

Appendix A: Contents

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APPENDIX A – COMMUNITY INPUT

The following is a summary of the qualitative input derived from key person interviews, stakeholder focus groups and community forums. This information has been transcribed as closely as possible to record comments received during the community outreach phase of the project. The sources included representatives of public agencies, community organizations, neighborhood groups, not for profit organizations, academics, elected officials and general community members and park users. The comments are wide ranging and represent various depths of knowledge of the Department and its operations as well as perceptions of the Department. All of this information was summarized and compared against the household survey to better understand consistencies or discrepancies and then ultimately applied in the ***PROS Community Values Model*** Framework.

The following set of questions was asked to both the key persons and stakeholder focus groups to ensure consistency in summarizing and comparing responses:

- What are your general perceptions of the Los Angeles Recreation and Park system?
- Have you used other recreation type agencies including public, private or not-for-profits in the City? How do they compare with the City's facilities and or programs?
- What are the strengths of the Los Angeles Recreation and Parks Department that we need to build on for this Needs Assessment Plan?
- What are the weaknesses of the Los Angeles Recreation and Parks Department that we need to address through this Needs Assessment Plan?
- What are the key issues facing the City of Los Angeles as a whole?
- How balanced do you think the parks and recreation system is in providing various types of park, recreation facilities, and programs available to the community?
- What are the recreation program needs you hear about that are needed in the City?
- What are the parks and recreation facility needs for the City, both for indoor and outdoor recreation facilities?
- Are there any operational or maintenance issues that need to be addressed in the Needs Assessment Plan?
- How would you describe the values that residents have in Los Angeles as it applies to parks and recreation services?
- What do you consider to be the public mandates for Los Angeles Recreation and Park Department?
- What are the opportunities you see for further partnering the Department should explore or for creating new funding sources in Los Angeles for the development or delivery of recreation facilities or programs?
- What role do you see parks and recreation services playing in the long term sustainability of Los Angeles?
- If you could change one thing in parks and recreation services provided in Los Angeles in the next 10 years, what would it be?

Following is a summary of findings from the Stakeholder Interviews:

General Perceptions of the Recreation and Parks Department – Overall the general perception of Los Angeles Recreation and Parks held by the key persons interviewed focused on the lack of a vision and plan to drive improvements. This included concerns that the Department does not feel like a system but rather a sporadic collection of parks, open spaces and facilities. It was noted by key City officials that there had been great strides made but that a tremendous amount was left to do including rethinking the core mission and vision for the Department. Many stakeholders believe that many of the issues facing the Department and system were related to organizational failures. The Department lacks a Strategic Plan to guide decision-making and balance the delivery of parks, facilities, services and programs across the City. This thought was expanded by the majority of stakeholders noting that the Department has long been underfunded. When combined with the internal bureaucracy, lack of standards and significant challenges in dealing with a very large and diverse population, they felt that the Department was doing all they could to survive. Specific comments included:

Many parks and facilities are dangerous, unsafe places with many parks owned by gangs.

The Department needs to be more creative in their approach to developing new parks and recreation facilities and the way they deliver programs.

The staff are helpful but completely bogged down and the system needs to find ways to streamline their management processes.

Too many layers for gaining approval and many decision makers are afraid to make decisions for fear of losing their job.

The Department is not providing services to all levels of residents albeit the current programs and services are affordable by most.

Bureaucracy gets in the way of utilization by the community because everything is a hassle.

Recreation and Parks is a battered agency with less person power to manage the system than in the 1980's and more responsibility.

Not enough dollars for properly managing recreation facilities, infrastructure, maintenance and program services.

Communication is significantly lacking with the community and there is a lack of marketing, promotions, customer feedback and consistent routines needed to make adjustments to meet community needs and improve system process improvements.

Staffing needs to be restructured. The Department needs leaders who are not afraid to make decisions. No one takes charge. The Park side of operations is in conflict with the Recreation side of the Department and the staff doesn't talk to each other or they have their own singular interests. Staffing levels are not balanced across the system.

Comparison of City's Facilities and Programs – Most key persons interviewed were not currently regular park or recreation users. Many had great memories of growing up in the system and had been more involved in years past when they had young children. The primary comparison made was that other communities, large and small, had more pride in their park and recreation systems and that they had more convenient access to parks and facilities. The majority of respondents used the Santa Monica Mountains Conservancy parks, Los Angeles County recreation facilities, other city's parks and state parks. Many were also familiar with other major city park systems.

Strengths of the Los Angeles Recreation and Parks Department – Overwhelmingly, the number one strength of the Department identified was the frontline staff. Comments about staff included phrases such as: dedicated, committed, caring, approachable, thoughtful and industrious. The second most noted strength included the size and diversity of the system including accessibility to many parks and facilities. Other strengths included the number and variety of programs offered including special events at specific recreation centers around the City. Specific comments regarding strengths included:

- Strength is the staff and location of facilities.
- Dedicated staff that work (7) days a week and serve as surrogate parents for many families. Many employees live in the communities they work.
- There are strategic park and recreation locations throughout the City with over 400 + park and recreation sites.
- Recreational programming is great with an unbelievable number of programs and types of events available to the community.
- Dependable, fair and approachable staff from the outside. Any complaints about staff are not valid.
- Weather is good year round allowing year round usage of the parks and recreation facilities.
- Natural settings are good with nice properties for walking.
- The parks and recreation facilities are easily accessible to a lot of people.
- Parks are well loved and are neighborhood based.
- The staff does the best they can with the funds they have.
- The staff feels they would like to do more but funding is an issue.

Weaknesses of the Los Angeles Recreation and Parks Department – The most noted weakness of the Department was related to marketing and communications. This included the dire need to let people know what the Department offers as well as making the information more easily accessible and improving the consistency in information distribution. The next most noted weakness was the organization as a whole and the need to get it motivated through a vision and a strategic plan. The lengthy bureaucratic process of getting projects through the Department was mentioned on a regular basis along with the limited financial resources. The bureaucracy was also linked to the Department's upper management being difficult to work with.

Other notable comments included:

- Parks and facilities are outdated without any standards related to design, location and operations.
- System, organizational structure and process constrain their (the Department's) ability to deliver good projects and in a timely manner.
- Resistance by staff to anything new and different is an issue that needs to be dealt with.

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- Some parks are underutilized because of safety issues.
 - Delivery of park and recreation services is inconsistent across the City.
 - Recreation and Parks tries to do too much and they need to stay focused on their core businesses only.
 - There is a lack of passive park areas for people to enjoy in the City and a lack of open space.
 - The community is asking way too much of the Department with the limited dollars they have to work with to meet their expectations.
 - The City Council must increase the parks and recreation budget or cut back on their duties and expectations.
 - The Department is doing a good job of graffiti abatement and cleaning up but it takes too long to get it done in a timely manner.

Key issues facing the City of Los Angeles and the Recreation and Parks Department – The discussion of key issues fostered extensive dialogue. There were numerous issues brought up by those interviewed with many of them pointing to increasing population density placing additional strains on an already strained park and recreation system. With such a large, spread-out system, people felt that the Department would never be able to fully engage in solving the problems by themselves but would have to rely on partnerships for the future development and management of parks and recreation facilities, and the delivery of programs and services. The issue is further compounded by the diversity of Los Angeles's population in age, race, ethnicity and interest. All of these challenges are multiplied by the presence of gang activity in parks that creates the perception of dangerous, uninviting parks, thereby reducing the public use, capacity and accessibility to parks and open spaces and the ability to create positive use of recreation facilities.

Other key issues identified included:

- Quality of life in the City is affected by traffic congestion, security, and safety which also apply to parks and recreation facilities and services.
- Due to the density of Los Angeles the Department needs to establish more creative ways to develop parks such as freeway capping and roof-top parks.
- The City needs to analyze growth and density prior to looking at park development and distribution.
- Inequity exists in terms of access by lower socio-economic communities to parks and recreations facilities and services.
- Price and availability of land for park acquisition is limited.
- Different constituencies have greater influence because they are more organized than others such as sports users so they get more resources and facilities.
- The Department is caught between vocal groups, politicians and managing fairness which is difficult across the City.

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- The Department is unable to clearly plan priorities with so many competing interests.
 - Many organizations are working in silos and not wanting to integrate their plans with the City's plans but push on the political process to get what they want versus being involved in a planning process that is built on fairness and equity of access.
 - Department needs to utilize school space and work better with the school system. Health centers and child care are needs that can be met and incorporated into the use of school sites if cooperation can be developed between the Recreation and Park Department and the school system.
 - Recreation and Parks needs to get involved earlier in the planning and development process to ensure that parks are better integrated into the solution and development process. The Department gets blamed for holding up re-development and development of parks and recreation facilities unfairly.
 - Recreation and Park Department is focused on programming – thus they are “Recreation and Parks” and not “Parks and Recreation.” Adding more parks will continue to tax them.
 - Shifts in demographics are creating a City that is getting older and younger at the same time which makes it more difficult to manage.
 - The Department must allow the community to become more involved to help them manage parks with paint-up, fix-up and build-up programs to help reach the community and build trust and support for the recreation and park system.
 - If a development is of sufficient size the developer can be forced to build a park facility, own it and maintain it. This presents problems with ownership and control. With a limited size of in-fill developments the Department is unable to get leverage they need to develop larger, more efficient and usable space.
 - A vision for the Recreation and Parks Department is needed that is compelling that the community can rally around to support the Department.
 - The Department lacks the ability to get philanthropy groups to get involved in projects through support of needed funds to develop or operate programs and services that are needed.
 - Obesity and health related concerns are issues the Department should be involved in to help the community as a whole and be part of the solution along with other health related organizations.

How balanced is the Recreation and Park System – The key persons interviewed presented a unanimous opinion that the current recreation and parks system is not balanced. This includes all areas from distribution and types of parks to recreation programming and maintenance. Most people felt that the Department was doing all they could with the resources they had but that more could be done through progressive, creative thinking and identifying and focusing on their core businesses. It was felt by most that the City of Los Angeles has historically not supported parks and recreation services and that development has always outweighed the needs for parks and open space. Other related comments included:

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- There is a major need in more poor areas of the City for new and upgraded parks, programs and services.
 - The Department needs a customized approach to doing business.
 - Lots of resources for youth related programs exist with a limited focus on other age segments resulting in poor facility utilization during weekdays.
 - Delivery of parks, programs and services are not looked at strategically.
 - A few beautiful parks exist but there are not enough of them in the City. The leaders in the community have allowed other things to take the place of quality parks.
 - Development has ruled since day one in the City.
 - Internal (City) strategic partners are not engaged enough in recreation and parks to help the Department as they should be.
 - The system is grossly imbalanced, children of color without transportation have nothing, and affluent areas live the closest to the majority of green space.
 - How the City supports recreation and parks is a problem. Capital funding is available but not for maintenance and operations, and the backlog of maintenance infrastructure improvements is way over due.

Recreation Program Needs – Throughout the key person interview process, the number of those intimately involved or knowledgeable of recreation programming was limited. However, viewpoints were clearly focused on the larger demographic and societal concerns most closely tied to the individual group being interviewed. As such, bigger picture ideas and thoughts were presented versus specific programming needs. These included:

- The Department must define what their core programs should be and allow the private and non-profit providers in the City to provide non-core programs.
- Must allow others to provide services they are more adept at providing than expecting the City to be all things to all people.
- Need to have formal operating agreements with partners involved in programming.
- Sports groups are more organized compared to other groups and they tend to get what they want.
- There must be a diversity of programs from cultural and performing arts to therapeutics, cooking, karate, gardening, home economics, home focused programs, life skill programs and non-sports programs for engaging and supporting education and enrichment.
- The Department needs to develop activities that don't require sports fields.
- There needs to be a balance of parks and program offerings in all neighborhoods. The Department must take a more active role and help improve parks and programs in every neighborhood, with equal access.

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- The most overlooked needs are soccer fields which overwhelmingly support the play needs of Latinos. There is a bias against soccer, not baseball and football in the Department.
 - The Department should produce signature special events as well as highly visible activities at specific locations such as the designation of a unique cultural event and festival.
 - Organized programming can limit access to parks by others. The Department needs to provide flexible parks that are more integrated into neighborhood needs and the design of the parks needs to support the demographics of the people who live in the neighborhoods.
 - Need to give children alternatives to learn what they are interested in so they can become mentors of the younger children in their neighborhoods. Community gardens could act as a learning opportunity and should be a focus of the Department.
 - Federally funded exercise programs for sedentary seniors are needed as well as fitness programs for the Boomers.

Parks and Recreation Facility Needs – The vast majority of people interviewed felt that there is a major need for more open space. It was also recognized that there are tremendous limitations to acquiring open space and that the Department would have to be very creative in how they acquire and develop future parks. It was noted on numerous occasions that the City needs standards for development and design as well as operating, security and maintenance sustainability in parks. It was also recognized that the needs are very diverse and that parks are either over developed or under developed. Specific parks and recreation facility needs identified included:

- There should be joint a school/park classification for parks with access to schools for use as a park.
- The City needs to provide more flexible spaces; there are too many single purpose facilities.
- Create more open space through greening roofs, capping freeways and development setbacks for widened walkways and plazas.
- Development of pocket parks maintained by non-City forces could be a project worth doing.
- Need corridor parks with trails.
- Develop DWP transmission corridors as trails.
- Access to flood control channels not under City's authority could be an alternative to consider.
- Improved swimming pools are needed and they need to be located in better locations and with longer hours.
- Senior Centers need to be surrounded by other facilities with intergenerational programs.

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- The City needs to develop multi-use facilities such as a library as part of a senior center.
 - Parks should be designed for group activities.
 - The City needs to maximize the utilization of the urban environment spaces that can provide long-term sustainability facilities.
 - The City needs to keep up with future demands of changing demographics in the City.
 - Use surplus property for development of parks and use land banked land that might be available for parks.
 - Need neighborhood parks in underserved areas of the City.
 - Implementation of the Los Angeles River Revitalization Master Plan improvements is needed and could add a lot of open space value to the City.
 - The City needs to take advantage of multi-objective areas for parks including the conversion of brownfield's to parks.
 - More equipment for exercise in parks is needed.
 - Very diverse levels of amenities need to exist in parks, and the City should consider adding card/checkers/chess tables, shade, benches, transit accessibility.
 - Provide places to lock bikes up in parks.
 - Dog parks are needed throughout the City.

Operational or Maintenance Issues – Interviewees were consistent in identifying critical operational and maintenance issues. The number one issue was the need for more resources to take care of what the City owns in terms of maintenance and upkeep. The second issue clearly focused on marketing, communications, promotions and customer feedback. The Department needs to focus on getting their story out, letting people know what is offered, and develop a system for gathering and utilizing feedback from customers for improvements. The third major issue identified dealt with improved coordination with internal and external partners and other recreation serving agencies to leverage resources and improve access, processes for service delivery. Other specific comments included:

- Being innovative in the Recreation and Park system is punished. The system works against success.
- Police and the General Services Department support of Recreation and Parks is non-existent. The need to continue to coordinate and leverage resources of other City Departments is a must for the Department to be successful.
- City staff says please no more new parks because there is no money to operate and maintain existing parks.
- Lack of funding for maintenance dollars exists now and building new facilities that cannot be maintained is wasteful.
- Smaller parks are more costly to maintain than larger parks.
- Restrooms are a maintenance problem. They are run down, filthy, with no toilet paper.

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- It is easier to get capital dollars to modernize or build new than to maintain what the City already owns.
 - Funding of maintenance must be revisited. Need to allow the Department to go to the public and build ongoing maintenance into bond programs.
 - The Department's budget includes 83% going towards labor which does not give them needed operational resources to maintain the system.
 - The Department needs to find ways to use kids to help staff in certain recreation programs.
 - Projects that Recreation and Parks are involved in take too long to develop and they need to manage the time to develop better from start to finish.
 - The Department needs to bring the community in more on the process in order to build credibility and support.
 - The staff in Recreation and Parks needs more creative ideas about the lack of green space and how other agencies are using other methods to create green space such as green roofs.
 - Residents of the City as a collective society do not have a connection to ownership of public assets. People do not understand the potential connection.
 - Los Angeles used to be a town of heavy renters and this is beginning to morph.
 - There is a lack of information on the Department's Web site.
 - Security cameras would be a great help in parks and could allow the Recreation and Park Rangers and Los Angeles Police Department to be more proactive in resolving security issues in parks.
 - Invasive species monitoring is needed in parks including crows and rat control.
 - Smaller mowers should be used to support smaller spaces. Alternative fuel use equipment should be explored.
 - Department is scaled for maintaining larger spaces rather than smaller spaces.

Community Values Related to Recreation and Parks – Values for parks and recreation are used to help define the foundational objectives for the Department's strategic direction. These values, unique to the local community, allow recommendations and decisions to be tested against them, helping keep the organization working within the desires of the community versus their own.

Universally, asafety, security and cleanliness are the things that people value most for their park and recreation system. This is the case in Los Angeles and perhaps even more notable due to the level of gang activity that exists in specific parks. In these cases, the gangs control the access and use of the parks to a point that people do not go to those parks or facilities. At the same time, the sheer size and diversity of the City creates challenges in understanding and documenting the overall values of the larger community. This includes comments like: “Los Angeles is a very selfish City,” “people live in their vehicles,” and “as you get away from the media and Hollywood you see the values begin to take shape.” Other values and comments provided by the various interviewees include:

- People value family oriented programs and parks
- Appreciation for ethnic diversity
- Ability to leave home and enjoy the park assets and amenities in their neighborhood
- Strong focus towards opportunities for younger people
- The City is becoming more friendly
- Real neighborhood value is important and people respond with parks and programs at the neighborhood level versus service areas which is important
- Los Angeles is a collection of small towns
- Sense of reciprocity and co-existence is taking shape in the City
- Rich cultural heritage is important to people in the City
- Very neighborhood and church focused community
- Preservation of open space and larger parks are really appreciated in the City
- Interest in making parks more useful for the environmental benefits that can be provided is important
- Serve as a place for neighbors to socialize and create a sense of community

Mandates for Recreation and Parks – If an organization cannot prioritize their mandates, then everything is a mandate. Currently, the Department appears to be in this situation. Again, due to many factors outside of its control such as a diverse and shifting population, limited funding for capital improvements and maintenance, the Department is responding to those who make the loudest noise or have the most political influence. The primary mandates identified in the interview process included equity and fairness in all areas of operations and development, strong customer service and access to information, a balanced offering at all levels and types of programs, recreational facilities, and park types, adequate funding, and best management practices. The following mandates and comments were provided by interviewees:

- Customize and create up-to-date designs for parks that can energize people’s use and appreciation.

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- Create better access to parks for more people with equitable distribution of parks throughout the City.
 - A park site within five to ten blocks of every home in Los Angeles is needed with some type of open space available to all areas of the City.
 - Equity of access to basic programs and services is needed.
 - Create a balance between development in parks and nature.
 - Fitness should be an important aspect for all Angelinos.
 - Joint use of parks and schools should be developed to improve open space for all citizens.
 - Safe, secure and clean parks are what people expect from the Department.
 - Good customer service is a mandate.
 - Focus on youth is a mandate.
 - Sensitivity to cultural differences by staff in the design of parks, recreation programs and facilities.
 - Dedication to a balanced offering of passive and active use parks is a mandate.
 - Give the people what they want and provide them what is absent in their lives. Go back to the fundamentals of humanity; fill the void in people's lives through passive and active recreation opportunities.
 - Provide something for everybody. Parks should be a respite, safe and apart from a built environment. Citizens need visual relief. Ads are everywhere. Green space needs to be that relief.
 - The Department needs to have better capacity to handle demand for programming to meet all users' needs.
 - Establish goals based on utilization for all parks, recreation facilities and programs so staff is outcome based in their management approach to these public services.
 - Additional funding should be provided back to staff based on how well they manage the usage of the parks and programs that they manage and the level of customer satisfaction in place.
 - The Department must focus on graffiti removal, trash pick-up and have a presence of personnel in parks that are very visible and easily identified.
 - Educate the public by practicing best management practices on recycling, installing permeable parking lots with bio-swales, solar power, planting climate appropriate plants, not over-watering or watering at the wrong times and being more judicious in their management of the system.
 - Grass is appropriate where families congregate for picnicking.
 - Recreation and Parks must be aware of providing services for multiple users not "predominate" users.

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- Work with internal strategic partners to maximize utilization of resources is a mandate.
 - Provide services to all age segments in the City is a mandate.
 - Activities for disabled people need to be developed more.
 - Enforcement of ordinances by rangers and police is needed in parks.

Opportunities for Partnering or Developing New Funding Sources – Opportunities for partnering and developing new funding sources needs to be addressed. The Department may not be aware of how to maximize these resources because their policies, funding, or the availability of staff resources stand in the way of developing effective relationships with other service providers. In addition, it was noted on numerous occasions that historically the Department does not effectively partner due to lack of an internal desire by staff. Regardless of the past reasons, a number of partnering opportunities were discussed that included several that the Department has recently participated in. The ability of the Department to truly leverage these resources is linked to having the right person leading the charge and supported by adequate resources, both human and funding. General partnering or funding issues and ideas discussed by interviewees include:

- Money generated by parks or programs should stay in the Department as incentives for employees to support their programs, facilities and operational needs.
- Joint use agreements with Los Angeles Unified School District could yield the greatest access to open space at the neighborhood and community park levels.
- Interagency coordination could significantly leverage the Department's resources. These agencies include: Community Redevelopment Agency, Los Angeles Department of Water and Power, Department of Public Works, Department of Aging, Department of Cultural Affairs, and the Flood Control District.
- Improvements in how Quimby Funds are used and implemented is a process improvement that is needed.
- Leveraging bond funding against outside investment in the parks is needed.
- Establishment of partnership standards and formal agreements with measurable outcomes for partners at all levels is needed.
- Improved use of Neighborhood Councils and Park Advisory Boards to ensure adequate and useable information and feedback with customers is needed.
- Maintenance agreements with homeowner associations, business associations and related improvement districts should be explored and developed.
- Help should be sought from the Trust for Public Land and the Neighborhood Land Trust for targeted land acquisition efforts for neighborhood and community parks.
- Work with Los Angeles Police Department on gang and crime areas in parks is needed to ensure the safety of users in parks and recreation facilities.
- Grants and philanthropy dollars including state bond money from Prop 84, Prop O, Prop 1C should be explored and sought to help support the needs of the Department.
- Develop and establish Tax Increment Finance Districts, Public Improvement Districts and Business Improvement Districts to support various park and recreation related projects in the Department.

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- Koreatown has experienced a 900% increase in the tax base and parks need to benefit from these taxes and provide more services in this area of the City.
 - Brownfield's are another tremendous opportunity to explore for use as park land due to state and federal funding available to redevelop for public access.
 - Establishment of a Los Angeles Parks Foundation is needed to help support needed capital and land acquisition needs of the Department.
 - Other revenue opportunities identified included:
 - Establishing an Ambassador Program in parks to support volunteerism in parks and recreation facilities.
 - Development of Sponsorships to support park and recreation programs.
 - Lease space to concessionaires to allow them to develop facilities and services that support user needs in the parks and recreation facilities.
 - Develop partnerships with other City and County agencies that have ties to parks, recreation facilities and programs.
 - Develop Conservancies to help manage open space areas in the City.
 - Develop a Million Tree Planting Program in the City.
 - Seek water supply maintenance monies at the state level and seek retention basin monies for infiltration that could be used for parks.
 - Work with the Army Corps of Engineers on water related improvements in parks and drainage areas.
 - Private partnership development in parks would be great because federal funds are hard to come by and it takes coalition development to access federal funds in any magnitude today.
 - Health education partners can be useful in obtaining federal grants for the Department.
 - Several comments were made with respect to the Department's ability to adequately implement partnership and funding strategies. These included the need to flatten the organizational structure to make it easier for other agencies to partner with the Department. Also LANI (Los Angeles Neighborhood Initiative) was ready to offer funding to help implement projects but the Department drags their feet which causes projects to be lost and in the end the community loses. They are too bogged down in their process.

Role Recreation and Parks in the Long Term Sustainability of Los Angeles – The role that recreation and parks play in the long term sustainability of Los Angeles garnered positive feedback. Regardless of affiliation, whether a supporter or critic, people interviewed recognized that a strong recreation and parks system is critical to Los Angeles being a good place to live and work. Comments included:

- Integral resource for having a good quality of life of community
- Essential part of neighborhood development
- Recreation and Parks is the only agency that can play a major role in building communities because of all the aspects that they provide to a community and neighborhoods.
- Parks are non-threatening and can be an inviting focal point for the City and neighborhoods and act as a feeder system into quality of life for citizens.

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- “Without parks and open space, Los Angeles will choke itself...it will be even more true in the future.” “Parks can reduce the urban carbon footprint.”
 - Parks create what is uniquely Los Angeles and they create destinations for citizens and visitors to go to.
 - Parks support the Southern California value of being outdoors.
 - Park should be welcoming to all and inviting and create a good image for the City.
 - The Department needs to provide signature events at the family level to bring the community together.
 - The core mission of Recreation and Parks is to be the most visible element of a sustainable community.
 - Pedestrian accessible parks are needed to help support wellness and fitness in the City.
 - Parks support the environment and provide a basis for green infrastructure in the City.
 - Parks play a very big role in sustainability of Los Angeles. We need more parks that are smaller and closer to our neighborhoods.
 - Parks bring our neighborhoods together and we are maxed out on our transportation system.

Priority for Change in Recreation and Parks in Next 10 years – The comments and input offered by those interviewed dealt both visionary and extremely specific on key issues. Overall, people felt that now is the time for significant change that will permeate into everything the Department does and how they will move forward in the future. From re-defining their core businesses to organizational realignment of their resources, to ensuring implementation of the key recommendations that come from this plan. Specifics offered by interviewees included:

- They need a compelling vision to guide them for the future and that can position them well in the minds of the community that they are worth investing in.
- They need to create institutional change within the Department to be effective in the future.
- Consideration of a diverse market regarding age, ethnicity and interests require a real strategy to meet peoples’ expectations.
- Make change a part of doing business throughout the Department with measureable outcomes.
- Get the Department outside the box of thinking as it is not working.
- Instill values of how the department works for the future and why so staff can be more responsive.
- Developing a strategic plan will empower staff and give them permission to manage forward versus being in a defensive position
- Walking the talk will be required for the Department to be effective in the future with the community
- Define the core businesses of Department so the staff can be focused on those businesses only and not on so many non-core businesses.

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- Create a real division within Recreation and Parks that is dedicated to older adults. The City and County represents 1/3 of the total California Senior Population which must be addressed in the Needs Assessment Plan
 - Partner with Los Angeles Unified School District on school parks and joint use of facilities.
 - Create more parks in every neighborhood and increase equitable access in measurable ways.
 - Create more pocket parks from abandoned lots.
 - Expand parks in the Recreation and Park System and incorporate better maintenance standards throughout all parks to make them more safe and inviting.
 - Improved design and useable park and recreation space that is more accessible and more integrated with nature. Add more security and safety lighting in parks.
 - Enhance and acquire neighborhood park development and not just focus on large pieces of properties to acquire.
 - The Department needs to create a known presence that the community sees as visible and knowledgeable and knows how to meet their needs.
 - Create the right vision and strategic plan before they begin their marketing efforts.
 - Make sure the right system is in place to build on for the future.
 - Market the system as a whole and not as individual pieces.
 - Consistently plan across the City and execute against the plan to meet the community's expectations.
 - Break down the barriers and leverage the Department's resources with various partners to meet each other's needs.
 - Need more staffing of Park Rangers in parks to secure them and make them safe for all citizens to use.
 - Joint use of facilities, programming and partnering with other service providers requires responsible and accountable people in the system which needs to be an expectation.
 - Implement the Los Angeles River Revitalization Master Plan with more green space and recreation opportunities made available to the community.
 - Get parents out in the parks with their children. Create events where parents and kids learn how to build things together that brings out creativity and fun between parents and their children.
 - Use floodplains for recreation purposes especially for soccer practice fields.
 - Incorporate community college students, University students and Masters Program students that can use their expertise and energy in improving parks, recreation facilities, and teach classes as part of their college work requirements or thesis projects.
 - Create safe pedestrian corridors in the parks.
 - Reduce heat islands and the carbon footprint of the City by naturalizing parks as part of the bio-region.
 - Increased usage of parks and recreation facilities with improved maintenance and safety presence in parks and in recreation centers.

- Educating people about what the bio region is and what people could do in their own homes to reduce carbons and use of electricity is an important program the recreation and parks system should develop and teach people of all ages.

COMMUNITY INPUT BY REGION – PUBLIC FORUMS, FOCUS GROUPS, AND YOUTH GROUPS

The community input from each of the six planning department regions is summarized below:

1. What are your general perceptions of the Los Angeles recreation and park system?

South Los Angeles

The general perception of the Los Angeles Recreation and Park System is that it is underfunded and not well maintained. There is a need for additional communication within the City as well as more community outreach and partnerships with local businesses and groups. Los Angeles citizens like that the recreation and parks system provides a mix of programming, but they would like to see more activities for the youth and elderly. It was mentioned that West Los Angeles receives a more weighted distribution of funds compared to South Los Angeles and therefore, West Los Angeles has better parks and programming. Griffith Park was the only exceptional park mentioned.

Many thought that the downtown parks contain too much concrete and the lack of permanent restrooms is unacceptable. Additionally, access to the park by public transportation would be beneficial. Also, many thought that Los Angeles parks were unsafe and that there is a lack of access to the parks due to the limited staff and security.

People want to see more of an urban, creative vision within the park systems by doing away with the cookie-cutter look of parks and bringing more uniqueness to each space. Residents suggest establishing more pocket-sized parks instead of always focusing on the bigger spaces.

East Los Angeles

The general perception of the Los Angeles recreation and park system is that it is underfunded and that the parks do not benefit the status of the City. There is a need for new and creative ideas to better enhance the parks system. Los Angeles citizens would like the recreation and parks system to consider the needs of a greater population and appeal to multiple age groups, especially the young generations. Examples of this include adding programs for soccer, swimming, basketball, track, fishing, dodgeball, baseball, and football for children and teens. Instructional classes and booster clubs were requested for all age groups as well as an increase family involvement in programs. It was mentioned that the park system is internally focused and very bureaucratic and instead they should seek community stewardship and increase their volunteer opportunities.

Also, many thought that Los Angeles parks were unsafe. People want more dedicated enforcement and less gang activity. A lack of maintenance throughout the parks was another significant issue. More restroom facilities, benches, water fountains and shaded areas are desired. The Audubon Center at Debs Park was mentioned as needing better curb appeal to attract more visitors. Waste management and water storage were of concern. Other suggestions for the Department include changing the name to Parks and Recreation instead of Recreation and Parks, acquire more land, but also learn to creatively and strategically use the land that they do have.

South Valley

The Los Angeles Recreation and Park system is seen by residents as simply okay. Residents feel that the available facilities are acceptable and that additional parks are needed. There is an overuse of the parks in the area because City development is taking away any available land that the parks could be built on. Other major issues in the parks are the lack of safety, as well as seniors and children not being properly served. The majority of the problems in the system seem to come from the bureaucratic-type government that does not listen to any suggestions, hindering any improvements that may be made.

North Valley

Residents have many opinions on the current state of the recreation and park system. They feel that more programs are needed, as well as recreation facilities, restrooms, and a better governing body. Many users do not feel safe in the parks, with the lack of security and well-lit areas. Additional dog parks, playgrounds, meeting areas, sports activities, and maintenance are needed in the parks. The issue of the large homeless population, as well as nearby sex offenders, needs to be addressed. Poor management is also a major problem with park programs and activities, along with general management of the parks. Also, the existing, run-down sports fields must be improved.

West Los Angeles

The general perceptions of the Los Angeles Recreation and Park system are that the system is slow to act and it is not in touch with the community. The parks have safety issues due to the amount of crime and gang activity in these areas. Residents feel that the system is hierarchical, in that it does not listen to the suggestions, it is not held accountable, and it mismanages the parks. Another concern is that there are not enough parks in Los Angeles, and those that do exist are not equally maintained and are in need of upgrades.

Central Los Angeles

One of the general perceptions of the Los Angeles Recreation and Parks system is that there are not enough parks. The governing officials are bureaucratic and one-sided. Maintenance is also an issue, along with the small size of the understaffed parks. Also, there are not enough parks or programs within the parks. However, some residents feel that the system is operating smoothly.

Harbor

One of the general perceptions of the Los Angeles Recreation and Parks system is that the park system is unsuccessful in that it does not give the proper attention to its amenities, and users' requests go unfulfilled. Maintenance is also an issue, along with the small size of the parks. Also, there are not enough parks or programs within the parks, and the facilities need to be updated. Some people do feel that the parks are well balanced.

2. What recreation and parks facilities do you utilize? How far do you travel?

South Los Angeles

Citizens utilize a number of different facilities and parks throughout the City. The majority of residents utilize parks that are within walking distance or a short drive from their home. The Cornfields seemed to be a popular park to visit, but it was noted that it is a 15-20 minute drive to the nearest soccer facility. Some people will travel as much as 45 minutes to visit a park that has more reasonable fees. Residents would enjoy seeing a park with internet access, and also be able to easily obtain more information about the available parks in the area and each of their facilities and accommodations. It was mentioned that Pershing Square seems to be underutilized.

East Los Angeles

Citizens utilize a number of different facilities and parks throughout the City. Some people will travel as much as 45 minutes to visit a park whereas the majority seems to utilize parks that are within walking distance or within a short drive from their home. It was noted that the Northeast side of the City has a lot of green parks including El Sereno and Ascot Hills whereas some of the other areas may be in need of additional green spaces. Also, some parks such as Debs Park should be enhanced due to the lack of visitors and is generally unknown to surrounding residents. A variety of passive parks versus active parks are enjoyed and facilities which allow parties are popular.

South Valley

Most residents are driving to parks anywhere from 5 to 20 minutes away. When they do attend the parks, they are utilized for bird watching, sports, and swimming. More pools are needed in nearby parks, as well as sidewalks and additional efforts made toward safety.

North Valley

Some of the parks used include Sun Valley Park for baseball, Hansen Dam for the jungle gym, and the Pedlow skate park. Also used are Sepulveda Basin and Griffith Park for walking and hiking. Other parks being utilized include Bolton Hall Park, Stonehurst Park, Cheviot Hills Park, Downey Park, Eagle Rock Park, Glendale, Arroyo, La Crescenta, and others. These are used mainly for baseball, tennis, basketball, skating, soccer, football, golf, and biking. Residents travel anywhere from 8-30 minutes to a quality park by car, while some walk a mile to their nearest park. These residents feel that they have to travel farther to access better and safer parks.

West Los Angeles

Some of the parks utilized in the area include Del Rey Lagoon, Topanga Park, Taylor Yard, Venice Beach, Griffith Park, Balboa Park, Encino Park, Korean Bell Park, Manchester Park, Mar Vista Gardens, Burton Chase, Rancho Park, among others in West Los Angeles and Santa Monica. Parks are within a short walking distance to a 20 minute drive from a residence. Activities utilized in the parks include jogging, dog walking, strolling, walking, wildlife watching, child play, kite flying, playing, running, basketball, planting native trees, "birding," bike riding, gardening, basketball, tennis, surfing, hiking, and attending meetings at the recreation centers.

Central Los Angeles

Some of the parks frequented by residents include Griffith Park, Lafayette Park, Echo Park, Elysian Park, Lincoln Park, Rancho Park, La Cienega Park, Pan Pacific Park, San Pedro Park and MacArthur Park, among many others. Some of these parks are accessed by walking, while others travel up to 40

minutes in a car or 1-2 hours by bus. Activities employed in the parks include basketball, barbequing, family time, soccer, coaching, walking, bicycling, beach swings, getting out of the apartment for kids to play and enjoy the day, baseball, swimming, rollerblading, skateboarding, team sports, running, and traveling.

Harbor

Parks used in the Harbor area of Los Angeles include Banning Park, Greenbelt Park, Griffith Park, Flores Park, Cabrillo Beach, Point Fermin Park and Harbor Regional Park, among others. Some residents' access parks by walking up to ten minutes while others drive to their park of choice. Some of the utilized activities include the dog parks, exercise classes, sports fields, and pools.

3. How balanced do you think the recreation and parks system is in terms of park types, facilities and programs?

South Los Angeles

The residents thought that the recreation and parks system is not balanced in terms of safety, allocation of funding, programming, and ADA accessibility. A variety of park types is not currently seen by users, and more parks are needed to solve the problem of overcrowding. There is a need for more mini parks, regional parks and community centers as well as a partnership with LAUSD. More specifically, it was mentioned that Fred Roberts Park is lacking in opportunities and programs that other surrounding parks are offering.

East Los Angeles

In terms of park types, facilities, and programs, most thought that capacity is exceeded throughout many of the parks. For the most part, parks are overcrowded on the weekend, but unused during the week. Los Angeles needs several small neighborhood parks and additional connections to the larger parks. There also is a desire for more active parks for children. One of the top issues mentioned was the safety of the parks. For example, Juntos Park was said to be a wonderful park, but very unsafe, consequently turning visitors away. There is also an unbalance of mobile and accessible parks throughout the City.

South Valley

The system is not very balanced, in that there is only one large park in the valley, not enough medium-sized parks, no small parks near the neighborhoods, and no nature parks. Also, there are not any senior facilities within a reasonable distance, and all the existing facilities are concentrated towards children. Residents feel that a recycling system should be set up and more restrooms need to be built and maintained. Once again, safety is a major issue, in that locals are scared to travel to their nearest parks due to fears of violence.

North Valley

Residents feel that there is a lack of balance and organization in the recreation and parks system. More childrens' programs are needed, as well as teen and adult programs, and information about new programs should be properly distributed to all residents. Older parks are not keeping up with the new parks, and disadvantaged areas of the community are not receiving equal attention as the more affluent areas. Restrooms, trees, and running and biking paths are absent. The homeless and funding issues also need to be addressed.

West Los Angeles

As a whole, residents do not feel that the parks system is balanced. They feel that the parks are underutilized, but residents do not know about all the parks in their respective areas. The locals also feel that the park system is disjointed from the rest of the community, which causes many problems within in the parks, such as maintenance and security.

Central Los Angeles

Residents in this area of Los Angeles feel that the recreation and parks system is balanced in some areas; however, many residents said that they are not balanced in many ways, such as overcrowding, lack of restrooms, crime and lack of security. Other resident comments included the need for more parks, the unequal distribution of parks, and inequitable funding and programs.

Harbor

The park system is not balanced, according to residents. Residents feel that the parks are not well-rounded, and that some parks are actively taken care of while others are not. They feel that additional dog parks are needed, as well as restrooms, access entrances to parks and facilities, and the need for more programs.

4. What are the key issues facing the City of Los Angeles as a whole related to recreation and parks?

South Los Angeles

Since there is not adequate funding, the parks system must find creative solutions to the problem by forming partnerships, finding fundraising opportunities, and locating other sources for public and private financing within the community. Some suggestions included partnering with the school and libraries, using the Quimby fees accordingly, and forming local/community advisory boards.

The Department needs to expand with growth of existing parks and development of new parks. More focus needs to be given to designing parks for security, visibility, ADA accessibility, parking, and self-sustainability. Safety is a huge issue. Citizens would like to see a zero-tolerance policy to keep gangs and homeless people out and have additional security officers assigned to monitoring the parks. Maintenance needs to be improved in terms of pollution, waste-water management, and recycling programs need to be developed for each park.

More equitable distribution between the east and west side of the City is necessary as well as more programs and activities directed toward 12-20 year olds. There is a high demand for more parks including pocket parks that are within walking distance from residents. Also, citizens feel that the Los Angeles Recreation and Parks system needs to develop better communication strategies to reach out to the public and make them aware of what the parks system has to offer.

East Los Angeles

The Los Angeles Recreation and Parks system must have a more integrated approach by improving interdepartmental communication. Since there is not adequate funding, the parks system must find creative solutions to the problem by forming partnerships, finding fundraising opportunities, and locating other sources for public and private financing within the community. The Recreation and Parks system

needs to increase the safety of parks by adding lighting, enforcing laws, issuing litter tickets, and cutting down on the vandalism from gangs.

More equitable distribution between the east and west side of the City is necessary. There is a high demand for more youth activities and more parks including pocket parks that are within walking distance from residents.

South Valley

Residents of the area feel there are several major issues to be dealt with. These include transportation to and from parks, crime (and thus, safety), lack of parks for the overpopulated areas, lack of programs for seniors and children, and ineffective use of resources.

Also, residents would like to see more cultural centers and sports arenas and playing fields. Many would like to donate their money or time to help improve the park system but no one will allow them to engage, leaving them with no sense of community in Los Angeles, especially in the Valley.

North Valley

The existing facilities in the parks are not balanced or equally distributed. The City needs to implement a transportation system for the parks, provide closer parking spaces to the buildings, and employ more programs for the youth, particularly after school, all as a means to answering the safety issue.

Maintenance and funding are also needed to improve restrooms and other facilities, as well as to clean the parks from graffiti and smog. Additionally, an equal distribution of attention is needed at all parks.

As a whole, residents feel no sense of community with the recreation and parks system.

West Los Angeles

Some of the key issues facing the Department are the lack of funding, sustainability, safety, maintenance, aging facilities, traffic, and the lack of planning. Residents also feel that the City needs to lower the number of building permits given out because this leaves less room for parks and contributes to overcrowding of the parks. Transportation issues need to be resolved, as well.

Central Los Angeles

Some of the key issues facing the City of Los Angeles as related to the park system include security, maintenance, lack of lighting, overcrowding, gang activity, and the lack of restrooms. Also, the outreach to the Spanish community is lacking, as well as the availability of nearby parks. The lack of funding is another major issue.

Harbor

Some key issues facing the City of Los Angeles are the lack of improvements to parks and the safety of park goers. Additionally, residents feel that the parks need more lighting, better maintenance, better security, and more funding. They are also concerned about the use of Quimby funds and the transient population in the parks. The lack of programs and outreach are also issues with the residents.

5. What parks and facilities are needed?

South Los Angeles

A central recreation center and more pocket-sized parks within the downtown area are desired. Skateboard parks that require the use of safety equipment were also mentioned as being a facility that would receive a lot of use. In some areas, turf maintenance is an issue because of the overuse of green spaces. Throughout all the parks, residents would like to see additional lighting and police officers on duty 24/7, more green space, and improvement of ADA accessibility, better parking, and maintained restrooms. Additionally, more seating, picnic areas and other meeting areas without attached fees are requested along with more swimming pools, recycling centers, dog parks and senior centers. Residents believe that people would utilize parks more if they had longer park hours and Wi-Fi access in some areas.

East Los Angeles

Residents would like to see all the parks become accessible to all visitors, be safe, and add lighting. In addition to this, smaller community parks that are accessible to the communities are recommended. It was mentioned that there should be a linear park from Arroyo Seco and the LA River and pedestrian access to Debs Park. Also, some parks need more parking that correlates with the visitor capacity and consistent signage.

Indoor recreation as well as more programs and classes are needed. Citizens suggested adding works by native artists or creating graffiti walls to create more unique spaces. Another creative area to explore would be to educate through the design of the parks. For example, one proposed building community gardens that would be drought tolerant. Finally, they would like to see the public transit routes include stops at parks.

South Valley

The residents feel the need for many facilities in their local parks. These include more sports fields, like women's softball, soccer, volleyball, skate parks, baseball, tennis courts, and golf courses. Furthermore, several park staples like sidewalks, benches and tables, parking lots, well-lit areas, and restrooms are not currently present. They also feel strongly about the lack of senior centers, nature centers, and cultural centers. More pools and splash areas are desired for the summer months, and dog parks for residents' pets. Bike paths and more green areas are preferred, as well. Some feel that the existing facilities need to be upgraded and properly maintained, as this is currently an issue.

North Valley

Residents feel the need for many facilities that are not currently in existence in the parks. These include dog parks, football and soccer fields, walking and nature trails, bike paths, gymnasiums, golf courses, amphitheaters, parking, transportation, visitor centers, pools, skate parks, concessions, among others. Additionally, more programs and sports activities are needed. Maintenance and security services are lacking in the park system, and more parks and transportation are necessary, as well.

West Los Angeles

Residents feel that updated playground equipment is needed, as well as environmental centers, senior centers, community gardens, dog parks, and walking, hiking, and biking trails. Also, skate parks, pools, picnic tables, and more parks in general are among the desired facilities.

Central Los Angeles

Some facilities residents mentioned include pools, fitness facilities, skate parks, bike paths, golf courses, a gym track, creative structures, gardens, water slides, more playing fields, multipurpose centers, and a snack bar. Also, a park advisory committee is needed, as well as new programs, better maintenance of existing facilities, enhanced equipment, and improved parking conditions.

Harbor

Some facilities desired by residents are pools, volleyball courts, adult exercise areas, basketball, outdoor nature centers, a petting zoo, playgrounds, and teen club space, among others. A shuttle service to parks was something that was desired. Also, parking needs to be more affordable, the parks should partner with schools, and the existing facilities need to be improved.

6. What recreation programs are needed?

South Los Angeles

The Los Angeles Parks System should improve their sport programming for children, teens, and adults by providing racquetball, basketball, soccer, wrestling, and volleyball leagues and other activities. Also, the addition of programs such as senior meals on wheels, youth homework help, disabled/handicap sports leagues, and more female oriented programs are also needed in the community.

The construction of a senior community center and/or multi-generational facility would allow for some recreational programs that could include all ages from youth to seniors. Also, residents feel that the community would enjoy more live performances in the park throughout the year. It was suggested that Pershing Square be re-developed with a Union Square atmosphere, similar to the one in San Francisco with seating, shade and architecture to help re-invent that space and attract more people to the area.

East Los Angeles

Residents mentioned that “Park After Dark” and “Girls Today, Women Tomorrow” programs were both successful where they occurred. However, citizens of Los Angeles would also like to see more cultural holiday events and concerts provided in new performance facilities and pavilions. Other programs that have interest include farmers markets, parenting classes, teen programs, and junior rangers for kids who are interested in nature and community gardens. Several commented on the lack of communication the Los Angeles Recreation and Parks system has with the public. The system needs to educate the public and make them aware of what programs are available and where, and also what amenities the public is allowed to use.

South Valley

Some areas have acceptable programs, while others need more music, dance and sports programs. Adult and senior programs need to be added to the agendas, as well as gender-oriented programs. The existing resources need to be better allocated. For example, the existing programs become too full, too soon due to lack of space for the activities.

North Valley

Residents feel that many different recreations programs are needed, such as cooking classes, archery, summer camps, golf camps, language programs, nighttime family programs, senior and pre-teen programs, movie nights, nature programs, carnivals, dancing, karate, and weight training, among others. Furthermore, existing sports fields, aquatic areas, and hiking trails need to be improved. Accessibility and collaboration are needed to ensure that the programs are being allocated properly. In summary, one resident said the parks need “everything.”

West Los Angeles

Some of the recreation programs needed include dance classes, archery programs, art programs, age-specific programs, nature programs, tutoring, summer camps, arcades, petting zoos, woodworking classes, and drug and alcohol awareness programs.

Central Los Angeles

Recreation programs that would benefit the recreation and parks system include art programs, football, knitting, summer camps, tutoring, cooking classes, garden programs, more youth activities, softball, soccer, other sports activities, boating, and exercise classes, among others.

Harbor

Recreation programs that are needed include cultural programs, food services, bird watching, flag football, homework help centers, and weekend programs, among others. Organization and collaboration is needed to keep these recreation programs running through a governing entity, such as a park council. Additional outreach to the community is also necessary for recreation programs.

7. Are there opportunities for partnering or other funding sources in LA for the development or delivery of recreation facilities or programs?

South Los Angeles

The LA residents mentioned many different ways to help raise funds for the parks system as well as suggesting ways to help maintain the existing parks. First of all, citizens want to see the Quimby funds used. Other ways to create revenue would be to develop more programs that could be provided to the community for a charge, such as the homework help program, and outdoor performing arts events. Other possibilities include creating a “for friends of” group to help raise funds, sell naming rights to parks, and partner with sports groups such as the LA Stars to help raise funds. The Department of Aging and the Cultural Affairs department might also be able to help fund specific programs that the parks could host.

To help with the cost and labor associated with maintenance, citizens suggested starting an Adopt-A-Park program, asking local home owner associations, and local college student groups to help with maintenance.

East Los Angeles

Residents suggested partnering with not-for-profit organizations and neighborhood councils for the development and delivery of recreation facilities and/or programs. Other suggestions for increasing funding options included charging a sales tax for operational funds, similar to the 1/8¢ sales tax in San Mateo, putting in meters, charging user fees for the movie industry, and have consistent prices throughout all the parks. Other issues that were considered were to subsidize programs involving the

arts in areas where it is no longer available through the public schools, partner with the bus riders union to better the transportation to the parks and increase community outreach.

South Valley

Some suggestions for funding sources include allowing outside organizations to oversee youth sports teams, short-term leases to Nike or the U.S. Soccer Foundation, for example. The park system could partner with parents, as well. Some other organizations suggested for partnerships include Boy and Girls Scouts of America, California Native Plant Society, and Tree People. Also, scholarships could be granted to youth who cannot afford private fees.

North Valley

Funding opportunities that are needed in the parks and recreation system include collaboration with LAUSD, state parks, private schools, and corporate sponsors. Also, advertising, recycling, community service, and philanthropies should be implemented. The Quimby funds should also be expanded. Government assistance, like grants, could also be used to fund the parks.

West Los Angeles

Some funding opportunities that residents suggested include land acquisition upon availability, tax incentives for developers to provide open green space, joint-use with LAUSD, bake sales, partnerships, concessions, lease agreements, involvement with local colleges and universities, and promotions by celebrities, among other things.

Central Los Angeles

Suggested funding opportunities include a coffee shop, ATM machines, joint-use with LAUSD, corporate sponsors, volunteerism, donations, fundraisers, neighborhood sponsorship, and a utilization of the Quimby funds, among others.

Harbor

Suggested funding opportunities include a food stands, joint-use with LAUSD, corporate sponsors such as Toyota or Fox Sports Net, volunteerism, donations, fundraisers, neighborhood sponsorship, and a utilization of the Quimby funds, among others.

9. What do you think our short term (1-5 years) and long term (5+ years) priorities should be?

South Los Angeles

In terms of short term goals, residents want the Los Angeles Recreation and Parks System to begin preserving existing open space, increase the maintenance of the current parks, while attempting to acquire more land for more pocket parks, especially in the downtown areas. Additionally, the parks system needs to increase marketing and communication with the public, and enforce safety so people actually feel comfortable coming to visit the parks. Further, Los Angeles should budget for full time and part time staff to recruit locally, and train everyone in the system consistently. Residents would like to see partnerships and outreach programs formed with non-profits, community groups, etc. Other issues brought up included having the parks department review the green space standards to make sure the City is in compliance and start a recycling program in the community parks.

In the long term range of five (5) to ten (10) years, it is desired to see Los Angeles develop more parks. Citizens want to see more open space, more pocket sized parks, dedicated indoor spaces, and the construction of a large recreation center downtown. Further, people want to see the introduction of an intramural sports program in the parks department as well as the creation of community festival events and farmer's markets in all the communities. It is suggested that the LA recreation and Parks Department establish a parks foundation, and plan for Quimby allocation.

East Los Angeles

For short term goals residents want the Los Angeles Recreation and Parks System to establish safe parks that are easily accessed either by bus, bike or a walk. People want to see a diversity of programs especially for the youth, but also including programs for senior citizens such as starting a senior food delivery program. Further, citizens would like to see strong park advisory boards, and the start of a funding acquisition campaign. The City would like to see the most money spent on the neediest communities.

In the long term range of five (5) to ten (10) years, it is desired to see Los Angeles develop a strong vision for the City's parks by improving and balancing the infrastructure of the parks and continuing to increase funding, safety and the number of parks available to the public.

South Valley

Within 1-5 years, maintenance and crime prevention should be main priorities for the Recreation & Parks System. This should be done by repairing restrooms, soccer fields, and recreation facilities, and by converting vacant schools to recreation facilities and getting transients out of the parks. Also, development practices should be changed, by working with the Planning Department, acquiring currently unused land, developing bike paths, and getting rid of bureaucratic governing. Also, more restrooms are needed.

In the 5-10 year realm, the system needs to acquire more land, limit the control of the heads of development, install more restrooms and lighting, and build bigger senior centers. Also, residents would like to see more nature areas, with native vegetation and recreational facilities tied into them.

North Valley

In the short term, priorities for the recreation and parks system include adding programs for youth, security lighting in parks, community gardens, on-site security, native vegetation, land acquisition, community involvement, and more parks. Also, residents would like to see more transportation, environmental education, community centers, better accessibility, and better overall safety.

In the long term, residents would like to see land acquisition, better equipment, transportation to and from the parks, the creation of partnerships, community involvement, a balanced system, community centers, cultural programs, and more parks.

West Los Angeles

In the next 1-5 years, residents feel that accountability and better budgeting should take top priority. In addition, they'd like to see increased safety, improved maintenance, more land, permanent public access, upgraded parks, better efficiency and consistency, more outreach, more programs and better equipment, among others.

In the long term, local citizens would like to see more sustainable parks, more children and senior programs, more funding, a smaller homeless population in the parks, more land, improved communication, increased security, and more pocket parks.

Central Los Angeles

In the short term, priorities should include addition of new facilities in the parks, increased security, more programs, more neighborhood parks, improved maintenance, increased accessibility and funding, improved facilities, and the addition of a committee to oversee the parks.

In the long term, residents suggest the recreation and parks system to increase connectivity, build more parks, ensure equitable distribution of money to the parks, add desired facilities, complete renovations, and develop a new master plan for the park system.

Harbor

In the short term, priorities should include increased security, bigger parks, a department-specific advisory council, community forums, more facilities and programs, increased communication with the community, and targets to primary user groups.

In the long term, priorities should include cultural ties within the parks, established partnerships, planned festivals, more programs that involve the community, utilization of outdoor stages through concerts and carnivals, and a list of sponsors, among others.