

## SECTION 10

### IMPLEMENTATION PLAN

#### 10.1 FOREWORD

The contents, forecast, and projections of this Master Plan are not a foregone conclusion but rather they are a prediction of what could occur if Port Management makes key decisions on how to move the Port forward. The projections are also subject to many factors for which the Port, consultants, and others have no control over. Some changes will occur. Events such as economic downturn, war, terrorism, permitting issues, labor strife, trade policies, and accidents are among many factors that will likely affect the Plan in the long-term. As such, this Master Plan should be viewed as a guiding tool that should be continuously updated and reviewed.

The Plan is set up for such eventualities. It will also allow the Port Managers to make sequential decisions at the appropriate time in order to respond to circumstances that arise.

However, the Plan does point out a series of significant and strategic moves that the Port should take today in order to move the implementation in the direction shown. These strategies are listed below and divided into the most critical functional themes for the future.

#### 10.2 IMPLEMENTATION STRATEGIES

##### 10.2.1 FINANCIAL STRATEGIES

The Port needs to continue to improve its financial position and improve the net revenues from operations. In this regard, the Port must improve both the gross revenues and expenses. To achieve this result the Port should:

- Maximize revenues:
  - The Port should immediately develop a plan for exploiting its real estate assets, developing implementation strategies and deciding on timing and partners, if any;
- Control expenses:
  - The Port should consider changing its management structure around the business units and assigning profit and loss responsibility to each unit; and,
  - The Port should also implement better cost control systems to maximize profit from several major line items, including parking and gantry cranes.
- Investment strategies:
  - The Port should review any investment decision to be weighed and decisions made with the combined analysis of economic impact on the community of the investment and the potential revenues to the Port.

- Diversification of revenues:
  - The Port should develop a plan that will create a “third leg” to the financial stool including the previously recommended commercial assets; and,
  - The Port should also review partnerships with the county’s Tourism and Economic Development Group to find ways to maximize resources during the next decade.

##### 10.2.2 PERMITTING STRATEGIES

To implement the longer-term improvements of this Master Plan, the Port needs to develop a partnership with all of the environmental agencies with a goal to develop a long-term view of development and operations for the Port. The Plan purposely has delayed implementation of any major “in-water” improvements to allow the proper time for studies and discussions to occur. However, the Port should begin to address these development issues immediately as the direction that such discussions take will shape future decision-making on many aspects of the future port development. In particular:

- Review the recommended actions in this Master Plan and begin the environmental vetting process for each; and,
- Consider developing an environmental footprint or zone which will permanently mark the Port zone. Hence, define all of the protected areas and create strategies to maximize dredging and filling within the zone.

##### 10.2.3 COMMERCIAL STRATEGIES

The future potential of this item is very important. This master plan has identified areas that can be assigned for such uses. It is also recognized that, as of the writing of the Master Plan, the commercial real estate market in the United States is poor. However, it is also recognized that this action item will take time to implement. Thus, it is best to move forward now. In particular it is recommended that:

- The Port should move forward with the commercial master plan of the southwest corner of the Port of Miami that will allow for key commercial revenue opportunities for the Port with minimal capital outlay;
- The Port should obtain all necessary entitlements for development;
- The Port should evaluate the permitting of a marina in the southwest corner; and,
- In the future, the Port should consider strategic off-site land acquisitions consistent with the development of distribution centers as outlined in the cargo strategies below.

##### 10.2.4 CARGO STRATEGIES

Cargo growth is contingent on the Port enhancing its marine and intermodal assets. Both must be accomplished to get the full benefit of the strategy. It is recommended that:

- The Port should complete the harbor deepening project;
- Build the on-port intermodal rail facility to enhance the operational options and efficiencies of the Port for the users. There are numerous operational and logistic issues to be reviewed and defined for this to be successful;

- Connect the rail with both rail providers and develop policies to promote the private development of distribution centers in Miami-Dade and the region;
- Continue with the tunnel implementation to provide interstate access for trucks; and,
- Build the new cargo road taking into consideration the future expansion of the North Channel cruise berths and potential realignment of the current yard gate structures. This will define future cargo yard development.

#### **10.2.5 CRUISE STRATEGIES**

The master plan indicates very modest growth at the Port that takes into consideration the current state of capacity at both South Florida ports and the contractual arrangements. The Port will need to develop new business in a different method:

- Develop a new marketing strategy focusing on lines not in South Florida currently that may be growing their presence in the Caribbean region; and,
- Develop a detailed Master Plan for the new Cruise Terminal Complex at the existing B and C terminals to meet the future needs of the cruise industry. There are multiple operational challenges to be defined and planned for in this scheme. Additionally, this will allow for the required time and cruise line interaction to create a future comfort level for this approach.

#### **10.2.6 TRANSPORTATION STRATEGIES**

Transportation improvement to the Port is critical. The previous strategies already list the tunnel and rail improvements as key elements. In addition the Port should:

- Master Plan the central multi-modal facility which can integrate local and port access, parking, capture potential commercial components, enhance the cruise area experience, and set the stage for potential funding through state and federal programs for intermodal facilities.