



2010

LA WATERFRONT IMPLEMENTATION GUIDELINES



Revised

7/1/2010

Certification of the San Pedro Waterfront Environmental Impact Statement/Environmental Impact Report (EIS/EIR) was approved as recommended at the September 29, 2009, Special Meeting of the Los Angeles Board of Harbor Commissioners (Board) with the following conditions:

Vice President López Mendoza – Motion

“When we do move forward with an Outer Harbor Terminal, that we do so first on the East Channel at Berths 49 and 50”.

President Miscikowski – Motion

“The condition would be in three parts; direct the staff to report back to the Board within 30 days with an implementation strategy for the project. That strategy should include protocols for guiding the Board and the Port staff in determining which projects go forward in which sequence. The protocols should include analysis of the various financing mechanisms for moving forward on both revenue generating and non-revenue generating projects. The protocols should also include a framework for appropriate thresholds to consider in the sequencing of each project and that might include market studies, and the like. Additionally, the protocols should also include a framework for public participation in the project implementation, which would include identifying appropriate stakeholders for the overall project implementation as well as stakeholders for specific elements within the project; this should include not only input on the implementation schedule of any project but input on the design elements as well. And in further, the staff has asked to include a proposal for more comprehensive design improvements for the inner harbor cruise terminal, recognizing its importance as the gateway to the San Pedro Waterfront with aesthetic and access improvements which befit its location and presence in the Port of Los Angeles.”

I. LOS ANGELES WATERFRONT PROGRAM--INTRODUCTION/OVERVIEW

The purpose of this report is to respond to the motion adopted at the September 29, 2009 Board of Harbor Commissioners Meeting. The motion directs Port of Los Angeles (Port) staff to report back to the Board within 30 days with an implementation strategy for the program that includes protocols for guiding the Board and Port staff in determining which projects move forward, the financing mechanisms involved, and the framework of the thresholds or “triggers” to consider in sequencing the Los Angeles Waterfront Development Program consisting of both the Wilmington Waterfront and the San Pedro Waterfront.

An initial draft was submitted to the Board on November 5, 2009. This July 1, 2010 revision is the current, updated document.

WILMINGTON WATERFRONT

The Wilmington Waterfront Development Project Final EIR was approved by the Board of Harbor Commissioners on June 18, 2009. The Wilmington Waterfront Program is focused on connecting the Wilmington community with the waterfront, creating open space, and developing visitor-serving commercial and green technology business development opportunities in and around the Port.

As part of the Wilmington Waterfront Program, the Harry Bridges Blvd Buffer is a 30-acre open space buffer element of the Berths 136-145 Container Terminal EIR (approved in December 2007) providing public open space between Port operations and adjacent residences and is currently under construction. Design of various elements of the Wilmington Waterfront is also underway.

SAN PEDRO WATERFRONT

The San Pedro Waterfront (SPW) Final EIR for the Proposed Project was approved by the Board of Harbor Commissioners on September 30, 2009.

The San Pedro Waterfront Program is a major 400-acre waterfront infrastructure and revitalization initiative to create a vibrant, world-class waterfront for the community of San Pedro, the City of Los Angeles and the people of California. The San Pedro Waterfront Program advances a waterfront vision that City leaders and local community members have talked about for more than a decade.

II. OUTREACH PLAN & COMMUNICATION STRATEGY

Pursuant to the Board’s motion, Port staff will implement an ongoing, multi-pronged Public Outreach program. The intent of project outreach and public engagement is not to burden community members, other stakeholders and Port staff with yet another regular monthly meeting, but to call

these groups together, as needed, in a manner that is both flexible and adaptable to changing needs and circumstances. As there has been a high level of interest expressed for the project throughout the community, stakeholders are identified as being any community member, organization or Port tenant interested in the LA Waterfront Program. Broadening the definition of stakeholder to include any individual that has expressed an interest in the LA Waterfront will ensure a diversity of opinions and will allow for more effective and direct communications strategy between the Port and those interested individuals. The communication strategy with the stakeholders will include the following outreach efforts:

- Continued direct communications with individuals and organizations by Port senior management and project team members
- Ongoing updates and feedback on waterfront initiatives in San Pedro and Wilmington provided on an as-needed basis through a variety of channels that include:
 - “Project Update” eNewsletters distributions following any public meeting, and updates in the Port’s quarterly “Main Channel” newsletter
 - Large, community-wide “update” meetings, as needed but with a minimum of two held annually
 - Project-specific design workshops with the general public and affected tenants. It is anticipated that for each project-specific element of the waterfront program, a minimum of two, preferably three, workshops will be conducted based on the following:
 - Initial kick-off workshop to solicit design for the specific waterfront project;
 - Workshop to present design alternatives based on the feedback from the kick-off meeting;
 - A public presentation on the preferred design
 - Project updates at meetings held by community organizations (i.e. Neighborhood Councils, Port Community Advisory Committee (PCAC), chambers, Community Redevelopment Agency (CRA), Citizens Advisory Committee, clubs/associations, etc.)
 - Periodic updates at Board Meetings
 - Updates provided through both the Port and LA Waterfront websites: **LAWaterfront.org** and **PortofLosAngeles.org/Recreation/LAWaterfront**.

COMMUNICATION PROTOCOL FOR PUBLIC MEETINGS

There will be several ways of seeking public input and participation in the project implementation and design. This section of the implementation guidelines deals with protocols related to public input via meetings. Waterfront meetings will include large community-wide update meetings, project-specific design workshops, participation in the agenda’s of various community group meetings, such as neighborhood councils, and via PCAC Wilmington Waterfront Development and San Pedro Coordinated Plan subcommittees. No new waterfront specific group will be created, although from time to time, there may be special interest groups that come together to work intensively on a

particular aspect of the design. An example would be reaching out to biking enthusiasts and biking groups to work on the design of a bike path. In addition, existing Port tenants and customers will be affected by waterfront construction, and as needed, Port staff will engage those customers to ensure that their businesses are not adversely impacted by construction of waterfront facilities.

A key issue that arises from holding public meetings is ensuring that ideas and concerns expressed by community stakeholders, Port customers and the general public are considered and addressed. Without a formal “reporting back” process, community members might not know if an issue they raised is being resolved. In order to ensure that feedback collected via public meetings and design workshops is appropriately handled, the following protocol has been established:

1. There shall be the provision to record minutes or a record of all public meetings. The record of the meeting will include at a minimum 1) a summary of the material presented, and 2) a matrix of issues identified. The summary of material presented and the issues matrix will be available on both the Port of Los Angeles and LA Waterfront websites as soon as practical after the meeting.
2. The issues matrix will include information on how the issue will be resolved. It should be noted some issues might take considerable time or additional analysis for resolution. So when first posted the issues matrix may not indicate resolution for all issues. The resolution of some issues may be noted as “pending.” However, over time, as design proceeds, information will be supplied to complete the matrix. The matrices then will provide, over time, a review of issues as they arose and how they were resolved. This will allow community members to go back and check if an issue was resolved. In addition, these issue matrices will serve as a jumping off point for subsequent design meetings on the project elements. Each design workshop will begin with a review of any outstanding issues from previous meetings to keep those in attendance up to date on progress made on issues.
3. For those who miss a public workshop, feedback on design elements presented at the workshop can be made via the Port of Los Angeles and LA Waterfront websites. Feedback received via the websites shall be treated in the same manner as feedback taken verbally at a public workshop.
4. Summaries of the public meetings and workshops will be provided to the Board along with copies of the issues matrix. At periodic intervals, an update on the waterfront projects will be made as part of the regular agenda at the Board meeting. Particular emphasis at Board presentations will be on issues that are still unresolved. These Board briefings will also include discussion of how unresolved issues are being addressed by staff.
5. Board member presence at public workshops and meetings is highly desirable, but Board members may also raise issues during the periodic report at the Board meeting that would be tracked in the same manner as those raised by community members at public meetings.

III. IMPLEMENTATION

Port staff will ensure that any project features and mitigation measures implemented are consistent with the certified EIS/EIR and integrated into the next stages of engineering and project design. The requirements included in the EIR will be reflected in future Requests for Proposals (RFPs) for design services along with preparation of construction specifications, lease agreements, operating guidelines, etc. Staff will perform a design process assessment requiring reconfirming of project scope, priority, schedule, cost and source of funding.

The sources of funding for any particular project depend on a variety of factors. In general, the Port will look to use its own cash generated from operations, grant funds, third party sponsors, or short and long-term borrowings or some combination of each to fund anticipated projects. If a project can be funded fully by grants or through third parties (assuming the public benefit provided by the grant-funded project or the rates of return on the privately sponsored one are met) these projects can and should be, from a financial perspective, near the top of the priority list. Before any particular project proceeds, multiple financial factors must be analyzed within the framework of the overall contemplated capital expenditures of the Port.

PROJECT TRIGGERS

The following partially lists the various elements, also referred to as thresholds or triggers that will be taken into consideration in implementing waterfront projects:

- Funding Sources for Construction and Operation/Maintenance—e.g. Port of Los Angeles funds, Grants (Federal and/or State), Sponsors, others
- Business Opportunities
- Site Control (access to site, real estate and lease issues resolved)
- Environmental Remediation/Clearance
- Design Team Selection (Determine In-House vs. Consultant Resource)
- Design Completion/Permits in-Hand
- Precursor to Other Construction Elements (Staging/Phasing)
- Construction Logistics for Efficient Allocation of Resources (such as excavated material & fill, etc)
- Impacts to Customers, Tenants, Public, etc.--Seasonal Factors

Identified below are some of the specific project triggers for each project component for both the Wilmington and San Pedro Waterfront programs:

WILMINGTON WATERFRONT

- **Red Car Museum**
 - Funding Source
 - Existing Tenant Vacation
 - Complete Design/Permit

- **Avalon Triangle**
 - Funding Source
 - Environmental Site Remediated
 - Complete Design/Permits

- **Avalon Corridor Phase I – North**
 - Funding Source
 - Complete Design/Permits

- **Avalon Corridor Phase I – South**
 - Funding Source
 - Resolve Right-of-way/Real Estate Issues and Constraints (DWP, Dept. of PW)
 - Confirm Tenant Site/Location
 - Complete Design/Permits

- **Avalon Corridor Phase II**
 - Funding Source
 - Resolve Department of Water & Power –Tank Removal
 - Assess and Remediate Soil
 - Construct Avalon Corridor Phase I South
 - Complete Design/Permits

SAN PEDRO WATERFRONT

Current San Pedro Waterfront Improvements (separately entitled--not part of SPW EIR):

- **Inner Harbor Cruise Terminal Infrastructure Improvements**
 - Funding Source
 - Complete Design/Permits

- **Inner Harbor Cruise Terminal—Aesthetics and Landscape Enhancements**
 - Funding Source
 - Approve Conceptual Design
 - Complete Design/Permits

- **Southern Pacific Slip/Ghost Fish Enhancement Project**
 - Funding Source
 - Complete Design/Permits

- **Cabrillo Beach Enhancement**
 - Funding Source
 - Sign Memorandum of Understanding with Department of General Services for Restrooms/Utilities Construction
 - Sign Maintenance Agreement with Department of Recreation & Parks
 - Complete Design/Permits

Downtown Harbor Improvements (“Downtown First” applied as a guiding principle as voiced by the community):

- **Downtown Harbor Water Cut, Plaza & Promenade**
 - Funding Source
 - Negotiate Agreements with Tenants and Department of Recreation and Parks
 - Elimination of Freight Movements on Rail Line
 - Complete Design/Permits

- **Ralph J. Scott Display & Museum**
 - Funding Source
 - Approval by Los Angeles Fire Department
 - Complete Design/Permits

- **Sampson Way Street Improvement**
 - Funding Source
 - Elimination of Freight Movements on Rail Line
 - Coordinate Design with Ports O’ Call Developer
 - Resolve Right-of-way Issues
 - Complete Design/Permits

- **Downtown Harbor --7th Street Water Cut and Pier**
 - Funding Source
 - Complete Construction of Sampson Way Street Improvements
 - Complete Design/Permits

- **Ports O' Call (POC) Redevelopment -- Including Promenade and Parking Structure**
 - Developer Selection and Financing
 - Redevelopment Plan Acceptance
 - Relocate Marine Fueling Terminal
 - Coordinate Design with Sampson Way Street Improvements
 - Complete Design/Permits

- **Relocate Marine Fueling Terminal**
 - Funding Source
 - Confirm Site/Location/Resolution of Gambol Industries Plan
 - Consistency with Ports O' Call Redevelopment Plan Schedule
 - Remediation of Berth 240
 - Complete Design/Permits

- **Red Car Line Maintenance Facility & Extension**
 - Funding Source
 - Replace Existing Red Car Line Operating System
 - Purchase Additional Red Cars
 - Coordinate Connectivity to Potential/Future Downtown Services with Other Transit Agencies —Metro, LA Department of Transportation, City Planning, CRA, etc.
 - Eliminate Freight Movement on Rail Line
 - Resolve Right-of-way Issues (Harbor Blvd)
 - Complete Design/Permits

- **Inner Harbor Parking Structure**
 - Funding Source
 - Complete Design/Permits

- **North Harbor Cut**
 - Funding Source
 - Construct the Inner Harbor Parking Structure
 - Negotiate Agreements with Tug Boat Operators and SS Lane Victory
 - Complete Design/Permits

- **Coastal Trail Connections**
 - Commitment of California Coastal Conservancy Funding
 - Resolve Right-of-way/Real Estate Issues and Constraints
 - Complete Design/Permits

Outer Harbor Improvements

- **Westway Terminal Demolition & Site Remediation**
 - Funding Source
 - Complete Design/Permits

- **Berths 49 – 50 (Eastside Primary Berth) Cruise Terminal Facility/Park and Promenade**
 - Funding Source
 - Sufficient Demand and Commitment from Cruise Lines
 - Complete Design/Permits

- **Reuse of Warehouse Nos. 9 & 10**
 - Feasibility Analysis of Building Reuse
 - Funding Source
 - Complete Design/Permits

- **San Pedro Park**
 - Funding Source
 - Remediate Miner Street Superfund Site
 - Construct Sampson Way Street Improvements
 - Complete Design/Permits

- **Salinas Salt Marsh**
 - Resolution of Alignment of Promenade
 - Funding Source
 - Complete Design/Permits

- **Berths 45 -47 (Westside Secondary Berth) Cruise Terminal Facility**
 - Funding Source
 - Sufficient Demand and Commitment from Cruise Lines
 - Complete Design/Permits

IV. LA WATERFRONT PROGRAM IMPLEMENTATION SEQUENCE/PHASING PLAN AND PROJECT DURATIONS (ATTACHED)

DRAFT
 LA WATERFRONT PROGRAM IMPLEMENTATION
 SEQUENCING/PHASING
 (SCHEDULE DURATION TIED TO FUNDING AVAILABILITY)

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Year 11
WILMINGTON WATERFRONT											
Red Car Museum		*36 months									
Avalon Corridor North - Phase 1		* 24 months									
Avalon Triangle Park		*24 months									
Avalon Corridor South - Phase 1			*48 months								
Avalon Corridor - Phase 2 (*48 months)		(Schedule TBD)									
SAN PEDRO WATERFRONT											
Inner Cruise Terminal Infrastructure		*16 months									
Inner Cruise Terminal Aesthetic Improvements		*24 months									
SP Slip		*24 months									
Cabrillo Beach Enhancements		*36 months									
Downtown Harbor Watercut, Plaza & Promenade		*50 months									
Ralph J Scott Fireboat Exhibit		*36 months									
Sampson Way					*60 Months						
Outer Cruise Terminal B, 49-50 - Eastside					*66 months						
Downtown Harbor 7th St. Watercut & Pier								*48 months			
POC Development, Parking & Ped Xings		*60 months									
Relocation of Marine Fuel Terminal		*48 months									
Westway Demo		*24 months									
Westway Remediation			*48 months								
Red Car Maintenance Facility (*41 months)		(Schedule TBD)									
Red Car Line Extensions (*65 months)		(Schedule TBD)									
San Pedro Park (*47 months)		(Schedule TBD)									
Re-Use Warehouse 9 & 10 (*41 months)		(Schedule TBD)									
Salinas Salt Marsh & Promenade (*47 months)		(Schedule TBD)									
Outer Harbor Cruise Terminal B, 45-47 - Westside		(Schedule TBD)									
Inner Harbor Parking Structure (*41 months)		(Schedule TBD)									
North Harbor Cuts (*71 months)		(Schedule TBD)									

* Total Project Durations include Planning, RFP, Design, Permits, Advertise/Bid/Award & Construction