



Portside

PENSACOLA

VISION PLAN & REINVESTMENT STRATEGY

Final Presentation March 25, 2019

MOFFATT & NICHOL OVERVIEW



- Founded 1945
- Privately held; employee owned
- Nearly 800 employees in 40 offices
- Core professional focus areas in Ports, Water and Transportation
- ENR Top 100 ranked A/E firm; ENR #2 in Marine & Port Facilities



PORTS AND SHIPPING BACKDROP

Nine trends shaped today's landscape in the ports and shipping industry

Globalization

Increasing competition

Alliances and
cooperation

Supply chain
integration

Containerization of
cargo

Multimodal transport
and infrastructure

Increasing vessel size

Focus on security

IT applications

Consolidation and
rationalization in the
ports, shipping and
stevedoring industry

PORTS AND SHIPPING BACKDROP

Increasing competition: substitutability determines commercial success of ports

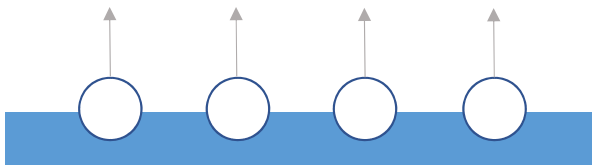
Variables affecting port competition (identified for different users)

	Owner/shipper of goods	Forwarder	Shipping company	Terminal operators
Cost	++	++	++	++
Location	++	+	++	++
Port operations quality and reputation	++	++	++	++
Speed/time	+	+	+	++
Infrastructure and facilities availability	+	o	++	++
Efficiency	+	++	+	++
Frequency of sailings	+	+	+	++
Port information	+	+	+	++
Hinterland	+	+	+	++
Congestion	+	+	+	++

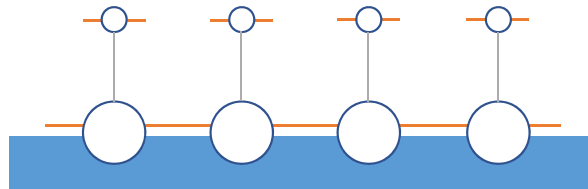
SUPPLY CHAIN INTEGRATION

Global supply chains have emerged, focus has shifted from port performance to supply chain performance

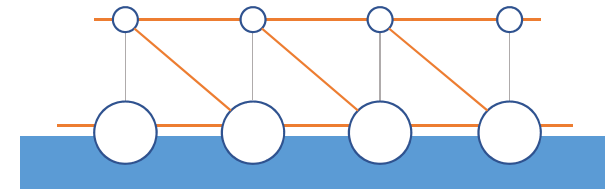
Phase 1: Scattered ports



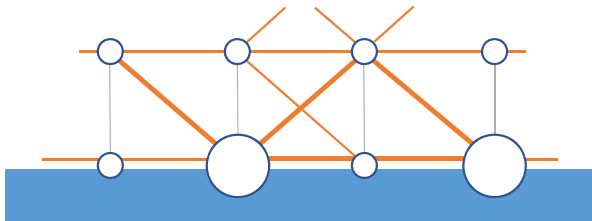
Phase 2: Hinterland capture



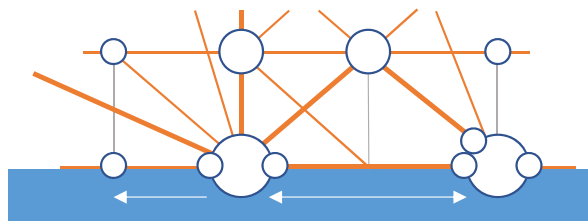
Phase 3: Interconnection



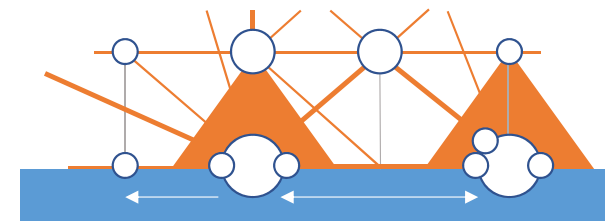
Phase 4: Centralization



Phase 5: Transshipment hub



Phase 6: Regionalization



FOCUS ON STRENGTHS

PORT OF PORTLAND



Back in the 1950s, the Port of Portland was working to secure its position as a leader in auto imports. The time was post-WWII America, and the auto import of choice – the German Volkswagen – stood as a potential obstacle to the port's success. There wasn't much appetite for the Hitler-designed vehicle so soon after the war, and the Port's West Coast location did not make it an obvious location for an import from Europe. The port was able to overcome both.

As the auto production shifted to Japan in the 1980s, the port was in a prime spot to build upon its niche. In the years since, more than 11 million autos have come through the port, enhancing its reputation in the specialty.

"It's just a matter of matching your strengths with opportunities that are out there in the market and being realistic about it," said Ken O'Hollaren, the marine marketing director at the Port of Portland. "You can't be all things to all people, or try to compete with other ports that are. It means having a strong sense of what your strengths are and how that matches opportunities."

And these days, looking for those opportunities makes sense, said Richard Heintzelman, executive vice president and head of business development, terminals and EPCs for Wallenius Wilhelmsen Logistics. "While I'm sure most ports would like to offer a wide variety of service capabilities across various maritime industry segments, the reality is that it has become increasingly challenging to be 'all things to all people,'" he said. "Whether we're talking about available acreage, terminal footprint, rail connectivity or other services, each port is different and unique in its ability to service both its export and import customers."

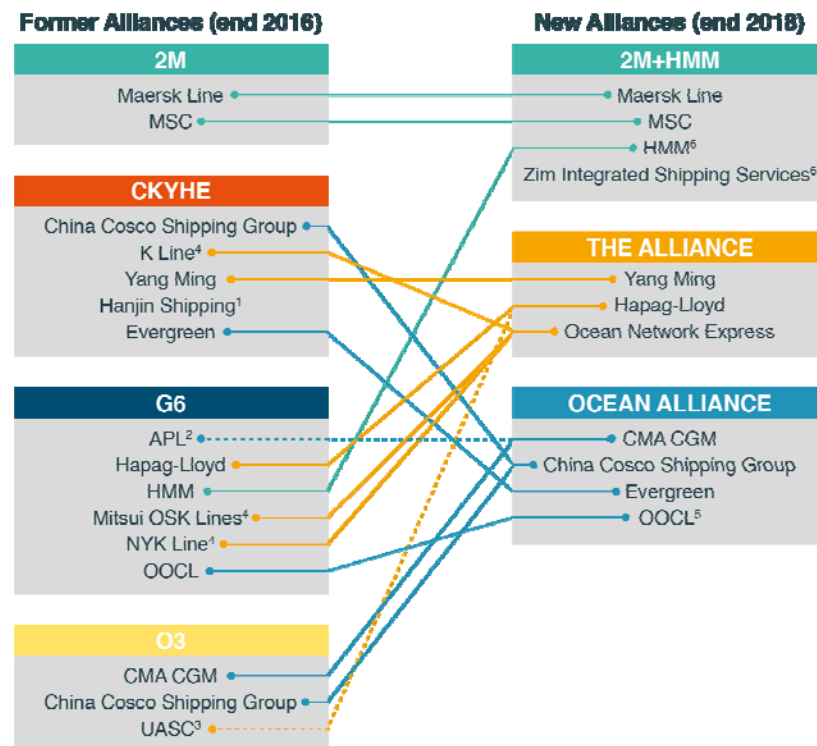
That means capitalizing on inherent skills, as well as taking advantage of what sets the port apart, whether that is location or nature. "Overall, it is important for cargo to move quickly and economically through the supply chain, enabling all of the port's customers – both carriers and end customers alike – to meet their market needs," Heintzelman said. "Certain ports have a bigger container capability based on crane capacity. Other ports a bigger ro-ro [roll on/roll off] footprint based on land availability and vehicle processing services, while bulk terminals have their own unique service requirements. I think ports in general have evolved over time in line with their histories, the markets they serve and their capability for development."

"It's just a matter of matching your strengths with opportunities that are out there in the market and being realistic about it. You can't be all things to all people and try to compete with other ports that are."

Ken O'Hollaren
Marine Marketing Director
Port of Portland

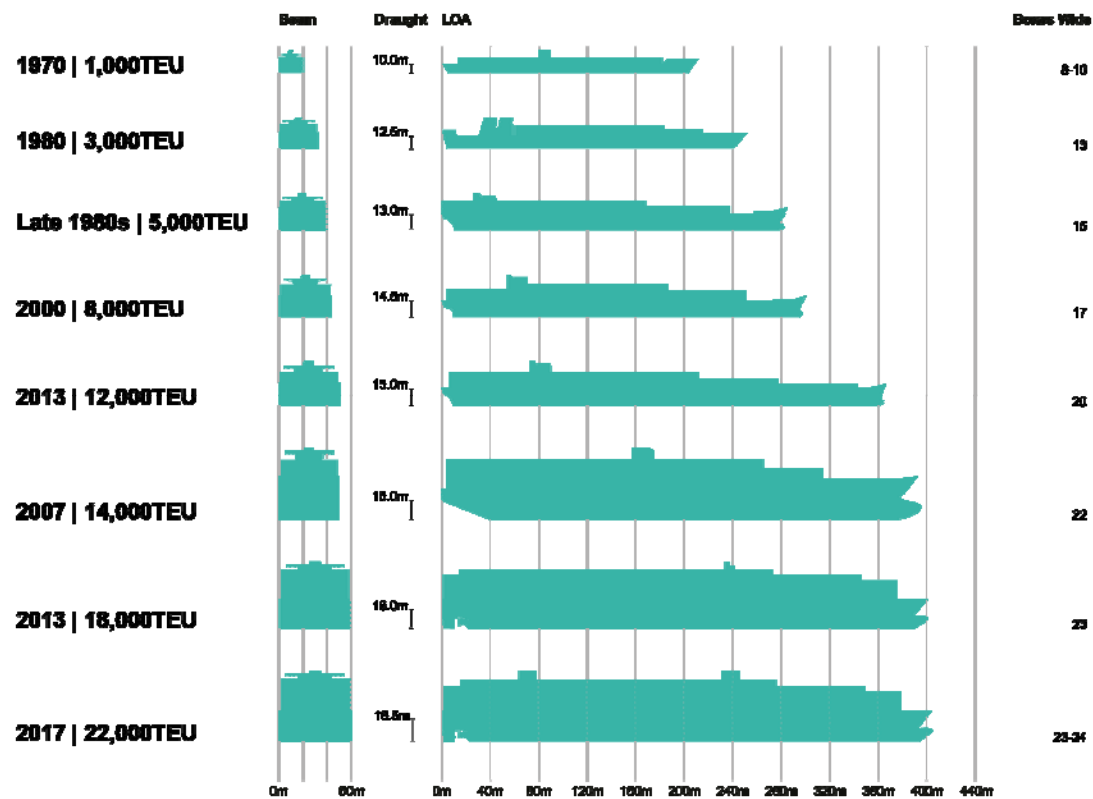
THE CONTAINER TRADE

Evolution of the Alliances



THE CONTAINER TRADE

Evolution of Ships



PLAN AND PROCESS

In what ways might Pensacola's Port lands evolve to meet the economic and social opportunities of the next 50 years? This was the central question assessed in the preparation of a Port of Pensacola vision plan and reinvestment strategy.

A

COMMUNITY OUTREACH

SITE SITUATIONAL ANALYSIS

CASE STUDY

B

FRAMEWORK

C

VISION

COMMUNITY OUTREACH

Completed 8 formal presentations over 6 days with 38 hours of open house hours.

Two formal surveys with over 1,100 respondents.

Multiple meetings with public agencies and other interested parties.

Continual online project presence through www.portsidepensacola.com



200

MEETING ATTENDEES



12,365

WEBSITE
VIEWS



1,119

SURVEY
PARTICIPANTS



15,571

RESPONSES



1,007

COMMENTS



326

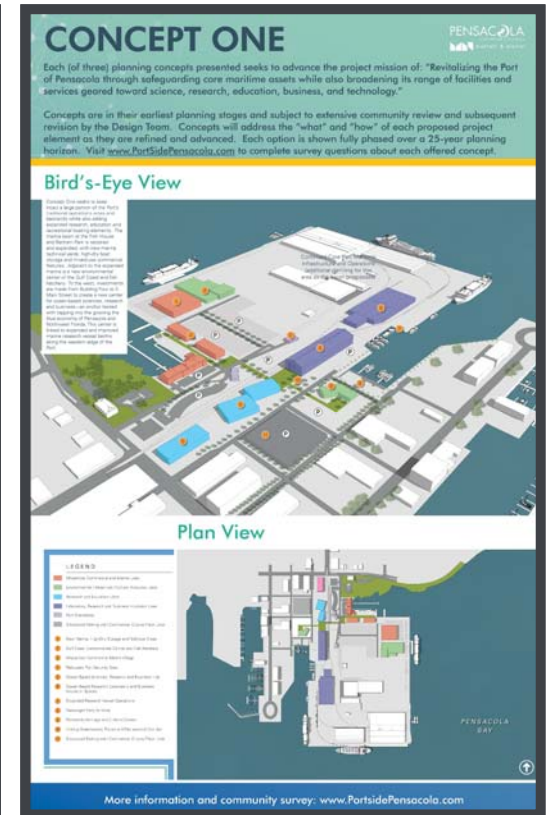
SUBSCRIBERS

COMMUNITY OUTREACH

- Positive sentiment for the Port as a “local and regional asset supporting trade and commerce” and as a “tool supportive of economic development in our community.” A future without the Port not desired by most.
- However, public not satisfied with the status quo; some change is desired.
- Broad support for the idea of transitioning a portion of port uplands to other uses, especially those aligned with science, technology, education, research, business and others aligned with site assets and context.

COMMUNITY OUTREACH

Strong support for all early concepts depicting transformation of 20 to 30 acres of Port to a mix of uses; preference highest for more sophisticated ideas.



SITUATIONAL ANALYSIS

MIXED



Shifting the Port boundary allows a broadening of opportunity for introduction of new, complementary uses.

LINKING



Parcel between Downtown and the Port is the critical puzzle piece to evolving something more aligned with the community's vision.

ACCESSIBLE

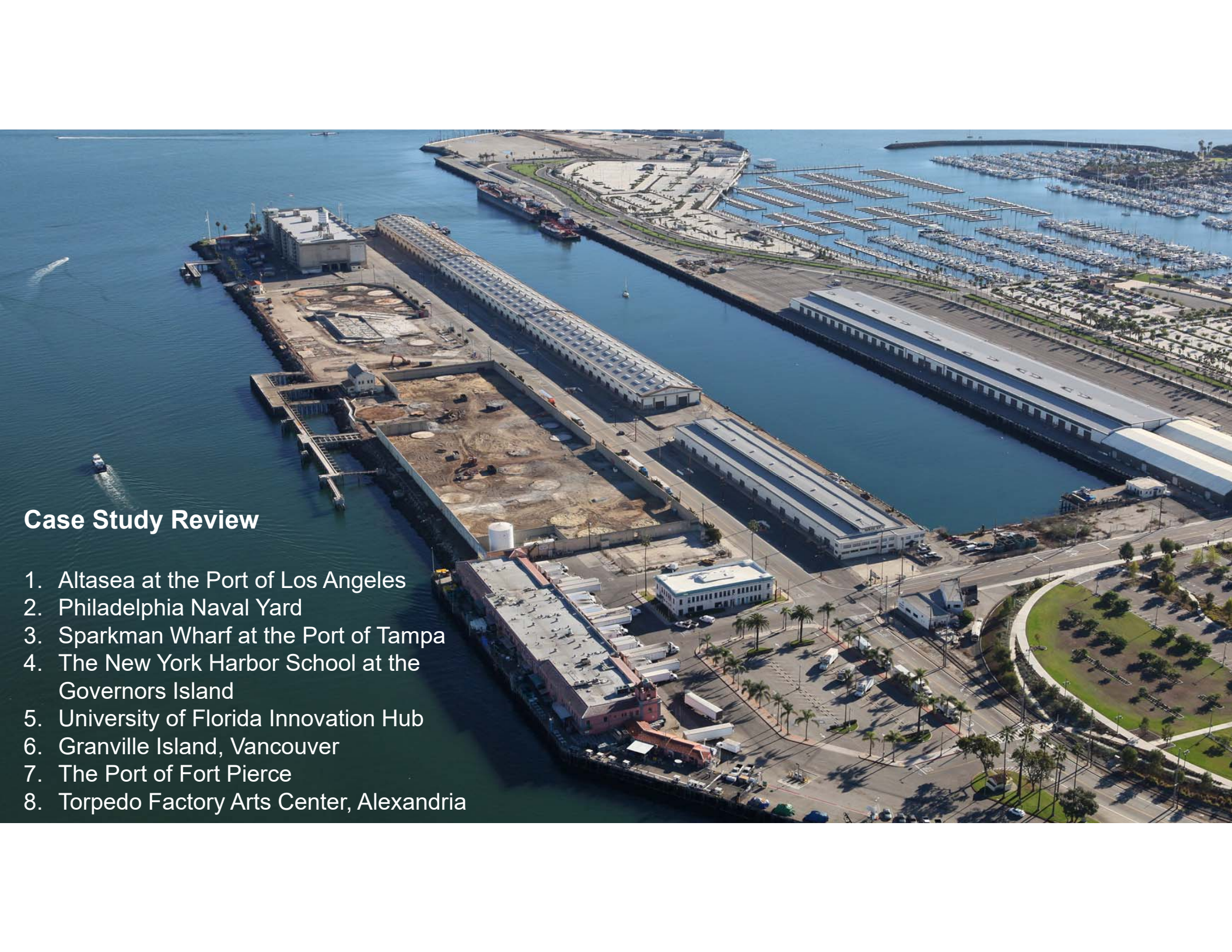


While the areas can continue on as two distinct zones, knitting together the vehicular, pedestrian, and recreational networks creates greater value.

ACTIVATED



There are opportunities to create zones of interest and activation while also allowing for a continuation of Port operations.



Case Study Review

1. Altasea at the Port of Los Angeles
2. Philadelphia Naval Yard
3. Sparkman Wharf at the Port of Tampa
4. The New York Harbor School at the Governors Island
5. University of Florida Innovation Hub
6. Granville Island, Vancouver
7. The Port of Fort Pierce
8. Torpedo Factory Arts Center, Alexandria

PROJECT FRAMEWORK

Mission Statement

Achieve a revitalized, sustainable Port of Pensacola. We will accomplish this by **safeguarding core maritime infrastructure and activities** while **engaging underutilized land and waterfront assets into new pursuits**, inclusive of science, technology, education, research, business and other complimentary uses. Our goal is to **secure long term economic and social benefit** to Pensacola and Northwest Florida.

20%

of respondents supported safeguarding the Port's core maritime assets.



46%

of respondents supported broadening the Port's range of facilities and services geared toward science, research, education, business and technology



35%

of respondents supported using the Port's expanded reach to provide long-term economic and social benefit to Pensacola and Northwest Florida.



PROJECT GUIDE POSTS

1

PENSACOLA'S TRADE GATEWAY

Preserve and enhance key Port assets to continue the Port's role as a gateway for trade and commerce; align with local and regional businesses, as well as the command readiness of Naval Air Station Pensacola.

2

AN ENGINE FOR OUR BLUE ECONOMY

Become a center of excellence and innovation for science, research, business and education aligned with the sustainable use of Gulf and ocean resources for economic growth.

3

A FUTURE-PROOFED PORT

Foster greater adaptability and flexibility of Port lands and berths to help extend the service life and economic contribution of the seaport for future generations.

4

PROMOTE INCREASED RECREATIONAL ACTIVITY

Seek new ways in which Port lands can leverage increased in-water and landside recreational activities.

5

A CELEBRATION OF PENSACOLA'S PAST AND FUTURE

Use the Port and surrounding land areas to better convey Pensacola's rich history and compelling vision for the future.

6

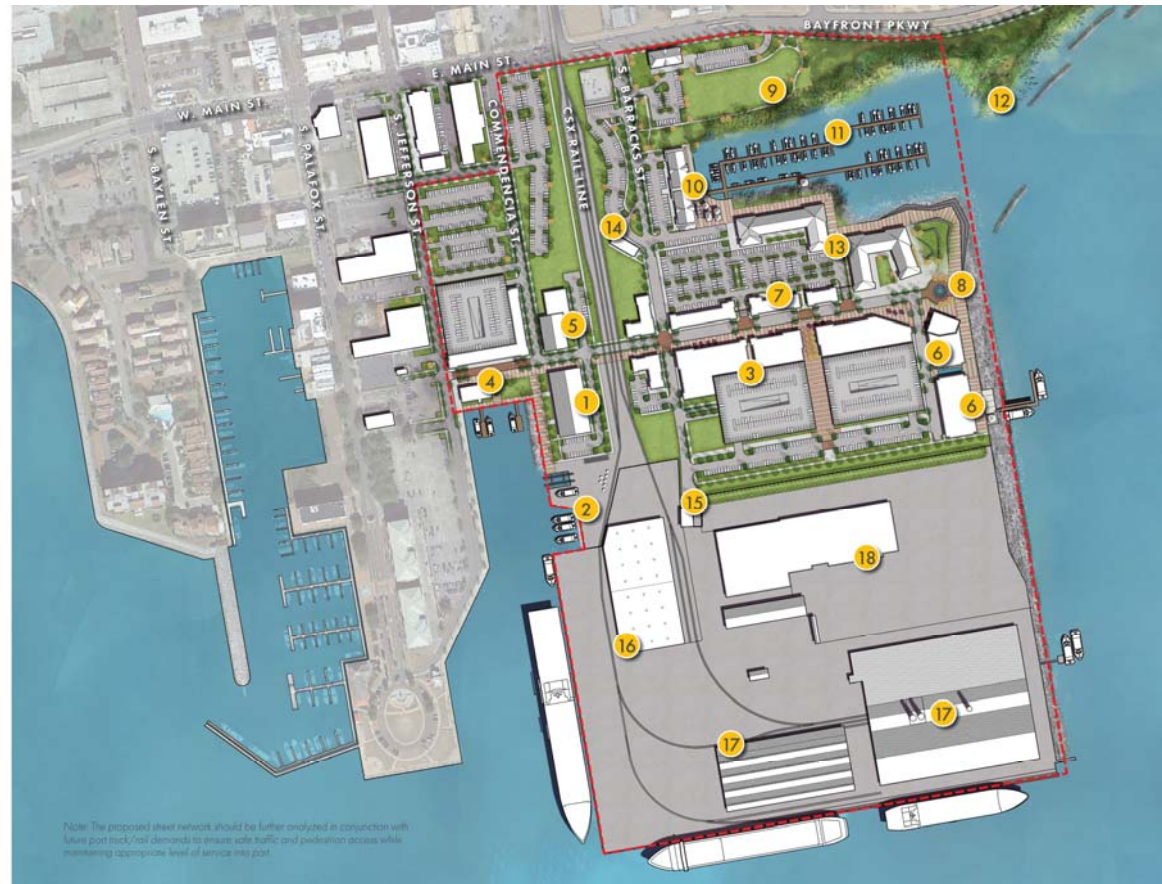
EMBRACE NEW APPROACHES TO PORT ORGANIZATION

Exploration of new approaches of seaport management and organizational infrastructure to help it adapt to its newfound role and expanded range of business.

VISION PLAN

LEGEND

- 1 MARINE RESEARCH AND OCEAN SCIENCES (38K SF)
- 2 RESEARCH VESSELS AND TRAVEL LIFT
- 3 GULF INNOVATION CAMPUS (124K SF)
- 4 PENSACOLA BAY FERRY
- 5 PENSACOLA MARITIME HERITAGE CENTER (14.5K SF)
- 6 1559 HARBOR SCHOOL (PHASE 1 AND 2) (66.4K SF)
- 7 COMMERCIAL USE (28.6K SF)
- 8 COMMENDENCIA PLAZA AND PARK
- 9 BARTRAM PARK
- 10 FISH HOUSE
- 11 BARTRAM MARINA
- 12 LIVING SHORELINE AND BREAKWATER
- 13 MIXED-USE MARINA VILLAGE (193K SF)
- 14 PORT ADMINISTRATION
- 15 PORT SECURITY GATE (RELOCATED)
- 16 VESSEL MRO CENTER
- 17 GENERAL CARGO OPERATION YARD(S) AND WAREHOUSE(S)
- 18 OFFSHORE INDUSTRIES SUPPORT/ OTHER PORT MARITIME USE

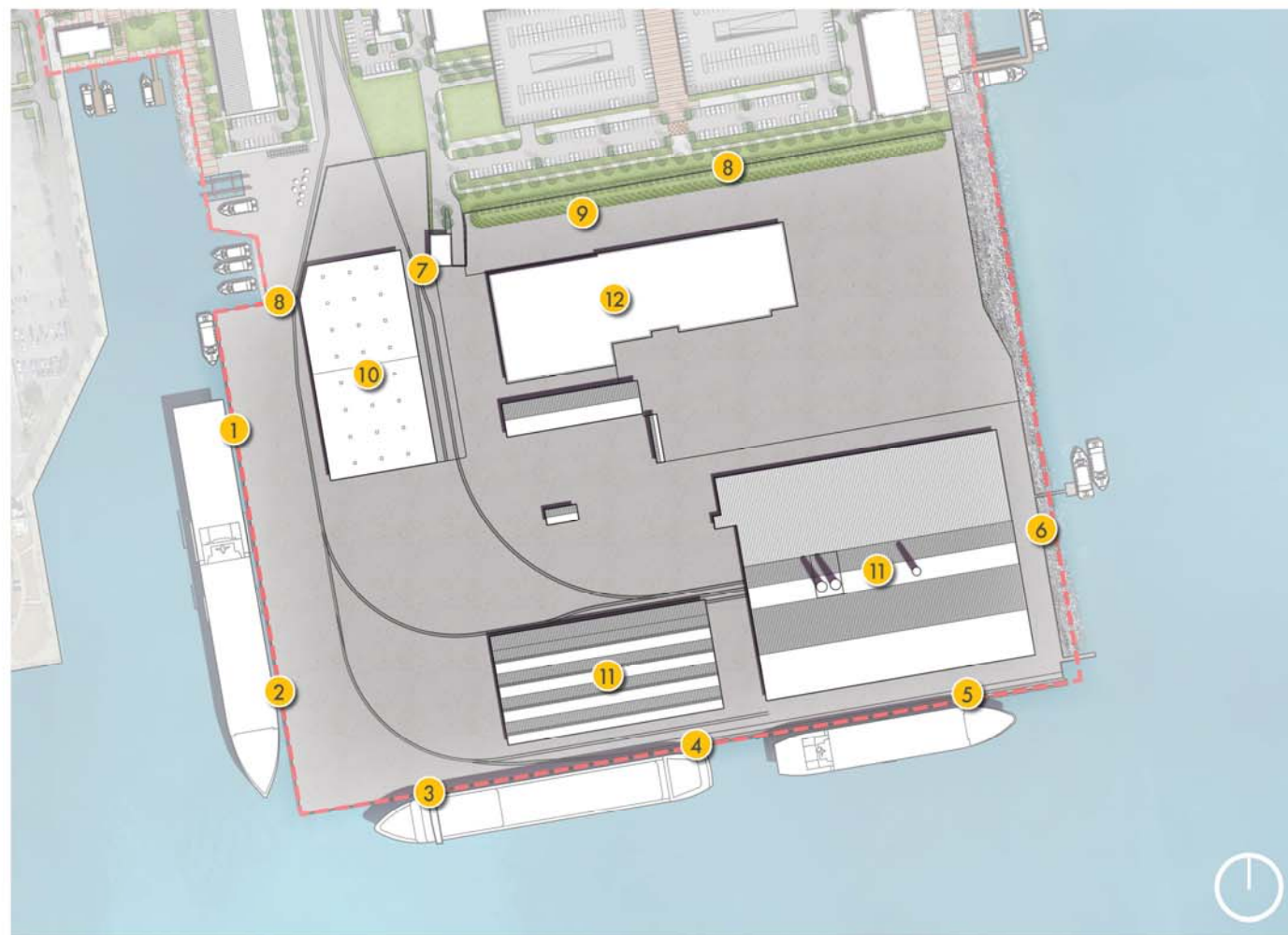




PENSACOLA SEAPORT

LEGEND

- 1 BERTH 1
- 2 BERTH 2
- 3 BERTH 3
- 4 BERTH 5
- 5 BERTH 6
- 6 BERTH 7
- 7 PORT SECURITY GATE (RELOCATED)
- 8 PORT SECURITY FENCE
- 9 LANDSCAPE SOUND ATTENUATION AND VISUAL BARRIER
- 10 VESSEL MRO CENTER
- 11 GENERAL CARGO OPERATION YARD(S) AND WAREHOUSE(S)
- 12 OFFSHORE INDUSTRIES SUPPORT/ OTHER PORT MARITIME USE

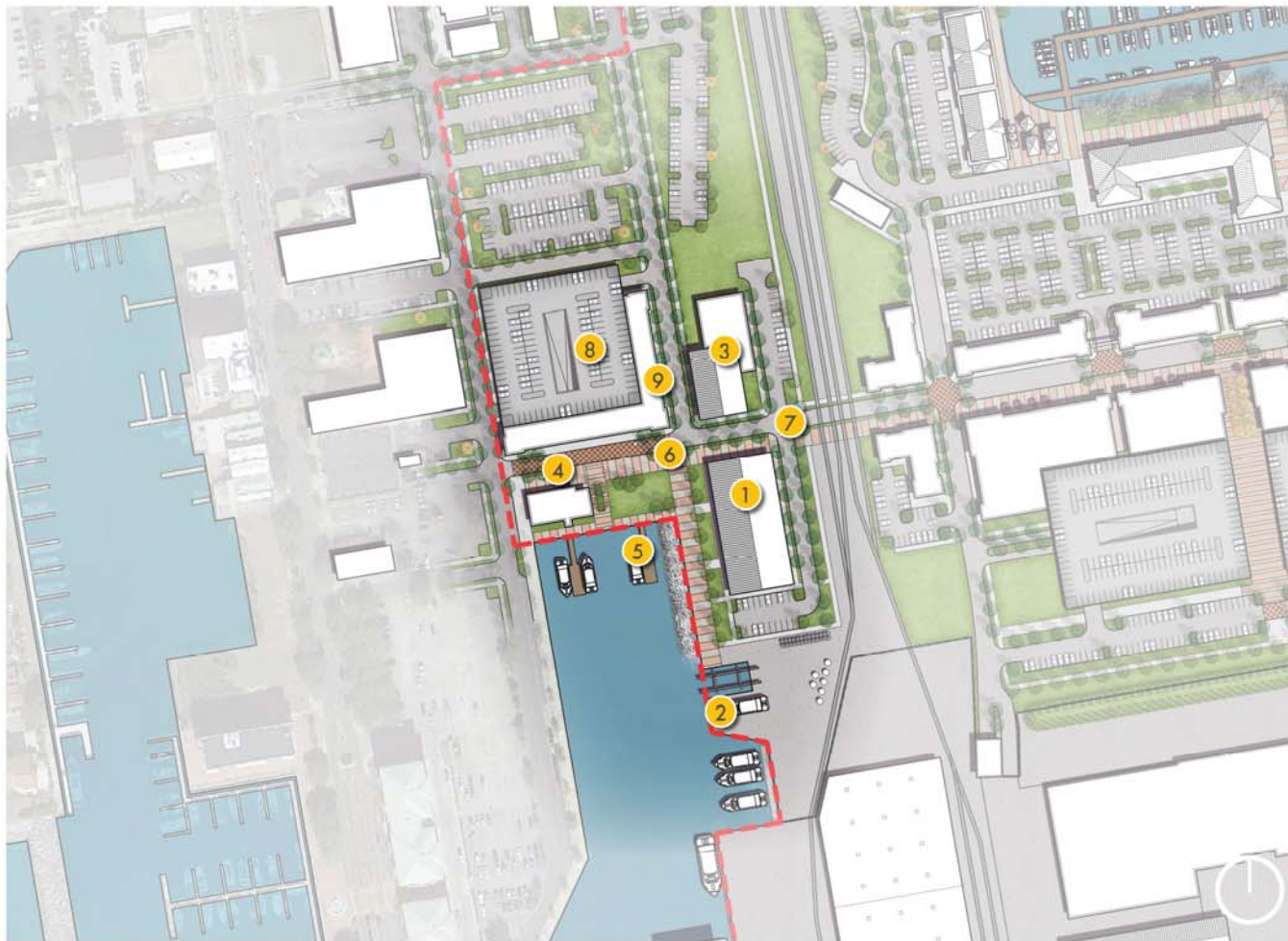




LUNA BASIN

LEGEND

- 1 MARINE RESEARCH AND OCEAN SCIENCES (38K SF)
- 2 RESEARCH VESSELS AND TRAVEL LIFT
- 3 PENSACOLA MARITIME HERITAGE CENTER (14.5K SF)
- 4 PENSACOLA BAY FERRY TERMINAL
- 5 PENSACOLA BAY FERRY DOCK
- 6 LUNA BASIN WATERFRONT PARK
- 7 STREETSCAPE & WAYFINDING ENHANCEMENTS
- 8 PARKING DECK (+/- 400 SPACES)
- 9 COMMERCIAL USE (14K SF)



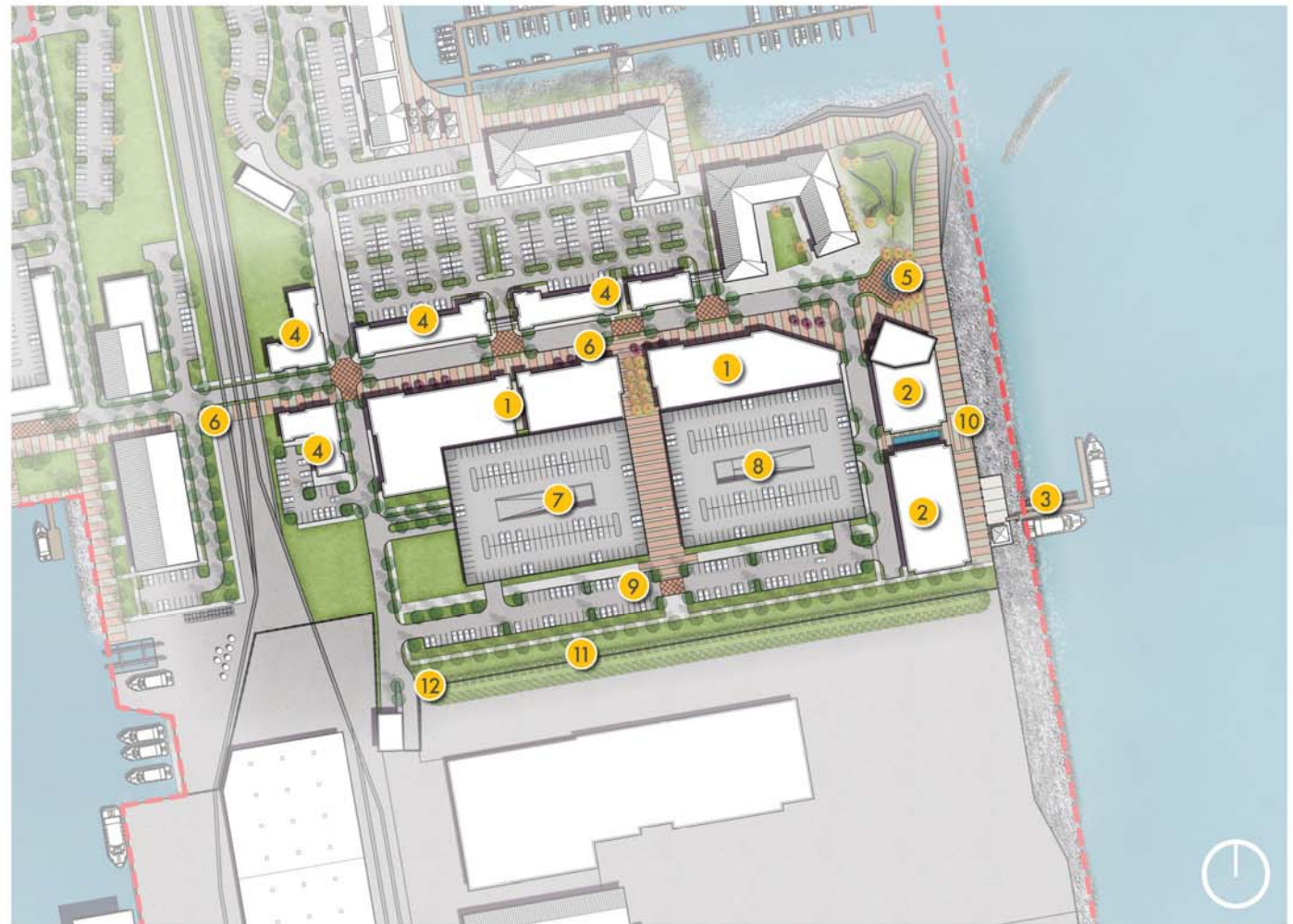




GULF INNOVATION HUB

LEGEND

- 1 GULF INNOVATION CAMPUS (124K SF)
- 2 1559 HARBOR SCHOOL (PHASE 1 AND 2) (66.4K SF)
- 3 1559 HARBOR SCHOOL RESEARCH DOCK
- 4 COMMERCIAL USE (28.6K SF)
- 5 COMMENDENCIA PLAZA AND PARK
- 6 STREETSCAPE & WAYFINDING ENHANCEMENTS
- 7 PARKING DECK 1 (+/- 550 SPACES)
- 8 PARKING DECK 2 (+/- 550 SPACES)
- 9 SURFACE PARKING (+/- 120 SPACES)
- 10 WATERFRONT ESPLANADE
- 11 LANDSCAPE SOUND ATTENUATION AND VISUAL BARRIER
- 12 SECURITY FENCE

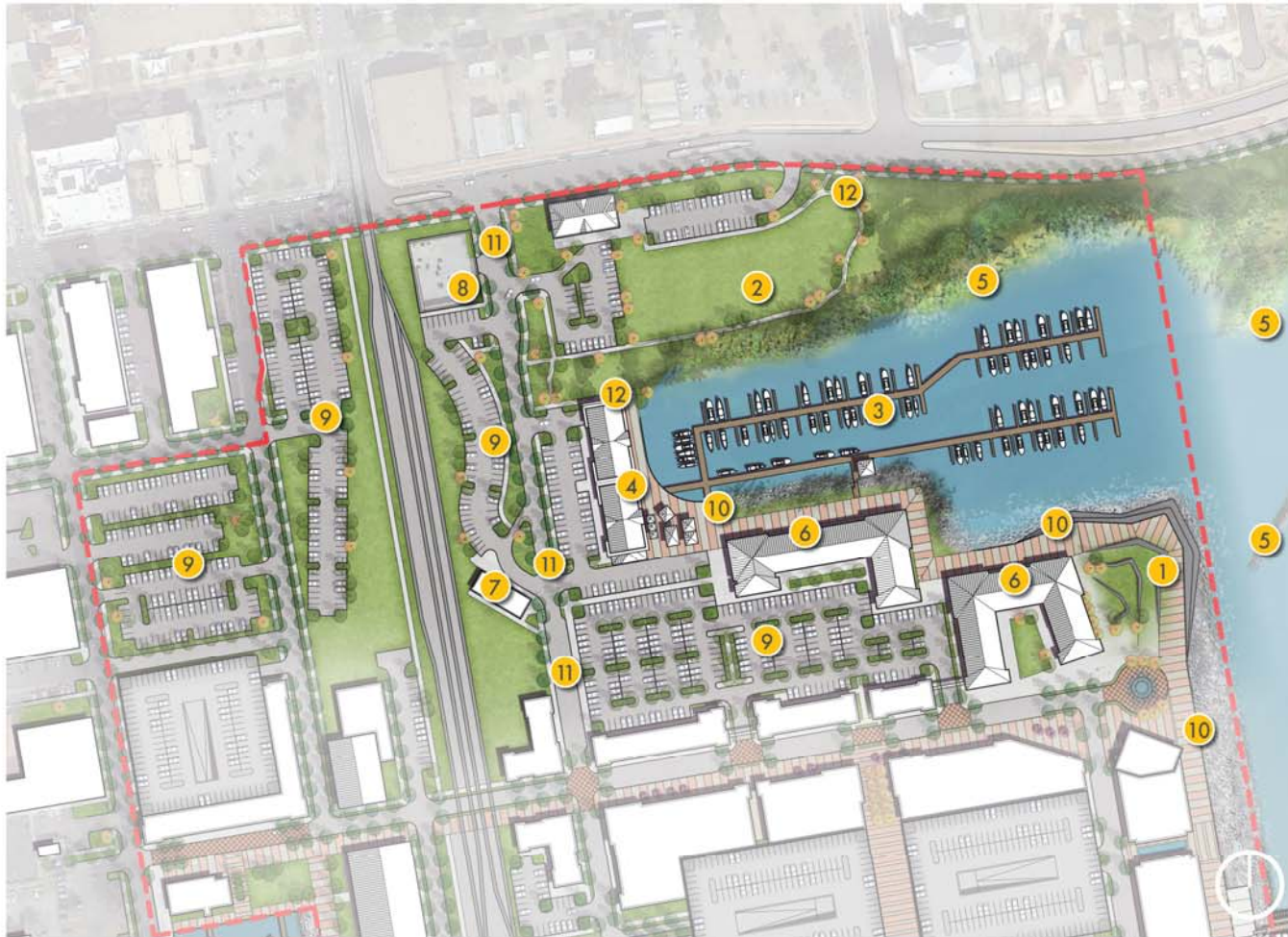




BARTRAM HARBOR

LEGEND

- 1 COMMENDENCIA PLAZA AND PARK
- 2 BARTRAM PARK
- 3 BARTRAM MARINA (+/- 100 SLIPS)
- 4 FISH HOUSE
- 5 LIVING SHORELINE AND BREAKWATER
- 6 MIXED-USE MARINA VILLAGE (193K SF)
- 7 PORT ADMINISTRATION
- 8 EXISTING SUBSTATION (RELOCATE IF POSSIBLE)
- 9 SURFACE PARKING (+/- 750 SPACES)
- 10 WATERFRONT ESPLANADE
- 11 STREETScape & WAYFINDING ENHANCEMENTS
- 12 BIKE / PED TRAIL, WATERFRONT TRAIL HEAD



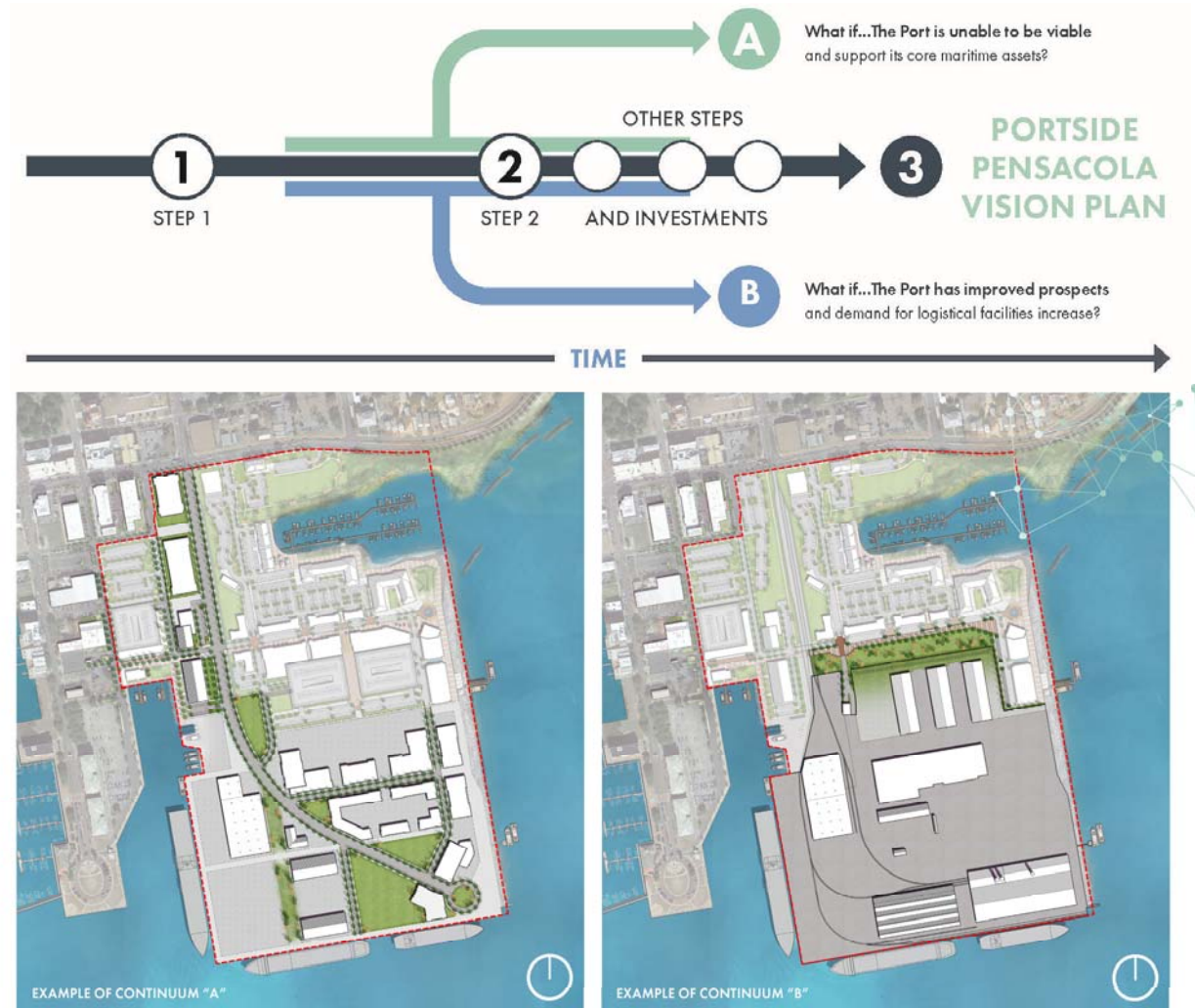


3. A FUTURE PROOFED PORT

It's hard to say with certainty what the future will hold for the Port and in-water and upland assets. Detailed market studies—while a useful follow-on step—were not part of the Port of Pensacola vision planning effort. What strongly resonated with the community, however, was seeking to ensure the port could bend to new business prospects and changing priorities. From this standpoint, the idea of creating a future-proofed Port of Pensacola is an essential project guidepost, one seeking to make incremental improvements to port lands and in-water assets that align the Port for a variety of possible alternative visions and market possibilities.

Over time, the goal is to advance early and follow-on actions over the next one to five years that set up the Port to continue along a continuum of improvements that lead toward full realization of the Vision (refer to timeline, Step 1, 2 and onward). Our future-proofed port, however, is not locked into this continuum. What if the Port is unable to be viable and support its core maritime assets? Initial investments have helped set up the potential for a movement toward full transition of the Port to a sequence of non-cargo related but maritime aligned mixed-use integrated with new accessway, parks and mixed-use development elements. An example of one possible outcome of this approach is shown on the opposite page (Continuum A example).

What if the Port has improved prospects and demand for logistical facilities or other similar elements? Initial investments have allowed some new economic assets to assemble and make a positive contribution, but the Port retains the ability to use additional acreage to meet market opportunities. An example of one possible outcome of this approach is shown on the opposite page (Continuum B example).



In the tables offered, we provide an initial take on possible funding avenues for many of the early action initiatives offered. This is a starting point for ongoing detailed funding research by the City based on their desire to move forward.

EARLY ACTION ITEMS

Early action items include studies and initiatives for pursuit over the next two to three years. These projects are expected to have a high potential for implementation given perceived funding availability, as well as community desire and the need for these projects to establish a foundation for later stage projects.

Key studies and projects are identified in the accompanying table. These include:

- Promote and advance the redevelopment of Shed 4 and surrounding areas in support of the creation of the Marine Research and Ocean Sciences Center, inclusive of upland and in-water works.

- Development of a new breakwater and living shoreline associated with protection of Bartram Harbor (Pitt's Slip).
- Advancement of development of new, 80- to 100-slip marina with Bartram Harbor, along with related fueling facilities and other infrastructure elements.
- Environmental and soils study of Port uplands areas slated for mixed-use and other hybrid Port development areas and elements.
- Design and assessment of Port gate and security fence relocation, inclusive of development of a new port security plan.
- Rehabilitation of the Port of Pensacola's Berth 6.



SCHEDULE OF IMPROVEMENTS¹

LOCATION CODE & ICON (Code) ⁽¹⁾	PROJECT NAME	DESCRIPTION	RATING ⁽²⁾		Linking Projects	Estimated Cost (assume hard costs only)	Possible Funding Source
			Community Desire (CD)	Funding (F)			
U1	Marine Research and Ocean Sciences Center	Multi-level 19,480 SF building housing offices, research and other operational support areas associated with ocean driven technology, engineering, research and education.	1	2	None	TBD	PVT, 3P, Triumph, EDA
C1	Research Vessels & Travel Lift	Installation of the operational float and related improvements for research vessel operations.	2	2	U1	\$1M - \$1.2M	PVT, 3P
C2	Living Shoreline (Breakwater)	Installation of new breakwater and living shoreline from Bartram Marina & Commendancia Park to existing Parkland.	2	2	None	\$1.5M - \$2M	NFVF 5 Star, PVT, Restore, NOAA
C3	Bartram Marina	Redevelopment of marine facilities and recreational piers.	2	2	C2	\$2M - \$2.5M	PVT, BIG
O1	Soil and Environmental Studies	Conduct soil boring, water quality and other environmental studies to determine and mitigate potential hazards.	1	2	None	\$75K (study only, greater if issues are uncovered)	FSTED, CITY, EPA, FDEP
O2	Port Gate Relocation	Assessment and design for the relocation of the Port operational security and access gate.	2	2	None	\$150K (study only)	FSTED, CITY
C4	Berth 6 Rehabilitation	Upgrade existing infrastructure and associated facilities along Berth 6.	2	2	None	\$14M	FSTED, CITY, Restore, Triumph, DIGP
C5	Full On-Port Rail Rehabilitation	Upgrade of Port docksite and warehouse serving rail.	2	2	None	TBD	FSTED, CITY, Restore, Triumph, DIGP

⁽¹⁾ Location Codes

(C)	Coastal
(U)	Upland
(O)	Other Studies, Improvements and Projects

⁽²⁾ Rating Codes

(CD)	Community Desire, degree of community prioritization, with 1 (highest) to 3 (lowest)
(F)	Funding, degree to which a reliable funding source has been identified, with 1 (highest) to 3 (lowest)

⁽³⁾ Funding Source Codes

(PVT)	Private Investment	(EPA)	EPA Cleanup Grants & Funding
(3P)	Public Public Partnership	(EDA)	Economic Development Administration
(Triumph)	Triumph Gulf Coast Trust Fund	(FDEP)	FDEP Waste Cleanup Program
(FSTED)	Florida Seaport Transportation and Economic Development Grant	(DIGP)	Defense Infrastructure Grant Program
(BIC)	Fish & Wildlife Service - Boating Infrastructure Grant Program	(FDEP)	Florida Department of Environmental Protection Office of Greenways and Trails Grant
(NFVF 5 Star)	National Fish and Wildlife Foundation Five Star and Urban Waters Restoration Grant	(NOAA)	NOAA Coastal Resilience Grants
(CITY)	City Investment		
(Restore)	Restore Direct Component Funds (Pot 1)		

NEXT ACTION ITEMS

The next grouping of action items anticipates needed early action items are completed and requisite environmental and permitting studies are conclusive and supportive of development anticipated and depicted within the vision plan.

While next action items are slated for advancement in years three to five, increasingly, **projects identified within this grouping are reliant on favorable market conditions and participation by private and/or public-private investment.** Actual advancement of several of these project items may occur outside the three- to five-year time horizon.

Key studies and projects are identified in the accompanying table. These include:

- **Port security gate and fence relocation.** Project to include earthen berm creation to serve as a buffer between secure and non-secure port areas.
- **Commendencia Street Extension, rail crossing elements and Commendencia Plaza.** Project included development of a complete street package,

from surface, curb and gutter, on-street parking, landscaping and utilities.

- **1559 Harbor School (Phase 1).** Creation of the first of two phases of the harbor school along with research dock area.
- **Gulf Innovation Hub (Phase 1).** As market conditions warrant, development of the first phase of the Gulf Innovation Hub campus, inclusive of between 40,000 - 50,000 SF on two levels and ground level parking.
- **Pensacola Maritime Heritage Center along with Marine Research and Ocean Sciences annex spaces.** Development of a +/- 5,000 SF Pensacola Maritime Heritage Center with additional supporting spaces for integration with the functions and elements of Marine Research and Ocean Sciences. Total building is estimated at 14,500 SF.
- **Bartram Harbor Mixed-Use Development.** As market conditions warrant, development of an estimated 95,000 SF of ground floor commercial capable of supporting immediate or future multi-floor additions.



SCHEDULE OF IMPROVEMENTS

LOCATION CODE & ICON (Code) ⁽¹⁾	PROJECT NAME	DESCRIPTION	RATING ⁽¹⁾		Linking Projects	Estimated Cost (assume hard costs only)	Possible Funding Source
			Community Desire (CD)	Funding (F)			
U2	Port Gate Relocation	Relocation of operational security and access gate.	2	2	O2	TBD	FSTED, CITY, Homeland
U3	Commendancia Street Extension	Landscape, sidewalk, crossing, lighting, wayfinding and other corridor enhancements.	1	3	O2, U1, U2	\$3M - \$3.4M (+\$500K for rail crossing)	3P, Triumph, CITY, EDA, FI-AL, CDBG, FHARTP, TAP, FDEP
U4	Commendancia Plaza	Development of public open space with improved water's edge access, landscape features	2	3	C3, U3, U8	\$1.5M - \$2M	CITY, CDBG, FHARTP, TAP, FDEP, FDSHR
U5	1559 Harbor School (Phase 1)	Education facility promoting the blend of traditional academic studies with experiential learning.	2	3	U4	\$6.6M - \$7M	ECSB, USDE, FDE, DL, Triumph, PVT, 3P
U6	Gulf Innovation Campus (Campus 1)	State-of-the-art, mixed-use business incubator, inclusive of research laboratory and classrooms.	3	3	U3	\$10.4M - \$10.6M	ECSB, EDA, USDE, FDE, DL, Triumph, PVT, 3P
U7	Pensacola Maritime Heritage Center	Development of a +/- 14,500 SF building celebrating the history of the Port of Pensacola and its relevance to the growth of Pensacola, inclusive of supporting facilities.	2	3	U1	\$5.5M - \$5.8M	PVT, 3P, CITY, FDSHR
U8	Bartram Harbor Mixed-Use Development	Multi-level, 95,000 SF mixed-use development.	2	3	O1, U4, C3	\$35M - \$36M	PVT, 3P

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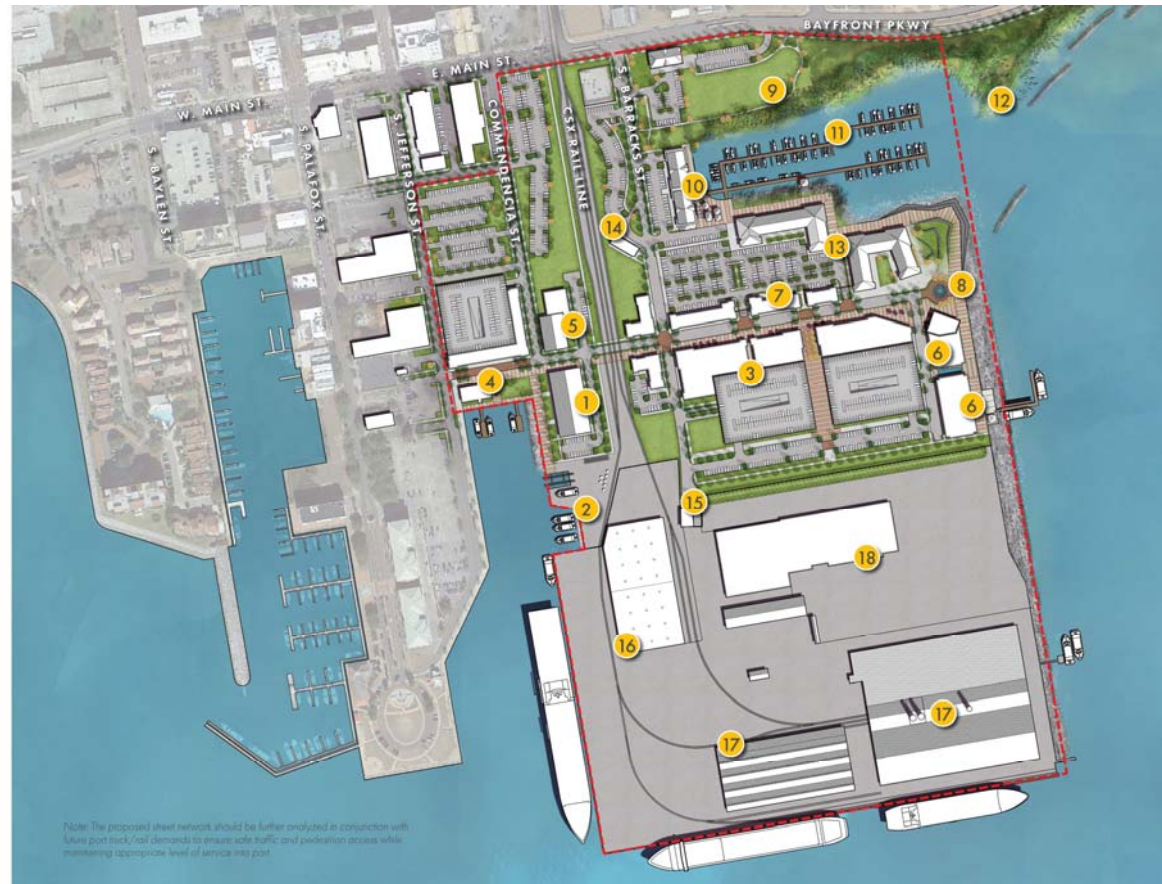
(PVT)	Private Investment
(3P)	Public Public Partnership
(Triumph)	Triumph Gulf Coast Trust Fund
(FSTED)	Florida Seaport Transportation and Economic Development Grant
(BIG)	Fish & Wildlife Service - Boating Infrastructure Grant Program
(NJPVF 5 Star)	National Fish and Wildlife Foundation Five Star and Urban Waters Restoration Grant
(CITY)	City Investment
(Homeland)	Homeland Security Grant
(EDA)	Economic Development Administration

(FI-AL)	FI-AL TPO Five Year Work Program
(ECSB)	Escambia County School Board
(USDE)	U.S. Department of Education
(FDE)	Florida Department of Education
(DL)	Department of Labor - WIOA
(CDBG)	Community Development Block Grant
(FHARTP)	Federal Highway Area Regional Trail Plan
(TAP)	U.S. Department of Transportation Alternative Program
(FDEP)	Florida Department of Environmental Protection Office of Greenways and Trails Grant
(EDSMB)	Florida Department of State Historic Sites Grants

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