

Appendix A:

The Collective Goals and Objectives of Florida's Seaports

The seaports' regularly updated master plans all establish goals and objectives for port maintenance and expansion and identify capital improvement programs to implement them. The individual goals and objectives of each seaport are incorporated into the collective program of goals and objectives and serve to achieve the 2016 Vision of Success the seaports crafted with their tenants, other maritime industry stakeholders, and public agency representatives.

Florida's deepwater seaports, as mandated by Chapter 163, Florida Statutes, prepare port master plans to guide their maintenance and expansion. These regularly updated plans, which must be consistent with the comprehensive plans of the seaports' respective local governments, all establish goals and objectives addressing the seaports' forecasted needs and identify five-year capital improvement programs to implement them. The individual goals and objectives of each seaport are incorporated into

the collective program of goals and objectives defined below.

GOAL 1: Provide efficient and cost-effective facilities for cargo and passengers.

Objectives:

- Improve cargo facilities as required.
- Improve cruise facilities as required.
- Improve infrastructure as required at all ports.
- Implement maintenance and new dredging programs and identify appropriate dredged material management sites.
- Acquire land for port expansion and development of complementary activities.
- Implement environmental protection/mitigation and man-made/natural hazard mitigation programs as required.
- Encourage timely permitting programs through state and local agencies.

GOAL 2: Build the intermodal facilities needed by Florida's seaports to move their goods and passengers more efficiently than competing out-of-state and off-shore seaports.

Objectives:

- Provide/improve direct access to roadway networks.
- Work with governmental agencies to plan and fund intermodal transportation system improvements.
- Implement the statewide rail and intermodal policies.
- Partner with other modal interests to achieve common goals.

GOAL 3: Maintain and expand existing trade markets and patterns, increasing cargo flow.

Objectives:

- Continue individual as well as regional promotional efforts in establishing markets.
- Provide leadership through the Florida Seaport Transportation and Economic Development Council, the Florida Ports Council, and other agencies to develop trade policies, including educational efforts at state and national levels.

- Ensure that Florida's seaports are positioned to capture a sizable share of trade generated by an open Cuban market.
- Capitalize on opportunities presented by the North American Free Trade Agreement, the Dominican Republic-Central America Free Trade Agreement, and other such agreements with Florida's major trading partners.

GOAL 4: Develop funding alternatives that will enable Florida's seaports to implement required improvements in a timely manner and meet revenue projections.

Objectives:

- Increase seaport revenue streams by expanding port potentials and diversifying into profitable complementary activities where appropriate.
- Develop and maintain an adequate source of state and federal matching funds for port projects.
- Develop and maintain adequate sources of local government financing for port projects.

GOAL 5: Implement security measures that balance compliance with federal and state minimum security standards and the need for an efficient flow of commerce through our seaports.

Objectives:

- Seek federal and state funds to comply with federal and state seaport security measures.
- Work with federal and state agencies to develop cost-effective security measures to comply with federal and state mandates.
- Work with private-sector seaport tenants to enable them to comply with federal and state minimum security standards.
- Provide leadership through the Florida Seaport Transportation and Economic Development Council, the Florida Ports Council, and other agencies to implement cost-effective seaport security measures that enable the orderly and smooth flow of commerce through our seaports.

GOAL 6: Develop a state policy on economic development recognizing that international trade is dependent on Florida's transportation system.

Objectives:

- Educate state leaders regarding the infrastructure investments in port transportation systems needed to attract and maintain market share.
- Educate state leaders regarding the need to keep landside transportation costs competitive.
- Continue to develop state policies that help ports lower the costs of land-based transportation services.