

PORT MASTER PLAN SUB-ELEMENT

GOAL 5A.1: PORT PANAMA CITY SHALL PROMOTE LOCAL AND REGIONAL ECONOMIC GROWTH.

Objective 5.13: The Port believes its first responsibility is to its existing tenants and Port users. To help these tenants and users better serve their customers, thereby creating new jobs and economic opportunities, the Port shall continue improving its core infrastructure. Anticipated core infrastructure improvements include increasing berth capacity, expanding cargo-handling areas, acquiring additional cranes and other equipment, and implementing further capital improvements, as necessary.

Policy 5.13.1: To expand berth capacity, the Port envisions adding mooring dolphins to the eastern end of South Berth 3 and may possibly fill in the barge slip that separates South Berths 2 and 3. In addition, to improve operational efficiency, the Port shall remove or refurbish warehouses and realign railroad tracks; purchase needed equipment; improve paving to handle heavier equipment; and make other infrastructure improvements, as needed for better tenant and user service.

Policy 5.13.2: Over the planning period, the Port may relocate tenants and users to utilize terminal land more efficiently.

Policy 5.13.3: The Port shall provide adequate maintenance and upkeep of its in-water and upland facilities to derive the best use from its existing and future infrastructure. Bulkhead rehabilitation is high on the list of Port priorities and will be implemented as soon as funds are available. When necessary, the Port will carry out maintenance dredging within the berthing and turning basin areas.

Objective 5.14: Mindful of changing market trends, the Port shall maintain the diversity of its cargo base to sustain balanced volumes of general and bulk cargo.

Policy 5.14.1: The Port shall maintain the diversity of its general cargo activities by modernizing warehouse and container-handling facilities and marketing the Port to shippers and ship lines active in both the break-bulk and the containerized cargo trades. Facility modernization shall include the renovation or construction of the terminal and supporting infrastructure needed to accommodate the types of ships and cargo the Port expects to attract. These improvements shall include strengthening bulkheads and aprons, upgrading warehouses, providing additional container-storage areas, and adding the cargo-handling equipment needed for efficient operations, including reach stackers, mobile harbor cranes, cargo data systems, and other appropriate equipment.

Policy 5.14.2: The Port shall expand its new bulk-handling capabilities, and shall pursue opportunities to add commodities that can be shipped in 6,000- to 10,000-ton consignments. Facility improvements and expansion, to be phased in accordance with demand, shall include additional liquid and dry bulk facilities. Planned expansion components include site work, rail and roadways, storm drains, rail and truck

discharging facilities, conveyor transfer and reclaiming equipment, and bulk storage facilities.

Objective 5.15: The Port shall pursue potential development opportunities for properties in the Dyers Point area and at the Port's intermodal distribution center. The Port shall also pursue opportunities to acquire adjacent property that will provide the supporting land needed for Port operations.

Policy 5.15.1: The Port shall identify and evaluate potential development opportunities for this property, which is located between Dyers Point and the Hathaway Bridge Map 5-3. This property was acquired in 2000 and can be used for a variety of purposes.

Policy 5.15.2: The Port shall pursue acquisition of suitable properties adjacent to Port boundaries and shall incorporate them into its development plans for Port operations or other purposes, such as relocating Port administrative offices, realigning road and rail segments, and buffering land uses, consistent with Port goals.

Policy 5.15.3: The Port shall coordinate efforts with the City of Panama City to obtain any land use changes in the City's *Comprehensive Plan* which may be needed for consistency with the proposed uses of newly acquired Port properties.

Objective 5.16: The Port shall develop the intermodal distribution center to provide sites for non-water-dependent, maritime-related users and to attract job-creating employers and manufacturers to the region. This expansion of the Port's intermodal capabilities shall be accomplished in an environmentally sound manner, consistent with Goal 5A.3.

Policy 5.16.1: To attract potential users to the intermodal distribution center, the Port shall expand the capabilities of the site for intermodal transfer operations between rail and truck. Improvements shall include the development of rail sidings, trailer staging areas, and cross-dock warehousing with intermodal ramps.

Policy 5.16.2: The Port shall work with the Bay County Economic Development Alliance and other economic development interests to market the intermodal distribution center to maritime-related manufacturers and industries that could be interested in locating their facilities there.

Objective 5.17: Bay County and the Northwest Florida region are expected to see significant growth in the next ten years. As this growth materializes, the Port shall consider developing any off-Port properties appropriate for Port-related activities of a maritime or industrial nature.

Policy 5.17.1: The Port shall keep abreast of opportunities within the jurisdiction of the Port (an area within 10 miles of the City limits) to acquire waterfront land suitable for expanded maritime uses, consistent with regional development efforts.

Policy 5.17.2: The Port shall support the development of new sites for industrial uses complementary to Port-related activities.

GOAL 5A.2: ENSURE THAT THE INTERMODAL TRANSPORTATION INFRASTRUCTURE AND CONNECTIVITY ESSENTIAL TO PORT OPERATIONS ARE IN PLACE.

Objective 5.18: The Port shall pursue maintenance and other dredging activities to provide the channel and berth water depths needed to serve existing and future users. To the extent possible, consistent with the development and expansion needs of the Port, maintenance and new dredging activities and the management of spoil material shall be pursued in a manner respectful of the *State Comprehensive Plan's* goals and policies addressing stewardship of water resources (Goal 7), coastal and marine resources (Goal 8), and natural systems (Goal 9).

Policy 5.18.1: The Port shall undertake maintenance dredging, as required to ensure safe navigational conditions for the ships calling at its facilities.

Policy 5.18.2: The Port, in coordination with the U.S. Army Corps of Engineers and the Florida Department of Environmental Protection, shall develop a dredge spoil management plan that addresses its long-term spoil disposal needs. These needs include the ongoing maintenance of the Port's approach channel as well as its berthing and turning basin areas. The plan may address the provision of an upland spoil disposal site, the permitting of an off-shore disposal site, or some other disposal alternative agreed to by all the reviewing agencies.

Objective 5.19: The Port shall collaborate with local and state agencies to develop the on-Port circulation system and off-Port intermodal connections needed for the efficient movement of goods to and from its facilities.

Policy 5.19.1: The Port shall support FDOT's implementation of a new Port entrance that is compatible with planned adjacent highway improvements and that will facilitate access by Port traffic and improve travel conditions for other users of the roadway system.

Policy 5.19.2: The Port shall continue to improve its internal roadway network to serve relocated and expanded operations and facilitate on-Port truck circulation.

Policy 5.19.3: The Port shall work with FDOT and the local Transportation Planning Organization to gain priority funding for needed improvements to roads over which Port truck traffic must travel. Such roads include the Port's Strategic Intermodal System connector -- SR 77 to SR 390 to SR 368 (23rd Street) to US 98 to Avenue D to Port entrance -- as well as other segments of US 98 and SR 390, US 231, and SR 79.

Objective 5.20: The Port shall maintain and improve its on-Port rail system and work with the Bay Line Railroad to obtain the best possible service and interchanges.

Policy 5.20.1: The Port shall continue to maintain and improve the rail facilities needed to serve Port users. Rail facilities provided to Port tenants will be maintained in accordance with ongoing contractual obligations.

Policy 5.20.2: The Port shall work with the Bay Line Railroad to identify and pursue improvements to the off-Port rail infrastructure, which could facilitate goods movement to and from the Port, including connections between the Port and the intermodal distribution center as well as rail within the facility.

Policy 5.20.3: The Port shall work with the Bay Line Railroad to enhance interchanges with the CSXT, the Norfolk Southern, and other connecting railroads.

Objective 5.21: To take better advantage of the Gulf Intracoastal Waterway, the Port shall explore opportunities for developing additional Intracoastal connections, if appropriate to meet the demand of Port users or to serve new industrial facility development in the region.

Policy 5.21.1: The Port shall cooperate with entities seeking to improve conditions along the Gulf Intracoastal Waterway and promote more barge traffic.

Policy 5.21.2: The Port shall work closely with the Port of Port St. Joe to support the potential transfer of commodities by barge for connection with new shallow-water barge facilities at the Port of Port St. Joe.

GOAL 5A.3: PRESERVE AND PROTECT THE QUALITY OF THE ENVIRONMENTAL RESOURCES WITHIN THE PORT'S ENVIRONS.

Objective 5.22: In carrying out its day-to-day operations and its expansion activities, the Port shall conserve, protect and, where possible, enhance coastal resources, including living marine life and wildlife habitat and shall cooperate with federal, state, regional, and local agencies in developing sound environmental policies and measures to minimize the environmental impacts of Port development and operations. The Port recognizes the intent of Goal 9, Policies 1 and 7 (Natural Systems) in the *State Comprehensive Plan*, to protect natural systems and will do so to the extent consistent with Port development and expansion needs.

Policy 5.22.1: The Port shall evaluate specific and cumulative impacts on coastal resources before undertaking maintenance and expansion activities and shall take measures to minimize negative impacts where possible, or to mitigate for damage that cannot be avoided. This policy is consistent with Goal 8, Policies 4, 6, and 7 (Coastal and Marine Resources) of the *State Comprehensive Plan*.

Policy 5.22.2: The Port shall limit specific and cumulative impacts on water quality by implementing its stormwater management plan, and providing reasonable assurances that the Class III water standards for St. Andrew Bay in proximity to the Port will not be

violated. This policy is consistent with Goal 7, Policies 10 and 12 (Water Resources) as well as Goal 15, Policy 6 (Land Use) of the *State Comprehensive Plan*.

Policy 5.22.3: The Port shall identify and provide best management practice guidelines for staff and tenants to observe in conducting their operations.

Objective 5.23: The Port shall be proactive in implementing energy conservation measures that promote sustainability.

Policy 5.23.1: The Port shall initiate efforts to reduce greenhouse gas emissions. These efforts shall include, over time, converting Port and tenant equipment to alternative fuels, transitioning the Port's fleet of service vehicles to fuel-efficient models, and promoting the use of energy-efficient designs in new buildings at the Port.

Policy 5.23.2: The Port shall initiate efforts to implement energy-saving measures in its operations. These efforts shall include transitioning mobile harbor cranes to shore power, promoting the use of rail rather than truck to move commodities on and off the Port, and identifying opportunities to reduce idling time for trucks moving through the Port's facilities.

Objective 5.24: The Port shall be proactive in coordinating its development efforts with local, state, and federal permitting agencies and with private stakeholders to ensure that its development and operations are carried out in accordance with the public interest and regulatory requirements.

Policy 5.24.1: The Port shall be sensitive to the concerns of local interests in implementing its capital improvement program and shall seek out the best possible environmental solutions to controversial issues.

Policy 5.24.2: The Port shall comply with the provisions of the permits governing its in-water and upland development program, and shall work with local, state, and federal agencies to achieve a sound balance between its expansion requirements and the need to protect the surrounding environment. In particular, the Port shall review opportunities to improve the quality of stormwater treatment at its Dyers Point facility and shall be proactive in the management of its permitted mitigation plan at the intermodal distribution center.

GOAL 5A.4: REDUCE EXPOSURE OF HUMAN LIFE AND PROPERTY TO DESTRUCTION BY NATURAL HAZARDS. PROTECT HUMAN LIFE AND PROPERTY FROM MANMADE DISASTERS.

Objective 5.25: The Port shall implement the measures required by the City of Panama City and other agencies to protect human life and property from natural hazards and will work with the City in developing relevant components of its *Hazard Mitigation Plan* and its *Post Disaster Redevelopment Plan*.

Policy 5.25.1: The Port shall see that any habitable, non-residential buildings in special flood hazard areas are designed and constructed to reduce the potential for flooding and wind damage. All structures within these defined flood zones (AE and VE) shall be constructed in accordance with the provisions specified in the City of Panama City's Municipal Code, Chapter 10. Buildings and parking areas shall also be designed and constructed in accordance with the provisions of Rule 17-25, Florida Administrative Code. Under the City's requirements, properties with no direct outfall to the Bay shall be capable of attenuating a 25-year critical duration rainfall event.

Policy 5.25.2: The Port shall see that all buildings are designed and constructed in accordance with the Unified Florida Building Code or as approved by the City of Panama City.

Policy 5.25.3: The Port shall keep its hurricane evacuation contingency plan up to date, ensuring that it is consistent with city and county emergency plans.

Policy 5.25.4: The Port shall utilize the post-disaster redevelopment procedures defined in the local *Bay County Hazard Mitigation Strategy* to reduce or eliminate exposure of human life and property to natural hazards. These procedures shall include the structural modification or removal of facilities that have experienced repeated storm damage. In addition, the Port shall implement relevant procedures emanating from the City's ongoing pilot post-disaster redevelopment study.

Objective 5.26: The Port shall reduce exposure of human life and property to harm from manmade disasters by implementing sound safety and security programs.

Policy 5.26.1: To provide a safe operating environment, the Port shall implement required safety and health measures and see that operations are conducted in accordance with those measures.

Policy 5.26.2: The Port shall implement the security plan mandated and approved under state and federal guidelines, consistent with funding availability, and shall work with the United States Coast Guard in developing the federally mandated disaster recovery plan for Tier II ports.

Policy 5.26.3: The Port shall participate in local, state, and federal efforts to implement new anti-threat technologies that will facilitate cargo and passenger movements and help protect the Port and its users.

GOAL 5A.5: COORDINATE EFFORTS WITH APPROPRIATE GOVERNMENTAL AND PRIVATE SECTOR ENTITIES. FACILITATE INITIATIVES TO PROMOTE REGIONAL ECONOMIC DEVELOPMENT OPPORTUNITIES

Objective 5.27: The Port shall work with the City of Panama City to see that Port maintenance and expansion activities are compatible with and support the programs and policies contained in the City's *Comprehensive Plan*.

Policy 5.27.1: The Port shall coordinate its planning and development efforts with the City to ensure that the Port's planned projects and land uses are consistent with the City's *Comprehensive Plan*. It shall also evaluate proposed amendments to the City's *Comprehensive Plan*, particularly the Coastal Management Element, as to potential impacts on Port activities.

Policy 5.27.2: The Port shall reduce any land use conflicts by installing and maintaining adequate buffer zones between Port property and adjacent potentially incompatible land uses.

Policy 5.27.3: Infrastructure and utility capacity. The Port shall coordinate with the City to ensure the provision of adequate infrastructure and utilities for Port operations.

Objective 5.28: The Port shall coordinate its development and expansion program with applicable agencies to promote sound planning and economic growth.

Policy 5.28.1: The Port shall support the plans and programs of Bay County, including economic development initiatives that expand opportunities in industry, manufacturing, and trade.

Policy 5.28.2: In addition to City and County agencies, the Port shall cooperate with the West Florida Regional Planning Council; the Northwest Florida Water Management District; the Florida Departments of Transportation, Community Affairs, and Environmental Protection; the U.S. Army Corps of Engineers; and other applicable agencies in implementing the goals, objectives, and policies of the *Port Master Plan 2008*.

Objective 5.29: Cooperation with local and regional maritime, commercial, and industrial interests. To help achieve its primary goal of economic development, the Port shall cooperate with other Northwest Florida interests as they seek to expand the region's commercial and industrial base.

Policy 5.29.1: The Port shall participate in the efforts of local and regional groups pursuing areawide economic development. As an economic engine for the City of Panama City, Bay County, and the Northwest Florida region, the Port shall assess opportunities for maritime-related activities within ongoing regional planning efforts. For example, Florida's Great Northwest is sponsoring a strategic master plan for regional economic development and initial research for the plan has identified transportation and logistics as one of four target industries with growth potential. Port Panama City plays a key role in providing transportation and logistics services in the region and, as such, is a magnet for this type of development. In addition, the Port shall keep abreast of any impacts to Port operations generated by implementation of the West Bay Sector Plan.

Policy 5.29.2: The Port shall cooperate with the Port of Pensacola and the Port of Port St. Joe to pursue areas of common interest, such as regional promotional campaigns,

special funding opportunities, and cargo-handling synergies. The Port has signed a Memorandum of Understanding with the Port of Port St. Joe and is working with its maritime colleagues to identify new business opportunities.

GOAL5A.6: PORT PANAMA CITY SHALL IMPLEMENT MEASURES TO SECURE ITS FINANCIAL HEALTH AS IT IMPLEMENTS ITS DEVELOPMENT AND EXPANSION PROGRAM.

Objective 5.30: The port shall continue to follow a budgetary process for long-term planning purposes which balances Port revenues, operating expenses, and capital expenditures needed to satisfy the anticipated market demand and capture new market share.

Policy 5.30.1: The Port shall keep abreast of tariffs and fees charges by Gulf Ports Association members and shall maintain a competitive fee structure.

Policy 5.30.2: The Port shall update its capital improvement plan annually to reflect budgetary and market changes, prioritizing its project implementation to obtain the best return on facility investments, and shall comply with state mandates for the submission of annual capital improvement plan updates to its local government, the City of Panama City.

Objective 5.31: The Port shall pursue diverse funding opportunities to accelerate the rate at which it can implement its capital improvement program.

Policy 5.31.1: The Port shall prepare a briefing for areas legislators in the fall of each year to reacquaint them with the Port's economic impact on the region and the importance of its needs being addressed in the state's budget process.

Policy 5.31.2: The Port shall actively seek grant funds from state and federal sources from state and federal sources.

Policy 5.31.3: The Port shall explore opportunities for public/private partnerships in the development of maritime and industrial facilities.