

Historic Marker Dedication

Awards Ceremony and Luncheon



PORT OF MIAMI

Miami's waterfront location has played a critical role in its history. In 1895, landowners Julia Tuttle and William and Mary Brickell persuaded Henry Flagler to extend his Florida East Coast Railroad south and build a port city. Flagler's first passenger train reached Miami in 1896, and the city of 300 residents was then incorporated. In this area, Flagler dredged a 12 - foot channel in 1897 and began regular passenger service between Miami and Key West. Flagler's Peninsular and Occidental (P&O) Steamship Company later began the first regular shipping service between Miami, Granada, and Nassau. In the post-World War II boom, Miami's geographic proximity as one of the closest U.S. ports to the Caribbean and South America, the city's transportation and international trade pioneers, and its connection with global commerce, have made it the "Cruise Capital of the World" and "Cargo Gateway of the Americas." The port accommodates the largest cruise ships in the world, and is one of an elite group of international ports that cater to both cruise ships and containerized cargo vessels.

A FLORIDA HERITAGE LANDMARK

SPONSORED BY FLORIDA EAST COAST INDUSTRIES
FLORIDA EAST COAST RAILWAY, FOREIGN AFFAIRS CENTER, INC.
AND THE FLORIDA DEPARTMENT OF STATE

F-818

2014

*September 4, 2014
Miami, Florida*

IDEAS THAT MOVE THE WORLD.



Innovative thinking has powered the companies of Florida East Coast Industries ever since our founder, Henry Flagler, led the development of Florida's east coast. Today at Flagler Global Logistics we offer a full suite of logistics services and real estate solutions. We help companies across the globe manage their supply chains, including perishables to transportation to Foreign Trade Zones to real estate development. Most important, we provide the world-class innovation and thinking to keep you ahead of your competition. Flagler Global Logistics. Ideas That Move The World.





Florida Department of Transportation

RICK SCOTT
GOVERNOR

1000 NW 111 Avenue
Miami, Florida 33172

ANANTH PRASAD, P.E.
SECRETARY

September 4, 2014

Dear Attendees,

It is my pleasure to extend greetings to everyone attending the "Pioneers Walk" historic marker dedication ceremony at PortMiami.

PortMiami is the gateway to the Americas and is one of the most important economic, trade and job generators in the region. The success of PortMiami today is made possible by the hard work and commitment of the pioneers of the past who laid the foundation for the port's prosperity. Today's event is an opportunity to celebrate the vision of these early leaders and recognize their contributions towards making PortMiami not only a premier port in Florida but throughout the nation and around the world.

I am proud to join all of you in honoring this momentous occasion here at PortMiami.

Sincerely,

A handwritten signature in black ink, appearing to read "Gus Pego". The signature is fluid and cursive, written over a white background.

Gus Pego, P.E.
District Six Secretary

P
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Master of Ceremonies

Arva Parks McCabe

The Pledge of Allegiance

Welcome Remarks

Introduction of Distinguished Guests

Luncheon

Sponsor Recognition

Karema Tyms-Harris
President & CEO Foreign Affairs Center, Inc.

Introduction of Speaker

Gus Pego, P.E.
FDOT, District Six Secretary

Keynote Address

Ananth Prasad, P.E.
Secretary, Florida Department of Transportation

Program Awards

Special Awards Recognition

Ralph Puga
President, Florida Foreign Trade Association

Florida Pioneer Awards

Honorable Frederica Wilson
Representing Florida's 24th Congressional District

Closing Remarks

Honorable Lynda Bell
*Miami Dade Board of County Commissioners
Vice Chair, Commissioner, District 8*

Arva Moore Parks

Ms. Parks, a Miami native with a master's degree in history, has been researching and writing about her favorite city for more than 40 years. She is the author of several award-winning documentaries; eight books, including *Miami the Magic City*, the city's official history, and has contributed to more than a 20 others. She is an indefatigable historic preservationist and many South Florida landmarks have been preserved because of her leadership. Through Arva Parks & Company, she teams up with architects, planners and interior designers on a variety of projects. She also publishes local history through her company Centennial Press.



She has been widely honored for both her scholarship and her advocacy including receiving an honorary doctorate from Barry University and being named an Alumnae of Outstanding Achievement by both the University of Florida and the University of Miami. She was also named to the State of Florida and City of Miami Women's Hall of Fame and held a presidential appointment to the Federal Advisory Council on Historic Preservation. Locally, she is past-chair of the Vizcaya Trust and the City of Miami Planning Advisory Board. She recently completed 18 months as Acting Director and Chief Curator of the new Coral Gables Museum and two years as chair of the board. She currently serves on the Board of the University of Miami, Historic Saint Augustine and the Florida Trust.

Julia DeForest Tuttle – The Mother of Miami

Julia DeForest Tuttle was born in Cleveland, Ohio, in 1848. She is recognized as the only female founder of a major U.S. city. Mrs. Tuttle moved to southern Florida and purchased several hundred acres of land near the Miami River. Realizing that this area would never prosper without access via rail, she began her crusade to persuade and attract the interest of railroad builder, Henry Morrison Flagler, to extend his railroad south along Florida's east coast to the frost-free settlement known today as the Miami. Mrs. Tuttle's foresight that Miami would become a great port city and the center of trade for the United States with the Americas proved accurate.



Henry Morrison Flagler – The Father Of The Port

On April 22, 1896 the first passenger train of Florida East Coast Railway, owned by Flagler, reached Miami. (State Archives of Florida, Florida Memory, 1896). Mr. Flagler dredged a 12-foot deep channel into the harbor from Cape Florida to Miami at a cost of twenty-thousand dollars. He also built the Royal Palm Hotel, began to advertise for tourists and coined the phrase "Watch the Port of Miami." The city was incorporated on July 28, 1896. Henry Flagler not only played an integral role in the development of a modern Miami seaport but also an important part in the development of the maritime trade in Miami. He provided for the first dredging work, and in 1900, he merged his shipping company with that of Florida's west coast railroad mogul, Henry Bradley Plant. This union led to the creation of the Peninsular and Occidental (P&O) Steamship Company, which built the new port on Flagler's property between 6th and 9th Streets on Biscayne Bay.



Judge Henderson – Founder, International Longshoremen's Association #1416

In 1936 labor unions were unpopular in the State of Florida and in Dade County. Judge Henderson, with a foresight and drive uncommon to the area, encouraged ten men to invest \$1.75 each to apply for a charter in the International Longshoremen's Association. The investment provided by Henderson and the co-founders was a substantial sum, since it represented the pay for five hours of work on the part of each man. In those days, Dade County dock workers were the lowest paid longshoremen in the country, receiving 35 cents an hour and nothing for overtime. Receiving the ILA Charter in November 1936, the longshoremen were able to obtain a contract providing for a 5 cent per hour raise and overtime after ten hours of work at the rate of 10 cent per hour. Besides becoming an effective collective bargaining group, the local union formed by these Negro pioneers under the guidance and leadership of Judge Henderson branched into other fields of civic and social enlightenment. Local #1416 has provided labor for the Port of Miami for nearly 80 years.



Carole Ann Taylor – Entrepreneur

Carole Ann Taylor has been in the travel retail and duty free business for over 25 years following a career in Federal, State and local governments. She is President and CEO of Miami To Go and Little Havana To Go, retail stores at Miami International Airport and in Miami's "Little Havana," and a partner in the online retail culture brand www.culturestogo.com. Ms. Taylor serves on the board of publicly-traded Perfumania Holdings, Inc., and she is a member of the Greater Miami Convention and Visitors Bureau Executive Committee. She is chair of the Bureau's Black Hospitality Initiative and Heritage Tourism committee. She also serves as Director on various boards including the ArshT Center for the Performing Arts; Viernes Culturales, and The Little Havana Merchant Alliance. Her company was named a 2011 Top 50 Women Led Business in Florida by the Commonwealth Institute and University of Miami. She is a former Minority Retail Firm of the Year recipient for the Southern Region of the U.S. Small Business Administration.



Juan Terry Trippe – Airline

Juan Terry Trippe was born in Seabright, New Jersey, June 27, 1899. Trippe began his career in aviation initially in the domestic air transport business. During World War I he first joined an investment banking firm. Then, he founded Long Island Airways in 1923. In 1924 he helped organize the Colonial Air Transport and served as its first managing director. Colonial was awarded the first domestic airmail route by the Federal Government. In 1926 Trippe sought to extend Colonial to the west and to the Caribbean but was overruled by the stockholders. Trippe and his associates, nearly all World War I pilots, resigned and founded Pan American Airways, the first international airline, which initially operated between Florida and Cuba. A year later, in 1927, a tri-motor Fokker took off from Florida for the Caribbean to inaugurate international air service under the American flag. He expanded the route into Central and South America and pioneered in connecting service for railroads, use of multi-engine landplanes, two-way radios, and weather reporting, on-board navigators and cabin attendants, and multiple flight crews. In 1935, Juan Trippe was the first to inaugurate air service over a major ocean, the Pacific, for mail, passengers and cargo. Two years later he inaugurated service to far-off Australia. During World War II, service was established across the South Pacific to carry men and materiel to the fighting fronts, and in 1942 a Pan Am plane made the first commercial flight around the world. In 1955, Trippe was the first to place orders for the big jets that have revolutionized air travel. Three years later, these American-built jet transports inaugurated service across the Atlantic and the Pacific, to Latin America and Africa and around the world.



Clyde Alvin P. Chester – Ocean

Alvin P. Chester was born in New York in 1916. Mr. Chester was a founding partner of W.R. Blackburn & Co. which was incorporated in 1953 as Chester, Blackburn & Roder, Inc. The company grew ultimately, consolidating over 15 corporations under American Marine Industries. A.P. Chester was the C.E.O. of the company. In early days delivered ships to far off places like China and Punta Arenas, doing marine consulting and gradually moving into ship sales brokerage, ship chartering, liner agency, ship management, ship ownership, then ownership of several cargo liner companies, stevedoring and other business associated with the sea. About 8 ships were built specifically for long term charters to their lines, and 8 ships for their own account. The company pioneered automation first with the very sophisticated Pan ships in the late 60s and with the 3 US Flag ships built in the late 70s for their Amazon trade, and which were revolutionary for their times. The business was mostly pioneered as the company created new markets for the American exporter. While active, A.P. Chester was a director for the Ship Brokerage Association, a member of the Whitehall Club, and others both in NY and Miami. He was the only person ever awarded a Lifetime Achievement Award by the Industry in Miami.



Jules Armellini – Trucking

In 1945, Jules "Toots" Armellini and his wife Sarah began transporting flowers from Vineland, New Jersey into Philadelphia and New York City. They started with one truck and utilized a barn as their terminal. Through hard work and a commitment to customer satisfaction, their first business, Armellini Express Lines, prospered. Soon, a small fleet of trucks added New England to its service area. In 1953, Armellini began hauling product out of Florida, and moved its corporate headquarters to the heart of Florida's flower growing region ten years later. Jules Armellini has always been at the forefront of new technology in floral transportation; he contributed to the design of the first "flower specific" refrigeration units for trailers, was the first to use wooden decking to split the trailer to relieve pressure on the flower boxes and promote air circulation, and was also the first to use satellite tracking to pinpoint the position of all trucks. With a fleet of 150 trucks and a reputation for prompt, quality service, Armellini Express Lines, Inc. continues to flourish. Today, Armellini Express Lines, Inc. encompasses many businesses: Armellini Express Lines, Inc., J.A. Flower Service., Fresco Services, Armellini Freight Brokerage, Armellini Air Express, and Armellini On Site Storage. The family's second generation has taken over the responsibilities of keeping the corporation on the cutting edge of the floral industry.



Ted Arison – Cruise

A family tradition in shipping helped Ted Arison gain the experience that would place him in the forefront of modern, post-war passenger cruising. In the early 1950's, the Dizengoff firm was sold to Zim Lines and Arison operated his own fleet of cargo ships under Panamanian and Honduran flags. A depressed market, which reached its low point after the Korean War, convinced him to give up shipping entirely, and he liquidated his operation to move to the United States. Arison and Knut Kloster negotiated agreements that brought the Sunward to Miami, and thus was begun Norwegian Caribbean Lines. The company later initiated the first packaged air fare and cruise combinations which are a staple of today's industry. Kloster and Arison parted company in 1972 and, almost immediately, Arison entered into the financial arrangement which resulted in the acquisition of the Mardi Gras and the start of Carnival Cruise Lines. He retired as Chairman of Carnival Cruise Lines in late 1990, and from the company's Board of Directors in 1991. He continued to serve as a special consultant overseeing Carnival Corporation's \$4 billion shipbuilding program. In December of 1990, Arison reclaimed his Israeli citizenship, returning to his birthplace, Tel Aviv. Since moving back to Israel, he invested in several industrial business there and maintained a very active role in many Israeli charities. In 2001, Arison was inducted posthumously into the Florida Tourism Hall of Fame.



INTERNATIONAL TRADE HALL OF FAME SUCCESS STORIES

PIONEER AWARD

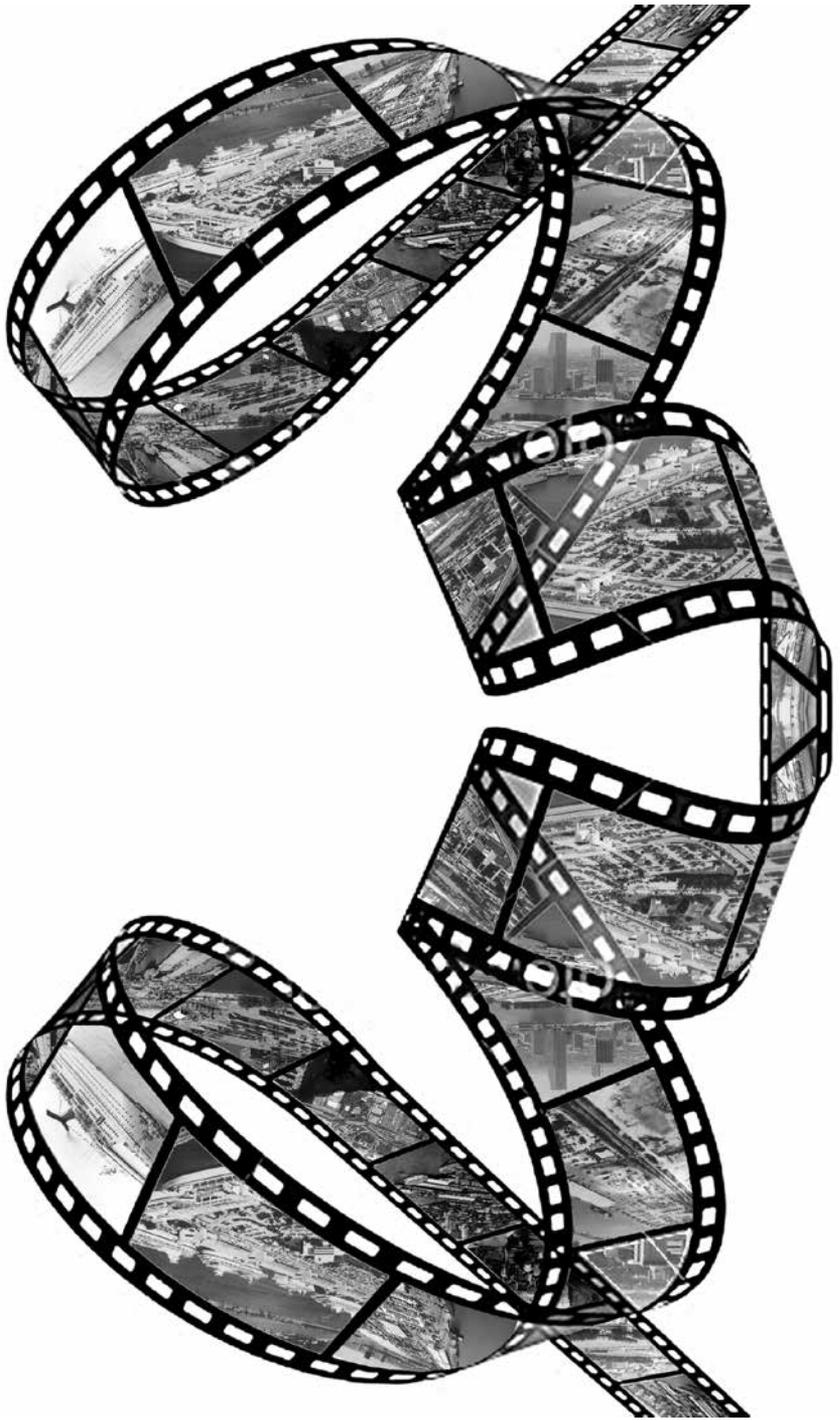
As a Leader, Trailblazer, and Innovator you have shown others the way.
We will be forever grateful!

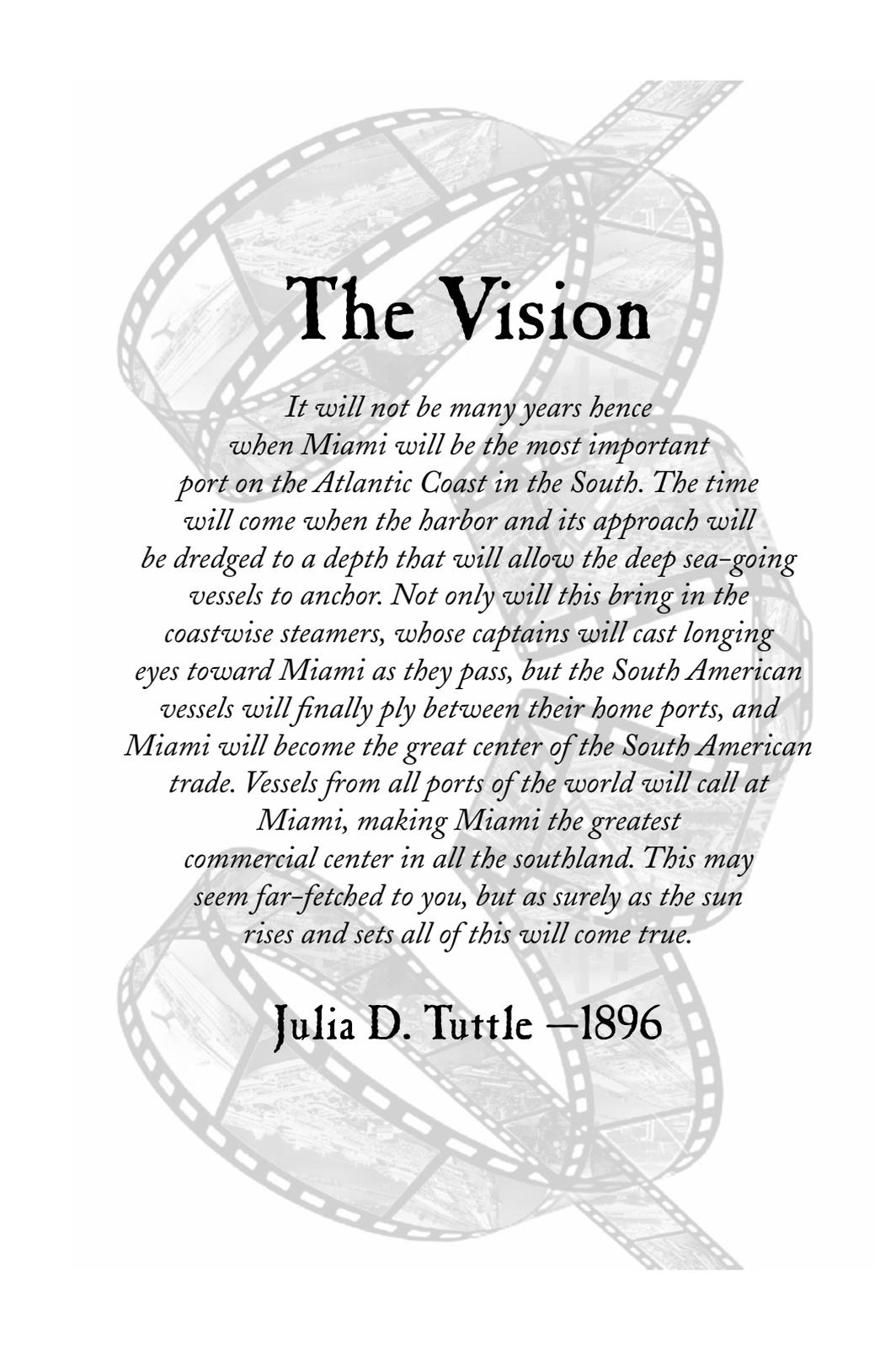
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Rafael Almaguer
Manuel Alonso †
Eric L. Andrews
Angelo A. Annunziato
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Jorge C. Arias †
Micky Arison
Ted Arison †
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George T. Baker †
Ernesto Bascuas †
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John Batista
Wade M. Battles
Amparo (Anne) Becker
Sol Benson
Elsa Blanco
Brian C. Blomquist
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Jose Perez-Jones
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Amalia Quintero
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Francisco Rey †
L. Frank Reyes
Liz Reyes
Albert Ribas
Jean Rich †
Capt. Eddie Rickenbacker †
Jorge Robinson †
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Eugene Rodriguez †
Jorge L. & Diana Rodriguez
Mario Rodriguez
Mary Lou Rodriguez
Roman Rodriguez
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Enrique & Amanda Ros
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Frank L. Roviroso
Jorge P. Roviroso
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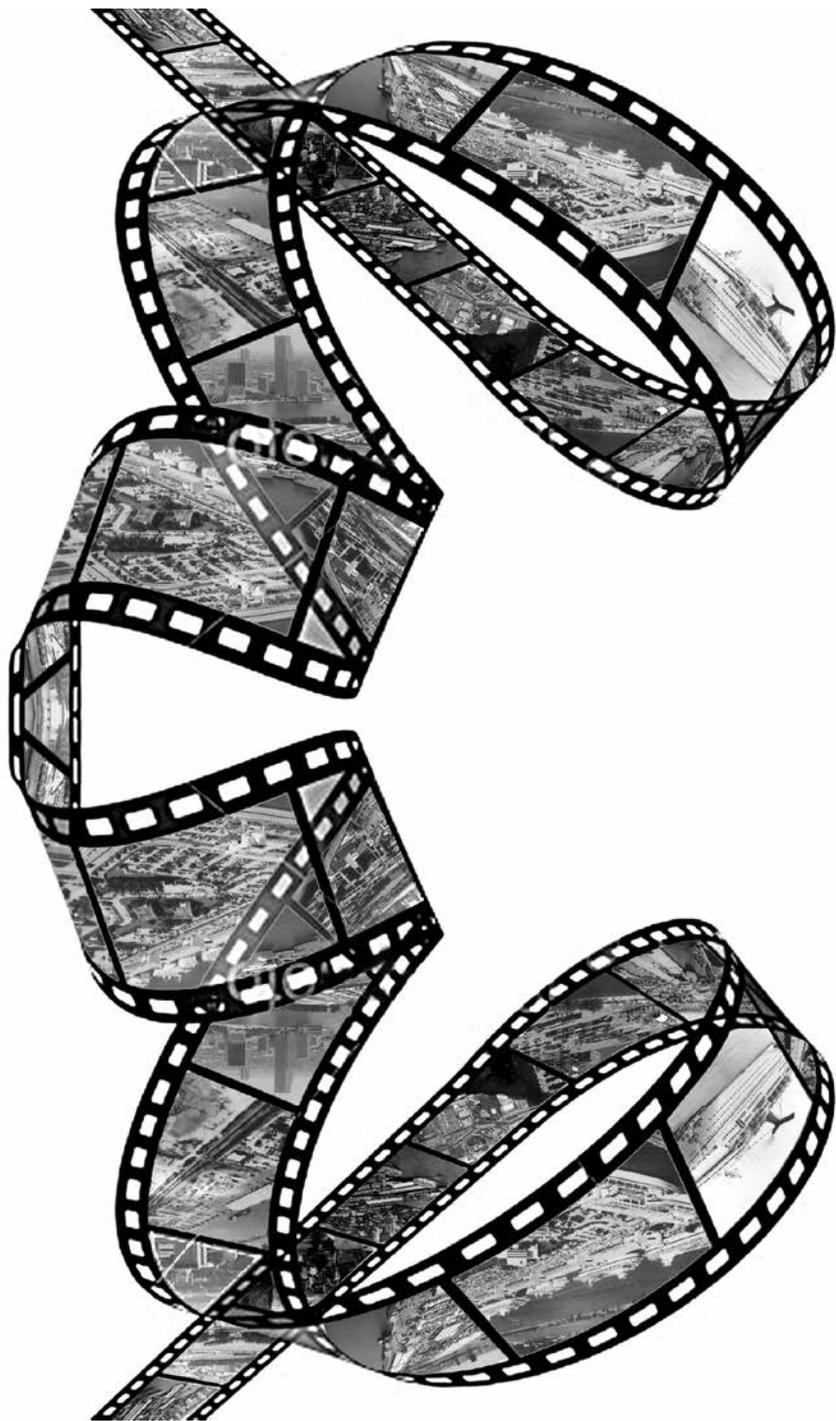


The Vision

It will not be many years hence when Miami will be the most important port on the Atlantic Coast in the South. The time will come when the harbor and its approach will be dredged to a depth that will allow the deep sea-going vessels to anchor. Not only will this bring in the coastwise steamers, whose captains will cast longing eyes toward Miami as they pass, but the South American vessels will finally ply between their home ports, and Miami will become the great center of the South American trade. Vessels from all ports of the world will call at Miami, making Miami the greatest commercial center in all the southland. This may seem far-fetched to you, but as surely as the sun rises and sets all of this will come true.

Julia D. Tuttle —1896





Port Partners

Armellini Logistics

Eller ITO Stevedoring Company

Esquivel Family

International Longshoremen's Association #1416

International Longshoremen's Association
(South Atlantic & Gulf Coast District)

Port of Miami Terminal Operating Company (POMTAC)

Sea Freigh

Seaboard Marine

United Stevedoring of America

Nominations and Awards Committee

Desmond Alufohai, Miami Dade County

Beatrice Louissant, South Florida Minority Supplier
Development Council

Manuel Mencia, Enterprise Florida Inc.

Arva Parks McCabe, Arva Parks & Company

Debra Owens, PortMiami

Corporate and Government Sponsors

Florida East Coast Industries

Florida East Coast Railway

Foreign Affairs Center, Inc.

Florida Foreign Trade Association

Florida Department of Transportation

Florida Department of State

Elected Officials

Honorable Frederica Wilson

Representing Florida's 24th Congressional District

Miami-Dade County Board of Commissioners

With Special Thanks to:

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Vice Chair, District 8

Honorable Bruno Barriero

Commissioner, District 5

The Florida Department of Transportation

Ananth Prasad - Secretary

Gus Pego - District Six Secretary

PortMiami

Juan Kuryla, Director

Richard DeVillers, Assistant to the Director

Debra Owens, Associate Director, Governmental Affairs

Eric Olafson, Manager, Cargo Dev./ Foreign Trade Zones

Elizabeth Ogden, Director, Facilities Engineering

With Thanks To

Arva Parks McCabe, Renowned Historian and Author

Florida Department of State

and the State Historic Marker Council Members

Michael Zimny

Dr. Valerie Jean Conner

Dr. Richard Estabrook

Mr. Jose Miranda

In the 16th Century, Spanish explorers discovered a village of Tequesta Indians near the site of today's **Port**Miami. The village may have been as much as two thousand years old. In 1567, the Spanish built a mission on the site in their unsuccessful attempts to overpower the Tequesta. Spain was forced to cede the area to England in 1821. Later, the United States took over Florida from Spain and they built Fort Dallas as a base for fighting the Seminole Wars. At this time, a few European settlers began to move into the area. (World Port Source, 2014)

In early 1895, it was reported that homesteader Julia Tuttle sent her legendary orange blossoms to railroad builder Henry Morrison Flagler in hopes of attracting his interest to the frost-free settlement known today as the Miami area. As additional encouragement, Tuttle along with William and Mary Brickell, the Florida East Coast Canal and Transportation Company, and the Boston and Florida Atlantic Coast Land Company, each offered Flagler extensive parcels of land if he would extend his railroad further south to Miami, construct a water works plant, and provide for some other civic improvements.



On April 22, 1896 the first passenger train of Florida East Coast Railway, owned by Flagler, reached Miami. (State Archives of Florida, Florida Memory, 1896). Flagler dredged a 12-foot deep channel into the harbor from Cape Florida to Miami at a cost of twenty-thousand dollars. He also built the Royal Palm Hotel, began to advertise for tourists and coined the phrase “Watch the Port

of Miami.” The city was incorporated on July 28, 1896.

Despite Flagler's dredging efforts (this channel is still in use today) regular steamship service did not begin until May 21, 1897, when he obtained *The City of Key West* and *The Miami*. This service ran only between Miami and the deep water port of Key West. The first of these ships, *The City of Key West*, required more than 12 feet of water and was forced to anchor a mile away from Miami. Her passengers and cargo were then tendered to shore because of the shallow depth of the bay. (Chapman, 1993)

Henry Flagler not only played an integral role in the development of a modern Miami seaport but also an important part in the development of the maritime trade in Miami. He provided for the first dredging work, and in 1900, he merged his shipping company with that of Florida's west coast railroad mogul, Henry Bradley Plant. This union led to the creation of the Peninsular and Occidental (P&O) Steamship Company, which built the new port on Flagler's property between 6th and 9th Streets on Biscayne Bay. Moreover, at a later date, the P&O instituted the first regular shipping service between Miami, Granada, and Nassau.

The port experienced fairly steady growth with sudden spurts due to completion of various construction projects. Another growth spurt occurred in 1912 when the Florida East Coast Railway Company completed two 25-foot-wide finger piers and re-dredged the channel to a depth of 18 feet, leading to their property on Biscayne Boulevard and Sixth Street.

After Flagler's death in 1913, the City of Miami realized the importance and value of possessing a seaport. The city therefore purchased the Flagler (or **FEC** Site as it was commonly referred to), and soon a number of plans were created to provide for future growth. Almost immediately some citizens began to actively campaign to relocate the port, free the existing site for commercial or park development, eliminate traffic congestion, and beautify the area. (Chapman, 1993)



Also, in 1913, E.G. Sewell, brings the first airplane to Miami. He convinces pioneer aviator Glenn Curtiss to open a flying school. By the early 1920s, Florida underwent a land boom, and the population of the City of Miami more than tripled. The short-term real estate speculation came to an end, and natural disaster struck when the 1926 hurricane devastated the area. By 1927 Pan American Airways contracts to fly mail between Key West and Havana. The airline will soon make Miami the U.S. point of departure for Latin America. Pan American Clipper Seaplane docks at Miami Dinner Key. In the 1930s, The Great Depression takes its relentless toll, but all was not gloom. A new airline named Eastern, run by Eddie Rickenbacker, begins the first passenger service between South Florida and the North.

In the 1940s, World War II had interrupted the new growth in Miami. A postwar boom begins by 1946 as veterans who trained in Miami decide to return to live. Between 1940 and 1950 the population doubles. A hotel building boom transforms Miami Beach in the 1950s. Miami is becoming a vacation destination for millions of Americans.

At the end of the 1940s, F. Leslie Fraser, a British Jamaican, envisioned the commercial possibilities of 14-day cruises in the Caribbean. A man of vision, Fraser concentrated his marketing efforts on popularizing 10-, 12- and 14-day cruises to various Caribbean Islands. Unfortunately, the response to this creative idea was unenthusiastic. Known in the industry as a man far ahead of his time, Fraser sold his interest in the firm in the late 1950s.

From 1946 to 1956 the port operated under authority of the City of Miami. It was during this period that the modern cruise industry was born. In January 1947, the P&O Company reinstated its cruise schedule between Miami, Havana, Nassau, and the West Indies with the *S.S. Florida*. One of the major reasons behind the decline of passenger ship travel during the 1950s was the rising popularity of air travel. Steamship companies operated under the same concept of travel as the airlines did—they took people where they had to go, primarily for business. The modern development of extended cruising for pleasure and relaxation was not yet a realistic venture. (Chapman, 1993)



In the 1960s and 1970s, many Latin American immigrants flowed into the city. Miami gained a large Cuban community as refugees began to arrive on Freedom Flights after the Cuban Revolution led by Fidel Castro. In the 1980s, unrest is growing in Cuba and the Mariel boatlifts bring some 125,000 additional refugees to Miami. The city has also gained a reputation for being a hub for the illegal drug trade. In the 1990s, Dade County's population near two million, and several incidents of violence against tourists discouraged people from visiting the city. However, by the late 1990s, tourists were returning to the city and enjoying its

vibrant life. On July 28, 1996, Miami is **100 years old**. (The Miami Herald, 1995)

Miami's location is viewed as a great asset for rapid growth. Miami offers the closest U.S. port to the Caribbean and most of Latin America, as well as the Eastern coast of Africa. This advantageous location created a greater profit margin for importers and freight forwarders. As the transportation costs were reduced and delivery dates expedited, there was a natural increase of profits. This held especially true for cargo that was being transhipped. In 1960, the general cargo economic impact to Dade County was \$5,512,420. By 1979, this impact had increased by thirty-fold. In 1960, 411,170 tons of cargo were processed, and by 1981, 2,757,374 tons were processed. It was also in 1981 that the port embarked on a quarter billion dollar expansion project. Marketers again picked up on Flagler's historic phrase, "Watch the Port of Miami," using it as a major promotional slogan.

In addition to this tremendous increase in cargo handling, the number of passengers increased as well. In 1960, the port processed 136,275 passengers and 1,029,687 in 1976—the greatest number of passengers ever processed in worldwide travel. By 1981, the number had increased to 1,567,709. In 1982, as a result of this heavy passenger traffic, over one-third (29) of the world's operating passenger ships sailed regularly from the Port of Miami.

Port and Transportation History

The port has encouraged the development of roll-on/roll-off cargo service and acted as a pioneer in this field. Because of this pioneering action, by 1983, the Port of Miami led all U.S. ports in RO/RO cargo. Consequently, the Port of Miami did not have to rely on the Florida economy for success, as much of the processed cargo originated elsewhere. This was especially true for transshipped containers. By 1983, 36 modern trailer ships (they also carry containers) called Miami home.



The economic importance of this very rapid growth is not limited to maritime operations alone.

It includes related enterprises such as hotels, restaurants, trucking and handling of food, related travel, etc. This economic ripple effect was pegged in 1981 at a value of \$1.76 billion. In 1986 the figure was \$3.1 billion and in 1991 the figure increased to \$5.27 billion. The growth and development of the port remains unprecedented. Restricted from further eastward expansion due to the Fisher Island development the port has turned its sites back to its beginnings, back to Flagler's Biscayne Boulevard site. In any case, one statement is worth remembering today: "Watch the Port of Miami." (Chapman, 1993)



Today, Miami is a recognized international center for banking, finance, business services, commerce, and manufacturing. Manufactured goods include clothing, medical equipment and pharmaceuticals, metal products, and printing. In addition to a wide range of international cargoes, **PortMiami** is the world leader in the cruise ship industry. Miami International Airport handles cargo and millions of passengers traveling between the North America, the Caribbean, and Latin America. Miami is also an international center for the entertainment

industry, with many film, television, music, fashion, and performing arts events throughout the year. (Miami Downtown Development Authority, Highlights Report)

PortMiami is currently only accessible by car via a six lane bridge known as the Port Boulevard causeway, which terminates on the city streets of downtown. When the damaged tracks of the FEC freight line are repaired, Tri-Rail may run a passenger train service to the port. Additionally, to give the port direct interstate access and to help relieve downtown traffic, work is in progress on a state-of-the art tunnel project to connect the port to I-395 on Watson Island via the Port of Miami Tunnel which is due for completion in May 2014.

In preparation for the opening of the expanded Panama Canal in 2015, **PortMiami** has taken delivery of four new Super Post-Panamax cranes to handle the new generation of super-sized container cargo vessels that will begin passing through the Canal less than two years from now. With the arrival of the four new gantry cranes, **PortMiami** has a total of 13 cranes, six which are Super Post-Panamax with a reach of 22 containers versus 13 containers on the older and smaller cranes. The new cranes are among \$2 billion in capital improvements currently underway at **PortMiami**. Other on-going infrastructure projects include the deepening of the Port's main channel to -50/52 feet, new on-dock rail and the completion of the port tunnel that will allow **PortMiami** to welcome a new generation of larger container vessels. (Miami-Dade Government - Port Authority, 2014)





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