



Creating an “L.A. Waterfront”

PR & GR Cross-Teaming Success

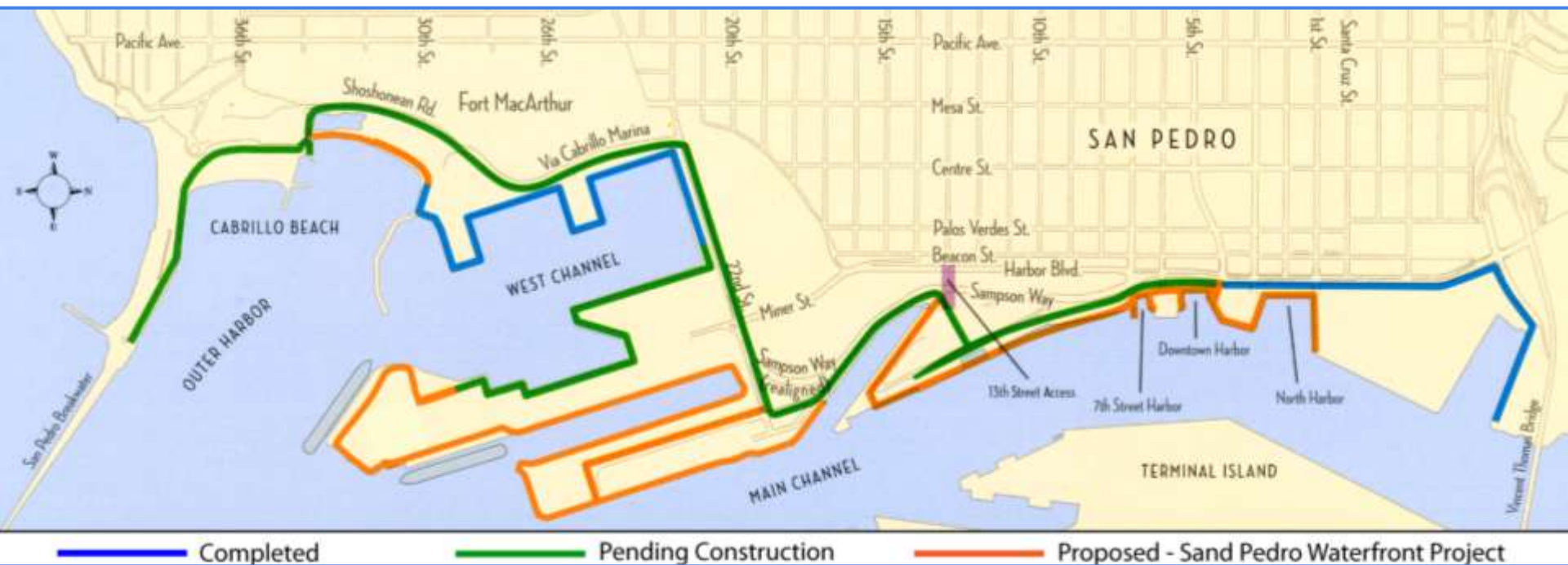
AAPA Communications Seminar
Wednesday June 22, 2011







San Pedro Waterfront Project



City Dock No. 1



City Dock No.1





San Pedro Waterfront Project

- Nearly 10 years of community outreach through established channels
- More than \$10 million spent on Architectural Concepts, Planning and Community Scoping/Workshops.
- Extensive interaction thru “formal” community outreach channels -- Port Community Advisory Committee and Neighborhood Councils
- Two small promenade projects approved (2004 and 2005) without EIR
- After 2 years of delays due to administration turn-over, EIR/EIS for the \$1.2 billion Waterfront Project (San Pedro) was pulled back in 2007 due to lack of community consensus
- By 2006, POLA staff and consultants had very little selling credibility
- Internal team changes
 - ✓ Public Affairs was divided into 2 groups – PR and GR
 - ✓ Isaac Kos Read hired as Deputy Exec Director GR
- Draft EIR released in mid-2008...14-month outreach campaign ensued



Outreach Strategies

- **Elevate the Project** – remove it from the hooks of local, City-sanctioned Neighborhood Councils and the Port Community Advisory Committee
- **Aggressively Seek Project Support** from County, State and Federal officials in the absence of political support from local city councilmember
- **Regional outreach** chambers of commerce and other business advocacy groups in the absence of 100% support from local chamber
- **Primary and Secondary Project Champions**
 - ✓ Bring them to meetings with elected officials
 - ✓ Feature them in videos that promoted the project
- Arrange dozens of meetings with local residents and groups beyond the City-sanctioned Neighborhood Councils and Port Community Advisory Committee
 - ✓ Use “local” employees and consultants to make inroads with a broader base of community stakeholders



Messaging

- Tell the Story again and again – Reduce the overwhelming level of public skepticism by reminding everyone of the process that was undertaken over nearly a decade
- Create a sense of urgency and momentum – *“Now or Never!”*
- Make the September 29, 2009 public hearing the priority call to action



Outcomes

- GOAL #1 ACCOMPLISHED -- More than 500 stakeholders attended September 29 project EIR hearing
 - ✓ 7-hour meeting, 5 hours of public testimony, 100+ speakers
 - ✓ The project was overwhelming supported and approved
- The directive following that historic meeting: sustain the high level of public engagement
 - ✓ Community Affairs Advocate hired to manage San Pedro
 - ✓ Hold 2-3 community meetings/workshops for each major project as it comes on line
 - ✓ Hold Community Project Update meetings annually – 200-300 attend
 - ✓ Continue distribution of *Project Update* eNewsletters and hardcopy newsletters



Deep Dive on City Dock #1

- ▶ The waterfront won't be successful without anchor tenants – and I'm not talking Ikea
- ▶ Brilliant and unique idea – a waterfront research center that helps us tackle our enviro challenges, creates jobs, AND brings people to the waterfront
- ▶ But we're the Port of LA; 95%+ of our revenue is from big, bad, CARGO!
- ▶ So we have to tell a totally different story and seek different funds and support



The City Dock #1 Story

- ▶ 3 messages:
 1. A UNIQUE vision
 2. We have or have assembled the ASSETS
 3. We know how to DELIVER success
- ▶ Global, national, statewide, regional, local (global to local, or “glocal”)
- ▶ Historical evolution – from a peopled waterfront, to a relationship broken, to renewal
- ▶ Reframed around the issue of the day – JOBS

The Port of LA – a Global Leader

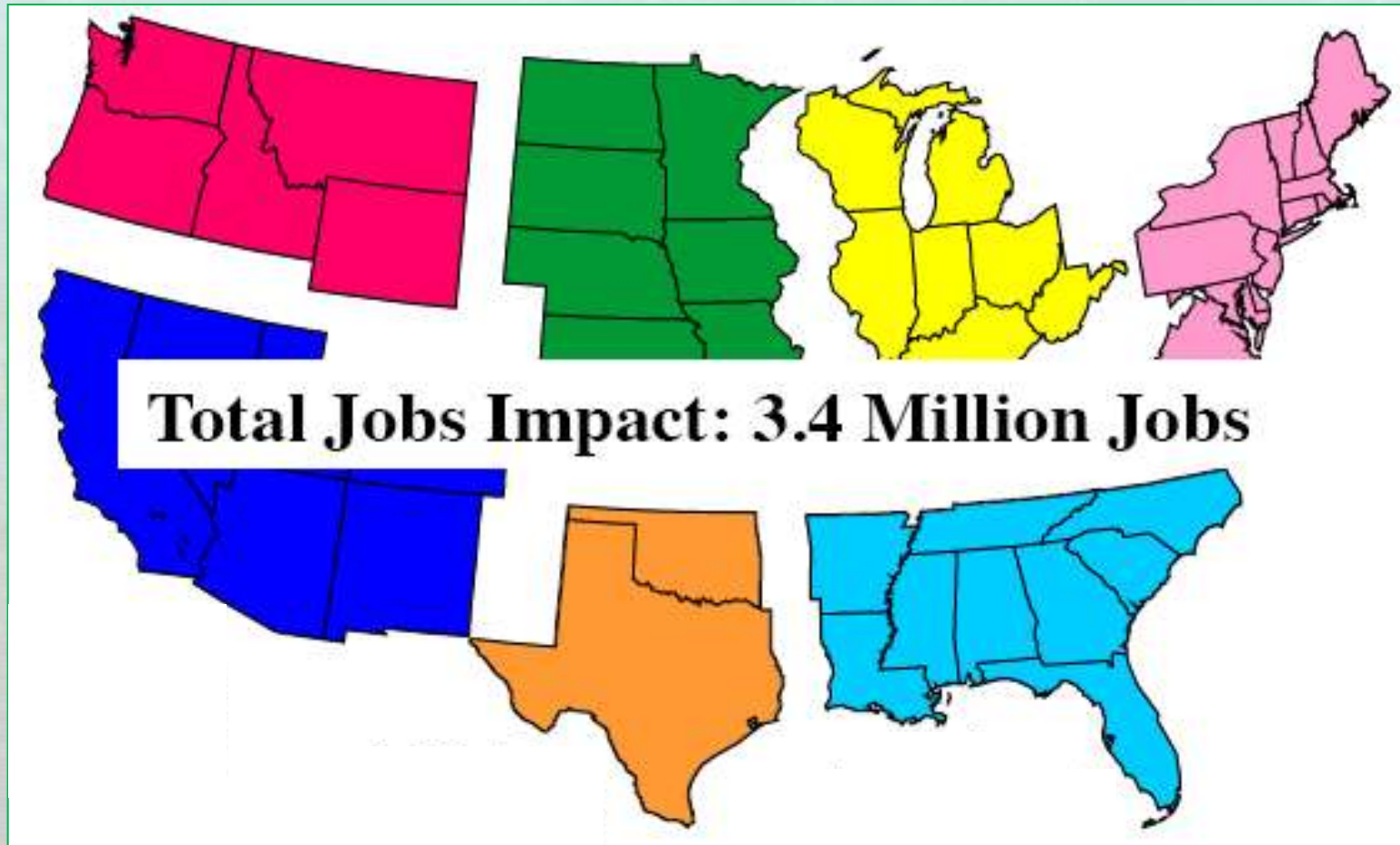


The Port of LA, the #1 port in the Western Hemisphere, together with Long Beach is the 5th largest port complex in the world.

The Port of LA is a recognized global leader in greening and transforming the port industry worldwide.

The Port of LA – A National Powerhouse

Direct & Indirect Jobs Linked to San Pedro Bay Trade



We are one of only two ports in the country with a AA bond rating.

POLA– a Regional Economic Engine



Santa Monica

Downtown LA

The Palos Verdes
Peninsula

The Port
of
Los
Angeles

The Port of
Long Beach

*One in Every 8 Southern California Jobs
Are Linked to the Port.*

The Port of LA – Your Port!

You're connected to the Port of LA geographically, but also in many ways you're not aware of.

LA's Harbor Area: The Port of LA and the communities of San Pedro, and Wilmington, 20 miles to the south of Downtown





TUNA FISHING OFF COAST
SAN PEDRO, CALIF
201





Star-Kist























Community: Port = Pollution

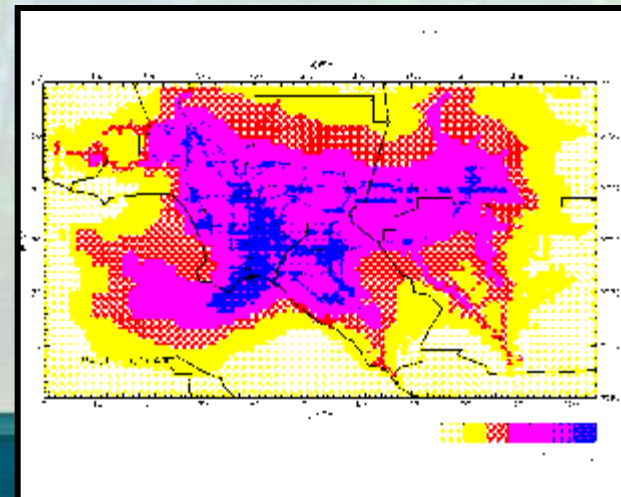
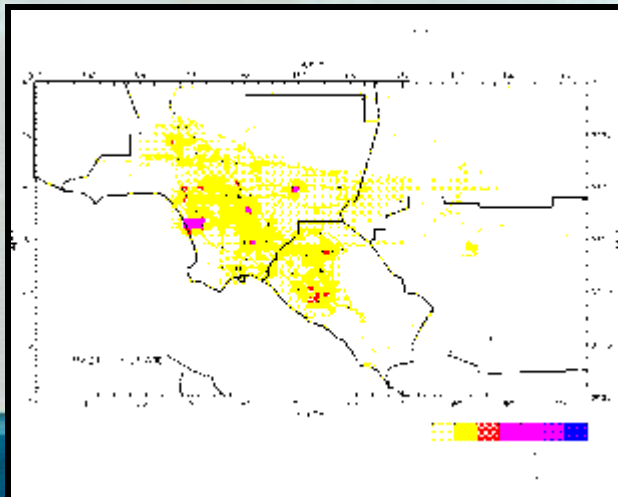
Latino areas
are hit hard by
environmental
health threats

REPORT: Group suffers more
from pollution than the rest
of the population, study finds.



Pollution,
traffic are
linked
to illness

ENVIRONMENT: German
study finds heart attacks are
three times more likely in
congestion. Bad air is blamed.



Re-Creating the Port-Community Bond Along L.A.'s Waterfront



Transit Enhancements



Public Promenade



New Cruise Facilities



Waterfront Access



Downtown Harbors



Ports O' Call Enhancements

Let's go on a virtual tour!



**Ports O'Call Village
Today**

Banning's Landing Before Transformation



Banning's Landing today: A community center used for meetings and events.





PORT OF LOS ANGELES RED CAR MUSEUM



BEKINS WAREHOUSE RENOVATION DIRECTIVE NO. 2
DESIGN ALTERNATIVE NO. 1 & 2

JULY 12, 2010



A PORT OF HISTORY

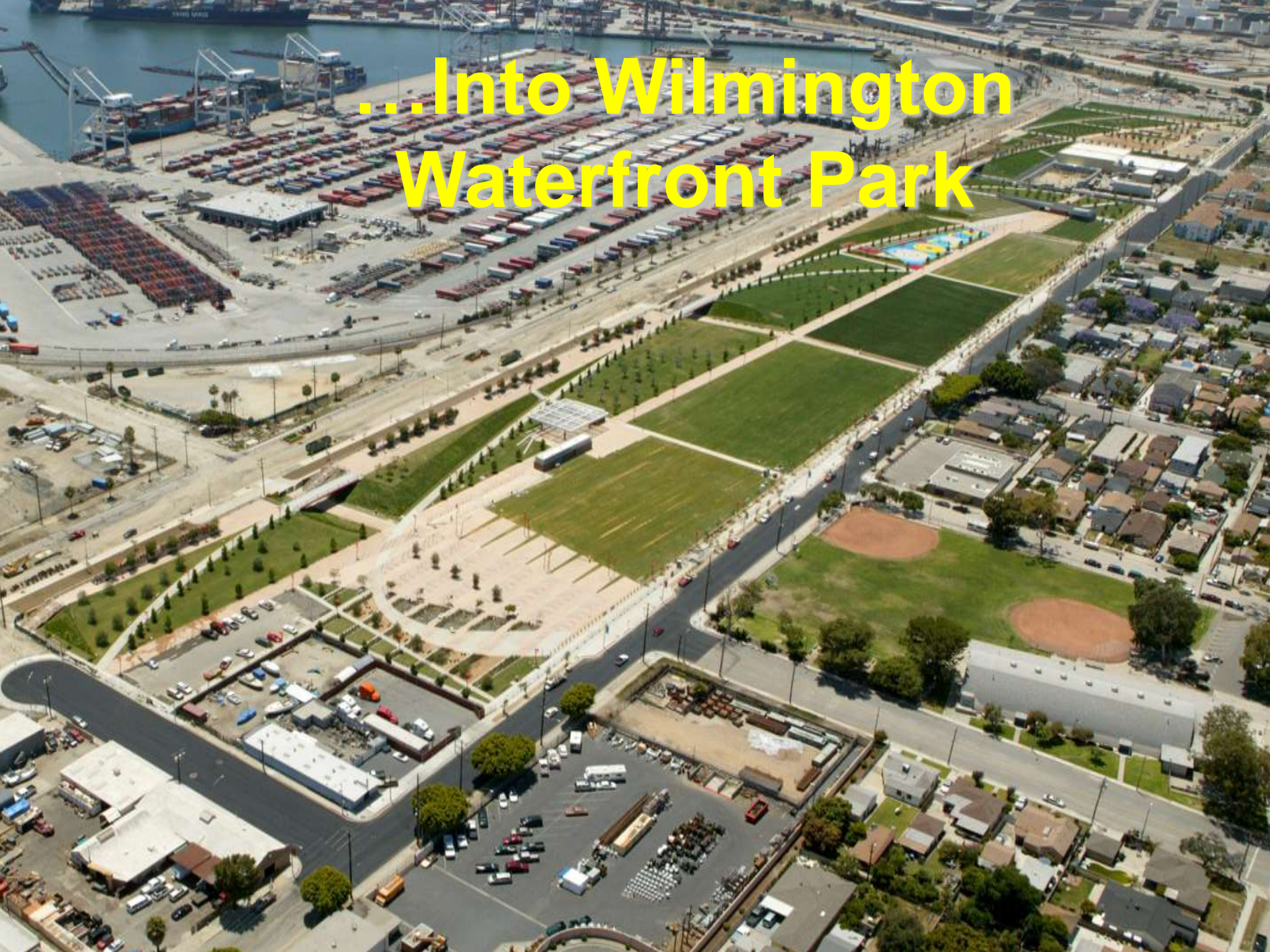


MVE Institutional
Planning and Design, Inc.

Transforming a 30-Acre “Buffer” Of Industrial Land...



...Into Wilmington Waterfront Park





Aerial rendering of the new Wilmington Waterfront, from Banning's Landing, to Avalon Corridor, to Wilmington Waterfront Park

We planted trees –
3,300+ in
Wilmington!



Wilmington businesses helped us make the Annenberg-funded *Pitch Africa* event happen.





North Gaffey – Before Transformation



North Gaffey – Today

Harbor Blvd. Entrance to San Pedro and Cruise Terminal – Before Transformation



The same site today.



5,000+ people gathered for the grand opening!



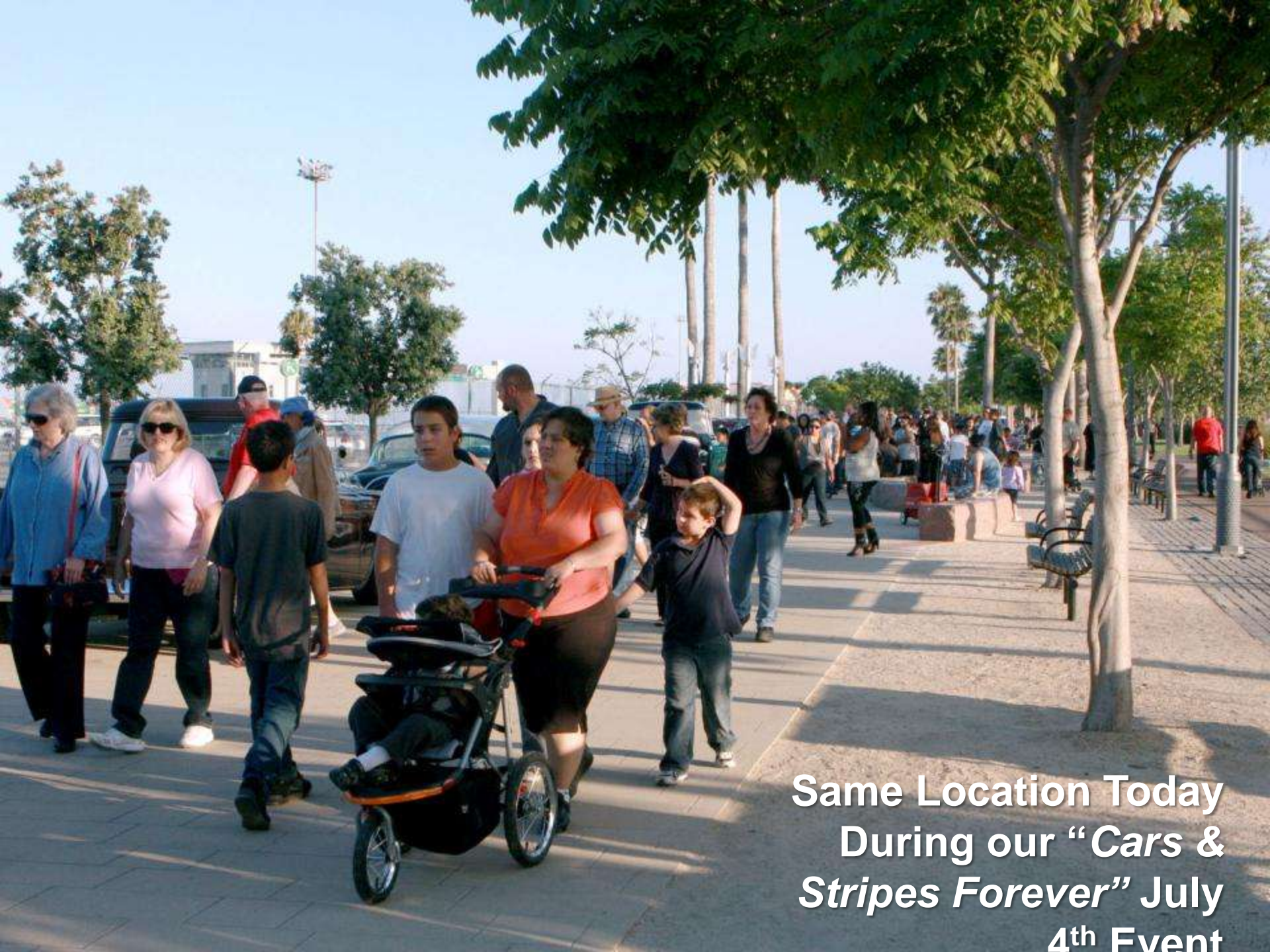


**Historic Red Car Line is Fun and Functional
Waterfront Transit**





**The San Pedro
“waterfront” -
Before Transformation**



Same Location Today
During our “*Cars &
Stripes Forever*” July
4th Event

22nd Street Area – Before Transformation



The Same Site Today – 22nd Street Park

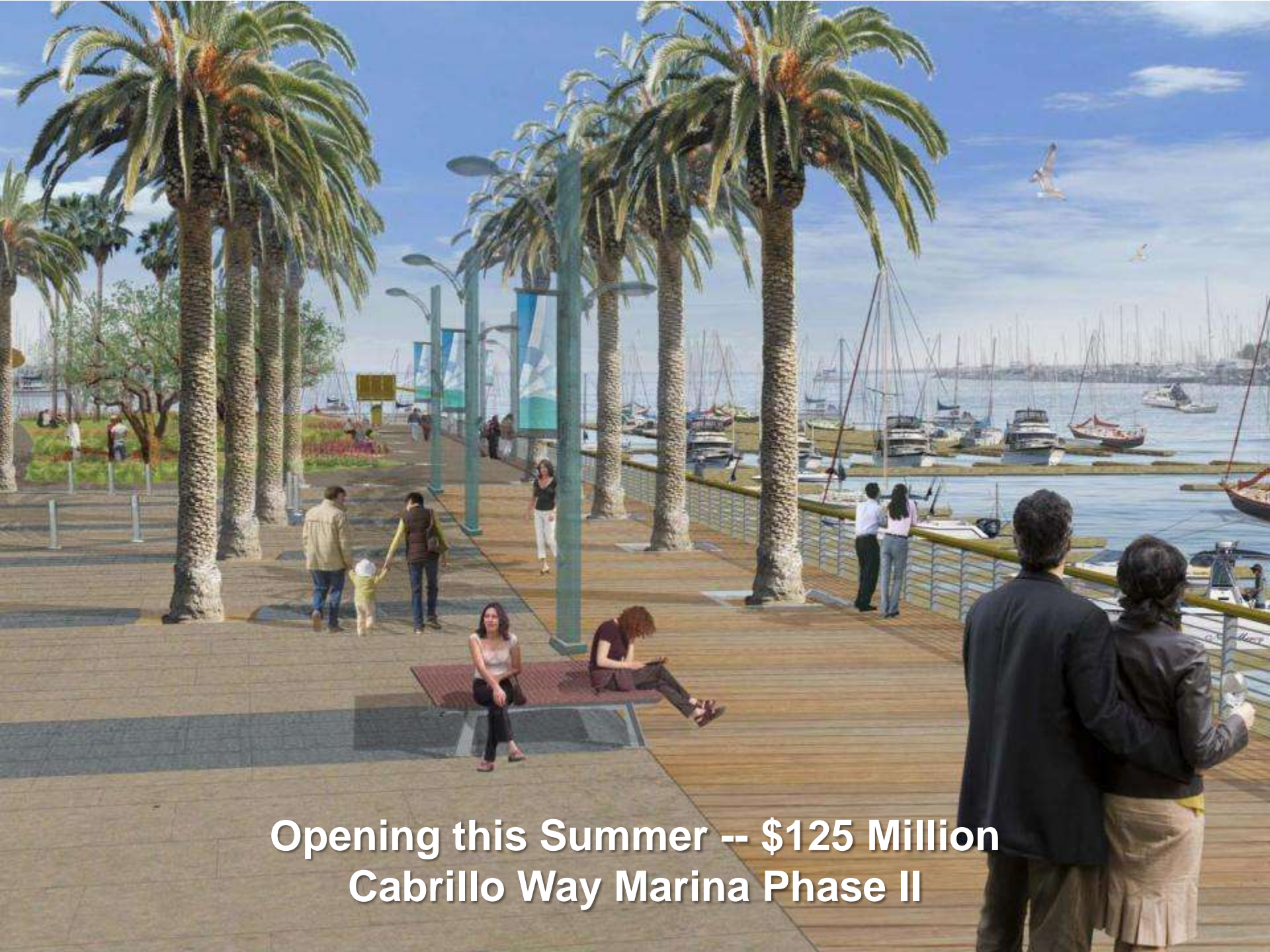




**Cabrillo Way Marina – Before
Transformation**



Cabrillo Way Near Completion



**Opening this Summer -- \$125 Million
Cabrillo Way Marina Phase II**

The Clean Tech Cluster @ the POLA

*World's Cleanest Port Rail
Freight Train*



*World's First
"Hybrid" Tug
Boat*



*World's First
All-Electric
Heavy Duty
Drayage Truck*



The Manufacturing Cluster @ POLA



The ArtS Cluster @ the Port of LA



The Academic Cluster @ POLA



Imagine this pier teeming with research vessels, studying the hottest issues in marine science....

Job Clusters @ the Port of LA

Job-Rich Past

Fisheries &
Canneries

Cargo
(pre-containers)

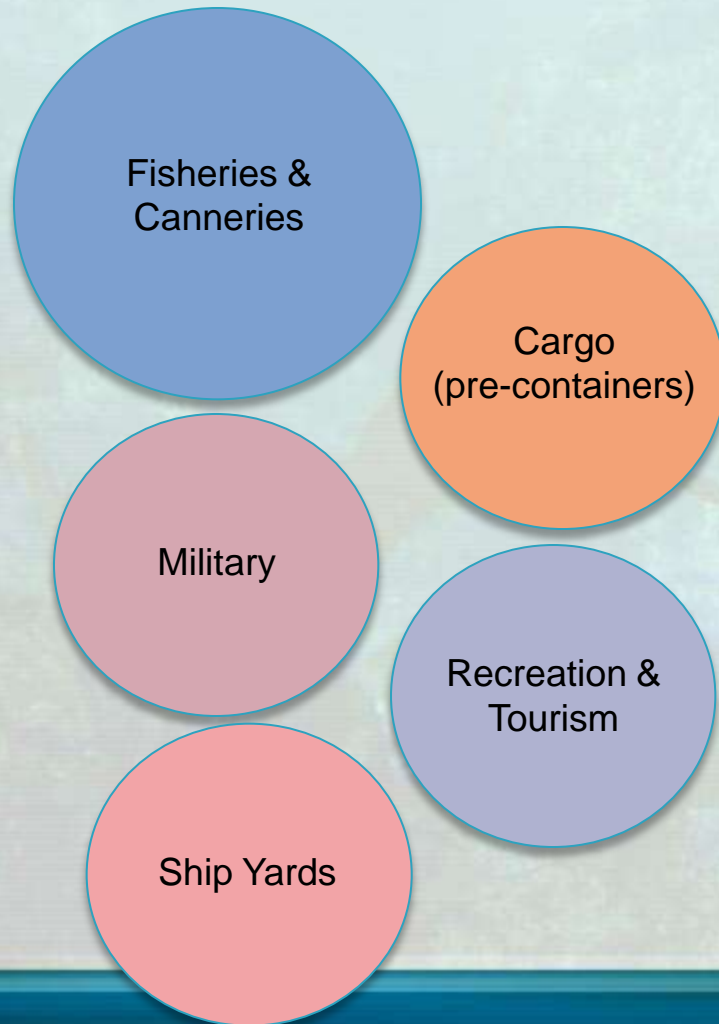
Military

Recreation &
Tourism

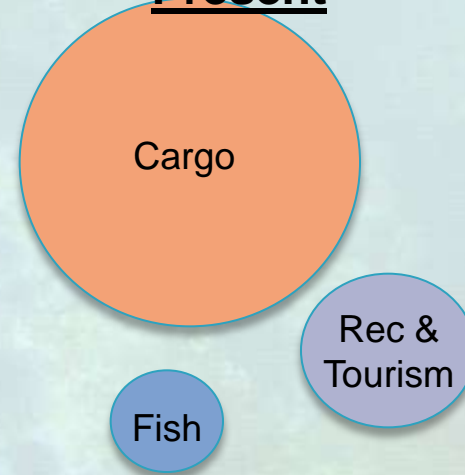
Ship Yards

Job Clusters @ the Port of LA

Job-Rich Past

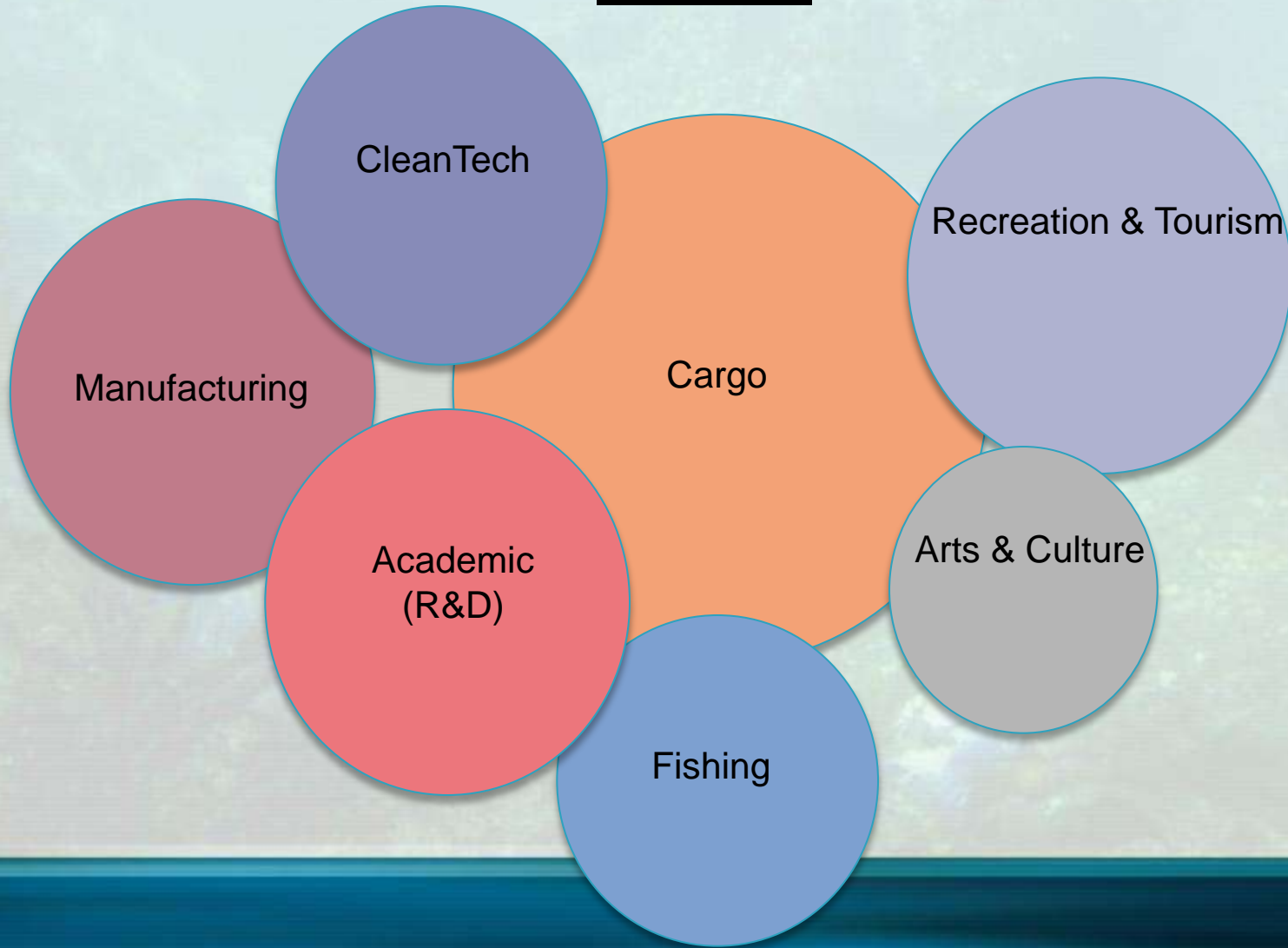


Transitional Present



Job Clusters @ the Port of LA

The Future

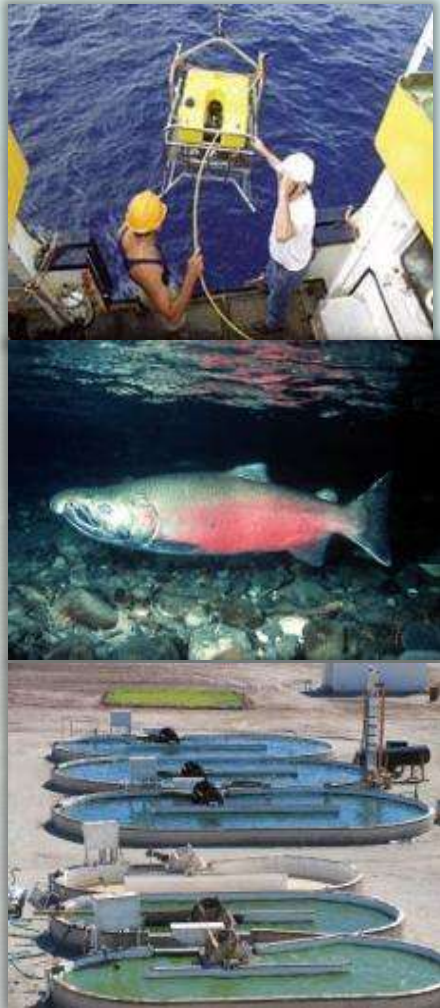


Science as an Economic Growth Strategy

- **Yes, it really works:** *Nature*, Oct. 21, 2010: “Science and the City, How cities nurture research – and how research can sustain them”
- LA among Top 10 cities worldwide by number of papers published in leading science journals – e.g. *Nature*, *Science* – but ranks behind Boston, San Francisco, and San Diego in citations per paper, a quality measure
- 3 Factors to Make Cities “Sticky for Scientists”:
 1. Freedom to work on their ideas
 2. Tools and infrastructure to do so
 3. An attractive lifestyle
- “Public funding is key to achieving these first two aims, but local private corporations and philanthropists who endow new buildings or research chairs also help.” (Mary Walshok; sociologist at UCSD; based on case studies)



Benefits of the Complete Vision



- ✓ 2,000 jobs and \$250 million in economic impact from construction
- ✓ New tech companies helping clean up our air, beaches, and coastal waters
- ✓ New technologies to help us adapt to climate change and extreme weather
- ✓ New algae bioenergy and tidal energy inventions, companies, and jobs
- ✓ New aquaculture and sustainable fishing businesses
- ✓ Viable water desalination technologies to reduce water importation and river depletion

LA Has Done it Before and Can Do it Again

City Dock #1 will work:

1. It is a **unique** and impactful vision.
2. We have the **assets** – partners, location, and port facilities.
3. We **deliver**: jobs, goods, clean air, etc.



***Now let's develop the #1 urban marine
research center in the world!***

Did It Work? Why?

▶ YES!!!

- First and only positive editorial from local rabble-rouser newspaper
- 2 pending and substantial grants from non-traditional NGO (and therefore flexible and generous) funding sources
- ▶ We told a story that the community, media, and government officials could all embrace.
 - And we told it...and we told it...and we told it...
 - We put a compelling cart in front of a real and powerful horse

All Along the Waterfront...

- ▶ We applied these same relentless and creative story-telling strategies to all of our projects along the waterfront:
 - TIGER II Grant – LA was the only City in the country that received TWO TIGER II grants
 - ARRA Transportation Grant via City of LA – largest in all of LA and Ventura counties
 - Maritime Law Enforcement Training Center – first and only maritime-focused law enforcement training center in the nation, with state and federal funds
 - \$50+ million in waterfront-related project funding
- 