PRPA focused on the following goals as it evaluated market demand, land utilization and current cargo needs in crafting the proposed development plan:

- Achieve a regional competitive position.
- Expand capacity to meet current market demand and capitalize on growth potential within the industry (Panama Canal).
- Enhance the port as an economic engine for job growth of family sustaining jobs that reflect the composition of our community.
- Increase and sustain port profitability.
- Generate significant Commonwealth and City Tax revenues.
- Create and maintain a diverse commodity base.
- Support continued business expansion and modernization of the port.
- Optimize Pennsylvania’s largest port to drive economic development throughout the Commonwealth.

The proposed development plan addresses the following challenges:

- Improve infrastructure to better meet current market demand in the Northeast U.S. and Canada.
- Help the port become an industry leader in the container market, through container handling.
- Create auto processing efficiencies to sustain and grow auto accounts.
- Execute immediate improvement to create capacity for sustained growth.
- Focus more funding on maximizing growth for the port.
- Develop a more sustainable budget model to reduce reliance on public subsidy.
- Dramatically improve supply chain logistics for Pennsylvania manufacturers Export/Import.
The proposed development plan effectively:

- Serves as the foundation for the Master Plan and accelerates its implementation.
- Improves competitive position for breakbulk cargoes with a focus on wood pulp.
- Provides increased container capacity in least amount of time.
- Retains and grows auto business.
- Provides demand driven allocation of acreage and incorporates future “flex” space determined by market forces.
- Builds upon Delaware River Channel Deepening & Panama Canal expansion.
- Provides the foundation for future revenue growth.
- Provides long-term returns.

## Summary

### Investment Breakdown

<table>
<thead>
<tr>
<th></th>
<th>Packer Avenue Marine Terminal:</th>
<th>Approx. $188 million</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Tioga Marine Terminal:</td>
<td>Approx. $12 million</td>
</tr>
<tr>
<td></td>
<td>Auto Processing Facility:</td>
<td>Approx. $93 million</td>
</tr>
<tr>
<td>Capital - Estimated</td>
<td></td>
<td>$293M</td>
</tr>
<tr>
<td>Growth in Container Capacity</td>
<td>--</td>
<td>2X</td>
</tr>
<tr>
<td>Growth in Breakbulk Capacity</td>
<td>--</td>
<td>21%</td>
</tr>
<tr>
<td>Growth in Automotive Capacity</td>
<td>--</td>
<td>2X</td>
</tr>
<tr>
<td>Annual Revenue @ Capacity</td>
<td>$5.7m</td>
<td>$18.9m</td>
</tr>
<tr>
<td>Direct Jobs (70% Increase)</td>
<td>3,124</td>
<td>5,378</td>
</tr>
<tr>
<td>Total Employment (65% Increase)</td>
<td>10,341</td>
<td>17,020</td>
</tr>
<tr>
<td>State/Local Taxes (56% Increase)</td>
<td>$69.6m</td>
<td>$108.4m</td>
</tr>
</tbody>
</table>
Proposed Development Plan:

I. Tioga Marine Terminal          Approximately $12 million
   21% growth in Breakbulk capacity

A. Proposed Improvements:
   1. Improvements to Tioga 3 warehouse.
      a. Improvements include a concrete pad adjacent to the berth area, a new roof, floor
         upgrades, the construction of a loading dock canopy, rail track improvements.
   2. Mobile harbor crane acquisition.

B. Business Need:
   The improvements will provide Tioga Marine Terminal sufficient competitive advantage to
   expand and secure the wood pulp as the base cargo while providing versatility to compete for
   additional breakbulk cargoes.

<table>
<thead>
<tr>
<th>Time Frame</th>
<th>Direct Jobs</th>
<th>Total Jobs</th>
</tr>
</thead>
<tbody>
<tr>
<td>Current (assuming at capacity)</td>
<td>622</td>
<td>2,469</td>
</tr>
<tr>
<td>Forecasted at year 15</td>
<td>807</td>
<td>3,208</td>
</tr>
</tbody>
</table>
II. Packer Avenue Marine Terminal

- Approx. $188 million
- 2x Growth in container capacity
- New capacity: 900,000 TEUs*

**A. Proposed Improvements:**

1. **PRPA Improvements:**
   - a. Berth infrastructure improvements
   - b. New fendering to handle larger ships
   - c. New berths at 45’
   - d. Enhance terminal electric grid to support additional load
   - e. Purchase of three new electric post-Panamax ship to shore gantry cranes
   - f. Relocation of 365,000 sq. feet of warehouse space off the terminal
   - g. Installation of electrical hook ups for ships while in port (Cold ironing)
   - h. Removal of outmoded cranes
   - i. Conversion of two Hyundai cranes from diesel to electric

2. **Tenant contribution:**
   - a. Dedication, improvement and utilization of 40 acres of the Publicker site for container expansion.
   - b. Purchase of one new electric post-Panamax ship to shore gantry crane

**B. Business Need:**

The improvements will double capacity for containers at the Packer Avenue Marine Terminal providing sufficient capacity and capability to aggressively compete for container market share.

<table>
<thead>
<tr>
<th>Time Frame</th>
<th>Direct Jobs</th>
<th>Total Jobs</th>
</tr>
</thead>
<tbody>
<tr>
<td>Current (assuming at capacity)</td>
<td>2,167</td>
<td>6,663</td>
</tr>
<tr>
<td>Forecasted at year 15</td>
<td>3,711</td>
<td>10,707</td>
</tr>
</tbody>
</table>

*Capacity is scalable to 1.2 million TEUs with additional funding.
III. Auto Processing Facility  
166% Growth in auto capacity  

A. Proposed Improvements:  
1. Grading, paving, fencing and lighting of 155 additional acres for automobile use.  
2. Erection of a second processing location.  
3. Installation of new car wash station.  
4. Relocation of the existing employee parking lot.  

B. Business Need:  
The improvements will create a cost competitive world class auto port that will meet the needs of Hyundai and Kia as well as providing the ability to expand into auto exporting.  

<table>
<thead>
<tr>
<th>Time Frame</th>
<th>Direct Jobs</th>
<th>Total Jobs</th>
</tr>
</thead>
<tbody>
<tr>
<td>Current (assuming at capacity)</td>
<td>335</td>
<td>1,209</td>
</tr>
<tr>
<td>Forecasted at year 15</td>
<td>860</td>
<td>3,105</td>
</tr>
</tbody>
</table>