Why Diversify and How Does it Relate to the Port?
WHAT DOES DIVERSITY MEAN?

- Revenue Sources for Port?
- Tax Revenues to local government?
- Land uses?
- Public Amenities?
WHY DIVERSIFY?

- Not all eggs in one basket
- Economic business cycles for one segment may be different from another
- Achieve non-Port economic goals (taxes to local government)
- Respond to public expectations
<table>
<thead>
<tr>
<th>Real Estate</th>
<th>$80.1 million</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Building Rental</td>
<td>$23.8 million – 29.7%</td>
</tr>
<tr>
<td>• Concession</td>
<td>$45.9 million – 57.3%</td>
</tr>
<tr>
<td>Maritime</td>
<td>$23.7 million</td>
</tr>
</tbody>
</table>
DIVERSE LAND USES

- 235 acres of Parklands
- 1,181 acres waterfront industrial
- 293 acres maritime cargo
- 3,940 acre South Bay Wildlife Refuge
- 26 mile Bayshore Bikeway
- 10 mile Promenade
- 5,771 Hotel Rooms
- 6,800 Marina Slips
- 11,870 Restaurant Seats
- 220 Cruise Ship Vessel calls per year
A REGIONAL ECONOMIC ENGINE

52,400 jobs (direct and indirect)
$7.6 billion annual economic impact

$65.3 million in local tax revenue
$76.5 million in state tax revenue

From ERA report August 27, 2003
Do I smell gentrification on the waterfront?
LETTERS
March 8, 2005

Developers must respect port’s value

I read recently that the longshoremen support every single proposal for waterfront development except those that eliminate berths for ocean-going vessels at Pegsley and Long Wharf terminals. The Saint John Port Authority has taken the same position. They also have explained that there is certain business, which can’t relocate to the West Side, and that they will lose forever if they were to give up those terminals.

That seems to me to be the only rational and reasonable position that they could take, gives the economic benefits that the port provides for our city and our province. People seem to forget that it is our province’s one major port and that cargo will sometimes be shipped through it from all over the country and all over the world. That is an absolutely tremendous advantage for a city to have and as long as the port city’s infrastructure is not given up, will forever attract business opportunities that are not available to other cities.

I know that the port recently gave up its rights to the Coast Guard site. That is a very large piece of property and is just one example of many properties that the port has turned over through many years. Let’s be thankful and get on with developing it.

Of even more benefit, if we can get the support of all levels of government, would be the Port L'Arbour project. It truly is a national historic site and could be a fantastic tourist attraction for our city. Provided it gets support.

My point is to move forward on waterfront development that the vast majority of our people do support and get about destroying a structure that just can’t be replaced.

RENA JESSO
Saint John

March 8, 2005
Space for port industries

Waterfront: Vacant land on South Baltimore peninsula is being redeveloped not for pricey condos but warehouses.

By Meredith Cohn
Sun Staff
Originally published August 4, 2005

A peninsula in South Baltimore that was the site of asphalt refining and storage for decades could, within the next year, become a hub for the type of businesses that are increasingly being squeezed from the shores of Baltimore.

The 60-acre site is among the largest pieces of vacant industrial land in the city. It is also the biggest with coveted access to the deep Patapsco River channel, city officials and the developer of the land said yesterday as they pledged to lease it to port-related and other

Baltimore Sun
August 4, 2005
Port, waterfront businesses voice concerns about plans for Ballpark Village project

By KEVIN CHRISTENSEN
The Daily Transcript

SAN DIEGO — The second part of the two-phase project representing the final vision of the downtown ballpark is set for a heated political collision pitting developers and city planners against the Port of San Diego and waterfront businesses.

The parcel is bordering the downtown ballpark, adjacent to the bay front. The land is controlled by JMI Realty, the Padres’ development company.

JMI is currently permitted to build 3.2 million square feet in floor plan capacity.

An item will appear before the council in September to hand over to JMI two small parcels of land in...
PORT OF SAN DIEGO

Downtown

Residential/Mixed Use

US Navy

10th Ave Marine Terminal

500 Foot Buffer

1000 Foot Buffer
Engaging Stakeholders and the Public in the use of waterfront land
Using the 7 Habits:

1. Be proactive
2. Begin with the end in mind
3. Put first things first
4. Think win-win
5. Seek first to understand, then to be understood
6. Synergize
7. Sharpen the saw
Incorporating Imagine 21:

- Create visions
- Cultivate creativity
- Invent futures
- Enhance teamwork
- Improve performance
- Increase self-worth
- Increase self-efficacy
- Improve quality
- Release potential
- Take accountability
- Lead effectively
Public Outreach:

• Defining objectives of workshops
• Identification of stakeholders
• Workshops
PUBLIC OUTREACH
Gaining Consensus through Goal Setting
GOALS:

Begin with the end in mind

• Complete planning projects on schedule and within budget
• Receive professional recognition for planning efforts
• Reduce or eliminate costs in time and dollars for litigation
• Pursue and obtain grants and monetary awards to enhance revenue and supplement District funding for projects and equipment
Creating the Vision

Evaluation Criteria

• Team Composition and Qualifications of Team Members
• Philosophy and Approach to Project
• Similar Project Experience / Public Art
• Public Outreach
• Previous Experience Working Together as a Team
• Availability
• References / Track Record
• Local Associate
Public Workshops

Goals:

• Proactive with public
• Understand before being understood
• Create a Win-Win Project
Proactive Public Outreach

• Walking Tours
• Board of Port Commissioner’s Public Meetings
• Focus Group Meetings
• Public Agency Meetings
• Public Workshops
• Tenant Group Meetings
• Community Group Meetings
Synergize

“Working together to create a better way, a higher way.”

- The Port of San Diego
- The City of Chula Vista
- The Developers
- The Public
WATERFRONT INDUSTRY MUST BE ON THE WATERFRONT!