Great Lakes Maritime Research Institute

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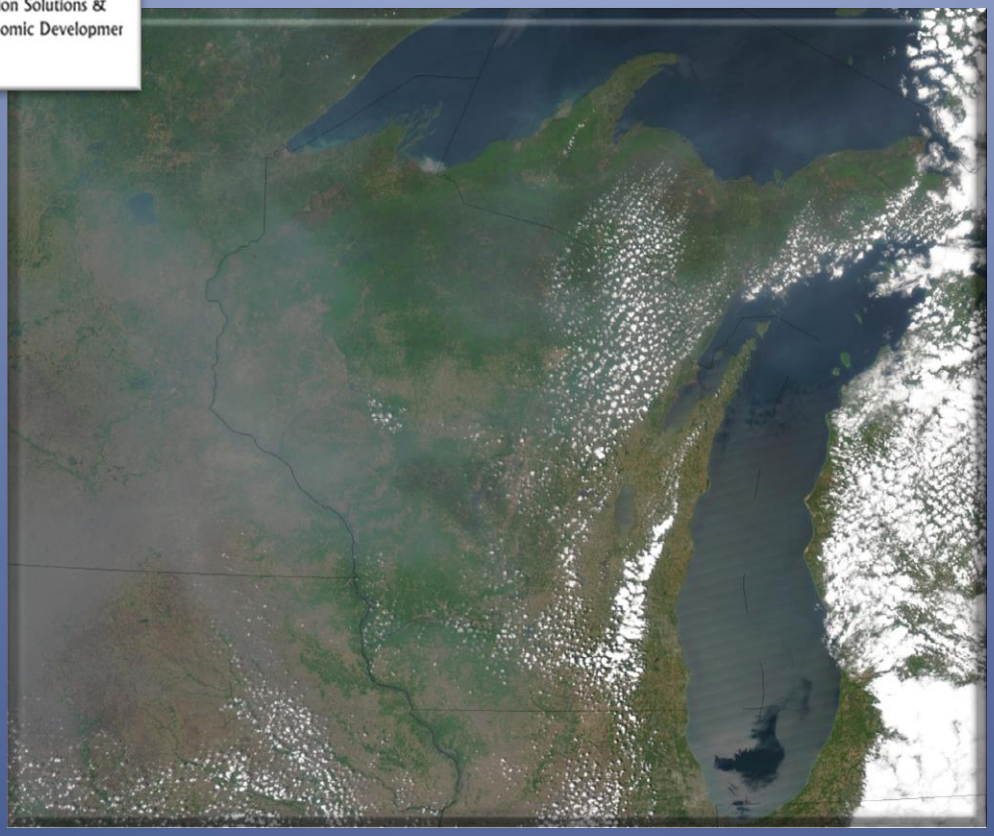
Prime Focus LLC

Transportation Solutions & Economic Developmer



Wisconsin Commercial Ports Association Port Planning Benchmarking Study

Wisconsin Ports Strategic Planning a Structural Analysis of Best Practices in North America

This report benchmarks Port planning and funding programs for States and Providences which have similar marine connections and like commodity types. Reference links to planning documents and a survey of state stakeholders and their role in port planning is included. Recommendations for Wisconsin Port planning and funding mechanisms are identified.

Authors: Great Lakes Maritime Research Institute, Dr. Richard Stewart University of Wisconsin Superior Transportation Center and Elizabeth (Libby) Ogard, Prime Focus LLC

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Acknowledgements

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Ron	Adams	Engineering Chief, Bureau of Transit, Local Roads, Railroads, Harbors Wisconsin DOT
Jeff	Agee-Aguayo	Bay Lake Regional Plan Commission
Marilyn	Baxter	Hamilton Ontario Port Authority
Ron	Chicka	Duluth MIC
Gene	Clark	Coastal Engineering Specialist, University of Wisconsin Sea Grant Institute
Steve	Coon	Wisconsin DOT
Ted	Dahlburg	Delaware Valley Regional Plan Commission (PA)
Meredith	Dalrose	Florida DOT
Jackie	Eastwood	Lacrosse County Planning
Martin	Forbes	NW Regional Planning
Mike	Friis	Team Leader, PPA Advanced Supervisor, Resource Policy Team
Jean	Godwin	AAPA
Dean	Haen	Port of Green Bay
Richard	Hanft	Journal of Commerce
Dan	Harmon	TX DOT
Tom	Koprowski	Wisconsin DOT
Dennis	Leong	Program and Policy Chief, Economic Development Wisconsin DOT
Nickolas	Musson	ECWRPC
Barbara	Nelson	MARAD
Terry	Nolan	Janesville Area MPO
Betty	Nowak	Port of Milwaukee
Travis	Olson	Wetland Protection and Land Use Planning Coordinator
Herb	Packer	Pennsylvania DOT
Diane	Paoni	Bureau of Planning Wisconsin Dot
Carl	Runge	Brown County Planning - Green Bay MPO
Sara	Walfoort	SPC Region Plan Commission (PA)
Sheri	Walz	Harbor Assistance Program Manager Wisconsin DOT
Barbara	Weber	Capital Area RPC
Mark	Wolfgram	DTIM Division Administrator Wisconsin DOT
Paul	Wydeven	Wisconsin DOT

Forward

America's Marine Transportation System moves goods and people through U.S. ports via a system of harbor channels and waterways. The U.S. port system of more than 350 commercial ports facilitates, connect to rail, pipeline and highway networks on the landside to a marine network which facilities worldwide supply chains connecting suppliers, importers and exporters. The Bureau of Transportation statistics estimates that in 2007 the marine transportation system 43.5% of the value and 77.65 of the weight of all U.S. international trade.

The organization of port governance has deep historical roots. Our forefather's embraced marine transportation, seaports were necessary for economic survival. Colonists relied on marine transportation to connect to sources of supply and needed a marine network to reach commercial markets. North America was sparsely populated and larger commercial markets and financial centers were on other continents. Considered an "Island Nation", bounded by the Atlantic, Pacific, Great Lakes and Gulf of Mexico; economic development was highly dependent on foreign trade and marine transportation. The U.S Constitution provides for the autonomy of States, many of which competed with each other in early times and even today. Ports are considered a competitive advantage by many states. Today large general cargo seaports are primarily in public hands, smaller special purpose and bulk commodity ports are often privately held.

Canada, our largest trading partner which is economically and culturally similar, the Canadian Marine Act in 1999, created a National Ports system which includes 17 independently managed Canadian Port Authorizes which in 2003 accounted for 58% of Canada's international trade and 36.4% of domestic trade. These port authorities are restricted from participating in unrelated maritime activities such as airports, toll bridges or rail transportation; and are required to be financially self-sufficient.

In an era of constrained resources and greater interest in multi-modal systems, mode conversion and economic development where does port planning fit? Are there port planning models within other states or Canada which could inform Wisconsin planning efforts and project development? With the Water Resources Reform and Development Act of 2013 what level of port planning is necessary for Wisconsin to leverage port development investments?

The Wisconsin Commercial Ports Association commissioned an analysis of state port planning practices in states which had some similarity to Wisconsin's marine connections such as inland waterways and the Great Lakes, and state's which have similar economies and basic commodities. Interest in Canadian planning differences was also identified.

The Port of Hamilton, Ontario is situated on the Great Lakes and handles similar marine transportation carriers. The State of Pennsylvania has ports on the Great Lakes Seaway system and has access to the inland waterways. Florida was included as an example of a state with a unique organizational structure. Texas was included as a state with a Port Advisory Structure. The scope of work for the study follows.

Wisconsin Commercial Ports Association Port Planning Benchmarking Study

Background

GLMRI with Prime Focus LLC agreed to do a benchmarking study to identify how port planning is being accomplished in three states (PA, TX and FL) along with Ontario, Canada)

Objective: To research how state wide port planning is being done in other ports in the U.S. and Canadian Provinces.

Tasks:

1. Compile of list and review Wisconsin marine development plans, programs and promotional activities sponsored or under the authority of WisDOT, Wisconsin Economic Development Corporation, Coastal Management and relevant Metropolitan Planning Agencies.
2. Research statewide port planning practices for the following states: Three states will be selected based on client input, at this time the States of PA, TX, Florida are proposed. PA has Great Lakes and Inland Waterway access.
3. Research Provincial Port Planning for the Province of Ontario, Canada

Deliverables:

4. Identify 3 state marine development programs and one Canadian Province State along with agencies and port authorities in each state that will be interviewed. Review and identify best practices and innovations that could prove useful in Wisconsin.
5. Prepare a best practices report for the Wisconsin Commercial Ports Association
6. Prepare a bibliography for the Wisconsin Commercial Ports Association of research information.

Introduction

According to the U.S. Chamber of Commerce 95% of the world's customers and 80% of the world's purchasing power are outside the United States. It is estimated that 92% of the world's economic growth will occur beyond U.S. borders. U.S. agriculture plays and important role in feeding the world's population, living in climates with less favorable food production conditions. Many U.S. companies rely on outsourced labor to manufacture products, some company's imported parts, components and other raw materials to finish goods. The U.S. agriculture industry exports soybeans, DDG's for animal feed and other food products which all move over a port to reach final destination. The map below shows 2012 statistics indicating the percentage of each State's GDP which is supported by international maritime trade. In 2012 international trade accounted for 24% of the U.S. economy. The map below illustrates the share of each state's GDP which is dependent upon international maritime trade (source: AAPA Seaports Magazine Winter 2013 page 26).

Figure 1 State Percent of GDP which relies on international maritime trade.

In a Marine Transportation Systems (MTS) there are five asset groups that are inventoried, tracked, regulated and managed. Private and public sector partnerships are quite common in the MTS.

- Vessels
- Personnel (ashore and afloat)
- Shore facilities (Ports, shipyards, fueling facilities, terminals, etc.)
- Navigation aids – Dredging assets, locks, aids to navigation, weather services etc.
- Environmental status of: – water condition, bio-diversity and system health, lake bottom

Wisconsin has the Mississippi River and Great Lakes Marine transportation systems that provide intrastate, interstate and foreign maritime service. In the case of the Great Lakes system cargo can be imported and exported from overseas markets without transloading from one vessel to another. All ports are by design multimodal ports. While Wisconsin ports can and do handle the occasional container they are not intermodal ports that engage in container operations on a scheduled basis.

The terms "multimodal" and "intermodal" can mean different things to different stakeholders.

Generally, "multimodal" to refer to a transportation system that encompasses both the unique and the shared functionality of its component modes (air, water, truck, rail) and of its facilities for exchanging traffic among and between modes (warehouse/distribution centers, rail terminals, seaports, airports). The term "intermodal" was originally invented to describe a logistics process and service where a shipping container is handled by more than one mode, interchangeably. Today, the term "intermodal" is often used more broadly, to describe any freight transportation service involving multiple freight modes, as well as any facility used to accommodate the transfer. The terms intend to describe a system and a process that involves and attempts to maximize the relative contributions of all its disparate components, across different modes, owners, and operators. All transportation systems are involved in the transfer of three key components that in a perfect system flow seamlessly and on time. The three components are goods (freight and or people), information and money. The three components are interrelated and frequently one cannot move without the accompanying movement of the other two components.

The U.S. Army Corps of Engineers completed the 2013 Report Card for America's Infrastructure. This report rated the nation as a whole and provided ratings for individual states. Wisconsin has more than 230 miles of inland waterway access and ranks 29th in the nation in miles of inland waterways. Ports in Wisconsin handled 32 million tons in 2011. Wisconsin ranks 24th in the nation for annual port tonnage. Wisconsin is also home to 252 high hazard dams, as rated by the Army Corps of Engineers, which exceeds Michigan, Minnesota, Iowa and Illinois dam counts.

AAPA in 2013 surveyed ports and their private sector partners, respondents identified that an estimated $46 billion in new terminals, channels and related improvements over the next five years would be made to improve port facilities. This investment number does not include railroads, inland ports or highway investments in connectors or main access routes. Many states are funding programs to improve port access and facilities, and are investing in inland/dry port developments along with dredging. Port traffic is now also included in many state port planning activities. Although ports and port districts are responsible for direct and indirect costs of keeping ports competitive, the benefits of these investments are often realized throughout the state and within the immediate region. Because of the far reaching impact ports have on a state's economy, port funding should not be considered a water front or a local issue. Investing in port infrastructure is an investment in global and regional competitiveness.

Wisconsin's economy is impacted by the Army Corps of Engineers dredging activities. When dredging is not performed or when natural factors impact the water level in the Great Lakes and inland waterways, vessels must be lightened in order to access ports to load and unload cargo efficiently. When lightening

is required vessel operators increase their time at ports, thereby reducing vessel cycle times. The Soo Locks are also maintained by the Army Corps of Engineers, these locks allow the 1000' Lakers to pass between the Great Lakes, the operation of these locks is essential to marine commerce on the Great Lakes.

On the Mississippi River, lock maintenance is essential for river barges to connect Wisconsin's ports to economies along the inland waterway system and to Gulf of Mexico. Along this 2,340 mile river system, Wisconsin shares seven locks with Minnesota which were constructed between 1935 and 1937; and shares three locks with Iowa which were all completed in 1937. These locks have been in service for more than 77 years and many need refurbishments to ensure efficient marine travel along the inland waterway network.

Wisconsin ports connect commercial marine vessels to inland consumers and producers via highways and railroads. More than 30 million tons of cargo valued at more than $2.4 billion move via Wisconsin Port facilities.

In June of 2014 the Water Resources Reform and Development Act (WRRDA) was signed into law. This Act provides for:

- 34 critical Army Corp of Engineers projects
- Improvement for Commerce and Increased Investment is Ports
- Protection for Community from Extreme Weather and Natural Disasters
- Flood Protection and Safety Improvements for Communities
- Ecosystem Protection
- Initiatives to Address High Priority, Regional Water Resources Issues
- Innovative Financing Tools for Infrastructure Investments
    - The Water Infrastructure Finance and Innovation Act (WIFIA)
    - $20 million in FY 2015
- Accelerated Project Delivery, Increased Flexibility and Local Participation

(See appendix for Key Provisions)

Wisconsin

Source: Port of Milwaukee

Overview of State Port Planning and Planning Document Links

Wisconsin Ports

Wisconsin Ports:

Port Involvement with Wisconsin Department of Transportation

According to Diane Paoni, from the Bureau of Planning within WisDOT, "WisDOT coordinates its roadway project work with coastal zone management at project locations through the standard project related review process. The individual ports are not owned or operated by WisDOT so they deal with waterside issues on their own with the Department of Administration for coastal zone management and DNR for dredging materials removal and disposal."

Dennis Leong states that he is unaware of any formal planning for ports at the state level. He also states that ports have three year improvement plans which often serve as a planning document for the port facilities. For ports to receive state grant assistance they must have provided a three year plan with each submission of a state grant application. Mr. Leong wrote in his email "Since most ports are municipality owned and operated, the local governments or planning organizations will include port facilities as part of their local or regional planning process. We also include ports and airports as part of our state planning involving highways or railroad systems. For the state highway plan or state railroad plan, we identified the locations of ports, airports and railroad lines in the state plan. We specify tonnage or pounds of freight and/or passenger numbers for each one of these facilities."

Connections 2030

Connections 2030 is Wisconsin's statewide, long-range transportation plan. For port planning within *Connections 2030*, WisDOT has a vision for the preservation and maintenance where the transportation system investment benefits capitalize through cost-effective strategies that support ongoing maintenance, long-term preservation, and continued availability of transportation services statewide. Port planning in Wisconsin's statewide long-range transportation plan consists of repairing dock walls for maintenance and dredging harbors and shipping channels to help maintain and preserve the system in order to provide a satisfactory level of service.[1]

Connections 2030 states that WisDOT will specifically[2]:

- Advocate for federal funding
- Continue state assistance programs for funding
- Encourage comprehensive harbor and waterfront land use planning
- Examine roadway issues at ports

In order to get ports more involved with the planning of Connections 2030, the agencies that were not invited to participate in consultation meetings should have been. These agencies include the Wisconsin Ports Association (WCPA), the Lake Carriers Association (LCA), the American Great Lakes Ports

[1] See Chapter 5 page 1 in Connections 2030.
[2] See page Chapter 7 page 15 in Connections 2030.

Association (AGLPA), and the Maritime Administration (MARAD)[3]. MARAD was also not consulted for environmental resource agency consultations. Stakeholder's presentations should also include something on port planning involving some of the key port agencies.

Funding through WisDOT

The Wisconsin Department of Transportation has two assistance programs: Harbor Assistance Program (HAP) and Transportation Economics Assistance (TEA). HAP can finance up to 80% of eligible project costs, or if the U.S. Army Corps of Engineers financing is involved then up to 50% of the local share of eligible project costs[4].

Harbor Assistance Program (HAP)

The Harbor Assistance program was created to assist with the funding of improvements such as dredging, reconstruction, or structure replacement. When funds are available, the competitive grant applications are accepted on a semi-annual basis on August 1 and February 1. Twenty-nine ports in Wisconsin are potentially eligible for funding through the Harbor Assistance Program. In order to be eligible for funding:

- The project must benefit facilities that are used for cargo transfer, ship building, commercial fishing or regular ferry service;
- The applicant must be a local unit of government or a private owner of a harbor facility
- The project must pass a rigorous benefit-cost analysis; and
- The project must have been identified in a current Three-Year Harbor Development Plan

Included in the project selection criteria is the economic impact of the project, type and urgency of the project, and the priority of the project. The contact for HAP funding is Sheri Walz for the Railroads and Harbors Section of the Wisconsin Department of Transportation.

In the past ten years, HAP has funded over $65 million in projects, in the state of Wisconsin, for the WisDOT Harbors and Waterways Program.[5]

Transportation Economic Assistance (TEA)

The Transportation Economic Assistance grants purpose is to attract and retain businesses in Wisconsin and thus create jobs. TEA finances 50% state grants to governing bodies, private businesses, and consortiums for road, rail, harbor, and airport projects that help bring in employment and expand the state in the business industry[6]. Businesses must assure the local communities that the number of jobs being created will develop within three years from the date of the project agreement and the jobs must remain for another four years.

[3] See Chpater 4 page 4 of Connections 2030.
[4] See HAP Guidelines and Instructions for Grant Applications.
[5] See Appendix for HAP funding by year (Figure 2).
[6] See Transportation Economics Assistance on the Wisconsin Department of Transportation website.

TEA grants can be up to $1 million and the project must begin within three years, have the local's government's approval, and the project must benefit the public. The TEA program has been designed to help move along improvements faster than normal state processes. The 50% local match can come from any combination of local, federal, or private funds or in the form of goods or services. These grants are on a first come, first serve basis to all of those who are deemed eligible. TEA has only funded one port program in the past 25 years and that was in 2002 in Green Bay, Wisconsin. The Fox River was dredged to allow for larger ships by the K & K Warehousing, Inc.[7]

Freight Railroad Infrastructure Improvement Program (FRIIP)

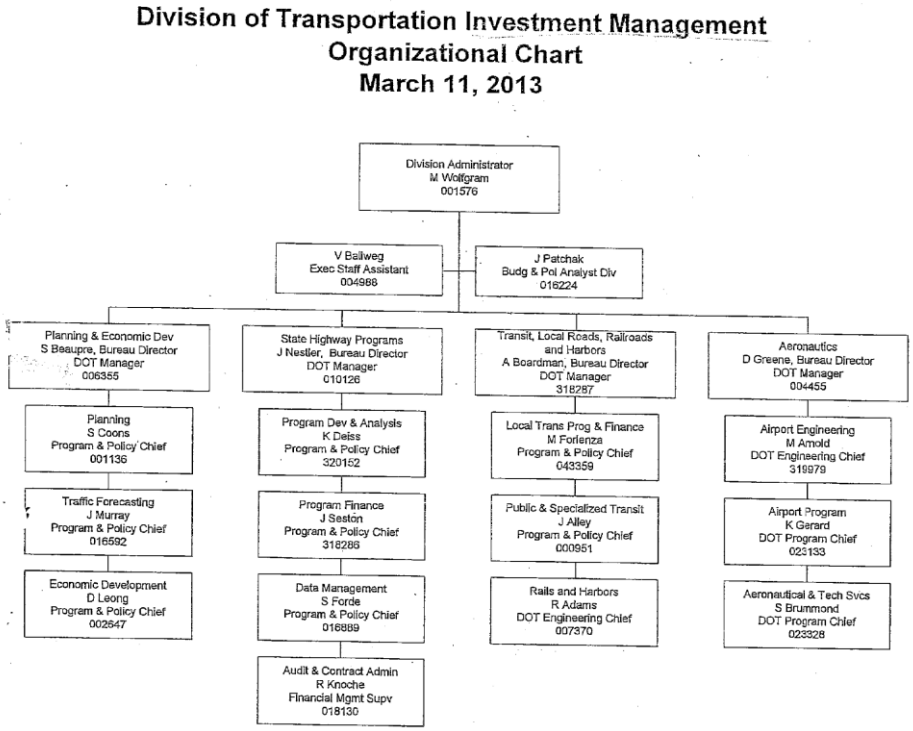
In the past ten years, there has been no use of the Freight Railroad Infrastructure Improvement Program to or on any port property in Wisconsin. This program was created in 1977 "to help preserve freight rail service during an era when widespread railroad bankruptcies and line abandonments threatened the availability of rail service in Wisconsin." FRIIP was initially limited to local governments because of constitutional restrictions to railroads regarding state assistance. In 1992, voters approved the amendment to allow state money to be used on improvement for railroads. The FRIIP program also allows for funding to be used for other rail-related projects including loading and trans-loading facilities. Since the voters approved the amendment, FRIIP has approved $112 million in loans. Today the funding that is received is from the repayment of previous loans given out by the program.[8]

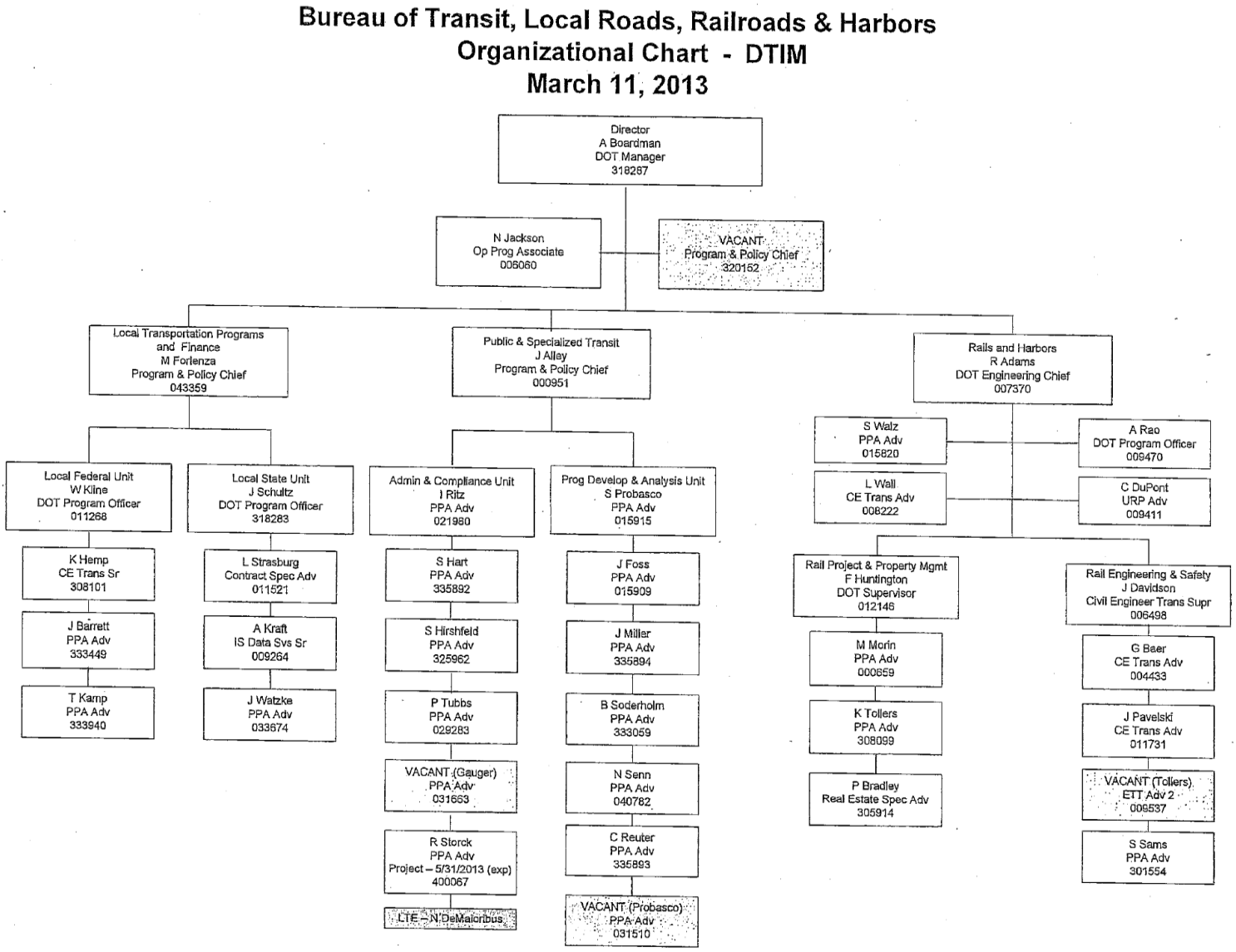
WI State Infrastructure Bank Program

Another source of funding is through the Wisconsin State Infrastructure Bank (SIB) Program. This program provides low interest loans, loan guarantees, interest rate subsidies, lease buy options, along with other tools used to help communities finance projects for transportation infrastructure improvements. This program currently $700,000 available and charges a 2% interest rate for up to twenty-five years.[9] These funds help to finance eligible surface transportation projects. SIB helps these transportation projects that would otherwise go unfunded or be delayed until funding was available. Eligible applicants would be any city, town, county, village or combination of those four, government entities, non-profit organizations sponsored by an eligible community and Transit Commissions. To date there have been eight local communities and a county government.[9]

[7] Dennis Long, Program & Policy Chief of for the Planning and Economic Development of the Division of Transportation Investment Management sent this information in an e-mail April 9, 2013.
[8] See Freight Railroad Assistance Program Projects on the WisDOT website.
[9] See WisDOT's website – sub-site is Economic Development-State Infrastructure Bank Program

DOT Organization Chart





Coastal Zone Management and WisDOT

The Wisconsin Department of Transportation, along with The U.S. Army Corps of Engineers and Wisconsin Department of Natural Resources, provide the guidelines and requirements to follow for transportation related developments. The Wisconsin Coastal Management Program (WCMP) works cooperatively with state, local, and tribal government agencies to manage the different assets of the Great Lakes, including their coastal areas and to combine resources and address common issues. WCMP collaborated with these different agencies to collect data and complete the 2011-2016 Needs Assessment and Strategy. One of those agencies was the Wisconsin Department of Transportation (WisDOT). WCMP and WisDOT work together to improve the management of Wisconsin's Great Lakes and its coastal region. Working with WisDOT helps with implementing coastal zone management to

improve the transportation system coordination and policy development.

WisDOT has adopted *Connections 2030* which is the state's long-range transportation plan. This plan identifies different way to make plans work and to fulfill the state's vision and to help with the improvement of the state's transportation system. One of the policy's in Connections 2030 is to "maintain and improve waterways critical to Wisconsin's transportation system".

The lead coastal management agency in Wisconsin is the Department of Administration, Bureau of Intergovernmental Relations. "The coastal program is a networked program implemented in partnership with the DNR and other state agencies with management authority in the coastal zone which is compromised of the 15 counties fronting Lake Superior, Lake Michigan, and Green Bay".[10] The governor appoints the Wisconsin Management Council and the council has representatives from local governments, state agencies, Native American tribes, and interest groups. These representatives set the policy direction for the program.[2] The Wisconsin Management Council consists of Ed Eberle (Designee of Administration Secretary Mike Huebsch), Larry MacDonald (Mayor of Bayfield and Chair of the council), Robert Browne (Representative of the Northwest area local government), Steve Galarneau (Designee of Natural Resources Secretary Cathy Stepp), Sharon Cook (Designee of Mayor of Milwaukee), John Dickert (Mayor of Racine who represents the Southeast area local government), Patricia Hoeft (Representative of Bay-Lake area local government), Ken Leinbach (Representing the Public), Phil Moy (Representative of the University of Wisconsin Sea Grant Institute), William Schuster (Representing the Public), Ervin Soulier (Representing the Wisconsin Lake Superior Tribal Governments), Sheri Walz (Designee of Transportation Secretary Mark Gottlieb), Representative Thomas Weatherston (Representative the Wisconsin State Assembly), and Senator Robert Wirch (Representing the Wisconsin State Senate.)[11]

The states are action arms for the coastal management system that determine the boundaries of the coastal zone, key coastal problems, the policies and laws that address them, and the state and local organizations required to be involved in the implementation. Within each state the designated lead agency is the author and lead implementer of the coastal management program and the recipient of federal grants and matching funds for planning or administration. States frequently provide technical assistance to other entities, build constituencies, research coastal management issues and trends and promote new policies. Local governments which include cities, counties and sub-state regional entities are the primary implementers of state coastal policies and programs and they use traditional land use powers and infrastructure improvements to achieve coastal policy objectives.[12]

Are ports involved in coastal zone management? If so, where?

Michael Friis stated in an e-mail on May 3, 2013 that ports have been involved and they have been engaged with them since the organization was formed. Mr. Friis saw a presentation on a Port Resiliency tool. The specific data does not yet include Wisconsin ports[13].

[10] See Ocean and Coastal Management in Wisconsin
[11] See Wisconsin Department of Administration
[12] See Wisconsin Coastal Management Program Needs Assessment and Strategy.
[13] See the Port Resiliency tool at www.csc.noaa.gov/port/

"Wisconsin's commercial ports are major economics hubs, generating thousands of family-supporting jobs while playing an increasingly important role in the state's tourism industry and adding greatly to the state's quality of life."[14]

Wisconsin ports are involved in planning through helping to achieve Wisconsin Coastal Management Program's (WCMP) objectives. These objectives are: improve the way state statutes, policies, regulations and programs affecting the great lakes are executed and how they are enforced; improve the coordination of activities by federal, state, and local, governments on issues on key coastal uses and areas; strengthen the capacity of the local governments in order for them to accept responsibility for coastal management; promote taking care of the coastal environment; and inform communities about the different coastal issues at hand and increase community participation in decisions affecting coastal management on the Great Lake's coasts.

Ports play an important role in the economic well-being of Wisconsin, both for the creation of jobs and the competitive mode of transportation that lowers the shipping rates. However, many of the ports are declining. The ports need to be maintained to sufficient depths to allow for ships to access port facilities.

The WCMP's goal is to balance natural resource protection and sustainable economic development along Wisconsin's coasts. WCMP was involved with at least one coastal management project along the Great Lake's coast in 2012. There was only one WCMP grant awarded to a port in the state. The Port of Green Bay Opportunity Study was awarded $29,949. Brown County Planning Commission plans on updating and expanding the 2005 Port Opportunity Study. They plan to develop a prioritized list of properties for the Port of Green Bay to possibly attain. The contact for this project is Mr. Aaron Schuette.[15]

Is there any funding to ports for coastal zone management?

There are a few different options for federal and state funding for coastal management. The National Oceanic and Atmospheric Administration invested over $65 million in federal CZMA funding. This funding helps the 34 states in the coastal zone implement their coastal zone management programs which supports over 675 jobs. This federal funding was matched by over $52 million in 2012 by state and local governments.[16]

The Coastal Zone Management Act (CZMA) allows the National Oceanic and Atmospheric Administration (NOAA) to administer grants to the states to utilize and make the most of their management plans, coastal resource improvement plans, coastal nonpoint source pollution control measures, and coastal zone enhancement. The CZMA authorizes the NOAA to present the Walter B. Jones Excellence in Coastal Zone Management Award. The NOAA issues one-to-one matching grants to state coastal zone

[14] See Economics Impact of Wisconsin's Commercial Ports.
[15] See the Wisconsin Great Lakes Chronicle.
[16] See NOAA's website on Program Funding Summary 2012.

management agencies to allocate for coastal resource improvement plans. One of the things this plan provides for is the redevelopment of urban waterfronts and ports.[17]

The budget allocations for Fiscal Year 2012 consisted of $0.8 million to the Great Lakes Areas of Critical Concern, which was a transfer from the United States Environmental Protection Agency via Great Lakes Research Institute, $2 million dollars went to Marine protected areas, and $65.9 million went for Coastal Zone Management grants[18].

For the 2013-14 fiscal year, the Wisconsin Coastal Management Program has approximately $1,500,000 to enhance and restore the coastal resources that are within the state's coastal zone. Eligible grant recipients would be for coastal wetland protection and habitat restoration, nonpoint source pollution control, coastal resource and community planning, Great Lakes Education, public access, and historic publication.

Example of Significant Achievement

Duluth Seaway Port Authority awarded $10 million TIGER Grant

A $10 million TIGER grant from the U.S. Department of Transportation was awarded to the Duluth Seaway Port Authority for a new project along Duluth's waterfront which will undertake a major redevelopment and repurposing project on Garfield Pier (Dock C&D) which will re-establish the dock's structural integrity, and will connect a 28-acre site to existing road access and rail infrastructure. This new platform will expand the Port's general cargo handling capacity.

"The award represents a major investment in this region's multimodal transportation system," said Adolph Ojard, Port Authority executive director. "The Port of Duluth-Superior is strategically positioned to serve the heartland of North America. Returning this valuable parcel of land to the development stream allows it to once again become a productive community asset - offering strategic support to serve expansions in multiple core industries in the years ahead from the region's nonferrous, iron mining and steel industries to the pulp and papermaking sectors, while further incentivizing new entrepreneurial investment."

In essence, this is a capacity-building project and represents one of the largest land parcels situated on Seaway-draft channels in the Duluth Superior harbor. The project is rehabilitating the platform of what was once a grain elevator, paving the way for future growth and development. Once complete, the Port will benefit from a new facility to attract new business opportunities in the future.

This $16 million redevelopment project is a major undertaking for the region. In addition to the $10 million in federal funding awarded, project costs will be covered by nearly $3 million in funds

[17] See Yanefski's Coastal Zone Management Act United States.
[18] See the Appendix for See FY 2012 Budget allocations by program(Figure 1).

forthcoming from the Minnesota Port Development Assistance Program with the balance committed by the Port Authority.

Project Highlights

- Dock reconstruction (replacing corroded sheet piling and deteriorated wooden dock walls)
- Resurfacing the property
- Renovating a roll-on/roll-off dock
- Dredging adjacent waters for ship berths
- Installing road and rail infrastructure links
- Making safety and security enhancements

"This is a project endorsed and supported by public and private sectors alike for the opportunities it opens up for growth and for the value it adds to the Port and to the greater business community," added Ojard. "We are grateful for the long-standing support of Minnesota's Congressional delegation as well as for the support received from Mayor Ness, local civic leaders and stakeholders from business and industry who endorsed this project from the outset. And, we want to thank MARAD, this nation's Maritime Administration, for the support and guidance they've provided throughout this process."

Cargill donated Garfield Pier (Docks C&D) to the Duluth Seaway Port Authority in 1989; the Port Authority has since spent upwards of $3 million to demolish the old grain elevators and prepare the site for future capital upgrades. Located across the slip from the existing Clure Public Marine Terminal, the pier is currently used for the temporary storage and staging of wind turbine components and other project cargo.

Close to 1,000 ships visit the Port of Duluth-Superior each year, moving roughly 40 million tons of cargo including iron ore, coal, grain, limestone, cement and salt plus a variety of heavy-lift and project cargo. As the largest tonnage port on the Great Lakes-St. Lawrence Seaway, cargo movements through the Port of Duluth-Superior support 11,500 jobs and contribute over $1.5 billion to the local/regional economy.

Appendix

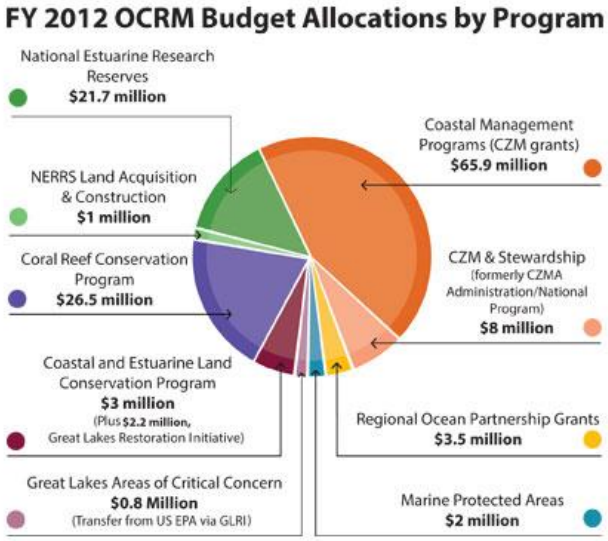


Figure 1

"FY 2012 OCRM Budget Allocations by Program." *coastalmanagement.noaa.gov*. Office of OCRM, 13 Jan. 2013. Web. 8 Apr. 2013.

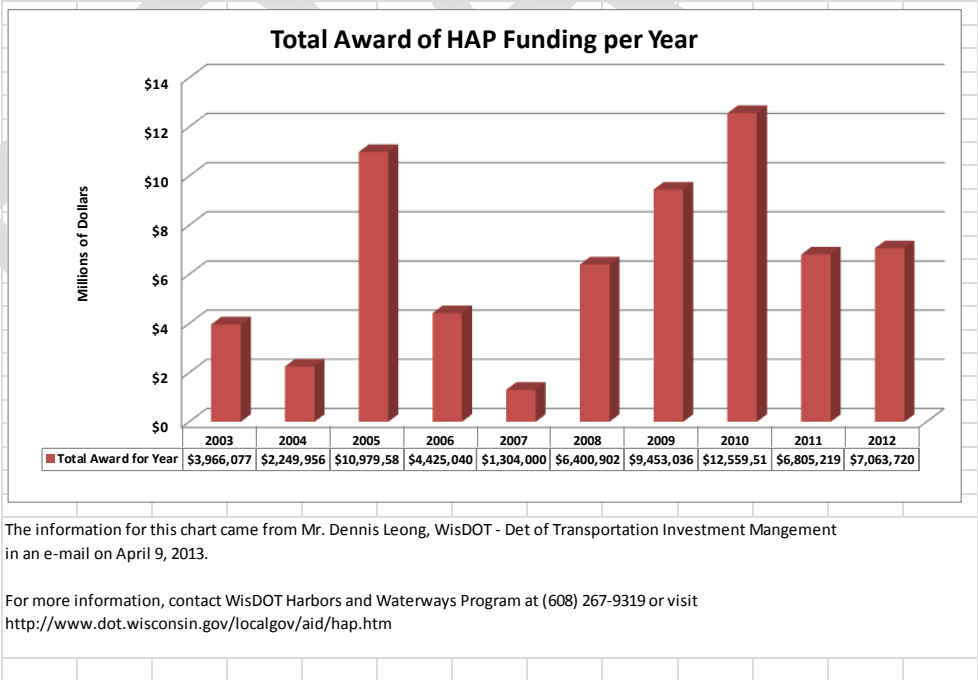


Figure 2

Wisconsin Port Planning Resources

List of port development plans, programs or promotional materials under WisDOT sponsorship

Port planning by Metropolitan Planning Organizations

MPOs are federally designated transportation planning organizations funded by federal, state and local funds. Their work includes long range transportation planning, including in some cases port planning, either as their own plan or assisting a port.

- La Crosse
  - *Port of La Crosse Harbor and Waterfront Plan 2011,* Port of La Crosse Joint Harbors Commission (WisDOT and the La Crosse MPO provided assistance) http://www.cityoflacrosse.org/DocumentCenter/Home/View/3741
- Duluth/Superior
  - Metropolitan Interstate Commission long range transportation plan: Access and Mobility for People and Freight 2030 (2005), http://www.dsmic.org/Default.asp?PageID=191
  - *Northern Minnesota / Northwestern Wisconsin Regional Freight Plan* (2009) http://www.dsmic.org/documentstore/PlansandStudies(Freight)/2011/Northern%20MN%20and%20Northwest%20WI%20Regional%20Freight%20Plan%20-%20FINAL%2012-01-09.pdf
- Green Bay
  - Bay Lake Regional Planning Organization's *Economic Impacts of the Port of Green Bay* (2006) (not available on line)
  - *Green Bay MPO Long Range Transportation Plan Update* (2010); see especially pdf pages 48+) http://www.co.brown.wi.us/departments/page_5de9b9d570a4/?department=2317176c7f00&subdepartment=b4d10bb9388e

Wisconsin Department of Transportation long range transportation plan

Connections 2030 is the Wisconsin Department of Transportation's long range transportation plan.

- On line access to the entire plan: http://www.dot.wisconsin.gov/projects/state/2030-background.htm
- Chapter 7 Foster Wisconsin's Economic Growth http://www.dot.wisconsin.gov/projects/state/docs/2030-chapter7.pdf
  - Conduct an all-mode freight study
  - Collect and analyze data to support freight planning
  - Maintain and improve waterways critical to Wisconsin's transportation system
    - Continue to help communities and businesses make land- and water-side harbor improvements through the Harbor Assistance Program and the Transportation Economic Assistance Program.

        - Advocate for continued federal funding to implement the recommendations resulting from the U.S. Army Corps of Engineers' Upper Mississippi/Illinois River Waterway Study.
        - Continue to work with other Great Lakes states in promoting the construction of a new lock in the Soo Lock System.
        - Work with local governments and ports to identify solutions to address roadway issues for port areas.
        - Cooperate with private and public entities to study and identify ways of improving the infrastructure of Wisconsin's waterway system.
        - Analyze waterborne freight, review and develop forecasts, and identify opportunities to strengthen this mode as part of Wisconsin's transportation system.
        - Continue to advocate that Congress fully fund the Water Resources Development Act.
        - Work with the Wisconsin Department of Natural Resources and others to identify solutions to the problem of non-native invasive species introduced to the Great Lakes and Mississippi River waterways.
        - Encourage communities to include comprehensive waterfront development plans as part of their planned growth, and provide technical assistance as needed.
- System-level priority corridor maps
    - Lists potential projects in each mode by corridor throughout the state.
    - On line access: http://www.dot.wisconsin.gov/projects/state/2030-maps.htm

Wisconsin Department of Transportation Multimodal Freight Network

While not a plan, it helps implement Connections 2030. The network is composed of highways, local roads, rail lines, ports and airports. The network identifies the role of the different transportation facilities in shipping freight to and from Wisconsin. The network will help prioritize Wisconsin's freight transportation improvement activities in the future.

- Project website, including commodity profile and industry maps: http://www.dot.wisconsin.gov/business/freight/network.htm

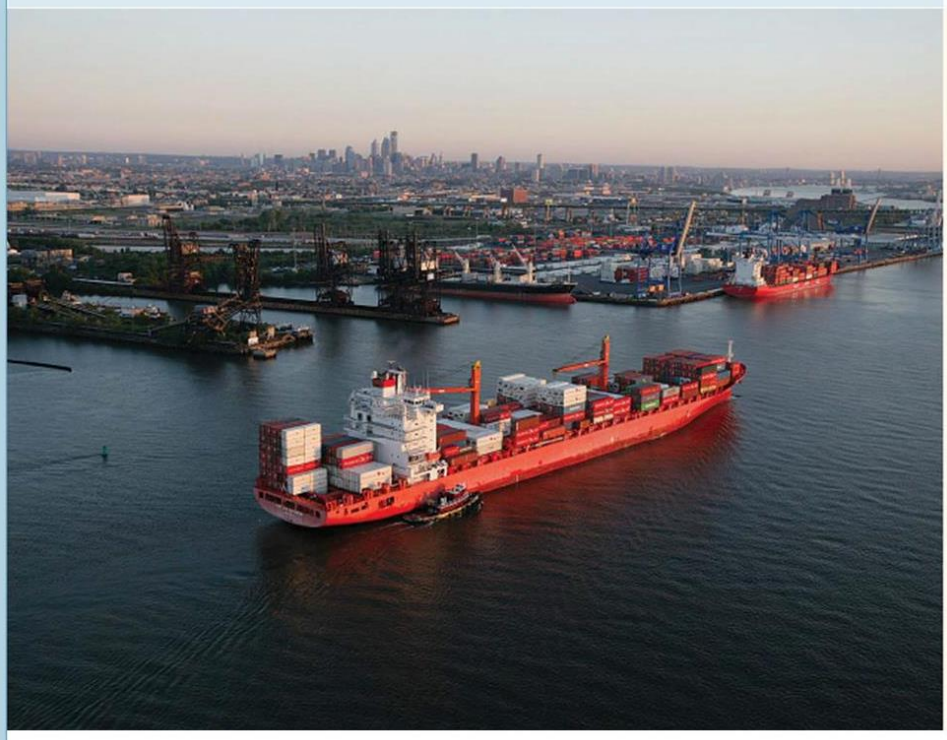
WisDOT funding programs

- Harbor Assistance Program (see Sheri Walz)
- Transportation Economic Assistance (TEA grants)
    - On line access: http://www.dot.wisconsin.gov/localgov/aid/tea25.htm
    - TEA grants cover up to 50% of project costs for road, rail, harbor and airport projects that help attract employers to Wisconsin, or encourage business and industry to remain and expand in the state.
- Programs addressing railroad infrastructure, whether related to port access or not. Statutory information about Wisconsin freight railroad assistance can be found in Wis. Stats. 85.08.
    - Freight Railroad Infrastructure Improvement Program http://www.dot.wisconsin.gov/localgov/aid/friip.htm

- Can be used on rail projects adjacent to or on port property
- Program provides up to 100% loans for rail projects that:
  - Connect an industry to the national railroad system;
  - Make improvements to enhance transportation efficiency, safety, and intermodal freight movement;
  - Accomplish line rehabilitation; and
  - Develop the economy.

- Freight Railroad Preservation Program http://www.dot.wisconsin.gov/localgov/aid/frpp.htm
  - Program provides grants to local units of government, industries, and railroads for the purpose of preserving essential rail lines and rehabilitating them following purchase. Statutory information about Wisconsin freight railroad assistance can be found in Wis. Stats. 85.08.
  - Program provides grants up to 80% of the cost:
  - To purchase abandoned rail lines in an effort to continue freight service, or for the preservation of the opportunity for future rail service; and
  - To rehabilitate facilities, such as tracks or bridges, on publicly-owned rail lines.

Pennsylvania



Overview of State Port Planning and Planning Document Links

Pennsylvania Port Planning Process

Pennsylvania Ports:

Overview of Port Network

Pennsylvania has three primary ports. The Port of Philadelphia is located approximately 111 miles up the Delaware River from the Atlantic Ocean and handles passenger, cruise and military vessels. Marcus Hook, adjacent to the Port of Philadelphia is home to oil refineries which receive ocean vessels of crude oil. The Port of Erie is Pennsylvania's only port on the Great Lakes and the Saint Lawrence Seaway network. The Port of Pittsburgh serves 12 counties and approximately 200 river terminals along the commercial waterway. This terminal conglomeration is the second largest port network on the inland waterway. Seventeen locks and dams separate Pittsburgh, PA and the Gulf of Mexico.

Port of Philadelphia

The Philadelphia Regional Port Authority (PRPA) is an independent agency of the Commonwealth of Pennsylvania. PRPA was created by the Pennsylvania legislature in 1989 with responsibility for economic development and job creation. PRPA's primary mission is to enhance water-borne trade and commerce. The PRPA works cooperatively with other Delaware River Ports and City agencies in nearby New Jersey to realize an efficient regional port system. The port is served by three railroads the CSX, CP and NS.

Figure 2 Southport Port of Philadelphia

Terminal facilities are located in close proximity to I-95 and I-76, and over 400 trucking companies operate within the region, with a combined total of over 20,000 trucks. The Port of Philadelphia and the

Port of Camden, in Camden, New Jersey, are both under the jurisdiction of the Delaware River Port Authority.

The Port of Philadelphia is one of the busiest ports located on the Delaware River. The Packer Marine Terminal is 112 acres and handles containers, steel products, frozen meats, fruit, paper and heavy lift projects. The Tioga marine Terminal is a 116 acre facility which also handles containers but specializes in Chilean fruit; break bulk cargo, cocoa and forest products.

The Port of Philadelphia handles more than one-quarter of the entire North Atlantic District's annual tonnage. The Port of Philadelphia is strategically located at the center of the Northeast corridor, the country's largest and most affluent marketplace. The port is directly accessible to more major cities by rail and truck than any other port in the U.S. The port is reported to handle more perishables than any other port in the United States. The combined ports along the Delaware River, which include Philadelphia and Wilmington, together rank #3 in the U.S. for steel imports, and are among the nation's key entry points for forest products and cocoa.

Port of Philadelphia History

Like many ports throughout the United States, and especially competing ports along the East Coast, the capital-intensive requirements to maintain and improve the Port of Philadelphia eventually outgrew the funding capabilities of the City of Philadelphia and its port agency. To remedy the situation, Philadelphia Port Corporation staff, with the approval of the City of Philadelphia, approached the Commonwealth of Pennsylvania for major financial support in the late 1980's. State sponsorship of port facilities was already an accepted method of operation among other ports, and it was argued that the time had come for Pennsylvania to assist in the maintenance, expansion, and promotion of its international seaport in Philadelphia. The Commonwealth recognized the importance of the seaport and wanted an active role in the development of this facility which was such an important economic engine within the region. In 1990, the first step in this reorganization created the Philadelphia Regional port Authority (PRPA), which was an independent state agency which replaced the Philadelphia Port Corporation.

The Commonwealth of Pennsylvania purchased all publically owned port facilities from the City of Philadelphia, and gave PRPA the responsibility of managing and maintaining this public land. Like its predecessor agency, the Philadelphia Port Corporation, PRPA continued to work with the private operating companies who ran the port facilities, with the intent of supporting the growth of cargo activity. To support this effort in the early 1990's a major state capital budget was also established, allowing PRPA to make an initial round of needed facility improvements, including additional on-dock warehouse space at Tioga Marine Terminal, a new refrigerated warehouse space at Pier 82, and a new forest products warehouse at the Piers 78 & 80 Forest Products Distribution Center. The Philadelphia Regional Port Authority had an 11-member board of regional business leaders who were appointed by the Governor, the state legislature, the Mayor of Philadelphia, and the large counties surrounding the Port. This board spearheaded several major developments at the Port of Philadelphia which include the 2002 designation of the Nation's 14th Strategic Military Port. This allows the Port of Philadelphia to handle the nation's military cargoes destined for various points around the globe and establishes the

port of Philadelphia as one of the few important reverse logistics gateways to receive returning military back to regional military bases for refurbishment.

PRPA developed many other major improvements to the Port of Philadelphia, and supported terminal operators in the marketing and promotion of the Port around the world. PRPA worked with other port and transportation agencies, foreign consulates, and business and trade groups along the Delaware River and throughout the region to monitor regulatory issues and to develop growth strategies. In 2013 Act 89 brought the Port and related activities back under the Commonwealth of Pennsylvania, Department of Transportation to strengthen multimodal systems performance. In July of 2013 the ports of Pennsylvania, previously part of the Pennsylvania Department of Community and Economic Development, were brought under the governance of the Pennsylvania Department of Transportation, under a new multimodal deputate, created by Act 89. Act 89 was instituted to support multimodal projects and to enhance freight system performance.

Significant Projects

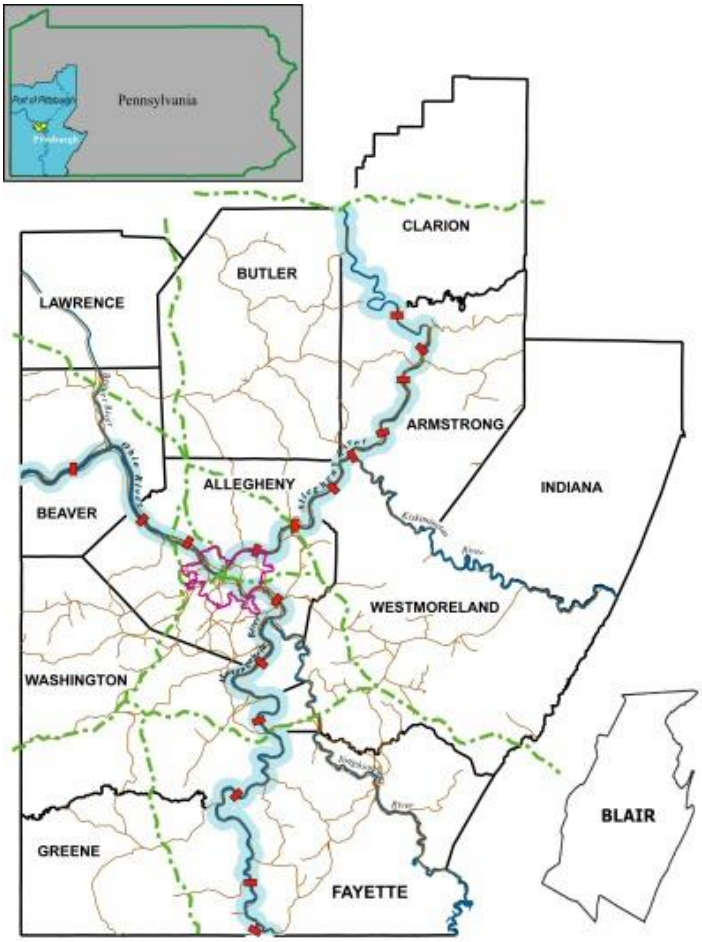
In the federal 2013 fiscal budget it was confirmed that funds would go towards the dredging of the Delaware River from 40 to 45 feet. This would give larger container vessels access to the Port of Philadelphia. The dredging coincides with the widening of the Panama Canal, and the expected increase in traffic was cited as one key reason in the funding of the dredging project. In light of this the state of Pennsylvania has embarked on a major expansion of the Port of Philadelphia. In 2009 Governor Rendell dedicated $25 million to the Southport expansion project and two teams: Delaware River Stevedores consisting of Carrix Inc. and Ports America Group, Hyundai Merchant Marine America, and SMT Development Partners as the groups involved in the construction and operation of the new facilities.

Port of Pittsburgh

The Mission of the Port of Pittsburgh includes responsibility for job creation and the improvement of quality of life in Southwestern Pennsylvania. As part of their economic development mission, this port is charged with the development and the commercial use of the inland waterway connecting Pennsylvania to the Gulf Coast. This Port is also responsible for the integration of economic, recreational, environmental and intermodal systems objectives.

Figure 3 Pittsburgh Waterway

The Port of Pittsburgh is the second largest inland port in the U.S. and moves more than 44 million tons of cargo annually along its three major waterways – the Allegheny, Monongahela and Ohio Rivers. Pittsburgh sits at the northeastern end of the nation's 9,000-mile inland waterway system, and reaches markets as far west as Sioux City, IA and as far south as New Orleans, LA with access to the Gulf of Mexico.



The Port of Pittsburgh is credited as the port which originates and terminates more tons of raw materials than any other port in the world. The Pittsburgh Port District is made up of twelve counties including: Allegheny, Armstrong, Beaver, Blair, Butler, Clarion, Fayette, Greene, Indiana, Lawrence, Washington, and Westmoreland and includes all 200 miles of commercially navigable waterways in southwestern Pennsylvania This waterway is made navigable by a system of seventeen locks and dams. The Port of Pittsburgh supports over 200 river terminals and barge industry service suppliers, including privately owned public river terminals. The Pittsburgh Port Commission acts as a one-stop shopping link for shippers seeking information on the river system. The Port complex is served by the CSX and Norfolk Southern railroads and by four interstate highways.

Figure 4 Port of Erie, PA

Port of Erie

The Port of Erie is located on the southeast shore of Lake Erie in a natural bay sheltered by Presque Isle, Pennsylvania. The primary mission of this port is to promote industrial, commercial and recreational opportunities in the region and the adjacent waters. Erie´s harbor entrance channel is 29 feet deep. The Port is the hub of U.S and Canadian industrial activity and reaches 85 million people within 500 miles of this port. This port is Pennsylvania's only Great Lakes port is served by ocean-going freighters via the St. Lawrence

Seaway. Rail freight services are provided by Norfolk Southern, the Allegheny Eastern Railroad, and CSX.

Governance model

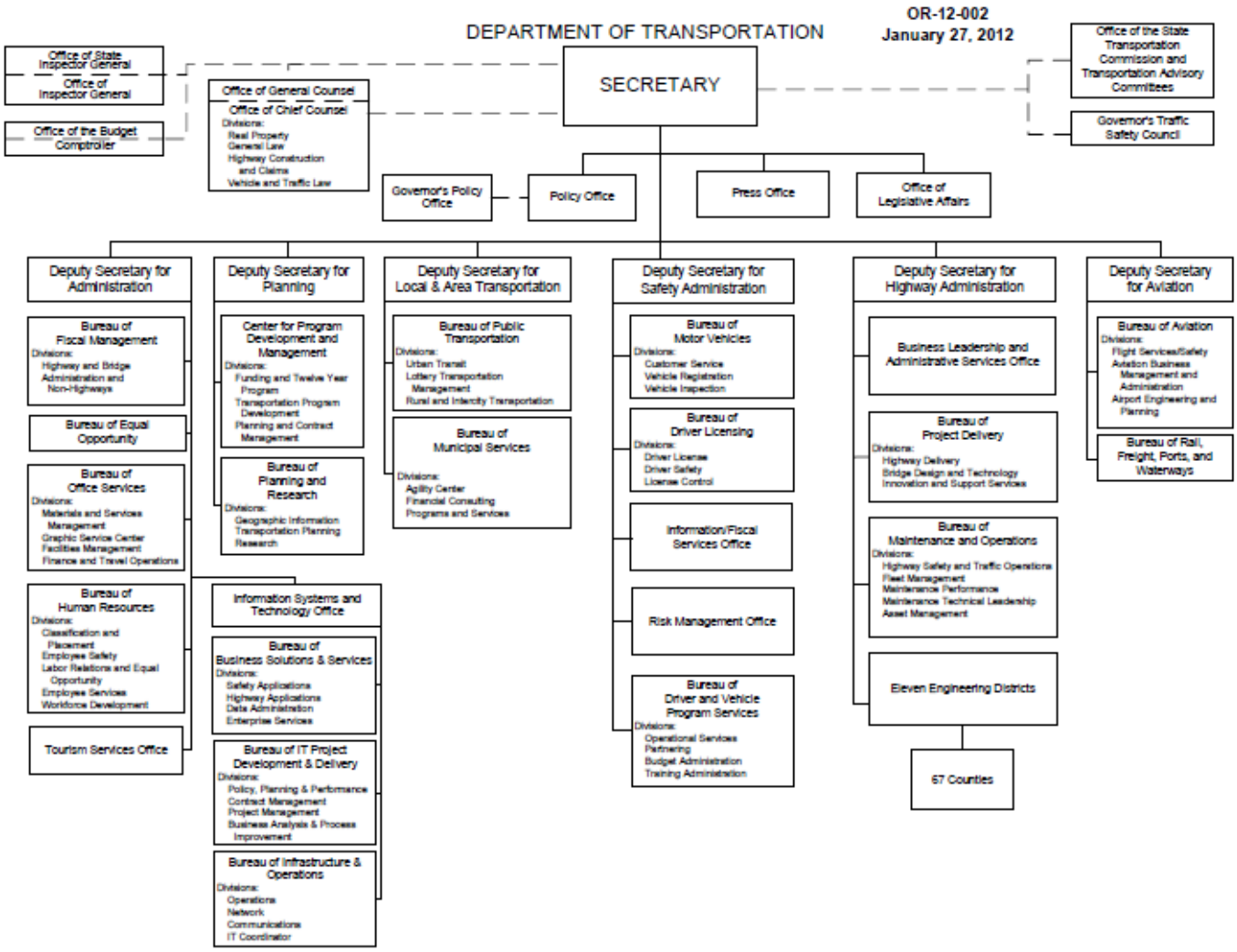
Until recently the ports of Pennsylvania were part of the Pennsylvania Department of Community and Economic Development. In 2013 ACT 89 created a new deputate for multimodal transportation within the Pennsylvania Department of Transportation. This organization is responsible for rail freight, ports and waterways, aviation and airports.

The mission of the deputate is to:

- Improve freight and passenger mobility options
- Maximize the benefits of capital investment in all modes of transportation
- Promote safety on all modes of transportation for freight and passengers
- Use transportation improvements to spur economic development
- Improve the effectiveness and efficiency of the transportation network

Organizational chart

The Pennsylvania Department of Transportation has rail, water and air transport in the same vertical.



Funding Budget

Port of Pittsburgh Commission Bonds

The Port of Pittsburgh Commission (PPC) enabling act, 55 Pa Statute §698.21, provides that the PPC may issue private-activity lease-backed bonds as a conduit to finance private economic development projects in the 12-county port district of Southwestern Pennsylvania, including Allegheny, Armstrong, Beaver, Blair, Butler, Clarion, Fayette, Greene, Indiana, Lawrence, Washington and Westmoreland Counties. Projects must be approved by the Port of Pittsburgh Commission and authorized by the Governor.

The bonds are limited obligations of the Commission, payable from revenues received from the company, but they do not represent an indebtedness of the Commonwealth of Pennsylvania. As a PPC-owned project, building materials may be exempt from state sales tax.

The bonds may be off the company's balance sheet. Eligibility for off-balance treatment is regulated by

the Financial Accounting Standards Board (FASB) Rule 13. Typically, the company agrees to make lease payments to amortize the bonds. The company must demonstrate investment grade management and repayment capabilities or arrange for a private placement with certain assurances. The company is then eligible for a fixed or variable lease rate at a low effective cost of funds. The flexibility of how the bonds are structured is a major advantage of PPC conduit bonds. Each project is structured individually, but may resemble one of the following alternatives.

Bond Structure Alternatives

Operating Lease Structure

• The project's assets and liabilities may appear on the PPC balance sheet for book and tax purposes as opposed to the books of the company. The company may expense its lease payments made to the PPC to amortize the bonds. The company may have a fair market value purchase option or lease extension option at the end of the initial lease term.

Synthetic Lease Structure

• A lease that changes the obligations from a capital to an operating lease. At the end of an initial lease term, it may specify that the company purchase the facility for the unamortized principal, extend the term for ten years in order to fully amortize the bonds or provide for a fixed purchase price. The project may remain on the PPC's balance sheet for book purposes only and the company may be able to deduct the facility's depreciation from its federal taxes.

Capital Lease Structure

• The company makes lease payments sufficient to retire the debt service on the bonds. The bonds may be based on the strength of a full payout lease with a rated company. It may not require additional credit enhancement.

Eligibility: Eligible projects may include industrial or commercial facilities; corporate or regional headquarters; transportation, distribution, warehousing or parking facilities; and government, technical, research or development facilities. Most tax-exempt issues are subject to state volume cap allocations, taxable issues are subject only to the credit of the borrower or the project.

Port of Pittsburgh Commission FASB 13 structured bonds (depending on structure selected)

• Provide the corporation with the assets it needs, but keep the debt off the corporate balance sheet.
• Improve financial ratios of earnings to assets, and debt to equity.
• Protect bank covenants and preserves borrowing capacities.
• Allow the corporation to deduct lease payments, but still take the depreciation for tax purposes.
• Avoid sales tax on construction materials.
• Finance at fixed rates, generally significantly lower than the corporation's rate.
• Funnel state and local incentives through Port Commission, reducing effective cost of borrowing funds.
• Allow construction under private construction laws, instead of more restrictive public construction

laws.
• Allow the company to retain control of the construction and operation of the facility.

THE PORT OF PITTSBURGH REVOLVING LOAN FUND

This fund is designed to assist water-related manufacturing and transportation industry growth in communities located in the twelve-county Port of Pittsburgh District.

Eligibility: For-profit corporations, partnerships or proprietorships either located in or locating to the Port of Pittsburgh District: Allegheny, Armstrong, Beaver, Blair, Butler, Clarion, Fayette, Greene, Indiana, Lawrence, Washington, and Westmoreland Counties.

Uses may include equipment, building expense, research (not market research) are eligible. Working capital may be used only for export financing and/or waterway freight transportation financing and inventory carrying costs during waterway freight transportation or costs to preposition cargo that would otherwise suffer a time disadvantage due to waterway transportation.

Loan Limits: From $10,000 to $200,000

One-to-one match required for loans

Term: Loans will have a repayment period of three (3) to seven (7) years unless it is to be made co-terminus with other loans that require an extension.

Rates: Fixed rate will be set at the U.S. Treasury rate, plus 50 basis points, as published in the most recent edition of the Wall Street Journal, after the borrower approves the Commitment Letter.

Deadlines: Applications should be received 3 weeks prior to the quarterly PPC meeting. After approval, PPC legal counsel, or third party counsel if approved by PPC, will work upon the terms of the Commitment Letter for and pre-conditions for closing. The Commitment Letter will be valid for 60 days, unless extended by PPC.

Fees: Application must be accompanied by a $250 fee. Closing costs, up to $1,500, are due at closing.

Collateral: All loans secured with lien position on collateral financed and company guarantee, including reimbursable match portions of federal grants processed through the PPC. In addition, personal guarantee and other collateral will be required as deemed necessary.

Evaluation Requirements:

- Business and Management history, capabilities and personal resumes
- Three years business financial statements and tax returns
- Aging of accounts receivables and payables
- An interim financial statement not more than 90 days old
- Income statement projections and cash flow projections for at least one year
- Personal financial statement and tax returns

- Project description, including project costs and benefits
- Collateral

Pennsylvania Department of Transportation – Multimodal Transportation Fund ("MTF")

Act 89 of 2013 established a Multimodal Funding program for freight transportation projects in 2013. This program replaces PA Department of Community and Economic Development programs.

The Multimodal Transportation Fund provides grants to ensure that a safe and reliable system of transportation is available to the residents of this commonwealth.

The program is intended to provide financial assistance to municipalities, councils of governments, businesses, economic development organizations, public transportation agencies, rail/freight, and ports in order to improve transportation assets in order to enhance communities, pedestrian safety and transit revitalization. The Department of Transportation ("PennDOT") will administer activities directly initiated or undertaken by it in accordance with these guidelines.

ELIGIBILITY : Eligible Multimodal Transportation Fund projects which begin construction after the approval date must be owned and maintained by an eligible applicant.

1. Municipality – Any county, city, borough, school district, incorporated town, township or home rule municipality.

2. Councils of Governments – An entity organized by units of local government under an intergovernmental agreement, which provides cooperative planning, coordination and technical assistance to its member governments on issues of mutual concern that cross jurisdictional lines, and which does not act under the direction and control of any single member government.

3. Business/Non-Profit - A corporation, partnership, sole proprietorship, limited liability company, business trust, privately owned airports (must be open to the public), or other commercial entity. The term shall also include not-for-profit entities.

4. Economic Development Organization – A nonprofit corporation or association whose purpose is the enhancement of economic conditions in their community.

5. Public Transportation Agency – A public transit agency, including but not limited to an airport authority, public airport, port authority, or similar public entity, created through the laws of this commonwealth, charged with the provision of transportation services to the traveling public, that owns and maintains or is authorized to own and maintain a physical plant, including rolling stock, stations, shelters, hangars, runways, maintenance and support facilities.

6. Ports or Rail / Freight Entity – Railroad owner, Railroad lessee/operator, railroad user and port

terminal operators.

Eligible Projects:

1. A project which coordinates local land use with transportation assets to enhance existing communities, including but not limited to: intercity bus and rail service improvement, bus stops, transportation centers, park and ride facilities, rail freight sidings, land acquisition for eligible airport development, land interests required for air approach and clear zone purpose, sidewalk/crosswalk safety improvements, bicycle lanes/route designation, in-fill development by assisting with traffic impact mitigation, develop local highways, highway noise and sound barriers, and bridges which will benefit state system and local economic development, greenways, etc.

2. A project related to streetscape, lighting, sidewalk enhancement and pedestrian safety, including but not limited to: sidewalk connections, crosswalks, pedestrian and traffic signals, pedestrian signs, and lighting etc.

3. A project improving connectivity or utilization of existing transportation assets, including but not limited to: coordinated transit services, improved signage, user awareness activities and materials, rail freight sidings, rail freight track rehabilitation or upgrades, improvement to facilities and operations of ports, obstruction removal to protect airport critical airspace, airport perimeter fencing, wildlife hazard assessments, airport development and improvement that consist of construction, improvement, or repair of airport facilities, such as runways, taxiways, aprons, lighting, public areas of terminal buildings, other building structures for airport operational use, access roads, and airport navigational facilities, develop or support an integrated transportation corridor and/or improve the productivity, efficiency and security that support goods movement to and from PA ports, port upgrades, including: maintenance dredging berths, last mile access, rail-on dock, as well as pipelines to a port, including vessel conversions or repowering from fossil fuels to natural gas. Also, bicycle/shared lane markings, bicycle parking at transit stops, etc.

4. A project related to transit-oriented development, which consists of development concentrated around and oriented to transit stations in a manner that promotes transit riding or passenger rail use. The term does not refer to a single real estate project, but represents a collection of projects, usually mixed use, at a neighborhood scale that are oriented to a transit node. Projects may include, but are not limited to relocation of transit routes to serve densely populated areas, transit shelters, pedestrian improvements to/from transit stops, rail station development, etc.

Eligible Uses of Funds

1. Funds may be used for the development, rehabilitation and enhancement of transportation assets to existing communities, streetscape, lighting, sidewalk enhancement, pedestrian safety, connectivity of transportation assets and transit-oriented development to include:

- Acquisition of land and buildings, rights of way and easements
- Construction activities

- Capital equipment
- The clearing and preparation of land
- Demolition of structures
- Environmental site assessment and environmental studies
- Related engineering, design and inspection costs shall not to exceed 10% of the grant award.
- Professional services including services such as land surveying, preparation of bid documents, construction inspection, archaeological surveys, land survey, appraisals etc.
- Settlement costs of acquisition projects
- Administrative costs of the applicant necessary to administer the grant. Administrative costs will include advertising, legal and audit costs, as well as documented staff expenses. Administrative costs shall not exceed 2% of the grant award.
- Noise or sound barriers.

Ineligible costs include, but are not limited to fees for securing other financing, interest on borrowed funds, refinancing of existing debt, lobbying, fines, application preparation fees, reparations and costs incurred prior to the approval of PennDOT funding.

PROGRAM REQUIREMENTS

A. Matching Funds Requirement

Financial assistance under the Multimodal Transportation Fund shall be matched by local funding in an amount not less than 30% of the non-federal share of the project costs. Matching funds from a county or a municipality shall only consist of cash contributions provided by one or more counties or municipalities. In kind contributions are not permitted. Matching funds from a government council, business, economic development organization, or other public transportation agency shall only consist of cash contributions or cash equivalent for land following appraised value of real estate.

B. Other Requirements

1. Conflict of Interest Provision

An officer, director, or employee of an applicant who is a party to or has a private interest in a project shall disclose the nature and extent of the interest to the governing body of the applicant, and may not vote on action of the applicant concerning the project, nor participate in the deliberations of the applicant concerning the project.

2. Nondiscrimination

No assistance is awarded to an applicant under this program unless the applicant certifies to PennDOT that they shall not discriminate against any employee or against any person seeking employment because of race, color, handicap, national origin, age, or sex. All contracts for work to be paid with program assistance must contain the Commonwealth's official nondiscrimination clause.

3. Project Records

The applicant must maintain full and accurate records with respect to the project and must ensure adequate control over related parties in the project. PennDOT requires access to such records, as well as the ability to inspect all work, invoices, materials, and other relevant records at reasonable times and places. Upon request of PennDOT, the applicant must furnish all data, reports, contracts, documents, and other information relevant to the project.

4. Pennsylvania Prevailing Wage Act

All or a portion of the construction work associated with the project may be subject to the Pennsylvania Prevailing Wage Act, as determined by the Pennsylvania Department of Labor & Industry. It is the responsibility of the funding recipient to ensure that the Pennsylvania Prevailing Wage Act is followed if applicable.

5. Proof of Notification

The applicant must provide proof that the county and host municipality or municipalities have been notified about the intended project.

GRANTS

1. Grants are available for projects with a total cost of $100,000 or more.

2. Grants shall normally not exceed $3,000,000 for any project. The PennDOT Office of Multimodal Transportation will consider grant requests over $3,000,000 for projects that will significantly impact PennDOT's goal to leverage private investment and create jobs in the commonwealth.

3. In order to be eligible for a Multimodal Transportation grant, all other funding needs to be secured and documented for the proposed project by the application deadline.

4. Commencement of work prior to receiving PennDOT approval will result in the project being ineligible for funding consideration.

5. To be eligible for reimbursement, project costs must be incurred within the time frame established by the grant agreement, except for costs related to engineering design.

APPLICATION PROCESS

All applications for financial assistance will be reviewed by the Pennsylvania Department of Transportation to determine eligibility and competitiveness of the proposed project. Projects will be evaluated using the appropriate criteria from the following list of evaluation criteria for the various types of eligible projects:

1. The economic conditions of the region where the project is located.
2. Consistency with local, regional and statewide planning.

3. Benefits to safety, mobility, economic competiveness, and transportation system integration.
4. The technical and financial feasibility of the project. Applicants must show that all financial commitments will be in place to achieve the project goals and ensure the project will be fully completed with the use of these funds.
5. Increased consideration will be given to those projects that have a greater than the matching funds requirement and local financial support
6. Increased consideration will be given for the number and quality of the jobs to be created or preserved in Pennsylvania by the project.
7. Regional nature of the project
8. Project readiness
9. Energy efficiency
10. Operational sustainability of the project over the long term
11. Multimodal nature of the project

The Department will consult with the chairman and minority chairman of the Transportation Committee of the Senate and the chairman and minority chairman of the Transportation Committee of the House of Representatives.

Planning Process

Pennsylvania recently moved Ports from the Economic Development arm of the State to the Department of Transportation. This move enabled the state to put all the transportation modes under the same jurisdiction. This facilitates planning and funding of projects which require multiple modes of transportation access such as rail, truck, marine or air cargo access and streamlines freight planning to ensure that transportation systems connect.

Sample Documents

Pennsylvania is in the process of updating their long range transportation plan. This plan is unique in that it

http://www.paontrack.com/

Ocean and Coastal Management in Pennsylvania

Pennsylvania's Coastal Management Program

The Pennsylvania Coastal Resources Management Program, within the Department of Environmental Protection, administers the Pennsylvania Coastal Program. The Coastal Program was approved in 1980 and is comprised of two widely separated coastal areas: the 63-mile Lake Erie shoreline and the 57-mile stretch of coastline along the Delaware Estuary. The Coastal Program relies on a network of state authorities and the Department of Environmental Resources has regulatory authority under many of these statutes.

The Pennsylvania coastal zone along Lake Erie varies from 900 feet in urban areas to over 3 miles in rural

areas, and encompasses the floodplains of Lake Erie and tributary streams, bluff hazard recession areas, and coastal wetlands. The Delaware River Estuary, where the boundary extends inland from 660 feet in urbanized areas to 3.5 miles in rural areas, includes floodplains of the Delaware and Schuykill Rivers and their tributaries to the upper limit of tidal influence, as well as tidal and freshwater wetlands.

The Coastal Program addresses a variety of coastal management issues including public access, management of invasive plants and animals, and inventorying and protecting wetlands. The Coastal Program supports the development and implementation of the Pennsylvania State Water Plan that integrates coastal priorities into the long-term protection of the state's surface and groundwater resources. In the Delaware Estuary coastal zone, the program emphasizes providing support for implementation of Best Management Practices designed to reduce nonpoint source pollution into coastal waters.

The Coastal Program also addresses coastal hazards such as shoreline erosion and bluff recession along the Lake Erie shoreline. The Coastal Program offers a free Technical Advisory Service that provides analysis and recommendations for addressing coastal hazards issues at the individual parcel level, and supports the development of workshops and publications for both private property owners and professional coastal contractors. The Coastal Program also provides financial and technical assistance for local governments' administration of the Bluff Recession and Setback Act in the Erie Coastal Zone. The Act regulates the location of new structures and improvements to existing structures that are located in the bluff recession hazard area, which is the zone where the bluff recession rate creates a substantial threat to existing or future structures.

Program Achievements

Pennsylvania Develops College Level Nonpoint Source Pollution Curriculum

Pennsylvania set to track Coastal Nonpoint Pollution Program (CNPP) progress with a new GIS application called NPS Tool

Links

Pennsylvania Coastal Management Program — The website provides information on the Program including permitting, coastal planning, and technical assistance activities.

Pennsylvania Coastal and Estuarine Land Conservation Plan (2010) — Pennsylvania has developed a Coastal and Estuarine Land Conservation Plan that provides an assessment of priority conservation needs and guidance for nominating and selecting land conservation projects to OCRM's Coastal and Estuarine Land Conservation Program competition.

Marine Protected Areas — Search for marine protected areas in Pennsylvania.

Pennsylvania Coastal Nonpoint Program Conditional and Full Approval Documents — The Coastal Nonpoint Pollution Control Program encourages better coordination between state and coastal zone managers and water quality experts to reduce polluted runoff in the coastal zone. The state received full

approval in 2001.

Pennsylvania Coastal Program Evaluation (2011) — The Office of Ocean and Coastal Resource Management conducts periodic performance reviews of federally approved state coastal management programs.

Pennsylvania Coastal Zone Enhancement Program Assessment and Strategy (2011-2016) — Every five years, the Coastal Zone Management Act encourages states and territories to conduct self-evaluations of their coastal management programs to assess significant changes in the state's coastal resources and management practices, identify critical needs, and prioritize areas for enhancement under the Coastal Zone Enhancement Program.

Coastal Zone Management Grants 2014

The Department of Environmental Protection (DEP) has awarded more than $750,000 in annual coastal zone management grants to organizations dedicated to protecting and preserving Pennsylvania's coastal zones along Lake Erie and the Delaware Estuary.

"These grants play an important role to ensure the protection of our coastal waters," DEP Secretary E. Christopher Abruzzo said. "This money will not only improve coastal waters, but provide additional recreational and educational opportunities for nearby residents."

The annual grants were awarded to 22 non-profit and government organizations for 25 projects in counties that border Pennsylvania's coastal zones or have a direct impact on water quality in those areas.

Coastal zones and adjacent shore land face increasing pressure from development, erosion, biodiversity losses and pollution. Pennsylvania's two coastal areas are a 112-mile stretch along the Delaware Estuary and 76 miles along Lake Erie.

Coastal zone management grants support programs that measure the impact of various pollution sources, improve public access, preserve habitats and educate the public about the benefits of the state's coastal zones.

The Delaware Estuary coastal zone is in Bucks, Delaware and Philadelphia counties and contains islands, marshes and the shore lands of tributaries that are affected by ocean tides. The Delaware Estuary is considered one of the largest freshwater ports in the world. The Lake Erie coastal zone is in Erie County and includes several major tributaries' shorelines.

These grants are largely funded by the National Oceanic and Atmospheric Administration (NOAA) and Administered by DEP's Coastal Resources Management Program. NOAA is a federal agency under the Department of Commerce with programs in each state that work to inform residents of the changing impacts of weather and water resources. In Pennsylvania, those programs include the National Ocean Service and National Weather Service.

A complete list of the grants follows, organized by county:

Bucks

Bucks County Conservation District - $20,000 to employ a specialist to implement and track coastal non-point Pollution management measures

Pennsylvania Historical and Museum Commission - $43,000 to implement the Cultural Landscape Treatment Plan at Pennsbury Manor

Friends of Silver Lake - $10,100 to continue to monitor the watershed and educate high school students on non-point source pollution, invasive species and other coastal issues

Heritage Conservancy - $18,000 to restore and steward Bristol Marsh Preserve and Mill Creek through educational programs and clean-up days

Heritage Conservancy - $11,467 to develop a comprehensive management and stewardship plan for Croydon Woods

Delaware

Delaware County Conservation District - $20,000 to employ a specialist to implement and track coastal non-point pollution management measures

City of Chester - $32,500 to plan, survey and design a recreation trail connecting Crozer Park to Deshong Park in the City of Chester

Erie

Erie County Conservation District - $20,000 to employ a specialist to implement and track coastal non-point pollution management measures

Erie Times-News in Education - $23,800 for a recurring newspaper in education weekly page focusing on coastal zone environmental issues

Harborcreek Township - $35,500 to develop a master site plan for the newly acquired Shorewood Park

National Audubon Society - $50,000 to assess use of the near shore waters and airspace of Lake Erie by birds during migration seasons

Department of Conservation and Natural Resources - $7,200 to upgrade equipment for the free-to-the-public Lagoons by Pontoons operation in Presque Isle State Park

Pennsylvania State University, PA Sea Grant - $80,000 to develop an aquatic invasive species rapid response monitoring and surveillance system; build Marine Spatial Planning; and explore the Lake Erie coastal zone boundary and potential interests in expansion

County of Erie - $74,000 for coordination and technical assistance with Lake Erie Coastal Zone projects

County of Erie - $9,000 to assist Lake Erie coastal communities in administering the Bluff Recession and Setback Act of 1980

Regional Science Consortium - $25,000 to collect additional weather and wave data to complete an existing observation system which will provide safety information for boaters on the Pennsylvania portion of Lake Erie

Regional Science Consortium - $30,000 to develop an underwater survey team, survey shipwrecks and promote conservation of these and other shipwrecks

Philadelphia

Delaware Valley Regional Planning Commission - $50,000 to implement the Coastal Management Program in the Delaware Estuary Coastal Zone that includes Delaware, Philadelphia and Bucks counties

Partnership for the Delaware Estuary, Inc. - $35,725 to conduct Pennsylvania Coast Day 2015 events, which educate the public about coastal recreation, historic sites and public access

Schuylkill River Development Corporation - $45,000 to perform a feasibility study and develop preliminary design for an extension of Schuylkill River Trail from south of Bartram's Garden to south of Passyunk Avenue

Delaware River City Corporation - $45,000 to fund a planning study for a neighborhood green connector street connecting the Wissinoming and Tacony neighborhoods in Philadelphia to Lardner's Point Park and the East Coast Greenway

Clean Air Council - $30,000 to fund preliminary design of the Cobbs Creek Connector Trail Segment B

Schuylkill River Development Corporation - $2,240 to provide urban youth free aquatic recreational experiences on the Schuylkill River

Philadelphia Regional Port Authority - $40,000 to analyze the feasibility of a marine highway project between the Port of Philadelphia and selected port pairings on the M-95 corridor

Examples of Significant Achievement

The State of Pennsylvania is the local sponsor of a 102 mile dredging project which will deepen the channel to 45' enabling the Port of Philadelphia to compete with the Port of New York New Jersey at 50' and the Port of Baltimore currently at 50'. This dredging project will widen 12-16 channel bends connecting Philadelphia and Camden to the Atlantic Ocean. This $300 million project was initiated in 1983 is expected to be completed by 2017. 65% of the funding has come from the Federal Government, 35% was provided by the State of Pennsylvania. The work includes coordination of multiple disposal areas, a new LNG terminal, deepening Marcus Hook, the development of SouthPort (Philadelphia) container terminal, a naval business center and a logistics and distribution marine terminal for

Paulsboro, NJ. Bi-state cooperation during this project has been difficult. At one time the state of Delaware sued to stop the project. New Jersey Governor Christy is opposed to the project based on environment and other concerns.

The Port of Pittsburgh is working on a public private partnership project to bring 10 new hydroelectric power stations near existing locks and dams. This project is estimated at $380 million to complete the plans. The Port is also working with the Army Corps of Engineers on an inland marine transport improvement project and recently submitted a Tiger 6 grant for inland waterway lock and dam upgrades to improve transit times from Pittsburgh to the Gulf of Mexico.

Texas

Overview of State Port Planning and Planning Document Links

The Texas Port Planning Process

Texas Ports:

Overview of Texas Ports

Texas' population is growing each year by an average of 400,000 new residents. This population growth and a growing economy create an enormous demand on Texas' transportation system. With limited resources, TxDOT must carefully invest to keep the economy and residents mobile.

TxDOT will be updating the 2035 Statewide Long Range Transportation Plan with the Texas Transportation Plan (TTP) 2040 in the coming months. When completed, the TTP 2040 will serve as TxDOT's long-range, performance-based transportation plan that will guide planning and programming decisions for the development, integrated management, and operation of the statewide, multimodal transportation system in Texas for the next 25 years.

The TTP will address the statewide planning requirements under the current federal surface transportation act – Moving Ahead for Progress in the 21st Century Act (MAP-21), and Title 43, Texas Administrative Code, Chapter 16. The transportation plan will promote TxDOT's Strategic Plan goals and will build on the progress made toward goals identified in TxDOT's 2035 Statewide Long-Range Plan and Texas Rural Transportation Plan.

As the foundation for TxDOT's first performance-based, multimodal transportation plan, a comprehensive statewide analysis of transportation demand to capacity across various modes will allow decision-makers to better manage transportation assets, develop performance measures and targets to prioritize needs, and align resources for optimizing system performance.

A descriptive inventory of the existing system elements and current usage of each mode will be completed.

- Highways and bridges
- Public transportation
- Aviation facilities
- Bicycle and pedestrian facilities
- Intelligent transportation systems
- Freight rail
- Water port facilities
- Pipelines
- Freight corridors

In addition this plan will describe future infrastructure and service needs to improve system performance; a projection of future funding available to meet projected needs; a description of the existing funding sources and an analysis of alternative and innovative sources to address the shortfall in

traditional funding; and will identify performance goals, measures, and targets to maximize financial investments to improve multimodal system performance statewide.

The TTP 2040 will be developed through a collaborative process that involves multimodal stakeholders including metropolitan planning organizations (MPOs), cities, counties, transit agencies, stakeholder advocates, private companies and the travelling public.

Texas is home to several large ports and one of the most heavily used inland waterways in the U.S.; the infrastructure has not kept pace with growth and will be struggle to accommodate forecasted freight traffic which may result from an expanded trade with Latin American and the Panama Canal expansion. Many of the Texas Ports and marine channels have not been maintained to their authorized width and depth and locks are in need of repair.

The Houston Ship channel has not been maintained to the authorized depth. In 2008 it was estimated that $231 million in federal funding was needed to return the channel and its tributaries to their authorized depth. The loss of 6 inches of draft between Houston and Corpus Christi translates to $30 million per year in extra transportation costs.

In addition to shipping channel issues, the port needs to continue to expand its support facilities. There is a major expansion underway for Houston that is scheduled to be completed in 2014 to coincide with the opening of the Panama Canal. Highway and rail connections from the port are often congested.

Federal funding is available on a competitive basis for dredging, harbor maintenance and port security. Texas estimates almost 300 miles of deep draft channels along with 12 deep draft public ports require dredging along with over 700 miles of shallow draft channels and multiple shallow draft public ports. TxDOT recently estimated that Texas waterways are expected to move over 700 million tons of freight by 2030. The primary shallow draft waterway in Texas is the 1,300-mile Gulf Intracoastal Waterway (GIWW), which stretches from Brownsville, on the Mexican border to St. Marks, Florida. The GIWW is the nation's third busiest waterway with the 423-mile Texas portion handling more than 58 percent of its traffic.

It is estimated that $5.75 billion is needed for maintenance and operations for the ports and waterway through 2035.

Dredging needs for all Texas ports, waterways and channels in 2010 dollars are estimated to be $100 million per year. Capital projects are estimated to be $130 million per year, equating to $3.25 billion by 2035. The grand total is $5.75 billion for maintenance and capital projects for ports and waterways through 2035.

Overview of State Ports

The 564.7 million tons of cargo moving via Texas Ports generates 112,100 jobs directly related to marine cargo activities. A total of $277.6 billion in economic activity to the state of Texas is a result of the 564.7 million tons of cargo moving through Texas ports.

Texas port activities represent approximately 25% of the total State Gross Domestic Product.

The Mission of the State Ports of Texas:

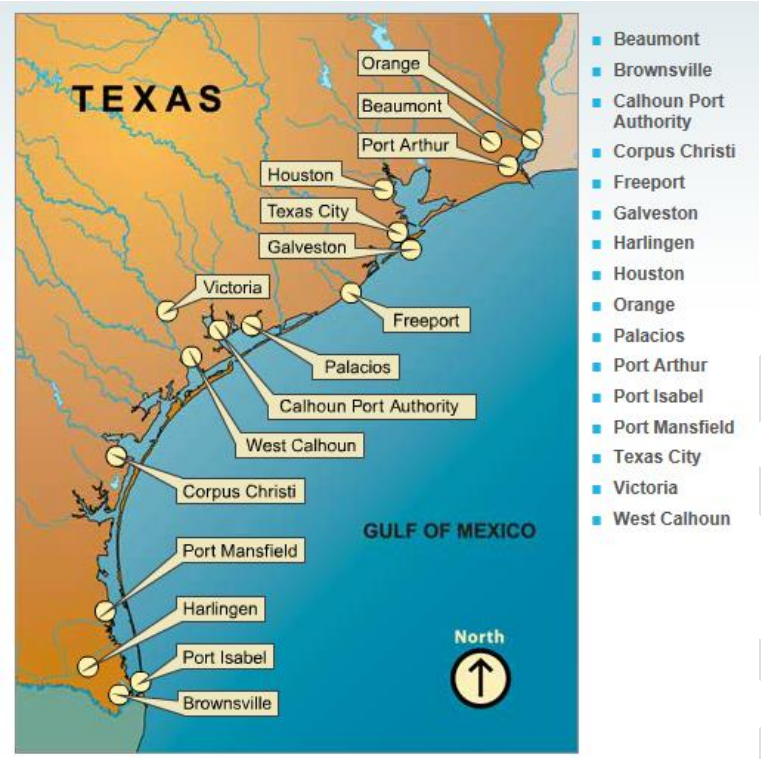


Figure 5: The Port of Texas, Source: The Texas Port Commission

The mission of the Texas Ports Association is to advance the development of Texas ports, enabling them to compete with ports outside Texas and thereby strengthen the economy of Texas.

Port Planning is Part of the Statewide Plan

Recognizing the importance of ports to the Texas economy, the Texas Strategic Economic Development Planning Commission in 1998 recommended that ports be given due consideration in its 10-year statewide plan. This includes:

- Strengthening linkages between statewide transportation assets and national and international markets (linkages include port to road, port to rail, and port to waterside) and
- Developing a strategy to make Texas ports more desirable for commerce and enhance their trade development capacities.

Governance model

Ports in Texas are owned and operated by port authorities, which are subdivisions of the State of Texas, municipalities, and private entities. Most ports have a board that directs the policies of the port and answers to local area constituents in their respective navigation district.

The public port authorities generally own and operate their docks and often own other facilities such as terminals, freight handling equipment, cranes, warehouses, open storage facilities, bulk commodity handling facilities, and other facilities. Ports also generally have a wide variety of private operators on the property responsible for everything from rail and truck transportation, to warehousing, materials handling, storage, and other port related activities.

In addition, there are also a large number of private facilities built along the waterways. These facilities own and operate docks, terminals, freight handling equipment, cranes, warehouses, open storage facilities, bulk commodity handling facilities, and other facilities. They connect the waterway directly to their businesses and they are responsible for everything from rail and truck transportation, to

warehousing, materials handling, storage, and other related activities.

Commercial waterways are created by the federal government and activities associated with the waterways are supervised and coordinated by the USACE. Local non-federal sponsors work with the USACE according to terms set during the Federal authorization of the channel.

TxDOT acts as the local non-federal sponsor of the main channel of the Gulf Intercoastal Waterway (GIWW) from the Sabine River to the Brownsville Ship Channel, The state is provides the necessary lands, easements, relocations, and realignments required during construction and maintenance of the GIWW. The state has an agreement with the USACE to cost-share in GIWW beneficial use of dredged material projects.

Chapter 55 of the Texas Transportation code covers funding of port security, projects and studies and establishes a strategic planning process and a Port Advisory Committee. Details of Chapter 55 are included below:

The Transportation Code provides for port development funding which falls into the following categories:

PROJECTS - pertaining to Port security, transportation, or a facility project or any project that is necessary or convenient for the proper operation of a maritime port and that will improve the security, movement, and intermodal transportation of cargo or passengers in commerce and trade. Projects may include:

- construction or improvement of transportation facilities within the jurisdiction of a maritime port;
- the dredging or deepening of channels, turning basins, or harbors;
- the construction or improvement of wharves, docks, structures, jetties, piers, storage facilities, cruise terminals, or any facilities necessary or useful in connection with maritime port transportation or economic development;
- the construction or improvement of facilities necessary or useful in providing maritime port security;
- the acquisition of container cranes or other mechanized equipment used in the movement of cargo or passengers in international commerce;
- the acquisition of land to be used for maritime port purposes;
- the acquisition, improvement, enlargement, or extension of existing maritime port facilities; and
- environmental protection projects that:

MARITIME PORT STUDIES - The Texas Transportation Commission may establish matching fund requirements for receiving money from the fund.

The Texas Transportation Department, in consultation with the Port Authority Advisory committee, shall review the list of projects recommended by the committee to evaluate the economic benefit of each project. The Texas Transportation commission, after receiving recommendations from the Port Authority Advisory Committee and from the Texas Department of Transportation, shall approve projects

or studies for funding based on its review.

The Texas Transportation Commission may use money from the Texas Mobility Fund to provide funding, including through a loan, for a port security project, a port transportation project, or a project eligible for funding. Money in the fund may be appropriated only to the department to perform the department's powers and duties concerning maritime port transportation and economic development under chapter 55 and to pay the department's expenses incurred under this chapter 55.

PORT AUTHORITY ADVISORY COMMITTEE - Chapter 55 creates the authority for a committee which consists of seven members appointed by the Texas Transportation Commission. The members shall be appointed as follows:

- one member from the Port of Houston Authority;
- three members who represent maritime ports on the upper Texas coast; and
- three members who represent maritime ports on the lower Texas coast.

A committee member serves at the pleasure of the commission; The Advisory Committee must meet at least semiannually. Members are not entitled to compensation for service on the committee but they are entitled to reimbursement for reasonable expenses for performing committee duties.

Duties of the Committee include:

- preparation of the maritime port mission plan;
- review each project eligible to be funded under this chapter and make recommendations for approval or disapproval to the department;
- every two years prepare a report on Texas maritime ports, with a list of projects that have been recommended by the committee, including:
    - the recommended funding level for each project; and
    - if staged implementation of the project is appropriate, the funding requirements for each stage; and
- advise the commission and the department on matters relating to port authorities.

The committee shall update the report on Texas maritime ports and shall submit the report not later than December 1 of each even-numbered year to the commission for distribution to:

- the governor;
- the lieutenant governor; and
- the speaker of the House of Representatives.

CAPITAL PROGRAM. The committee shall prepare a two-year port capital program defining the goals and objectives of the committee concerning the development of maritime port facilities and an intermodal transportation system. The port capital program must include projects or studies submitted to the committee by any maritime port and recommendations for:

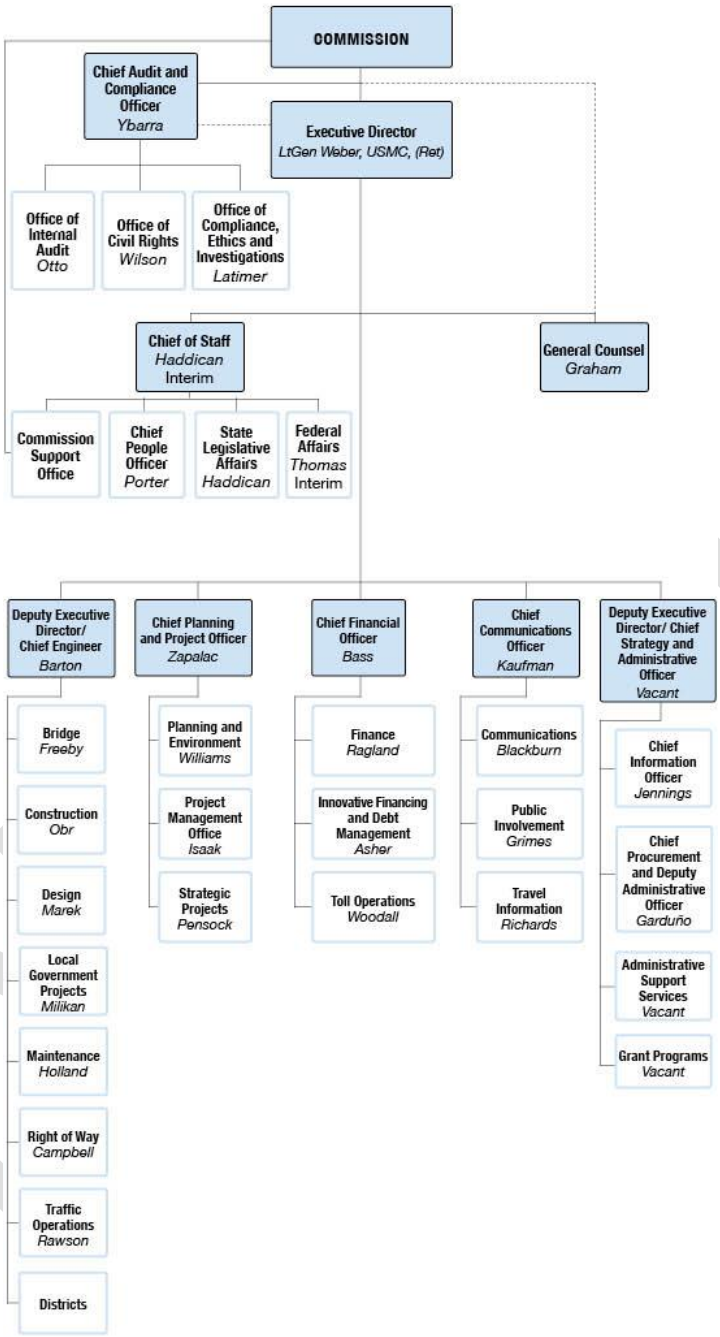
- the construction of transportation facilities connecting any maritime port to another transportation mode; and
- the efficient, cost-effective development of transportation facilities or maritime port facilities for the purpose of:
    - enhancing international trade;

- enhancing security;
- promoting cargo flow;
- increasing cruise passenger movements;
- increasing maritime port revenues; and
- providing economic benefits to the state.

The committee shall update the port capital program and shall submit the capital program not later than December 1 of each even-numbered year to:

- the governor;
- the lieutenant governor;
- the speaker of the house of representatives; and
- the commission.

Organizational chart



Funding Budget

Funding for port infrastructure projects

The Texas Ports Association supports funding the Port Access Account Fund from general revenues of the State of Texas. Chapter 55, Section 55.005 of the Texas Transportation Code provides for the creation of the Port Access Account Fund as an account in the general revenue fund. Funding in the

amount of $25 million for each of the years ending August 31, 2014 and August 31, 2015 shall be credited to the Port Access Account Fund from the general revenues of the State of Texas.

Harbor Maintenance Trust Fund

Allocations from the Harbor Maintenance Trust Fund are through the Army Corps of Engineers (Corp's) budget, but these monies are not automatically spent on dredging projects. Spending from this account must be considered through the regular budget cycle which includes funding levels proposed through the President's Budget and ultimately Congressional appropriations.

As a result of policy decisions and competing federal priorities, the amount taken in by the federal government through the HMT far outweighs what is actually spent on project it was designed to fund.

The Texas Ports Association encourages Congress to enact legislation to ensure that all future monies collected from the operations of country's port through the HMT is used solely for its intended purpose, the maintenance of federal channels.

Planning Process

The link provided connects to the 2013 capital plan http://ftp.dot.state.tx.us/pub/txdot-info/tpp/giww/port_capital_plan_2013-14.pdf

Sample Documents

Port of Houston 2013 Strategic Initiatives:

http://www.portofhouston.com/static/gen/inside-the-port/Strategic%20Planning/2013_Strategic_Initiatives.pdf

Ocean and Coastal Management in Texas

Texas' Coastal Program

The Texas Coastal Program, approved by NOAA in 1996, is comprised of a network of agencies under the jurisdiction of the Coastal Coordination Council. The Council is chaired by the Commissioner of the General Land Office and is composed of 12 members; seven agency heads, four citizen members from the coast and a representative of the Texas Sea Grant College Program as a non-voting member. The Texas General Land Office is the designated lead coastal management agency. The Coastal Coordination Act is the primary authority for the Texas Coastal Program.

The Texas coastal zone is generally the area seaward of the Texas coastal facility designation line, up to three marine leagues into the Gulf of Mexico. The Texas coastal facility designation line roughly follows roads that are parallel to coastal waters and wetlands generally within one mile of tidal rivers. The boundary encompasses all or portions of 18 coastal counties.

The Coastal Program provides coastal enhancement grants to state and local entities to

increase and improve public access, protect and restore critical areas, such as wetlands, improve water quality, improve natural hazards response, improve information and data availability, and to conduct public education and outreach activities. The Coastal Program also operates a Permit Service Center for individuals, small businesses and local governments to provide technical guidance for permits within the coastal boundary.

Texas' National Estuarine Research Reserve

Mission-Aransas is the newest National Estuarine Research Reserve, designated in May 2006 and the lead management agency is the University of Texas at Austin. The Mission-Aransas Reserve is an 185,708-acre natural area located 30 miles north-east of Corpus-Christi. The Reserve is composed of coastal prairie with unique oak motte habitats, riparian habitats, and fresh and salt water marshes. Within the water areas, the bays are large, open and include extensive tidal flats, seagrass meadows, mangroves, and oyster reefs.

The Reserve is implementing the NERR system-wide monitoring, and collaborating with the Coastal Bend Bays and Estuaries Program, to monitor microbiological TMDL parameters in the Copano Bay area of the reserve. The Reserve's inter-disciplinary education program reaches a variety of student and adult audiences, teaching participants about estuarine and marine sciences.

Program Achievements

The Texas Coastal Watershed Program

Gulf of Mexico Alliance

Links

Texas Coastal Program — The website provides information on the Program's activities, including the coastal management grant program, permitting assistance, and coastal nonpoint program.

Texas Coastal and Estuarine Land Conservation Program Plan (2010) — Texas has developed a Coastal and Estuarine Land Conservation Plan that provides an assessment of priority conservation needs and guidance for nominating and selecting land conservation projects to OCRM's Coastal and Estuarine Land Conservation Program competition.

Mission-Aransas National Estuarine Research Reserve — The website provides information on the designation of the nation's newest National Estuarine Research Reserve.

Mission-Aransas National Estuarine Research Reserve Evaluation (2011)— NOAA's Office of Ocean and Coastal Resource Management conducts periodic performance reviews of estuarine research reserves.

Marine Protected Areas — Search for marine protected areas in Texas.

Texas Coastal Nonpoint Program Conditional Approval Document — The Coastal Nonpoint Pollution Control Program encourages better coordination between state coastal zone

managers and water quality experts to reduce polluted runoff in the coastal zone.

Texas' Coastal Program Evaluation (2007) — The Office of Ocean and Coastal Resource Management conducts periodic performance reviews of federally approved state coastal management programs.

Texas Coastal Zone Enhancement Program Assessment and Strategy (2011-2016) — Every five years, the Coastal Zone Management Act encourages states and territories to conduct self-evaluations of their coastal management programs to assess significant changes in the state's coastal resources and management practices, identify critical needs, and prioritize areas for enhancement under the Coastal Zone Enhancement Program.

Examples of Significant Achievement

The Port of Houston Port Authority was awarded a $10 million Transportation Investment Generating Economic Recovery (TIGER) grant to be used toward the expansion of the berth at its Bayport Container Terminal in September of 2013.

The grant will help fund the extension of Bayport's wharf from 3,300 to 4,000 feet, extending a container ship platform to support cranes used to work the ships. Once the extension is complete, the Port Authority plans to purchase three new electric, rail-mounted gantry cranes to handle the increase in container throughput. The project will allow Bayport to handle more than 2 million 20-foot-equivalent units (TEUs), doubling its current capacity. The Port of Houston is the nation's No. 1 export port in cargo dollar value in the U.S.

Environmental benefits are estimated based upon increased productivity as a result of the expansion. Projected truck waiting and idling times will be reduced by an estimated 7.6 minutes on average. Increased container-handling capacity will help the port improve economic competitiveness.

Florida

Overview of State Port Planning and Planning Document Links

Florida Port Planning Resources

Florida Ports:

Overview of State Ports

2014 Florida Seaports

- Moved 105.1 million total tons of cargo (4.4% increase over previous year)
- Handled 3.2 million TEUs(3.9% increase over previous year)
- Served 14.1 million cruise passengers
- Programmed $4Billion in improvements over the next five years

"Florida seaports are continuing their role as critical economic engines for their communities and for the state by growing their cargo and cruise business," said Doug Wheeler, president and CEO of the Florida Ports Council. "With the recent strategic investments by the Governor and Legislature, we expect those numbers to continue to grow and bolster Florida's economy overall."

Highlights of the 2013 Florida Port Performance:

- Florida's Waterborne International Trade rose to $85.9 billion in 2013, a $300 million increase.
- Florida seaports moved more than 105.1 million total tons and 3.2 million TEUs (twenty-foot equivalent containers) of cargo in 2013.
- Florida seaports recorded a large trade surplus with trading partners in South America in 2013, exporting $11.1 billion more than it imported from the region.
- Florida seaports account for 13 percent of Florida's Gross Domestic Product (GDP) – up from 9 percent in 2008.
- Florida seaports also served more than 14 million cruise passengers in 2013.

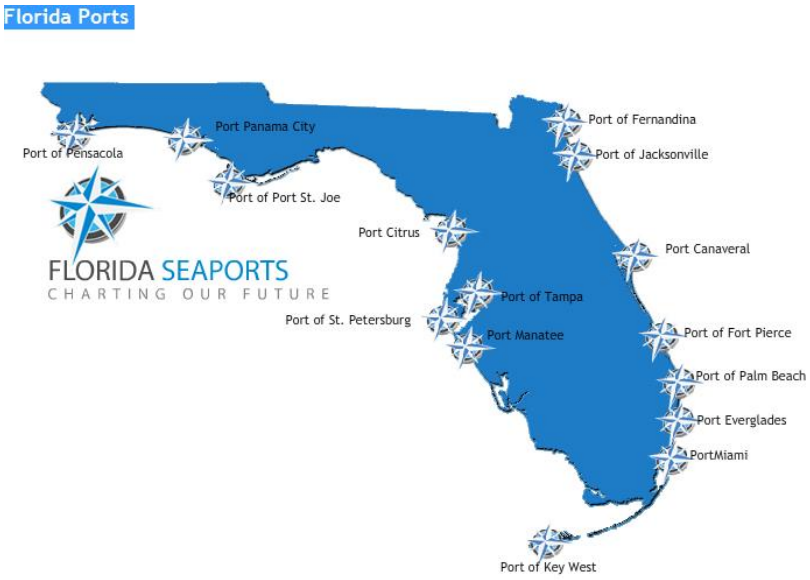


Figure 6 Florida Seaports, Source: Florida Port Commission

Governance model

Florida created an Intermodal Systems Development Office of Freight, Logistics and Passenger Operations in recognition of the significant role freight mobility has on the Florida economy. The office has four divisions which include: 1) Aviation and Aerospace, 2) Rail and Motor Carrier Operations, 3) Seaports and Waterways and 4) Transit. These offices work with federal and local partners to plan, coordinate, finance and analyze freight transportation needs and to support a comprehensive freight planning process. This organization structure is intended to maximize the use of existing facilities, coordinate multiple transportation modes and improve utilization of public and private assets.

This office was created in response to a strategic initiative to transform Florida's economy by becoming a global hub for trade, logistics and export-oriented manufacturing. This organization will work closely with the Florida Department of Economic Opportunity. The cooperation will be vital to the planning and development of new multimodal freight facilities with enhanced connectivity.

This office coordinates with the Office of the State Transportation Development in operations, corridor planning, and performance statistics. This office works with the State Intermodal System in the planning area and supports the modal offices. This office also works with Florida's seven district offices in the establishment of freight coordinators in the development of the best plan for freight across diverse geographies and populations. The Office of Freight Logistics and Passenger Operations acts as a bridge to coordinate with its district offices in the area of continuing education and development of regional freight systems.

In the past, Florida DOT was not considered a leader in project development, innovative financing and project delivery. This office allows Florida to embrace the nation's and the state's increased dependence on freight mobility, with one of the most comprehensive programs in the country which is anticipated to

lead to improved global competitiveness and improved livability.

Florida has been identified as a Freight Opportunity State by the Federal highway Administration. This designation acknowledges the complexity of freight transportation demand and the partnership with FHWA ensures that transportation decision makers at the federal, State and local levels have the knowledge and tools to make sound transportation decisions.

Through the statewide strategic plan the Seaport and Waterways office is responsible for assisting in the development of the fourteen deep water seaports in the state. The Office is responsible for the statewide system planning, project management, coordination of seaport projects with the Strategic Intermodal System planning and implementation and coordination with the Florida Seaport Transportation and Economic Development Council.

Organizational chart

The organization chart below shows the reporting relationship of the Office of Intermodal Systems Development to the Governor and the Florida Department of Transportation. There are eleven members in this organization. The Seaport Office has two staff members.

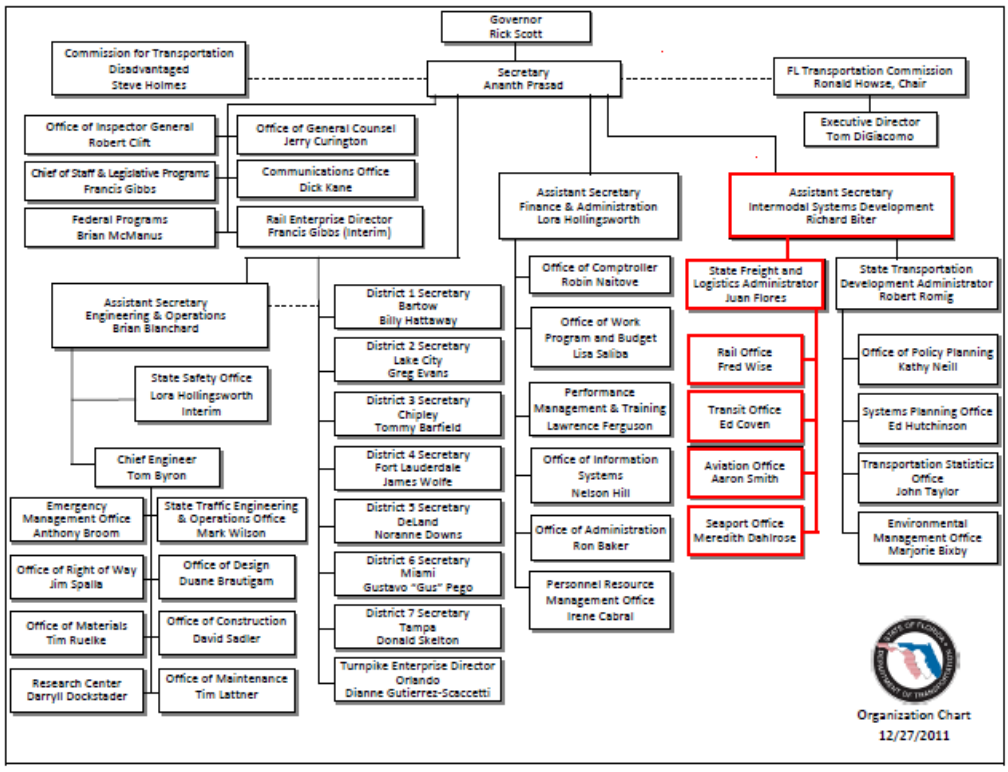


Figure 7 Florida DOT Organization Chart Source: Florida DOT

Funding Budget

The Florida State Legislature increased the funding for seaports to $288 million in 2013 with money set aside for specific port projects and bonding, which could further increase the total.

Governor Scott previously loaned $75 million of state Department of Transportation money to dredge the Port of Miami and another $36 million for the Port Authority of Jacksonville. The state is hopeful that the federal government will repay the state for the dredging money spent.

A total of 26 projects were funded which include the widening of the channel-turning basin at Port Canaveral; lengthening the deep water turn-around for cargo ships at Port Everglades; replacing and repairing the pier at the Port of Fernandina; completing the cargo storage at Port Manatee; replacing 1.3 miles of on-dock rail line at the Port of Pensacola; and doubling the container yard, with the addition of cranes and equipment, at Port Panama City.

Even with the extra funding, port leaders say the Florida may not be able to accommodate the increase in global trade with partners in Central America and South America, while working to attract more Asian traffic that has grown via the Suez Canal.

In the council's Five Year Mission Plan, required annually by the state, the association for the state's 15 ports says that without port projects such as the Miami "Deep Dredge," dredging of the St. Johns River in Jacksonville, and cargo expansion at the Port of Tampa's Port Redwing, Florida could lose out on the prospects for nearly 60,000 new jobs over the next two decades and nearly $350 million a year in state and local taxes.

Planning Process

District Office Freight Coordinators of the Florida Department of Transportation are key to a comprehensive and freight planning process and planning implementation. These coordinators take a leadership role in coordination of responsibilities for development, and implementation of programs to improve freight mobility, freight infrastructure and related operation throughout Florida and regions as part of one integrated, multimodal system regardless of funding or ownership within the state.

The coordinators serve as primary contacts for their districts in the coordination of freight matters with other governmental organizations and with the private sector. Freight Coordinators work to ensure all state transportation agencies and divisions integrate freight mobility considerations into their day-to-day business practices and seek opportunities to promote synergies with other statewide policy initiatives brought forward by city councils, counties, local chambers of commerce and others in the private sector to create a Strategic Intermodal System Plan.

The Florida Ports Financing Commission was created by interlocal agreement among public entities pursuant to Section 320.20(3) and Chapter 163, Part I, F.S. This entity is a public body which meets in the sunshine, holds publicly advertised meetings, maintains public records, and whose actions are governed by all the Florida statutes pertaining to such bodies.

The Florida Ports Finance Commission is similar to other commissions and authorities formed by local governments, to offer efficiencies in financing public works projects. The rationale behind the Legislature's granting such authority is that borrowing done through a group effort reduces the cost of issuance associated with such borrowing.

The responsibility of the Florida Ports Financing Commission is to accept a list of projects approved by the Florida Seaport Transportation and Economic Development Council (FSTED) and implement the bond funding program pursuant to statutory provisions. The Commission's purpose is to provide a cost-effective means of financing various capital projects for Florida's ports by issuing bonds and transferring the proceeds to the individual ports. Individual loan agreements between the Commission and the ports provide that the ports will repay their loans solely from money received from the State Transportation Trust Fund (STTF). Pursuant to Sections 320.20(3) and 320.20(4), F.S., $15,000,000 and $10,000,000, respectively, of the revenues received by the State of Florida motor vehicle registration fees is deposited annually in the STTF for financing projects. The Department of Transportation and the Commission entered into two separate master agreements, one for each bond series, pursuant to which the Department of Transportation agreed to transfer the State money annually to escrow accounts held in the State Treasury, on behalf of the Trustee, which may be drawn upon by the Trustee to pay the debt services on the bonds. The ports assigned all of the rights, title and interest to these funds to the Trustee, on behalf of the Commission, to pay their portion of the debt service on the bonds.

Sample Documents

Florida Trade and Logistics Study

2014-2018 Florida Five Year Seaport Mission Plan

http://flaports.org/resource/2014to2018fiveyrflseaportmissionplan/

Ocean and Coastal Management in Florida

Florida's Coastal Program

The Florida Coastal Program, approved by NOAA in 1981, is comprised of a network of eight state agencies and five water management districts, together enforcing 23 separate statutes. The Florida Department of Environmental Protection serves as the lead agency. The Florida coastal zone is the entire state but the coastal zone is divided into two tiers. Only coastal cities and counties which include or are contiguous to state water bodies are eligible to receive coastal management funds.

The Coastal Program works to protect coastal resources and help Floridians build and maintain vital communities. Through the Coastal Partnerships Initiative, the Coastal Program provides support for enhancing coastal access, promoting stewardship, protecting remarkable coastal places, and revitalizing working waterfronts. Waterfronts Florida, a program initiated in 1997 by the Coastal Program, provides support, training, innovative technical assistance, and limited financial assistance to communities striving to revitalize and renew interest in their waterfront district, areas which have a tradition of water-dependent vitality.

Florida's Coral Program

Florida is also a member of the U.S. Coral Reef Task Force. As Florida's Coral Reef point-of-contact, the Department of Environmental Protection has participated in developing local action strategies to improve coral reef health. The Task Force has developed goals, objectives, and projects using a

facilitated process, including public review and input, for four priority focus areas: land-based sources of pollution, fishing, diving, and other uses, lack of public awareness, and maritime industry and coastal construction impacts.

Florida's National Estuarine Research Reserves

The Apalachicola National Estuarine Research Reserve, a 246,000-acre natural area, is located in Franklin County approximately 90 miles southeast of Tallahassee and 80 miles east of Panama City. The Reserve was designated in 1979 and the lead management agency is the Department of Environmental Protection. Apalachicola Bay is one of the most productive estuarine systems in the Northern Hemisphere. Between 60 to 85 percent of the local population make their living directly from the fishing industry, most of which is done in reserve waters. The Reserve encompasses upland, floodplain, riverine, estuarine, and barrier island habitats and includes the lower Apalachicola River and Apalachicola Bay.

The Reserve's research projects include red wolf reintroduction on Cape St. George Island; sea turtle nest protection and monitoring, and water quality monitoring. In addition, the Reserve has engaged in extensive benthic habitat mapping in Apalachicola Bay and has a highly sophisticated geographic information systems (GIS), which is used to educate coastal managers and visiting researchers about the area and its ecology. Other educational offerings include ongoing guest lectures for the community and coastal management workshops for environmental professionals.

The Guana Tolomato Matanzas National Estuarine Research Reserve, a 55,000-acre natural area, is divided by the city of St. Augustine. It stretches approximately 30 miles north and 30 miles south of the city, in St. Johns and Flagler counties. The Reserve was designated in 1999 and the lead management agency is the Department of Environmental Protection. The Reserve includes salt marsh and mangrove tidal wetlands, oyster bars, estuarine lagoons, upland habitat and offshore seas in Northeast Florida. The coastal waters of the Reserve are important calving grounds for the endangered Right Whale.

The Reserve is involved in research activities such as fisheries and invasive species monitoring and the development of a geographic information system and remote sensor network for environmental data. The Reserve also conducts a variety of education and outreach activities, including the Coastal Training Program, and has held workshops on prescribed burning and water quality.

The Rookery Bay National Estuarine Research Reserve, a 110,000-acre natural area, is located at the northern end of the Ten Thousand Islands on the Gulf coast, five miles south of Naples. The site was designated in 1978 and the lead management agency is the Department of Environmental Protection. The Reserve represents one of the few remaining undisturbed mangrove estuaries in North America. The Rookery Bay and Ten Thousand Islands ecosystem is a prime example of a nearly pristine subtropical mangrove forested estuary.

The Reserve is actively involved in the restoration of altered ecosystems and efforts include the removal of abandoned roads, installation of culverts, removal of invasive exotic plants, and reestablishment of native plants. Research activities include analyzing the impacts of mosquito control aerial spraying,

mangrove and oyster reef ecology, restoration ecology, estuarine fisheries, and nutrient cycling. The Rookery Bay Learning Center provides training and services to the communities of southwest Florida in one of the nation's fastest developing areas. This outreach assists local management professionals, adult audiences, and elected officials make informed decisions about coastal resources.

Program Achievements

Florida Blueways

Florida Monofilament Recovery & Recycling Program (MRRP)

Gulf of Mexico Alliance

Links

Florida Coastal Program — The website provides information on the Program's activities including the Coastal Partnerships Initiative and Waterfronts Florida.

Florida Coastal and Estuarine Land Conservation Plan (2008) — Florida has developed a Coastal and Estuarine Land Conservation Plan that provides an assessment of priority conservation needs and guidance for nominating and selecting land conservation projects to OCRM's Coastal and Estuarine Land Conservation Program competition.

Apalachicola National Estuarine Research Reserve — The website provides information on the Reserve's research, education, cultural resource protection, and stewardship activities

Guana Tolomato Matanzas National Estuarine Research Reserve — The Reserve's website provides information on their research, education, and stewardship activities.

Rookery Bay National Estuarine Research Reserve — The website provides information on the Reserve's Learning Center, educational and professional training opportunities, and stewardship and research activities.

Florida's Waters, Ours to Protect — The website provides educational information on Florida watersheds.

Cooperative Institute for Coastal and Estuarine Environmental Technology — This program brief describes investments in technology development and research projects for the state of Florida.

Florida Keys National Marine Sanctuary — National Marine Sanctuaries conserve, protect, and enhance the biodiversity, ecological integrity, and cultural legacy of important ocean and coastal areas. The website includes information about the Sanctuary's management, education and outreach, and research activities.

Marine Protected Areas — Search for marine protected areas in Florida.

Florida Nonpoint Program Conditional and Final Approval Documents — The Coastal Nonpoint Pollution

Control Program encourages better coordination between state coastal zone managers and water quality experts to reduce polluted runoff in the coastal zone.

Florida Coastal Program Evaluation (2008) — The Office of Ocean and Coastal Resource Management conducts periodic performance reviews of federally approved state coastal management programs.

Apalachicola National Estuarine Research Reserve Evaluation (2007) — The Office of Ocean and Coastal Resource Management conducts periodic performance reviews of estuarine research reserves.

Guana Tolomato Matanzas National Estuarine Research Reserve Evaluation (2007) — The Office of Ocean and Coastal Resource Management conducts periodic performance reviews of estuarine research reserves.

Rookery Bay National Estuarine Research Reserve Evaluation (2011) — The Office of Ocean and Coastal Resource Management conducts periodic performance reviews of estuarine research reserves.

Florida Coastal Zone Enhancement Program Assessment and Strategy (2011-2016) — Every five years, the Coastal Zone Management Act encourages states and territories to conduct self-evaluations of their coastal management programs to assess significant changes in the state's coastal resources and management practices, identify critical needs, and prioritize areas for enhancement under the Coastal Zone Enhancement Program.

Florida's Coral Reef Local Action Strategies — The U.S. Coral Reef Task Force identified the need for more focused action at the local level to reduce key threats to coral reefs and called for each of the states and territories with significant coral reef resources to develop local action strategies.

Examples of Significant Achievement

Hoping to attract cargo traffic from an expanded Panama Canal in 2014, the Port of Miami is taking steps to refurbish a dormant 4.4-mile rail corridor linking the port with the Hialeah Intermodal Railyard, operated by the Florida East Coast Railroad.

The Port, FECR and the Florida Dept. of Transportation are collaborating on the $46.9-million project, which is still contingent on receiving a $28-million so-called TIGER grant (Transportation Investment Generating Economic Recovery) from the American Recovery and Reinvestment Act.

If approved, the two-year project would restore a one-track rail link that has been out of service for several years, due in part to a storm-damaged 1960s-era bascule bridge connecting the Port of Miami-owned Dodge Island with downtown Miami. Further, the project would include track rehabilitation on Dodge Island and upgraded signals for at-grade crossings.

Along with providing a faster cargo link to the Hialeah railyard, the Port of Miami estimates that a restored rail link would eliminate 250 heavy-truck trips between the port and warehouses near Miami International Airport, which is located at the south end of the railyard.

The rail restoration project will complement other access improvement projects under way at the Port

of Miami, including a $610-million tunnel and harbor-dredging plan that will accommodate larger cargo vessels.

Ontario

Source: marinas.com

Overview of State Port Planning and Planning Document Links

Ontario, Canada Port Planning Process

Port of Hamilton:

Overview of Ontario Providential Ports

The economy of Ontario is the largest provincial economy in Canada. Manufacturing firms are concentrated in eastern, central and southern Ontario near the Great Lakes St Laurence Seaway system. The Canadian economy, and especially Ontario's economy is export driven, with the United States being the primary export receiver. Ontario is the pulse of the Canadian steel and automotive industries, the vast majority of vehicles assembled in Canada are exported to the United States. Petroleum and chemicals are also prominent industries bordering the waterway or are within a reasonable distance to the maritime network.

Of the top 50 ports in Canada, 12 of the top tonnage ports are located in Ontario. Hamilton is the second largest port in the province as measured by total 2005 tonnage and has a relatively equal distribution between domestic and international tons.

Table: Top 20 Ontario Ports (International And Domestic), in tonnes, 2005

Rank	Ports	Domestic	International	TOTAL
1	Nanticoke	1,562,445	12,577,038	14,139,483
2	Hamilton	5,564,510	6,630,785	12,195,295
3	Thunder Bay	5,254,636	2,870,386	8,125,022
4	Sault Ste Marie	831,764	4,949,360	5,781,124
5	Windsor Ontario	2,186,419	2,964,939	5,151,358
6	Goderich	1,520,898	3,175,009	4,695,907
7	Meldrum Bay	1,918,405	2,627,664	4,546,069
8	Sarnia	2,458,730	813,163	3,271,893
9	Courtright	76,367	3,012,814	3,089,181
10	Clarkson	2,356,793	512,865	2,869,658
11	Toronto	1,394,955	561,361	1,956,316
12	Colborne	1,942,105	-	1,942,105
13	Whitefish	541,019	1,396,042	1,937,061
14	Bowmanville	264,654	1,407,381	1,672,035
15	Picton	443,812	1,096,500	1,540,312
16	Port Colborne	100,452	861,142	961,594
17	Bath	254,269	536,549	790,818
18	Midland	536,070	-	536,070
19	Sombra	15,834	392,208	408,042
20	Spragge	116,901	288,837	405,738
Total Tonnage Top 20 Ports		**29,341,038**	**46,674,043**	**76,015,081**
Total of all Ontario Ports		**30,901,600**	**47,994,995**	**78,896,595**

It is estimated that over 700 vessels visit the port each year. Marinova consultants estimated that 25% of the tonnage which moves on the Saint Laurence Seaway is generated or terminated at the Hamilton Port Authority.

The Port of Hamilton is well suited to handle project cargo. Their website lists the following resources

which support the project cargo industry.

Equipment

- 110 MT single shore crane lift capacity
- 185 MT tandem shore crane lift capacity (200 MT+ also available)
- Forklift and reach stacker fleet – 5,000 lb. – 65,000 lb. capacity
- Ro-ro ramp and truck scales

Facilities & Expertise

- Two expert stevedoring companies to choose from
- Substantial laydown area
- Bonded storage, extensive indoor warehousing
- Value-add secondary processing and kitting facilities
- Transport Canada MTSR compliant
- Personalized assistance with project routings

Location & Transportation

- Access to 120 million North American consumers
- Served by all major vessel carriers
- CN and CP railways with Canada & US reach
- Rail transload facilities
- Ready access to major highways; multiple trucking options
- 20 minutes from one of Canada's busiest cargo/courier airports
- Toronto-west advantage for road shipments to US

Cargo & Customers

- Windmill blades and nacelles
- Power plant pressure vessels and turbines
- Beer brewing vats
- Rail cars
- Construction equipment

The Port of Hamilton handles more bulk and breakbulk cargo annually than any other port on the Canadian Great Lakes, approximately 10 million tons per year. Commodities include sacks of cocoa beans and butter, totes of sugar, automobiles, steel coils, bars and plate, wire rod, natural rubber and cotton linter. Resources to handle bulk cargo are listed on the Port's website and are noted below:

Storage capacity:

- more than 90,000 square meters (one million square feet) of warehouse space
- 20 hectares (50 acres) of open storage
- more than 100,000 tons of grain storage

Draft: St. Lawrence Seaway maximum

Equipment:

- three cranes with capacities of up to 100 tons
- forklifts with capacities of up to 36,000 kilograms (80,000 pounds)

- front-end loaders
- truck scale
- roll-on/roll-off ramp

Commodities handled:

- Bulk: salt, agricultural products including grain and beans, slag, iron ore, coal, gypsum, scrap metal, fertilizers
- Breakbulk: cocoa beans and butter, sugar, automobiles, steel coils, bars and plate, wire rod, natural rubber, cotton linter

The Port of Hamilton handles liquid bulk commodities such as petroleum products, biofuels, chemicals, fertilizers and food grade products. With 125 storage tanks the port has a total capacity of more than 200,000 tons of liquid storage. The Port of Hamilton handles more liquid cargo than any other Canadian Great Lakes port.

The port has direct access to both CN and CP rail networks and is accessible by the Queen Elizabeth Way and Ontario's 400 series of highways and supports multimodal connections between five working piers.

Governance model

In November 2007, the Minister of Transport, Infrastructure and Communities, introduced Bill C-23, An Act to amend the Canada Marine Act, the Canada Transportation Act, the Pilotage Act, and other Acts in consequence, in the House of Commons.

The Canada Marine Act, of 1998, implemented the federal government's National Marine Policy and called for the modernization of the marine management and regulatory regime to achieve greater efficiency in the marine transportation sector. It created a National Ports System composed of independently managed port authorities for ports that are vital to Canada's international and domestic trade. It also provided Canada's major ports with the necessary tools to operate commercially and efficiently. The Act was subject to a legislative review in 2003.

In a backgrounder released to the House of Commons, the department stated that in order to address issues that are important to the marine industry and to maintain Canada as a gateway for international trade, it would not be limiting its activities to legislative amendments, but would also pursue other policy initiatives in key areas intended to improve the competitiveness of the Canadian marine industry.

The ACT modified the purpose of the Canada Marine Act;

- modifies Canada Port Authorities' access to federal funding in that a port authority would be permitted to apply for contribution funding related to infrastructure, environmental sustainability and the implementation of security measures;
- adds provisions regarding the power of a port authority to borrow money;
- adds provisions regarding amalgamation of port authorities;
- incorporates amendments related to governance and the appointment of directors of port

authorities;
- provides additional regulatory powers of the Governor in Council; and
- Introduces an administrative monetary penalty regime to make the enforcement of minor statutory violations easier to manage.

In 2014 The New Building Canada Plan was introduced

The New Building Canada Plan builds on our Government's unprecedented investments in infrastructure. In 2007, we provided $33 billion in stable, flexible and predictable funding across the country. Economic Action Plan 2013 builds on our Government's historic infrastructure investments, with $70 billion for public infrastructure over the next decade, including the $53 billion New Building Canada Plan for provincial, territorial and municipal infrastructure. The New Building Canada Plan is the largest and longest federal infrastructure plan in our nation's history. It continues to focus on supporting projects that enhance economic growth, job creation and productivity.

World-class infrastructure is the backbone of our country's economic productivity. Our Government is committed to investing in Canada's infrastructure to reduce commuting times for families, enhance economic competitiveness, encourage job creation and strengthen trade corridors.

We understand the vital importance of infrastructure to help get goods to market, to connect people and businesses with the world, and to reduce gridlock on our roads and highways. The New Building Canada Plan will continue to support infrastructure projects that foster economic growth, job creation and long-term prosperity.

The New Building Canada Plan is the largest long-term infrastructure plan in Canadian history, providing stable funding for a 10-year period. It includes:

The Community Improvement Fund, consisting of the Gas Tax Fund and the incremental Goods and Services Tax Rebate for Municipalities, will provide over $32 billion to municipalities for projects such as roads, public transit and recreational facilities, and other community infrastructure.

A $14 billion New Building Canada Fund, which consists of a $4 billion National Infrastructure Component that will support projects of national significance and a $10 billion Provincial-Territorial Infrastructure Component (PTIC) for projects of national, local or regional significance. $1 billion of PTIC is dedicated to projects in communities under 100,000 residents.

An additional $1.25 billion in funding for the P3 (Public-Private Partnerships) Canada Fund.

$6 billion in funding that continues to flow across the country this year and beyond under existing

infrastructure programs.

The Canadian Government anticipates that Infrastructure Canada will require approximately $516 million to deliver new and existing infrastructure programs over the next 10 years, including audits and evaluations.

- See more at: http://pm.gc.ca/eng/news/2014/02/13/new-building-canada-plan-largest-and-longest-federal-infrastructure-plan-canadian#sthash.Dy41A4KS.dpuf

Organizational chart

The Board shall consist of seven directors. The directors of the Authority shall be appointed to hold office as follows:

- the Governor in Council appoints one individual nominated by the Minister;
- the Corporation of the City of Hamilton, in consultation with the Corporation of the City of Burlington, appoints one individual;
- the province of Ontario appoints one individual; and
- the Governor in Council appoints the four remaining individuals nominated by the Minister in consultation with the users selected by the Minister or with the classes of users.

The directors are appointed to hold office for any term of not more than three years that will ensure as far as possible the expiry in any one year of the terms of office of not more than one half of the directors, the terms being renewable twice only.

A director shall serve no more than nine consecutive years on the board.

If a successor has not been appointed at the expiry of a director's term, the director continues to hold office until their term is renewed or their successor is appointed.

No person is eligible to be appointed as a director within twelve months after the expiration of their term or renewed term.

The directors are appointed to serve part-time.

The directors of a port authority shall have generally acknowledged and accepted stature within the transportation industry or the business community and relevant knowledge and extensive experience related to the management of a business, to the operation of a port or to maritime trade.

The Board shall elect a chairperson of the Board from among its members for a term not exceeding two years, the term being renewable.

The following individuals may not be directors:

- an individual who is a mayor, councilor, officer or employee of a municipality mentioned in the letters patent;
- an individual who is a member of the legislature of a province, or an officer or employee of the

public service or of a Crown corporation of a province, mentioned in the letters patent;
- a Senator or a member of the House of Commons or an officer or employee of the federal public administration, a federal Crown corporation or a port authority;
- an individual who is not a resident Canadian, as defined in the Canada Business Corporations Act;
- an individual who is a director, officer or employee of a person who is a user of the port;
- an individual who is under eighteen years of age;
- an individual who has been declared mentally incompetent by a court in Canada or elsewhere; or
- an undischarged bankrupt.

A director shall cease to hold office when:

- the director dies or resigns;
- the director is removed for cause by the authority that made the appointment, namely, the Governor in Council, the municipalities or the province or provinces, as the case may be;
- the director is no longer qualified to hold the office of director under section 16 of the Canada Marine Act.

Funding Budget

The Port of Hamilton operates independently of the Province of Ontario and the City of Ontario. The 2013 audited financial statements are included in the Appendix

Planning Process

There is no specific Ontario-wide port planning. Each port is independent. There is a 'Marine Caucus' chaired by MP Mike Wallace in Ottawa, which has not been very active. The Chamber of Marine Commerce (CMC) and others have worked hard to get 'marine day' at the provincial politician's level. This program ran for about 2 years.

The Hamilton Port Authority has adopted a five year planning (fiscal) horizon. The Port Authority land use plan dated 2002 has not been updated.

Hamilton Port Authority is fiscally independent; there are no government subsidies for development, security upgrades, dredging.

The Hamilton Port Authority reports to the federal government – Transport Canada (TC) on some matters as per the federal regulations. HPA's Letters Patent and applicable regulations can be found on the port's website.

Sample Documents

A Legislative Summary of Canada ACT C-23

http://www.parl.gc.ca/Content/LOP/LegislativeSummaries/39/2/c23-e.pdf

The Competitiveness of Global Port Cities

http://www.oecd.org/gov/regional-policy/Competitiveness-of-Global-Port-Cities-Synthesis-Report.pdf

Ontario Marine Transportation Study 2009

http://towmasters.files.wordpress.com/2011/03/ontario_marine_trans_study_phase2_final_report_2009.pdf

Examples of Significant Achievement

HPA has created a Portal for cargo movement at www.marinegateway.net. This website it aimed at new customers and attempts to match cargo owners with available vessel capacity.

Best Practices

Source: www.co.brown.wi.us

Examples of Additional Best Practices

Best Practices

Additional Maritime Strategic Planning Process:

During the research for this study several strategic planning initiatives were found that, while beyond the original task, merited further investigation. These plans and proposals are summarized and best practices from them are included in this report's recommendations**.**

North Carolina Transportation Strategic Planning Process

North Carolina has taken bold steps to create a true intermodal freight plan. A brief synopsis of the 290 plus page report follows:

The North Carolina House Bill 1005, Session Law 2007-551 instructed the North Carolina Office of State Budget and Management to develop a statewide logistics plan that would address the State's long term economic, mobility y, and infrastructure needs. The plan, completed in 2008, includes three main components:

1) Priority commerce needs,
2) Transportation infrastructure actions, including multimodal solutions that will support key industries vital to the State's long term economic growth, and
3) A timetable to meet these identified needs.

The plan is based on input received from a wide range of stakeholders including State agencies, shippers, carriers, and other private parties. This report's findings resulted in the impetus to develop a maritime strategy for the state

The *North Carolina Maritime Strategy* is driven by the goals and recommendations of the Governor's Logistics Task Force (GLTF). The GLTF was established by Governor Beverly Perdue on December 8, 2009 under Executive Order No. 32 with the following mission:

- To conduct a thorough inventory and evaluation of existing public and private transportation and commerce assets, including ports, inland ports, airports, highways, railroads, major distribution centers, and business and industrial parks.
- To report on the current system for moving goods and people, including the condition of the system, its overall performance, and its safety.
- To project future needs for the state's multi-modal transportation system and explore challenges and opportunities in meeting those needs.
- To identify relevant research and best practices in transportation and logistics from other states.
- To inventory current laws, rules, policies, processes, and organizational structures that affect the movement of people and goods across the state and make recommendations for changes to improve the efficiency and safety of our transportation system.
- To explore innovative ideas in transportation and economic development that can help support the state's logistics capacity, including public private partnerships.
- To make additional short-term and long term recommendations to create an integrated

Logistics plan for North Carolina.

Consistent with the objectives of the *Maritime Strategy*, the "Seven Portals Study" seeks to Identify opportunities for North Carolina to tie its transportation infrastructure investments to economic development and, more specifically, to the creation of jobs. The study examines the State's infrastructure as a whole and examines the strengths, weaknesses, opportunities and constraints of the transportation infrastructure within each economic region as compared to the needs and objectives of each regional economy. Among the many ideas presented in the study are the following recommendations:

- Coordinate transportation planning with land use planning,
- Build upon the state's strong agricultural industry,
- Invest in infrastructure that will support North Carolina's many military bases,
- Consider the unique transportation needs of the emerging aerospace sector, including transport of equipment and parts,
- Improve highway access to the state's ports via US 70 and US 74; consider the potential for new logistics and distribution centers along these corridors, and
- Partner with the private sector to realize common economic objectives.

been published for comments and notes that NCDOT will continue to consider information provided by the *Maritime Strategy* in setting goals, objectives, and priorities for maritime trade related investments.

North Carolina's Integrated Intermodal Investment Process.

The *North Carolina Maritime Strategy* identifies potential infrastructure projects that help goods move to and from North Carolina markets. Prior to these projects being programmed and subsequently planned, designed, and constructed, several additional steps must occur. These steps are explained in full detail on NCDOT's website and illustrated in Figure 112 (http://ww.ncdot.gov/performance/reform/).The first step in the development of a project is its inclusion in a statewide long range transportation plan. NCDOT has published the *Draft 2040 Plan* that provides a 30-year vision for transportation planning and investment.

The *Draft 2040 Plan*, dated March 2012, has to date, not included performance measures for specific port / terminal investments in its annual system performance assessment. However data has been collected as part of the Maritime strategy and the state is in the process of determining performance metrics. An example of one of the data sets is a comparative analysis of revenues between NC ports and ports in nearby states.

Table 11: Peer Ports Revenues	**2010 Revenue (in millions)**	**Revenue per ton**
North Carolina State Ports Authority	$33.32	$6.41
Virginia Port Authority	$193.79	$12.44
South Carolina State Port Authority	$111.74	$10.80

Georgia State Port Authority	$238.32	$11.11
Port of Jacksonville	$50.60	$6.25

Source: NCSPA Independent Audit Report, peer port websites

Thus, the two seaports and two inland ports have not been graded as part of the project prioritization process that was completed as part of the plan. It should be noted, however, that many of the highway projects recommended in the *Maritime Strategy* have been and will again be assessed through this prioritization process.

NCDOT has always funded highway infrastructure projects that have had benefits to ports by enhancing landside access; but, with the transition of the North Carolina State Ports Authority (NCSPA) from the North Carolina Department of Commerce to the North Carolina Department of Transportation, specific port projects will be graded in the next NCDOT Project Prioritization Process, which is anticipated to begin in 2013. Once a project is included in the statewide long-range transportation plan, it must rank high enough in the prioritization process as compared to other statewide transportation needs to be included in the fiscally-constrained State Transportation Improvement Program (STIP).

It is anticipated that criteria specific to infrastructure that supports maritime trade will be established by NCDOT for use in this prioritization process. Prior to and during this phase of the process is when more project-specific feasibility studies are prepared to more fully identify project scopes, describe initial environmental impacts based on existing, known information, and provide program level cost estimates. Specific project alignments, limits, and configurations cannot be finalized until an environmental document is prepared in accordance with the National Environmental Policy Act (NEPA). After a project is included in the STIP, the NEPA process is initiated to fully define the project's purpose and need, reasonable alternatives, direct, indirect, and cumulative impacts to the natural and human environments, and identify a preferred alternative. Specialized environmental studies are conducted during this process and input is solicited from environmental review and regulatory agencies, the public, and other stakeholder to help identify potential concerns. Only after the NEPA process is completed can a project advance to right-of way acquisition and final design.

Virginia Multimodal Freight Plan

In November 2013 Cambridge Systematics, Inc. prepared for the Virginia Office of Intermodal Planning and Investment a draft **Virginia Multimodal Freight Plan**. Some of the plan's elements specific to the maritime sector include:

Increase Freight System Performance by Making Operational Improvements
Investment Strategies:

- Increase funding for projects and programs that incentivize cargo shift from truck to rail or barge (e.g., rail operations, waterway shipping), especially to key economic drivers such as the Port of Virginia.

Improve the Interconnectivity of Regions and Freight Activity Centers
Investment Strategies:

- Improve multimodal access to freight terminals, distribution centers, and industrial facilities.
- Improve rail access to Virginia's ports to enhance competitiveness and market reach.

Preserve and Optimize Freight System Efficiency through Proactive Planning
Investment Strategies:

- Coordinate with local and regional planners to synchronize freight related land use/development and transportation decisions (e.g., appropriate highway and rail access to sites).
- Preserve intact linear corridors (e.g., abandoned or underutilized rail lines) for future freight use.

The plan has proposed Virginia Freight Plan Goals, Investment Priorities, Investment Strategies, and Performance Measures. Included in the report are Transportation performance scorecards.

It is interesting to note that on May 28th 2013 the Virginia Port Authority released **The 2040 Master Plan.** This plan is VPA's infrastructure investment strategy to create economic benefits and unconstrained growth opportunities to Virginia through maritime commerce.

Critical components of this strategy include:

- Expanding terminal capacity at a sufficient pace to keep up with growing demand
- Remaining flexible to new opportunities and conditions
- Coordinating terminal access improvements with state transportation and economic development plans

It is difficult to determine from the 2040 plan if the plan was part of an integrated process with the Virginia DOT.

Minnesota Statewide Ports and Waterways Plan

The Minnesota Statewide Ports and Waterways Plan is an effort to achieve the goals set forth in the Minnesota Department of Transportation (MnDOT)'s Minnesota GO and the objectives of the Statewide Multimodal Transportation Plan. The draft plan was published in November of 2013 for comments. This is Minnesota's first-ever Statewide Ports and Waterways Plan.

The draft plan promotes:

- Continued enhancement of the ports and waterways system's role providing the global, national, statewide, regional, and local transportation connections essential for Minnesotans' prosperity and quality of life, and taking advantage of technological, logistical, and infrastructural advancements.
- Improved and maintained ports and waterway connections in order to maximize return-on investment for freight shipping, especially in an era of constrained resources.
- Better integrated planning within MnDOT and greater coordination with transportation partners.

The draft plan is examining Key Opportunities, Challenges, and Strategies for improving the states MTS. The plan focuses on the following key areas.

- Port infrastructure condition and capacity
- Marine system operations
- Economic competitiveness
- Planning integration- An example of one aspect of planning integration
    - **"**Marine system planning within MnDOT: Statewide planning efforts concerning the marine system are critical to ensuring that the needs of the system users are recognized and considered at all stages of the planning process. Improvements are needed in MnDOT's multimodal planning activities to more comprehensively include the marine system in plan development, programming, and project selection. MnDOT will formally integrate ports and waterways planning into future iterations of Minnesota's Statewide Freight Plan; will increase the visibility of marine freight planning within future iterations of the Statewide Multimodal Transportation Plan; will coordinate and support applications to TIGER, TED, and other programs to enhance funding for marine freight projects; and will report on marine system performance measures."
- Communication and coordination

The draft plan provides, recommendations, step, who will champion and who will act on each proposal.

The Great Lakes-St. Lawrence River Maritime Initiative

The Great Lakes-St. Lawrence River Maritime Initiative is a representative group of elected officials in the US and Canada that have agreed to cooperate to advance marine freight shipping on the system. A formal resolution was drafted in June 2013. Staff appointments were made by the Great Lakes Governors and Premiers, and were charged with developing recommendations to improve the Great Lakes-St. Lawrence River maritime system including financing options for the maintenance or replacement of aging infrastructure, and provide such initial recommendations to the Great Lakes Governors and Premiers by December 31, 2013.

The recommendations published at the start of 2014 address three key areas:

State/Provincial Action

Federal Action

Regional Actions

The first of the fourteen recommendations is:

"Immediately identify one or more persons in each State or Province who will coordinate MTS issues both within each jurisdiction across agencies and on a regional basis. This will build maritime capacity within the States and Provinces and help to develop and implement State and Provincial-level policies, plans and initiatives to promote the competitiveness of the MTS and the overall multimodal system. "

In addition to the recommendations as CGLG Maritime Task Force Advisory Committee was formed to help in the process.

Recommendations

Source: Port of Duluth Superior

Recommendations for Wisconsin Port Planning

Recommendations based on a Best Practices Analysis

Recommendations:

A Best Practice is long range inclusive planning: States include multiple stakeholders in their MTS planning process. Active and ongoing interaction and support by agencies is essential to successful planning.

Recommendation: Create a stakeholder data base for the Wisconsin MTS

Establish a single communications protocol
Engage in regular outreach to the stakeholders

i. Public agencies
ii. Private operators
iii. Non-governmental organizations (NGOs)

Recommendation: Ports and government agencies hold regular scheduled outreach meetings

b. The Duluth-Superior Harbor Technical Advisory Committee is an exceptional model
c. Become an active and annual participant in the Wisconsin Freight Summit

Recommendation: WISDOT and other state agencies actively support programs established by WI ports that allow the ports to coexist with and enhance their host communities.

A Best Practice is establishing a Freight Corridor Mindset in the Planning Effort: States and provinces are developing and adopting intermodal transportation plans. Ports are important local nodes to a corridor of transportation which most often connects freight from other regions, states and nations. To this end it is important to understand system/network connectivity. Increasing port throughput often requires working with other states or nations to move goods through the port network to suppliers, manufactures and consumers at inland points**.**

Recommendation: Include neighboring states to participate in an annual forum on marine transportation system planning. Make sure that Wisconsin Freight Advisory Task Force engages Great Lakes States and Neighbors in port planning efforts. This could be done through initially though The Great Lakes-St. Lawrence River Maritime Initiative but ideally this is an annual or semi-annual formal process that includes state, federal and planning agencies.

Recommendation: WISDOT interact with relevant federal agencies on a regular scheduled basis. (Approximately 23 federal agencies are involved in administering the MTS and the four primary federal agencies are:

d. US Maritime Administration
e. US Army Corps of Engineers
f. US Coast Guard
g. St. Lawrence Seaway Development Corporation

Recommendations: Include Map 21 and potential Grow America provisions

A Best Practice is a multi-modal governance model: States and provinces are developing and adopting intermodal transportation plans. States are elevating the profile of marine and rail transportation within the state agencies. Frequently they are combined in a single multi-modal department with funding and personnel to carry out the long term plan. In our scan ports were found within the Department of Transportation Structure, with the apparent intent to recognized multimodal freight flows. Many freight and passenger projects require more than just one mode. Access and infrastructure connecting roads to rail, roads to ports and ports to rail are essential in an efficient network.

Recommendation: Explore issues and opportunities in all state transportation plans and modal plans, specifically the Wisconsin State Freight Plan and the Wisconsin State Rail plan that could benefit from a multi-modal approach that includes MTS.

Recommendation: Maritime interests (ports, shipyard, shippers and carriers) need to be represented on the WISDOT Freight Advisory Committee

Establish a policy that includes the MTS in all multi-modal planning processes.
MTS should have the same or greater agency profile than aviation and rail

Recommendation: WISDOT and WI ports establish goals for MTS strategic planning process and goals. This would be a refinement of the preliminary work done in the WISDOT 2030 plan.

Short term - five to ten years
Long term - 20 to 50 years

Recommendation: Plan long term and plan big: Ports have significant impacts across larger catchment areas than most other forms of transportation investments. Just as for highways, the scale of investment for successful port projects is significant and long lived.

A Best practice is widespread support for port funding: Transportation projects are complicated. Public agencies have limited resources and often can't fund the entire project. Many projects today are funded with a combination of public and private money. Public agencies view private sector contribution as a meaningful way to recognize project value. In other words, if the private sector contributes there must be a strong need to complete a project.

In the case of Pennsylvania and Florida there is recognition that transportation projects are usually large dollar efforts and require multimodal coordination. By funding multimodal programs, some users may

feel they have lost "siloed" funding for a specific mode, however by pooling modal funding, this allows a larger funding resource to accomplish more complex projects. States and ports need to have flexibility in pursing funding for MTS projects.

Recommendation: Continue current WIDOT funding program

Recommendation: Establish a MTS funding data base: The North Carolina study found 18 federal sources and 4 state sources of port funding. Pp 240-250

Recommendation: Wisconsin prepare project applications to be part of the WRDA WIFIA Pilot program

A Best Practice is having an up-to-date inventory of MTS assets: Successful planning depends on knowing that available resources for each port, statewide and on a corridor basis so that those assets can be utilized, tracked and planned for.

Recommendation: Establish an inventory model

Multiple Sources are available – not always measured the same

Work with state and federal agencies to establish uniform asset definitions

Recommendation Formally assess marine transportation inventories

For the MTS system: by asset type

Within the state

By individual WI port

A Best Practice is establishing metrics for performance of the MTS: Essential to the success of strategic planning is a method to measure and track the health of the MTS and the progress of initiatives. Include MTS performance in Map 21 performance measures and plan requirements.

Recommendation: Track uniform productivity and economic impact of Wisconsin ports on a regular scheduled basis this will require state and port funding.

h. Establish uniform metrics
i. Establish data collection methods
j. Establish reporting schedule
k. Periodic review of metrics and data
    i. Private operators will need to be engaged in the data process.

A Best practice is improving intermodal connectivity in ports: Ports are intermodal nodes that should facilitate the rapid and seamless transfer of cargo between modes. Critical to achieving efficient transloading is port access by highway and rail.

Recommendation: Enhance truck mobility at WI ports

Improved highway access for first and last miles

Develop overweight/oversize freight corridors connecting ports to industrial sites

Recommendation: Enhance rail mobility at WI Ports: Ports, WISDOT, shippers and railroads work collaboratively to improve rail access at ports and move rail appropriate cargo off the highway

A Best Practice is Educating Key Personnel about Marine Transportation Systems: State planning agencies in Wisconsin and other states identified that few port planning resources were available to support local and regional planning efforts. To plan for surface transportation connections it is important to provide resources to help local planners understand how to promote and support freight throughput through port connections.

Recommendation: Include marine transportation issues and outreach in Wisconsin planning conferences and seminars.

Recommendation Educate relevant state and local employees about the MTS.

l. Work with universities that teach Marine Transportation and or Port and Terminal Management to set up short courses for WISDOT, WEDC and other relevant agencies. UW-Superior – three decades teaching in MTS field

m. American Association of Port Authorities (AAPA) has courses. Send WI Ports to the AAPA Profession Port Management Program and take advantage of Port Technical Assistance programs sponsored by AAPA.

Appendix

Source: www.explorelacrosse.com

Surveys of Public Agencies

Survey of Port Stakeholders

Survey of Port Stakeholders:

A survey of port stakeholders was undertaken during the winter of 2013. Five questions were asked to identify the marine transportation planning efforts.

In an effort to inform Wisconsin Port leaders the study team benchmarked certain states and Canada to identify how others approach port planning. Three states and one Canadian Province were selected for analysis. The selection criteria included, 1) Inland Waterway or Intercostal Waterway and deep water access. 2) Diversity of cargo types including alternative energy terminals, and 3) States which have been identified as leaders with unique organizational designs. Pennsylvania, Florida, Texas and Hamilton, Ontario were selected for further review.

The work plan included three tasks: 1) to compile and review a list of Wisconsin marine development plans, sources of funding, programs and promotional activities sponsored or under the authority of WisDot, Wisconsin Economic Development Corporation, Coast Management and Metropolitan Planning Agencies. 2) Benchmarking of three states and Ontario, Canada and 3) a summary and recommendations.

Benchmarked States report that an office or individual within their organization which is responsible for ports is at the senior management level. Port strategic planning is done with a combination of senior, mid- level management and public input and involvement. Data gathering varies between benchmarked states. When asked about how marine transportation as a mode is represented by the state/provincial government in strategic planning responses varied based on departmental organization. In Pennsylvania marine strategic planning has not received the same level of involvement as air, rail, highway or pipeline efforts due to the fact marine planning has been part of the state's economic development efforts, however this is changing. In Texas air, rail and intermodal efforts receive about equal attention. Funding and programs varied across benchmarked states, some provide loans, grants and data, other provides none. Respondents reported that marine transportation receives less financial support than other modes. In contract, in Canada there is no Ontario wide port planning effort each port is independent. Ontario notes that a Marine Caucus and a Chamber of Marine Commerce have been marine advocates at the state and national level. The Hamilton Port Authority in Ontario has a five year planning horizon and adopted a land use policy in 2002. Hamilton Port Authority is fiscally independent and there are no government subsidies for development, security or dredging. One of the innovations Hamilton Port Authority has implemented includes a portal for cargo movement to facility users and port related interfaces.

Eighteen Wisconsin MPO's, RDC's and State contacts were also contacted to identify their level of involvement in strategic port planning and promotional efforts at the state level. Seven responses at the time of this review were collected; some contacted indicated that they were not in districts with

marine resources. Three respondents identified familiarity with marine development plans within their area. Only one reported direct involvement with marine transportation plans, another reported indirect involvement. Only one respondent indicated participation in Wisconsin Commercial Ports Association, GLMRI or MARAD activities. When asked about the importance of marine development compared to other activities they are responsible for, responses varied substantially which in part reflect the port activities of the regions surveyed. Only two survey respondents reported that marine planning was not important. The majority of respondents reported inadequate information to undertake marine planning and development. Eight resources were examined:

Freight Data – Planners noted that data was highly important especially for performance measures. However other factors were identified as more important.

Funding Programs – Planners ranked this resource as the most important, with only one agency reporting a funding program available to them.

Stakeholder Involvement – This resource was highly ranked yet identify as difficult to engage and not easily available.

Marine Project Management Expertise – ranked lower in importance, yet there was interest in project development support and expertise especially agencies with small staff numbers.

State Agency Support - Reported especially important for the City and County related aspects of marine planning.

Project Development Resources – This resource ranked last in the survey, planners note that there is a need for more resources for harbor projects.

Land Use and Port Preservation - Planners identified that more resources were available for land use and few if any resources were available for port preservation work. Reponses to this question were mixed based on location, coastal planners ranked this resource higher than inland agencies.

Intermodal Connectors – Connectors were identified as very important, however not many have been identified in the regions which replied to the survey. It was noted that there is a need to update the 2003 inventory.

While the sample size is small the antidotal responses provide some initial insights into the perceived need for port planning and the available resources.

A copy of the survey follows on the next page.

Survey of Port Stakeholders

1. Does your state/provincial Department of Transportation have an office or individual directly representing marine transportation and if so at what level? (check all that apply)
    a. Senior management
    b. Mid management
    c. Lower management
    d. Not a management position
    e. No one directly represents Maine transportation
2. When your state/provincial Department of Transportation does strategic planning is marine transportation part of the planning process and if so how is this done? (check all that apply)
    a. Senior level input and involvement
    b. Mid management input and involvement
    c. Lower management input and involvement
    d. Data gathering
    e. Public input
3. In your opinion Marine Transportation as a mode is represented by your state/provincial Department of Transportation in strategic transportation planning at the same level as which of the following. (check all that apply)
    a. Air transportation
    b. Rail transportation
    c. Highway transportation
    d. Pipeline transportation
    e. Intermodal
    f. Less involvement in state/provincial strategic transportation planning than any other mode
4. Does your state/provincial Department of Transportation provide any funding for marine transportation? (check all that apply)
    a. Grants
    b. Loans
    c. Data sharing
    d. Staff support
    e. Matching funds for federal grants
    f. None of the above
5. In your opinion Marine Transportation is provided the same level of support as _____ In your state/provincial Department of Transportation. (check all that apply)
    a. Air transportation
    b. Rail transportation
    c. Highway transportation
    d. Pipeline transportation
    e. Intermodal
    f. Less financial support than any other mode

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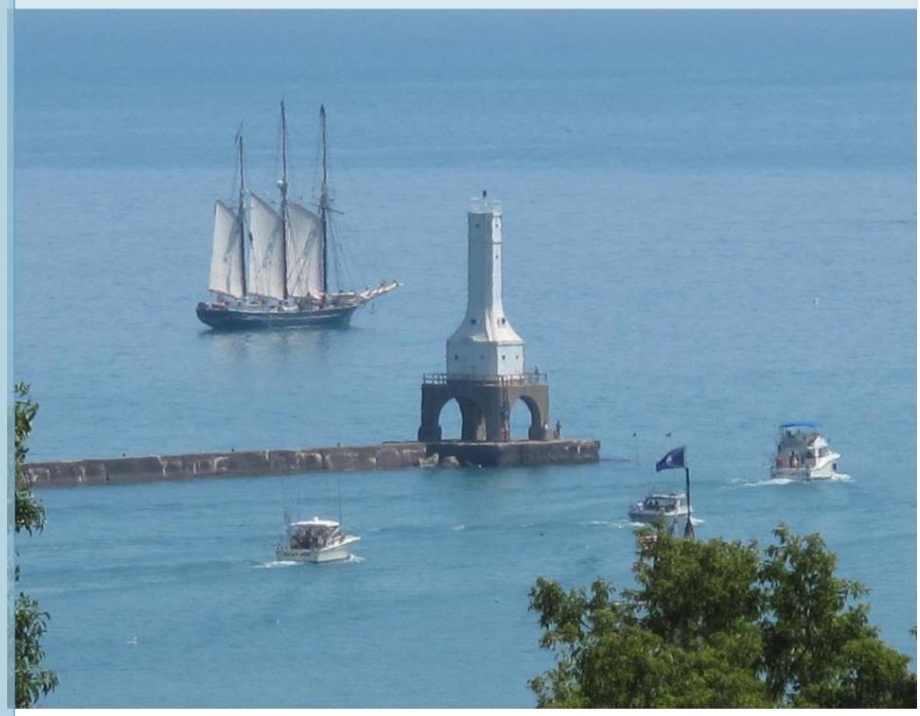

Source: www.portwashington.com

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