



Sim City Port Commission Hearing: The Water Street Yard

October 26, 2006

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Welcome to Sim City

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Agenda

- Explanation of program
- Overview of Port of Sim City
- Explanation of port authority staff recommendations
- Instructions

Today's Exercise

- Simulated hearing by the Sim City Port Commission as it reviews and decides on staff recommendations for developing the historic but now run-down “Water Street Ship Yard”
- This is a very desirable waterfront property and many groups want to determine how it will be developed

Your Roles

- Most participants will be assigned to teams representing interest groups and stakeholders
- Teams will role-play port constituency groups who will testify at today's hearing
- Teams will prepare and deliver a 2 minute statement at the hearing later this morning

Roles

- Three participants will serve as members of the commission
- AAPA's Jean Godwin will play the role of the commission staff

Commission Options Today

- Accept the staff report
- Reject the staff report
- Amend the staff report
- Or whatever else they come up with...

Team Goals

- Determine desired and acceptable outcomes
- Block opponents from achieving their goals
- Maintain important relationships with allies and influencers
- Create a compelling case for your position beyond the immediate self-interest of the organization

Learning Objectives

- Identify the strategic interests of ports amidst competing claims and expectations
- Understand the diversity and range of port constituencies regarding development (and other) issues

Learning Objectives

- Learn how to cultivate allies and build positive relationships
- Create and defend a position in public testimony

The Port of Sim City

- North American port city – 750,000 population
- 12th Busiest port in North America
- Operating since early 1800s; was a haven for 19th century African American sailors
- Temperate climate with severe winters
- Major industries: chemicals, high tech (silicon chips and computers), grain products (ethanol, distilled spirits, baking), natural gas, automotive parts and tourism

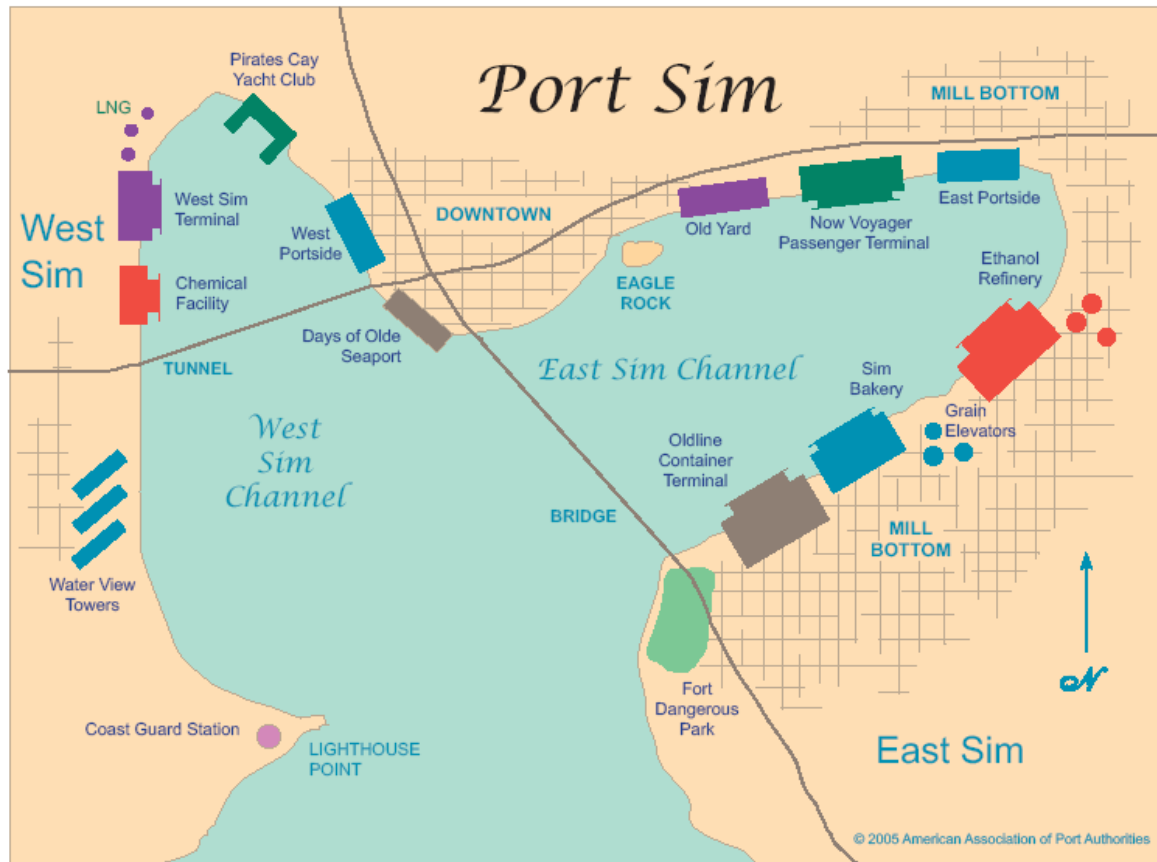
The Port

- Operated by Sim City Port Authority (SPA)
- 3-Person SPA Board of Commissioners (appointed by mayor)
- Strong Coast Guard presence (station at Lighthouse Point)
- Inbound cargo: 85% container -
- clothing, consumer goods
- Outbound cargo: grain, ethanol, baked goods, spirits, LNG, chemicals, auto parts
- Cruise ships (2 lines operate from the Sim City Passenger Terminal)

The Port

- Private and public terminals
- Sim City Harbor Ferry
- Harbor Bridge
- Veteran's Memorial Tunnel
- Major rail lines, highways and local roads pass through the port

Port of Sim City Map



Key Neighborhoods

- Downtown – a bit run-down; trying to stage a comeback
- East Sim – older, blue collar region
- “Mill Bottom” – the toughest community in East Sim
- West Sim – more affluent; area of suburban flight and development

Maritime & Industrial Points of Interest

West Sim Channel

- West Sim Terminal
- LNG Storage
- Chemical Facility
- Lighthouse Point Station

East Sim Channel

- Water Street Yard
- Now Voyager Pass.
Terminal
- Ethanol Refinery
- Sim City Bakery
- Oldline Container
Terminal

Non-Maritime Industry Points of Interest

- East and West Portside – trendy neighborhoods
- Mall World – shops and restaurants
- Days of Olde Seaport
- Water View Towers (condo and hotel)
- Eagle Rock Environmental Preserve
- Pirate’s Cay Yacht Club
- Fort Dangerous Park

The Water Street Yard

- Started in 19th century and was once the hub of activity for the port
- Birthplace of the Sim City Clipper Ships
- Major force during the days of steam
- WWI - built 4-stack destroyers
- Stayed moderately active during the 1930s and prelude to WWII

WWII and Afterwards

- Port too shallow for battleships and carriers
- But major construction of destroyers and cruisers in Sim City Naval Yard at Water Street; awarded the Naval Production Medal
- Post-war – contracts dried up
- Dry docks can not accommodate modern vessels, especially container ships

Water Street Yard Today

- No construction or vessel reclamation
- A few small metal shops – fewer than 20 employees
- Badly run down buildings and structures
- A blight on the harbor
- Something must be done...

Port Staff's Three-Part Recommendation For 'The Yard'

1. Build a new *container terminal*
2. Create a *Seaman's Community Center* to be managed by the nationally-active *Star of The Sea Ministry*
3. Build a *monument to Sim City's African-American sailors* and sailing heritage

But Who Really Wants What?

- *Downtown Merchants Association* – wants the container terminal and fears growth of port-based retail and restaurant trade
- *Eagle Rock Conservation Society* – sees development as a threat to Eagle Rock, and wants to assert its environmental leadership

Who Wants What?

- *International Dockworkers Union* – wants site for containers, if jobs are guaranteed; wants screening of all containers
- *Mill Bottom Low-Income Community Association* – wants site for a park and recreation center “for the kids” but also wants job set asides for area residents

And Still More...

- *Port of Sim City Cruise Ship Assn.* -- wants site to be a new passenger terminal; says existing passenger terminal is obsolete
- *Portside Homeowners Assn.* -- fears increased port shipping will produce more noise and pollution and lower property values

More...

- *Sim City Council of Industrial Unions* – wants site to be a factory, industrial facility, mall, hotel or residence complex to create hundreds of construction jobs as well as production, retail, service and support jobs
- *Sim City Maritime Association* – supports the new container terminal, but prefers it in West Sim where there's better transportation

More...

- *Sim City Tourism Board* – wants the passenger terminal
- *Waterfront Development Association* – wants the site for multi-use: luxury homes, high rise condo, retail etc.

Who Are The Commissioners?

Chairman Rebecca Von Stupp – President and CEO, West Sim Realty and Development Corporation and President of the Waterfront Development Association

Mike Barkley – Director of the East Sim Community Association and former Director of the Mill Bottom Low Income Community Association

Vincent Ramirez – Executive Secretary of the Dockworkers Union

A Word About Commissioner Roles

- Commissioners have their own viewpoints.
- Because two members constitute a quorum, commissioners may not meet informally.
- They may meet singly with potential witnesses and interest groups.
- In short, they are active players today.

In Summary...

- Development of the Water Street Yard is a very hotly contested issue

Your Job Today

- Working as teams representing the various interests, you will:
 - Develop a position on the recommendation and/or parts of it
 - Seeks allies for your position among the other interests at today's hearing
 - Draft a 2-minute statement to deliver at the hearing and designate a spokesperson

The Game Plan

- 9:15 Teams determine their positions on the report and engage in negotiation and alliance building
- 10:30 Break
- 10:45 Commission Hearing
- 11:15 Commission Decision – Final Ruling
- 11:20 Discussion
- Noon End

Getting Started

- Think about your organization's real goals and needs – be strategic
- Think about which groups can assist you and what may be asked of you in return for support
- Think about the higher good – the need of the city and the community
- Good luck!