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# 2011 Report

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2 *Message from the CEO*  
NO TIME TO BE BASHFUL

4 NAVIGATING TWO WORLDS

6 *Economic Impact*  
JOBS AND WAGES TASK ONE

8 *Cruise*  
PORT OF CHOICES

12 *Cargo*  
PORT OF OPPORTUNITIES

16 *Recreation*  
PORT OF DESTINATIONS

18 *Community Outreach*  
PORT OF CONNECTIONS

23 2011 PORT LEADERSHIP

25 CRUISE & CARGO STATISTICS

27 DIRECTORY OF TENANTS, SUBTENANTS  
AND MARITIME SERVICES

A MESSAGE  
FROM THE CEO

*No time*

# TO BE BASHFUL



**J. STANLEY PAYNE**  
Chief Executive Officer



*Ever since I took on the job of Port Canaveral's CEO, I've talked about the necessity of running this Port like a business. Unlike a typical governmental agency, a seaport has to make money to be successful. So we've followed the lead of the best corporate businesses in developing new practices and strategies, and we've become more efficient and profitable than ever. That's good.*

But the recent economic climate reminds us all that, while Port Canaveral must operate with the mind of a business, it also must retain the soul of a civil service. Profits are necessary for economic impact, but not the ultimate goal. The definitive purpose

of each business deal we pursue is the economic impact on our community. Each dollar we make can influence the lives of thousands of people.

We've had an excellent year, but there's too much at stake to say, "OK, that's good



enough." I've been blessed with a view of the Space Shuttle launches from my office window. But this year, that view is a haunting reminder of the thousands of jobs that will be lost when that program comes to a final end. I know Port Canaveral will create hundreds of new jobs by 2012, through business commitments already in hand. But we're working to do more.

We're opening doors to innovative new business, for example, through our participation in the East Coast Marine Highway Initiative. And reaching out beyond our transportation role, we're

striving to attract more visitors and opportunities for local vendors and workers by implementing plans for two in-Port destinations, an open-air marketplace and a very special visitors' center.

In our traditional business activities, competition is fierce. This is no time to be bashful...or unprepared. Our staff is working hard getting out the word about everything our Port has to offer. And we recently began the design process and signed funding agreements that will enable us to have new cargo and cruise facilities ready in 2012 for new business

we're confidently expecting, based on what we already see happening.

I have no doubt this Port will continue to grow in revenue and most importantly, in economic impact, because we're motivated and doing what needs to be done. We have a responsibility — not just to a limited pool of shareholders but to every member of our regional community — to be the best business we possibly can be.



*Navigating*

# TWO WORLDS



*Port Canaveral has one oar in each of two very different worlds, government and commercial business. To move forward in a straight line — by balancing the goals, strategies and responsibilities of each — is the biggest challenge of running a seaport today.*

We're meeting this challenge. We're experiencing growth in a recession, demonstrating a positive economic impact within our region and steering a path that runs straight and clear ahead of us. We contribute this success to two factors: good oars and a clear destination.

### **A Public Trust**

The Canaveral Port Authority was established as an independent governmental agency by the Florida Legislature in 1953. Our Board of Commissioners consists of five elected officials from the Canaveral Port District in central and north Brevard County. The Board sets fiscal, regulatory and operational

policies, while the Port's Chief Executive Officer and staff take on the administrative and operational tasks.

As a governmental body, the Port Authority can sell bonds and negotiate for government grants. We also have the legal right to levy taxes from property owners in the Canaveral Port District. But in 1986, the Board of Commissioners acknowledged that the Port had become self-sufficient and unanimously voted to stop collecting tax revenue.

### **A Profit-Dependent Business**

The Port has remained self-sufficient since that time, relying primarily on revenues from our major businesses: cruises, cargo,



land leases and park operations. However, once a matter of pride, this self-sufficiency now is a matter of necessity. Simple math tells us that the taxes we once collected could not fully support us today. There *is* no going back. But in any case, at Port Canaveral, we believe in facing the direction we want to go — forward.

### **Equipping Ourselves for Success**

In our first 50 years, we moved forward an enormous distance — from a quiet fishing base to a world-class cruise port and growing cargo center. That doesn't mean we can rest on the accomplishments of our past. In this global and competitive business, survival depends on continued growth. Even in the cruise sector where we hold an enviable position, we have to keep modernizing and growing just to stay in the game. And customers such as cruise lines and cargo shippers

expect a high level of professionalism and forward-thinking attitude in their choice of maritime partners.

So we've spent the last several years defining and refining our management and operational strategies. The methodologies of governmental agencies and for-profit businesses are not always identical, but we made a conscious choice to learn from the examples of both the best private businesses and the most responsible government bodies operating. In other words, we sought out the very best oars for our task.

### **Two Oars, One Finish Line**

We've also benefited from a clear and singular goal to help us steer an unwavering path. The original purpose of constructing Port Canaveral, a deep-water gateway to Central Florida, was to foster economic growth in the region. After nearly 60

years, this remains our purpose. Profits are necessary to our survival but economic impact is the reason for our existence.

And profits and impact, while not identical, are two sides of the same coin. In every business deal that crosses the table, we think short-term and long-term; we balance risk and responsibility; we consider customers and vendors; we pursue revenue and jobs. We believe the results speak for themselves: five new homeported cruise ships in four years, all with multi-year contracts; explosive port-of-call cruise growth; growing interest in our cargo capabilities; a new 117-million-gallon petroleum tank farm and terminal; new recreation options; new construction projects under way; and an overall impact that includes tens of thousands of jobs and more than a billion dollars of business revenue in Central Florida alone.

## ECONOMIC IMPACT

# Jobs and Wages

## TASK ONE

### OVERALL PORT IMPACT

- 13,093 Total\* Jobs
- \$648.8 Million Total\* Personal Income
- \$1.1 Billion Business Revenue
- \$48 Million of State & Local Taxes
- TOTAL ECONOMIC IMPACT**
- \$1.7 Billion**

\*direct, indirect and induced

### JOB IMPACT

- 8,908 Total Jobs from Cruise
- 2,389 Total Jobs from Cargo
- 427 Total Jobs from Marina
- 1,369 Total Jobs from Real Estate

These figures recently were released in a study the Port Authority commissioned with Martin Associates, a consulting firm that has estimated the economic impacts of cargo and passenger activity at more than 250 American seaports.



*With a global recession challenging Floridians' economic security, every job...every dollar of wages...is valuable. In 2010, we commissioned a rigorous study to determine the Port's true impact on the community. This study showed that a total of 13,093 local jobs and \$648.8 million in wages and salaries were attributable to the Port's 2009 economic activities.*

### The Power of Cruise and Cargo

Martin Associates, consultants who have used their highly accurate methodology to estimate the economic impacts of cargo and passenger activity at more than 250 American seaports, conducted the study. They produced a profile of Port Canaveral's economic impact in terms of jobs, personal earnings, business revenue and state and local taxes.

In addition to jobs and wages for individuals, Port business created more than a billion dollars of revenue for companies in 2009

and \$48 million in tax revenue for state and local governments.

This total impact is derived from four categories of business activity — cargo, cruise, marinas/recreational boating and real estate — with the two largest businesses, cruise and cargo, exerting the greatest economic influence.

Both our homeported cruise business and port-of-call ship visits generate effects that are felt by thousands of businesses and families as they ripple through the regional economy. Impacts from homeported cruises





are associated mainly with air passenger traffic, local hotel stays and transportation. The impact of our port-of-call business comes primarily through group and individual sightseeing and, to a lesser extent, from purchases to re-supply visiting ships. These activities generate jobs in customer service, equipment maintenance, security, hospitality, management, warehousing and distribution, transportation and more.

In the cargo sector, the largest segment of direct job creation involves truckers serving Port Canaveral's marine terminals, followed by terminal employees.

### **A Statistical Crystal Ball**

Martin Associates also used the statistics gathered in this study to create an exciting new tool for the Port Authority — a set of 'impact models' for each of our business activities.

These models are designed to help us examine the consequences of fundamental changes within each business. For example, how would the impact of the cargo business respond to changes in commodity mix or inland origins and destinations? How might vessel sizes, additional ships or new itineraries affect cruise impact? How would a new Port tenant with a specific profile impact the local economy?

Statistically based answers to these questions give us the ability to accurately assess the impact of future development projects...a critical factor in keeping our Port on its straight path. We're able to test alternatives, fine-tune details and adjust timing to produce the most favorable outcomes for Port and community.

We also can analyze the future impact of decisions already made. By the year

2012, we expect incoming mega-vessels to increase cruise passenger counts by about 300,000, proposed gaming cruises to be sailing profitably and the presence of Seaport Canaveral to significantly increase the flow of petroleum through the Port. But how will these business changes alter the larger picture of local economics?

According to the models, our business growth will positively impact the economy in multiple ways. We rank the provision of additional jobs as one of the most important: Our models indicate an increase of nearly 3,300 in full-time equivalent jobs attributable to Port business over the next two years, raising the total to 16,367 jobs in 2013. With this encouraging baseline number before us, we can focus on using every project we undertake today and tomorrow to raise that number even higher.

# CRUISE *Port of* CHOICES



*For many of our visitors and fans, the cruise business is the face of Port Canaveral. It's a face we can't help but be proud to show off. After all, we're the chosen homeport for seven of the most beautiful cruise ships sailing the seas today and among them, some of the biggest, newest and most innovative ambassadors of their industry. And our popularity as a port-of-call grows year by year so that, even in challenging economic times, our visiting ship numbers are shattering old records.*

## **Cruising Into the Future**

Twenty-five years after the first homeported multi-day cruise ship left Canaveral Harbor in 1984 and ushered in the era of 'family-friendly' cruising, we celebrated the viability of our family cruise port vision with the arrival of the first of a wave of next-generation ships. They are bigger, yes. But more than that, they are adding new dimensions to the cruising experience.

A cruise once meant good food, sun by the pool, an evening show...and those were passengers' options. Today's cruise activities are limited only by the imaginations of their designers. Guests can set sail on a ship out of Port Canaveral now and spa their way to bliss...play pirate golf...enjoy a laser light spectacular...ride a water coaster...eat at a different restaurant every night...climb a rock wall...surf on deck...even talk



to the pictures on the corridor walls and get answers.

These choices are available today in Central Florida because of multi-year contracts negotiated by the Port Authority with four major cruise lines to bring five new ships into the Canaveral homeported fleet by 2012. At the time of this Report's publication, four of the five have occupied their new berths, turning our west turning basin into an awe-inspiring sight throughout the busy cruise week.

### **The First to Come Home**

We welcomed two new residents in 2009. In the spring, we greeted Royal Caribbean International's *Freedom of the Seas*, a 3,634-passenger mega-ship the length of more than three football fields. She was

joined at year-end by the flagship of an entire new class of vessels from the world's largest cruise line; *Carnival Dream* arrived at Port Canaveral fresh from the shipyard. These two ships are expected to bring about 100,000 additional revenue passengers per year into Port Canaveral, with millions of dollars of economic impact.

### **Salute to the Sun**

The parade of arrivals continued this year. When the *Norwegian Sun* docked at her new berth in October 2010, we celebrated the arrival not only of a new ship, but also of a new homeported cruise line. Although the *Sun* wasn't the first Norwegian Cruise Lines (NCL) ship to bask in the Brevard County sunshine, she was the first to become a hometown girl.

With the *Sun*, NCL brought their "Freestyle Cruising" attitude to Central Florida on seasonal 7-day cruises. The ability to combine alternating Eastern and Western Caribbean itineraries into a 14-day cruise getaway expanded the Port's long-cruise choices. The 28 sailings of the first season alone — October to April — are expected to attract about 55,000 cruise passengers and Norwegian Cruise Lines has committed to returning the *Sun* to Port Canaveral for an additional year.

*Continued on next page*

# CRUISE *Port of* CHOICES



## 23 Years of Partnership Strengthened

In 1998, Disney Cruise Line (DCL) entered the family cruise market with its first homeported ship at Port Canaveral. We've been the Disney homeport ever since, hosting sister-ships *Disney Magic* and *Disney Wonder*. When Disney decided to expand its fleet and geographical market, Port Canaveral negotiated a contract that guarantees 15 more years of Disney sailings from Central Florida, with all the resultant economic benefits for our community. In addition, Disney agreed to position both next-generation ships — products of \$1 billion in Disney investment — right here.

To prepare for these new, larger vessels, the cruise line put \$22 million into upgrading its dedicated cruise terminal, while the Port invested nearly \$10 million into construction of a new parking garage for the use of Disney's guests. Disney will reimburse the Port Authority for its investment out of future ship revenues.

On January 4, 2011 at around 6:30 A.M., early-risers were treated to the sight of the new *Disney Dream* entering her home harbor for the first time. The towering ship with familiar Mickey-ears icons displayed on her twin funnels was an impressive sight. Fourteen decks high, *Disney Dream* carries 4,000 passengers and about 1,400 crewmembers. But everyone on hand for her arrival — Port and Disney officials and staff, community leaders and members of every local print and broadcast media — keenly were aware that the most important statistics associated with this ship are the dollars and jobs she is expected to generate. With the thousands of additional cruise passengers she will carry each week, *Disney Dream* is expected to create 450 direct and indirect jobs for the area.

And next year, the new *Disney Fantasy* will follow her sister's lead to a Canaveral berth and multiply this positive impact.



## Port Calls Soar

Port Canaveral is uniquely positioned as a cruise destination port as well as an origination port. In 2009, Port Canaveral received 60 ship visits, a record number to date. In 2010, that number rose to 102. For 2011, we have commitments for 134 port-of-call visits.

Two to three port-of-call ships per week bring an estimated 320,000 additional cruise passengers into Central Florida. In addition to these visitors, nearly 130,000 crewmembers disembark to spend money at local businesses. With off-ship spending estimated at \$200 per person, this adds up to a tremendous economic benefit.

The majority of 2011's port-of-call visits will be from cruise lines that also use Port Canaveral as a homeport — Carnival, Norwegian and Royal Caribbean. However, special-itinerary port-of-call visits have been scheduled by other lines — many based in European countries — including Costa Cruise Lines, Aida Cruises, P&O

Cruises, Hapag-Lloyd Cruises and Phoenix Reisen. And in March 2011, Port Canaveral will enjoy an audience with the Queen — the famed Queen Victoria of Cunard Line.

## Building the Future — Cruise Terminal 6

As *Disney Dream* took her berth, plans already were under way to house the ships that will follow her. She is representative of a trend in the cruise industry: More ships and larger ships are emerging from shipyards around the world every day.

Our Port has a proven cruise track record: Occupancy rates on our homeported ships during the recent 12-month period ranged from 96 percent to 151 percent. The two largest ships sailing from Port Canaveral in 2010, *Carnival Dream* and Royal Caribbean's *Freedom of the Seas* — each with a 4,000-passenger capacity — sailed at 100-plus percent occupancy.

The fact that we can and do fill ships, even in difficult economic times, will encourage

more ships to homeport here. Meanwhile, the attractions of Central Florida are drawing more port-of-call business. But we're running out of space and our weekend berths are filled. A few days after *Disney Dream's* arrival, she shared the skyline with port-of-call ships *Carnival Pride* and P&O's *Ventura*; the three huge ships had a combined capacity of more than 13,000 passengers. It was a beautiful sight that illustrated an urgent need...for more cruise facilities.

That's why the Port Authority approved the funding package and development work needed to ready a new terminal, designated as Cruise Terminal 6, for occupancy in 2012. The new terminal and berth is designed to accommodate the next-generation 4,000-passenger mega-ships and enable us to expand our welcome to more guests, more revenue and more local jobs.

# CARGO *Port of* OPPORTUNITIES



*Although cruise may be the face of Port Canaveral, cargo operations have been important to our business since before the great cruise ships sailed our harbor, and are a vital component of the strength that moves us forward. Like the legs of an organization, we depend on their underpinning. And the more we work on building up their infrastructure, the farther and faster they can take us.*

## **The Power of Vehicles and the Fuel that Moves Them**

It is no secret that the entire cargo industry has been challenged by the global economy. In the past year, however, we saw positive signs for the industry and our part in it. One of the causative factors in a rise in Port cargo revenues year-over-year was an increase in Ro/Ro (roll on/roll off) cargo shipments to Central America, the Far East and West Africa. Port Canaveral is a major loading port for a fleet of dedicated

Eukor truck and car carriers that serves these areas.

Another development that is expected to boost future Port cargo revenues significantly is the opening of the Seaport Canaveral petroleum terminal and tank farm in our north cargo area, after years in development and construction. The official opening ceremony for the Port's largest private investment to date was held in April 2010. Revenue and jobs have begun



to flow along with imported supplies of oil, and the impact will grow as the facility becomes fully operational in upcoming years.

Florida is one of the country's largest users of petroleum products and, with no oil resources, must import all of its fuel. When fully operational, Seaport Canaveral will import at least 35 million barrels of oil products annually. The operation is expected to add \$30 million annually to the regional economy and create 300 new direct and indirect jobs. Many of these will be transportation-related, as up to 280 trucks per-day carry fuel from the facility to wholesalers, convenience stores, gas stations and airports in Central Florida. Even more impact could be realized if, as expected, the presence of this major

player acts as a catalyst to attract more shippers and investment into the Port.

### **From Aid Center to Military Cargo Hub**

When Haiti suffered from the devastating effects of an earthquake this year, the rallying of Central Floridians to help people far away produced unexpected returns back home. The Port of Jacksonville has been the dominant hub for moving military cargo through Florida, but Haitian relief operations out of Port Canaveral drew attention to the advantages and importance of having a second major military cargo port in the region. The Department of the Army Military Surface Deployment and Distribution Command (SDDC) responded by bringing a large shipment through the Port's commercial

facilities—equipment returning from Iraq, including eight-track vehicles, howitzers and 70+ ton M1 tanks.

This first mission provided a convincing demonstration of the Port's ability to handle large vessels and heavy cargo. Combined with the convenience of near-Port rail shipment, it provided a blueprint for further missions and, as combat operations in Iraq came to a close, a new era of military operations began at Port Canaveral. As with all cargo operations at the Port, new military business has the potential to bring significant economic benefits to the community... the community that sparked it all with a special demonstration of caring.

*Continued on next page*

CARGO  
*Port of* OPPORTUNITIES



**Innovative Initiative  
 Strides Forward**

For years, we have supported research and development of an American marine highway system — a transport option that would use coastal ocean routes and inland waterways to transport cargo from large-volume terminals to smaller regional terminals.

This innovative vision took a significant step toward reality this past year with the U.S. Department of Transportation's (DOT) establishment of a federal Marine Highways Program and its selection of the East Coast Marine Highway Initiative — a partnership between Port Canaveral and the ports of

New Bedford, Massachusetts and Baltimore, Maryland — to be part of it. This East Coast initiative proposes to relieve vehicle congestion and truck traffic along 1,000 miles of the I-95 corridor with a new marine network that includes Port Canaveral as a major node.

Designation as an official Marine Highways Initiative opens the pathway to federal research support and funding. Five weeks after the selections, U.S. Transportation Secretary LaHood announced the first grants to jumpstart the project, including a \$250,000 grant for the East Coast Marine Highway.





Orange shading shows approximate areas set aside for new cargo piers 5 and 8.

## Building the Future — Cargo Piers 5 and 8

With new cargo operators joining the Port family, an expansion in military cargo and the opening of Seaport Canaveral, we were faced with a challenge — the kind of challenge we most like to see, but still a challenge. Our cargo facilities are experiencing periods of overcrowding... even before the growth we anticipate from a recovering economy gets well under way. We've had to add mooring dolphins in between piers and long conveyors to handle cargo load. And, in a vibrant economy, it's clear that Seaport Canaveral alone will soak up the capacity of two of our current piers. So how do we

accommodate the business — military and commercial — that already wants to come here, let alone new terminal operators and steamship lines we would like to attract? To grow our cargo business, we must grow our cargo capacity.

Faced with a dilemma similar to that in our cruise sector, the Board of Commissioners took steps to approve new cargo facilities simultaneously with the new cruise terminal. Funding is in place and drawings are under way for construction of new cargo piers on the north side of the harbor. We anticipate completion of planned landside improvements and North Cargo Pier 8 in 2012, with construction

of a second facility, North Cargo Pier 5, to begin in 2012.

With the building projects now underway here — the new cruise and cargo facilities plus our \$1.5 million Interagency Maritime Operations Center (IMOC), soon to house Florida's first seaport police department — we are preparing for our own future and simultaneously supporting the future of our community. These projects translate directly into jobs, right now, for the construction industry, followed by permanent jobs in transportation, law enforcement and other sectors.

# RECREATION *Port of* DESTINATIONS

*Cruise and cargo — the largest businesses at Port Canaveral — occupy the attention of seaport authorities around the world. However, our location in a place renowned for its beach environment and sun-soaked climate gives us resources not all seaports possess.*



We've always believed in sharing the treasures of the land we occupy with the community we serve. That's why we have more parks and recreation facilities than Florida's other 13 deepwater ports combined. In recent years, we've focused on how to use these treasures to create even more benefits for our community — economic as well as recreational. Tourism is undeniably a vital component of the local economy and building destination-type projects to draw more tourists to the Space Coast has become an important mission for us.

## **Sailor-Made for Fun**

Already, we're passing along our blessings through an array of public recreational facilities — three parks, covered picnic pavilions, bike paths, free boat-launch ramps, an RV and tent campground, lifeguard-protected ocean beach and 1400-foot lighted fishing pier. Our tenant-partners do a great job of supplementing these amenities with marinas, boat charters, restaurants, nightclubs and public events such as fishing tournaments and festivals throughout the year.

We've designated one area on the south side of our harbor as a visitor-friendly "Marina District," which houses businesses that cater to our recreational boaters. Next to this is "The Cove," a waterfront retail district that includes many of the restaurants and clubs located in the Port. For many years, further expansion and enhancement of The Cove has been part of our Master Plan. In 2010, two significant projects related to this initiative were approved and put into development.

## **Time-Travel and History**

The idea for a state-of-the-art visitor's center at the Port that would highlight Florida history has been a great source of excitement because of its potential as a catalyst for Cove development and an iconic new destination in Brevard County that could draw tourists and cruise passengers from around the world. After detailed feasibility studies, our Board of Commissioners unanimously approved the next steps in developing such a center, to be located in the now mostly industrial area just inland of the Cove.

The Port will fund design development of the visitors' center, a pedestrian promenade linking to the Cove waterfront and the shell of a maritime exhibition center that would focus on the history of Florida and the Space Coast. Design and construction of these elements will cost approximately \$48 million during the next three years.

A nonprofit group, the 1513 Foundation Inc., has taken responsibility for raising funding for other proposed elements of the complex. The foundation was established to commemorate the 500th anniversary of the arrival in Florida of Spanish explorer Juan Ponce de Leon and it is hoped that the visitors center's opening will coincide with this historical anniversary in 2013.

The 1513 Foundation will pursue funding for interactive historical exhibits and two major visitor-attracting elements — a theater and freestanding observation tower. The 360-degree theatre, known as the Explore Florida 500! 4D Experience, would give visitors a chance to time-travel across the rich, diverse landscape and history of Florida — from Ponce de



Leon to Babe Ruth to Bill Elliot to the last Shuttle launch, in digital 3D. The crow's nest tower, currently proposed to rise 300-plus feet above the Port landscape, would enable spectators to view miles of brilliant seascape and landscape plus, with some technological magic, the special events of years or centuries ago unfolding again on the local sites where they originally occurred.

### **The Art and Soul of Coastal Florida**

To generate more local revenue from our booming port-of-call cruise business and other visitors to Central Florida, we also

began a shorter-term destination project in 2010 for completion in February 2011 — an open-air Cove Marketplace.

The concept was based on what passengers have come to expect when they visit the islands during a port call. A lively shopping area of tented booths features local artisans and vendors, offering products unique to our area or representative of our coastal Florida culture. The Marketplace is open on Mondays, Tuesdays and Wednesdays, increasing retail traffic for vendors and other Port tenants during these historically slower mid-week days.

### **Shifting Perceptions**

For years, we've had a vision of Port Canaveral as a future magnet leisure destination. Our Visitors Center and Cove Marketplace projects will continue to help us demonstrate to tourists, local residents and potential investors, our significance in Central Florida's tourism industry and increase our ability to bring more of its impact home to Brevard County. The ingredients are here — location, a market and a commitment — and the vision is coming to life.

COMMUNITY  
*Port of*

# CONNECTIONS



*As you can see, we have been very active in pursuing new business this year. But it takes more to maximize the economic potential of Port Canaveral.*

On a regional level, we must coordinate with other business and government entities to support Central Florida's long-term goals and ensure infrastructure keeps pace with commerce. On the level of individuals and families, we need to give everyone in our community access to information that enables them to use their Port as a resource and be a resource to their Port.

It's clear that we're involved with our community on many levels and we've worked hard this year at expanding and strengthening the communications and interactions that connect us. These strengthened ties produced real results:

fresh ideas, aid to families, tasks made easier through pooled resources.

### **Regional Conversations**

At its Inaugural Meeting at the University of Central Florida in FY2010, the new Central Florida Legislative Delegation, a collaborative of business and civic leaders committed to bettering Central Florida's future, invited Port CEO Stan Payne to be one of the expert panelists speaking on regional challenges and opportunities. The panel also included the Lieutenant Governor and representatives from Kennedy Space Center, Space Florida and Central Florida Commuter Rail Commission.



Payne also was asked to serve on the 2060 Florida Transportation Plan (FTP) Steering Committee. The FTP, last adopted in 2005, identifies long-range goals and objectives for the entire state transportation system and provides the policy framework allocating the Florida Department of Transportation's funds.

Concerned for the overall welfare of our community and acknowledging deep ties between seaport and neighboring spaceport, the Port Authority this year hosted a roundtable of space industry executives and state leadership. About 50 participants attended, including officials from Boeing, Lockheed Martin, United Space Alliance and SpaceX, as well as state representatives and county and city officials, to express their concerns to the Governor in person, urging him to support

state funding to retrain aerospace workers and develop new business opportunities to replace lost jobs.

### **New Channels to Knowledge**

At the individual level, one of the most exciting programs ever to involve Port Canaveral is the EMBARK school curriculum, developed by a joint committee of Port staff and Brevard County public school teachers. Starting this school year, Brevard County students are using the online, classroom and field resources of EMBARK to develop educational skills while learning about their Port.

This innovative use of the Port as an educational resource inspired us to develop the new Port Canaveral Community Academy (PCCA) — an umbrella initiative to continue and increase Port-related

educational opportunities for children and adults.

The PCCA includes an enhanced Speakers' Bureau, comprised of Port staff members who talk to local groups on a range of subjects from doing business with the Port to future expansion plans and environmental projects. The Academy also hosts opportunities for environmental knowledge-building — seminars for volunteer whale spotters, birding festivals, an annual hands-on fishing clinic for children and new events still under development. Another Academy initiative, a series of public seminars in the Maritime Center, began in March 2010 with an address by a Florida Department of Law Enforcement (FDLE) officer on the fast-growing crime of identity theft.

*Continued on next page*

# COMMUNITY *Port of* CONNECTIONS



## Coming Together to Make a Difference

As news of the devastation of the Haiti earthquake flooded the airwaves, our community, like many others around the nation and the world, immediately wanted to aid the survivors. Thanks to the help of our cruise line partner Royal Caribbean and tenants Ambassador Services and American Cruise-Aid Logistics, we were able to help our community participate in the relief effort.

In January 2010, Royal Caribbean's cruise ship *Freedom of the Seas* left Port Canaveral carrying 40 pallets of relief supplies weighing 40,556 pounds, all contributed through *Port Canaveral Cares: Help for Haiti*. Donations came from Port staff, tenants and local residents from senior citizens to young children.

This great example of the giving spirit of our community was not the only one that took place at the Port this year. Other events and initiatives included the March of Dimes Walk for Babies at Jetty Park; the Propeller Club of Port Canaveral's Annual Scholarship (two awards this year); the 9th annual Vettes at the Port show's fundraising for the National Kidney Foundation; and the 5K Pink Ribbon Walk for the American Cancer Society and Breast Cancer Awareness sponsored by the Port Canaveral Association, a group of Port merchants and tenants.

It's clear that, in times of economic challenge, our community is ready to look out for its own and for others in need, wherever they are.



## Community Conversations

Job creation...business opportunities... public discussions...educational events... charitable initiatives...so much happens at Port Canaveral that affects members of our community. It is our aim to make these opportunities more accessible and the decision-making process that leads to them more transparent.

Each year, the Port's CEO delivers a port status report to the Canaveral Port Authority Board of Commissioners and this event always has been open to the public. In 2010 we brought a new level of focus to accessibility and accountability by relocating this event from the Port's Maritime Center to a larger, more public venue at the Courtyard by Marriott in Cocoa Beach. A capacity crowd of more than 200 gathered to hear the "State of the Port" for themselves.

We also tapped into the power of new technologies to improve information delivery. The most exciting example of this is the streaming video broadcast of the monthly meetings of the Port Board of Commissioners. These meetings at the Maritime Center are open to the public, but now they also are easily accessible by computer. Anyone can watch the live action as it happens, on our website, or access archived videos whenever and wherever it's convenient.

With streaming video and a new digital interactive format for our most popular publications, including our bi-monthly magazine and annual Report, we're working to deliver Port news more directly and more quickly from source to recipients. But even as we're substituting the 'send' button for the postage meter, the communication speed of the Internet Age

is being eclipsed by the immediacy of the Social-Networking Age. We're onboard. Facebook and Twitter are enabling us to post news as it happens and giving our community opportunities to offer personal feedback in a here-and-now format hardly any of us dreamed of five years ago.

Conversations with our constituents and neighbors are a rich source of mutually beneficial connections. Separate strands, woven together, create a material much stronger than its threads. A few robust companies or industries can kick-start economic recovery but if the real goal in Central Florida is to create an economic fabric that's flexible and sturdy enough to withstand the yet-unknown pressures of the future, that takes community.



Why are we gushing with excitement?



Port Canaveral is home to the new *Disney Dream*.

As the world's second busiest port for cruise passengers, Port Canaveral offers a wonderful setting and great service for our Guests. It's literally a dream home for our newest ship, *Disney Dream*<sup>™</sup>. With separate areas, activities and entertainment for kids, tweens, teens, adults and families, the new *Disney Dream* provides a magical experience for everyone. Including amazing new innovations like *AquaDuck*—the first ever water coaster at sea.

We're proud to call Port Canaveral home! Visit [disneycruise.com](http://disneycruise.com) to discover more.







# 2011 LEADERSHIP



## BOARD OF COMMISSIONERS

**JOE D. MATHENY**  
*Chairman*

Joe D. Matheny was elected to the Commission in 1997 from District 2. The Titusville resident is an attorney who has practiced law there since 1963.



**ROBERT 'BRUCE' DEARDOFF**  
*Vice-Chairman*

Robert 'Bruce' Deardoff was Governor appointed to the District 4 seat until a November election, at which he was elected to a regular term. The Merritt Island resident is owner of several Central Florida car dealerships.



**THOMAS "TOM" WEINBERG**  
*Secretary/Treasurer*

Thomas "Tom" Weinberg, a Cocoa Beach resident, is newly elected from District 5. His career includes positions as State Director and Chief of Staff for former U.S. Senator Mel Martinez.



**JERRY W. ALLENDER**

Jerry W. Allender, an attorney and resident of Titusville, is newly elected from District 1. He previously served as a Port Commissioner from 1983 to 1994.



**FRANK E. SULLIVAN**

Frank E. Sullivan is newly elected from District 3. He is a lifelong resident of Cocoa and third-generation citrus grower and shipper in Brevard County.

## EXECUTIVE MANAGEMENT

**J. STANLEY "STAN" PAYNE**  
*Chief Executive Officer*

**JEFF LONG**  
*Deputy Executive Director/  
Chief Financial Officer*

**JOHN E. WALSH**  
*Deputy Executive Director/  
Infrastructure*

**JOSEPH HELLEBRAND**  
*Chief of Police/Operations  
& Public Safety*

**ROBERT GIANGRISOSTOMI**  
*Senior Director of  
Business Development*

**ROSALIND P. HARVEY**  
*Senior Director of  
Communications and  
Community Affairs*

**DAVID G. MEGREGIAN**  
*Director of Information Systems*

**CAROL NOBLE**  
*Director of Environmental  
Plans and Programs*

**DAVID POSTON**  
*Director of Cruise, Tourism,  
and Hospitality*

**PATRICIA G. POSTON**  
*Director of Finance*

**GEORGE ANTHONY TATUM**  
*Director of Commercial  
and Business Affairs*

## CONTACT

To contact a staff member, please call 321-783-7831 between 8:00 a.m. and 5:00 p.m. eastern time or visit our web site, [www.portcanaveral.com](http://www.portcanaveral.com) any time.

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"shore leave" on



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# Cruise and Cargo STATISTICS



## CRUISE

|                          | 2007      | 2008      | 2009      | 2010      |
|--------------------------|-----------|-----------|-----------|-----------|
| <b>Multi-Day Revenue</b> | 2,718,416 | 2,484,504 | 2,468,439 | 2,722,751 |
| <b>Passengers</b>        |           |           |           |           |

## CARGO

| 2010              | Import           | Export         | Domestic       | Total            |
|-------------------|------------------|----------------|----------------|------------------|
| Dry Bulk          | 1,132,663        | 16,434         | 7,498          | 1,149,097        |
| Liquid Bulk       | 1,677,061        | 215,571        | 196,321        | 1,892,632        |
| Breakbulk         | 62,997           | 109,132        |                | 172,129          |
| General           | 526              | 3,760          | 11             | 4,286            |
| <b>Total Tons</b> | <b>2,873,247</b> | <b>344,897</b> | <b>203,830</b> | <b>3,218,144</b> |
| <b>2009</b>       |                  |                |                |                  |
| Dry Bulk          | 1,292,451        |                |                | 1,292,451        |
| Liquid Bulk       | 670,934          |                | 319,660        | 990,594          |
| Breakbulk         | 169,376          | 109,286        |                | 278,662          |
| General           | 28,004           | 28,386         |                | 31,190           |
| <b>Total Tons</b> | <b>2,135,565</b> | <b>137,672</b> | <b>319,660</b> | <b>2,592,897</b> |
| <b>2008</b>       |                  |                |                |                  |
| Dry Bulk          | 1,038,486        | 13,041         |                | 1,051,527        |
| Liquid Bulk       | 542,436          |                | 378,149        | 920,585          |
| Breakbulk         | 260,874          | 87,254         |                | 348,128          |
| General           | 9,713            | 65,826         |                | 75,539           |
| <b>Total Tons</b> | <b>1,851,509</b> | <b>166,121</b> | <b>378,149</b> | <b>2,395,779</b> |
| <b>2007</b>       |                  |                |                |                  |
| Dry Bulk          | 1,708,841        | 107,040        |                | 1,815,881        |
| Liquid Bulk       | 906,521          |                | 344,650        | 1,251,171        |
| Breakbulk         | 382,019          | 95,465         |                | 477,484          |
| General           | 11,060           | 16,610         |                | 27,670           |
| <b>Total Tons</b> | <b>3,008,441</b> | <b>219,115</b> | <b>344,650</b> | <b>3,572,206</b> |

Figures are for Fiscal Years ending September 30.

Turnaround



Shore Excursions



Port Agency



Hotels



[www.intercruises.com](http://www.intercruises.com)



# Directory of **TENANTS, SUBTENANTS & MARITIME SERVICES**



The Canaveral Port Authority owns nearly 3,300 acres of land, including 780 acres in the uplands adjacent to the deepwater harbor and land along the Barge Canal, which crosses Merritt Island, connects the Indian and Banana Rivers, and is a part of the Intracoastal waterway system.

The Canaveral Port Authority grants long-term leases to tenants, who are responsible for developing and operating their own facilities. Existing facilities may be available for sublease.

## AEROSPACE

### Analex Corporation

720 Mullet Road Ste L  
Cape Canaveral, FL 32920  
T: (321) 868-3715  
F: (321) 868-3718

### ASRC Aerospace, Inc.

620 Magellan Road  
Cape Canaveral, FL 32920  
T: (321) 868-7405  
F: (321) 868-7337  
martin.mclellan@  
akspace.com

### Astrotech Corporation

620 Magellan Road  
Cape Canaveral, FL 32920  
T: (321) 868-7322  
F: (321) 868-7421

### ATK Launch Systems

101 George King Blvd.  
Cape Canaveral, FL 32920  
T: (321) 328-2400  
F: (321) 328-2441

## ART STUDIO

### Below Sea Level Studio

739 Scallop Drive Unit 66  
Cape Canaveral, FL 32920  
T: (321) 784-1246

### Crawdaddy Graphics

739 Scallop Drive  
Unit 52 & 54  
Cape Canaveral, FL 32920  
T: (321) 452-6467

### Poly FX

739 Scallop Drive Unit 70  
Cape Canaveral, FL 32920  
T: (321) 799-0932  
F: (321) 799-0932

## AUTO/TRUCK REPAIR

### Port Canaveral Auto Repair

780 Mullet Road Unit 148  
Cape Canaveral, FL 32920  
T: (321) 783-5058  
F: (321) 866-0176  
pcar@fdn.com

### Scott at the Port Auto Service

780 Mullet Road  
Unit 143, 144  
Cape Canaveral, FL 32920  
T: (321) 783-3011  
F: (321) 783-3011

## BANK

### Wells Fargo Bank, N.A.

111 George King Blvd.  
Cape Canaveral, FL 32920  
T: (321) 639-5293  
F: (321) 639-5243

## CARGO

### Car-Go Shipping International

9011 Marlin Street  
Cape Canaveral, FL 32920  
T: (321) 783-0570  
F: (321) 783-9891  
info@go-car-go.net

### Cemex

550 Dolphin Road  
Cape Canaveral, FL 32920  
T: (305) 229-2961  
F: (305) 229-8015

### Cemex Construction Materials Florida, LLC

209 George King Blvd.  
Cape Canaveral, FL 32920  
T: (321) 783-1261  
F: (321) 783-3481

### Continental Florida Materials, Inc.

9012 Marlin Street  
Cape Canaveral, FL 32920  
T: (321) 783-9074  
F: (321) 783-0388  
esmith@lehighcement.com

### Hanson Slag Cement

575 (571/573 Trailers)  
Cargo Road  
Cape Canaveral, FL 32920  
T: (321) 783-0373 x208  
F: (321) 783-0388

### Martin Marietta Materials

8970, 8980, 8960  
Discovery Road  
Cape Canaveral, FL 32920  
T: (904) 751-6295  
F: (321) 323-1143

### Morton Salt Division

450 Cargo Road  
Cape Canaveral, FL 32920  
T: (321) 868-7136 ext.11  
F: (321) 868-2583

### Nextel

550 Dolphin Road  
Cape Canaveral, FL 32920  
T: (407) 838-5200  
F: (407) 838-5400

## CHARTER BOAT

### A Art's Adventures

800 Scallop Drive Slip A-3  
Cape Canaveral, FL 32920  
T: (321) 543-5879  
artnancy@earthlink.net

### ABC Sportfishing Charters, Inc.

650 Glen Cheek Drive  
Cape Canaveral, FL 32920  
T: (321) 453-7783  
F: (321) 453-7783  
portsportfishing@aol.com  
itstowing@aol.com

### Adventurous Fishing Charters

505 Glen Cheek Drive  
Cape Canaveral, FL 32920  
T: (321) 454-9193

### Aqua Mist Charters, Inc.

960 Mullet Road  
Cape Canaveral, FL 32920  
T: (407) 376-1397  
captainernie@aol.com

### Big Game Fishing Charter

505 Glen Cheek Drive  
Cape Canaveral, FL 32920  
T: (321) 452-8398  
yellowdog7@cfl.rr.com

### Black Sheep Charters

800 Scallop Drive  
Cape Canaveral, FL 32920  
T: (407) 808-0580

### Bottom Dollar Charter Fishing

505 Glen Cheek Drive  
Cape Canaveral, FL 32920  
T: (321) 452-1800  
bottomdollar@cfl.rr.com

### Centerfold

800 Scallop Drive  
Cape Canaveral, FL 32920  
T: (321) 452-8392  
captain@centerfold  
fishing.com

### Cocoa Beach Parasail

628 Glen Cheek Drive  
Cape Canaveral, FL 32920  
T: (321) 212-8277  
F: (321) 747-4877  
cocoabeachparasail  
@cfl.rr.com

### Fish Finder Charters

505 Glen Cheek Drive  
Cape Canaveral, FL 32920  
T: (321) 543-0561

### Gettin' there II Charters, Inc.

726 Scallop Drive  
Cape Canaveral, FL 32920  
T: (321) 631-5055  
captan@gettinthere.com

### Linda Joe Fishing Charters

505 Glen Cheek Drive  
Cape Canaveral, FL 32920  
T: (407) 249-0472

### Marine Mammal Tours, Inc.

660 Glen Cheek Drive  
Cape Canaveral, FL 32920  
T: (321) 784-6300  
F: (321) 783-3474  
orlandoprincess@aol.com

### Miss Cape Canaveral Excursions, LLC

670 Glen Cheek Drive  
Cape Canaveral, FL 32920  
T: (321) 783-5274  
F: (321) 783-2580  
tonymisscape@aol.com

### Mixin' Work with Play Fishing Charters, LLC

290 Marine Harbor Drive  
Cape Canaveral, FL 32920  
T: (321) 212-8484  
F: (321) 639-4289  
CaptKeith@  
mixinworkwithplay.com

### Obsession Charters

505 Glen Cheek Drive  
Cape Canaveral, FL 32920  
T: (321) 652-0026  
F: (321) 799-4815  
info@fishobsession.com

### Orlando Princess Charter Boats

650 Glen Cheek Drive  
Cape Canaveral, FL 32920  
T: (321) 784-6300  
F: (321) 783-3474  
orlandoprincess@aol.com

### Rendezvous/ RFP Charters, LLC

800 Scallop Drive  
Cape Canaveral, FL 32920  
T: (321) 537-2846  
F: (407) 833-9736  
rwright156@cfl.rr.com

### Southern Dream Charters

2700 Harbortown Drive D-7  
Merritt Island, FL 32953  
T: (321) 449-0727  
F: (321) 449-0729  
tricia@sheridangroupllc.com

### Sticks and Stones Fishing, LLC

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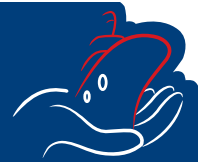
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**Ticket Charters LLC**

660 Glen Cheek Drive  
Cape Canaveral, FL 32920  
T: (321) 631-3321  
F: (321) 631-3351  
ticketfish@aol.com

**CREW SERVICES****Apostleship of the Sea**

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F: (321) 725-9534  
aousaportcanaveral@cfl.rr.com

**Gilligan Services, Inc.**

720 Mullet Road Ste N  
Cape Canaveral, FL 32920  
T: (321) 866-0202  
F: (321) 866-0202  
gilliganservices2@yahoo.com

**ITL Center**

780 Mullet Road Unit 126  
Cape Canaveral, FL 32920  
T: (321) 784-1434  
F: (321) 784-1865

**Space Coast Seafarer's Ministry**

8907 North Atlantic Avenue  
Cape Canaveral, FL 32920  
T: (321) 784-1434  
F: (321) 784-4468  
portministry1@aol.com

**CRUISE LINES****Carnival Cruise Lines**

3655 NW 87th Avenue  
Miami, FL 33178  
T: 1-888-CARNIVAL  
carnival.com

**Disney Cruise Line**

Chuck Rowland Drive  
Cape Canaveral, FL 32920  
T: (407) 566-7000  
disneycruise.com

**Norwegian Cruise Line**

7665 Corporate Center Dr.  
Miami, FL 33126  
T: 1-800-327-7030  
ncl.com

**Royal Caribbean International**

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6th Floor  
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royalcaribbean.com

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F: (321) 784-8160  
jm@cruise-aid.com

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F: (321) 783-6901  
cmtpc@aol.com

**FreightCo. Logistics**

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F: (321) 868-2234  
coi@freightcologistics.com

**John Vardell Customs Broker**

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vardellcustoms@cfl.rr.com

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F: (321) 799-2067  
ops@ambassador-servicesllc.com

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F: (321) 784-4070

**J.R. Gale, Inc.**

405 Atlantis Road Ste F119  
Cape Canaveral, FL 32920  
T: (321) 783-2700  
F: (321) 783-1244

**EDUCATION****Barry University**

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F: (321) 783-5973

**EMERGENCY/ SAFETY SERVICES****Port Canaveral Maritime Academy**

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F: (321) 783-4887  
dsargeant@ccvfd.org

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F: (321) 799-1183  
cmckay@ch2m.com

**Gerlach Engineering**

739 Scallop Drive Unit 71  
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gerlachengineering@yahoo.com

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F: (321) 784-5462  
ledfordgd@halcrow.com

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F: (321) 784-8160  
jm@cruise-aid.com

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F: (321) 783-1244

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T: (321) 868-2230  
F: (321) 868-2234  
coi@freightcologistics.com

**H & S Logistics Ventures, LLC**

405 Atlantis Road Ste A107  
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T: (321) 784-4050  
F: (321) 784-4070

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Merritt Island, FL 32952  
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F: (321) 454-3350

**Florida Power & Light**

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Cape Canaveral, FL 32920  
T: (321) 799-2279  
F: (321) 799-2279

**RRI Energy, Inc.**

9040 Flounder Street  
Cape Canaveral, FL 32920  
T: (321) 784-2566  
F: (321) 385-4685  
tgish@reliant.com

**Seaport Canaveral, LLC**

555 SR 401  
Cape Canaveral, FL 32920  
T: (321) 783-4890  
F: (321) 783-4892

**TransMontaigne**

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F: (321) 783-3496

**Transtate Industrial Pipeline Systems, Inc.**

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Cape Canaveral, FL 32920  
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F: (321) 799-2279

**GIFT SHOPS****Kyle's Sea Krafts, Inc.**

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Cape Canaveral, FL 32920  
T: (321) 784-5953  
F: (321) 784-5953

**GOVERNMENT****D&D Superior Logistics Inc**

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ddproducts75@gmail.com

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**FWC**

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F: (321) 383-2744  
www.myflorida.com

**U.S. Customs & Border Protection**

120 George King Blvd.  
Cape Canaveral, FL 32920  
T: (321) 783-2069 x223  
F: (321) 799-1415  
joseph.lawrence@dhs.gov

**U.S. Navy**

740 Mullet Road  
Cape Canaveral, FL 32920  
T: (321) 868-2800  
F: (321) 784-6197

**IMPORT/EXPORT****Advanced Technologies Worldwide, Inc.**

520,530,40 Challenger Road  
Cape Canaveral, FL 32920  
T: (321) 783-5626  
F: (321) 783-0103  
atwfeedscrews@bellsouth.net

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Cape Canaveral, FL 32920  
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F: (321) 799-3271  
capemar@aol.com

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**Harbor Town Marina**

1000 Sea Ray Drive #101  
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F: (321) 453-1512  
harbortownmarina@earthlink.net

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Cape Canaveral, FL 32920  
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F: (321) 783-5664

**Port Canaveral Yacht Club, Inc.**

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Cape Canaveral, FL 32920  
T: (321) 784-2292  
F: (321) 784-5902  
office@pcyc-fl.org

**Scorpion's New Port Marina**

950 Mullet Road  
Cape Canaveral, FL 32920  
T: (321) 784-5788  
F: (321) 784-0309  
info@scorpionmarine.com

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F: (321) 799-4815  
info@sunrisemarina.com

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3DDD@bellsouth.net

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F: (321) 783-4876  
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F: (321) 783-1480

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T: (321) 866-0306  
F: (321) 783-7490

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F: (321) 868-7733

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F: (321) 636-6641  
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F: (954) 527-1191  
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F: (305) 887-3166  
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F: (321) 205-1211  
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F: (321) 783-3821  
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F: (321) 784-0482  
bj@americanguardservices.com

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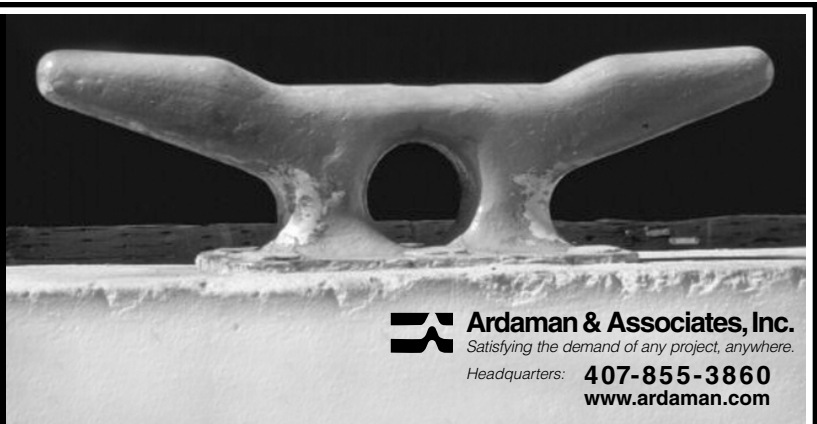
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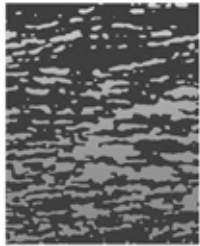
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