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# Strategies for Preserving Industrial Waterfronts in West Coast Port Cities: Port of Oakland Case Study

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# Outline

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- I. Port of Oakland - Geographic Setting
- II. Port of Oakland - Governance
- III. Port of Oakland – Major Business Lines
- IV. Pressures on Seaport Land Uses
- V. Tools to Protect and Strengthen Seaport Land Uses
- VI. Conclusion: Four Powerful Principles for Success

# Port of Oakland

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# Port of Oakland

## Seaport

- 5th largest in United States; 45th largest in world
- 36 cranes, 30 with post- or super-post-Panamax capability
- More than 28 ocean carriers serving Port regularly; over 2,000 vessel calls annually
- U.S. \$41+ billion in traded goods transit through Oakland each year

## Oakland International Airport (OAK)

- Outstanding aeronautical reliability, best on-time performance, lowest cost per enplaned passenger
- Fiscal Year 2012: 36th (total passengers) in United States; 12th (air cargo tonnage) in United States
- Fiscal Year 2012: 4.8 million enplaned passengers
- \$500 billion in annual revenues generated by businesses within 25 miles of OAK

## Commercial Real Estate

- \$11 million in annual revenues (4% of operating revenue in 2011)
- Four districts along the waterfront: Jack London Square, Embarcadero Cove, Airport Business Park, and Oak Street-Ninth Street.

# Port of Oakland-- Governance

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- Governance by 7-member Board of Port Commissioners
- Appointed by City Council upon nomination by Mayor
- Staggered four-year terms; serve without compensation
- Exclusive control and management of the Port Area (1927 Amendment to City Charter)
- No taxation authority; supported by revenues, grants, public-private partnerships.
- Independent department of the City of Oakland
- 492 Full-Time Equivalent (FTE) employees (Seaport, Airport, CRE, all support divisions)
- Common Civil Service system shared with the City of Oakland



# Pressures on Seaport Land Uses

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- I. Higher and Best Use Argument
- II. Obsolete Infrastructure
- III. Gentrification in Adjacent Areas
- IV. Competition from Other Seaports
- V. Lack of Intermodal Connectivity
- VI. High Cost of Doing Business
- VII. Environmental Justice Concerns

# Tools and Techniques

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1. Statutory: *Public Trust, McAteer-Petris Act*
2. Planning: *Bay Plan, Seaport Plan, Port Priority Uses*
3. Zoning: *Not applicable in Port Area; applies in adjacent City areas*
4. Legislative and Policy: *Port 5-Year Strategic Plan*
5. Freight Mobility Plans: *California Goods Movement Action Plan*
6. Industrial Use in Adjacent Areas: *Rail, Freeway, Airport Business Park*
7. Joint Master Planning with City: *Trade and Logistics Center with City*
8. Regional Partnerships and Trade Associations: *Bay Planning Coalition*
9. Economic Development Analysis: *“Powering Jobs; Empowering Communities”  
(Port of Oakland 2012)*
10. Community Awareness and Engagement: *Maritime Air Quality Improvement Plan (MAQIP); Airport Advisory Committee, Middle Harbor Shoreline Park Community Advisory Committee*

# Public Trust Lands (“Tidelands Trust”)

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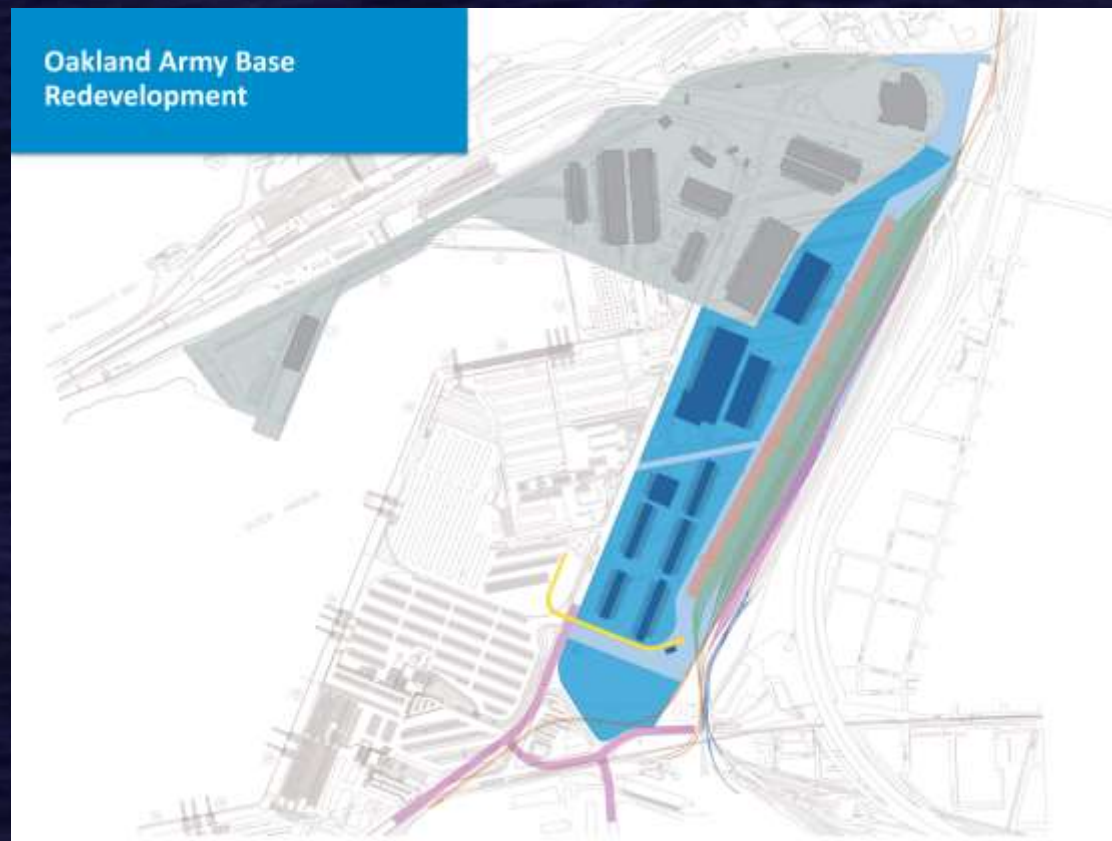
- Tidelands grants from the State of California to the Port of Oakland
- More than 12 grants at the Port of Oakland; some back to 1852
- Limits on land use to Statewide public purposes: generally, maritime-related such as commerce, navigation, fisheries, other recognized uses. Some limited exceptions.
- May not sell public trust lands or lease for more than 66 years





# Joint Master Planning for Industrial Land

## City and Port: Trade and Logistics Center at former Oakland Army Base



## Strategic Partners, Trade Associations and Economic Development

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- City of Oakland; Community; Elected Officials; Non-Governmental Organizations; Environmental Justice and Economic Justice Organizations and Coalitions; Labor
- State: State Lands Commission, Bay Conservation and Development Commission (BCDC), Regional Water Quality Control Board, Bay Area Air Quality Management District
- Federal: Environmental Protection Agency (EPA), Federal Aviation Administration (FAA), Maritime Administration (MARAD), United States Army Corps of Engineers etc.
- Industrial Trade Associations: Bay Planning Coalition, beneficial cargo owners, Central Valley agriculture, Airport Area Business Association, etc.
- Economic Development Analysis: 73,000 jobs in region; 827,000 jobs nationwide (2010 data)





# Tools: Tangible Outcomes and Benefits

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- Completed community-based Master Plan and construction of 38-acre public access park in maritime terminal area: Middle Harbor Shoreline Park. (May 1999)



# Tools: Tangible Outcomes and Benefits

- Completed planning process and implementation of Maritime Air Quality Improvement Plan (MAQIP): Drayage Truck Replacement and Retrofit Project, Comprehensive Truck Management Program, Shorepower Project (April 2009 to present)





# Conclusion: Four Powerful Principles for Success

- ✓ **IDENTIFY COMMON GOALS AND OBJECTIVES WITH STRATEGIC PARTNERS** at early stages of planning processes, especially strategic plans, joint master plans, General Plans;
- ✓ **ANALYZE AND COMMUNICATE THE ECONOMIC DEVELOPMENT POWER** of industrial land use in terms of employment, jobs, contracting opportunities;
- ✓ **DEVELOP STRONG COALITIONS** beyond port footprint, including community, NGOs, and beneficial cargo owners (BCOs);
- ✓ **DELIVER ON COMMITMENTS:** Tangible outcomes and benefits!

