AAPA PR/GR Seminar June 22, 2011 Communicating the Importance of Infrastructure Investment Unified Port of San Diego Irene McCormack, Vice President, External Relations

### *How a Grassroots Effort Defeated a Maritime-Busting Local Initiative and Where We've Gone From There*





# Port of San Diego Jurisdiction: **Five** Member Cities





### **Maritime Overview**

#### Two cargo terminals:

- Tenth Avenue Marine Terminal
- National City Marine Terminal

#### Cargo types:

- Bulk and breakbulk
- **Containers**
- Refrigerated products
- Automobiles
- Project cargo & military cargo
- Markets: Asia, Latin America, Europe, Australia, New Zealand





Proposition B, a voter referendum, that would allow the development of hotels, restaurants and a football stadium on our marine terminal in San Diego

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#### **Environment at the time:**

- Gentrification started in the late 1980s
- Prime waterfront location during real estate boom
- Economic impact of maritime jobs relatively unknown



- The Port could not campaign against Prop B as a public agency
- The Port's partners launched a multi-pronged approach to implement a strategy to inform voters











#### **The Working Waterfront Group**

- Formed in 2005 when efforts were first being made to use maritime land for development of a sports stadium
- Implemented a grassroots campaign that resulted in a groundswell of opposition to Prop B

Voice of the US Military

Serious homeland security concerns

Unified Port of San Diego

- Letter in opposition from Secretary of the Navy
- Television advertisement that played last week before election





## Voice of the US Military

ogency:	Armour Media Group	
client	No on B	
tille:	"Dangerous"	RIOT
Mar	:30	
heit	NB08-101	
date:	10-24-08	



 Unanimous, bipartisan San Diego Congressional Delegation opposed

Successes

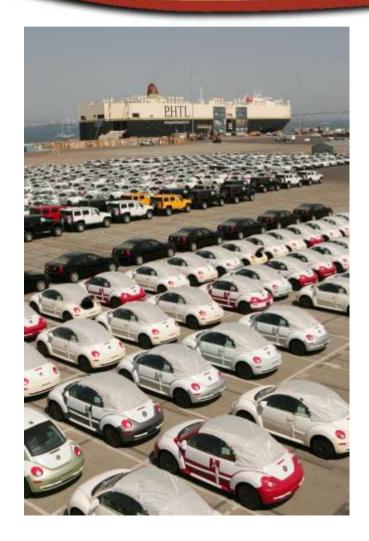
- State Attorney General issued a legal opinion against the referendum
- Election Results: 70% opposed, 30% supported





### Lessons Learned

- Internal unity top to bottom
- Multi-pronged approach
  - \_ Legal
  - Communications
  - Trade development
- Constant education & communication
- Cannot operate in a vacuum



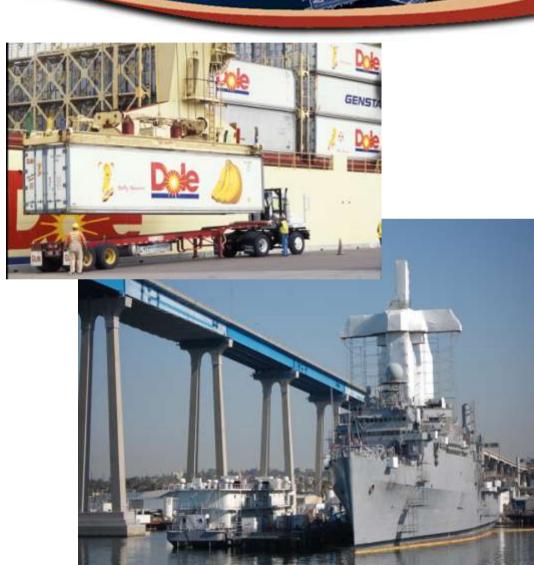


- Working Waterfront Group grew in stature in the region
  - Became a fixture in Sacramento
  - Assisted other west coast groups to form
- Port's mission understood
- Transition Zone policy





- Constantly create and nurture relationships
  - Driving force in creating groundswell
- How do you keep momentum when there's no longer a battle to fight?





rt The ROI Message 🚙

### This is YOUR PORT

### We are a MARITIME NATION





### **Return on Involvement**

#### Formation of External Relations Division

- Government &
  Community
  Relations
- Corporate
  Communications
- Public Art
- Grants
  Office/Fiduciary
  Agent





## How It All Ties Together

- Expand relationships
- Facilitate collaboration between organizations and communities
- Engage diverse parties
- Advocate maritime platforms and strategy





# Questions & Comments