



Increasing Revenue from Cruise Facilities

AAPA Cruise Seminar

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Miami, FL

Typical Sources of Port Revenue

- Tariffs
 - Berthing
 - Warpage
 - Head tax
- Water
- Usage fees
- Security charges
- Parking



Additional Sources of Revenue

- Alternate uses for your multipurpose facility
 - Group events
 - Special events
 - Exhibits
 - Tenants
 - Quebec
 - Meeting and conference center
 - Norfolk





Port of Quebec Aerial View



Port of Quebec Terminal Interior

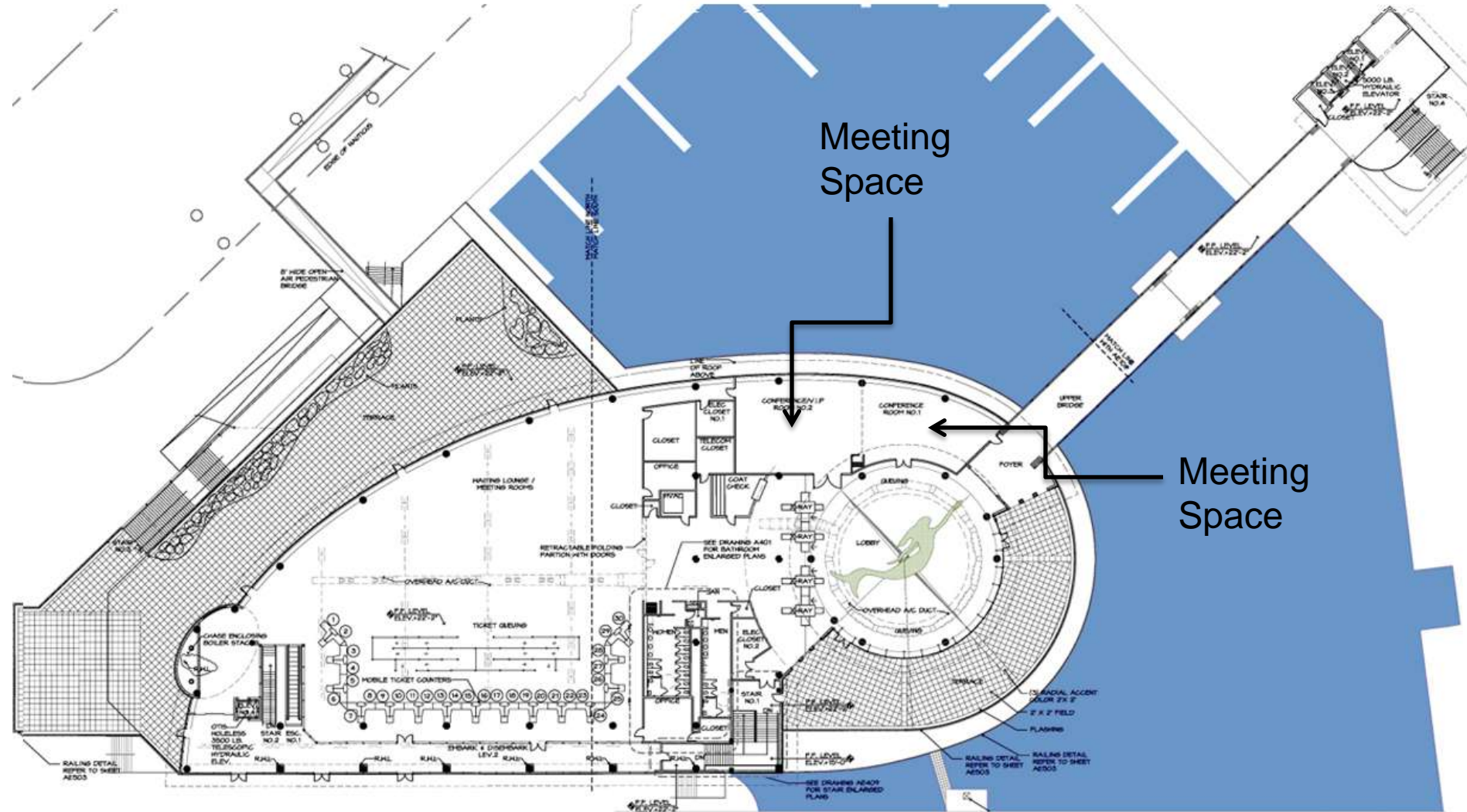


Nauticus
Museum

Norfolk Half Moone Cruise & Celebration Center



Norfolk Half Moone Cruise & Celebration Center



Norfolk Half Moone Cruise & Celebration Center - Floor Plan



Norfolk Half Moone Cruise & Celebration Center



Norfolk Half Moone Cruise & Celebration Center

Private/Public Venture

- Puerto Vallarta, Mexico

- Port has available land and location
- Developer develops destinations
 - Private developer
 - Cruise line
- Port/developer share in profits

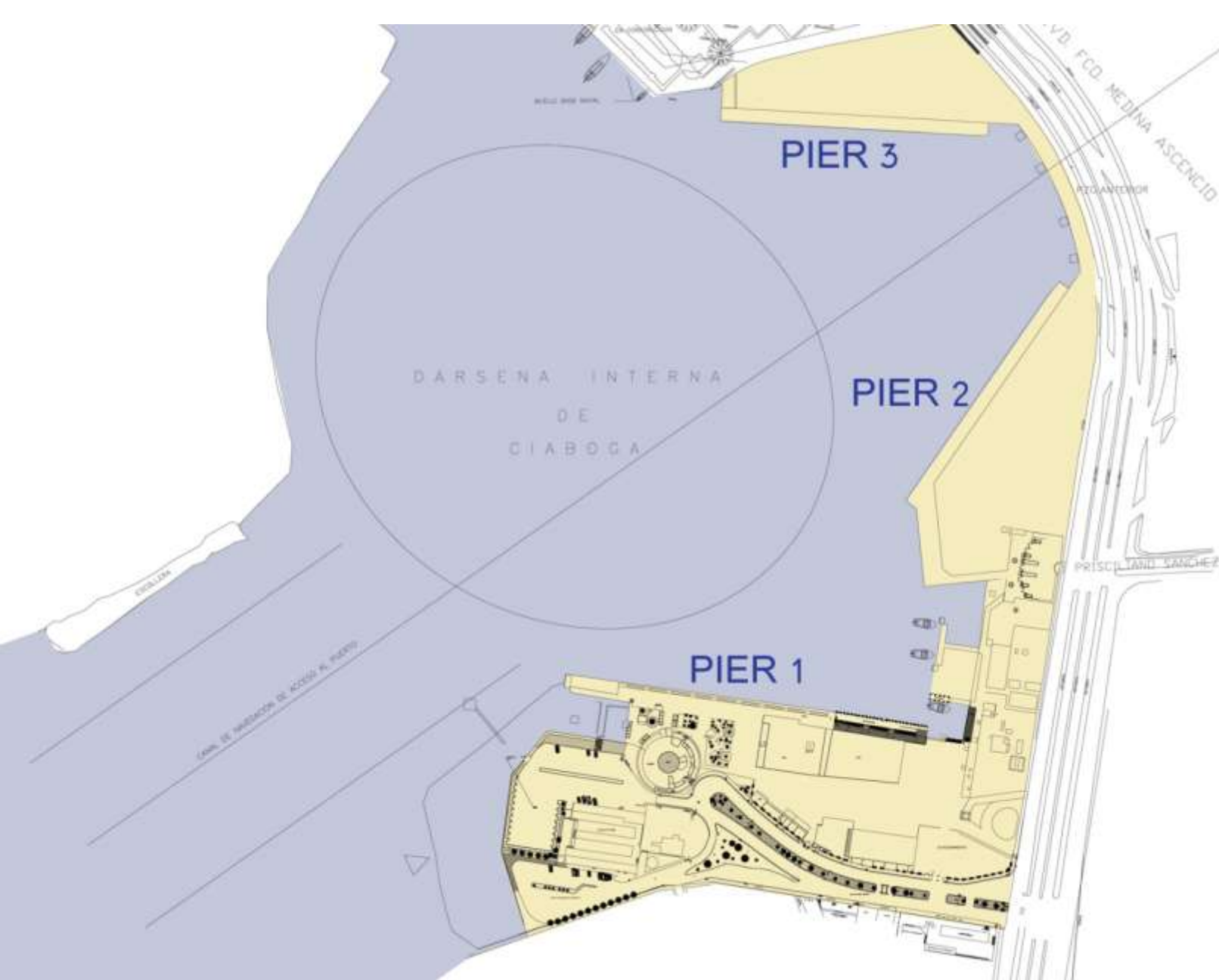




Puerto Vallarta Existing Conditions



Private/Public Venture





Puerto Vallarta Master Plan

Private/Public Venture

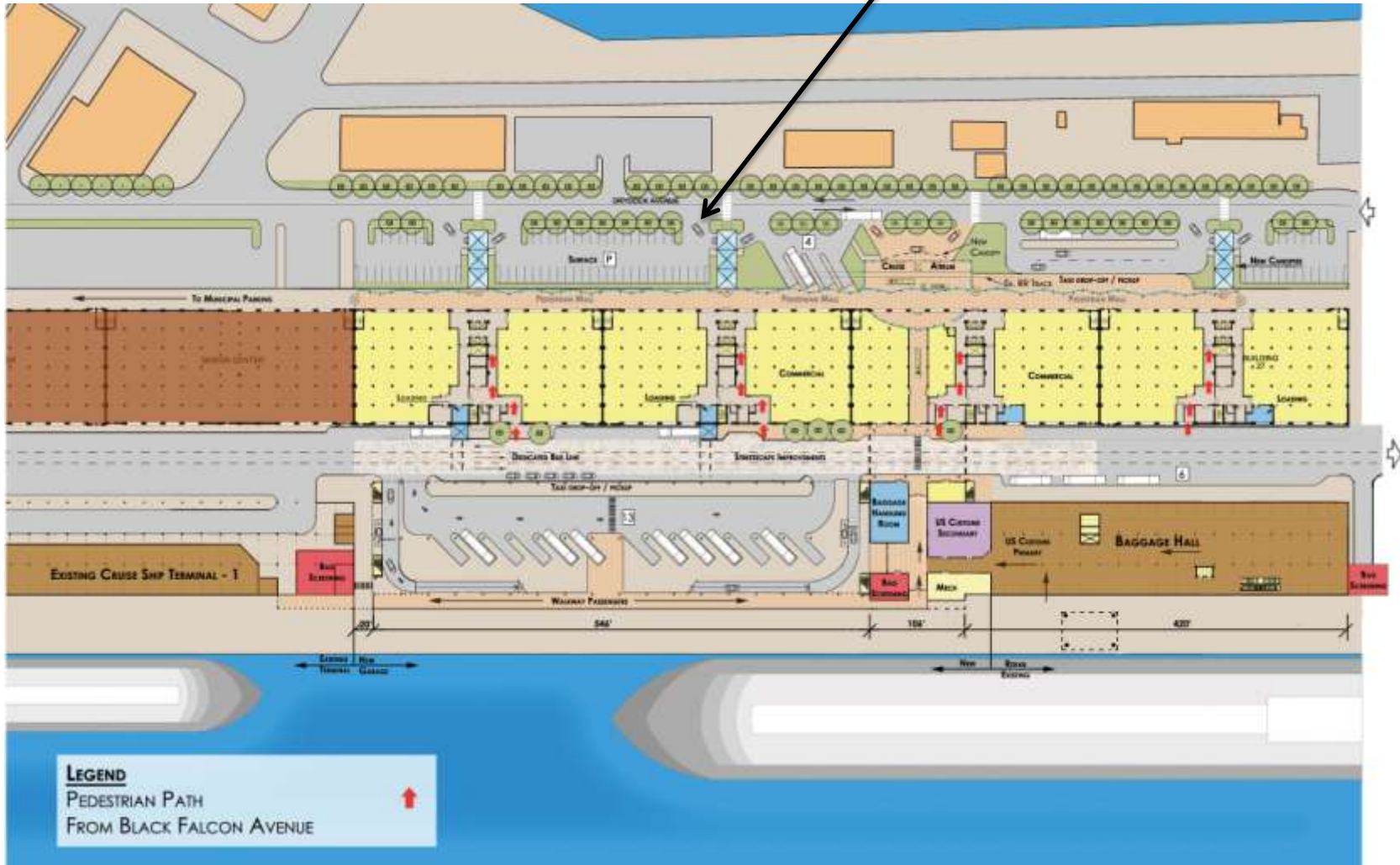
- Boston, Massachusetts, USA

- Developer owns asset on or near port property
- Developer needs a concession
 - Additional land
 - Use rights
 - Other
- Developer agrees to build-out entire project for the port and developer in exchange for concession(s)

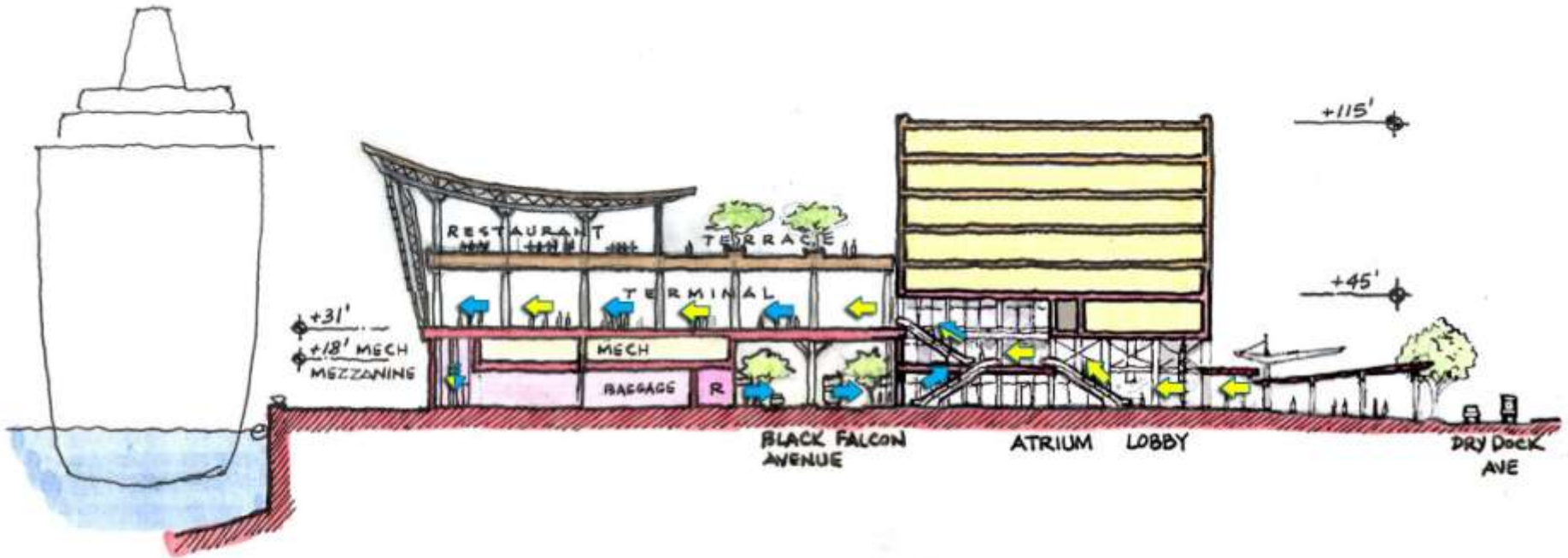


Existing Conditions Boston's Bronstein Center Cruise Ship Terminal

Dry Dock Avenue



Ground Floor Plan
Boston's Bronstein Center Cruise Ship Terminal



LEGEND

- PAX WEEKDAY EMBARKATION PAX WEEKDAY DISEMBARKATION
- PAX WEEKEND EMBARKATION PAX WEEKEND DISEMBARKATION

Building 25/Cruise Terminal Section Boston's Bronstein Center Cruise Ship Terminal

Summary - Boston, Massachusetts

• Port gets:

- 1 new state-of-the-art cruise terminal
- 1 remodeled cruise terminal
- New intermodal vehicle facility
- New drop-off along Dry Dock Avenue

• Developer gets:

- Updated 750,000 SF office building
- New parking structure to serve existing office space
- 300,000 SF office space addition
- Landmark restaurant at cruise terminal site
- New meeting/conference center
- Use of terminal for additional meeting/conference center on non-cruise days

Thank You!

