

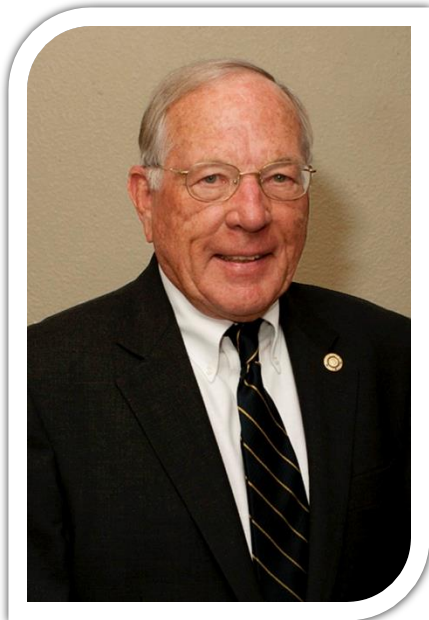


# **AAPA**

**Attracting Non Cargo Tenants  
December 2015**



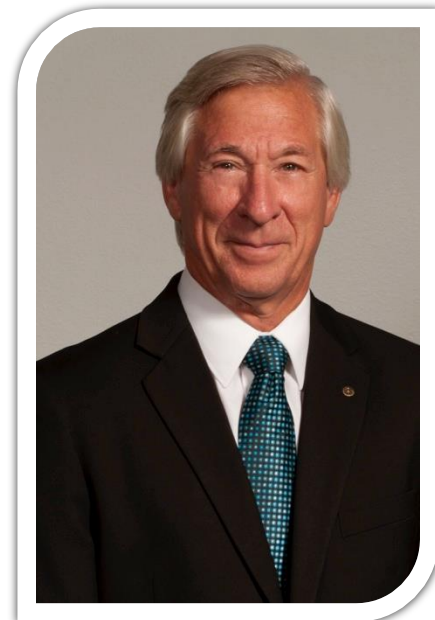
- 2103 Acres
- 4 ED Building
- Barge Facility
- 40 Buildings
- 2 Airports
- Rail Line
- 1/2 Million SF Space
- 122 Companies
- 3,290 Jobs



**Robert D. Larson**



**Jane F. Hagarty**



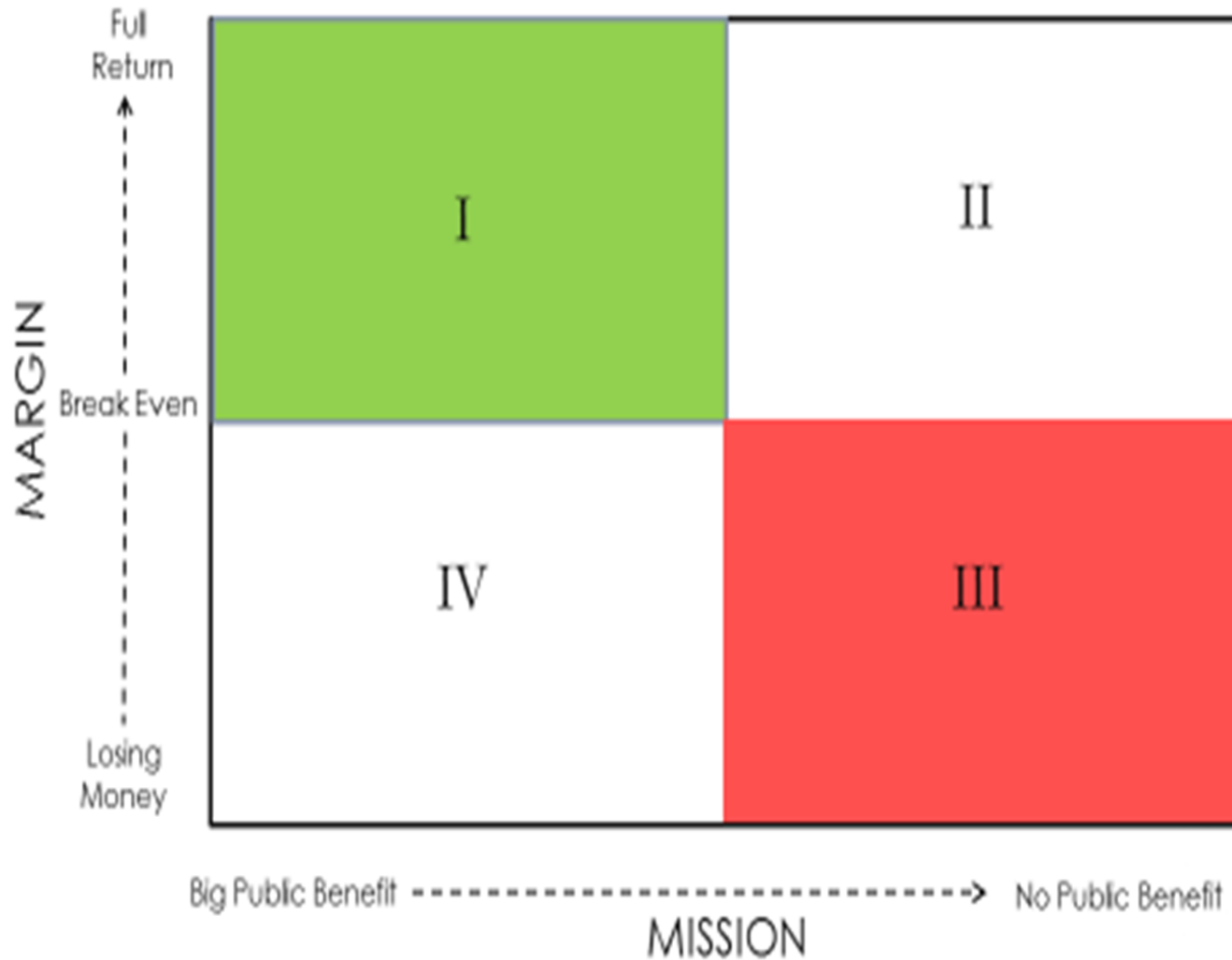
**Roy D. Keck**

## Why are Ports in real estate

- ▶ Job creation
- ▶ Revenue generation
- ▶ Fill capacity gaps in inventory
- ▶ Jump start economy or specific area for community

- ▶ Why -what is the larger goal, value to district and community
- ▶ Coordination with City and Economic Development planning
- ▶ Align our assets with highest and best use
- ▶ Let private sector lead - fill a gap

# *Serving Mission and Margin*



- ▶ Need professional staff not contract
- ▶ Understanding of market and best practices
- ▶ Understanding of full development process, zoning, property division, infrastructure, negotiations
- ▶ Marketing– its more than just putting up signs (this is sales its about relationships)
- ▶ Must know how to operate within the rules and manage portfolio





## Tri-Cities Research District

- ▶ Led by City ED plan, creation of research district to create jobs in tech sector
- ▶ Master plan lead by private sector
- ▶ Public Development Authority (mixture of public and private funds) to support Wine Science Center \*we specifically selected key board members
- ▶ Use of Local Revitalization Funding (similar to tax increment financing)
- ▶ Impacts to date: last 5 years over \$70m in private sector investment in district, \$70m in freezer, \$23m WSC, Port and City over \$11m in broadband, roadways, sidewalks and undergrounding of utilities.

# PORT OF BENTON



## American Rock & DOE land transfer

- ▶ Federal land transfer – 10 year deed restriction (760 acres, 1998)
- ▶ Balance of debt ratio of entire portfolio
- ▶ 128 acre land sale, retention and growth of existing company
- ▶ New land acquisition approx. 850 acres for future growth
- ▶ Clean Energy Manufacturing key target
- ▶ Overall Impacts to date: Initial investment \$2.4 million in infrastructure, eight years to break even on the property

# PORT OF BENTON



- ▶ Be clear why you're in the real estate business
- ▶ Know your assets and market
- ▶ Hire technical professionals that are knowledgeable in the full process
- ▶ Understand financing options for your Port and customers
- ▶ Asset management is key know when to bring on new assets and unload (know when to hold them and fold them)

# Questions?



For more info:

[www.portofbenton.com](http://www.portofbenton.com)