



The Honorable Jeff Landry  
Governor, State of Louisiana  
Louisiana Capital, Fourth Floor  
Baton Rouge, Louisiana

Dear Governor Landry:

Over the past few months, Plaquemines Port has met with Michael Thomas, Shane Guidry, Julia Cormier, Marc Hebert, and your other top port-related advisors. We have proposed a 50/50 joint venture (JV) between Plaquemines Port and the Port of New Orleans to build a state-of-the-art container terminal near Mile 50 on the West Bank of Plaquemines Parish.

In response, Michael Thomas stated that your strong position is to support whatever is best for the state. And he asked us to present to you a concrete market analysis that supports the JV proposal.

Similarly, Marc Hebert specifically requested that APM Terminals/Maersk make a proposal directly to you.

This detailed submission is in direct response to those two invitations to present you with a JV proposal and the market analysis that strongly supports it.

As you will see, a container terminal at this location in Plaquemines Parish would be a transformative game-changer for Louisiana in a way that no other proposal would be, including the Port of New Orleans' (PONO's) proposed terminal in Violet, St. Bernard Parish. This is primarily for three reasons:

1. The Plaquemines location is much closer to the mouth of the river at a wide, straight stretch, has lowest vessel call cost on the lower Mississippi River, saving large container ships a full day and over \$400,000 per day per call.
2. The rail connection on the West Bank is the only Louisiana straight shot to key markets to the west like Dallas using the Union Pacific Railroad, enabling Louisiana to grab some significant percentage of the traffic that must now go through Long Beach, California, and rail across the country. (In contrast, the PONO proposal would be 85% serviced by trucks according to its own documents, which results in an extremely limited market radius. Even if the rail component is

expanded, it focuses on markets east of the Mississippi, with less growth potential and much greater competition from other east coast ports.)

3. Plaquemines' proximity to the Naval Air Station Joint Reserve Base (Belle Chasse) offers major and unique strategic development opportunities for Louisiana and the U.S. Military.

Attached are three key documents in support of this game-changing proposal.

Attachment A is a direct comparison of the market analysis numbers for a container terminal on the West Bank of Plaquemines Parish versus one in Violet, St. Bernard Parish. As you will see, the ability to target Dallas and other markets west of the Mississippi offers much greater potential growth and far less competition from other ports, which are to the east. This focus yields 1.3 million TEUs in 5 years versus 400,000 TEUs in 9 years for Violet.

These numbers are the reason the unparalleled market leader APM/Maersk has chosen to partner with Plaquemines Port. This was after PONO invited APM/Maersk to be the lead private sector partner for the Violet proposal, an offer which APM/Maersk studied carefully and rejected.

Attachment B is a concise slide deck which lays out the transformative nature of our joint venture proposal and its location.

While this location is completely within the district of the Plaquemines Port, we have proposed a joint venture so we that can all coalesce around one proposal and drive it to completion as soon as possible. Having two ports simultaneously develop two container terminals, in contrast, would be far less efficient in terms of the use of finite infrastructure dollars and political support.

Such a JV model has been used extensively by other leading port regions for similar reasons. The Ports of Seattle/Tacoma and New York/New Jersey are good U.S. examples where different political jurisdictions have joined together, rejecting traditional parochialism, to capture huge market advantages.

We would invite you and your advisors to carefully study this material. Following that, we would urge you to convene a meeting in your office involving all parties.

In this area as in others, you could bring people together and advance something truly transformative for Louisiana. Rather than accept traditional Louisiana parochialism and continue our steady decline as a container entryway, we could dramatically grow our market share by servicing major markets like Dallas.

We stand ready to partner with you in this exciting endeavor.

Sincerely,

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Charles Tillotson  
Plaquemines Port  
Director

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Wim Lagaay  
CEO  
APM Terminals  
North America

CC:

Michael Thomas  
Shane Guidry  
Kyle Ruckert  
Millard Mulé  
Julia Cormier  
Marc Hebert  
Senator Patrick Connick  
Representative Ryan Bourriaque

Attachments A – B

# **Violet East Bank Vs. Plaquemines West Bank Container Terminal Sites**

## **A Rigorous Market Analysis Comparison**

U.S. Federal Highway  
Administration

# Violet East Bank

2024 Lower Mississippi River Joint Market Study

John C. Martin Associates

Full Study Here: [ADD LINK](#)

9 Yrs To Reach an additional 400,000 TEUs

(Beyond 400,000 TEU Already At Napolean Ave.)

And Over Half Of These TEUs Are Empty Containers

# Plaquemines West Bank

2023 Market Study Lower Mississippi River  
Bridges Group International/Bujanda & Allen  
[Full Study Here](#)

5 Years To Reach 1.3 Million TEUs  
(From 0 TEU Start)

# Why The Huge Difference?

Plaquemines Port's Model Poaches The Biggest, Most Congested U.S. Container Port - Los Angeles/Long Beach

It Targets The Biggest, Fastest Growing Inland Port - Dallas

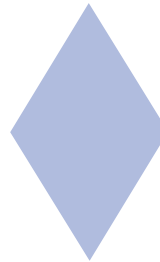
And It Faces Less Competition From Other U.S. Ports And Rail Lines

# Market Study Comparison

## Violet - Lower Mississippi River Joint 2024 Market Study

**9 Yrs To Reach 400,000 TEUs**  
(Beyond 400,000 TEUs Already At Napoleon Ave.)

**Attacks Memphis – Chicago Markets**



## Plaquemines West Bank - 2023 Market Study

**5 Yrs To Reach 1.3 Million TEUs**  
(From 0 TEU Start)

**Attacks LA/Long Beach, Dallas Inland Port**

**Joint Reserve Base Connection**

**Avondale Connection**



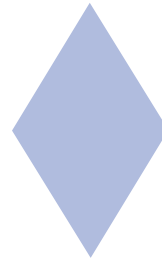
# Competition From Other Ports And Rail Lines

## Violet - Lower Mississippi River Joint 2024 Market Study

Memphis, Chicago Markets 1 - 4 days

Rail Competition CSX, CN, BNSF, UP

Port Competition NY/NJ, Norfolk, Charleston,  
Savannah, Mobile



## Plaquemines West Bank 2023 Market Study

Dallas Markets 2 Days

Rail Competition Union Pacific

Port Competition LA/Long Beach

# Thank You



# **Port of New Orleans - Plaquemines Port Container Terminal (50/50 Joint Venture)**

Plaquemines West Bank, Mile Marker 50

*A Transformational Game-Changer*

# Location Advantages

Nearer The Mouth Of The River

Saves Ships 1 Day / \$400,000 Per Call

Lowest Ocean Carrier Port Cost On Mississippi River

Wider, Deeper, Straighter Channel; Natural Turning Basin; No Air Draft Restriction

Straight Shot Rail Connection To Dallas Market In 2 Days

Bigger Opportunity, Less Competition Than Markets East Of The Mississippi River

## **More Location Advantages**

Rail Connection To Naval Air Station Joint Reserve Base Belle Chasse

Rail Connection To Avondale Site

Can Still Connect to Chicago & Memphis, Plus Dallas Inland Port

Abundant Nearby Land For Economic Development

Next Generation Alternative Fuel Depot With Sun Gas

# Political Advantages

No Intense Local Opposition Like In St. Bernard

No Need Of Public Funds To Build Container Terminal

Focused Use Of Infrastructure Dollars, Political Support

Choice Of The Best Private Sector Partners

Flip The Script--Unprecedented Cooperation Replaces Competition  
Among Louisiana Ports

# Thank You

