


Port Stakeholder Strategic Plan Workshop



April 19, 2012

The TPA's strategic planning & implementation have spanned the past 10 years

Year

TPA Strategic Planning	02	03	04	05	06	07	08	09	10	11	12
Initial Strategic Plan											
Strategic Plan Update & Comprehensive Capital (Master) Plan											
Selective Update to the Strategic Plan											
Strategic Plan Implementation											

2007/2008 STRATEGIC PLAN

TPA Mission Statement

The TPA will be recognized as a leader in the maritime industry. The TPA will have a **customer-driven, strategic business focus** in **working with stakeholders** to develop and manage marine terminals and supporting infrastructure for the **benefit of the regional economy**. The TPA will employ sound financial, business and environmental management practices in fulfilling its mission.

Tampa Port Authority Strategic Planning Objectives

- Continue to diversify and grow lines of business
- Protect and expand maritime land
- Invest to expand and maintain critical infrastructure
- Ensure TPA's continued solid financial performance
- Expand marketing and community outreach
- Enhance partnerships with maritime/regional stakeholders



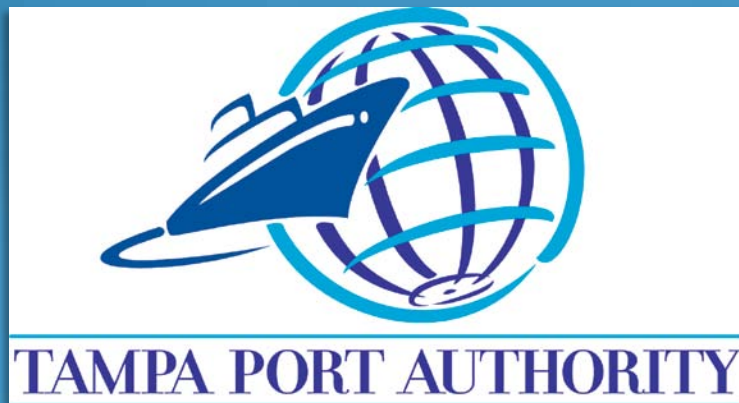
TPA Strategic Priorities

- ✓ Preserving and selectively enhancing **vessel access**
- ✓ Preserving and enhancing the TPA's **terminal flexibility** and landside access (rail in particular)
- ✓ Expanding **capability and deep draft berth availability** are priorities
- ✓ Sustaining TPA's **significant, diverse asset base**
Pursing **niche opportunities in emerging markets** provides further diversification opportunities
- ✓ Sustaining and enhancing **financial performance**
- ✓ **Collaborating with customers and stakeholders** to successfully pursue strategic growth opportunities

Tampa Port Authority Port Stakeholder Strategic Plan Workshop

Staff Strategic Plan Presentations

April 19, 2012

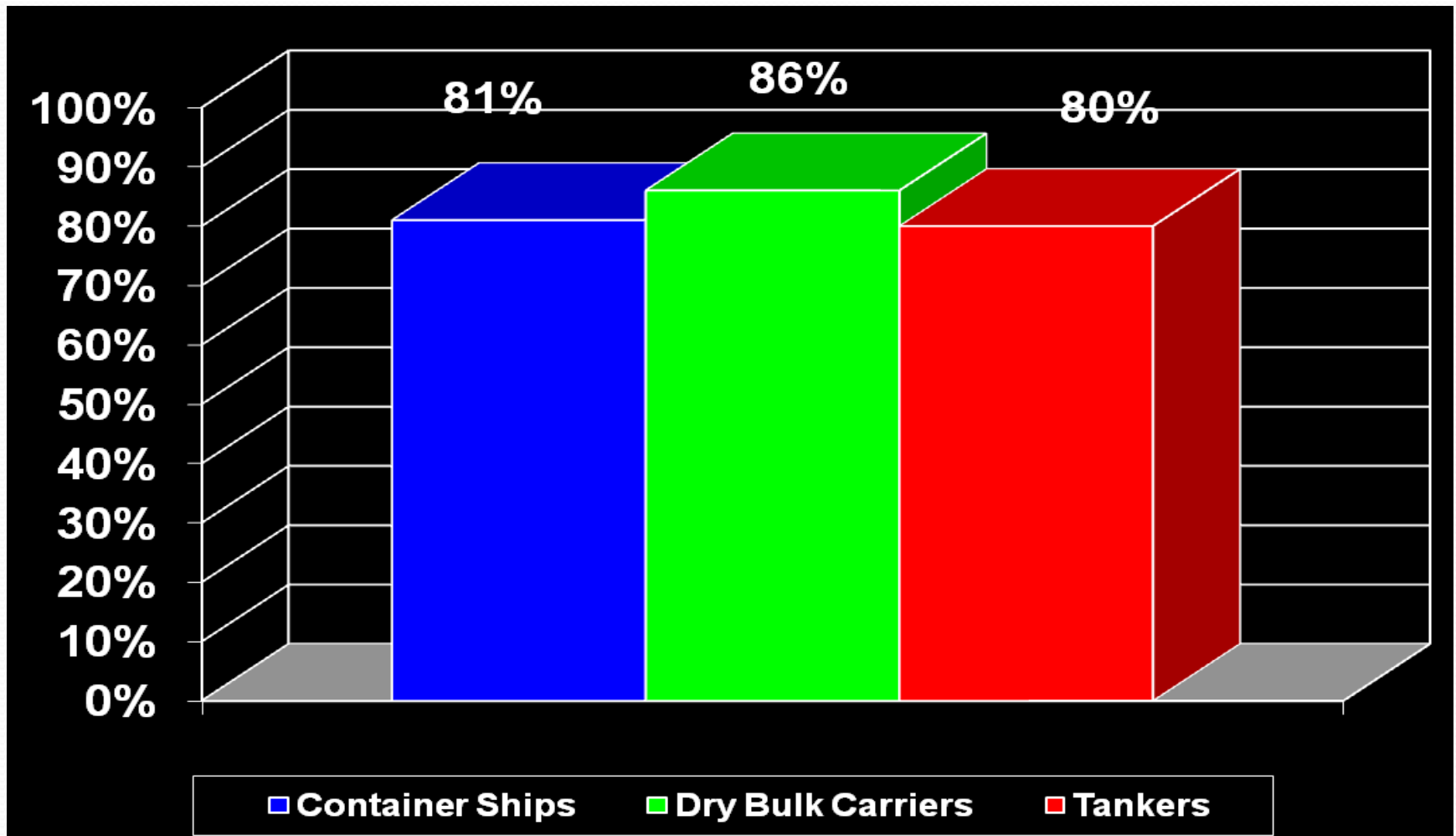


Preserving & Enhancing Vessel Access

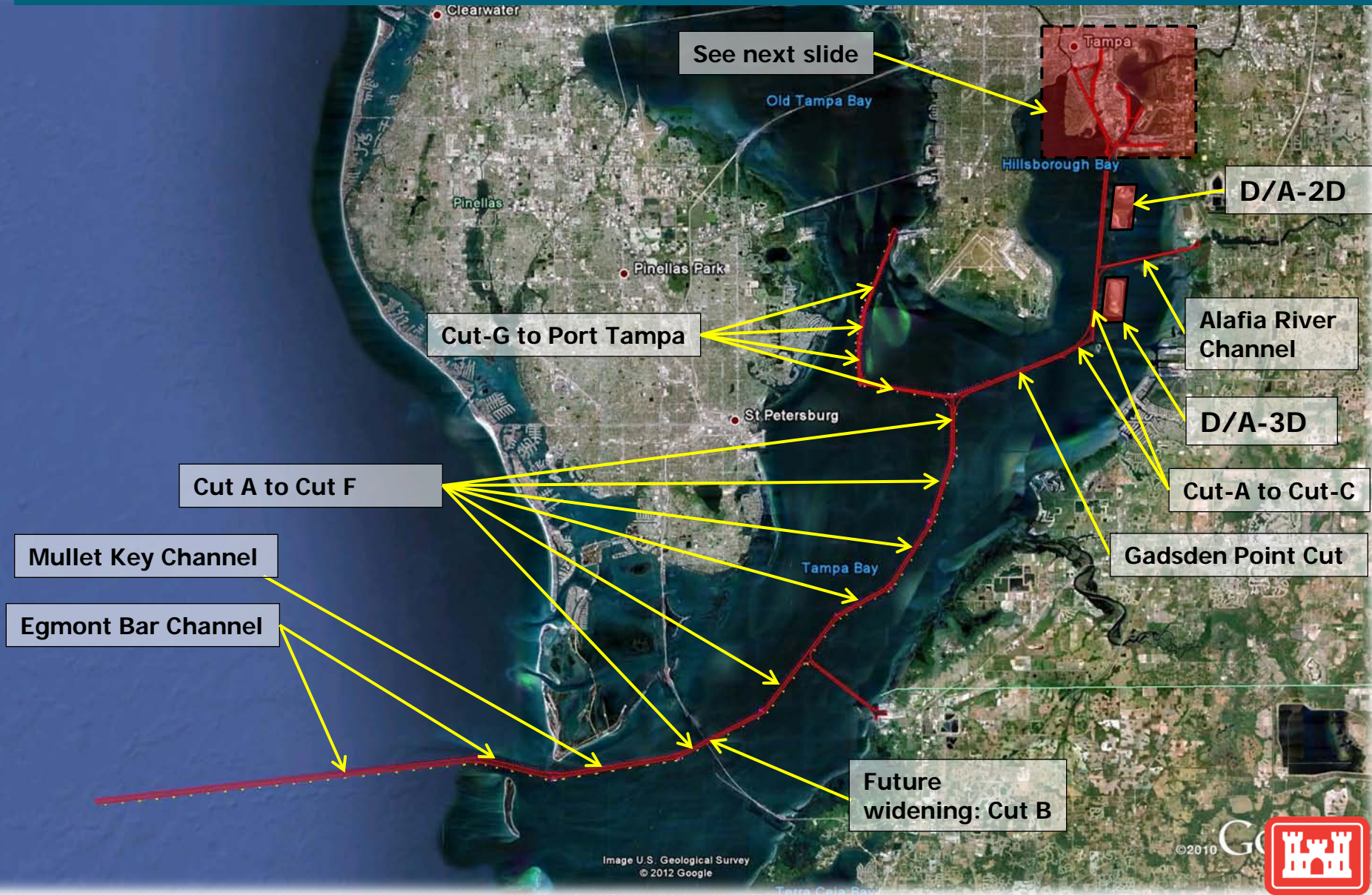


Preserving Vessel Access: Tampa can accommodate most of the world's container, dry and liquid bulk fleets

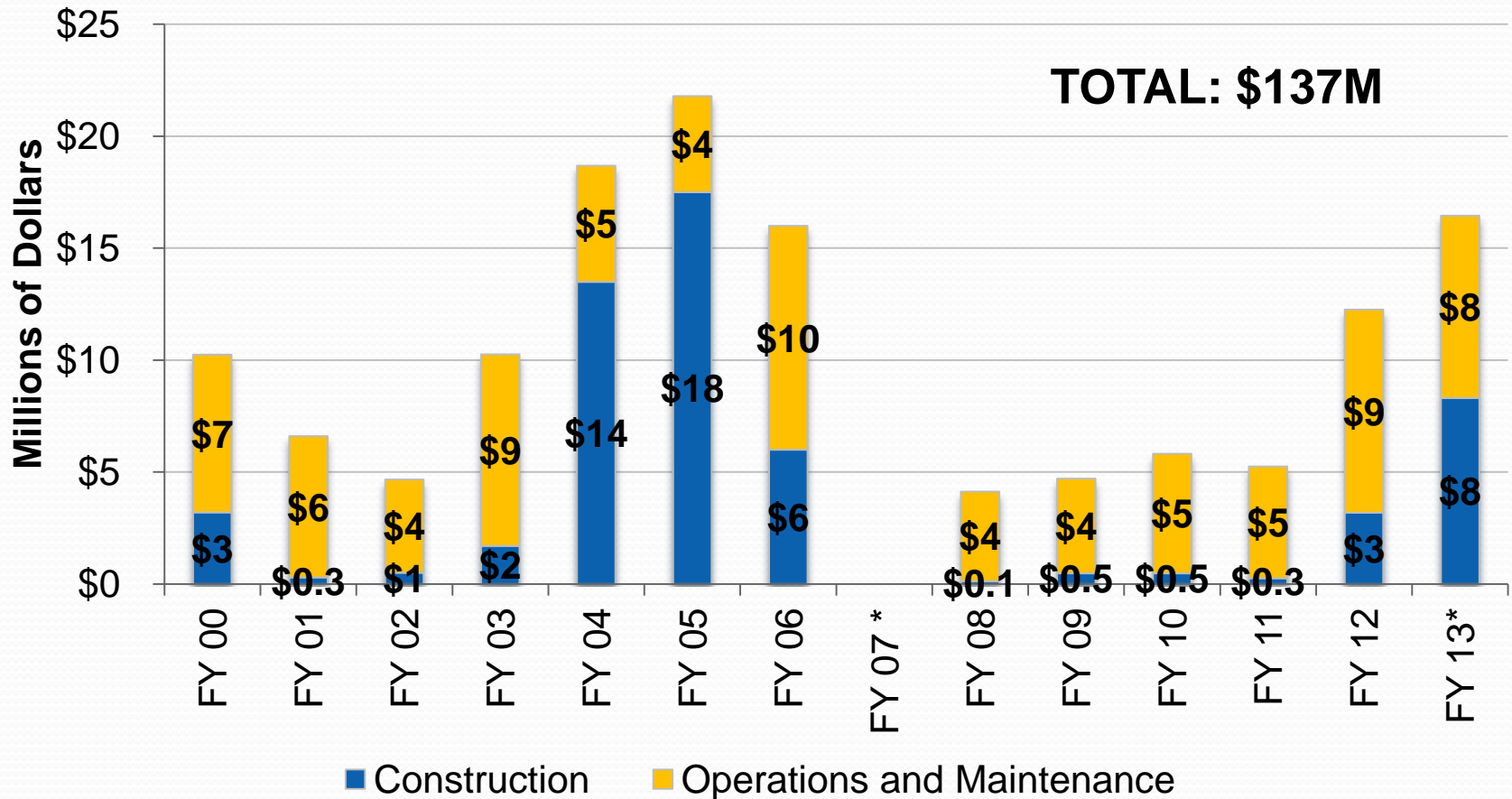
Percentage of active world fleet that has a max draft (-2ft under keel) less than or equal to the Port's channel depth



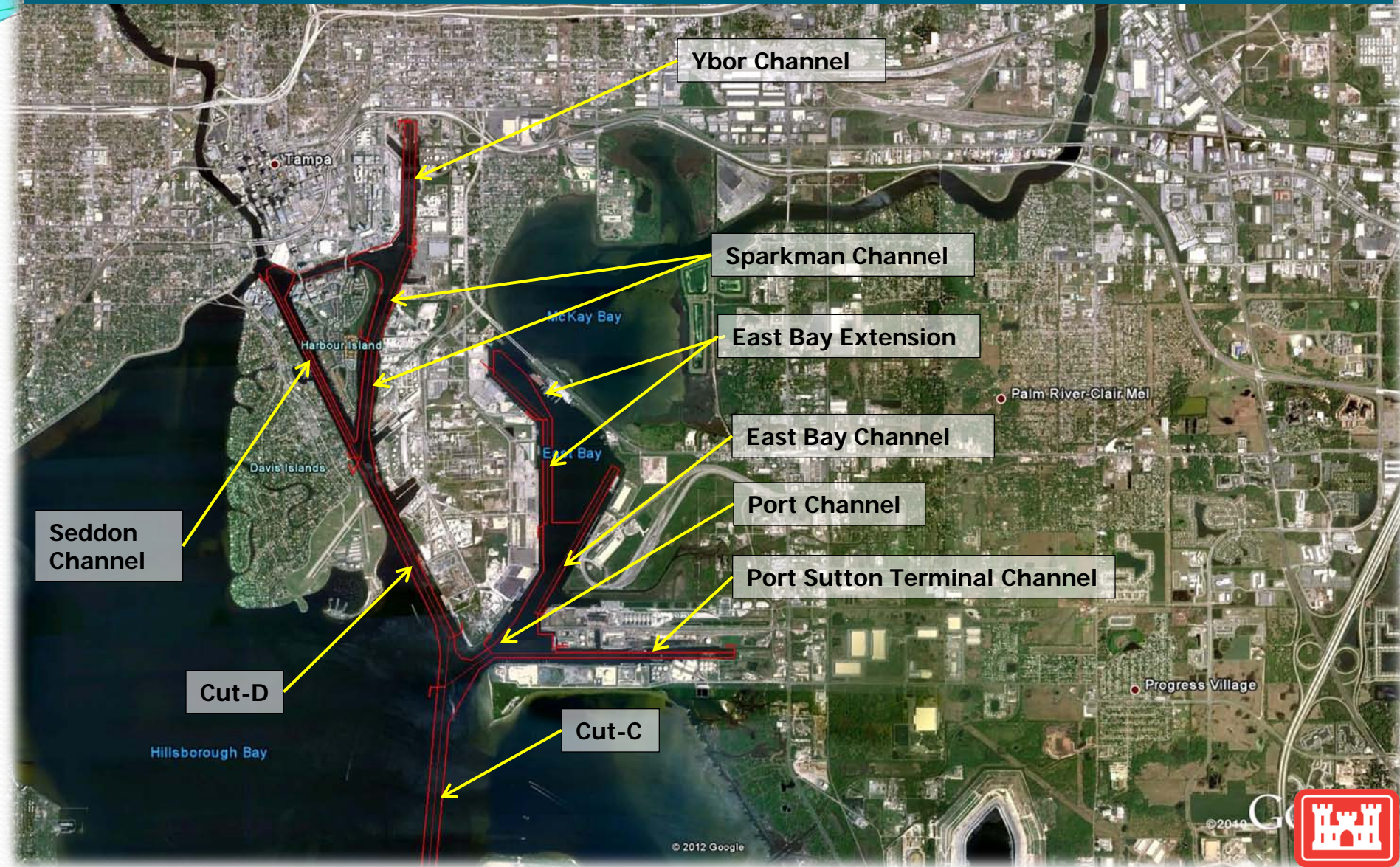
Vessel Access: The Port of Tampa's vessel access is extensive and complex



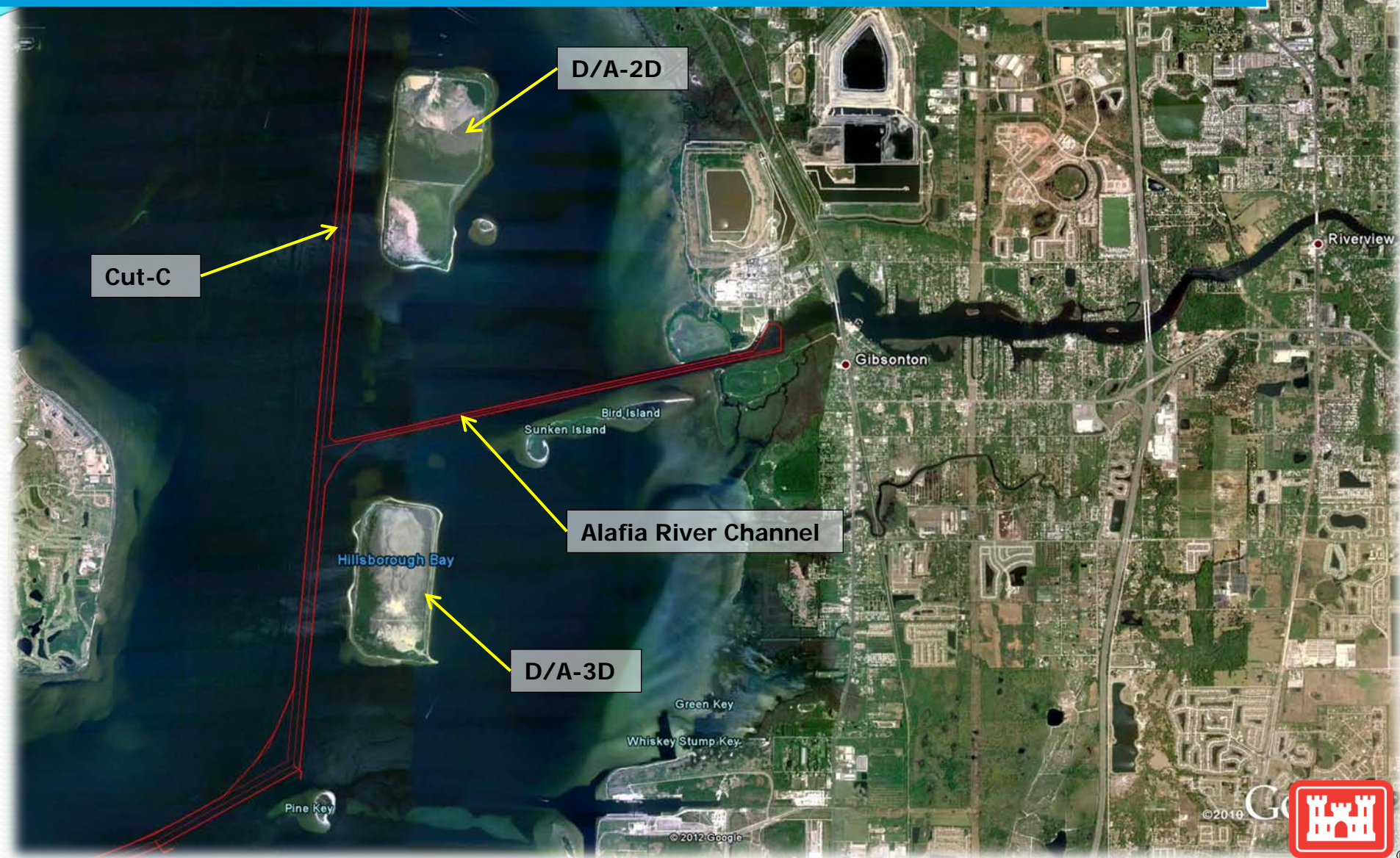
Federal Fund Allocations for Port of Tampa Vessel Access Improvements



The Port of Tampa's diversity contributes to the complexity of vessel access requirements

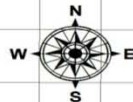


Dredge Material Management is critical to sustaining competitive vessel access





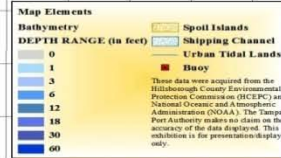
Tampa Port Authority



Project Site

Cut "B" Channel

Cut "A" Channel



TPA Vessel Access Strategic Priorities

- Sustaining and enhancing federal commitments to fund maintenance and construction funding
- Maintaining strong, collaborative working relationship with the USACE
- Opportunistically pursuing vessel access improvements as they evolve

Global Market Realities and Implications

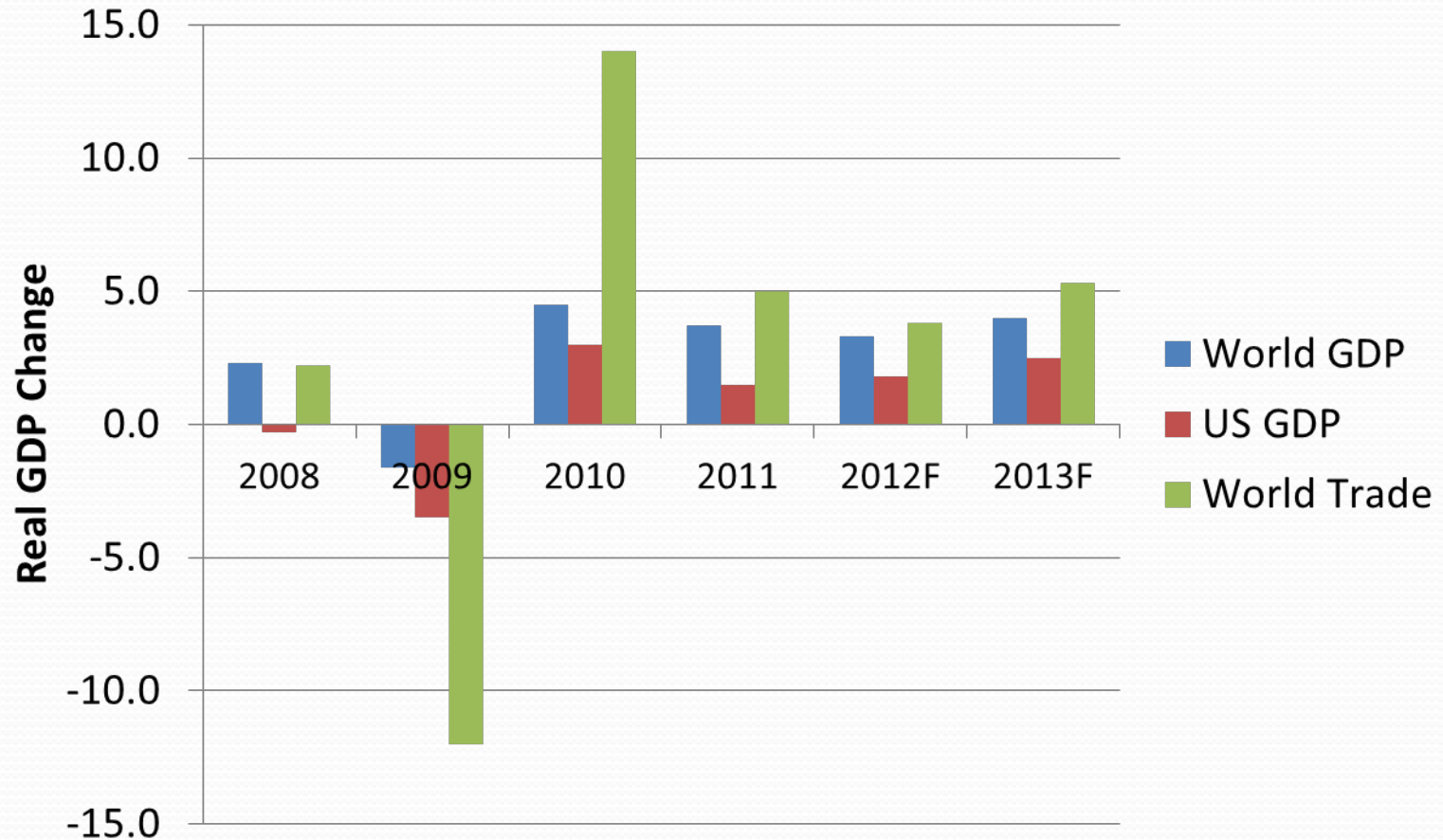


Overview

- Global Economics and Trade
- Opportunities & Challenges for the Port of Tampa
- Port Selection Decision-Making
- TPA Strategic Priorities
- Marketing Efforts & Approach

Global trade is driven by the global economy

Global GDP, US GDP & World Trade
History and Projection



Note: F-Forecasted

Sources: International Monetary Institute/WTO

US & Florida Economy Opportunities & Challenges

Opportunities

- Economic recovery: will continue to happen but how long will it take
- Exports
- Increasing global competitiveness spurred by a weak currency
- Stability

Challenges

- Economy
 - Federal deficit
 - Entitlement programs and health care
 - Employment
 - Housing
 - Energy costs
- Demographics
 - Aging population
 - Skilled labor to fulfill manufacturing & export opportunities
- Consumer spending

Implications for Global Shipping

Sector	General Outlook	Comments
Container	?	Short-term: capacity & financial challenges Mid-term: increasing stability depending on the order book Long-term: structural challenges that need to be addressed
Breakbulk	-	Increasing container penetration Lack of reinvestment in fleet Selected niches will survive
Dry Bulk	+	Globalization continues to increase interdependency on commodities Coal, agriculture, fertilizers and cement have good fundamentals Dry bulk shipping will continue to be a “capital gain” driven boom and bust industry
Liquid Bulk	?	Mid-term: the world will continue to depend on petroleum Long-term: alternative sources & conservation are the wild cards
Cruise	+	Strong growth potential based on current market penetration

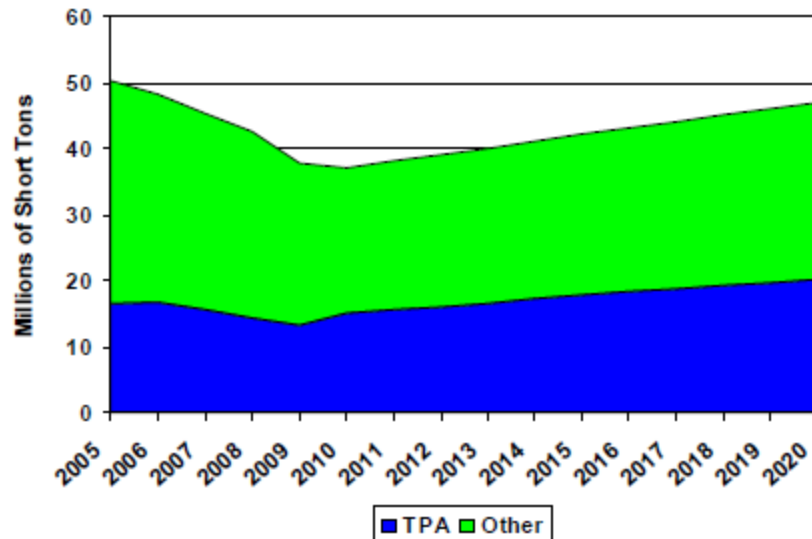
Global Shipping Port Selection

Sector	Key Decision Makers	Key Selection Criteria
Container & general cargo	Beneficial cargo owners Ocean carriers	Liner service frequency/diversity Cargo density
Bulk	Multi-national commodity firms	Proximity to market/raw materials Available real estate
Cruise	Cruise lines Travel agents	Attractive tourist destination Proximity to markets

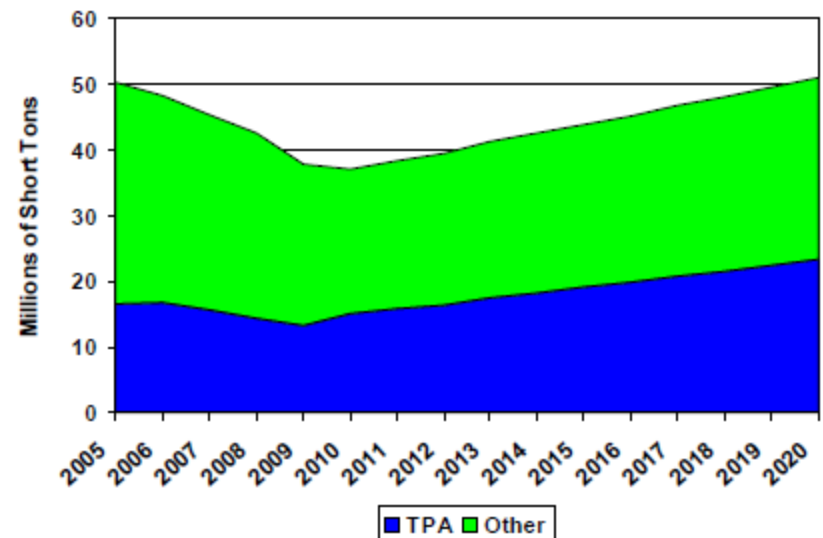
Prioritizing and capitalizing on potential growth opportunities are key

2010 Selected Update Port of Tampa Low and High Range Forecasts

Low Range Scenario



High Range Scenario



- **Low Range:** anticipated slower recovery in Florida economy; total Port of Tampa tonnage approximates 47 million short tons
- **High Range:** more rapid, more sustained recovery in Florida economy; total Port of Tampa tonnage approximates 51 million short tons

TPA Strategic Market Initiatives



TPA's strategic marketing initiatives

- Focused approach distinct for each different line of business
- Coordinated effort/multiple stakeholders, internally/externally
- Collaboration with tenants and terminal operators
- Focus on exporter/importer expansion and recruitment
- Focus on shipping companies (e.g.. Gulf Coast Advantage)
- Economic development agencies
- Travel, trade missions, conferences and exhibitions
- Promotional tools (directory, magazine, brochures, website, etc.)



Summary

- Continued focus on diversification
- Tailor infrastructure & services to customer needs
- Collaborative approach to marketing and business development with key stakeholders & partners focused on the decision-maker

Real Estate: TPA's Core Strategic Asset



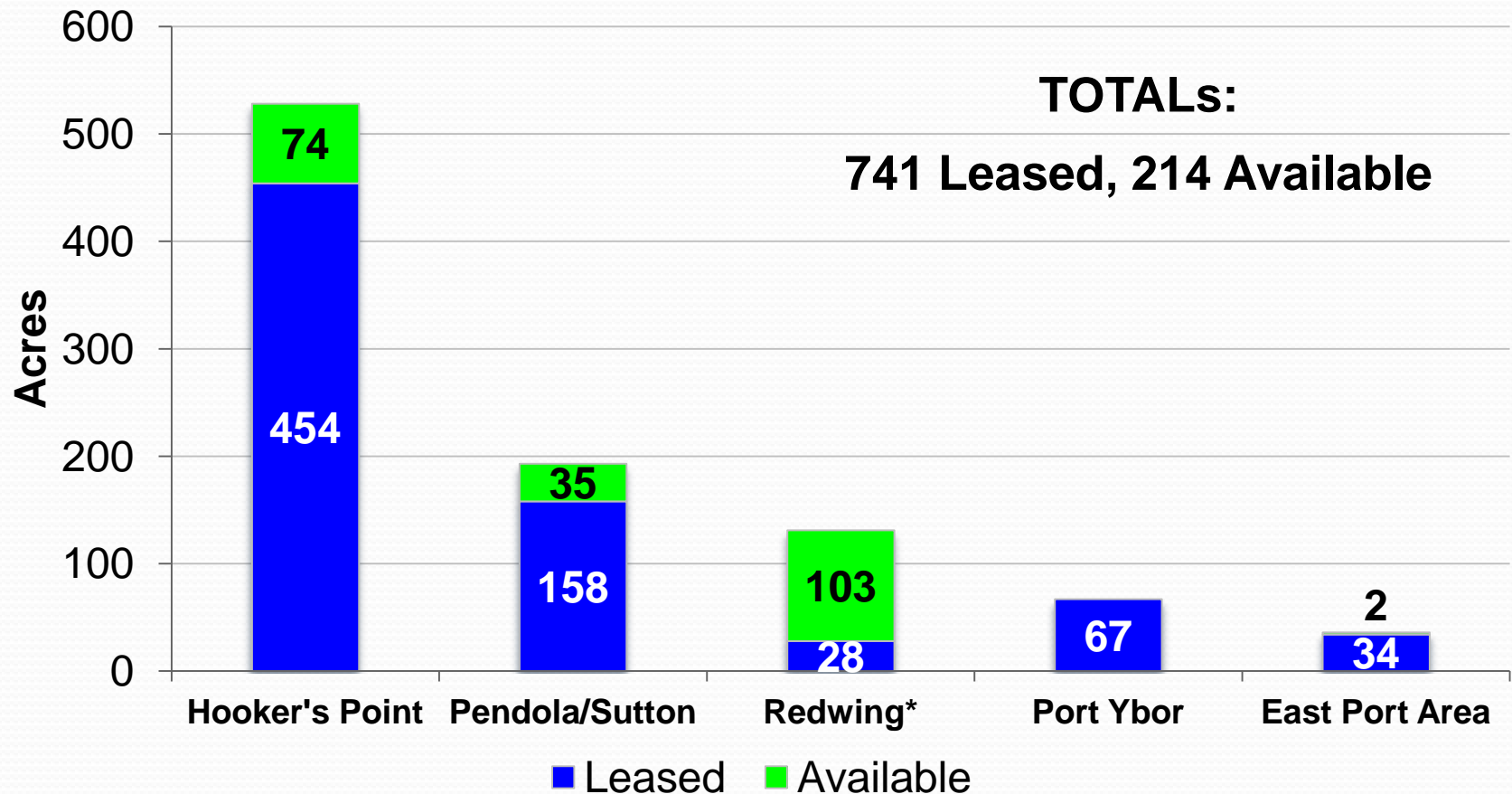
Tampa Port Authority

Strategic Planning Objectives

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TPA Real Estate Assets



* Excludes South Bay 110 gross acre purchase, scheduled to close May 2012

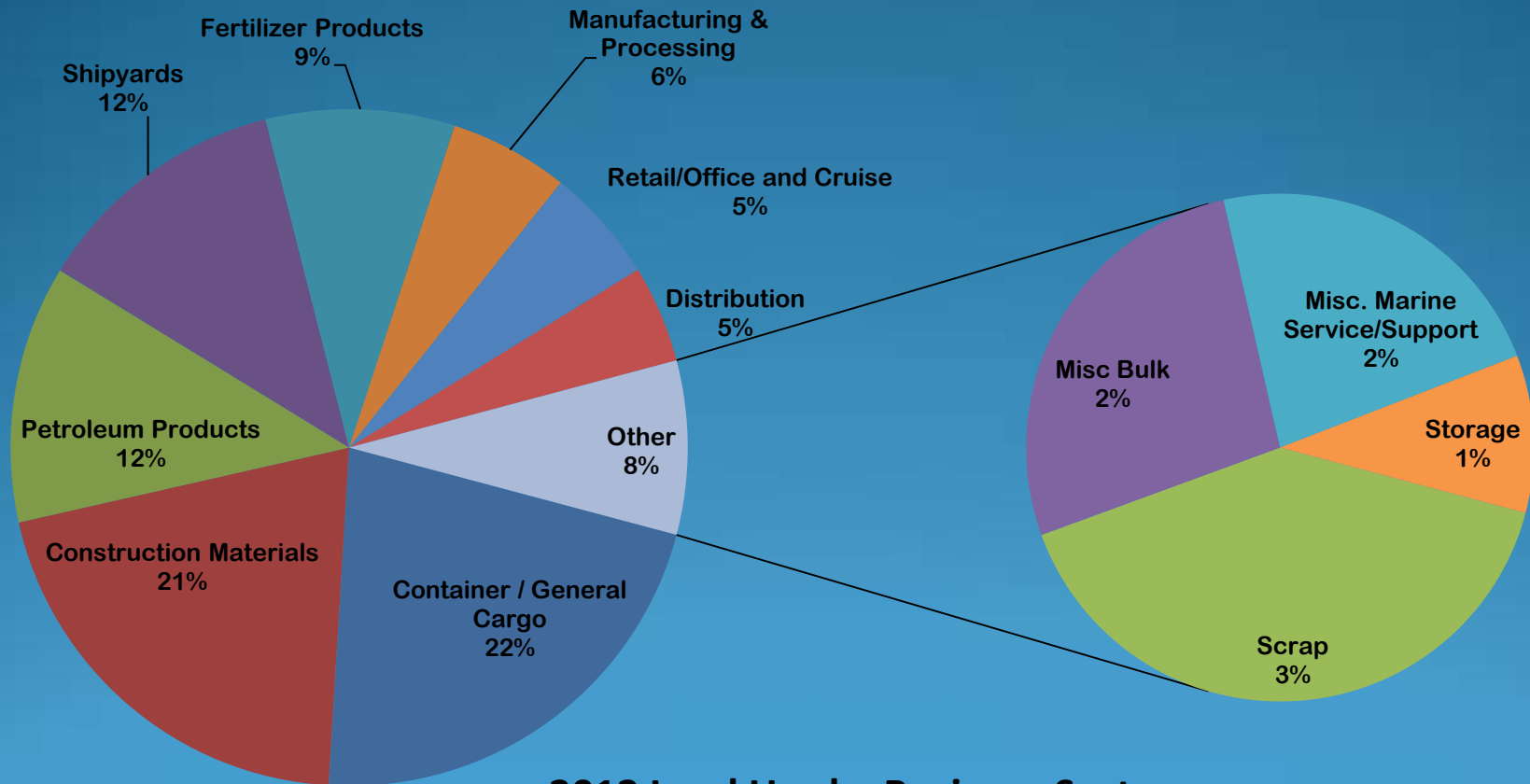
TPA's available real estate is limited and geographically dispersed



Port Redwing has the greatest expansion potential



Maritime/Industrial



2012 Land Use by Business Sector

TPA Real Estate: Strategic Opportunities & Challenges

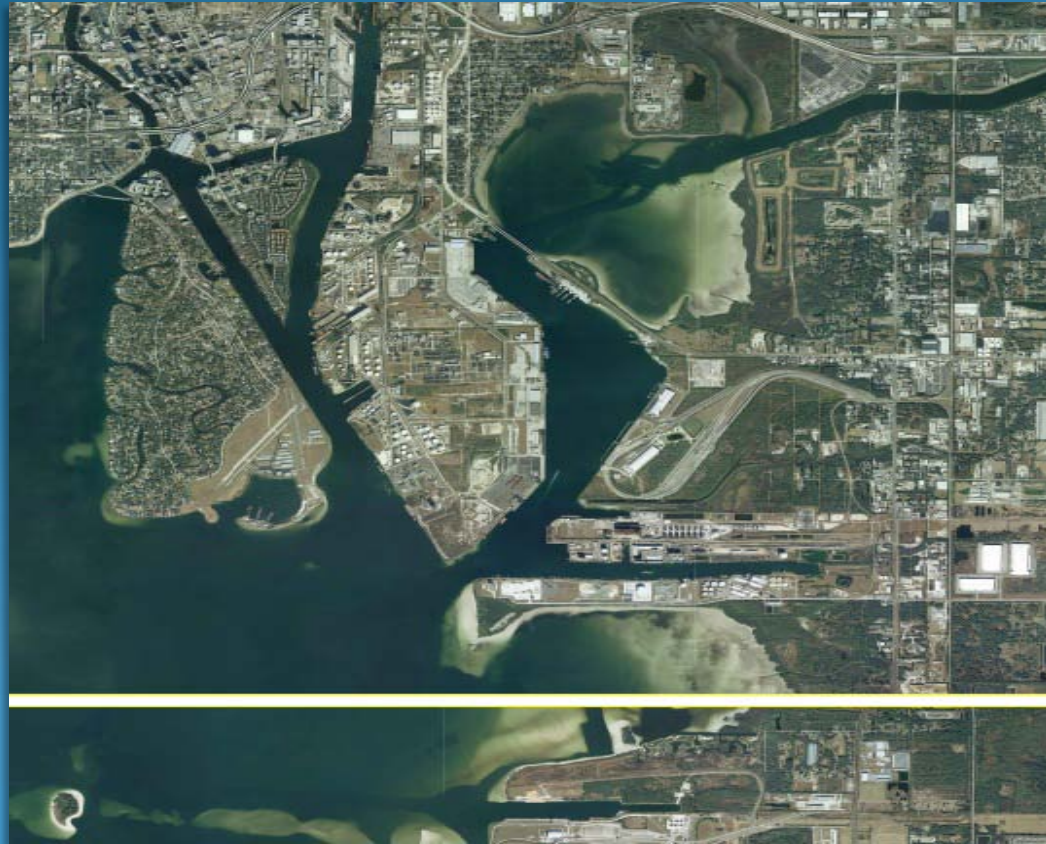
Opportunities:

- ✓ **Distribution/Warehousing**
- ✓ **Manufacturing/Processing**
- ✓ **Petroleum Products**

Challenges:

- ✓ **Long lead times**
- ✓ **Complex permitting and regulatory**
- ✓ **Major upfront investments in improvements**
- ✓ **Uncertain revenue streams**
- ✓ **Compensatory, yet competitive revenue streams**

Strategic Capital Investment Priorities



Capital Program- Overview

What does it fund:

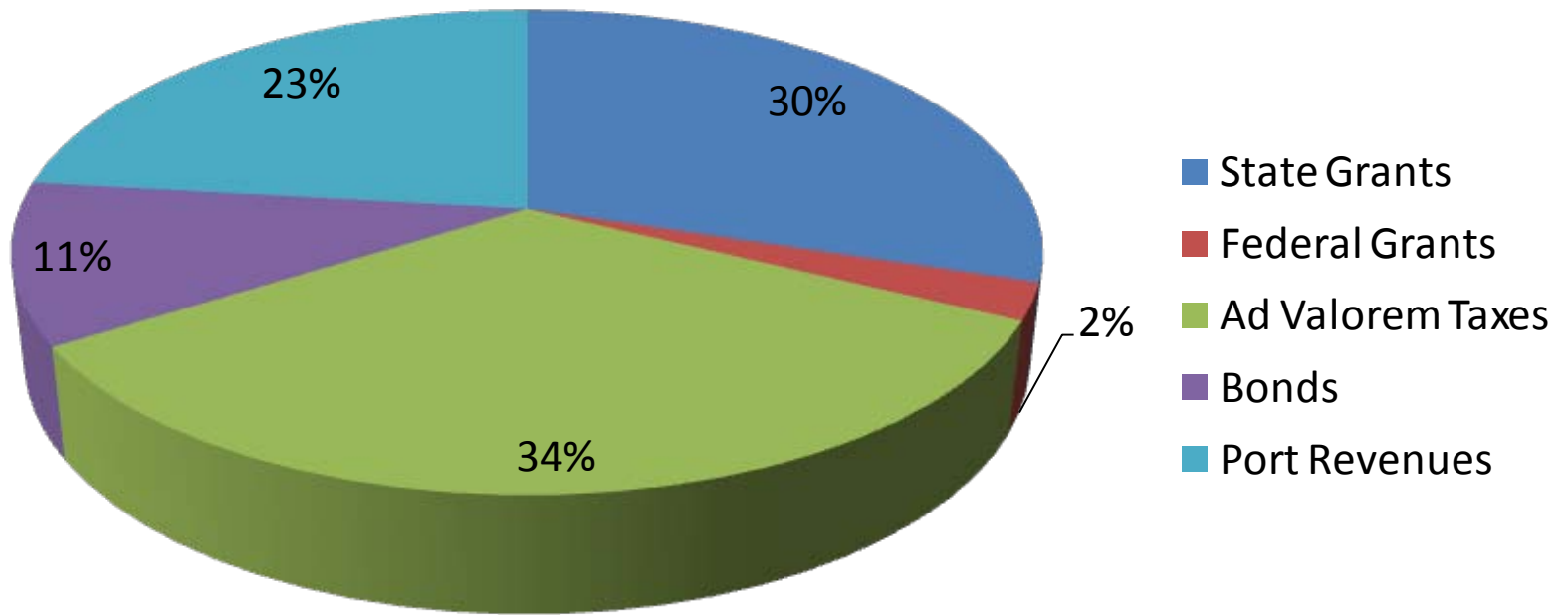
- Expansion, Modernization/rehabilitation
- Navigational, port and related infrastructure
- Landside and Marine improvements

What Drives It:

- Strategic Plan
- Master Plan
- Market demand
- Customers
- Regulatory compliance
- Capacity expansion

Capital Program FY07 – FY12

Sources of Funding



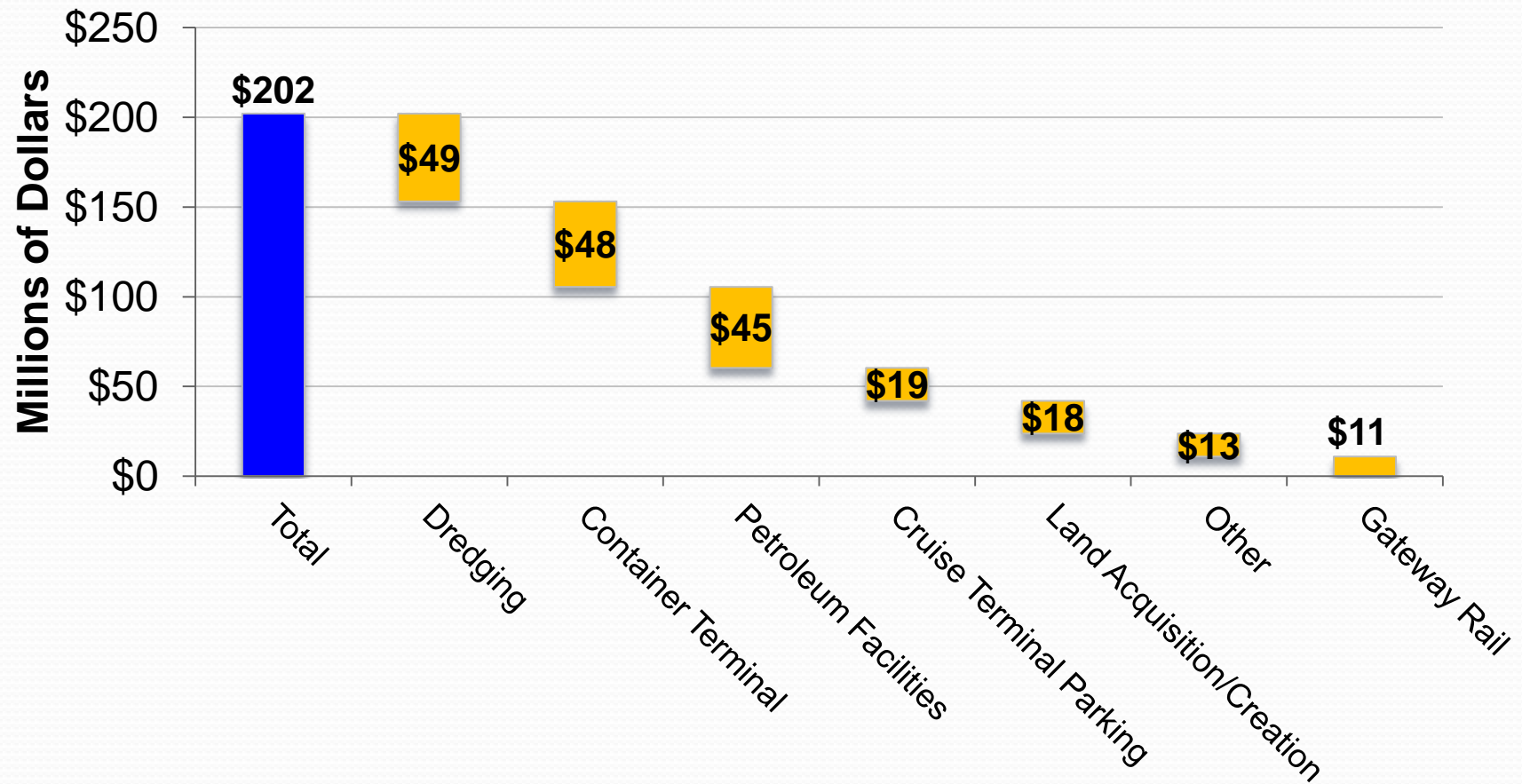


TPA Strategic Investment Priorities

Strategic Capital Investment Drivers:

- Strategic Plan, Master Plan, Market demand, customers, regulatory compliance, capacity expansion
 - ✓ Complete modernization and expansion of the petroleum berths
 - ✓ Continue to develop a market demand based container terminal phased expansion
 - ✓ Continue to enhance landside rail and road access
 - ✓ Continue to maintain and enhance Navigation
 - ✓ Continue port related land acquisition & creation
 - ✓ Upgrade cruise terminals and parking expansion

TPA Strategic Capital Investment: FY07-FY12



* Other includes Redwing and Mitigation/Environmental

Petroleum Terminal Re-Development

- Modernization will improve efficiency, navigation and safety
- Strengthens role as energy products gateway: \$45M



Container Terminal Phase Expansion: \$48M

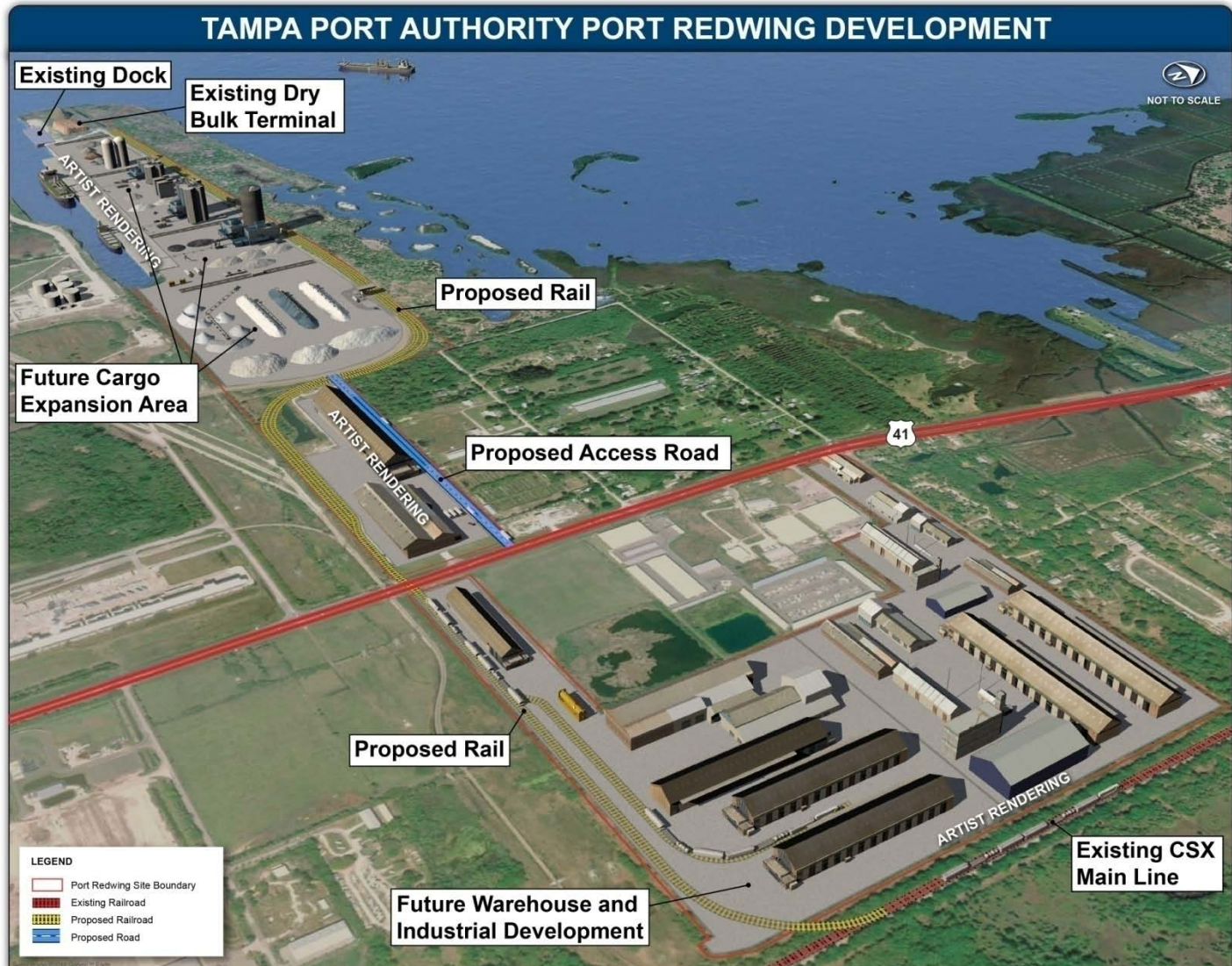


Tampa Gateway Rail Project: \$10.9M

- Joint TPA-CSX multi-modal initiative
- Florida's only on-dock unit train terminal
- Ethanol, containers, other cargo
- Scheduled for completion in 2012



Port Redwing – Road & Rail: \$16M

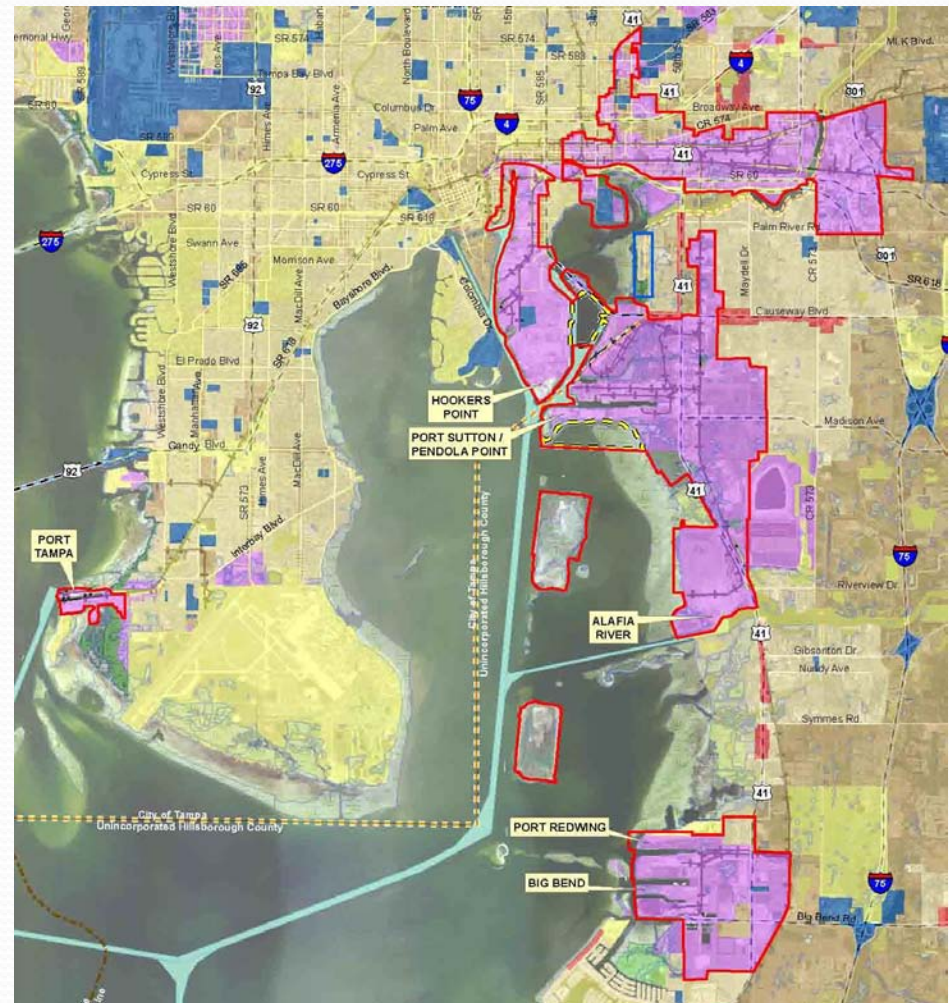


Eastport Berth Expansion – Future capacity



Port Activity Center

- Identify interagency coordination requirements - future land use changes
- Land use compatibility
- Impact of new projects on Port operations
- Identify, acquire & preserve properties for port and port-related uses



Transportation & Planning Coordination

- ***Recent and ongoing efforts***
 - Florida Seaport System Plan
 - FL Chamber – Six Pillars
 - Florida Trade and Logistics Study I
 - 2035 Long Range Transportation Plan
 - Tampa Bay Regional Goods Movement Study
 - FDOT -Statewide Freight Plan
 - DEO – State Strategic Plan
 - FL Chamber – Trade & Transport II

