

## SECTION 3

### GOALS, OBJECTIVES AND POLICIES

#### 3.1 CURRENT STATUS

This Master Plan updates and replaces the Port's previously-adopted 2020 Master Plan. This new Master Plan calls for sustainable growth in operations and expansion in cruise and cargo activities through enhancements of existing facilities, the development of a commercial business unit, and the creation of a financial model whereby the Port maximizes profitability, prioritizes expenditures, diversifies revenues streams, protects our natural resources, and allows for the Port to become self-sustaining.

The Port faces a number of challenges which require looking into the future to determine how to best position itself to meet its mission and role within the community. It must understand the issues and recognize the opportunities and limitations allowed for the creation of a realistic and sustainable Plan that can serve the Port beyond 2035.

Among the critical issues studied and evaluated as part of the Master Plan were the following:

- The location of the Port within the urban core of a major metropolitan area and its role in terms of the types of cargoes that move through it on a daily basis;
- The nature of an island port and its ability to expand (or not) within the Biscayne Bay Aquatic Preserve;
- The economic impact and role of the Port in terms of job creation within Miami-Dade County;
- The role that international trade will have on the future of the South Florida community;
- The realities of the inland transportation of freight from the Port and through the interstate highway system and beyond into the rest of the US hinterland, specifically, the use of rail to service the Port;
- The current economic condition of the Port and its ability to fund future capital programs;
- The Port is committed to achieving a sustainable balance between its customers, operations and development, while continually focused on its environmental responsibilities; and,
- The mobilization and diversification of cruise outside of the U.S. and Miami.

Cargo and cruise capacity throughputs have been consistent over the past few years. Therefore, increasing the level of competition and challenges in the traditional market share of cruise and cargo that the Port of Miami will need to meet over the next 25-years will be essential, not only to keep pace, but to strive to meet the demands of the markets it serves.

Moving forward, the Port will need to expand its physical footprint outside of the Port to remain competitive, diversify its financial capacity through the introduction of a commercial component to its cruise and cargo portfolio that is not tied to tariff income, increase its operational efficiencies in meeting the demands of the Port's key sectors through the application of technology to increase productivities for port users, and strengthen its marketing efforts to leverage these expansion efforts into additional customer successes.

#### 3.2 PROPOSED GOALS, OBJECTIVES AND POLICIES

The following proposed goals, objectives, and subsequent policies provide the platform for implementation of the 2035 Port of Miami Master Plan. To ensure consistency moving forward, specific policies are also outlined allowing for program development and evaluation of the implementation of the Plan.

##### GOAL

**THE PORT OF MIAMI SHALL CARRY OUT ITS DAY-TO-DAY OPERATIONS AND ITS LONG-TERM EXPANSION PROGRAM THROUGH COORDINATION WITH FEDERAL, STATE, AND LOCAL AGENCIES IN ORDER TO RETAIN AND EXPAND ITS SHARE OF THE MARKET AS THE TOP-RANKING CRUISE PORT IN THE WORLD AND AS ONE OF THE LEADING CONTAINER PORTS IN THE NATION WHILE CONSIDERING ITS EFFECT ON THE COMMUNITY AND THE ENVIRONMENT.**

##### OBJECTIVE PM-I

**THE PORT SHALL MAINTAIN AND RENOVATE EXISTING PASSENGER FACILITIES AND COMPLETE THE CONSTRUCTION OF NEW PASSENGER FACILITIES REQUIRED BY THE YEAR 2025 TO ACCOMMODATE THE PROJECTED NUMBERS OF CRUISE AND FERRY PASSENGERS AND SHIPS.**

##### POLICIES

- PM-IA. The Port shall construct new berths and terminals to the extent possible to accommodate the projected volumes of passengers and ships.
- PM-IB. The Port shall construct parking, roads, and other ancillary improvements required on and off island to service existing and new cruise facilities.
- PM-IC. The Port shall rehabilitate existing terminal facilities wherever required and possible.
- PM-ID. The Port shall continue its policy for flexibility in the construction of its facilities so as to accommodate both mega-cruise ships and smaller cruise ships.
- PM-IE. The Port shall respond to new and expanding passenger and car ferry markets through appropriate studies and construction of appropriate facilities.

## **OBJECTIVE PM-2**

**THE PORT SHALL EXPAND ITS CARGO-HANDLING AND RELATED INTERMODAL FACILITIES TO THE OPTIMUM EXTENT POSSIBLE BY THE YEAR 2025 TO ACCOMMODATE THE PROJECTED CARGO TONNAGES.**

### **POLICIES**

- PM-2A. The Port shall construct new berths, aprons, operations areas, and storage areas to the extent required for the projected cargo tonnages.
- PM-2B. The Port shall provide and manage its cargo-handling equipment to the extent necessary to load and off-load the projected cargo in an efficient and competitive manner.
- PM-2C. The Port shall construct additional railroad tracks, marshaling yards, intermodal logistic transfer facilities on-island and off-island as well as other access improvements necessary for the efficient, competitive, and rapid movement of cargo.
- PM-2D. The Port shall continue to monitor cargo operations and update its cargo master planning documents as needed.

## **OBJECTIVE PM-3**

**THE PORT SHALL COORDINATE LANDSIDE AND WATERSIDE TRANSPORTATION ISSUES WITH PERTINENT FEDERAL, STATE, REGIONAL, COUNTY, AND CITY AGENCIES.**

### **POLICIES**

- PM-3A. The Miami-Dade County Seaport Department shall continue to work in partnership with the Florida Department of Transportation (FDOT), the South Florida Regional Transportation Authority (SFRTA), the Metropolitan Planning Organization (MPO), Miami-Dade Transit (MDT), the City of Miami, the Downtown Development Authority (DDA), and other affected entities to coordinate updates to plans and programs affecting the County's roadway and transit networks that are important to the movement of port-related freight and cruise passengers, and to incorporate recommended provisions, as appropriate. These plans include: the Long Range Transportation Plan (LRTP), the Transportation Improvement Program (TIP), the Strategic Intermodal System Plan (SIS), the Miami Downtown Transportation Master Plan (MDTMP), the Downtown Development Master Plan (DDMP), and similar plans and programs of other responsible entities.
- PM-3B. The Port shall continue to work with applicable agencies on comprehensive analyses of its transportation requirements for the next 20 years to meet additional projected cruise passenger and cargo transport needs.
- PM-3C. The Port shall continue to work with the Florida Department of Transportation and all applicable agencies to implement the Port of Miami Tunnel which will create a direct port/interstate transportation link.
- PM-3D. The Port shall continue to work with all appropriate State, Regional, County, and City agencies and governments to assure that any actions that could either facilitate or impede planned port growth and development are fully evaluated.

PM-3E. The Port shall collaborate with regional agencies who seek synergistic solutions to the region's multimodal transportation constraints. Collaborative activities reflecting the growing importance of regional transportation planning are expected to include implementation of inclusive plans and studies.

PM-3F. The Port shall continue to work with State, County, and City agencies to identify and improve the key problem intersections and improve access to and from the Port.

PM-3G. The Port shall continue its partnership with the US Army Corps of Engineers to improve both capacity and safety issues with the Miami Harbor Navigational Channel.

## **OBJECTIVE PM-4**

**THE PORT SHALL MAINTAIN AND IMPROVE EXISTING FACILITIES AND SUPPORT INFRASTRUCTURE TO EXTEND THEIR SERVICE LIFE AND MAXIMIZE EFFICIENCY SO AS TO MINIMIZE THE REQUIREMENTS FOR NEW FACILITIES, AND KEEP PACE WITH EVOLVING INDUSTRY TRENDS AND TECHNOLOGY.**

### **POLICIES**

- PM-4A. The Port shall continue to update its comprehensive preventive maintenance program for its facilities.
- PM-4B. The Port shall continue to provide adequate facilities and personnel to implement its preventive maintenance program.
- PM-4C. The Port shall continue to evaluate and improve equipment, technologies, and related facilities deemed necessary to support existing and expanded operations.
- PM-4D. The Port shall continue to encourage its users to be more efficient in their use of land and operations.
- PM-4E. The Port, as a single purpose enterprise fund, shall manage its finances accordingly to invest in maintaining the Port's facilities and infrastructure for its daily operations and the safety and security of its users.

## **OBJECTIVE PM-5**

**THE PORT SHALL COORDINATE PORT EXPANSION ACTIVITIES TO ACHIEVE APPROPRIATE LAND USES, JOINT-USES, AND JOINT-VENTURE PARTNERSHIPS.**

### **POLICIES**

- PM-5A. The Port shall work with other agencies and the private sector to maximize the economic benefits to be derived from expanded port operations.
- PM-5B. The Port shall consider other uses including, but not limited to, commercial, recreational, cultural, and hospitality uses accessible to port users, county visitors, and residents in its on-island and off-island port developments, so long as these uses are compatible with the primary port use.
- PM-5C. The Port shall consider multi-use options for all new facilities, including dual purpose, cruise terminals, parking garages, and mixed-use development.

#### **OBJECTIVE PM-6**

**THE PORT SHALL CONTINUE TO IDENTIFY AND OBTAIN, IN A TIMELY MANNER, ALL REQUIRED PERMITS, LEASES, DEVELOPMENT APPROVALS OR LAND ACQUISITION NEEDED TO IMPLEMENT ITS MASTER DEVELOPMENT PLAN; TO CONSTRUCT AND OPERATE ITS FACILITIES IN COOPERATION WITH THE APPROPRIATE FEDERAL, STATE, AND LOCAL AGENCIES, AND IN CONFORMANCE WITH THE MIAMI-DADE COUNTY COMPREHENSIVE DEVELOPMENT MASTER PLAN.**

#### **POLICIES**

- PM-6A. The Port shall develop and operate its facilities in conformance with applicable Federal, State, and County regulations.
- PM-6B. The Port shall take cognizance of all relevant portions of the Miami-Dade County Comprehensive Development Master Plan and development regulations in the construction and operation of its facilities while, at the same time, recognizing the unique needs and public role (including navigational safety) of deep-water port facilities in Miami-Dade County. Of particular relevance are the provisions of the land use, conservation, coastal management, and transportation elements which must reflect port requirements.
- PM-6C. The Port shall work with the Miami-Dade County Department of Planning and Zoning to consider the appropriateness of a seaport overlay zoning district to accommodate port-compatible mixed-uses, appropriate landscaping and review of setbacks and signage, such that by not having a County zoning designation, it is understood that, as per State Statute 125.015, the Port, being owned and operated by Miami-Dade County and lying within boundaries of the City of Miami, shall be under the exclusive jurisdiction of the County and shall be without the jurisdiction of said municipality.
- PM-6D. The Port shall represent the County's maritime community in enhancement of navigation, safety, and commerce.

#### **OBJECTIVE PM-7**

**THE PORT SHALL WORK WITH COUNTY DEPARTMENTS AND UTILITY PROVIDERS TO ENSURE THAT NECESSARY CAPACITY IS AVAILABLE TO SUPPORT EXISTING AND PROPOSED USES IN ADVANCE OF NEED.**

#### **POLICIES**

- PM-7A. The Port shall continue to implement best management practices, monitoring programs and other measures to improve stormwater quality per its National Pollutant Discharge Elimination System Stormwater Pollution Prevention Plan.
- PM-7B. The Port shall continue to implement its Stormwater Management Master Plan which identifies existing stormwater infrastructure conditions and any potential need for infrastructure improvements that may be required to meet NPDES and State of Florida water quality standards. The Port shall propose amendments to the Capital Improvement Element to implement improvements, either through planned development and redevelopment activities or through retrofitting of existing areas.

PM-7C. The Port shall continue to work in partnership with Miami-Dade County's Water and Sewer Department (WASD) to assess the capacity of water lines and determine if additional capacity or water pressure is needed to accommodate future development. The Port shall schedule necessary improvements to the water system in the Capital Improvement Element.

PM-7D. The Port shall continue to work cooperatively with its utility providers to determine cost-saving sustainable projects to be implemented on-island.

#### **OBJECTIVE PM-8**

**THE PORT SHALL PROMOTE SOUND ENVIRONMENTAL PRACTICES IN ITS DAY-TO-DAY OPERATIONS AND LONG-TERM MAINTENANCE AND EXPANSION PLANS CONSISTENT WITH THE UNIQUE ROLE AND RESPONSIBILITIES OF DEEP-WATER PORT FACILITIES THROUGH COOPERATION WITH ALL LEVELS OF GOVERNMENT AND THE COMMUNITY.**

#### **POLICIES**

- PM-8A. The Port shall continue to periodically review its environmental practices in response to new information and community issues.
- PM-8B. The Port shall continue to maintain or obtain, as appropriate, environmental agency approvals for existing and proposed port expansion activities including extension of existing permits as necessary and preparation of new master expansion permits to address longer range expansion plans. The Port shall ensure that required mitigation is implemented, including but not limited to, creation of artificial reefs and habitat restoration and enhancement activities in Biscayne Bay. The capital projects proposed in this plan element constitute the development program to be undertaken by the Port, with full acknowledgement that each project may proceed only after required environmental and community evaluations are conducted, regulatory and CDMP conformity are determined, and regulatory approvals are obtained.
- PM-8C. The Port shall update the Dredged Materials Management Plan, as needed, to continue to address long-term needs for spoil disposal and beneficial use of dredged material. It will include reasonable effort to place beach quality sand from construction and maintenance dredging and Port-development projects on adjacent eroding beaches.
- PM-8D. The Port shall continue to encourage its users to comply with applicable existing policies designed to minimize particulate emissions from ships in port.
- PM-8E. The Port shall continue to ensure that the disposal of any spoil not used as fill in its land area is conducted in accordance with permits.
- PM-8F. The Port shall continue to stabilize all its remaining unconsolidated shorelines and minimize the turbidity associated with maintenance dredging.
- PM-8G. The Port shall explore the feasibility of implementing sustainable projects on-island and off-island which will reduce the inefficient use of natural resources. When applicable, the Port shall follow County Ordinance 07-65 which promotes green design, construction, and operation of buildings that are developed, constructed, and managed by the County.

## **OBJECTIVE PM-9**

### **THE PORT SHALL COORDINATE OFF-ISLAND EXPANSION ACTIVITIES WITH AFFECTED COMMUNITIES.**

#### **POLICIES**

- PM-9A. The Port shall conduct the following analyses relative to off-island expansion activities as part of an integrated planning and public participation process: impact analysis on surface transportation linkages, environmental resources, adjacent land uses, and water, wastewater, and solid waste facilities.
- PM-9B. The Port shall integrate expansion activities into the physical, social, and economic fabric of the surrounding communities.
- PM-9C. The Port shall provide public access to the waterfront when appropriate and not in conflict with safety and operation practices.

## **OBJECTIVE PM-10**

### **THE PORT SHALL RECOGNIZE FEDERAL, STATE, AND LOCAL SECURITY NEEDS IN ALL PORT OPERATIONS, EXPANSION AND NEW CONSTRUCTION.**

#### **POLICES**

- PM-10A. The Port shall continue to assess its security operations as required by Federal, State, and Local security requirements. The Port shall update its Security Plan to address requirements as needed.
- PM-10B. The Port shall seek funding from Federal, State, and Local sources to address security issues related to the approved Security Plan. The Port shall construct improvements and make operational modifications as funding becomes available.
- PM-10C. The Port shall ensure that new projects are designed and constructed in accordance with the approved Security Plan and applicable local, state, and federal security laws.
- PM-10D. The Port shall consider operational and infrastructure modification to accommodate military vessels and uses, as warranted, fulfilling security needs.
- PM-10E. In the event of an apparent conflict between the Port's security requirements (as defined by the Port's Security Plan, Federal, State, and Local law and/or agency directives) and other objectives in this sub element, the security-based requirements shall prevail.