

# RECOGNIZING STAKEHOLDERS AND THEIR ROLE WITHIN THE FREIGHT TRANSPORTATION SYSTEM

FACILITATION GUIDE FACILITATION GUIDE

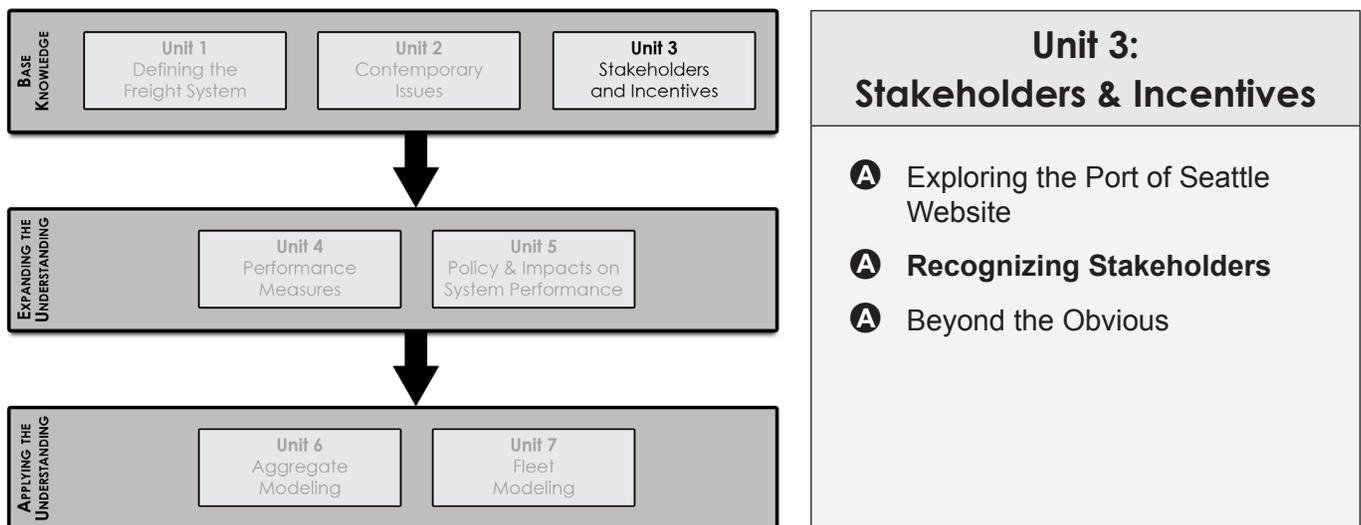
## BEFORE CLASS

Connection	Activity Overview	Required Resources	Agenda & Instructor Notes
Review to see how this activity fits as part of the course and Unit 3.	Read to learn more about the content of the activity.	Review to make sure you have the materials you need for this activity.	Read to prepare for what you will do in class during the activity.

## CONNECTION

Activity #6 is the second of three activities within Unit 3: Stakeholders and Incentives. This activity helps students better understand the common stakeholders in the freight transportation system, as well as recognize their motivations and concerns, given current issues within freight transportation. Additionally, this activity highlights the differences between two types of reference articles. Both concepts will be further explored in a class discussion. The information provided in Unit 3 builds on Units 1 and 2, and also provides more insight into stakeholder components of the freight transportation system.

In Activity #6, students identify stakeholders within transport systems that are discussed in two articles. Students are to discuss the role of each stakeholder within the system, as well as address factors which impact stakeholders' positions or decision-making. This activity also addresses the differences between peer-reviewed and non-peer-reviewed literature.



## ACTIVITY OVERVIEW

Activity #6 is an out-of-class activity that prepares students for an in-class discussion about stakeholders. Within the activity, students are asked to read two articles regarding freight systems and identify the stakeholders mentioned within each website. The first article, **A container terminal at the Port of Prince Rupert: Considerations from a transportation perspective**, is a peer-reviewed journal paper that discusses the implications of the opening of a container terminal at the Port of Prince Rupert in northern British Columbia. The second article, **West coast port bottlenecks keep narrowing**, describes the impact of port congestion at West Coast ports on port users. This article is from a trade publication. Instructors are encouraged to use other articles within this activity as they see fit. For each article, students are also asked to describe either stakeholder roles within the freight system or the impact of congestion on the

stakeholder, as well as identify factors which impact the actions or positions of the stakeholder within the system. In addition to focusing on stakeholders and their roles within the freight transportation system, this activity also introduces students to the idea of peer-reviewed versus non-peer-reviewed articles. The activity asks them to differentiate between the two types of articles. The out-of-class activity will be followed by an in-class discussion which will focus on both stakeholders and the differences between the two types of articles.

The **learning objectives** for this activity include:

- To identify the stakeholders within the freight transportation system.
- To be able to recognize the roles, motivations, and limitations of these stakeholders.
- To understand the differences between peer-reviewed and non-peer-reviewed literature.

## REQUIRED RESOURCES

You will need the following material for this activity:

- Activity text
- Container terminal articles:
  - (1) Goodchild, A., Albrecht, S., Faust, K., and Leung L. (2008). A container terminal at the Port of Prince Rupert: Considerations from a transportation perspective. *Canadian Political Science Review*, 2(4), 60-75.
  - (2) Smith, Y. (2005). West coast port bottlenecks keep narrowing. *World Trade*, 28-32.

DURING CLASS			
Agenda	Instructor Notes	Common Questions	Discussion Notes and Ideas
Review with the students to show them what tasks will be completed during class and the approximate time for each task.	Use this to remind you of the information that you need to remember and the sequence that you will follow during class.	Keep these in mind! They are what students have asked about this activity in the past.	Keep these in mind for possible use during class or to update the activity in the future

## AGENDA

- Students are assigned the activity as an out-of-class assignment and are to come to class with the activity deliverables and prepared for an in-class discussion.
- As part of the in-class discussion, the instructor will ask students to list previously identified stakeholders and compile lists for each article (either on the board or on a PowerPoint slide). Once the lists of stakeholders is completed, the instructor will facilitate a discussion on the roles of each stakeholder and how their motivations impact their actions and positions within the goods movement system (see **Discussion Notes** for prompting questions).
- The discussion will conclude with a consideration of the differences between the two articles, one peer-reviewed, one not (again see the **Discussion Notes** for prompting questions).

## INSTRUCTOR NOTES

The instructor is to facilitate the activity by compiling the lists of stakeholders and facilitating the discussion. The instructor should make sure students have not overlooked important stakeholders. There are a series of prompting questions in the **Discussion Notes** section that can be used to start the discussion.

## COMMON QUESTIONS/CONCERNS

Identified stakeholders can vary from specific companies to general categories of stakeholder (both are found within the articles). Note that within the introduction to the Port of Prince Rupert paper, several stakeholders are mentioned which do not directly relate to the Port of Prince Rupert. These have not been considered within the discussions presented within this guide.

When identifying factors which impact stakeholder actions or positions/opinions related to goods movement through the port and/or congestion, students should focus on what is motivating the stakeholders (e.g., profits, societal concerns) and how this impacts stakeholder decision making within the freight transportation system.

The student activity learning objectives include, “To understand the differences between peer-reviewed and non-peer-reviewed literature.” The activity does not, however, define *peer-reviewed literature*. The intent is that, through noting differences between the two articles, students will be able to develop an understanding of the concept on their own, and further developing that understanding through the in-class discussion. If students are uncomfortable with this, it may be helpful to define the concept of peer-reviewed literature prior to the in-class discussion.

## DISCUSSION NOTES/IDEAS

Discussion prompting questions:

- If we draw a timeline of goods movement from origin to destination, where do these stakeholders fall within the flow of goods? What are stakeholders’ roles related to goods movement?
- What factors impact a stakeholders’ concerns regarding freight transportation?
- What are some common goals of the majority of stakeholders within the freight transportation system?
- Where might conflicts exist between stakeholders?
- Are some stakeholders more powerful than others? Explain.
- What mechanisms do stakeholders use to communicate with one another?
- What differences do you note between the descriptions of the two ports (Long Beach versus Prince Rupert)?
- Who are the authors of each article?
- Where was each article published?
- What differences do you note between the articles?
- What is a *peer-reviewed article*?
- Which type of article is “better”? Explain.

### AFTER CLASS

Answers and Notes	Activity Assessment	Next Steps
Use the information here to help you evaluate student performance.	Use this space to take notes regarding the implementation and facilitation of the activity which can be used to make any necessary adjustments to the activity.	This is a reminder of what comes next, including any homework or preparation that students need to complete for the next class or activity.

## ANSWERS AND NOTES

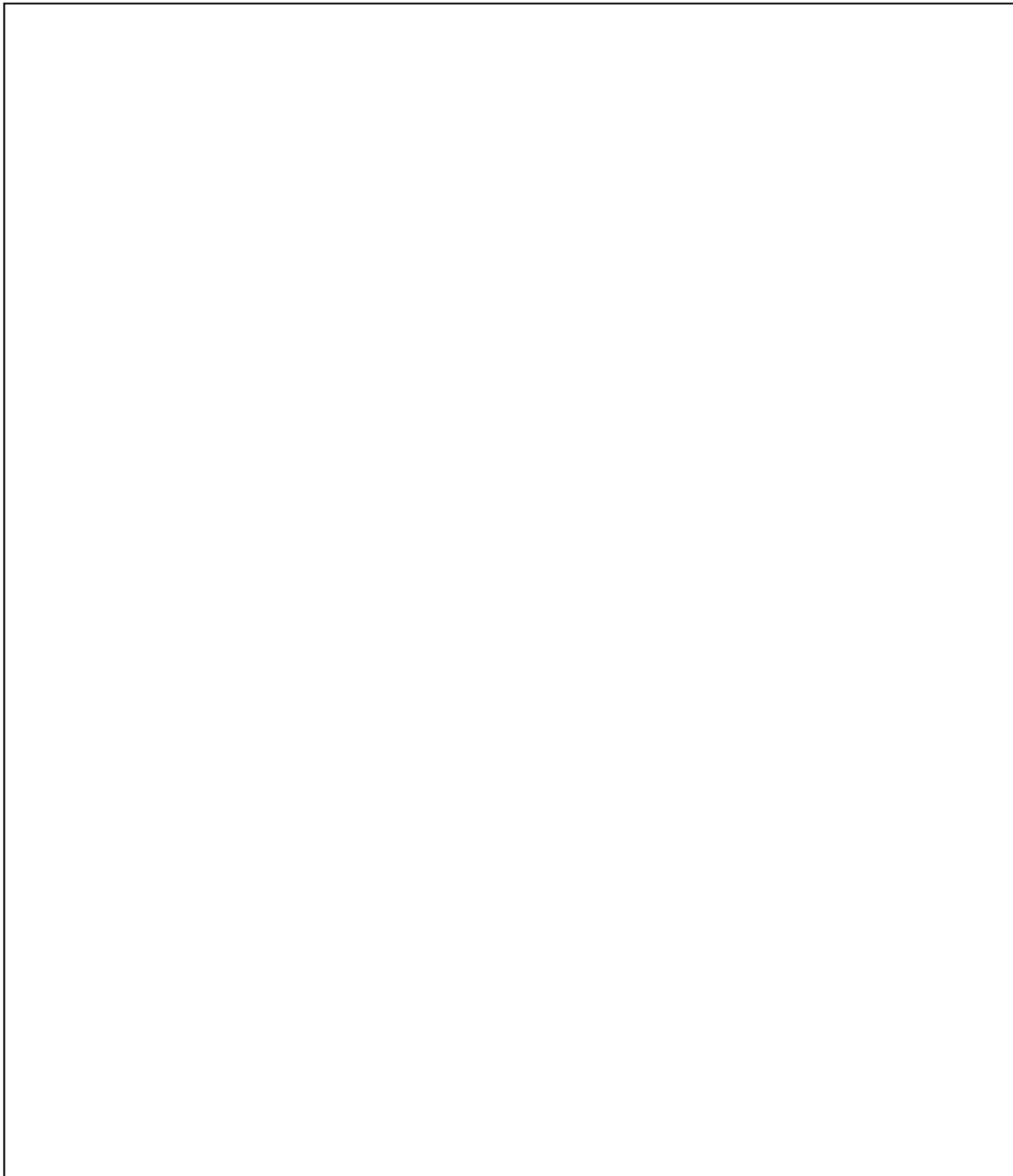
Port of Prince Rupert article:

Stakeholders	Role Related to Goods Movement	Factors which impact actions/positions
Port of Prince Rupert	Entry/exit point for goods, specific port of focus in article	<ul style="list-style-type: none"> <li>• New to container business</li> <li>• Ports typically act as a hybrid public/private company therefore, act to both make a profit and benefit the community in which they serve</li> <li>• Work with many stakeholders</li> </ul>
Port of Vancouver	Entry/exit point for goods, other West Coast Canadian	<ul style="list-style-type: none"> <li>• Both compete and cooperate with Port of Prince Rupert</li> <li>• Larger port and local market</li> </ul>
US West Coast Ports	Entry/exit point for goods, many of which are destined for the interior of the US	<ul style="list-style-type: none"> <li>• In competition with Price Rupert for goods destined for the interior US</li> </ul>
Asian suppliers/ports	Origin of goods travelling through Prince Rupert	<ul style="list-style-type: none"> <li>• Prince Rupert is the closest North American port to Asia</li> <li>• Prince Rupert has less congestion than other US ports</li> </ul>
Railway (Canadian National)	Provide landside transportation from the Port of Prince Rupert	<ul style="list-style-type: none"> <li>• All containers move out of PR on trains</li> <li>• Extensive network</li> <li>• Potential line closure due to flooding and landslides</li> </ul>
(Town of) Prince Rupert	Serves as home to the Port of Prince Rupert	<ul style="list-style-type: none"> <li>• Port provides local jobs</li> <li>• Impacted by adverse effects (air pollution) from port, although currently not a concern</li> <li>• Small population</li> </ul>
Town of Prince George	Serves as a rehandling hub for much of the goods coming out of Prince Rupert.	<ul style="list-style-type: none"> <li>• Goods movement through Prince Rupert provides jobs in Prince George</li> <li>• Goods movement through Prince George could have adverse effects on air quality</li> </ul>
US Market	Serves as the final destination for many goods entering Prince Rupert	<ul style="list-style-type: none"> <li>• Large demand</li> <li>• Procedures associated with crossing the border</li> </ul>
Exporters	Prince Rupert is close to the resource rich areas of BC and Alberta, this includes grain and coal	<ul style="list-style-type: none"> <li>• An export market makes a port more attractive to shipping lines</li> </ul>
Shipping Lines (e.g. Maersk)	Move goods from Asia (primarily) to the North America	<ul style="list-style-type: none"> <li>• Acting in the best interest of their clients (shippers) while still interested in making a profit</li> <li>• Depending on leases, may have options regarding ports of call</li> </ul>

## West Coast Congestion article:

Stakeholders	Role Related to Goods Movement	Factors which impact actions/positions
Customs broker and freight forwarder (e.g. Western Overseas Corp.)	Facilitate the movement of goods, dealing with customs procedures and transport	<ul style="list-style-type: none"> <li>Acting in the best interest of their clients (shippers)</li> <li>Deal with government customs regulations</li> </ul>
Port of Long Beach	Entry/exit point for goods, specific port of focus in article	<ul style="list-style-type: none"> <li>Ports typically act as a hybrid public/private company therefore, act to both make a profit and benefit the community in which they serve</li> </ul>
Pacific Maritime Association	Group which facilitates labor agreements – members include shipping lines and terminal operators	<ul style="list-style-type: none"> <li>Intermediary between shipping lines, terminal operators and the labor unions</li> </ul>
Shipping lines	Move goods from Asia (primarily) to the US	<ul style="list-style-type: none"> <li>Acting in the best interest of their clients (shippers) while still interested in making a profit</li> <li>Depending on leases, may have options regarding ports of call</li> </ul>
Terminal Operators (e.g. International Transportation Service Terminal)	Operate and manage the terminals at the ports	<ul style="list-style-type: none"> <li>Want terminals to run efficiently</li> <li>Lease terminals from Port</li> <li>Must work with many stakeholders</li> </ul>
Labor Unions (e.g. ILUW)	Union which represents the rights of longshoreman and warehouse workers at the port	<ul style="list-style-type: none"> <li>Concerned primarily with worker pay and work conditions</li> <li>Unify workers and provide them with power</li> </ul>
Longshoreman/Dock workers	Workers who move cargo and contribute to the workings of the port	<ul style="list-style-type: none"> <li>Want safe work conditions and high pay</li> <li>Have power within system due to their ability to strike</li> </ul>
Railroads (e.g. Union Pacific and BNSF)	Transport goods from the port to inland terminals (on-dock rail) or to the hinterlands	<ul style="list-style-type: none"> <li>Acting in the best interest of their clients (shippers) while still interested in making a profit</li> <li>In SoCal, do not have capacity to meet demand, some are expanding to keep up with demand, others don't have resources to do so</li> </ul>
Local truck drivers (drayage drivers)	Truck drivers who transport goods from the Port to railheads and/or local warehouses and intermodal facilities	<ul style="list-style-type: none"> <li>Often paid by the trip, thus sensitive to congestion, wait times, or other factors which affect the number of trips a driver can make in a day</li> </ul>
West Coast ports (Los Angeles, Oakland, Tacoma, and Seattle)	Additional entry/exit points on the West Coast, can either compete or cooperate with the Port of Long Beach	<ul style="list-style-type: none"> <li>Also subject to congestion</li> <li>Congestion at a given port can move business to other west coast ports</li> </ul>
PierPass	Non-profit program that allows truckers to access the port 24 hours a day	<ul style="list-style-type: none"> <li>Goal of program is to help reduce gate congestion</li> </ul>
Shippers	Entities which bring goods into the port, sending them to warehouses in the Inland Empire, and ultimately to final destinations (companies who are selling goods to consumers)	<ul style="list-style-type: none"> <li>Want to move their goods through the port as efficiently, cheaply, and safely as possible</li> </ul>
Freeway users	Vehicles sharing the roadway with port traffic (passenger vehicles)	<ul style="list-style-type: none"> <li>Adversely affected by port truck congestion</li> </ul>
Alameda Corridor Transportation Authority	Governing body for the Alameda Corridor – 20 mile freight rail “expressway”	<ul style="list-style-type: none"> <li>Want to see Alameda Corridor used efficiently</li> </ul>
Trucking companies/carriers (Cal Cartage Co., Transport Express)	Companies who employ drivers to move goods	<ul style="list-style-type: none"> <li>Want to be able to move goods efficiently</li> </ul>

## **ACTIVITY ASSESSMENT**

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## **NEXT STEPS**

This activity leads into the final activity within the unit: Beyond the Obvious.