
Recommendation

The Los Angeles River Revitalization Corporation would be a not-for-profit body established by City ordinance and State incorporation with a Board of Directors (appointed by elected officials). Charter powers and accountability reporting would be established in the enabling ordinance, with by-laws written and approved by the Board. Staff would be hired and fired by the Board. The Revitalization Corporation would be empowered to own and develop land and buildings, manage and operate facilities, and to use all legal funding tools and partnerships to implement the non-River objectives of the Plan.

The Corporation would be the primary entity to direct public and private financing for River-related and neighborhood revitalization projects. The Corporation would develop plans for specific economic development projects using special districts, and all other available tools, and would seek partnerships for projects with the Community Redevelopment Agency of Los Angeles, private developers and other not-for-profits, such as the Trust for Public Land, the Conservation Fund and other similar entities. Many other successful River revitalization efforts have benefited from corporations such as this due to their independence from government, and their ability to focus on catalyzing other benefits of River revitalization. The Centre City Development Corporation of San Diego, or the Memphis Riverfront Corporation are good examples of similar successful entities.

A key aspect of the Corporation’s ability to become self-funding would be the ownership of assets. The AWC and the Stapleton Corporation were both given control over significant land assets, and the authority to develop them for public purposes, for economic development, and for profits, which are now used to support each corporation. One approach to the proposed Revitalization Corporation would be to review existing City assets that are within the general River Corridor and to convey either title, or control to the Corporation as a way to begin developing an asset base. For example, a City storage yard near the River could be given to the Corporation with the responsibility to assist the City agency with relocation and redevelopment of the site.

Powers and Responsibilities

The Corporation would need an executive director and staff capable and experienced in the major areas of responsibility. These would need to be experienced, energized and committed individuals who have an entrepreneurial spirit combined with a civic commitment to advocate for implementation of the Plan.

River-Related Improvements

Improvements would include acquisition, planning, design and implementation of lands for parks, trails, open spaces and habitats, such as off-channel sites and connections that most effectively leverage River improvements for community benefit.

Economic Development

Potential activities would be acquisition, planning, applications for rezoning, design, private development partnerships and implementation of private redevelopment/reinvestment efforts in community revitalization. The assistance and participation of the Corporation, as a public purpose entity, would also focus on achieving broader community goals in partner development projects, including job creation and retention, contractor hiring goals (including local hiring), affordable housing, the equitable distribution of benefits, and sustainability initiatives.
Public Space Management and Maintenance

The Corporation would be responsible for managing public uses of lands owned or developed by the Corporation, such as trails and River access points, parks, recreational and cultural facilities, open spaces, and habitats, and for monitoring and policing property.

Note that several of these functions, while within the authority of the Corporation, may be delegated or assigned to other entities for implementation and monitoring, such as to other City or County agencies, or non-governmental groups who may participate, provide funds, or offer services in-kind or as supplements to Corporation responsibilities. Ultimately, however, the responsibility and authority lies with the Corporation to seek and manage any supplemental support.

Over time, part of the Corporation’s efforts may include the intent to ground lease property, or transfer Corporation open space and parklands to the City Department of Recreation and Parks; therefore a close and ongoing relationship between the Corporation and the Department would be critical. In other cities the addition of new parks and open spaces is a desirable but financially challenging idea for existing agencies. The Corporation would need to exercise leadership in planning and seeking funding support for the acquisition, development and long-term management of new lands that may come into public ownership in the future.

Public Liability

The Corporation should be established so as to incur no unusual public liabilities beyond that of any private property owner, with insurance products used for protection of the Corporation and the public.

Planning, Design and Implementation

The Corporation should be established to allow it to become an advocate and participant, in conjunction with the Planning Department, in the development of neighborhood and Specific Plans. While the Planning Department will continue to lead the preparation of Community Plan amendments, their efforts can be supplemented by the efforts of the Corporation in developing studies, public outreach, technical analyses and specific proposals for new parks, public spaces, economic development and similar civic and private development initiatives within any given area.

A notable peer case is the Centre City Development Corporation (CCDC) in San Diego, California. The CCDC acts as a contract agent for the city to perform elements of planning for downtown revitalization, advocates and studies the development of Specific Plans and zoning review, and provides reviews of private projects as quasi-support staff for the City Planning Department. All actual approvals of plans, re-zoning, projects and public financing remain the authority and responsibility of the city, requiring CCDC staff to make applications to the city, and process their work through the normal San Diego Planning Commission, City Council and Redevelopment Authority processes. This arrangement allows for the CCDC staff to be focused on implementation of the Downtown Plan (which CCDC recently updated at their initiative and expense) without the distractions of other projects and areas of the City.

This approach, of allowing the Corporation to perform supplemental planning and review services on behalf of the City by contract, may be useful for implementation of design review and design standards that are being proposed as a component of the Plan. The Corporation may also supplement public processes and community participation for projects, the development of project plans, additional design guidelines and standards, and other such services.
Proposed boundaries for River management entities

- Los Angeles River Revitalization Corporation
- Los Angeles River Authority (JPA)
- Limit of Geographical Data Set
Eminent Domain

The Revitalization Corporation would not have any powers of eminent domain. It should be the focus and style of the organization to use entrepreneurial means to acquire land and develop projects. If in some cases the Corporation finds that eminent domain is essential to implementation, it will have to make the case to the community and to the City Council, who would retain all rights and responsibilities associated with eminent domain. This is an important element of structuring the Corporation to be a community development partner as opposed to a threat.

Structure

The Corporation would be established with a Board of Directors appointed jointly by the City’s elected officials, and would not be required to conform to open meeting laws; however, all successful corporations of this type have a clear and effective public participation and open business policy. For example, the Stapleton Development Corporation has a Board appointed by the Mayor, with an additional Community Advisory Board (CAB) also appointed by the Mayor. The Corporation Board runs the business of the Corporation and directs staff, while the CAB holds monthly meetings reviewing the business of the Corporation, Corporation projects, and acts as a sounding board and venue for discussing other community concerns. This innovative structure has proven to be very effective at building a knowledgeable bridge of informed constituents to assist the Corporation in achieving its goals, while being responsive to the community.

Like any corporation, the Board of the proposed Revitalization Corporation should be able to adopt bylaws, establish committees and should be required to maintain open records of all proceedings except those currently exempted such as litigation, property acquisition and employee records. The use of public funds also requires the Corporation to conform to all City standards such as prevailing wage rates, minority and women owned hiring goals, and similar policies. It is prudent that corporations of this type adopt good faith policies and monitoring procedures to ensure that the public interest and benefits are maintained.

Establishment

The Corporation would be established by ordinance and articles of incorporation and would be registered as a 501 (c) (3) with the Internal Revenue Service. This classification of a not-for-profit business would give the Corporation the right to enter into any type of business activity, but would require that financial gains achieved be reinvested into the activities of the Corporation rather than taken as profit. In addition, this classification would enable the Corporation to receive grants and donations, that are tax exempt, from individuals and businesses.

District Boundaries

Boundaries of the River Revitalization Corporation could include public and private lands extending outward from the River right-of-way to approximately one half-mile on both sides of the River; however, boundaries should be drawn to follow roads, with adjoining properties on both sides of any boundary road included. A boundary for the Corporation may not be critical and would not be required; however, establishing a reasonable boundary may help the Corporation and the community maintain its focus on River related activities and benefits.

In recent years there have been many efforts by local communities, nonprofit organizations and others to build small projects along the River. Plantings, trail connections, gateways, artworks and small park spaces have all been built. Each of these efforts requires a great deal of work to obtain permits, funds, and especially operating and maintenance funding. Elements such as signs, trash containers and trail surfaces require ongoing maintenance, policing, and replacement. These projects often lack reliable funding sources for continued operation and maintenance. The proposed river management structure is intended to create an opportunity to address these issues. All three of the management entities might play roles in facilitating and funding these activities.
Recommendation

The Foundation would be a not-for-profit body established by private individuals to further environmental, educational, cultural, social justice, and sustainability issues for the River and related communities. It would be created, operated and funded entirely by private sources for public benefit. The Foundation would seek grants, donations and partnerships to build an asset base and operating capital to support programs (not capital projects) to further the goals of the Foundation and the Plan. The Foundation would develop programs that are directly responsive to community needs and opportunities that are a consequence of River revitalization. Through this focus, the Foundation would create a consistent effort and credibility to attract funding partnerships from allied programmatic and endowment-based foundations. For example, the Foundation might partner with another foundation to develop entrepreneurial capacity in certain minority communities while partnering with another foundation to pursue environmental education programs to supplement the Corporation’s economic development activities.

Funding

The Foundation would require seed funding from the founders. Long-term funding sources would include donations and partnerships. The Foundation may also create a close partnership with the Revitalization Corporation to provide funding and programmatic alignment.

Powers and Responsibilities

Powers and responsibilities would be determined by the Foundation Board, with no formal relationship to the Corporation, the JPA, or the City.

Structure/Establishment

The Foundation would be established as a corporation and registered as a 501 (c)(3) with the IRS. It would have a Board of Directors appointed by the founders and as further defined in the articles of incorporation and bylaws. This classification as a not-for-profit business would give the Foundation the right to enter into any type of business activity, but require that financial gains achieved be reinvested into the activities of the Foundation rather than taken as profit. In addition, this classification would enable the Foundation to receive grants and donations, that are tax exempt, from individuals, businesses, and governments.

Boundaries

A boundary would not be necessary for the Foundation. One of the lessons learned from similar successful foundations is that their activities involve a wide diversity of relationships and partnerships with other entities, and at times the Foundation may find it beneficial to participate with another entity in activities that are not geographically related to the River, but which still provide support to the Foundation and its mission to capture the benefits of River revitalization.
<table>
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<tr>
<th>Entity</th>
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<tr>
<td>LOS ANGELES RIVER AUTHORITY</td>
<td>Joint Powers Authority (with the Army Corps by MOU); the IPA would house key staff of the City and the County to oversee implementation of the LARRMP in concert with the City’s IRP, the County’s 1996 Master Plan and 2006/7 IRWMP; would include an appointed Board of Directors (approximately 9 members)</td>
<td>Jurisdiction: The River right-of-way along 32-mile River corridor within the City of Los Angeles Authority: River reconstruction; Water quality; Right-of-way maintenance and enhancement; Public liability; Permitting</td>
<td>Creates phased projects, develops design documents and manages construction of improvements within its jurisdiction; including, but not limited to: concrete removal, channel terraces, water quality treatment facilities, aquatic recreation, River bottom improvements, trails within the right-of-way, bridge design and construction as well as adaptations to existing bridges, development of River access points, flood protection improvements, and public safety improvements</td>
<td>Operating funds from the parent agencies; possibility for Corps funding of maintenance by permits</td>
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<tr>
<td>LOS ANGELES RIVER REVITALIZATION CORPORATION</td>
<td>A non-profit body established by City ordinance and State incorporation with a Board of Directors appointed by elected officials to oversee staff, which would include an Executive Director and others distinguished by expertise in the major areas of responsibility</td>
<td>Jurisdiction: Approximately ½ mile on either side of the 32-mile River corridor Authority: Charter powers and accountability reporting to be established; the enabling ordinance, empowered to own and develop assets including land and structures, to manage and operate facilities, and to use all legal funding tools and partnerships to implement the non-River objectives of the LARRMP</td>
<td>The Corporation would be the primary entity to manage public and private financing for River-related and neighborhood revitalization projects; including, but not limited to: development of economic development plans and projects using special districts and other available tools; partnership building with DPA, public and private developers, including conservancies and land trusts. The main functions of the Corporation would be River-related improvements (acquisition of lands for parks, trails, open spaces, and habitats), economic development (acquisition, planning, applications for rezoning, design, private development partnerships and implementation of private redevelopment and reinvestment efforts in community revitalization), and public space management and maintenance. The Corporation would assume control of assets and exercise the authority to develop them for public purposes. Profits would be used to support the ongoing activities of the three River entities.</td>
<td>Seed funding required for initial operations with intent that Corporation would become financially self-sustaining over time</td>
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<tr>
<td>LOS ANGELES RIVER FOUNDATION</td>
<td>A 501(c)(3) non-profit body with a Board of Directors established, operated and funded by private sources for public benefit.</td>
<td>Jurisdiction: No specific geographic boundary; relevant programs and projects would be determined by the Board Authority: The Foundation Board would be appointed by the founders, bound by Articles of Incorporation and Bylaws, and would have no formal relationship to the LA River Authority (IPA), LA River Revitalization Corporation, or the City.</td>
<td>The Foundation would seek grants, donations, and partnerships to build an asset base and operating capital to support programs (not capital projects) to further the goals of the Foundation and the LARRMP. The Foundation would focus on issues to develop programs that are directly responsive to community needs and opportunities that are a consequence of River revitalization.</td>
<td>Private sources for seed funding including, donations, grants, and partnerships to maintain the Foundation for long-term functioning</td>
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