



December 2016



PORT TAMPA BAY MASTER PLAN */ Vision 2030*

EXECUTIVE SUMMARY





PTB MASTER PLAN / *Vision 2030*

EXECUTIVE SUMMARY

TABLE OF CONTENTS

- 3 From the Desk of the President & CEO
- 4 The Seven Anchors
- 6 *Vision 2030*
- 10 The Port Today
- 14 The Market
- 16 Strategic Priorities
- 30 Capital Improvement Program
- 44 A Global Port and Local Anchor

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Port Tampa Bay, 1101 Channelside Drive, Tampa, FL 33602

Port Tampa Bay Mission

“Port Tampa Bay will be recognized as a leader in the maritime industry. Port Tampa Bay 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. Port Tampa Bay will employ sound financial, business and environmental management practices in fulfilling its mission.”

From the Desk of the President & CEO



A crane operator deftly maneuvers a load, a mooring hand sets a line, a technician taps a pipeline switch ... at any single moment thousands of west central Floridians are hard at work handling the commerce of Tampa Bay.

They are the face of the Port. They are our neighbors and friends and family. They move about 37 million tons of cargo and almost 900,000 passengers through the beautiful waters of our bay and over the intricate road, rail, pipeline and air networks of our region, each and every year. In doing so safely, they are the unsung heroes of our ecosystems, our economy and our community.

The creation of the *Port Vision 2030 – the Channelside Master Plan*, the *Port Tampa Bay Strategic Plan*, and the *Port Tampa Bay Master Plan* – has been several years in the making. Its exhaustive analyses, insights and strategies, gathered and winnowed with deliberation and much care will provide Port Tampa Bay and its vast and varied workforce with a level of focus and direction and resources that will assure sustained growth and success through the next decade and a half.

The assembled plans of *Port Vision 2030* represent a combined effort, supported by broad stakeholder input. The plans analyzed the major factors impacting port business and aligned a series of strategies, activities and investments with the community's well established and emerging needs.

The Port has always been responsible for putting the great resource that is Tampa Bay to work for the

community. This plan will help us do so in a better way. We have a clear vision of where we are today and where we are going; and we are getting there hand in hand with the local community. Traveling along the route described in these new plans, we will convert a handsome slate of opportunities into quality investments and economic catalysts. Some of our new initiatives are non-traditional, but all will feed the progress of the Port for the prosperity of the region.

“Management is doing things right;
leadership is doing the right things.”
– Peter Drucker

We will be knocking on plenty of doors to take the strategies contained within *Port Vision 2030*, called the Seven Anchors, to the next level. Join us.

With a sharp focus on partnerships, the Port's assets and business base will provide advantages for the region, led, of course, by jobs. The true measure of the Port's worth will be seen not on the edges of the bay, but on the faces of the people that work and live and trade and travel in our region.

Paul Anderson
President and CEO
Port Tampa Bay

OUR STRATEGIC PRIORITIES / *The Seven Anchors*

The convergence of an unprecedented number of important drivers that could become either opportunities or threats to port growth has helped shape seven **strategic priorities**.

The Seven Anchors are a foundation for Port Tampa Bay's future development, and they provide stability and support to the Port in fulfilling its mission and ultimately creating greater long-term value for our residents. *Vision 2030* outlines critical and inter-related strategies to optimize the return on Port resources for the broadest spectrum of Port stakeholders.

The strategies include steps that, by design, mirror important strategies being set by the State of Florida, area governments, and private entities.



The Seven Anchors

1/ **EXPAND AND DIVERSIFY PTB'S BUSINESS BASE THROUGH EXECUTING A SUPPLY CHAIN SALES STRATEGY**

VISION: PTB will become the preferred international gateway to central Florida importers, exporters and the shipping lines they use by delivering value across their supply chains.

STRATEGY: Demonstrate the holistic benefits (cost savings, efficiency gains, enhanced reliability) of the Tampa gateway to target customers.

2/ **FULFILL CENTRAL FLORIDA'S LONG-TERM ENERGY REQUIREMENTS**

VISION: PTB will contribute to Central Florida's rapid economic growth by providing reliable, cost effective access to energy.

STRATEGY: Provide deep-draft access and enhanced petroleum distribution infrastructure to the region's energy providers.

3/ **OPTIMIZE TAMPA BAY'S VESSEL ACCESS TO SUCCESSFULLY PURSUE EMERGING TRADE OPPORTUNITIES GENERATED BY THE PANAMA CANAL EXPANSION**

VISION: PTB will contribute to the international competitiveness of the central Florida economy by providing deep-draft access to international markets.

STRATEGY: Collaboratively with the US Army Corps of Engineers, tenants, shipping lines, port community and Tampa Bay Pilots, determine and implement an optimal deepening and widening strategy for the access channels to accommodate the evolving needs of the global fleet serving the Port.

4/ **EXPAND AND DIVERSIFY THE REGION'S INDUSTRIAL ECONOMY AND CARGO BASE**

VISION: PTB will leverage its extensive port and transportation assets to expand the region's industrial economy.

STRATEGY: Formulate and execute an integrated industrial development program to attract and retain maritime dependent and maritime-related manufacturing and industrial businesses to the region.

5/ **IMPLEMENT THE CHANNELSIDE MASTER PLAN, OPTIMIZING CRUISE CAPABILITY**

VISION: PTB will develop world-class passenger facilities and services optimizing the cruise experience and preserving significant cruise-related economic benefits for the community.

STRATEGY: Maximize the Port's draw for all cruise vessels, while fully integrating it with the redevelopment of the Channel District, and evaluate longer-term solutions to serve the new generation cruise fleet.

6/ **PARTNER WITH THE CITY AND COUNTY TO MAXIMIZE THE FUTURE GROWTH AND DEVELOPMENT OF THE REGION**

VISION: PTB will collaboratively work with the public and private sectors to optimize the growth and vitality of the Port, the City, the County, and the region.

STRATEGY: Leverage the Channelside redevelopment initiative to partner with the public and private sectors in the redevelopment of this area.

7/ **DEVELOP AND IMPLEMENT A LANDSIDE TRANSPORTATION ACCESS STRATEGY**

VISION: PTB will develop a landside transportation network that provides and sustains a high level of freight accessibility to port facilities.

STRATEGY: Collaborate with federal, state and local transportation agencies and the community to develop and implement a road and rail transportation network that optimizes freight and community mobility.

Components of Port Vision 2030

Vision 2030 is the PTB master plan. Companion documents include the *PTB Strategic Plan* and *Channelside Master Plan*.

Purpose: A master plan is required by Florida statute. It guides growth and investment, strategically meeting industry and community needs. It helps safeguard PTB's \$500-million asset base, comply with regulations, and fulfill PTB's mission to contribute to regional economic growth and meet regional and state international business and transport needs in a safe, efficient manner. It drives efficiency and is a global port industry best practice.

Complexity: International freight transportation and port enterprises are complex, capital intensive businesses requiring investments in assets with

30-50 year useful lives. Targeting and prioritizing capital investments is critical to making the right investments in the right assets at the right time.

Engagement: PTB stakeholders and regional leaders, including economists, engineers, planners, marketers, financiers, environmental interests, and others, provided diverse expertise that helped to shape our master plan. The resulting plan is realistic, comprehensive, and integrated.

Guardianship: *Vision 2030* integrates at every level PTB's role as guardian of public assets, public health and safety. Every activity, initiative, and investment is designed to optimize the use of PTB resources while maintaining or improving the integrity of port ecosystems and the well-being of the community.

Central Florida's population growth forecast will exceed South Florida's by more than double by 2020.



Our Direction

Vision 2030 has mined developments and trends for all the right opportunities. It recognizes the plethora of challenges that face all ports – from unrelenting competition, to divergent community interests, to the deterioration of national transportation infrastructure – and it aims to transcend those issues. Flexibility has been woven into each strategy to allow for the best path forward given any combination of uncontrollables. So if the US dollar sinks, or a window of opportunity shortens, opportunities will be found, not lost. One of Port Tampa Bay's secrets to success will live within its expanding industrial, commercial, retail and economic development partnerships.

Our Opportunities

Dry Bulk: Sustained growth is expected in construction cargo (ex. cement and aggregates). There is potential for new cargo too: agricultural and similar commodities required by the growing regional market, coal, fly ash, prilled sulfur, and even phosphate rock (derived using new secondary recovery techniques).

Container: Florida's fastest growing market, by population, is the neighboring I-4 corridor. Successfully penetrating the central Florida market through the provision of superior supply chain efficiencies to regional importers and exporters, and to container shipping lines, will spur port growth in global carrier and especially regional services. The Panama Canal expansion brings high growth potential.

Other General Cargo: The Florida construction industry recovery should increase demand for steel imports. Port Tampa Bay's new refrigerated warehouse and infrastructure investments, along with strategic supply chain marketing, is expected to support perishable shipments through the Port. Mexican vehicle opportunities continue.

Navigation: As global fleet vessel sizes continue to increase, Port Tampa Bay's main shipping channel draft cannot be allowed to diminish Port competitiveness. There is room to optimize berth depth to match channel depth, deepen the Big Bend Channel serving Port Redwing, develop lightering/top-off and emergency anchorages, and eventually deepen and widen the main channel.

Commercial Real Estate: A strong market for residential and supportive uses in the Channel District provides opportunity for the Port to diversify into the commercial real estate sector providing a sustainable revenue stream for port expansion and modernization.

Industrial Real Estate: With very few large-footprint sites available for development anywhere in the state, PTB is expanding at East Port, Port Redwing and South Bay, positioning the Port for new growth. Opportunities related to methanol and ethanol production, fertilizers, steel manufacturing, offshore supply, and biomass production could emerge from a regional industrial property development program.

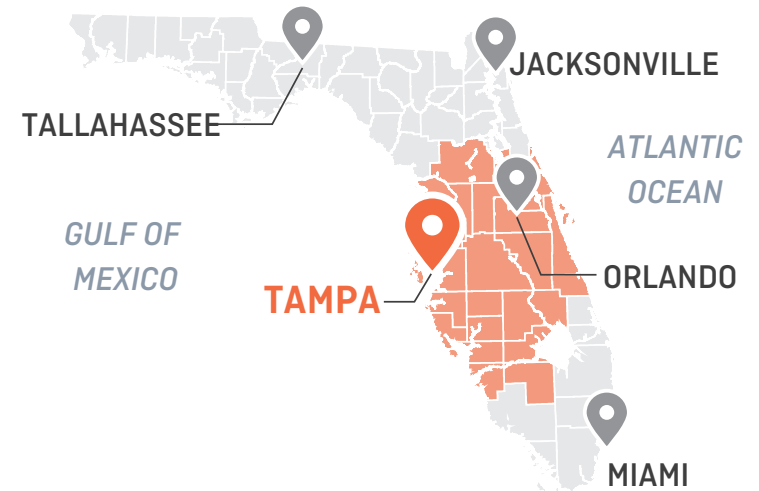
Cruise: Most new cruise vessels are larger, and the Sunshine Skyway Bridge air draft is expected to cap cruise volumes. Zeroing in on the near term and then niche vessels, PTB has the opportunity to redevelop Channelside in a way that creates an exciting community centerpiece on a working waterfront.

Cuban Trade: The normalization of trade relations will bring new opportunity, building on Tampa's historic ties with Cuba including for bulk, breakbulk, container and Cuban niches including small ship Roll on-Roll off (RORO) and passenger potential.

Port Tampa Bay Market:

9.7 million residents/ 66 million visitors/

219 Distribution Centers with 87 million square feet of space



Cuba Ready!

Port Tampa Bay's strategic planning effort assessed the impact of potential normalization of political and trade relations between the U.S. and Cuba and what it could potentially mean for Florida ports in general and Port Tampa Bay, in particular. The most important finding of this assessment was that the future potential was positive, but highly uncertain. The uncertainty is due to a number of factors including the pace of regulatory reform in Cuba, improved port and port related infrastructure, and the strength of the Cuban economy.

The Port's facilities and flexibility are well suited for two-way Cuba cargo and passengers. PTB can accommodate RORO, Ro-Pax/ferry and cruise services to/from Cuba. It also has ample container capacity. Within the context of its Latin American market strategy, the Port will focus on U.S. companies seeking to export to Cuba and shipping lines preparing to receive U.S. Government licenses. The normalization of trade relations will ultimately drive opportunity related to Tampa's extensive and historic Cuban and Latin ties.



History: *Port Tampa Bay and Cuba*

have a long history dating back to the cattle and cigar industries, and Cuba was once PTB's longest trading partner. These relations have the potential to be renewed with new trade and passenger opportunities.

Gateway to Central Florida

The recently expanded Panama Canal will allow larger ships to access the Gulf region and US east coast quicker, resulting in vastly improved cargo transport times to markets. Port Tampa Bay is the closest of Florida's full-service ports to the Panama Canal, and its location in the middle of the state provides efficient access to Central Florida's I-4 corridor mega retailer and distribution centers.

The rail and road landside transportation systems that provide direct access from port facilities to market, coupled with recent investments in cranes and other infrastructure, increase the Port's capacity in containerized cargo and enable it to handle ships twice the current size. This positions the Port to lure new long-term business opportunities.



PANAMA CANAL

Panama Canal Opportunities

“

The timing of PTB's recent Post-Panamax crane acquisition and the opening of the expanded Panama Canal is no coincidence. The strategic investment is a major milestone for PTB, enhancing our ability to better serve our large and growing market and assisting our efforts to attract new services which will provide exporters and importers in our region with more options and improved connections to their overseas customers and suppliers.

- Paul Anderson, Port Tampa Bay President and CEO

Overview

Scale: Port Tampa Bay is the largest Florida port by tonnage and land, and is a critical economic engine for central Florida. It is a full service port handling all types of cargo and cruise passengers, as well as other maritime activities including important shipbuilding and repair work.

Land: Unique to the Port is its vast acreage. Private and public properties in the 'port activity center' comprise 15,555 acres, of which PTB owns over 2,700 acres, of which more than 400 acres are for lease. These land assets are vital in attracting new business and stimulating manufacturing.

Cargo/Cruise: PTB remains a world-renowned bulk port, and handles a broad mix of bulk, break-bulk, container, RORO and heavy-lift/project cargo. It is also a significant cruise port with nearly one million passengers a year. It is a vital energy products gateway to the state too. The Port continues to build its container business, providing a more cost-effective alternative for carriers and shippers.

Other Business and Resources: In addition to cruise and cargo, PTB owns mixed-used waterfront facilities, near-port warehousing and distribution sites, sovereign submerged lands, mitigation and dredged materials sites,

aquatic preserves, undeveloped property and safety and security infrastructure and equipment.

Partners: PTB owns and operates or leases its own property, currently administering roughly 120 leases. Private companies own and operate a majority of port-dependent property. PTB is the local sponsor for the U.S. Army Corps of Engineers deepening of the shipping channels in the entire port. PTB funding and financing is diversified, reflecting public and private sources and partnerships. Profits are funneled back into port operations. The Port is a hub for the region's strategic transportation system, and continuously cultivates critical connectivity with road, rail, air and pipeline interests.

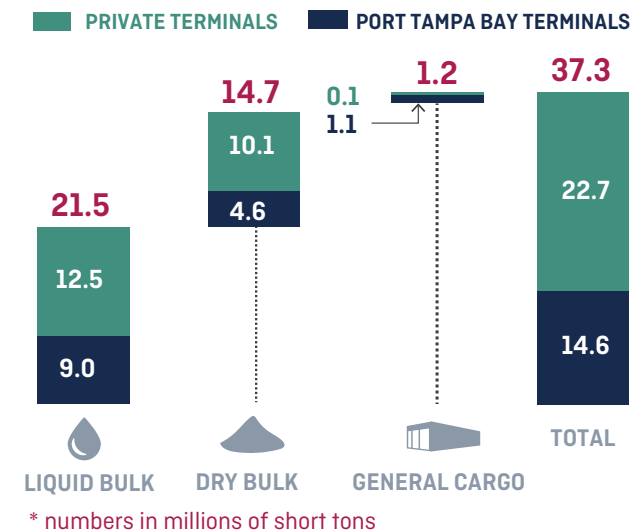
Facilities:
More Than 60 Terminals Portwide,
tens of thousands of linear feet of berthing, millions of square feet of warehousing, diverse buildings, rail, roadways, gates, and many other facilities.

Assets:

Over \$500 Million

of waterfront docks, terminals, warehouses, cranes, equipment, yards, roads, and related infrastructure.

TOTAL PORT CARGO THROUGHPUT, FY 2015*

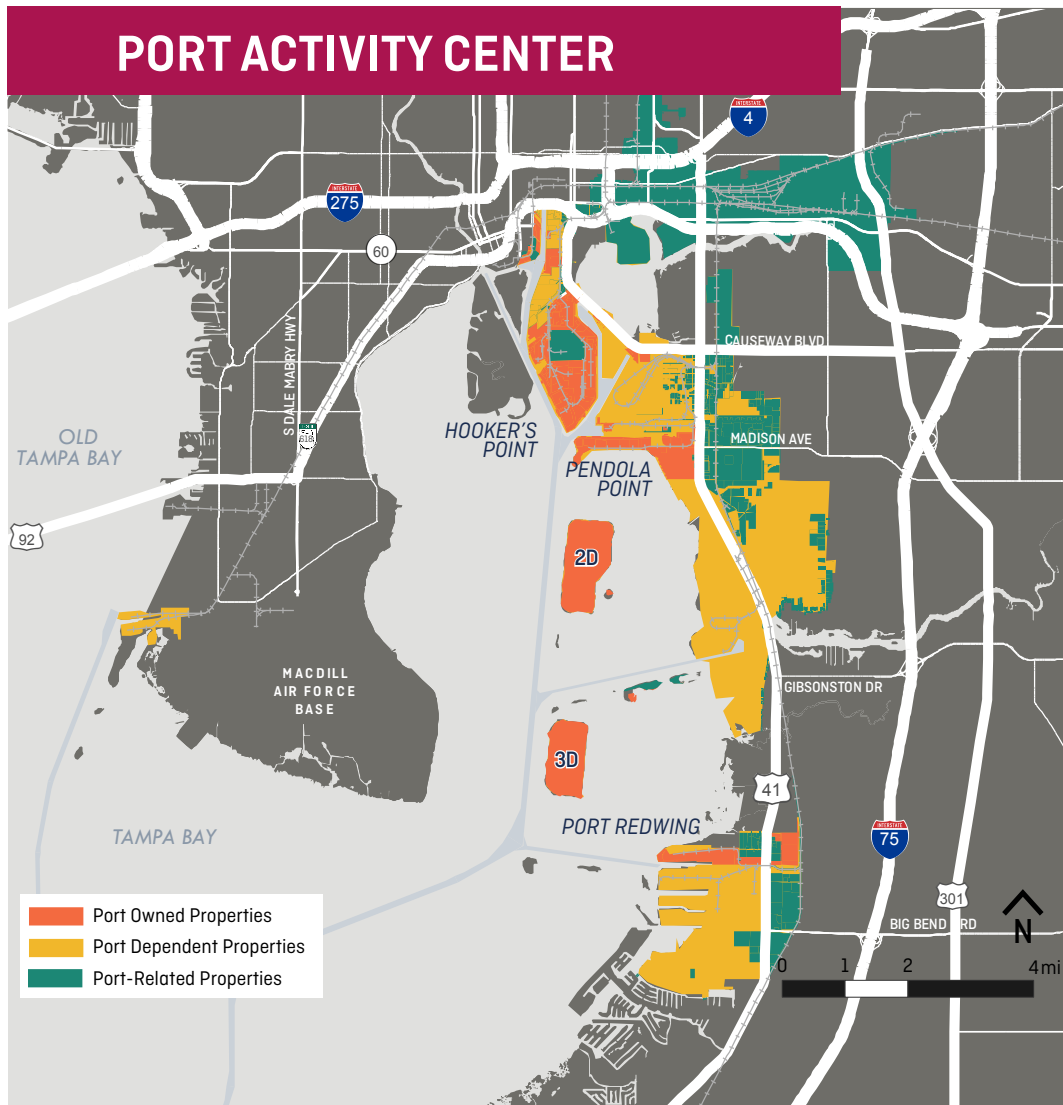


2,754
acres of port-owned properties

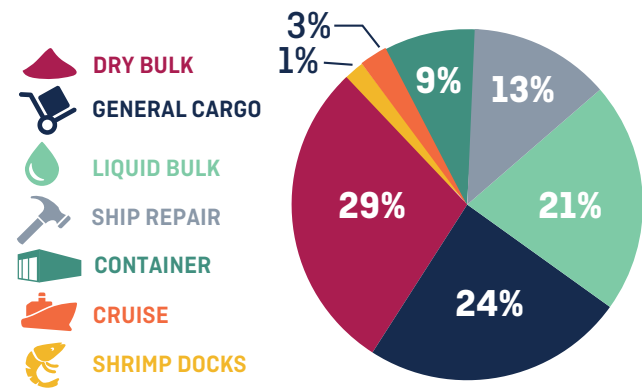
7,708
acres of port-related use

5,093
acres of port-dependent uses

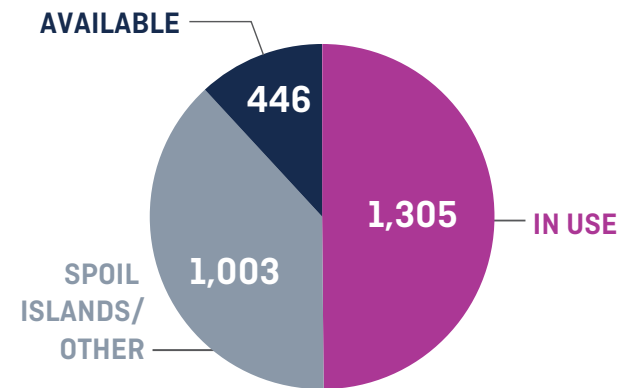
15,555
acres within Port Activity Center



PORT TAMPA BAY LAND ALLOCATION BY BUSINESS LINE (ACRES)



PORT TAMPA BAY OWNED PROPERTIES (ACRES)



source: Hillsborough County Property Appraiser, Port Tampa Bay

Terminal Capacity

The Port's terminal capacity is expected to exceed forecasted demand for liquid bulk products including petroleum, ammonia, sulfur and sulfuric acid, and other products: and for general cargo such as steel, scrap, and vehicles over the course of the planning horizon. But the capacity for containerized cargo and dry bulk cargoes is not sufficient for expected demand by 2030, and plans are already being put in place for berth and uplands expansion. Whereas, for dry bulk cargoes, such as aggregate, capacity will be sufficient following an East Port expansion project, phosphate and grain exports may be constrained at PTB facilities under a high growth scenario.

Future facility capacity will need to be assigned or developed for imported prilled sulfur phosphate, grain and/or biomass if the business develops as anticipated.

Cruise ship traffic at PTB will be limited by the 180 foot air-draft restriction imposed by the Sunshine Skyway Bridge. In the current fleet of cruise ships, vessels with an air-draft of 180 feet generally carry between 2,000 and 2,500 passengers. While this is currently a common vessel size, ships being commissioned or on order are significantly larger. Therefore, as the fleet of smaller cruise ships ages, the demand for cruise terminals limited by vessel capacity will decline.

“There are no great limits to growth because there are no limits of human intelligence, imagination, and wonder.

– Ronald Reagan



LIQUID BULK

Petroleum will remain the driver of the Port's liquid bulk cargo businesses. Other liquid bulk trades include ammonia, liquid sulfur, and sulfuric acid.

DRY BULK

The construction and highway building industries are the primary drivers for dry bulk demand products like limestone, granite, and cement.

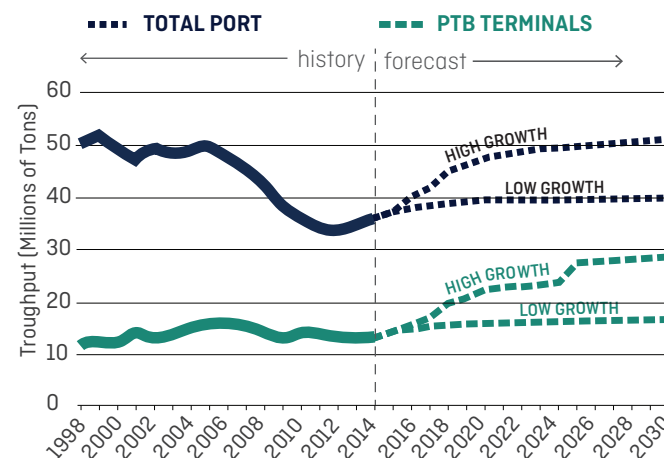
CONTAINERIZED CARGO

The central Florida region is projected to be the fastest growing region within Florida making it the State's largest container market. PTB is positioned to serve this market.

GENERAL CARGO

Iron and steel products and scrap metal account for the majority of general cargo moving through PTB.

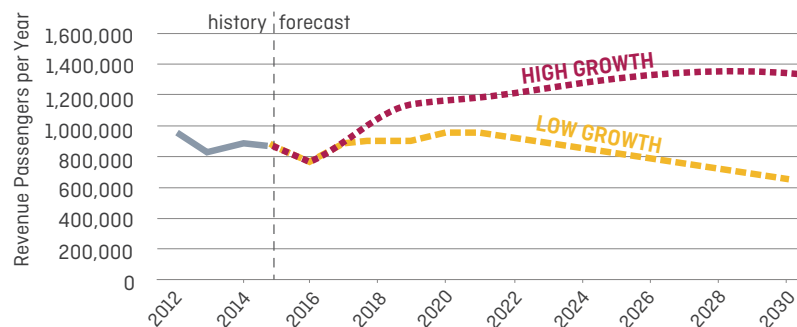
TAMPA BAY'S TOTAL PORT CARGO TONNAGE



source: U.S. Census Bureau, USA Trade On-Line



TAMPA BAY'S CRUISE FORECAST



CRUISE FORECAST- CONSTRAINED

While the Skyway Bridge is a constraint for larger cruise ships at PTB, Cuba has emerged as a new opportunity for ferry service. Longer term opportunities are being explored to serve the next generation of cruise vessels.

Zeroing in on the Market

An aging population, low oil prices and exchange rate swings have moderated global trade growth, and effects of the 2008-2009 financial crisis linger. Nevertheless, U.S. economic growth is expected to exceed the average international growth rate, and Florida's economy, population, employment and consumption are projected to grow more quickly than that of the U.S. as a whole.

Florida ports can expect modestly higher container trade and energy business growth relative to the total U.S., but, with a primarily service-based state economy, lower growth in breakbulk and dry bulk traffic is expected, with the possible exception of iron, steel and basic construction materials.

PTB faces strong competition, evolving markets and routes. The future success of the Port and PTB will depend on its collective ability to deliver a supply chain solution, through a combination of lower costs, improved reliability, and greater efficiency in the delivery of central Florida's imports from global markets and competitive access to global markets.



“Yesterday’s home runs don’t win today’s games.”
– Babe Ruth

Competitive Factors

1/ CARGO VOLUMES: Tampa Bay handled more than 36 percent of Florida Port's 103 million tons of cargo last year.

2/ VESSEL ACCESS: The Port can accommodate the 'Jones Act' liquid bulk fleet, 100 percent of the world cement and aggregate fleet, most of the remaining dry bulk fleet given tidal windows, container feeder ships in the Gulf, and container vessels in general up to approximately 9,300 TEUs in the new, wider-beam class ships now emerging. Nonetheless, within two decades, channel depth and width may become a constraint for Tampa Bay.

3/ BERTH DIVERSITY: PTB has the most diversified berths in Florida supporting liquid and dry bulk cargos, general and containerized cargo, shipbuilding and repair, and cruise passenger services.

4/ CAPACITY: PTB has available capacity for containers, dry bulk, breakbulk and liquid bulk. Recent and planned land expansion projects will provide additional capacity to serve existing and emerging markets.

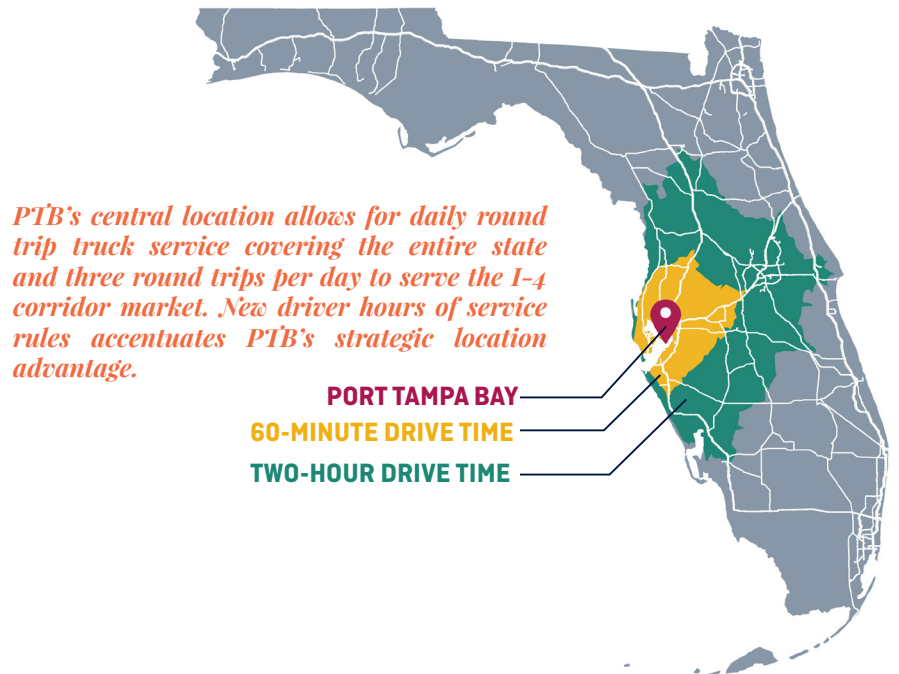
5/ CONTAINER CAPACITY: The Port's container terminal can be expanded in phases to accommodate demand as it evolves; two Post-Panamax cranes now allow the Port to handle 9,000-TEU vessels. The container yard has sufficient capacity to handle an estimated 300,000+ TEUs – addressing demand for at least three to five years.

6/ BULK: PTB's bulk berths' number, diversity, rail access and other capabilities are a major competitive advantage, as is the Port's connectivity to the Central Florida Pipeline.

7/ INLAND CONNECTIVITY: Based on transportation and inventory carrying costs, PTB has a competitive advantage in a 25-county market for Asian-based trades and a 17-county market for the Northern Europe, Mediterranean, and Indian Subcontinent trade lanes, with sufficient ocean carriage frequency, geographic coverage and transit times.

8/ ACCESS TO CENTRAL FLORIDA: Port Tampa Bay has excellent road and rail infrastructure with unsurpassed, direct access to the central Florida market.

9/ SHIPYARDS: Four shipbuilding and repair facilities provide complete services to the U.S. flag and international fleets – a true asset to tanker and tank barge fleet operators.



STRATEGIC PRIORITIES /

Anchor

EXPAND AND DIVERSIFY PTB'S BUSINESS BASE THROUGH EXECUTING A SUPPLY CHAIN SALES STRATEGY

We're building business and strengthening our leadership in the international trade and maritime industry through the implementation of a customer-driven, strategic supply-chain focus.

- Identify, evaluate, and pursue cargo opportunities through a supply-chain approach.
- Strategically link vessel access, port infrastructure, warehousing and distribution facilities and inland transport to craft opportunities for efficiencies and cost savings for beneficial cargo owners and shipping lines.

“ You must be the change you wish to see in the world.

- Mahatma Gandhi

Today's total port cargo volumes are over 37 million tons. High forecast throughput models show potential by FY 2030 of up to 51 million tons.

Vision Progress

1 /

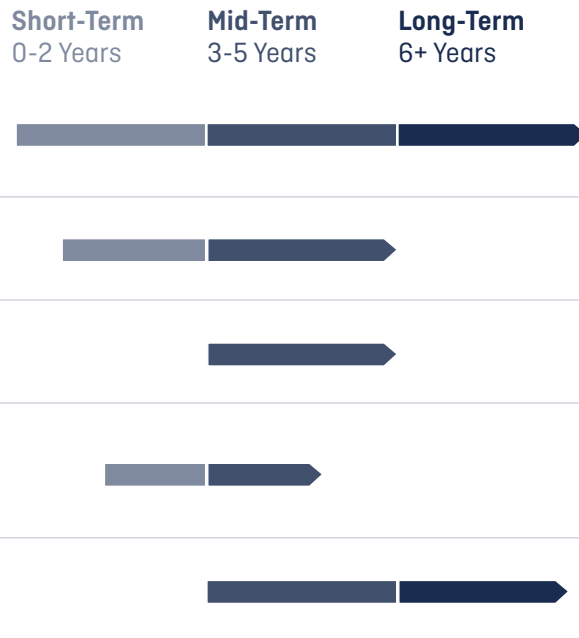
PORT REDWING EXPANSION

*It's More Than Just New Acreage ...
It's an Industrial Manufacturing and
Distribution Center...*

In August 2016, Tampa Tank and Florida Structural Steel broke ground on an \$18-million facility expansion plan at Port Redwing. It is on its way to becoming home to a unique “industrial cluster” of businesses that center on manufacturing and distribution. The Port has long been a strong steel import and transit center. With 145 acres of industrial zoned property available adjacent to deep water, excellent highway and rail connections, and abundant competitively priced mixed electricity right next door, Port Redwing and South Bay are poised for growth.



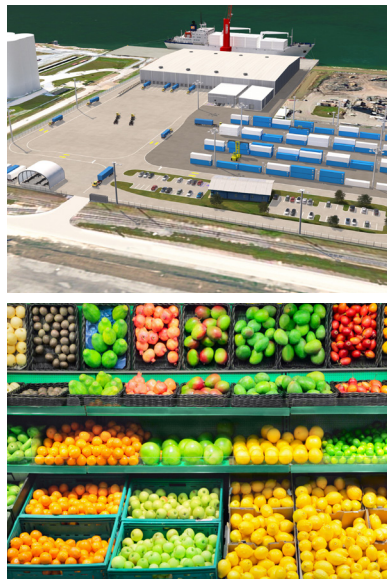
Strategic Initiatives



2/ REFRIGERATED WAREHOUSE

A New Reefer Supply Chain Solution at the Heart of Florida's Largest Market

Port Tampa Bay has commenced the construction of a 135,000 square foot on-dock cold storage facility, a major component of a multi-phased integrated logistics hub for the handling and distribution of food and beverage products. A lease is in place with Port Logistics Refrigerated Services. Future phases will see additional Transload warehouses and a refrigerated rail terminal.



3/ POST-PANAMAX CRANES

Expanding Our Reach to Global Markets

Two Post-Panamax cranes, totaling \$25-million, were delivered to PTB in the summer of 2016. They will allow the handling of 9,000-TEU container ships, twice the size of the largest ships that would be worked previously. This puts Tampa in the running to handle more of the upsized vessels now able to transit the Panama Canal. That's good news for Florida importers and exporters seeking new container connections for overseas and markets and suppliers who may soon access new, affordable vessel services to and from new markets.



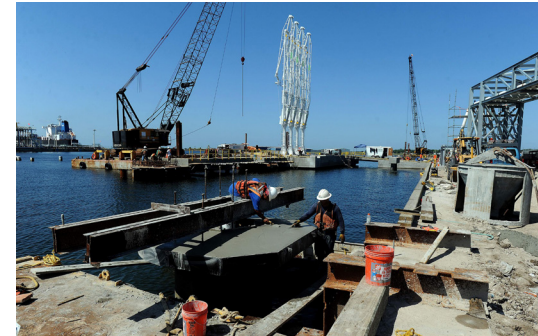
STRATEGIC PRIORITIES /

Anchor

FULFILL CENTRAL FLORIDA'S LONG TERM ENERGY REQUIREMENTS

We're strengthening Tampa Bay's status as Central Florida's energy gateway. PTB's upgraded Petroleum Facility, which connects to several of Tampa Bay's largest petroleum products distributors and to the Orlando area via the Central Florida Pipeline, provides efficiencies and additional capacity to serve the market.

- Linking to PTB's expanded facility may appeal to private energy operators to reduce cost and increase markets via the PTB gateway.
- Explore an off-port petroleum distribution center linked to the pipeline as another option.



Today's petroleum business at PTB terminals is more than seven million tons, but high growth potential exists within five years. Future opportunities exist because of the recent modernization and expandability of PTB's facility, the continued aging of private shallow-draft petroleum products terminals, and the transition from port industrial to less intense land uses in selected areas of the Port.

Vision Progress

1 / GATEWAY RAIL PROJECT

A Public-Private Partnership Successfully Serving the Region

Completed in 2012, the Gateway Rail Project, a joint TPA/CSX Corporation/ Kinder Morgan Energy Partners initiative, was the first on-dock multipurpose unit train facility for ethanol in Florida. Located adjacent to the Central Florida Pipeline delivering to the Orlando market, the terminal serves the growing demands of an expanding consumer market.



Strategic Initiatives

	Short-Term 0-2 Years	Mid-Term 3-5 Years	Long-Term 6+ Years
/ Determine stakeholders short, medium & long-term investment requirements	<div></div>		
/ Connect Port Ybor private petroleum terminals to PTB Petroleum Complex via pipeline	<div></div>		
/ Collaborate with the U.S. Air Force and Port Tampa private sector operators to access PTB’s efficient, deep draft petroleum facility capability	<div></div>		
/ Expand PTB Petroleum Complex berth and tank storage capability, if and as required	<div></div>		
/ Connect Port Tampa to PTB Petroleum Complex	<div></div>		
/ Identify, evaluate and pursue a long-term infrastructure and supply chain strategy for meeting the region’s long-term energy requirements	<div></div>		
/ Collaborate with regional power companies to ensure sustainable access to LNG fuel sources	<div></div>		

2 / PETROLEUM FACILITY

More than a Port Petroleum Terminal
... It is a Faster Commute for You

The Port’s redeveloped petroleum facility, integrated with the Central Florida Pipeline, saves tens of millions of gallons of fuel versus trucking fuel throughout the region, and, decreases truck traffic by about 125,000 long-distance truck moves annually. A few less trucks on the road means a slightly faster trip for commuters, and maybe enough extra time for a morning café con leché.



STRATEGIC PRIORITIES /

Anchor

OPTIMIZE TAMPA BAY'S VESSEL ACCESS TO SUCCESSFULLY PURSUE EMERGING TRADE OPPORTUNITIES GENERATED BY THE PANAMA CANAL EXPANSION

We're collaborating with stakeholders and agencies to determine an optimal Port channel depth, taking into consideration the impacts of the Panama Canal expansion, the increasing numbers of larger ships, and the limitations posed by current channel depth and width.

- Continue to work with PTB's existing and potential tenants to determine future vessel access requirements.



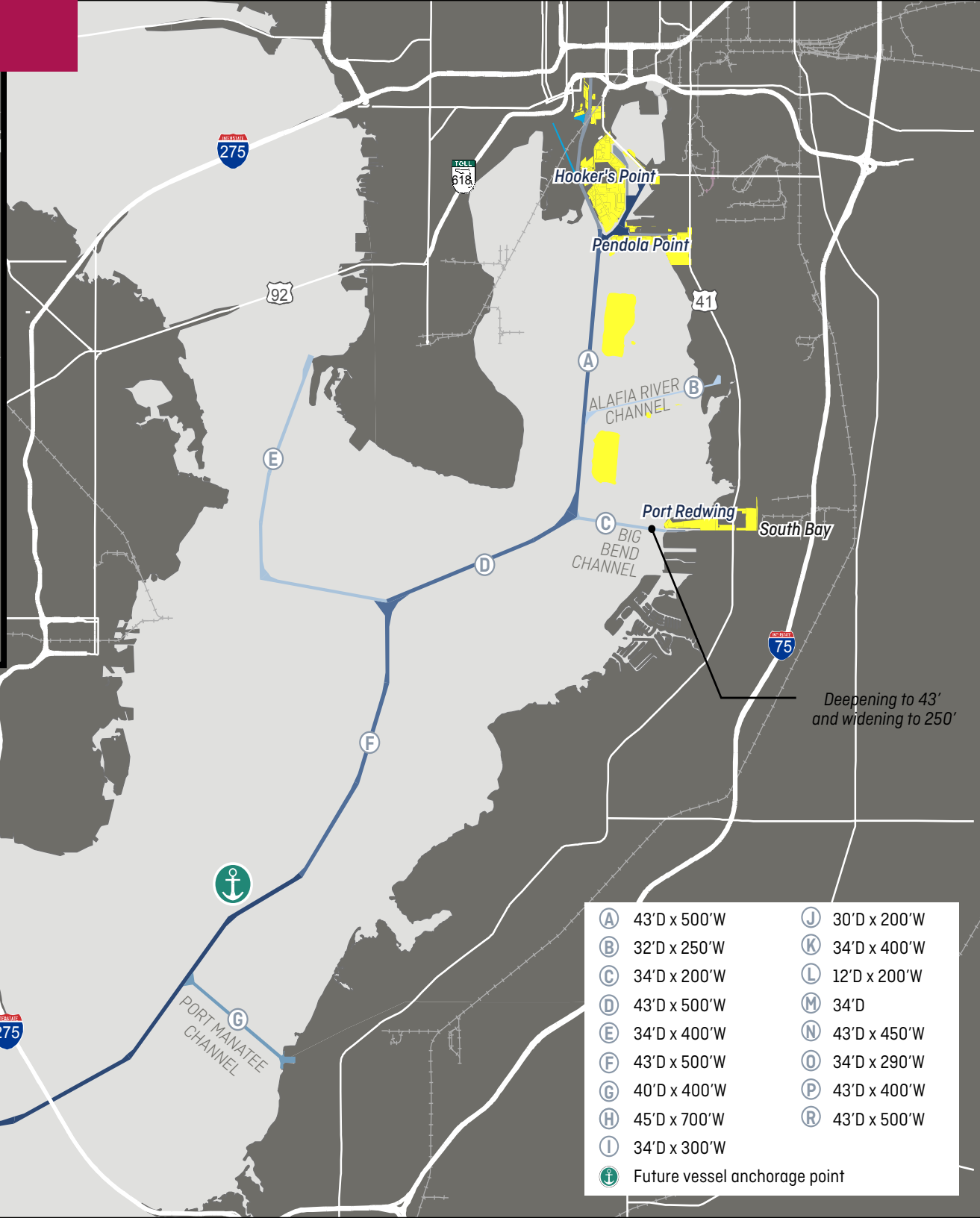
CHANNEL DEEPENING

Almost all of the Port's public and private facilities will eventually face limitations on vessel size as global fleet upsizing continues. The cost-versus-benefit analysis for deepening and widening is especially complicated, but without change the Port may lose some opportunity in the long-term.

Strategic Initiatives

	Short-Term 0-2 Years	Mid-Term 3-5 Years	Long-Term 6+ Years
/ Expand Hooker's Point deep-draft multipurpose berth capability	<div><div></div><div></div><div></div></div>		
/ Collaboratively partner with customers for the deepening and widening of Big Bend to enhance Port Redwing's bulk cargo capability	<div><div></div><div></div><div></div></div>		
/ Determine feasibility of a mid-bay anchorage to support emergency anchoring & potential top-off/lightening	<div><div></div><div></div><div></div></div>		
/ Partner with Army Corps and customers to determine long-term optimal depth for Tampa Bay (45', 47', or 50' or more)	<div><div></div><div></div><div></div></div>		
/ Deepen and widen main shipping channels	<div><div></div><div></div><div></div></div>		

NAVIGATIONAL CHANNELS



(A) 43'D x 500'W	(J) 30'D x 200'W
(B) 32'D x 250'W	(K) 34'D x 400'W
(C) 34'D x 200'W	(L) 12'D x 200'W
(D) 43'D x 500'W	(M) 34'D
(E) 34'D x 400'W	(N) 43'D x 450'W
(F) 43'D x 500'W	(O) 34'D x 290'W
(G) 40'D x 400'W	(P) 43'D x 400'W
(H) 45'D x 700'W	(R) 43'D x 500'W
(I) 34'D x 300'W	
(f) Future vessel anchorage point	

STRATEGIC PRIORITIES /

Anchor

EXPAND AND DIVERSIFY THE REGION'S INDUSTRIAL ECONOMY AND CARGO BASE

We're building on the vast scope and scale of PTB's industries by developing and implementing an industrial real estate development joint strategy in partnership with other regional economic development parties, current and potential port customers, CSX, and others.

- Develop and implement a comprehensive economic development strategy that integrates the capabilities and resources of the partners into an actionable plan for attracting and retaining port-dependent and port-related industry.
- Ascertain competitive rail access.

“Do what you can, with what you have, where you are.”
– Theodore Roosevelt

The opportunity to develop and grow regional industry is almost boundless. PTB's available land is an important element of the regional site selection advantage. New near-port industrial development, on- or off-PTB property, including industrial cluster development, provides growth potential for the PTB's cargo volumes and for the region's economic base.

Vision Progress

1 /

EXPANDED FACILITIES

Beyond Buildable Land ... It's Jobs, Incomes, and Spending

The port acquired 150 acres at South Bay, adjacent to Port Redwing, conveying an important competitive advantage with new capacity for cargo growth and industrial expansion. Larger site footprints with excellent cross-modal connectivity are attracting interest from plants and warehouses to serve burgeoning local markets, and global needs. New facilities will be a boon to the economy, and provide future cargo for the Port, in a double win for the region.





Strategic Initiatives

	Short-Term 0-2 Years	Mid-Term 3-5 Years	Long-Term 6+ Years
/ Develop an integrated industrial development leasing strategy in collaboration with regional economic development agencies	<div><div></div><div></div><div></div></div>		
/ Continue to invest in Port Redwing and East Port's marine and industrial infrastructure	<div><div></div><div></div><div></div></div>		
/ Consolidate terminal infrastructure/create common user terminals to create additional parcels for industrial development	<div><div></div><div></div><div></div></div>		
/ Strategically invest in additional property suited for industrial development	<div><div></div><div></div><div></div></div>		

STRATEGIC PRIORITIES /

Anchor

IMPLEMENT THE CHANNELSIDE MASTER PLAN, OPTIMIZING CRUISE VESSEL CAPABILITY

We're turning a rapidly changing cruise market, with air-draft limitations, into a community centerpiece opportunity.

- Counter the cruise brand deployments of larger vessels with optimal, restructured facilities for near-term gains.
- Address the niche market for less than 2,500-passenger ships in the longer term.








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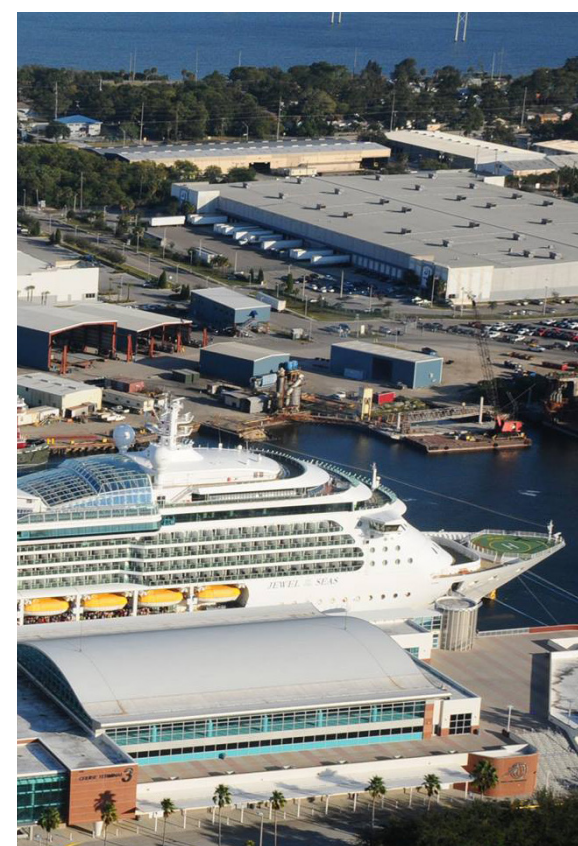
Every wall is a door.

- Ralph Waldo Emerson

Today the cruise business approaches 900,000 passengers. It is expected to peak at 1.3 million passengers in 2020, and fall thereafter, due to new vessel sizes that exceed the height of the Sunshine Skyway Bridge. Removing the air draft constraint would make for a brighter future - bringing up to 2.9 million passengers to the Port by FY 2043.

Strategic Initiatives

	Short-Term 0-2 Years	Mid-Term 3-5 Years	Long-Term 6+ Years
/ Work with City to negotiate land transactions to implement the Channelside Master Plan			
/ Partner with the City and the Channel District CRA to fund and construct needed public infrastructure identified in the Channelside Master Plan			
/ Fund and construct new and upgraded cruise terminals and facilities			
/ Evaluate possible solutions to the Sunshine Skyway Bridge air draft constraints to accommodate larger cruise fleet			



STRATEGIC PRIORITIES /

Anchor

PARTNER WITH THE CITY AND COUNTY TO MAXIMIZE THE FUTURE GROWTH AND DEVELOPMENT OF THE REGION

We're building on the City's planning initiatives, to redevelop Channelside in keeping with regional and Channel District needs.

- Create a long-term commercial real estate strategy, integrated with the freight-related interests of the Port.
- Upcycle Channelside to create a community with a working waterfront integrated with residences, commercial and retail uses. Fully integrate the strategy with the downtown residential and business communities, Tampa International Airport, tourism agencies, port tenants and the general port communities, as proposed in the *Channelside Master Plan*.



Today's Channelside properties are underutilized and leave local retail, commercial and recreational needs largely unmet. Partnering in District redevelopment poses substantial opportunity for the Port to diversify revenues, and to better service the neighboring community. It will make the PTB's corporate citizenship a model for other industries.

Strategic Initiatives

	Short-Term 0-2 Years	Mid-Term 3-5 Years	Long-Term 6+ Years
/ Successfully implement the <i>Channelside Master Plan</i>			
/ Build a commercial real estate development capability			
/ Systematically assess the long-term commercial and operational viability of maritime & industrial assets within the context of emerging industry trends			
/ Strategically invest in the repurposing of PTB assets no longer capable of supporting maritime/industrial activity			
/ Utilize the resulting financial returns to support the ongoing modernization and expansion of PTB's maritime and industrial businesses			



“Once we accept our limits,
we go beyond them.”
-Albert Einstein

STRATEGIC PRIORITIES / *Anchor*

DEVELOP AND IMPLEMENT A LANDSIDE TRANSPORTATION ACCESS STRATEGY

We're proactively collaborating with FDOT, the City of Tampa, Hillsborough County, Hillsborough MPO, CSX and others to develop and implement a long-term, comprehensive landside transportation access strategy for Port Tampa Bay. This effort will address the Port's road, rail and pipeline access.

- Collaborate with agency and private stakeholders to improve the regional freight network given the common interests and the collective benefits to be gained, and their respective roles and responsibilities in landside transportation infrastructure.
- Separate, where practical, passenger and freight traffic on key transportation corridors serving the Port.



Road and rail and other landside connectivity, especially the last-mile infrastructure outside the Port, present bottlenecks to efficiency for freight and passengers. An ongoing, collaborative approach to improving mobility will, step by step and project by project, help optimize mobility and safety for freight and passengers. Benefits will accrue almost immediately.

Vision Progress

1 /

I-4 SELMON CONNECTOR

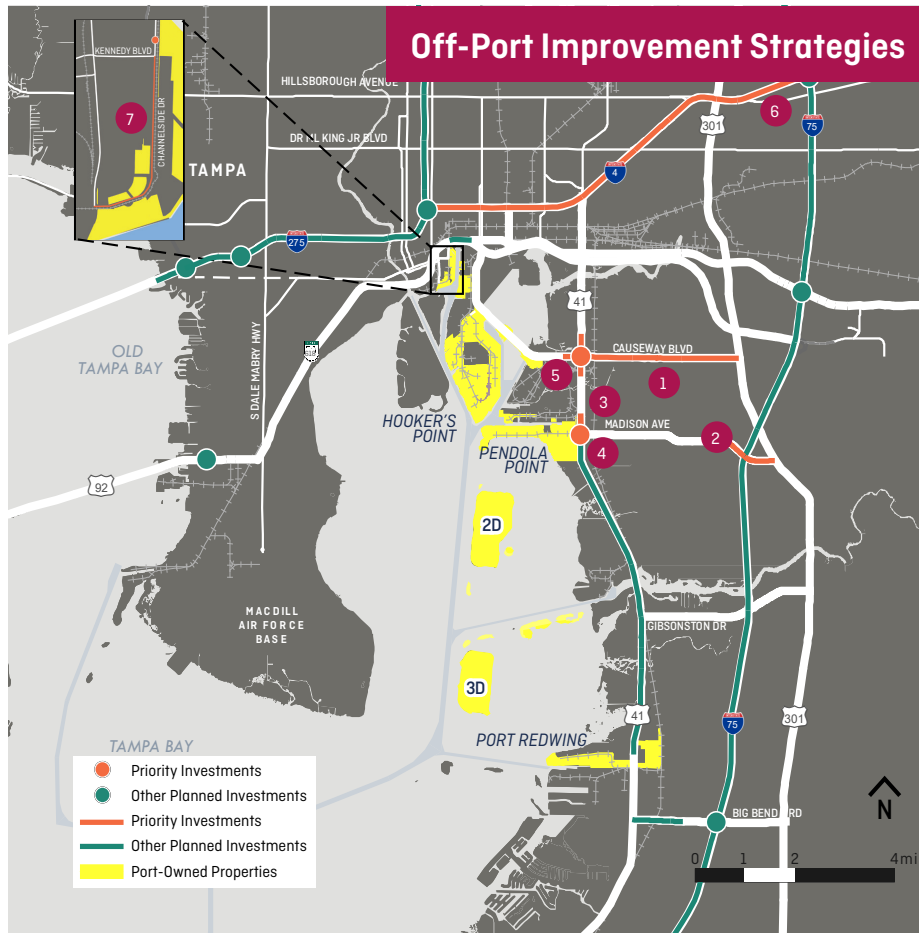
*More than a Ramp ... It's
Supplier Stock to Store Shelf,
Faster*

A dedicated express truck ramp now links the Port directly with the nation's interstates, via the new I-4/Selmon Connector, greatly enhancing connectivity to customers in west central Florida and relieving local road congestion. As consumer demand for almost immediate delivery of ever customized products grows, fast delivery means happy customers.



Strategic Initiatives

	Short-Term 0-2 Years	Mid-Term 3-5 Years	Long-Term 6+ Years
/ Work with the Hillsborough MPO to ensure that the Port's priority transportation needs are included in the Long Range Transportation Plan and Transportation Improvement Program			
/ Work with FDOT and local governments to implement the Port's priority transportation strategies			
/ Work with CSX and FDOT on solutions to separate road and rail traffic			
/ Continue to work with federal, state, and regional agencies to identify and secure funding for on- and off-port transportation infrastructure needs			



PRIORITY INVESTMENTS

- 1 CAUSEWAY BOULEVARD OPERATIONAL IMPROVEMENTS** will smooth east-west traffic flow for both commuters and truckers.
- 2 MADISON AVENUE WIDENING** will allow for a continuous four-lane roadway to US 301.
- 3 US 41 WIDENING** will allow for a continuous six-lane roadway to Denver Street improving traffic flow in the corridor.
- 4 US 41 AND MADISON AVENUE INTERSECTION RECONSTRUCTION** will reinforce the intersection with concrete and add space for southbound to westbound truck turning movements.
- 5 US 41 GRADE SEPARATION** will remove conflicts between trains and vehicles and reduce significant delay for both trucks and automobiles.
- 6 I-4 EXPRESS LANES** will aid in relieving overall traffic congestion and reducing drive times for both commuters and truckers through a system of express toll lanes.
- 7 CHANNELSIDE DRIVE COMPLETE STREET IMPROVEMENTS** will retrofit the roadway to be safer for bicyclists and pedestrians by reducing the street from four lanes down to three while adding on-street parking and wider sidewalks.

OUR INVESTMENT STRATEGY / *Capital Improvement Program*

Vision 2030 provides a strategic, market driven roadmap for planning, rehabilitating, modernizing, expanding and managing PTB's marine terminals as well as supporting infrastructure throughout the Port.

In the trade and transportation business, vessels and cargo owners can shift ports at the drop of a hat. Facilities have to be in place or the business will go out of state or elsewhere. This plan guides investment to accommodate projected growth in cargo, vessels, shipbuilding and repair, real estate, and cruise business.

Vision 2030 translates the land and asset-based strategic priorities into a market driven, actionable investment plan for the next fifteen years. The Port's mission, objectives and policies will be used to guide the implementation of the Master Plan. A package of business development, operational, environmental and financial initiatives accompanies each and every capital project to ensure timely delivery of the best investments.

SUPPORTED BY SOLID FINANCIALS

PTB's financial position is strong. It has a diversified revenue base, possesses sustainable competitive strengths, and is projected to generate significant cash flows for reinvestment under both the low range and high range forecast scenarios. The upside potential to further increase and diversify revenues is significant. PTB's cash flow management strategies in combination with its continuing ability to levy ad valorem taxes has significant potential to further improve its cash flow. PTB's FY 2030 total net cash flow available for reinvestment is projected to range between \$52.2 million and \$64.5 million, or an increase of between 43 and 76 percent. The major drivers of the increases include:

- Reduced debt service costs
- Significant increases in real estate rental income
- Periodic increases in prices
- Increases in cargo and passenger volumes
- Continued prudent management and control of operating expenses



*Port Tampa Bay estimates
\$1.4 billion in
investments over the
next 15-20 years*

Environmental stewardship and sustainability

The Port is committed to ensuring the successful coexistence of industry and coastal ecosystems.



PROTECTING THE BAY AREA

As we continue to employ sound environmental management practices in fulfilling our mission, collaboration has become increasingly important. To protect the community, and to operate, develop and grow the Port successfully requires a planning model that balances the economy, the environment, and the community. Environmental stewardship and sustainability will include best practices in port development, controlled by lease contracts, port rules and procedures, environmental laws and regulations, community and political will, and economic factors.

Poised and Ready, But Never Complacent

Port assets must be maintained and new and streamlined facilities will be necessary to remain competitive and tap growth. PTB's capital assets are largely sufficient for a low growth scenario – PTB is ready and positioned for a broad range of growth prospects – but to realize all of the important benefits of *Vision 2030's* high-throughput scenarios, strategic investments are necessary.

Petroleum: Given high growth, and if fuel importers maintain current cargo handling practices (without additional pumps or higher pumping rates), a new petroleum berth may be necessary by 2025.

Phosphate: Opportunities to improve efficiency and expand through additional bulk phosphate export storage.

Grain and Other Agricultural

Exports: If anticipated new grain and other agricultural product exports materialize, PTB facilities will exceed terminal capacity. Additional storage capacity will be necessary and new berth capacity would be helpful.

Other Dry Bulk: New commodities – prilled sulfur and coal – will increase 'other dry bulk' cargo by about one million tons per year, exceeding capacity by almost 500,000 tons by 2018. Additional storage could be developed at existing terminals to take advantage of underutilized wharf capacity.

Other Liquid Bulk: Sensitivity analysis dictates that certain commodity groups, while remaining within the terminal capacity limitations, nonetheless approach capacity and may require facility expansions. They include liquid ammonia, 'other liquid' (juice concentrate), and 'other petroleum' (LPG).

Cruise: Tampa Bay's cruise count will grow for a few years before the fleet of smaller cruise ships ages enough to reverse the Port's cruise fortunes. In the meantime, consolidated and improved facilities will be advantageous.

CAPITAL IMPROVEMENT PROGRAM / *Hooker's Point*



FY 2017 - 2021

- 1 **BERTH 201/202 AUTO TERMINAL:** 15 acres of auto terminal area with rail loadout facility / Estimated Cost: \$10,000,000
- 2 **BERTH 201/202 RORO RAMP:** Ramp will be used for general cargo/autos / Estimated Cost: \$5,000,000
- 3 **BERTH 205 - MARGINAL WHARF, REEFER PLUG UNITS:** Adding capability to handle reefer containers / Estimated Cost: \$7,600,000
- 4 **HOOKE'S POINT CONTAINER GATE:** New container gate to improve security and improve access to container facility / Estimated Cost: \$12,000,000
- 5 **BERTHS 210/211 UPLANDS IMPROVEMENTS:** 23-acre expansion of container/cargo handling and storage facilities; container storage will have electrical plugs for refrigerated containers and site lighting will be installed / Estimated Cost: \$13,500,000
- 6 **BERTH 219 WHARF EXTENSION:** Existing wharf extended north for approx. 300 linear feet / Estimated Cost: \$5,600,000
- 7 **BERTH 219 REFRIGERATED WAREHOUSE:** A 130,000-square-foot refrigerated warehouse will be constructed / Estimated Cost: \$18,200,000
- 8 **BERTHS 214/215 UPLANDS DEVELOPMENT:** Improvements for growing container demands / Estimated Cost: \$6,100,000
- 9 **NEW BERTH 214:** 1,000-foot berth will be constructed / Estimated Cost: \$15,000,000

FY 2022 - 2026

- 7 **REFRIGERATED CARGO EXPANSION (PHASE 2):** Refrigerated cargo facility, reefer area, truck access areas / Estimated Cost: \$15,000,000
- 8 **BERTHS 214/215 UPLANDS DEVELOPMENT:** Improvements for growing container demands / Estimated Cost: \$6,100,000
- 9 **BERTH 214 – 2 GANTRY CRANES:** New gantry cranes for growing container facility / Estimated Cost: \$30,000,000
- 10 **YBOR PETROLEUM PIPELINE:** Pipeline to Ybor Channel terminals will reduce marine infrastructure costs to the private terminals and increase the utilization of Port Tampa Bay assets / Estimated Cost: \$22,500,000
- 11 **INBOUND PORT ENTRANCE GATE EXPANSION:** Expand and modernize inbound truck gate by constructing additional truck staging lanes and security/operations center / Estimated Cost: \$8,000,000
- 12 **BERTH 206/207 CONSTRUCTION:** Provide an additional 1,000 linear feet of berth to accommodate future expansion of cargo markets / Estimated Cost: \$20,000,000
- 13 **CHANNEL/BERTH DEEPENING (BERTHS 208-211):** Dredging channel to the north and deepening channel as necessary as ships increase in size / Estimated Cost: \$11,875,000
- 14 **NORTH CARGO YARD EXPANSION:** Former scrap metal site being redeveloped and cargo yard expanded to accommodate food campus/ other general cargo / Estimated Cost: \$15,000,000
- 15 **INTERMODAL CARGO YARD EXPANSION:** Potential food campus that ties into 5-track transloading and warehousing area / Estimated Cost: \$21,000,000
- 16 **NEW BERTH 215:** 1,000-foot berth will be constructed / Estimated Cost: \$16,000,000

FY 2027 +

- 8 **BERTHS 214/215 UPLANDS DEVELOPMENT (PHASE 3):** Improvements for growing container demands / Estimated Cost: \$18,200,000
- 16 **BERTH 215 – 2 GANTRY CRANES:** New gantry cranes for growing container terminal facility / Estimated Cost: \$32,000,000
- 17 **HOOKE'S POINT GRADE SEPARATION:** Will alleviate congestion at the container facility as container volumes increase / Estimated Cost: \$18,000,000
- 18 **BERTH 220 PETROLEUM TERMINAL EXPANSION:** Construction of an additional liquid bulk import terminal / Estimated Cost: \$10,000,000
- 19 **NEW BERTH 218:** 1,000-foot berth will be constructed / Estimated Cost: \$17,000,000

CAPITAL IMPROVEMENT PROGRAM / *Hooker's Point*

19 *New Berth 218*



2 *Berths 201/202 RORO Ramp*



5 *Berths 210/211 Uplands Improvements*



7 Berth 219 Refrigerated Warehouse

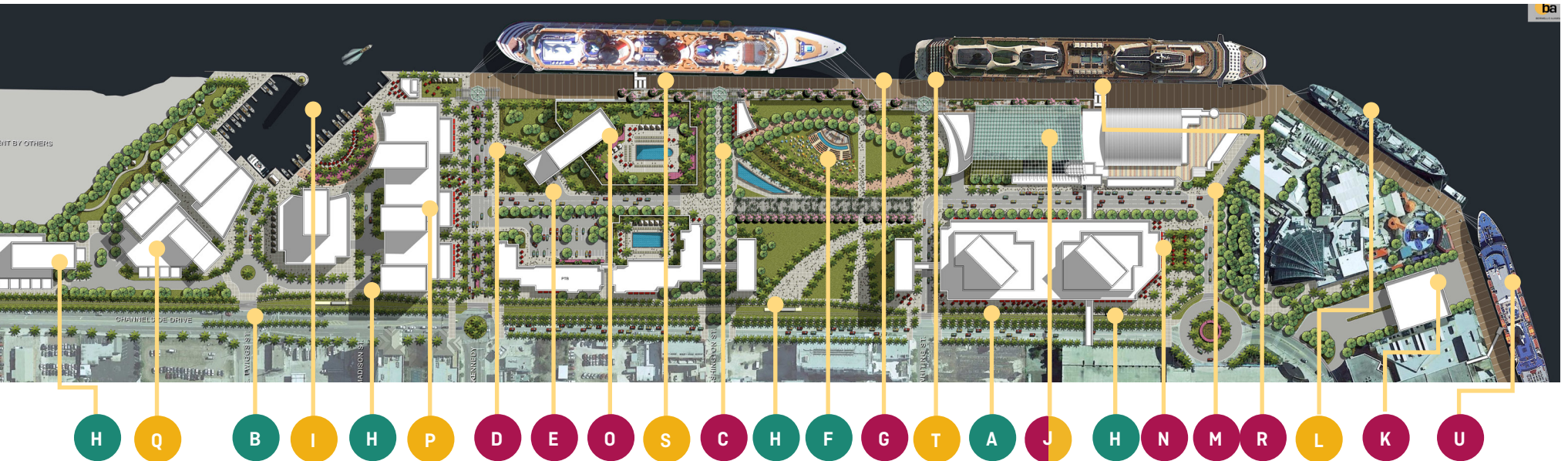


16 New Berth 215



CAPITAL IMPROVEMENT PROGRAM / *Channelside*

● CHANNELSIDE PUBLIC INVESTMENT PROJECTS FY 2017-2021 | ● CHANNELSIDE PUBLIC INVESTMENT PROJECTS FY 2022-2026 | ● COMMUNITY PROJECTS



ID	PROJECT	EST. COST
A	Channelside Drive (E. Cumberland Avenue to Kennedy)	\$9,700,000
B	Channelside Drive (Kennedy Boulevard. to E. Adamo Drive)	\$5,200,000
C	Re-alignment York Street (pedestrian promenade)	\$1,300,000
D	Re-alignment McKay (Kennedy Extension)	\$1,600,000
E	Channelside Lane	\$3,100,000
F	Channelside Central Park	\$21,300,000
G	Elevated Park (roof top)	\$6,500,000
H	Streetcar Station (4)	\$6,800,000

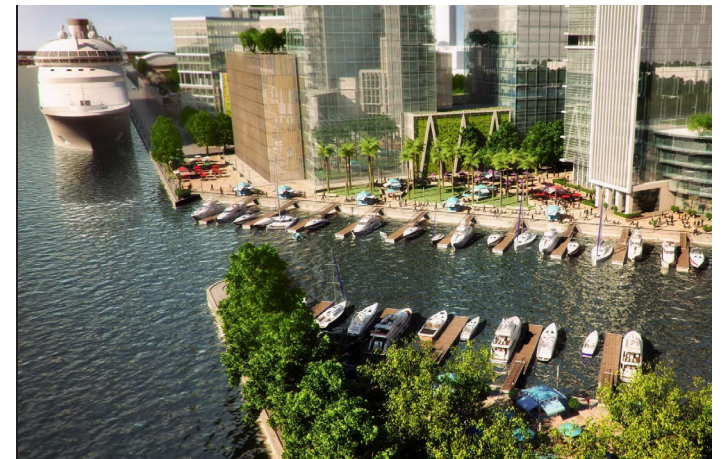
ID	PROJECT	EST. COST
J	Redevelopment of Terminal 3	\$6,600,000
K	Terminal 2 redevelopment	\$1,100,000
M	Central Street	\$1,100,000
N	Aquarium parking site development	\$1,400,000
O	T6 site development	\$1,500,000
R	T3 berth, apron, and gangways	\$8,800,000
U	New T2 berth gangways	\$3,800,000
TOTAL:		\$79,800,000

ID	PROJECT	EST. COST
I	Slip redevelopment and infrastructure	\$19,700,000
J	Redevelopment of Terminal 3	\$60,000,000
L	Berth 269 extension	\$10,800,000
P	McKay Triangle site development	\$4,400,000
Q	North Plot site development	\$2,000,000
S	T6 berth, apron, and gangways	\$38,500,000
T	Redevelopment of Terminal 3-fit out	\$13,100,000
TOTAL:		\$148,500,000



CAPITAL IMPROVEMENT PROGRAM / *Channelside*





CAPITAL IMPROVEMENT PROGRAM / *East Port*



FY 2017 - 2021

- 1 EAST PORT UPLAND FILL AND CARGO YARD EXPANSION (PHASE 2): 42 acres of upland cargo yard area will be developed to accommodate dry bulk material handling / Estimated Cost: \$57,000,000

FY 2022 - 2026

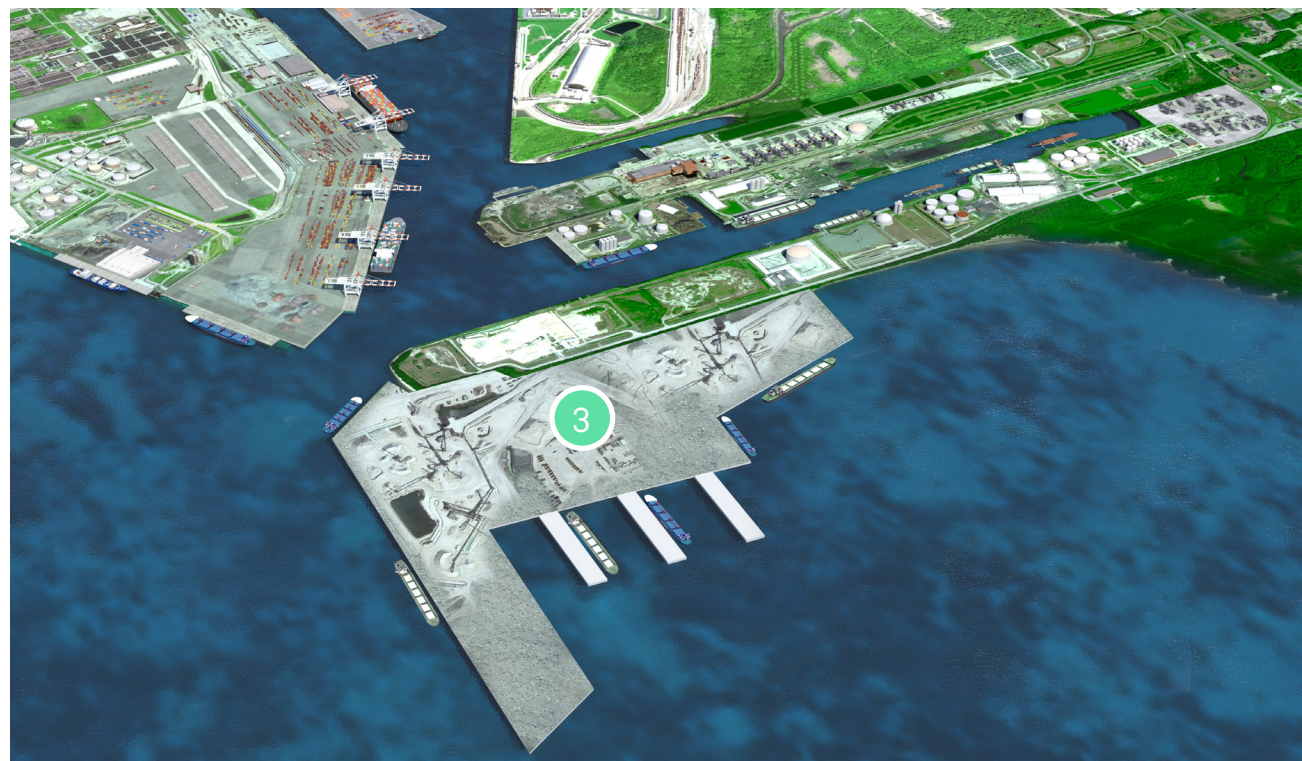
- 2 EAST PORT UPLAND FILL AND CARGO YARD EXPANSION (PHASE 3): 18 acres will be completed to meet Port Tampa Bay's long-term expansion needs / Estimated Cost: \$63,000,000

FY 2027 +

- 3 EAST PORT UPLAND FILL AND CARGO YARD EXPANSION (PHASE 4): 12 acres will be completed to meet Port Tampa Bay's long-term expansion needs / Estimated Cost: \$131,000,000



CAPITAL IMPROVEMENT PROGRAM / *Port Sutton/ Pendola Point*



FY 2017 - 2021

- 1 BERTH 3 DRY BULK DEVELOPMENT: Expansion will include pile supported runway for bulk handling equipment / Estimated Cost: \$5,168,000

FY 2027 +

- 2 PENDOLA EAST CARGO YARD DEVELOPMENT: Construction of cargo yard to support additional cargo volumes / Estimated Cost: \$6,500,000

LONG-TERM OPPORTUNITY

- 3 LAND EXPANSION: Upland fill of approximately 230 acres on Pendola Point to support PTB's growing needs

CAPITAL IMPROVEMENT PROGRAM / *Port Redwing*

FY 2017 - 2021

- 1 **PORT REDWING/SOUTH BAY WAREHOUSING DISTRIBUTION CENTER:** Construction of warehousing operations for steel product manufacturing and export (assume one distribution center every five years) / Estimated Cost: \$16,000,000
- 2 **BARGE BERTH 303 (Phase 1):** Berth 303 will be developed into a barge berth / Estimated Cost: \$5,000,000
- 3 **BIG BEND CHANNEL WIDENING/DEEPENING:** Channel will be widened from 200 feet to 250 feet wide and deepened from 34 feet to 43 feet; Additionally, the turning basin will be enlarged / Estimated Cost: \$50,000,000

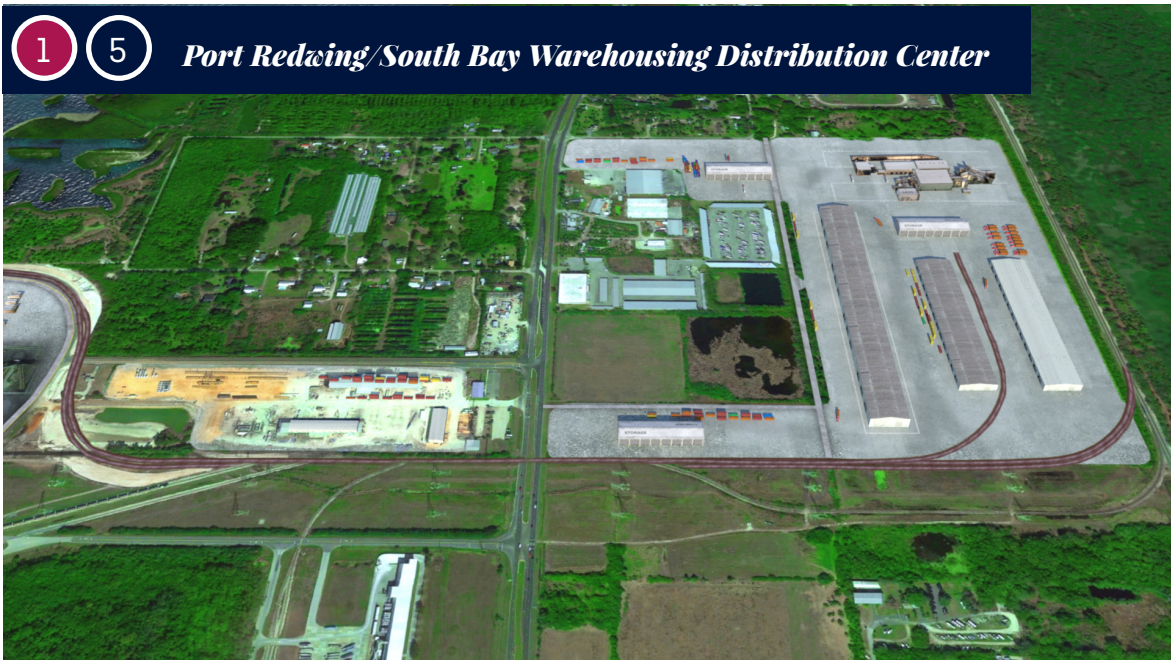
FY 2022 - 2026

- 2 **BARGE BERTH 303 (Phase 2):** Berth 303 will be developed into a barge berth / Estimated Cost: \$5,000,000
- 4 **PORT REDWING EAST CARGO YARD ACCESS ROAD:** Four-lane road will be constructed for tenant access to Port / Estimated Cost: \$2,000,000

FY 2027 +

- 5 **PORT REDWING/SOUTH BAY WAREHOUSING DISTRIBUTION CENTER:** Construction of warehousing operations for steel product manufacturing and export (assume one distribution center every five years) / Estimated Cost: \$16,000,000
- 6 **PORT REDWING LAND RECLAMATION:** Land will be recreated at westernmost point, due to erosion caused by open exposure to the west / Estimated Cost: \$7,200,000





A GLOBAL PORT AND LOCAL ANCHOR

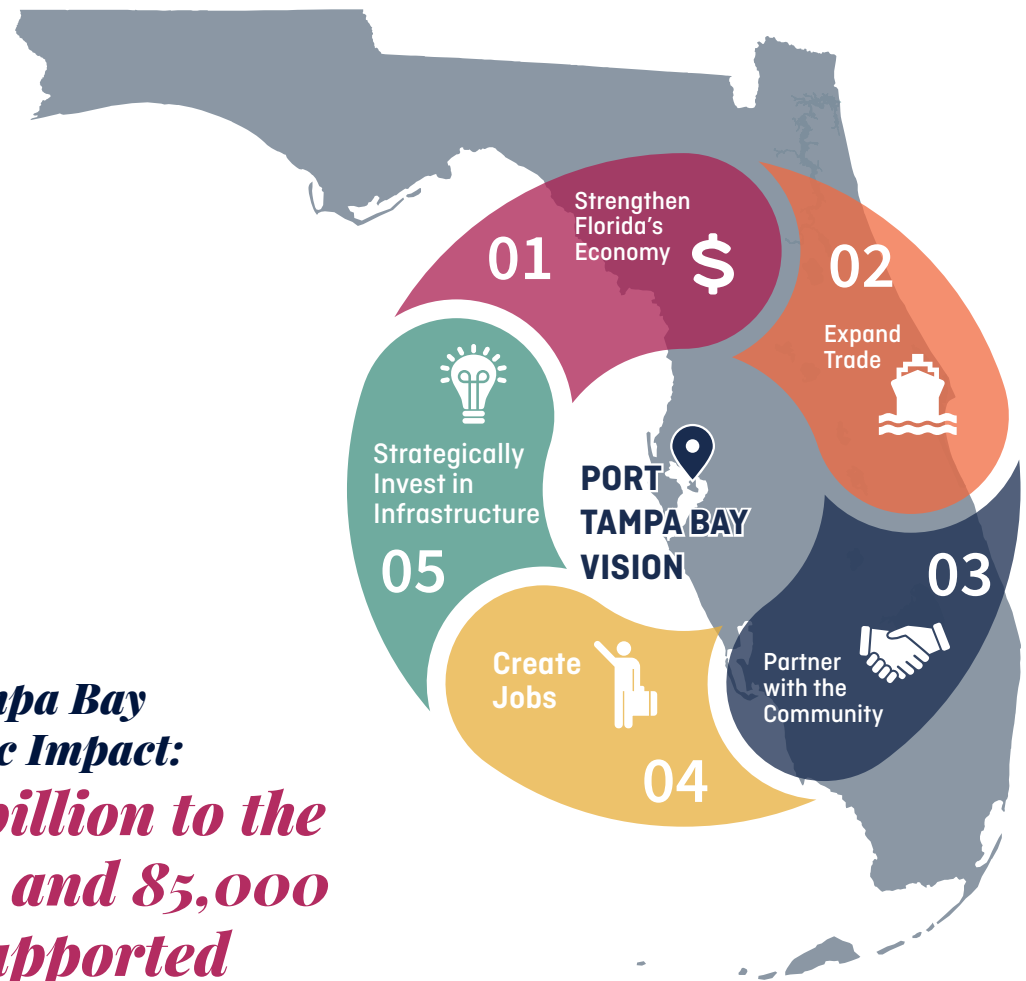
Port Tampa Bay anchors the regional economy and it plays a critical role in Florida's ongoing economic prosperity. In 2015, more than 85,000 jobs in the region were supported by the public and private maritime industries located throughout the Port. The cargo, cruise, shipbuilding and repair, and real estate activity supported \$17.2 billion of total economic value to the region.

As the Port's important waterfront resources continue to be honed to strategically align with opportunities in existing and emerging markets in cargo, cruise and real estate, the Port's value to the region will only trend upward.

Residents, visitors, commerce and industry all deserve the broadest spectrum of opportunity that responsible management, innovative thought, hard work, and Tampa Bay's incomparable natural assets can muster.

Strategic port management and strong planning are the blueprint providing a path to answering important community needs helping accrue benefits that go far beyond just the economic merits. Vision 2030 presents guidance for sustainable development, with an eagle eye on safety, security, the environment and other vital community considerations. Vision 2030 addresses regional imperatives while building up the Port in an optimal way, strengthening the economy, creating jobs and expanding trade.

***Port Tampa Bay
Economic Impact:
\$17.2 billion to the
region and 85,000
jobs supported
by Port maritime
industries***



PORT TAMPA BAY MASTER PLAN

/ Vision 2030

EXECUTIVE SUMMARY

