

THE UNIFIED VOICE OF THE SEAPORT INDUSTRY



# Balancing Land-Use Conflicts and Solutions

*AAPA Capital Projects Seminar  
Norfolk, Virginia*

May 8-9

American Association of Port Authorities  
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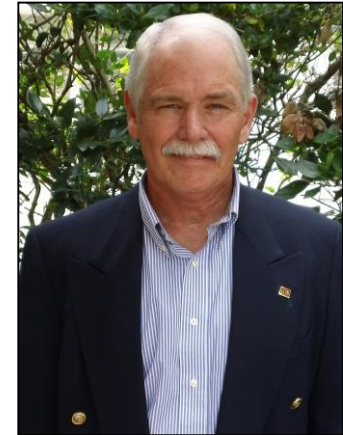
***Catherine Hale***  
*Engineer*  
*McLaren Engineering*



***Heather L. Wood***  
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# AAPA-CAPITAL PROJECTS SEMINAR

## **“BALANCING LAND USE CONFLICTS AND SOLUTIONS”**

Scott Shepard, CCIM, MBA, CPE, MPE  
Director of Real Estate  
Canaveral Port Authority  
May 8, 2018



# Location





# **PORT CANAVERAL WORLD CLASS GATEWAY**







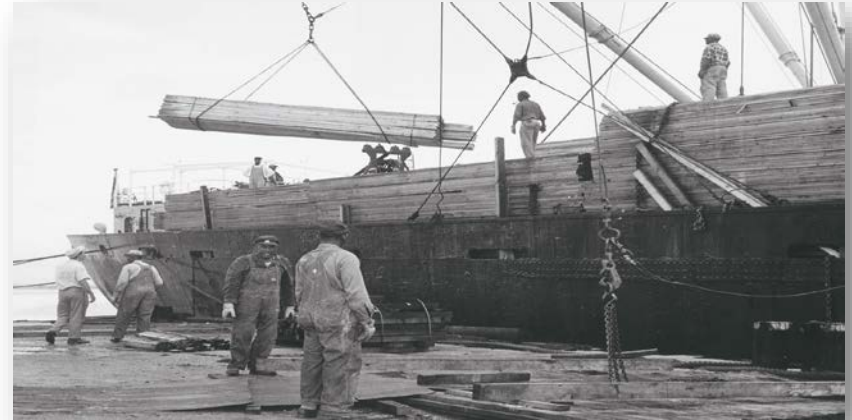
# PORT CANAVERAL

## *"Tale of Two Ports"*

- Man made port
- Dedicated in 1953
- Began as a small fishing and oil port



Commercial fishing vessel lining the newly built Canaveral harbor (c.1950's)



Port Canaveral stevedores load Central Florida lumber on to a vessel for export (c.1957).

# PORT CANAVERAL

## *"Tale of Two Ports"*



Port Canaveral's four business lines – Cargo, Cruise, Recreation and Real Estate (c.2015)



Space X Falcon 9 rocket booster passing by Port Canaveral's auto terminal (c.2016).





**65 Years ago**



**Present Day**



# Mixed Use Development

## Typical Port

- Cruise Line
- Cargo
- Warehouse

## Port Canaveral

- Cruise Line
- Cargo
- Warehouse
- Retail
- Restaurants
- Office
- Marinas
- Car Rental
- Vacant Land
- Parking
- Recreation/Events
- Beach
- Campground



## Development Projects (500 million + over next 5 years)

- **CRUISE:** NEW CRUISE TERMINAL--\$150 Million
- **CARGO:** NEW NCB-8-----\$22 Million
- **CARGO/CRUISE/RE:** 55 acre inland port parcel
- **CARGO/RE:** LNG Terminal
- **CARGO/RE:** Space Port area
- **CARGO/RE:** Land for import/export of cars
- **CRUISE/RE:** New Transportation Center-Rental Cars
- **REAL ESTATE:** Cove Commercial District- Harbor Basin

# PORT CANAVERAL OVERVIEW

1500 Acres

1000 Acres uplands

500 Acres water/harbor

- 6 Cruise terminals/ 4.5 million passengers
- \$100 Million Annual Budget
- 240 tenants and subtenants

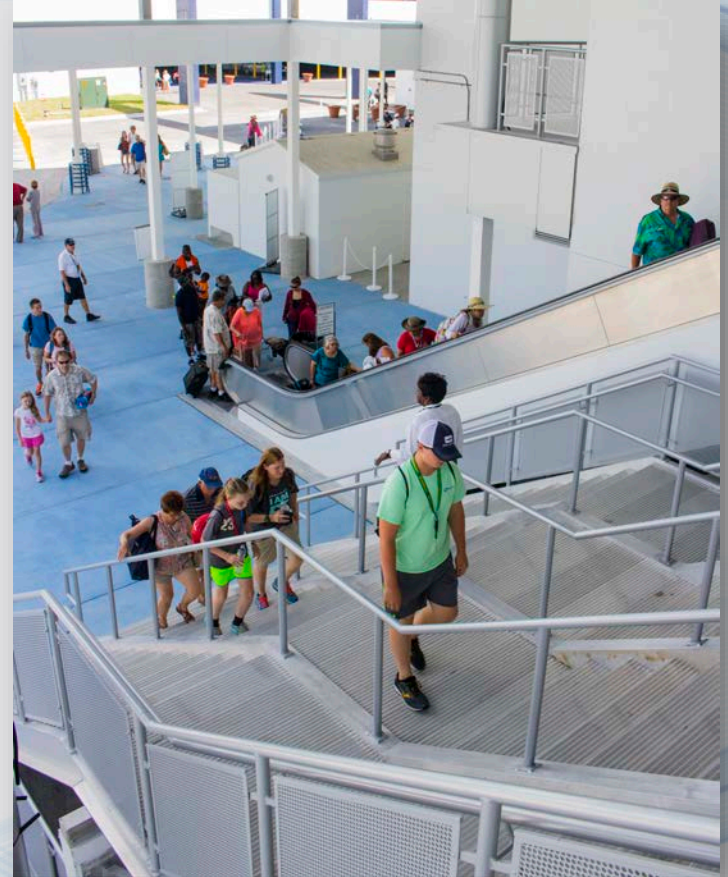


# Cruise and Cargo

- 685 Cruise Ship visits per year
- 450 Cargo Ship visit per year
- 730 Casino Ship trips per year

# 2018 YEAR END PROJECTIONS

- **\$100 million in total revenue**
  - \$ 74 million- cruise
  - \$ 8 million- cargo
  - \$ 8 million- real estate lease income
  - \$ 3 million- recreation/event revenue
  - \$ 7 million- other income





# 2016 ECONOMIC IMPACT STUDY

- **\$2.2 billion net economic impact for Central Florida**
  - \$1.1 billion in direct and indirect wages and salaries
  - \$347.7 million in local spending
  - \$100 million in state and local taxes
- **22,000 Central Florida jobs related to the Port's operating activities**





**Cruise**



**Cargo**



**Port Canaveral**  
**Four Core**  
**Business Lines**



**Recreation and**  
**Entertainment**



**Real Estate**



# CRUISE

- **Second busiest cruise port in the world based upon passenger movements**
  - Accounts for approximately 80% of revenue
  - 9 year round and seasonal homeported vessels
  - More than 20 cruise lines make port of calls throughout the year
- Home fleet includes vessels from **Carnival, Disney, Norwegian Cruise Line and Royal Caribbean**
- Home to Victory Casino Cruises who sail twice daily year round
- New \$150 million Cruise Terminal 3 project underway to come online in November 2019



# PORT CANAVERAL

## Cargo Overview



### **FY 2016:**

337 Ship Visits

Tonnage: 5.5 million

### **FY 2017:**

400 cargo ships

Tonnage: 5.9 million

### **FY 2018 (Projected):**

**450 Cargo Ship visits**



# CARGO

## ➤ 7 types of cargo

- Liquid Bulk
- Dry Bulk
- Break-bulk
- RoRo-Cars
- Containerized
- Heavy Lift and Project
- Space/Rockets



# REAL ESTATE & COMMERCIAL DEVELOPMENT

- Inland Logistics Center
  - 246,000 SF
  - 20 minutes to the Port
  - Rail access
- Parrish Medical Center opened on Port
- SpaceX leased and is expanding a rocket refurbishment hangar
- Cove Commercial Development
- 240 Tenants and Subtenants





# Port Canaveral Real Estate



# RECREATION

## ➤ Jetty Park

- 45 acres
- 210 Campsites
- 165,000 annual visitors
- 1,200 ft lighted fishing pier
- Pristine beach with year-round lifeguards and beach amenities



## ➤ The Exploration Tower

- 7 Story Vertical Exhibition Hall, Theater, Meeting Room, Gift Shop and Cafe



## ➤ Events

- Public and Private
- Rocket launch viewing
- Fall 2018– Commission Ceremony of the USS Indiana Sub



# Managing Growth and Change with the speed of multiple Race Boats !



# Overcoming Conflict and Solutions



# Overcoming Conflict and Solutions

- **CHANGE.....CHANGE.....CHANGE**
- Internal Conflicts (Port Departments and Supportive groups)
- External Conflicts ( Public, Businesses, Tenants, Environmental)
- Security, Safety, Engineering, Risk Mgt., Building Official, Finance, Fire Dept., Sheriffs Dept., Government (Coast Guard, Air Force, Navy), NASA, Citizens (local and tourist), Port Tenants and Berth users, Developers, and Recreation

# Overcoming Conflict and Solutions

- Having enough land for growth
- Competing uses = balance now/future
- Inland Port Use
- Inland or on-Port Rail?
- Multi-use berths (Cargo, Cruise, Space vessels)
- Environment Issues (ACOE, Wetlands, Turtles, Manatees, fuel)



# Challenges

- Rail
- LNG
- Adequate amt. of land
- Mixed use Port
- Security
- Land for Space Industry
- Environmental issues
- Events
- Tourism/Visitors
- Cruise Volume
- Logistics (bridge/traffic)
- Parking
- Transportation
- Rocket launches/Schedule
- Military
- Weather

# CASE STUDY #1

## “RAIL”



RAIL





# Overview

- Past 5 years— Huge Port expansion plans with an emphasis on Cruise, Cargo, Commercial Development
- Rail would enhance Cargo Development efforts for Container volume growth





# Local Opposition and Protests



# Results

- Three to Four years of study
- Rail would enhance Cargo Development efforts-questionable
- Massive effort to defeat by local homeowner association
- CEO is fired
- New CEO allows study to continue with one route only, thru the USAF base vs. across the Banana River
- CEO and Port Commission pull the plug on study and negotiations with the USAF due to lack of need



# Lesson Learned

- Have a preliminary plan that Port can review and use to promote BEFORE it is rolled out to the Public
- Do not rush the Project
- Roll out to local groups and residents
- Promote and educate the public about plan
- Use the media to promote
- Host public meetings
- Address all concerns
- **Educate, promote, educate, promote, educate**
- **DO NOT RUSH the process**

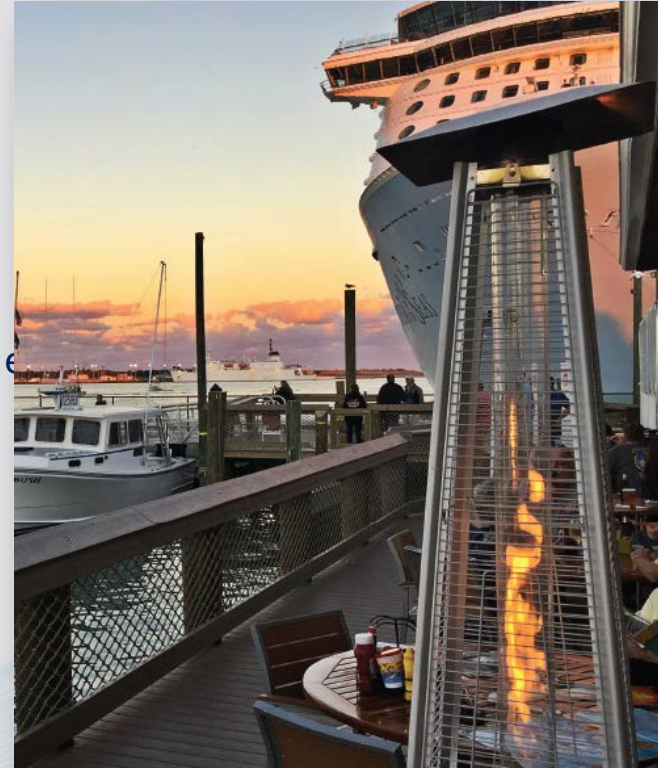
# **CASE STUDY #2**

## **“MASTER PLAN”**



# STRATEGIC MASTER PLAN – COMMERCIAL DEVELOPMENT

- Port and Commercial development is scattered throughout the Port today
  - Reflects the uses of land when there was little demand
- **Moving forward**, the Port must prioritize the finite resources for **maritime purposes**
  - Support maritime activities
  - Create and maintain revenue stream over time
  - Continue to grow as an economic powerhouse in the region
  - Protect and maintain commercial fishing industry (Port Charter)
  - Support value of existing tenants
  - Provide for Recreation (Port Charter)



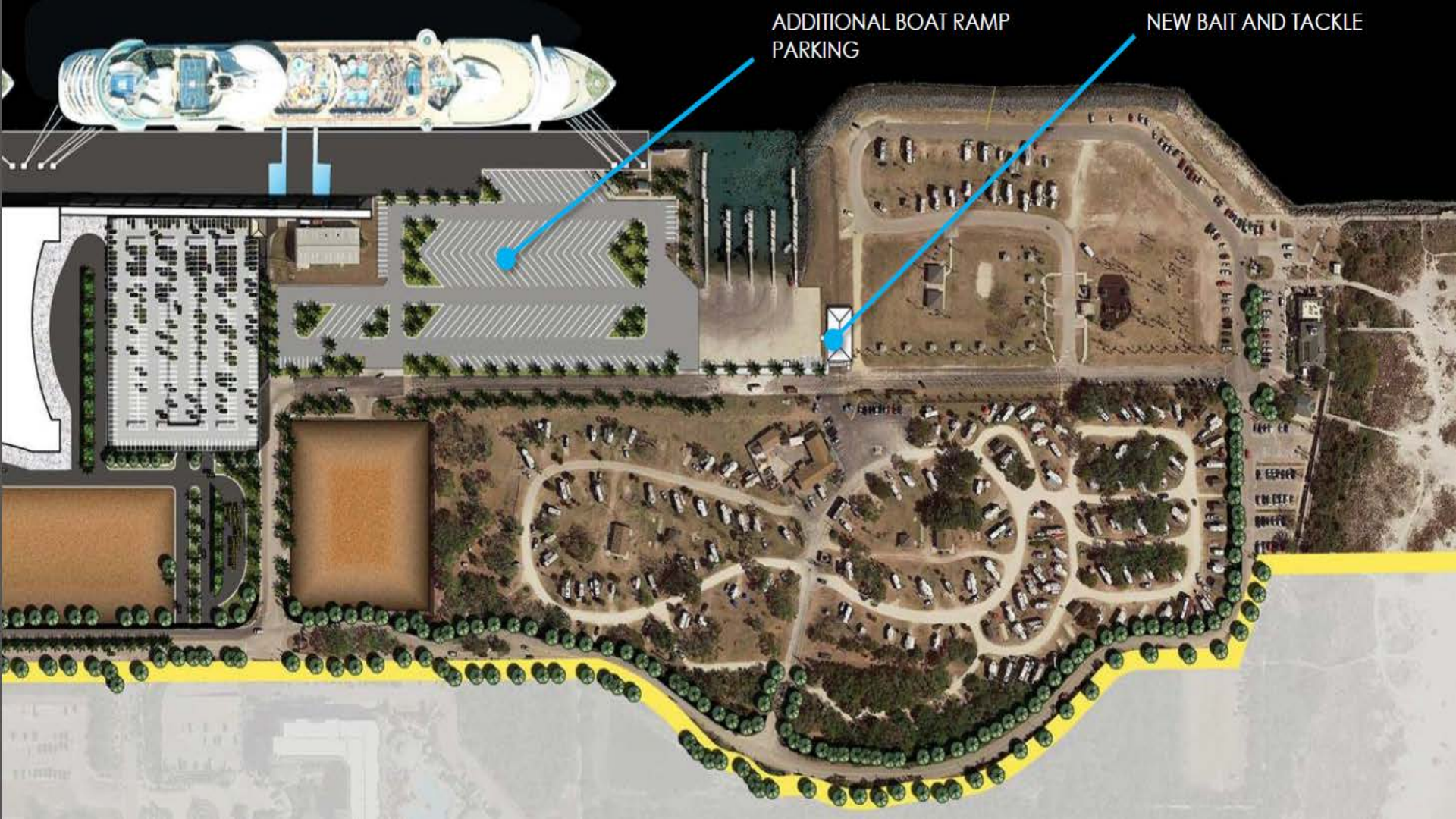
# STRATEGIC MASTER PLAN PROJECT





# STRATEGIC MASTER PLAN

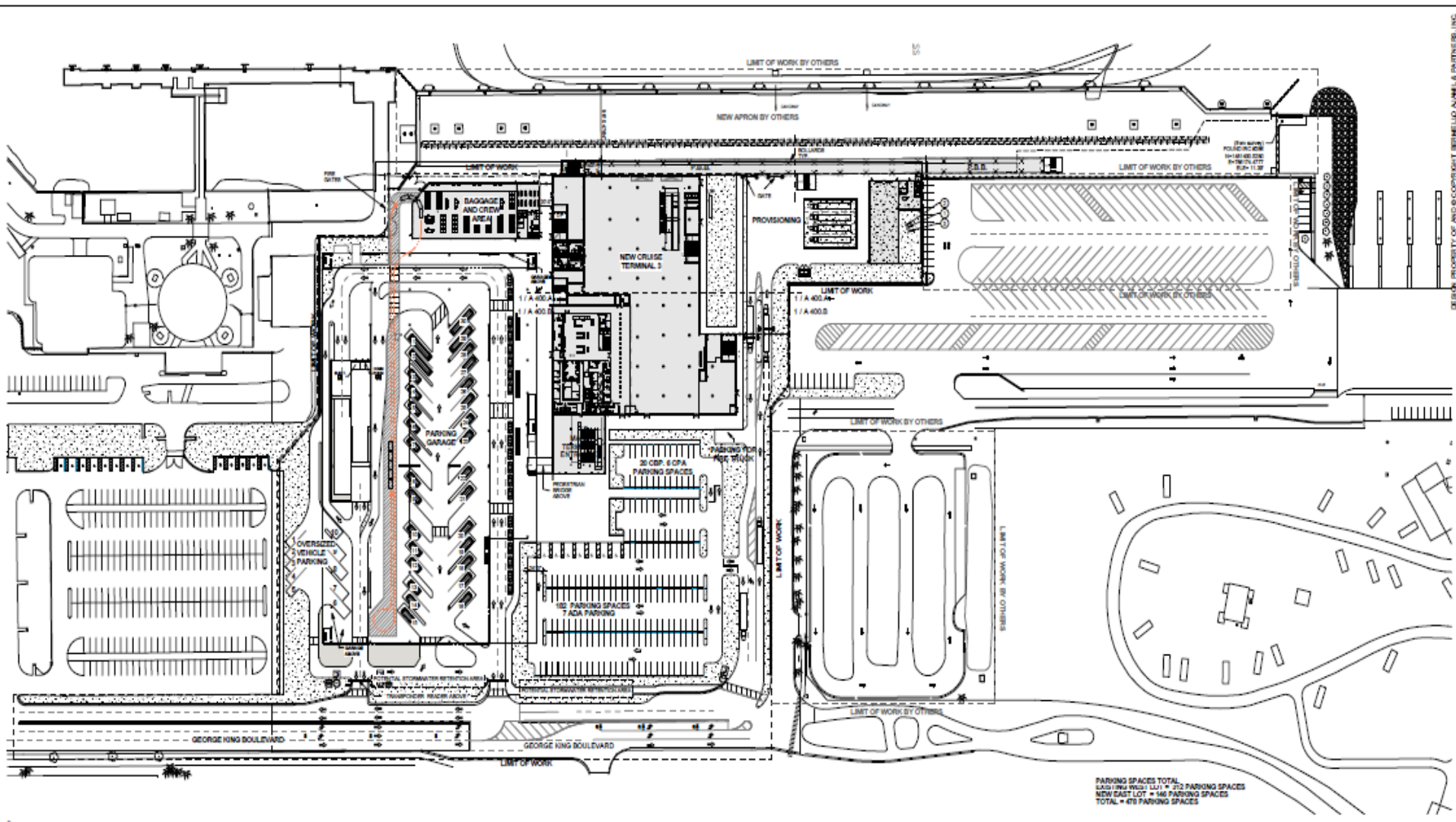
- Consultant and Staff /Departments develop a preliminary Master Plan draft
- Draft plan released for public comment
- The plan is a look ahead from today and out over the next 30 years
- The plan evaluates all areas of Port business: Cruise, Cargo, Parks and Recreation and Commercial Development , Parking
- Goals of the Strategic Master Planning process:
  - Balance traditional and historical uses while growing to meet future demands
  - Grow by using the existing land and berth resources more efficiently
  - Do not compete with businesses outside the Port
  - Develop for flexibility



ADDITIONAL BOAT RAMP  
PARKING

NEW BAIT AND TACKLE



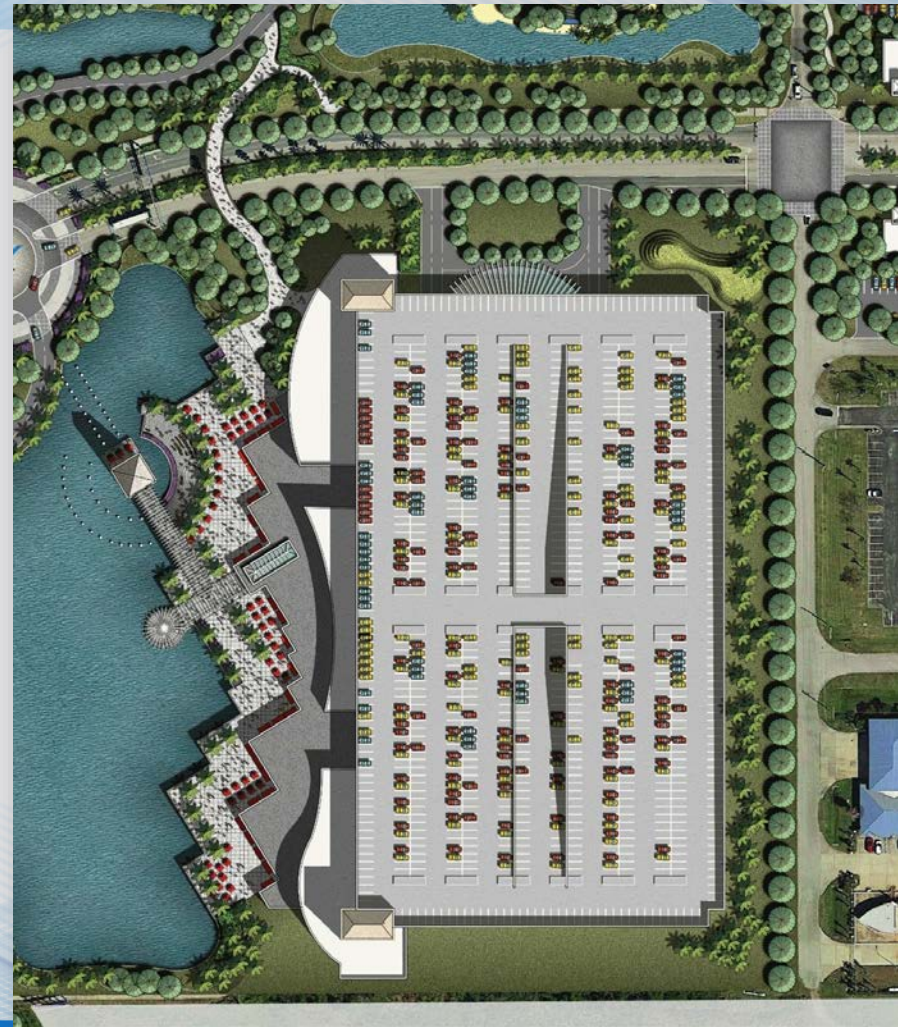


PARKING SPACES TOTAL  
EXISTING (PARKING LOT 1) + 270 PARKING SPACES  
NEW EAST LOT + 146 PARKING SPACES  
TOTAL = 416 PARKING SPACES

# STRATEGIC MASTER PLAN

## INTERMODAL CENTER

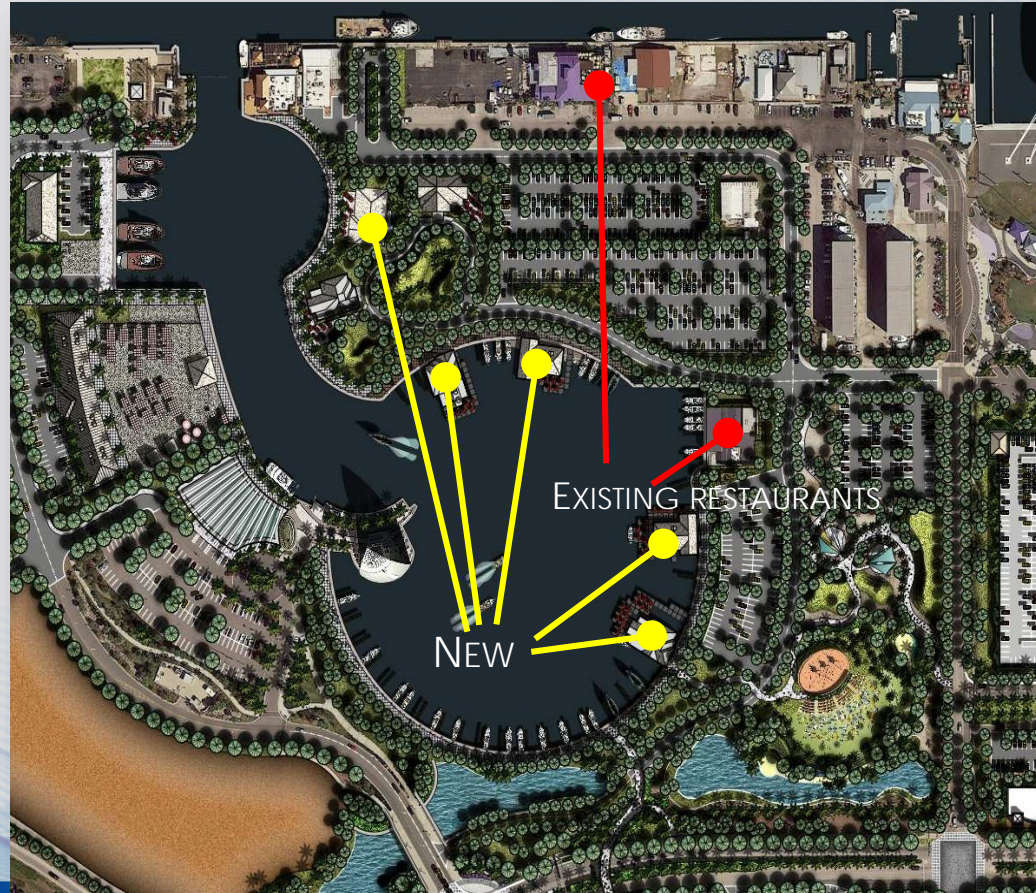
- Transportation Hub
- Car Rental, Buses, Taxi, Parking
- Reduce traffic in Port
- Busy port day (4-6 cruise ships), parking at capacity with few overflow options
- Enhances options for visitors





# STRATEGIC MASTER PLAN – THE COVE

- Adds 3000 feet of waterfront and frees up 500 feet of harbor-side bulkhead
- Builds upon success of historic restaurant row by creating an inner cove
- 6-8 new Restaurants, retail shops, Public Amphitheater for events, marina, conference center
- New shallow draft berthing space for smaller vessels that do not require a deep water berth
- Working waterfront concept would include a section for the major work boats TUGS and Shrimp boats at the Port
- Becomes a Public meeting place



# Process

- Project “Conceptual” roll out to Port Commission
- Developed preliminary layouts
- Meeting with individual stakeholders (internal and external)
- Adjustments to preliminary layouts
- Three Public meetings—input
- Internal meetings as to Public comments
- Adjustments to layouts
- Second Public Meeting
- Submission to Port Commission



# Lesson learned and results

- Input is valuable to the success of a potentially controversial project due to change
- Extra time is valuable
- Flexibility pays off
- **Result:** The Port Commission approved the Master Plan.....5 to 0  
There was **NO Public objection** at the meeting

# Summary

- Conflict will come with Change
- The challenge for the Port is to find solutions
- Communication to all stakeholders is critical including both Internal and External stakeholders



# Managing Growth and Change with the speed of multiple Race Boats !



# BALANCE







Thank you!

PORT CANAVERAL ~ WORLD CLASS GATEWAY

QUESTIONS?





# A NEW INDUSTRY IN THE PORT OF NEW BEDFORD

Developing Compatible Infrastructure and Economic  
Development for the Offshore Wind and  
Commercial Fishing Industries



2018 Capital Projects Seminar

May 8, 2018

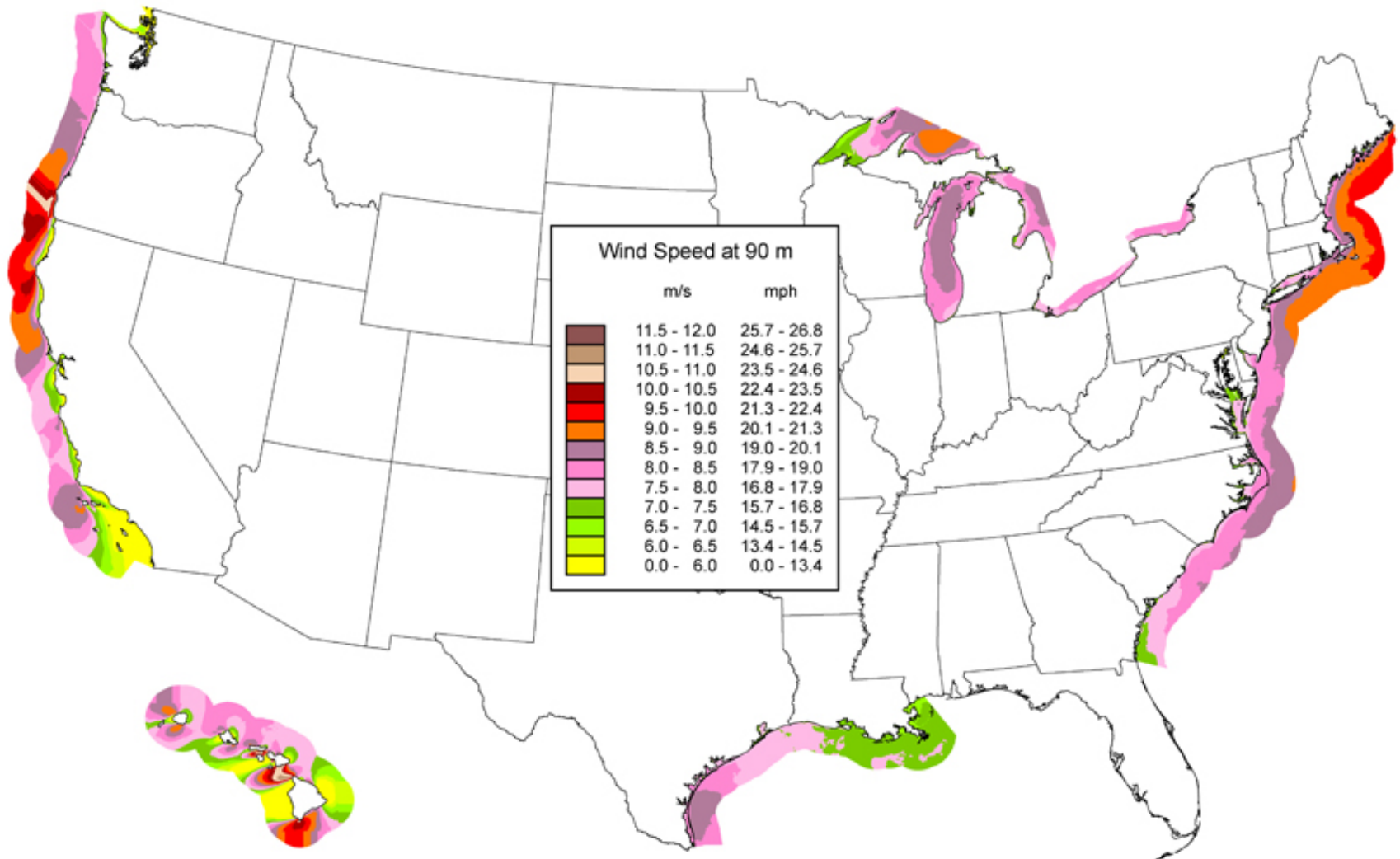
Norfolk, VA

# The Offshore Wind Opportunity

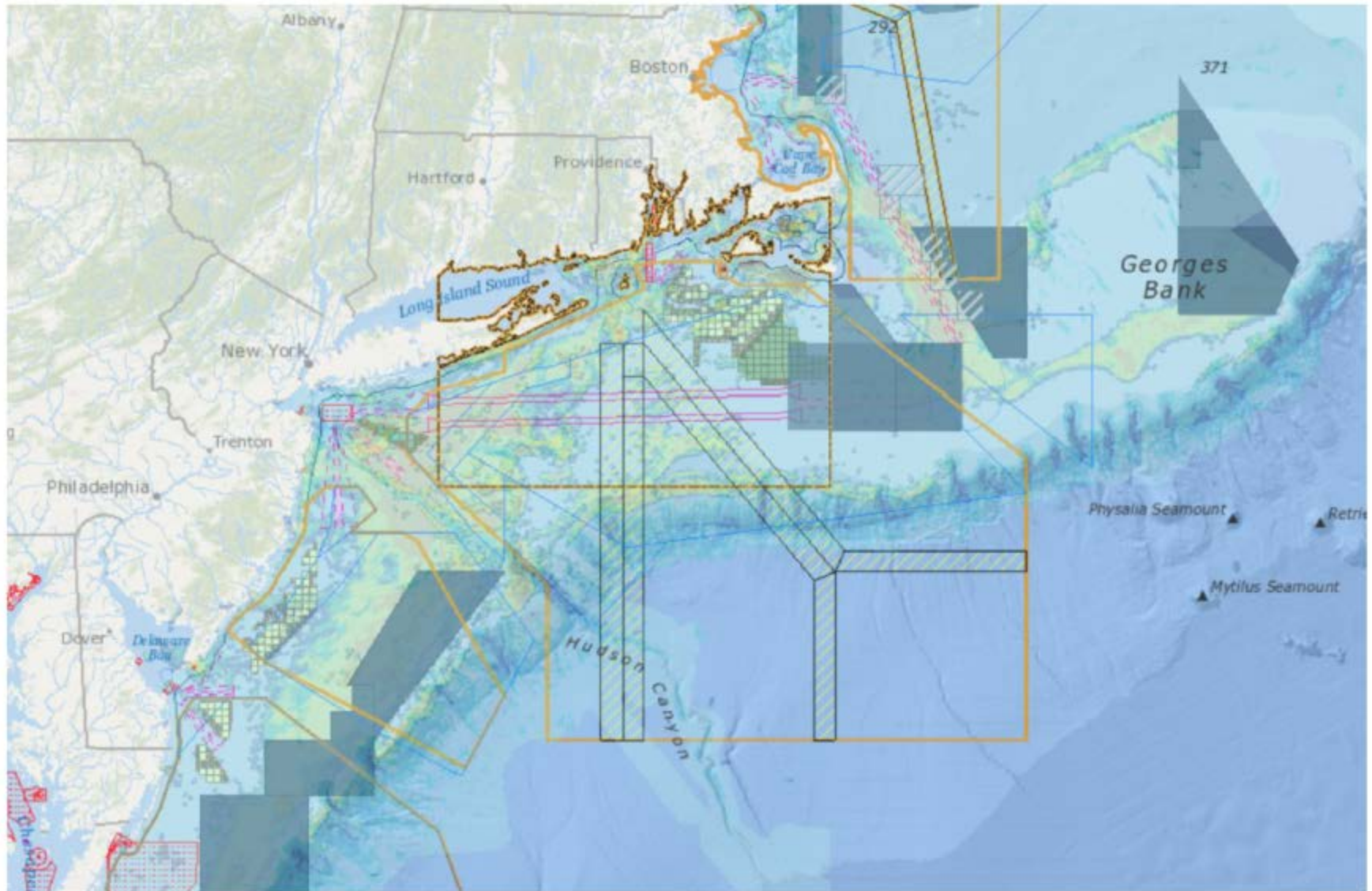




# The Natural Resource

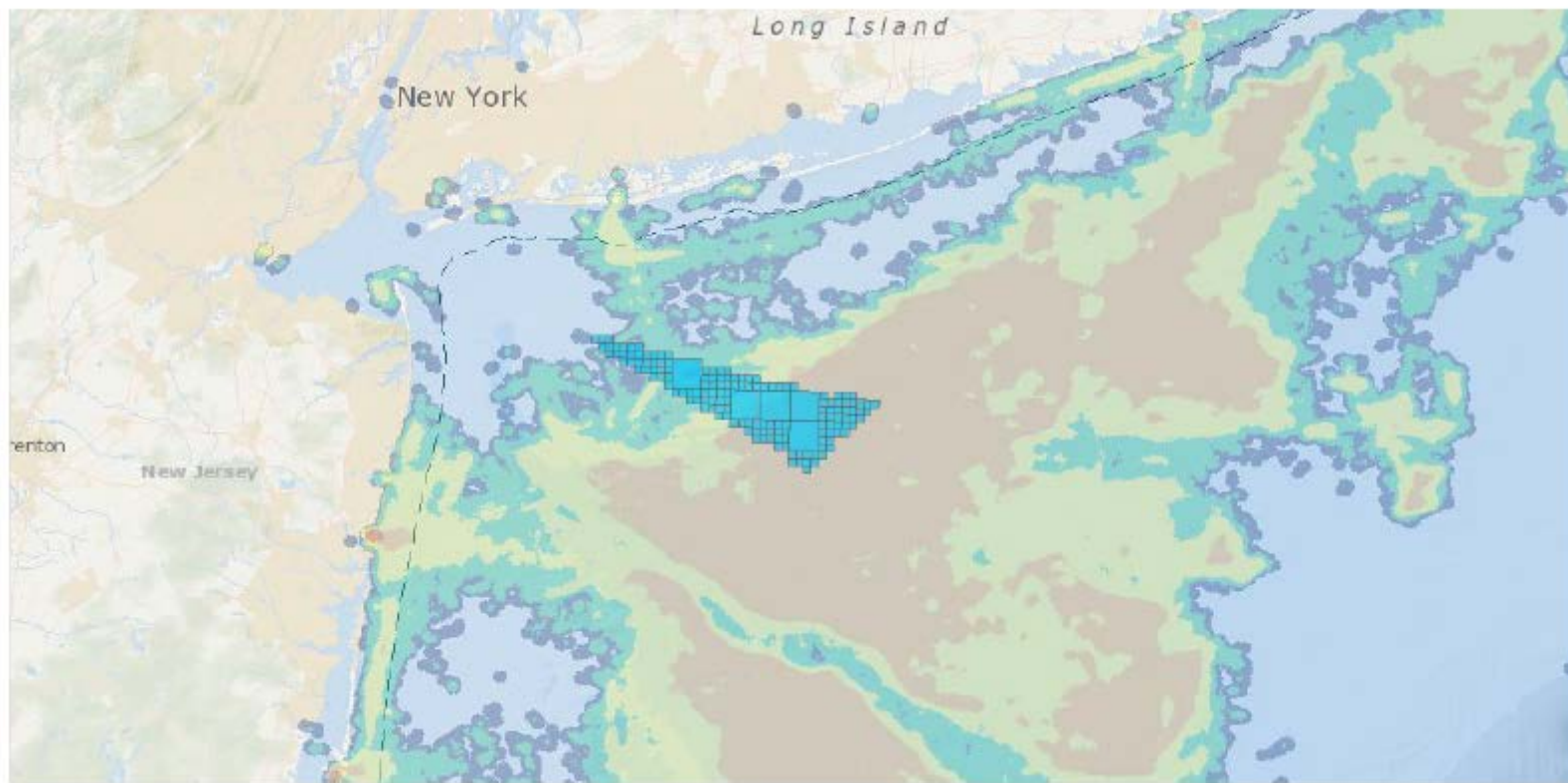


# Preventing Conflict between Multiple Users

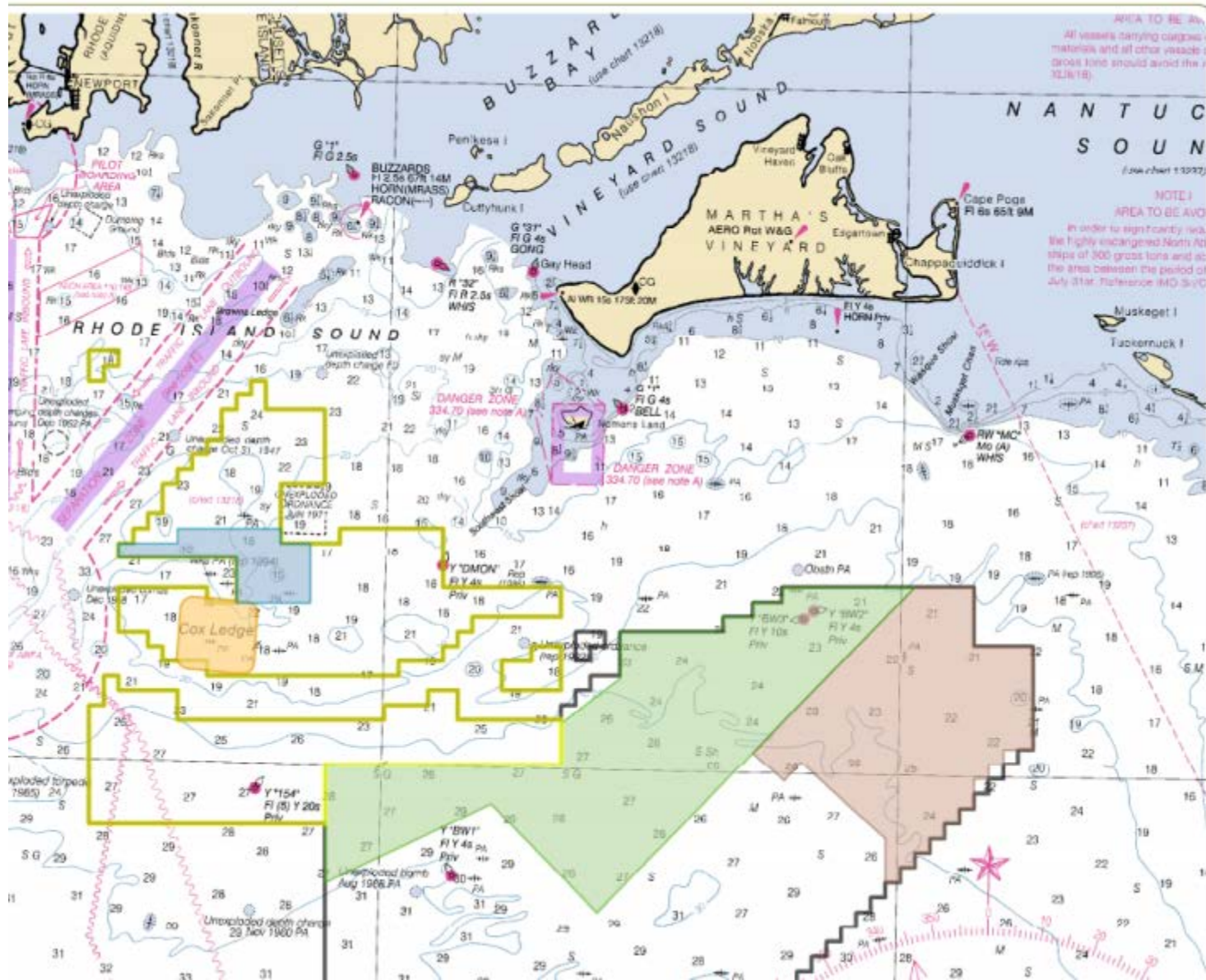




# Scallop Fishery



# Current OSW Developments



## Deepwater Wind 200 MW Hypothetical Project Layout

- 200 MW Hypothetical Project Area
- BOEM Lease Area
- Deepwater Wind Offshore Lease Area
- Bay State Wind Approximate Development Area
- South Fork Wind Farm Project Area
- Vineyard Wind Approximate Development Area

Notes: 1. Basemap: NOAA Approaches to New York Nantucket Shoals to Five Fathom Bank (12300). 2. This map was generated in ArcMap on March 22, 2018. 3. This is a color graphic. Reproduction in grayscale may misrepresent the data.



How do we capture the OSW opportunity  
while supporting our existing users?



# 2016 Economic Impact Report

**\$9.8 billion** of  
total economic  
value

- \$3.3 billion of direct business revenue
- \$6.1 billion of related output
- \$429.4 million of re-spending of direct income and local consumption purchases

**36,578 jobs**  
generated by Port  
activity

- Direct Jobs: 6,225 (91% from seafood industry)
- Induced Jobs: 4,101 (92 % from seafood industry)
- Indirect Jobs: 2,512 (88% from seafood industry)

**\$1.2 billion** of  
federal, state and  
local taxes

- \$150.5 million direct, induced and indirect
- \$358.1 million direct, induced, and indirect federal
- \$200.7 million related taxes/local taxes
- \$534.7 million related federal taxes



# Commercial Fishing

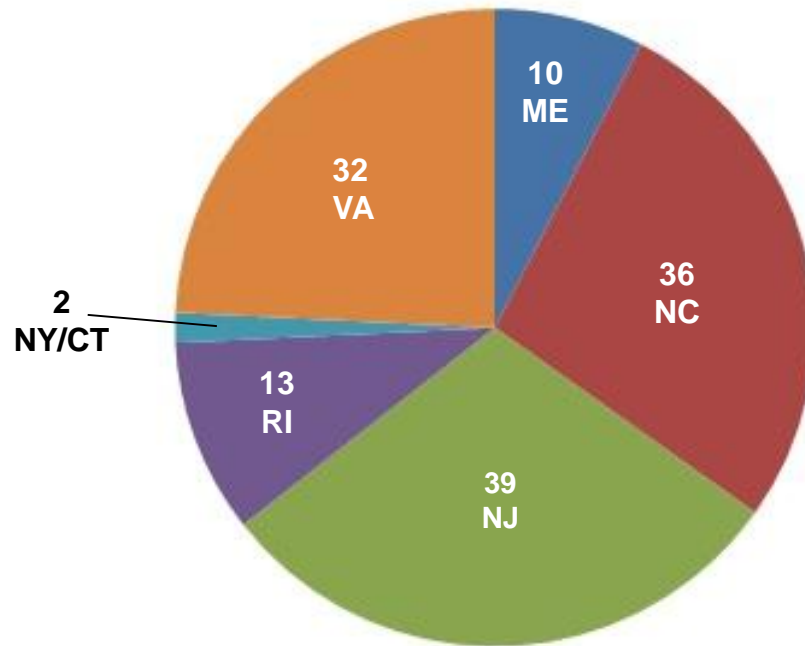
- For the 17th consecutive year, New Bedford was named the #1 Fishing Port in the country by value
- Scallops, groundfish, pelagics, offshore and inshore lobster, surf clams, quahogs, atlantic red crab, herring, mackerel, conch, slime eel, etc
- Global processing hub



# The East Coast Fishing Industry is Gravitating to New Bedford

- The Port of New Bedford supports fishing economies from Maine to Florida –
- the pie chart illustrates the number of out-of-state fishing vessels that utilize the municipal docks
- North Terminal would offer much needed berthing space
- There was a 172% increase in new out-of-state vessels from 2015-2016 (from 5 new vessels in 2015 to 12 in 2016).
- There was 200% increase in new out-of-state vessels from 2016-2017 (12 vessels to 36 vessels).

Total Out of State Vessels in New Bedford, 2017



# Diversity and Versatility in Water-Dependent Activities

- Bulk, breakbulk Cargoes
- Burgeoning recreational destination
- 26 cruise ships in 2017
- Future center for offshore wind staging
- Marine research leader
- All-purpose marine services industry
- Ferry service to Nantucket, Martha's Vineyard and Cuttyhunk
- Marine technology leader

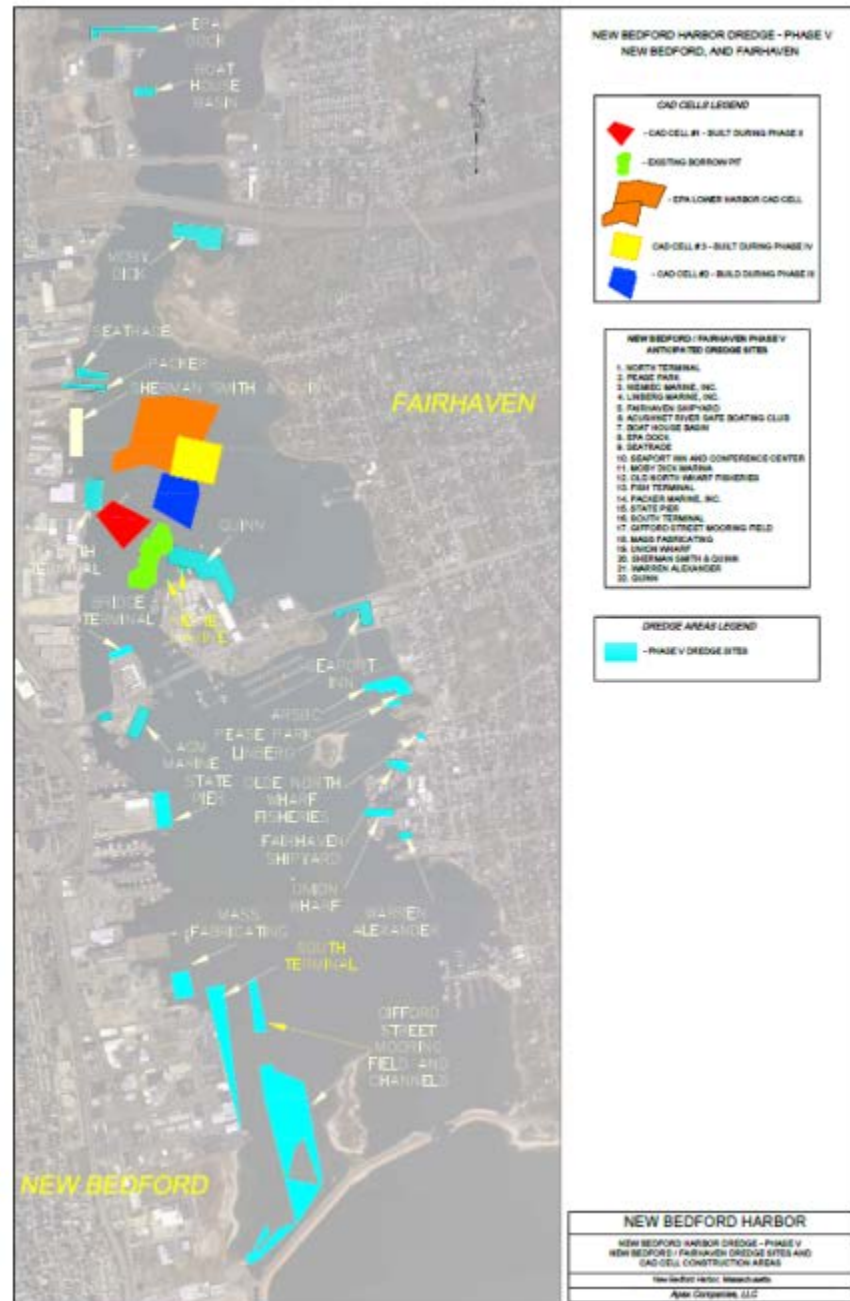




# Port of New Bedford

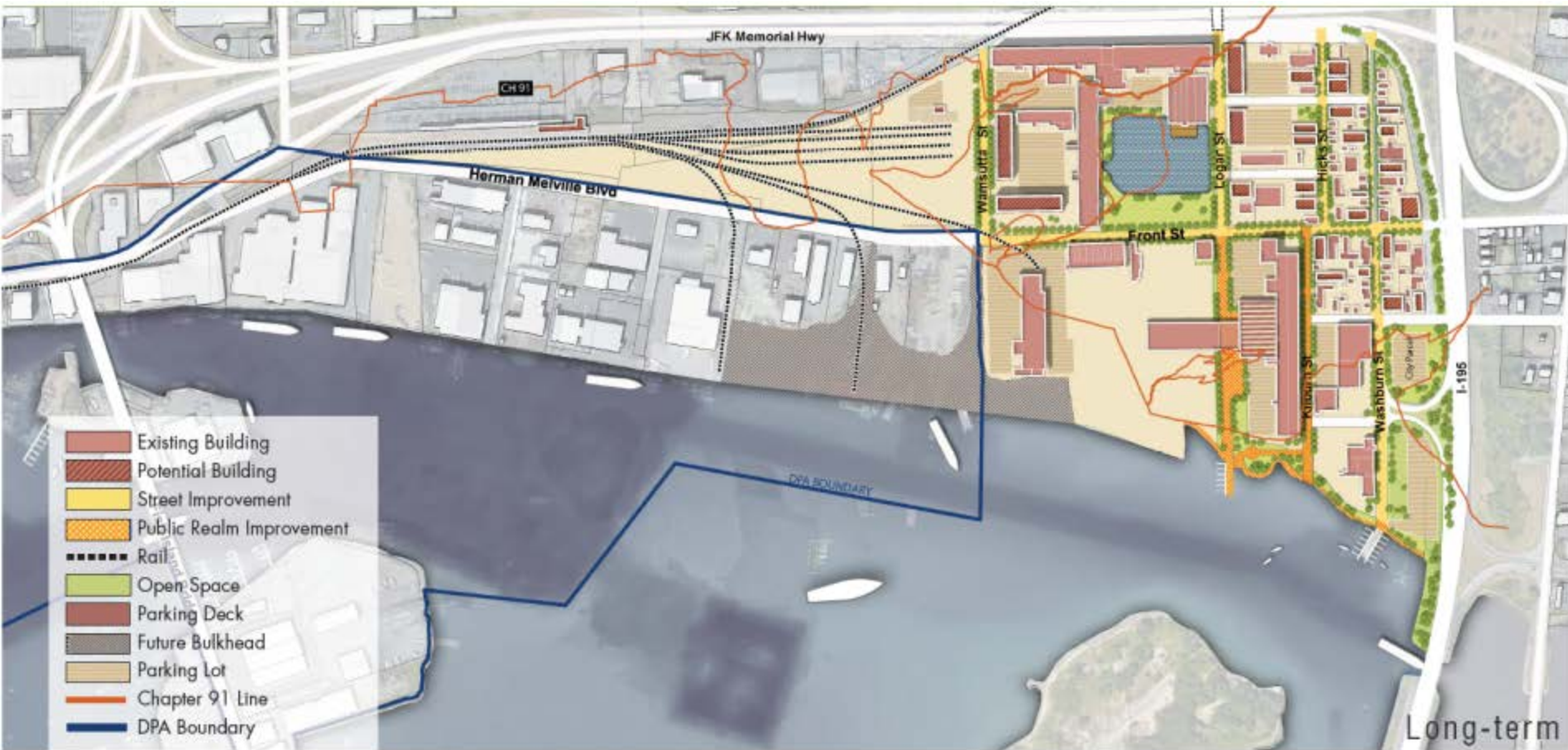


# Dredging New Bedford Harbor





# Focus Area North





# Focus Area North



# Focus Area South





# Focus Area South







# NEW BEDFORD PORT AUTHORITY

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## Fisheries Advisory Committee on Offshore Wind



*Photos Courtesy of Bergies*





Thank you!



Ed Anthes-Washburn  
Executive Director  
Port of New Bedford  
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# Balancing Land-Use Conflicts and Solutions

AAPA Capital Projects Seminar – 8 May 2018

Heather Wood, CPE – Regional Director, Ports & Intermodal

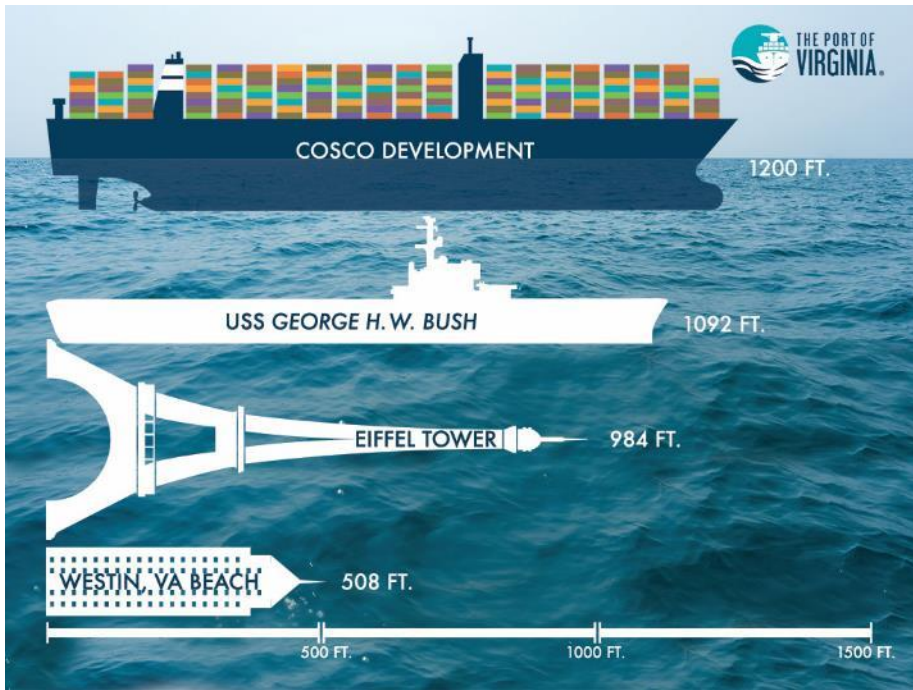


# Craney Island Marine Terminal

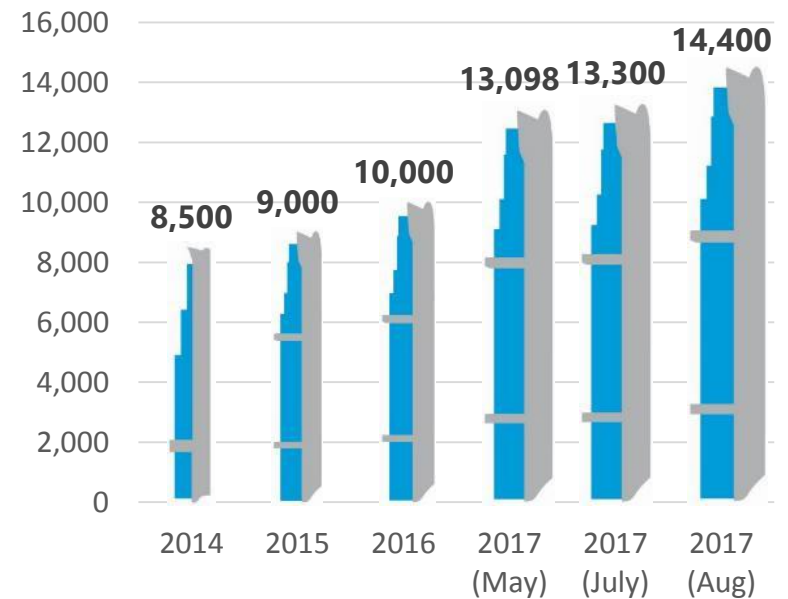
- The Port & Project Overview
- Land-use Constraints – Construction & Mitigation
- Challenges and the Path Forward
- Creative Solutions – Think Outside of the Box



# THE PORT - A HISTORY OF WELCOMING BIG SHIPS



Vessel Capacity (TEUs)



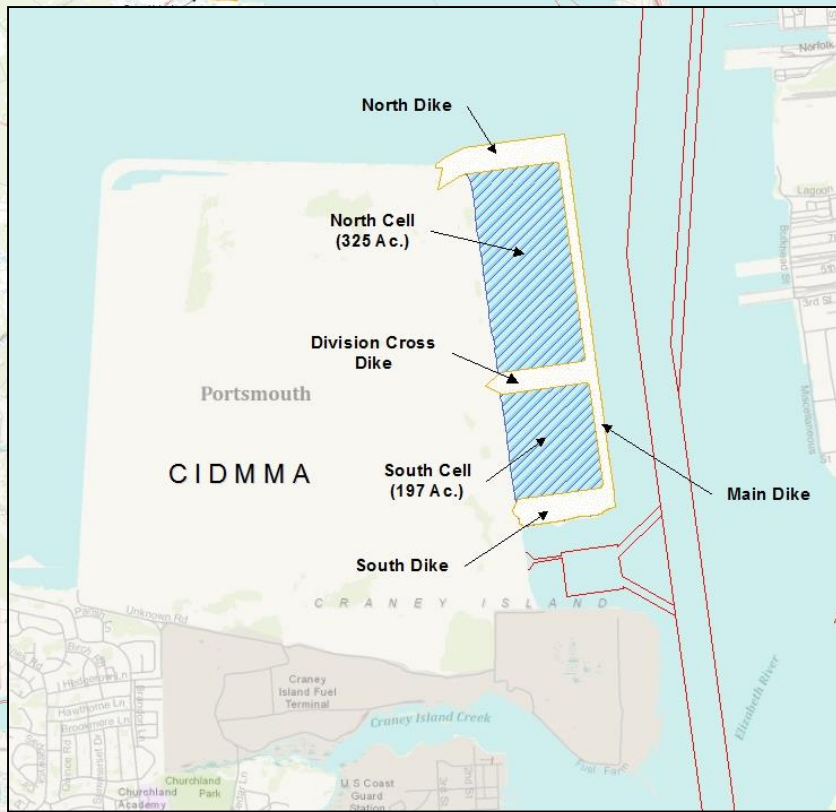


# Project Overview

## FUTURE CONSTRUCTION : TERMINAL

- Craney Island Marine Terminal (CIMT)
  - 2.87 million container capacity
  - 522 acres
  - 8,400 ft long berth
  - 15 container cranes
  - On-terminal rail access to NS & CSX





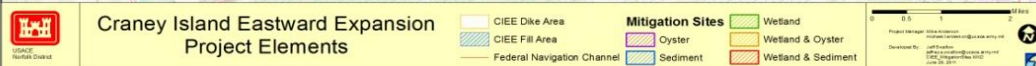
**Project includes expanding CI to the East by 522 Acres.**

- 1. Extend useful life by 10 years**
- 2. Suitable platform for a Port Facility**

**Mitigation work represents \$65M of the overall project cost of \$976M.**

**Primary Mitigation Components include:**

- 1. Creating or restoring 56 acres of wetlands within the Elizabeth River Watershed**
- 2. Three Sediment Remediation Sites**
- 3. Creating 16 Acres of Oyster Reefs**





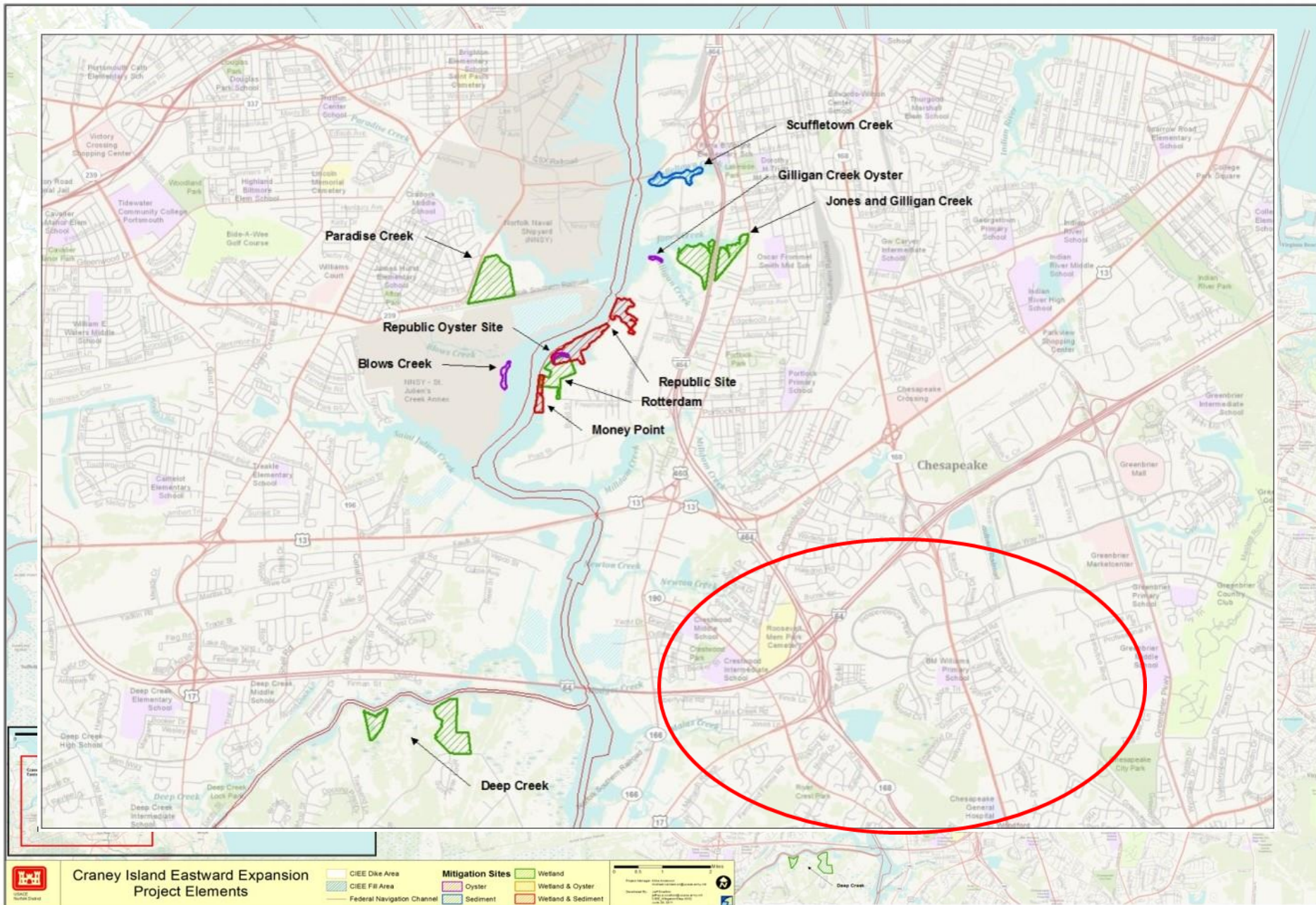
# The Land Use Challenges - CIMT





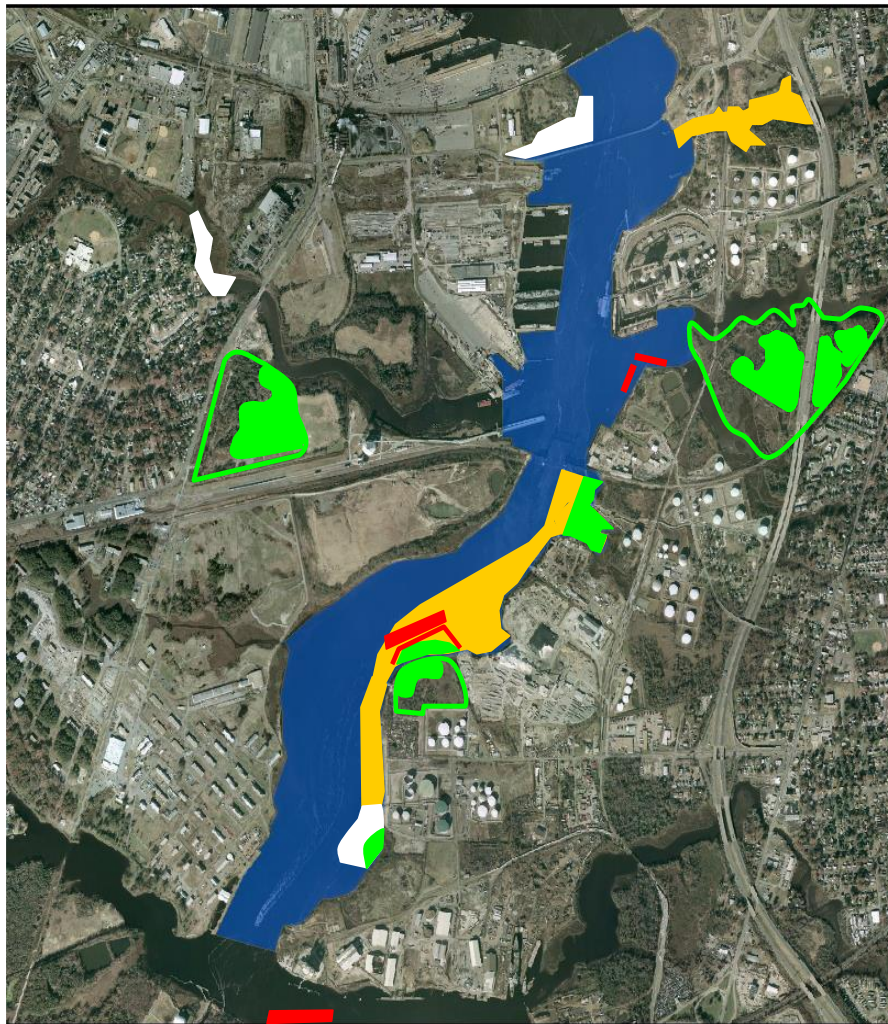
# The Land Use Challenges - CIMT







# A Creative Solution to Permitting







## A “LANDSCAPE APPROACH”



**411 ACRES RESTORATION**

### Legend

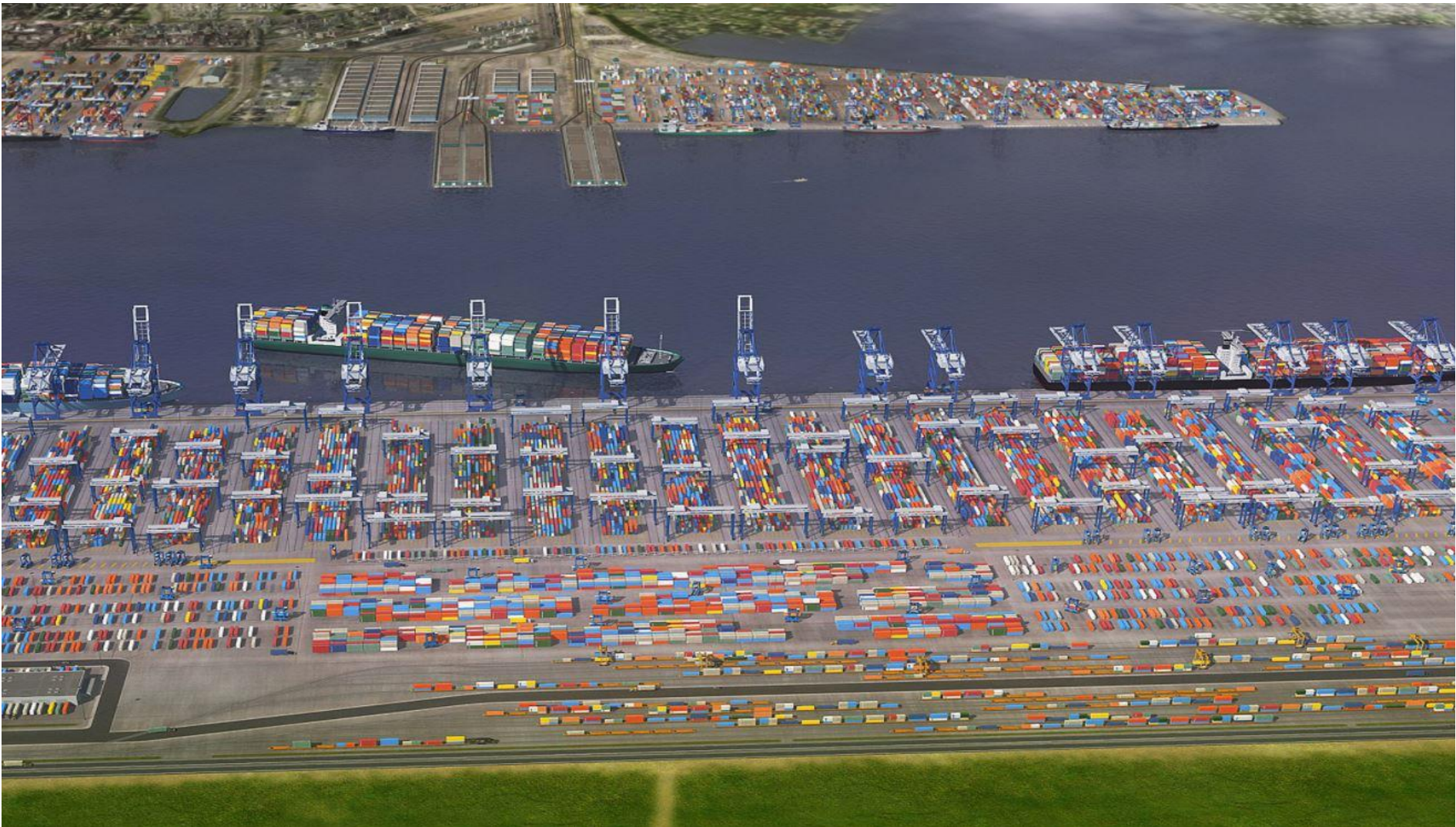
-  Sediment Restoration
-  Wetlands Creation
-  Oyster Reef Creation
-  Existing Restoration Sites



# Land Use Challenges - Mitigation



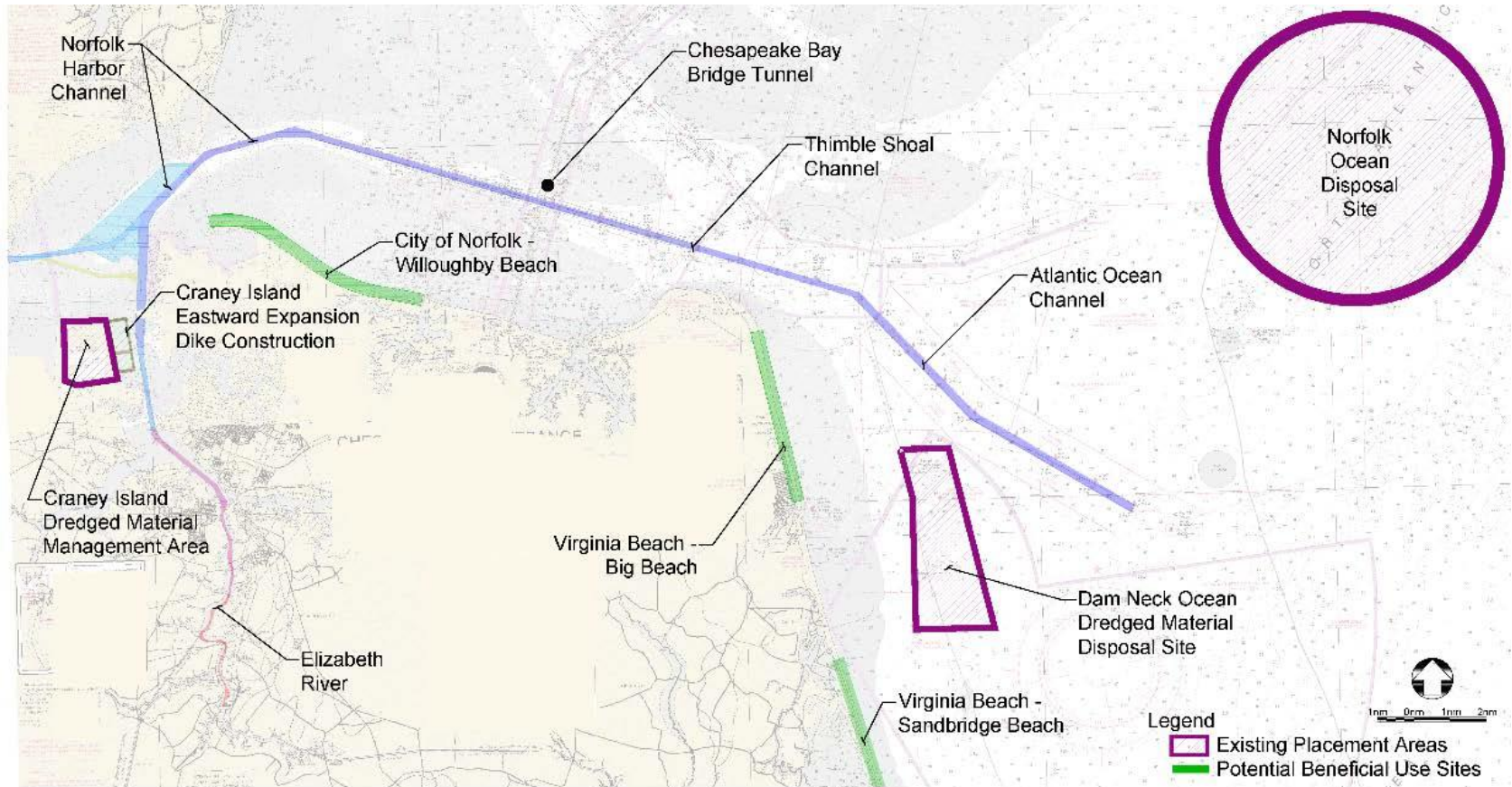
# The Path Forward







# A Creative Solution - Construction



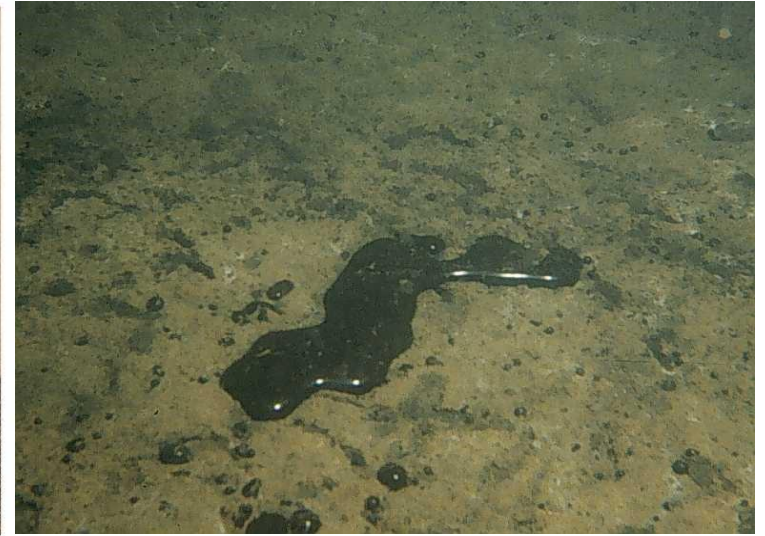
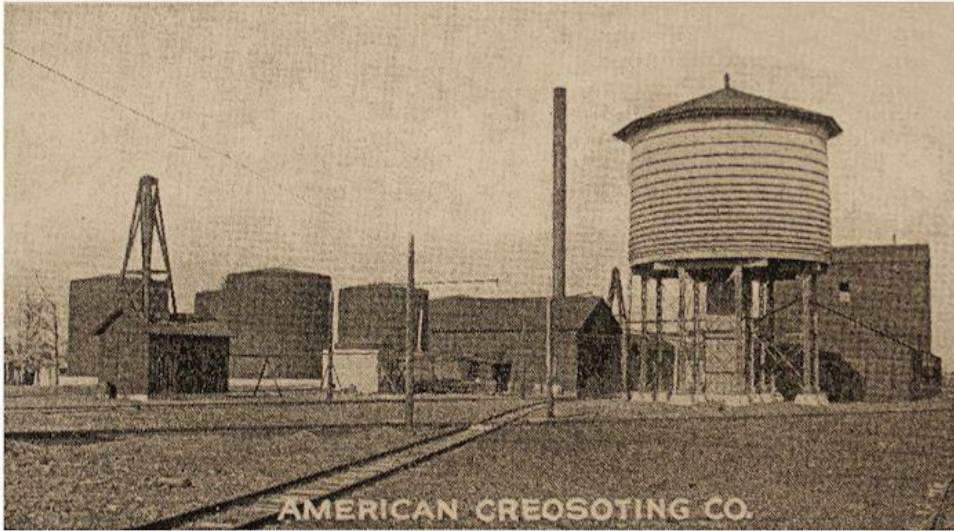


# A Creative Solution - Mitigation





# A Creative Solution - Mitigation



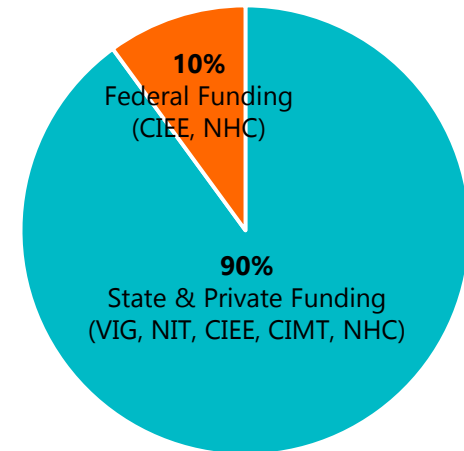


# LEVERAGING FEDERAL INVESTMENTS

- The Port contributing 9 state & private dollars for every one federal dollar

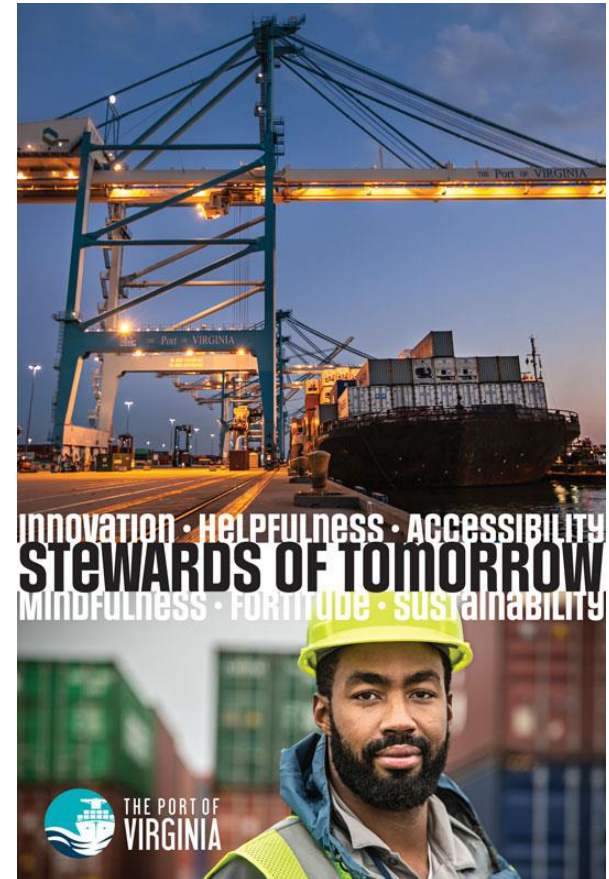
- \$300M Needed to Complete SE Cell Main Dike

Project	State \$M	Federal \$M	Status
VIG	\$350		Funded
NIT	\$375		Funded
CIEE SE Cell	\$175	\$175	\$300M Needed to Complete
NHC	\$200	\$100	Chief's Report 6/18 – to WRDA
CIEE NE Cell	\$225	\$225	Not Funded
CIMT	\$2,500		Not Funded
CIMT Road & Rail	\$650		Not Funded
<b>Total</b>	<b>\$4,475</b>	<b>\$500</b>	



# LEVERAGING FEDERAL INVESTMENTS

- Providing \$300M (FY19 & FY20) to complete Phase 1 will:
  - Create 1,100 immediate jobs
  - Produce \$16B in national economic benefits & 54,000+ sustainable jobs after port construction
  - Benefit-to-Cost Ratio of 9.4 @ 3.375% discount rate (4.7 at 7%)





# QUESTIONS





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# Questions?