

Contents

Preface vii

Acknowledgments xi

PART I. OVERVIEW

Chapter 1. Harbor Management:

A New Role for the Public Port3

Marc J. Hershman

Diversity of Interests in the Urban Harbor4

Experiments in Harbor Management7

A Description of the Public Port Agency11

The Traditional Orientation of Public Ports16

Trends Affecting the Port17

Embracing Harbor Management19

PART II. THE SETTING

Chapter 2. Ports Over Time:

Historical Perspectives on the Public Port 29

Marc J. Hershman and Robin Scott Bittner

Creation of A Port through Land Development and

Facilities Construction32

The Decline of Railroad Control and the Rise of the Public

Reform Movement38

The Pursuit of Economic Activities45

The Port's Ability to Respond and Adapt51

Appendix: Selected Historical Bibliography of U.S. Port

Authorities54

Chapter 3. The Port Community:

Seaport Character and Public/Private Tensions57

Douglas K. Fleming

A Microgeography of the Community57

Internal Functions of a Seaport61

Tensions in the Port Community67

Character and Spirit of the Community69

Chapter 4. The Physical Harbor:

New Demands on a Scarce Resource	77
<i>Harold M. Mayer</i>	

Defining Ports and Harbors	78
Physical Characteristics of Harbors	80
Classification of Harbors	80
Trends in Harbor Land Development	87
The Need for a Regional Perspective	90
Appendix: A Description of the Primary Physical Characteristics of Harbors	95

Chapter 5. Federal Port Policy:

Retrenchment in the 1980s	99
<i>Marc J. Hershman and Marianne Kory</i>	

The Federal Role: Conferring Subsidies and Imposing Constraints	100
Deregulation: The Restricted Role of the Federal Maritime Commission	102
New Cost-Sharing on Federal Navigation Projects	106
Protecting the Harbor Environment: A National Priority	109
Flirting with Port Regionalism	113
The Declining Federal Role: By Conscious Design	115

PART III. DIVERSE ACTIVITIES**Chapter 6. The Containerization Story:**

Meeting the Competition in Trade	125
<i>Paul W. Chilcote</i>	

The Truck-Size Box as a Transport Mode	126
Impact of the Container on Port Competition	131
Land-Side Effects of Containerization	136
Shift of Facilities within Harbors	141
Effects on Labor	142
Specialization Among Ports	142
The Growing Importance of the Rail Connection	143

Chapter 7. Fostering Economic Development:

The Noncargo Alternatives	147
<i>James E. Randall</i>	

Traditional Economic Development: Economic Impact Studies	148
The Trends Behind Diversification	149
A Broader Context: Kondratieff Cycles and Investment Strategy ..	155
Examples of Noncargo Economic Activity	158

Chapter 8. Fishports:	
Service Centers for a Changing Industry	173
<i>Robert F. Goodwin</i>	
The Modern Fishport: An Industrial Complex	174
Changes in Fisheries Management: Causes and Effects	178
Forecasting the Future	181
Recent Fishport Projects: Brooklyn, Boston, San Francisco	186
Fishing Technology Centers in Great Britain and Denmark	189
Modest Change and Constant Shift	191
Chapter 9. Small-Boat Marinas:	
The New Professionalism	195
<i>Robert F. Goodwin</i>	
Finding Moorage and Storage	196
Resolving Marina Development Conflicts: Three Case Studies	201
Trends in Marina Development and Management	206
The Future: Sharing Boats and Harbors	214
Chapter 10. Port Finances and Operations:	
Understanding the Bottom Line	217
<i>Thomas J. Dowd</i>	
Port Revenues and Public Subsidies	218
Financial Goals, Diseconomies, and Privatization	222
Measuring Success at a Port	224
Sharpening Financial Decisions	226
Surviving the Railroad/Steamship Squeeze	230

PART IV. CHANGING TIMES

Chapter 11. Strategic Planning:	
Defining Port Values	237
<i>Daniel Jack Chasan and Thomas J. Dowd</i>	
The Planning Imperative	238
Matching Strengths with Opportunities	240
Reinventing the Wheel for Ports	242
The Evolution of Planning at the Port of Portland, Oregon	244
Chapter 12. Mitigation:	
Compensating the Environment for Unavoidable Harm	253
<i>Ann E. Wessel and Marc J. Hershman</i>	
Project-Specific Mitigation: Three Case Studies—Miami, Tacoma, Astoria	256

Mitigation within the Planning Process: Three Case Studies—	
Baltimore, Tampa, Los Angeles and Long Beach	267
The Recurring Issues: Trade-Off Values, Technical	
Uncertainties, Procedural Pitfalls	279
Mitigation Planning and the Benefits to the Port	283
Chapter 13. Waterfront Revitalization:	
Ways to Retain Maritime Industries	287
<i>Robert F. Goodwin</i>	
From Workplace to People Place in Three Decades	290
The Displacement Issue: Saving Waterfronts for	
Marine Industries	293
Public Ports as Shoreland Bankers	301
Mixed-Use Development and the Question of Compatibility	302
Harborwide Planning for Revitalization	303
Chapter 14. Public Port Accountability:	
A Framework for Evaluation	307
<i>David J. Olson</i>	
Public Ports as Public Enterprise	310
Jurisdictional Locations and Institutional Relations	312
Accountability: An Elusive Concept of Administration	315
Port Accountability: A Political Economy Perspective	318
The Several Paths to Port Accountability: A Summary	327
<i>Glossary</i>	335
<i>Index</i>	343
<i>About the Authors</i>	353