

MASTER PLAN FOREWORD

The Port of Miami's mission is to operate and further develop the world's leading cruise port and the largest container port in the State of Florida; to maximize its assets and strengthen its advantage for future growth; promote international trade and commerce as a vital link between North and South America and a growing global trade; support sustainability and operate in an environmentally responsible manner.

At the Port of Miami, with the support of the Mayor and County Commission, we are up for the challenge of the new global trade reality and we are positioning ourselves to compete well into 2035.

The POM 2035 Master Plan is a planning tool used to update the Port of Miami Master Plan Sub element of the County's Comprehensive Development Master Plan (CDMP). This document was prepared simultaneously with the County's Evaluation and Appraisal Report which analyzes if the Port is meeting its goals, policies and objectives.

By incorporating a market analysis for both cruise and cargo and a financial analysis of capital infrastructure, this master plan helps us better understand the direction in which we need to guide the Port. Cruise passenger projections take us from 4.1 million passengers to 5.9 million in 2035. And our cargo projections run from 847,249 TEUs in 2010 to 1.7 – 3.3 million in 2035. Increasing Port business ultimately increases the County's economy.

The 2020 Master Plan presented the need for a tunnel connecting Port traffic directly to the Interstate system and promoted dredging the South Channel to -50'/-52' in order for post-Panamax ships to berth at the Port. These projects are currently underway and their completion should coincide with the completion of the Panama Canal expansion.

The 2035 Master Plan continues to push the envelope and takes us into the future with projects that will help increase both cargo and passenger throughput by adding services, upgrading infrastructure, enhancing efficiency and increasing berthing capacity.

Projects presented in the 2035 Master Plan include a phased implementation plan allowing for development depending on additional changes in the global market. There are three main components to the Ports future progress: Cargo, Cruise and Commercial with an overarching theme of sustainability.

Sustainability:

The Port of Miami is located within the Biscayne Bay Aquatic Preserve, surrounded by the natural environment including sea grass and marine life, as well as the human environment with commercial and residential uses. Protecting both of these environments for future generations is a major concern in how the Port will grow. The Master Plan dedicates much thought to the surrounding areas and outlines projects that will help preserve it.

- **Shore Power:** Also known as cold ironing; allows ships that berth at the Port to plug-in to the electrical grid and turn off their engines, therefore reducing the emission of carbon dioxide.

- **Electrification of Cranes:** The Port of Miami is in the process of retrofitting all of its existing cranes to run on electricity instead of diesel fuel. This not only reduces carbon dioxide emissions but noise emissions as well.
- **LEED Buildings:** All new buildings constructed on the Port must meet the County's minimum requirement of LEED Certification.
- **Green Energy Initiatives:** There are several projects the Port plans to undertake to save energy. These include installing solar panels port-wide, electric generating wind turbines and water turbines.
- Additional sustainable projects outlined in the following sections include the Port of Miami Tunnel, rail service, consolidation of cargo gates, and a multimodal center. All are projects which will help integrate the Port with the community and reduce congestions and emissions.

Cargo:

In preparation to compete for cargo for the next 50 years, the Port of Miami is focusing on three major projects: the construction of the Port of Miami Tunnel which will connect Port traffic directly to the interstate system, dredging the main channel to accommodate post-Panamax ships, and the rehabilitation of rail on Port.

- **Dredge:** This Master Plan, as those prior to it, continues to encourage the dredging of the South Channel. Furthermore, this master plan bases all its calculations and market analysis past 2014 solely as if the dredge has occurred, as it obviously notes that, without the dredge, the Port cannot compete for trade.
- **Rail:** Reintroducing rail service at the Port and the development of an on-Port rail yard which will help decrease traffic congestion and reduce emissions.
- **Inland Distribution Center:** The development of an off-Port Inland Distribution Center in the warehousing district to handle increased container traffic.
- **Consolidation of accessory uses:** such as Customs and Border Protection, fumigation yard, sheds, etc., to one area in order to create continuous cargo area for tenants.
- **Cargo Gates:** Consolidation of the individual tenants' cargo gates to the Port's one Security Cargo Gate complex. This project also includes creating a fast-pass lane to increase efficiency and reduce processing time at the gates.
- **Cranes:** Breaks down the purchase of new cranes over the next 25 years, taking the Port to a total of 23 cranes by 2034.

Cruise:

The cruise industry supports one of the County's biggest economic engines: **tourism**. The Port of Miami, known worldwide as the Cruise Capital of the World, plans to remain number one by competing for the growing cruise industry. To accommodate for this growth in 2035, the Port must begin to invest in new larger terminal complexes and multimodal centers.

- **Berths:** Three new berthing spaces plus the extension of berth 6 to accommodate the new standard of larger cruise ships. This will allow for the berthing of nine of the world's largest class of ships.
- **Cruise Terminals:** The plan outlines several options for two to four new cruise terminals, including introducing the first of its kind twin linear terminals that will offer new efficiencies to cruise lines.

- **Multimodal Center:** A multimodal center allowing for the consolidation of ground transportation, decreasing the sprawled footprint of the Port, therefore allowing for increased efficiency and additional land to be dedicated to cruise or cargo business.

Commercial:

The Master Plan aligns the anticipation of an increase in cruise passengers visiting the Port with the need for providing commercial development onsite. This development is the anchor that will connect the Port and the tourism industry that it serves to the community. By working together we will create a unified waterfront global destination.

- **Cruise Ferry:** Design and development of a cruise ferry to service the Caribbean.
- **Marina:** A marina to berth mega yachts.
- **Hotel and commercial:** Development of a hotel, retail, restaurant, and office space to serve cruise passengers, port users, and the community.
- **Trans-shipment:** The creation of a transshipment area with additional cargo berths at the south channel.
- **Utilities:** Increasing capacity of utilities such as electricity, water, sewer, etc.

The capital improvement elements outlined in this master plan total \$2 billion over the next 25 years. The Port, with the goal of creating jobs and building a stronger economy for the community, is aggressively moving forward to implement the projects outlined in this plan, laying the foundation for tomorrow's job and business opportunities.

A handwritten signature in blue ink that reads "Bill Johnson". The signature is written in a cursive style with a large, looping initial "B".

Bill Johnson
Port Director