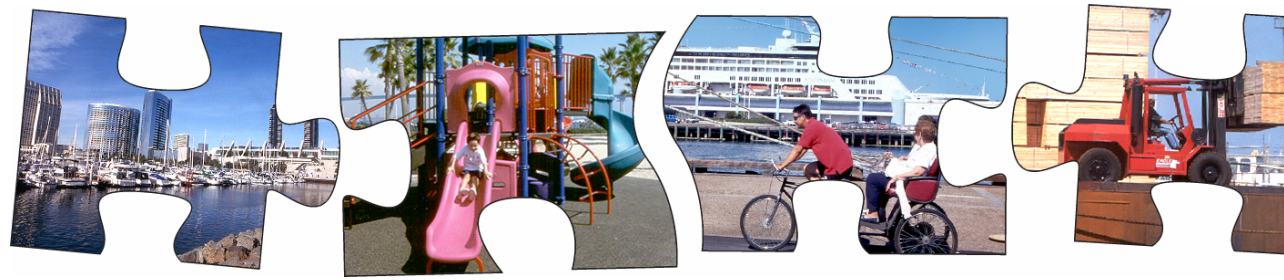


# Why Diversify and How Does it Relate to the Port?





# 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**



# DIVERSE REVENUE BASE

## Operating Revenues - 2005

### Real Estate

**\$80.1 million**

- Building Rental **\$23.8 million – 29.7%**
- Concession **\$45.9 million – 57.3%**

### Maritime

**\$23.7 million**

# 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

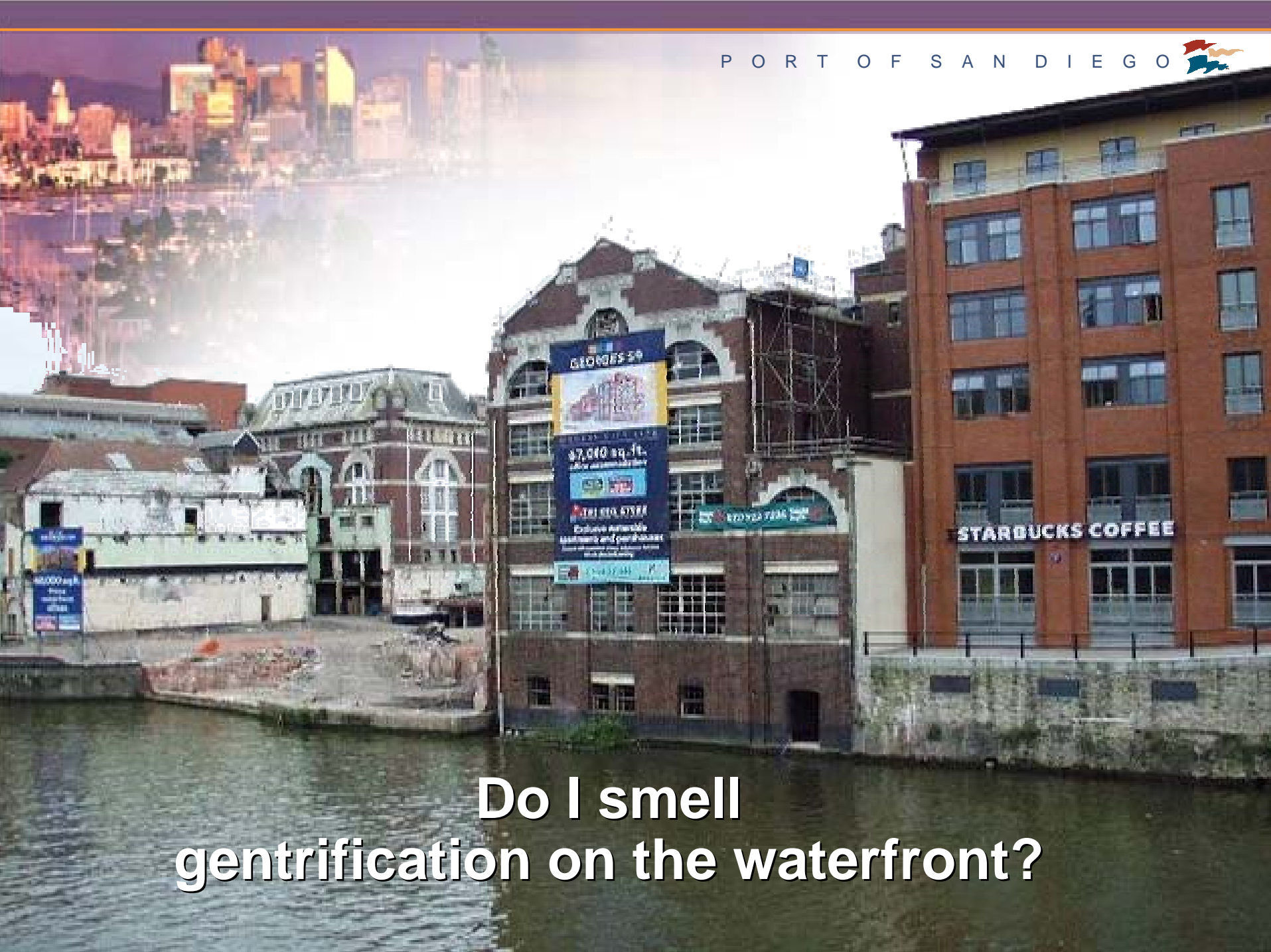
**52,400 jobs (direct and indirect)**

**\$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 long-shoremen support every single proposal for waterfront development except those that eliminate berths for ocean-going vessels at Pugsley 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; given 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

## WRITE US!

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 Fort Latour 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 structure that just can't be replaced.

**RENA JESSO**  
Saint John

**Development must create new jobs**

With regard to the latest waterfront development, I keep asking

question over and over again about why people have to lose their jobs and the economic benefits that these jobs have for our community to support

the whole community's interests be given consideration and not just those who claim to speak for the whole community. The Omniafacts survey

## A PASSAGE WITH A VIEW

Telegraph-Journal - October 20, 2004



A cyclist makes his way along the Harbour Passage Tuesday evening.

Peter Welsh/Telegraph-Journal

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*

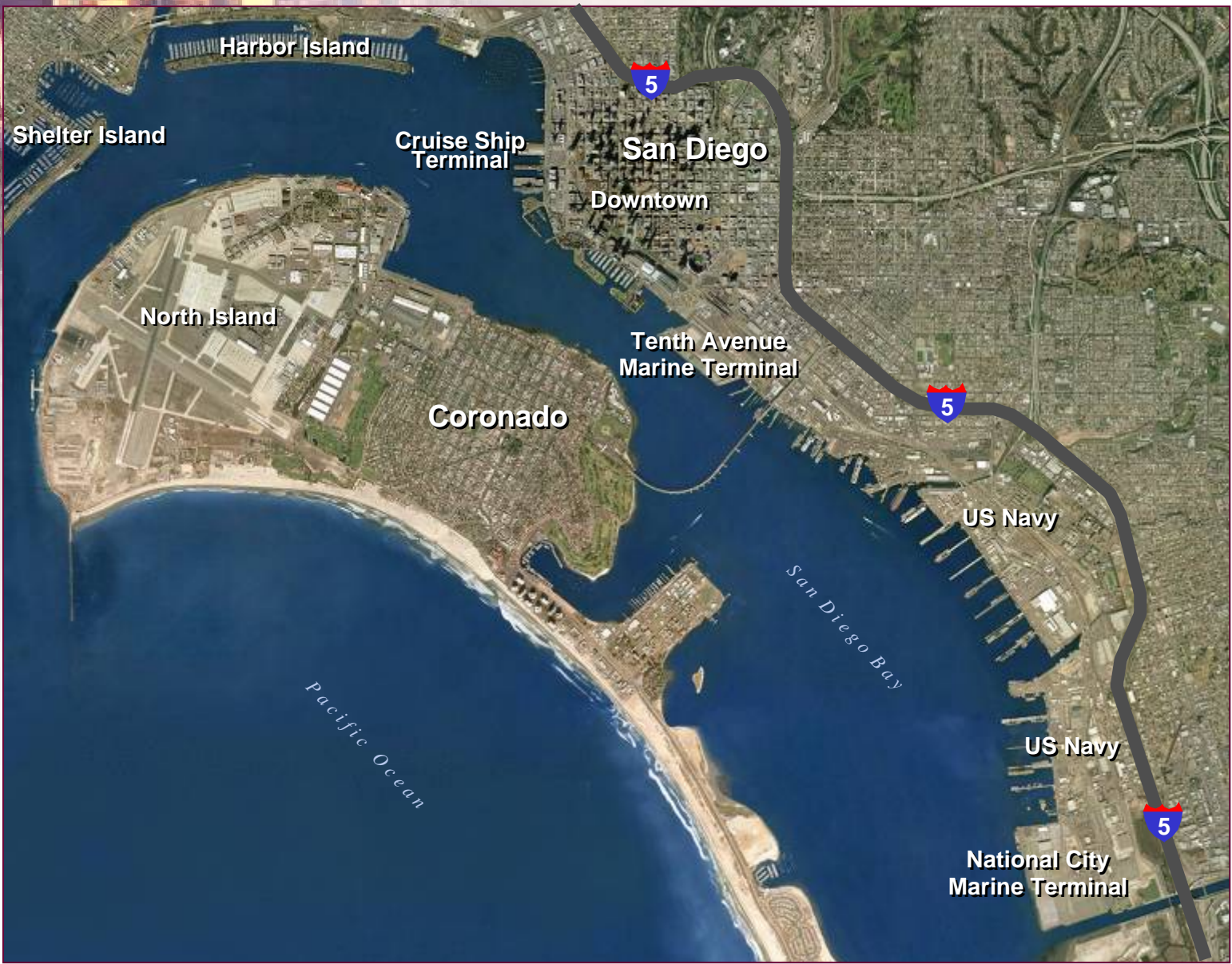
SAN DIEGO — The second part of the two-phase project representing the final vision of the downtown ballpark is set for a heated political collision pitting developers and city planners against the Port of San Diego and waterfront businesses.

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.

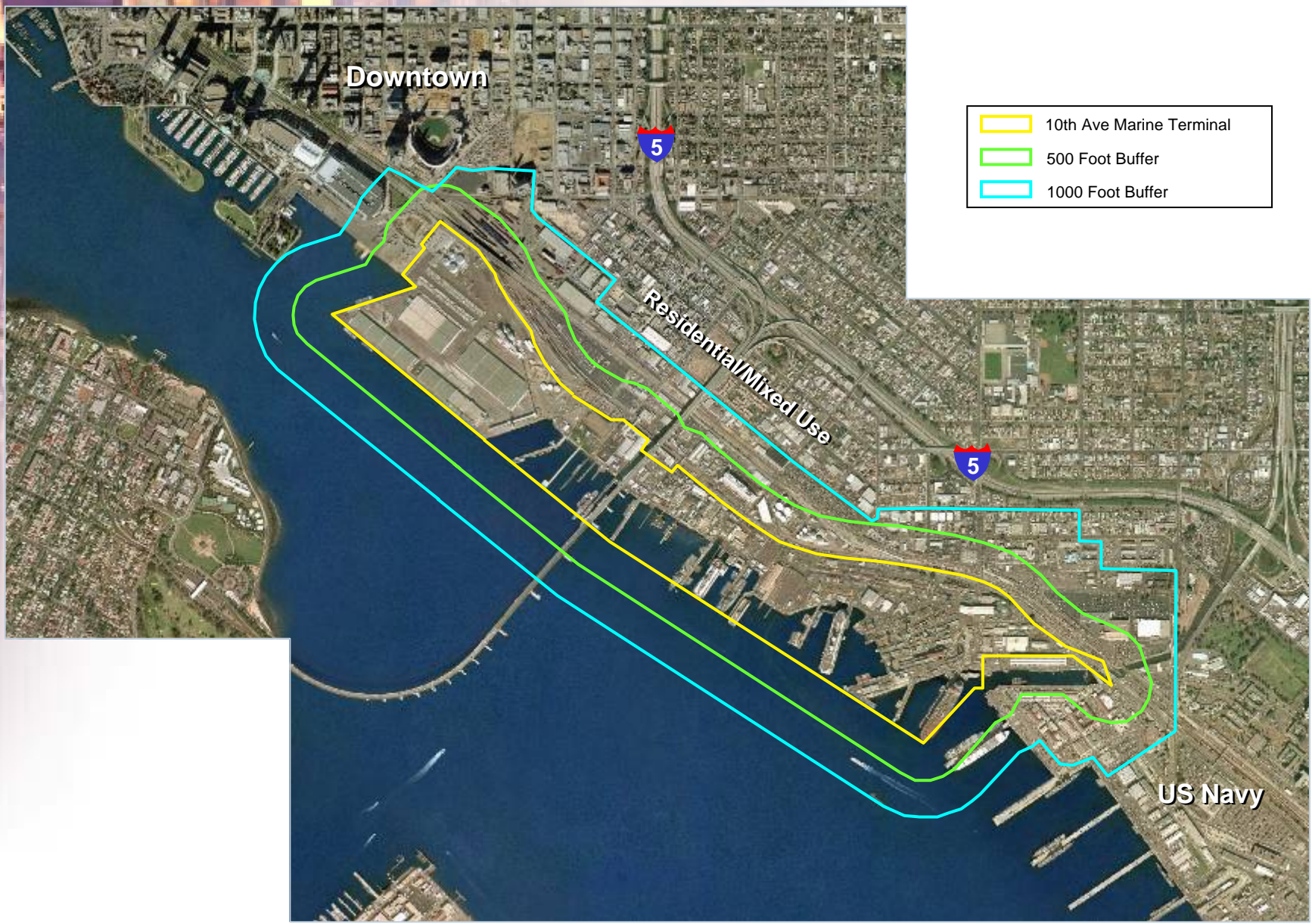
An item will appear before the council in September to hand over to JMI two small parcels of land in

**The Daily Transcript**  
*August 29, 2005*








**CRUISE SHIP TERMINAL**



Downtown

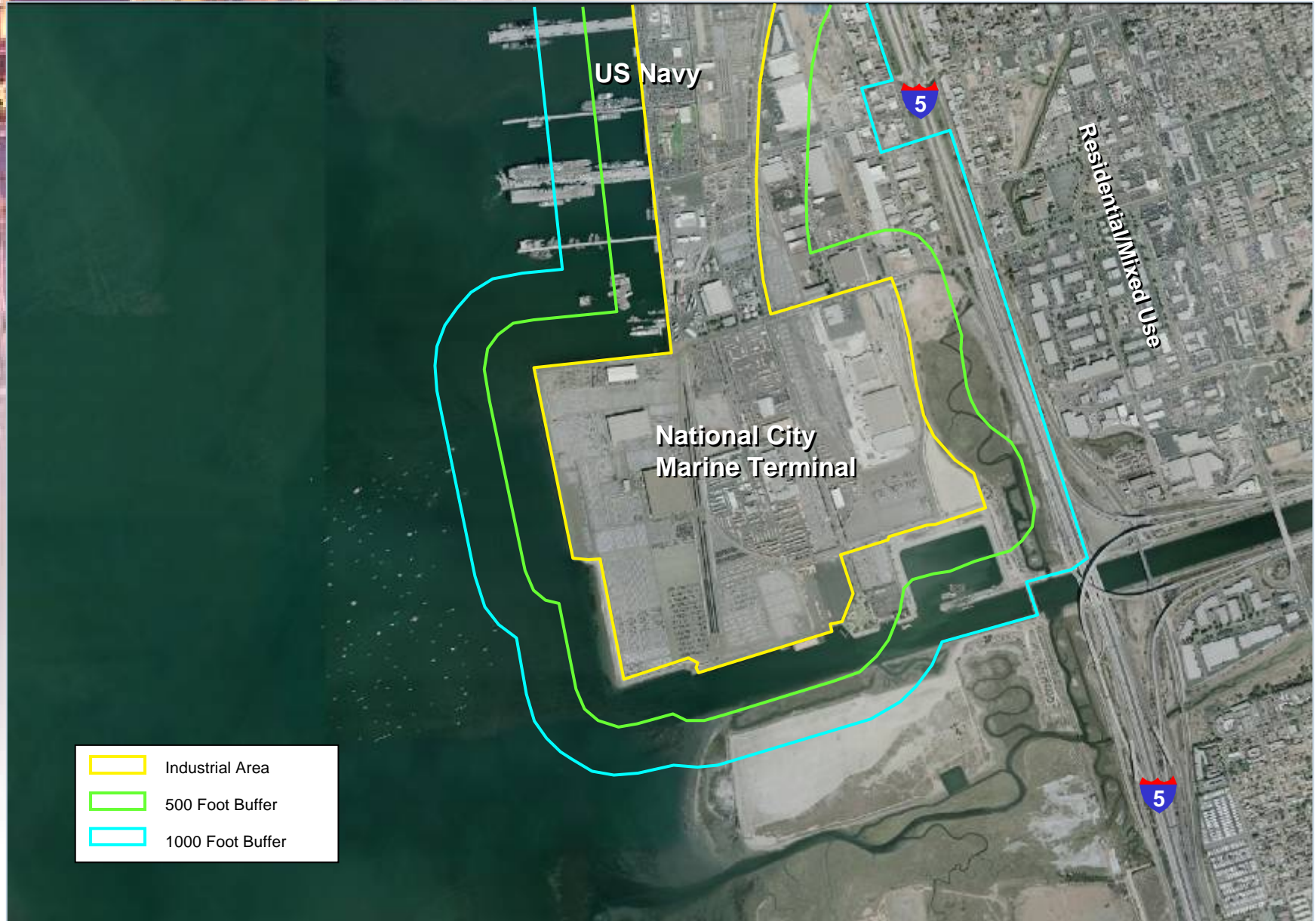


-  10th Ave Marine Terminal
-  500 Foot Buffer
-  1000 Foot Buffer

Residential/Mixed Use



US Navy



US Navy

5

Residential/Mixed Use

National City  
Marine Terminal

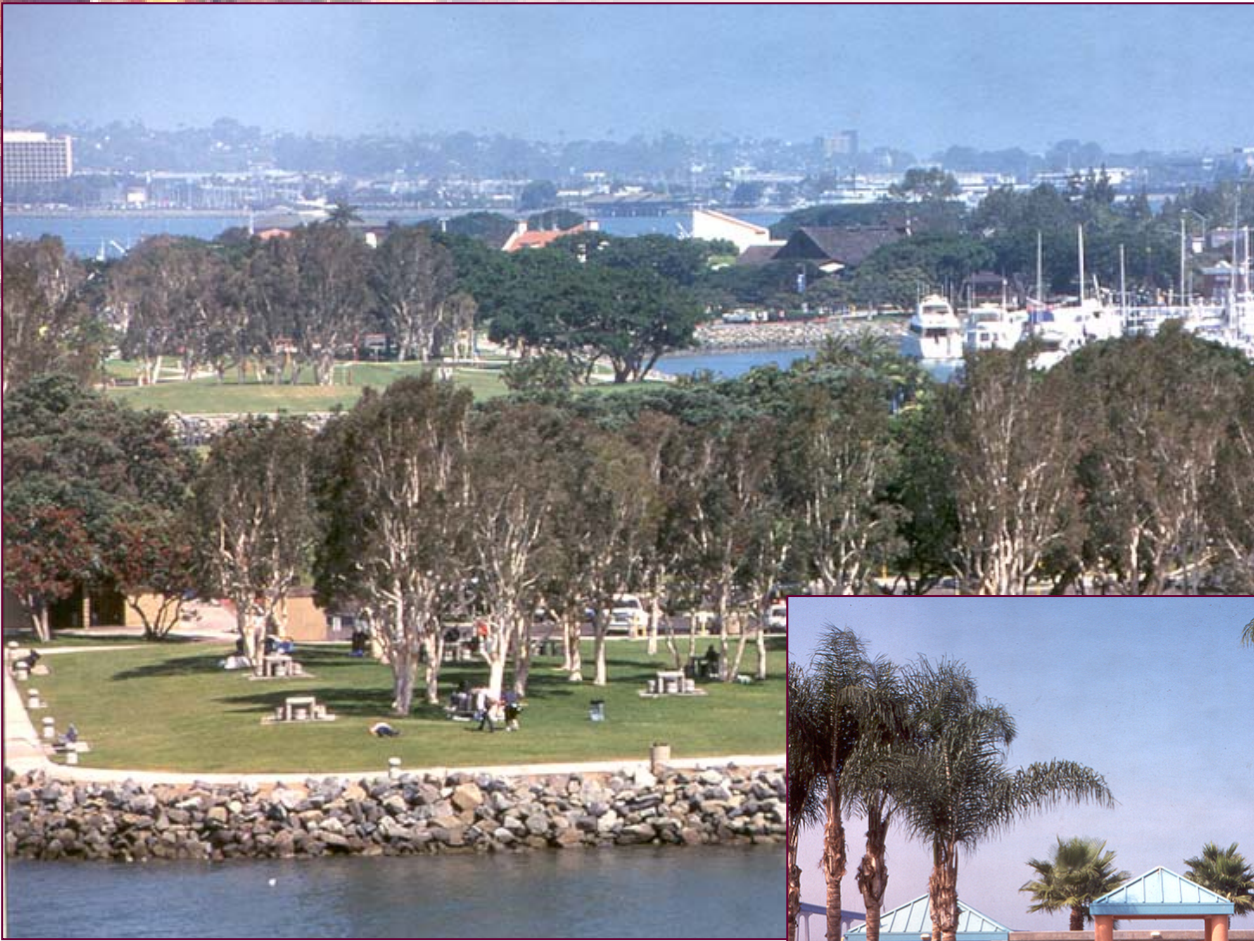
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-  Industrial Area
-  500 Foot Buffer
-  1000 Foot Buffer







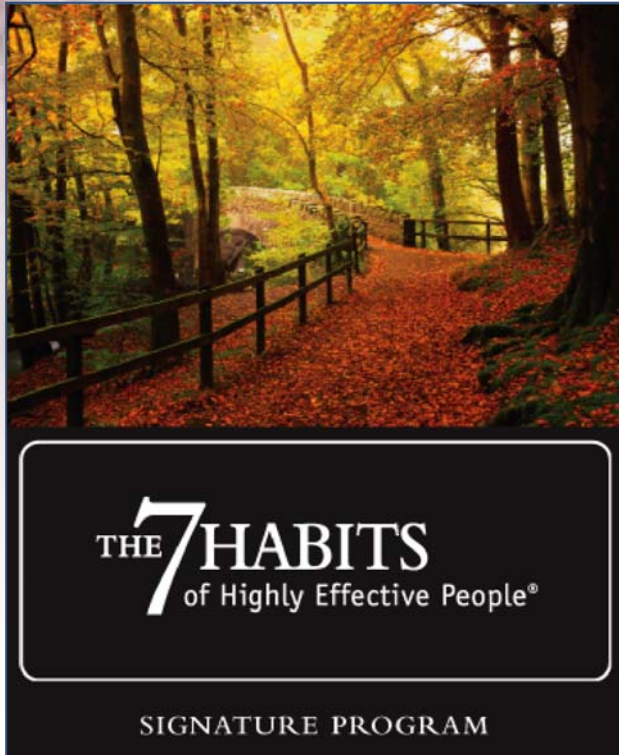




# Engaging Stakeholders and the Public in the use of waterfront land



# 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


**CHULA VISTA BAYFRONT MASTER PLAN NEWSLETTER**  
 Citizens Cast Visions for Chula Vista Bayfront  
 City, Port Hold Forums to Design World-Class Waterfront

**THIS ISSUE**  
 Master Plan Info...  
 Public Meeting...  
 Planning...  
 Port...  
 San Diego Bay...  
 Harbor...  
 Marina...  
 Park...  
 Waterfront...  
 Bayfront...  
 Master Plan...  
 News...  
 Updates...  
 Contact...

**Public Meeting Notice**  
**Citizens Advisory Committee Meeting**

The Port of San Diego and City of Chula Vista invite you to attend the following public meeting for the Chula Vista Bayfront Master Plan. This will be the first CAC meeting of the second phase for the CVBMP, and will be an orientation to new and returning CAC members on the CVBMP process, CAC structure and roles, and CVBMP next steps.

**WHEN and WHERE:**  
 Wednesday, September 1, 2004 4:00 – 6:00 p.m.  
 Bob's On The Bay Restaurant, Sunset Room  
 570 Marina Parkway, Chula Vista, CA 91910



**CVBMP Project Site:** The Port of San Diego and City of Chula Vista are jointly developing master plan alternatives for approximately 1500 acres of the Chula Vista Bayfront.

Unified Port of San Diego  
 CHULAVISTA

For more information, please call (619) 686-6233.



**OLD POLICE HEADQUARTERS & PARK PROJECT**

**PUBLIC MEETING #2**  
 Plans for the Old Police Headquarters and Park Project have progressed to the next level of detail. Please join us to view these plans and to offer comments. The Old Police Headquarters and Park Project includes the long-awaited rehabilitation of the historic Old Police Headquarters and the creation of a new public bayfront park. It is located at one of the downtown San Diego's most historic sites where Pacific Highway meets Harbor Drive.

**PUBLIC MEETING #2**  
**DATE**  
 Tuesday, April 12, 2005  
**TIME**  
 5 p.m. to 8 p.m.  
**LOCATION**  
 Embarcadero Planning Center  
 (formerly the Coral Reef Restaurant)  
 505 Harbor Lane, San Diego  
 Public parking is available in adjacent lots.

For more information, please call  
 John Helmer, Planning Services  
 Manager, Port of San Diego, at  
 619.686.6468

Presented by the Port of San Diego and  
 GMS Realty, LLC, a Certified Local Government

NEW ENTERTAINMENT DISTRICT  
 NEW BAYFRONT MARKS  
 CELEBRATING POLICE MARSHAL HISTORY  
 RESTAURANTS  
 ENTERTAINMENT  
 BAYFRONT DEVELOPMENT  
 OPEN SPACE  
 HISTORIC ARCHITECTURE  
 Unified Port of San Diego  
 GMS REALTY LLC



# 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.”*



# **WATERFRONT INDUSTRY MUST BE ON THE WATERFRONT!**

