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

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Presented at the
3rd National Working Waterfronts & Waterways Symposium
March 25-28, 2013
Tacoma, Washington (USA)
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Port of Oakland
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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

- 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

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

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")

- 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

- 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

- 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!