



2009

LA WATERFRONT IMPLEMENTATION GUIDELINES



Port of Los Angeles

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November 2, 2009

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 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.

WILMINGTON WATERFRONT

The Wilmington Waterfront Development Project Final Environmental Impact Report (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 Final Environmental Impact Report (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, 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. Outreach elements will include:

November 2, 2009

- Continued personal direct meetings with organizations and individual stakeholders by Port of Los Angeles (POLA) 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 and print newsletter distributions, and updates in the Port’s quarterly “Main Channel” newsletter
 - Large, community-wide “update” meetings, as needed
 - Working group meetings focused on “Downtown First” implementation
 - Project-specific design meetings with affected stakeholders and tenants
 - Project updates and presentations at meetings held by community organizations (i.e. Neighborhood Councils, PCAC, chambers, clubs/associations, etc.)
 - Periodic updates at Board Meetings

LA WATERFRONT KICK-OFF MEETING

- Hold an initial “LA Waterfront Kick-off Meeting,” inviting the general public
- In addition to publicly noticing and advertising the meeting, send invitations to all parties who submitted comment cards at the Sept. 29th meeting
- Set an inclusive tone: “Here’s our general path forward - and your input is welcome”
- At the kick-off meeting, staff will provide an overview of the general project implementation process moving forward, including...
 - Project implementation timelines
 - Operational issues
 - Budget considerations
 - Public outreach channels (discussion of POLA and group ideas) and ongoing interaction
- Solicit public input and answer questions from meeting attendees. Solicit interest from attendees about participation in a working group to focus on “Downtown First” implementation in San Pedro.

NEXT STEPS

Following the public kick-off meeting, staff will create a working group comprised of a cross-section of individuals and representatives from the public and established entities (i.e. Neighborhood Councils, PCAC, chambers, clubs/associations, etc.). These group members would be invited to future, staff-facilitated public meetings to provide ongoing feedback focusing on implementation of the downtown projects as a first priority in San Pedro. Response to feedback will be reported through the “Project Update” newsletters, informational reports to the Board, and at subsequent working group and larger, community-wide meetings in San Pedro.

November 2, 2009

With elements of the Wilmington Waterfront already underway -- fostered by well-established interaction between the Port and Wilmington stakeholders -- staff does not recommend a Wilmington-focused working group at this time. Instead, staff recommends that future Wilmington Waterfront discussions take place through the forum of larger, community-wide meetings in Wilmington.

III. Implementation

Port staff will integrate mitigation measures and approved project features from the certified EIR 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 Harbor Department 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 Harbor Department.

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

November 2, 2009

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

November 2, 2009

- **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 Rec & Park
 - 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 Rec 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

November 2, 2009

- **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 B. 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 DOT, 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

November 2, 2009

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 (Spreadsheet attached)