

*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





- **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**



Why Go Grassroots?

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



Tenth Avenue Marine Terminal



Environment at the time:

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

Defeating Prop B

- **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**





Why Partnerships Worked



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

- **Serious homeland security concerns**
- **Letter in opposition from Secretary of the Navy**
- **Television advertisement that played last week before election**



agency: **Armour Media Group**

client: **No on B**

title: **"Dangerous"**

RIOT

lt: **:30**

isc: **NB08-101**

date: **10-24-08**

- **Unanimous, bipartisan San Diego Congressional Delegation opposed**
- **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?**



The ROI Message

- **This is YOUR PORT**
- **We are a
MARITIME NATION**



- **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