



Port NOLA *FORWARD*

Strategic Master Plan Executive Summary

www.portno.com

1350 Port of New Orleans Place
New Orleans, LA 70130



**PORT
NOLA**
THE PORT OF
NEW ORLEANS

May 2018

Existing Port Land Uses



Container



Cruise
and Tourism



Rail



Breakbulk



Industrial
Real Estate

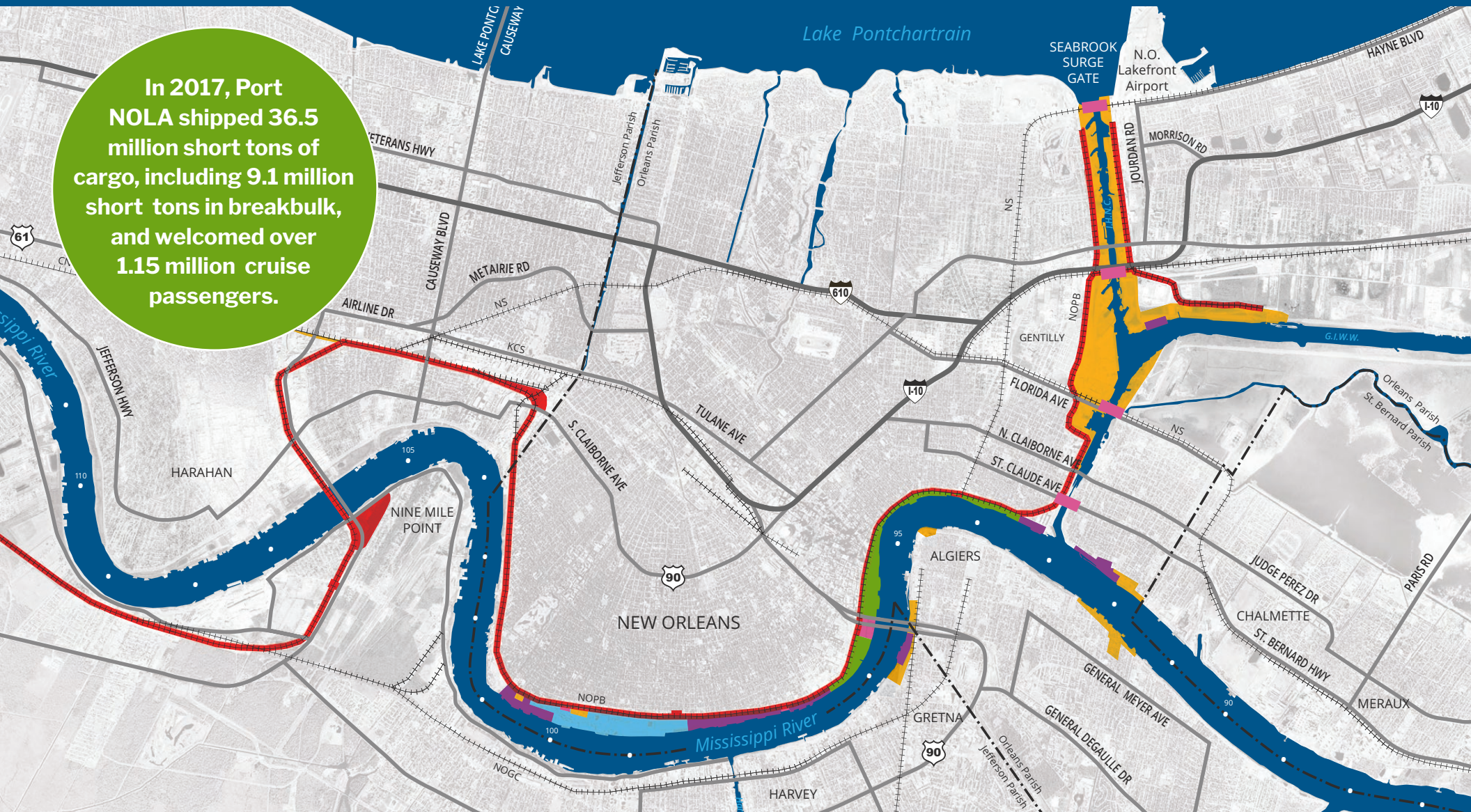


Other
Infrastructure

MISSION

Our mission is to drive regional economic prosperity by maximizing the flow of international trade and commerce as a modern gateway.

In 2017, Port NOLA shipped 36.5 million short tons of cargo, including 9.1 million short tons in breakbulk, and welcomed over 1.15 million cruise passengers.



VISION

Advancing global connections and infrastructure to exceed the needs of tomorrow.



Envisioning Bold Growth

Drawing from the strategic planning process, which includes our partners' and employees' input, Port NOLA's future is inspired by a **vision** and driven by **values**.

VALUES



Diversity

Whether by transportation mode, business line, or our people, our diversity is part of our DNA and enhances our value as an organization.



Collaboration

We pride ourselves in teamwork and partnership—internally and externally—and find innovation through collaboration.



Customer-orientation

Our work and successes are inextricably linked to our customers and stakeholders—responsiveness, efficiency, and transparency are vital.



Integrity

We are driven by integrity in our actions and our words—accountability, responsibility, and respect are principles we live and work by.



Adaptability

Change is the nature of our business; we need to be proactive and nimble, yet understand the importance of stability at the same time.



Aspiration

We continuously seek opportunities for growth and improvement, and we set ambitious goals and strive to make them a reality.

LEADING WITH **AMBITIOUS GOALS**

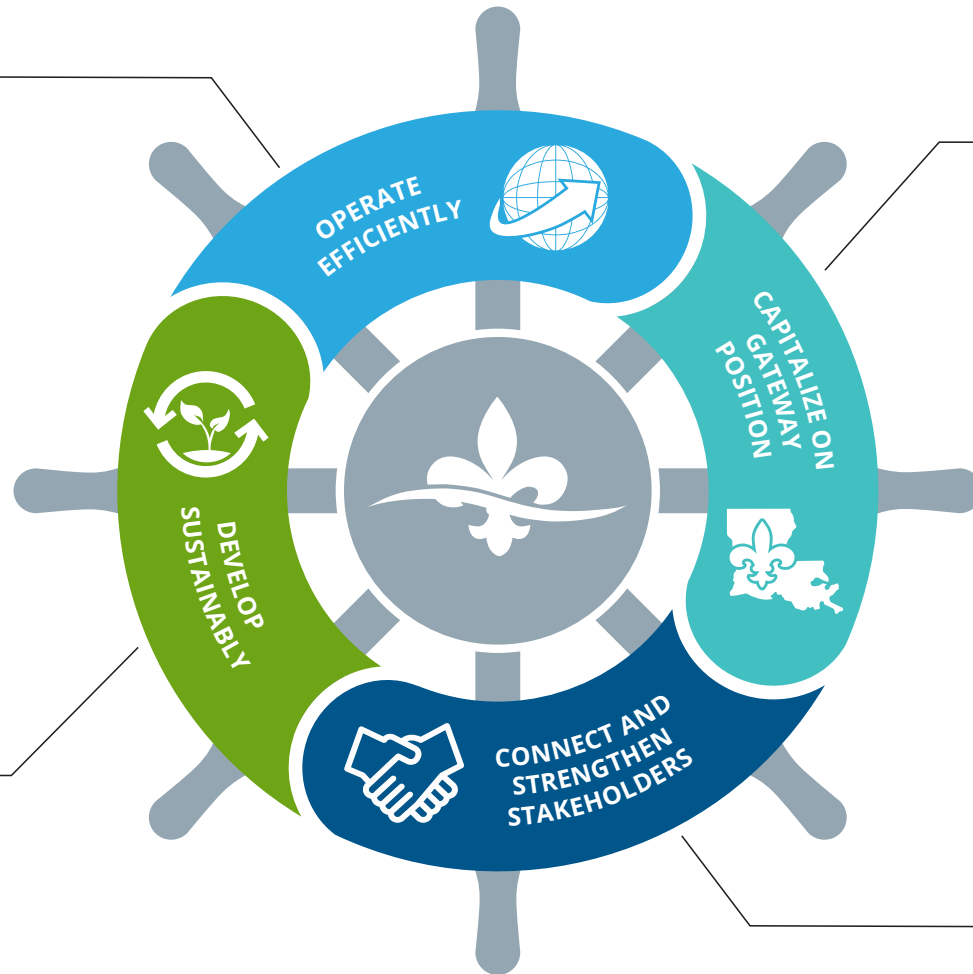
To implement this vision, maintain competitive advantages, and achieve our mission of maximizing commerce, Port NOLA constantly strives to achieve these four interdependent goals:

Operate Efficiently

Optimize the use of unsurpassed intermodal connectivity to efficiently move cargo to global and inland markets by supporting diverse business lines and land uses capable of adapting to constantly changing market trends.

Develop Sustainably

Together with our stakeholders and the community, make strategic investments in infrastructure to enable growth and development, ever striving for balance while enhancing the economy, society, and the environment.



Capitalize on Gateway Position

As the premier Gulf Coast gateway to Mid-America we are able to capture new markets, expand cargo capacity, and utilize waterfront industrial real estate while enhancing New Orleans as a vibrant experience for cruise and tourism.

Connect and Strengthen Stakeholders

The future of Port NOLA is ultimately dependent on the people who make things move: our intergovernmental partners, the cargo handling organizations, the truck drivers, and the people who work at Port NOLA every day. Our planning process and the recommended strategies directly reflect this emphasis.

THE FRAMEWORK FOR **GROWTH**

Port NOLA's vision for **regional freight-based economic development** encompasses the supply chain as a whole and relies on all sectors to drive freight-based business expansion to fuel the regional economy. In recognizing the need for efficient infrastructure, a supply chain-ready workforce, and capital investment from all sectors, Port NOLA and a broad range of stakeholders can collaborate to collectively drive the region's economic growth.

Responsive and seamless supply chain solutions that incorporate ocean, rail, barge, truck, transloading, and more, require an iterative cycle of regional growth and development both on and off Port property.

Port NOLA's **regional freight-based economic development** framework relies on five key ingredients to drive economic growth and prosperity.



GATEWAY ACTION PLAN

The Port NOLA Gateway Action Plan is more than a list of projects—it lays out a vision for collaboration, beyond the Port and Rail. Our action plan, though organized by business line, is synergistic and draws on the combined effort and resources of Port NOLA, regional, state, and federal partners, and private sector investors. With a cohesive, united effort, this plan drives a regional freight-based economy.

Containerized Cargo

- Increase Napoleon Avenue Container Terminal Complex capacity to 1.5 million TEUs by upgrading to larger cranes and maximizing space in the existing yards.
- Partner with terminal operators to increase efficiency of terminal support services, such as maintenance and repair operations, chassis pools, and reefer plug utilization.
- Continue investments in improved gate efficiency and multimodal connections, and promote cooperation among all parties that move containerized goods through terminals at the Port.
- Partner with state and regional entities to enhance “last mile” truck access along the Tchoupitoulas Corridor to Felicite Street Access Gate.

Breakbulk Cargo

- Adopt leasing best practices to increase terminal operators’ competitiveness in the marketplace.
- Increase breakbulk capacity by improving load limits at currently leased facilities and adding overflow facilities to accommodate cargo surges.
- Coordinate with partners to plan for capacity enhancements at First Street Terminal, Alabo Street Terminal, and the Louisiana Avenue Terminal Complex.



Optimize



Extend



- Expand container operations in a locale capable of handling growing vessel sizes and add a major logistics component that complements the Napoleon Avenue Container Terminal.
- Increase containerized import volume, working with the State to drive more inbound cargo by leveraging logistics infrastructure in and around the Port complex.
- Prioritize sites for use as an Intermodal Container Transfer Facility (ICTF) to expedite the movement of containers to and from the terminal while minimizing impact on the community.



- Work with Jefferson Parish to identify on- and off-port opportunities for freight-based development in areas including: breakbulk cargo; roll-on, roll-off cargo; project cargo; value-added services; manufacturing; and auto facilities.



Industrial Real Estate

- Use existing Inner Harbor real estate to expand service as a rail and barge logistics hub.
- Invest in Inner Harbor infrastructure, roadways, utilities, and landscape enhancements to create an Industrial Park that attracts market-rate tenants who provide value-added services.
- Revitalize and redevelop underutilized Inner Harbor properties with assistance from federal, state, and regional partners (PIER Plan).

Rail

- Leverage New Orleans Public Belt Railroad to improve reach to inland freight-based industries.
- Partner with Class I railroads to improve Gateway automation, fluidity, and services.
- Invest in efficiency and environmental improvements, including upgrading the locomotive fleet to reduce emissions.
- Optimize Cotton Warehouse Yard for intermodal and rail shuttle services for national freight.

Cruise and Tourism

- Increase terminal capacities to accommodate larger ships, and maximize passenger and parking capacity.
- Expand economic development partnerships to continue integration of cruise and tourism business along the waterfront and boost local spending by cruise passengers.

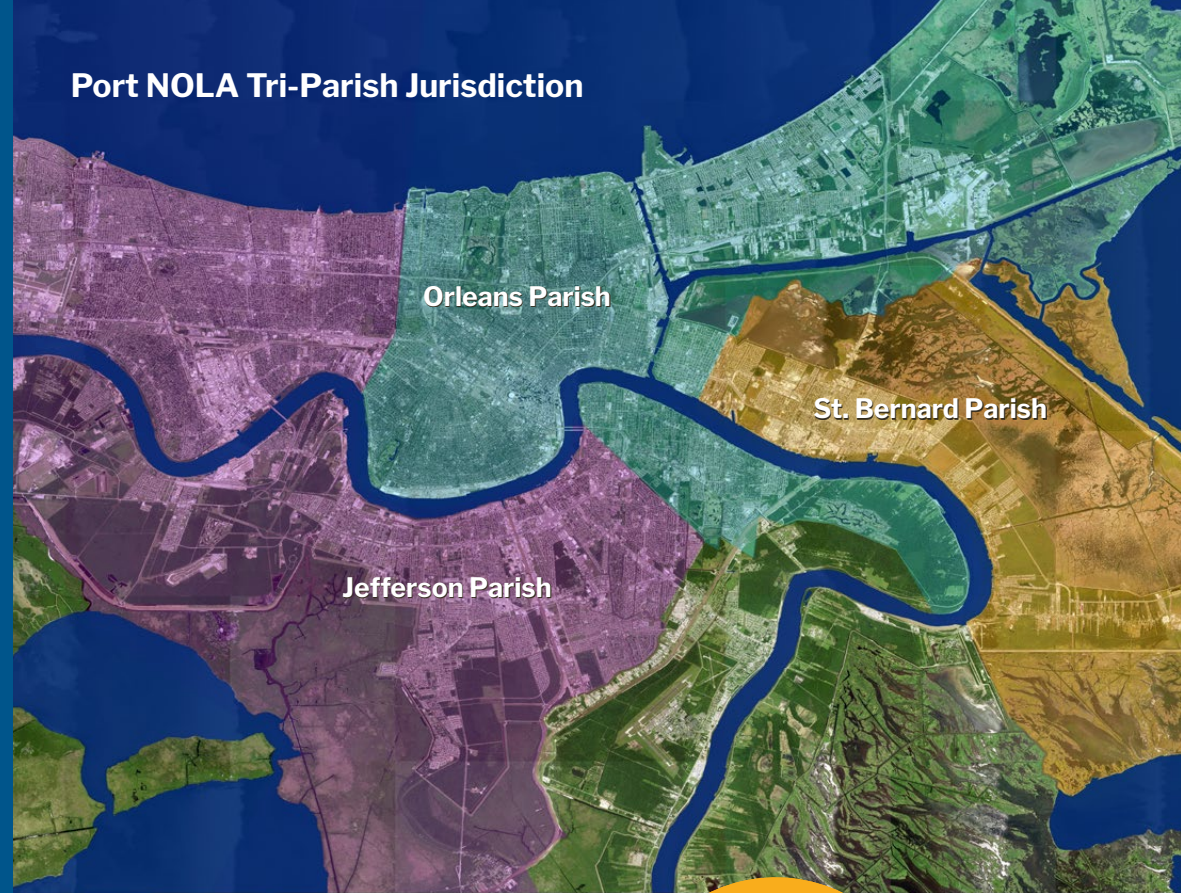


LAUNCHING *THE PLAN*

This Strategic Master Plan charts the course for Port NOLA's success for all business segments including cargo, cruise, real estate, and rail. A bold vision, timely investments, and integration of its four lines of business will help ensure the Port of New Orleans capitalizes on the opportunity to lead the region to greater and sustained prosperity.

We are building on our historic founding as an urban port with an urban railroad on the most advantageous trading ground in middle America.

Port NOLA Tri-Parish Jurisdiction



INTEGRATE AND REINFORCE ACROSS ALL SECTORS

While presented by business line for planning purposes, the strategies and actions needed to achieve the Port's bold vision require integration—both internally, across business lines, and externally, with our many diverse partners in industry, government, and the community. Now, more than ever, our core businesses can both reinforce and be reinforced by each other and through integration with the community.

In addition to the Port's direct role in building and maintaining vital freight infrastructure, we also play a critical role as a catalyst for integrated economic and workforce development across the three parishes and the region. Port NOLA has always been an economic engine—our vision for the future is to connect that engine to entities in all sectors of the region and strengthen the overall economy through this integration.

