Creating an “L.A. Waterfront”

PR & GR Cross-Teaming Success

AAPA Communications Seminar
Wednesday June 22, 2011
San Pedro Waterfront Project
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 overwhelmingly 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
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
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, 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

Total Jobs Impact: 3.4 Million Jobs

We are one of only two ports in the country with a AA bond rating.
POLA – a Regional Economic Engine

One in Every 8 Southern California Jobs Are Linked to the 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
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 today:
A community center used for meetings and events.
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.
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
The Same Site Today – 22\textsuperscript{nd} Street Park
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 Fleet

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
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

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**Transitional Present**
- Cargo
- Rec & Tourism
- Fish
Job Clusters @ the Port of LA

The Future

- CleanTech
- Recreation & Tourism
- Manufacturing
- Academic (R&D)
- Arts & Culture
- Fishing

Cargo
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