

P R E F A C E

A community with a plan is a community with a future. A community with no plan - or with many uncoordinated plans - is like a household without present conveniences or hope of future comforts.

Miami is in danger of serious reduction in her standard of living. This is not because "times are bad," or because "it's tough all over," and especially not because of local economic retrogression, since the Miami area is on the verge of accelerated and cumulative prosperity of a sounder and more permanent type than ever in her history. The danger is that Miami, like a household faced with visiting friends, a new Buick, and a new set of twins, will become so overwhelmed with traffic, sanitation, safety, and supply problems that just living, moving, and working in the area will be difficult.

Miami has plenty of "backyard" room for new industrial areas and for new housing areas, but she has not yet quite succeeded in establishing a generally accepted master plan for her central work areas - streets, causeways, expressways, bridges, railways, and the port. These work areas are vital and their proper functioning is necessary for the well-being of the whole metropolitan household.

The port is one of the most overworked and understaffed members of the Miami household, and no additional space and no new labor-saving devices or other means of carrying on its vital functions have been provided for it in many a long year. In fact, there has been a feeling on the part of many Miamians that it might be well for the city to transfer its commercial responsibility for an ocean port to some other community, or, perhaps, just dispense with it altogether, as older cities once dispensed with watering troughs and hitching posts on the city streets.

Miami is the magic part of Florida. Miami is the tax-paying part of Florida. Greater Miami is also the land hub and funnel point of

the whole Four-County Glade-Trade Area of sub-tropical North America.

During all of Miami's lifetime, the spot "where the rock hit the water" has been the Port of Miami. The significance of this fact has gone unrecognized most of the time. When recognized, the problems of the port have been shunned, ignored, or made the center of concentric circles of controversy - and no coordinated action. When money expenditure has been required, there has been faint heart or vested interest opposition. Courageous elected and appointed leaders have gone to their graves with well-thought-out plans for coordinated action sabotaged by some of the very citizenry who put and kept them in office.

For decades, Miami has refused to follow informed and sometimes dedicated leadership toward coordinated action in city planning and programming. For years, the City has been involved, in one way or another, in touch-and-go jurisdictional wrangles with the County, which is made up largely of the selfsame citizens presided over, for another part of their governance, by another set of officials. The time has come, as responsible Miamians know, for an action plan, followed immediately by action taken.

This Port Development Survey was conceived by the present desire of the Mayor and the City Commission, and a very substantial part of the community, including the marine interests and the press, to find out what could - and should - be done with and for the Port of Miami.

We were told that there existed an abundance of material dealing with most of the basic and some of the specialized aspects of the port problem, including the data necessary for a thorough economic and engineering survey leading to a port development evaluation and decision plan.

Much of the necessary data has indeed been available, or has been made available by City, County, Federal, or private agencies, to all of whom we wish to extend our thanks for their willing and competent assistance.

Other necessary information has been ferreted out from sources perfectly available, but not generally recognized as having a bearing. The total sum of this material, gathered and analyzed, now fills several "Five-Foot Shelves." Other shelves in our workshop are filled with plans - some made a decade ago and some made yesterday - plans formal and informal, official

and unofficial, for solving most of Miami's municipal problems, including the port problem.

The sum of this material is a monument to human effort, organization, and creative imagination, and it has all been of value to us in fulfilling our specific contract mission, as well as the accepted expanded mission of this survey.

We have read and pondered the materials of these Five-Foot Shelves. But we have based our own decisions on personal activity of various arduous types, including personal observation and direct personal survey of every physical factor bearing on the problems requiring answers. This has meant personal reconnaissance of all of the coastal and inland waterways navigable by boat, of the economic area affected. It has also meant personal trips to every point capable of being reached by automobile along the railroads and the principal highways and causeways of Dade County and adjacent counties.

Such personal observation has been of a dedicated nature, in the belief that only a grass-roots survey approach would turn up the conditioning economic, industrial, and engineering facts required to come up with the right decisions.

This activity has also meant innumerable on-the-record and off-the-record conversations with civic, business, and marine leaders in the Four Counties concerned, but most particularly in Dade County, and most especially in Miami. To all these people, who almost without exception gave freely of their time and opinions, of their experience and their wisdom - and who extended to us every courtesy and aid possible - we express our thanks and great indebtedness. Except as they are mentioned elsewhere as being sources of important basic or collateral information, they must go unnamed, but they cannot go un-thanked, and each knows of his contribution.

Even so, in all fairness, five agencies must be singled out because the nature of their help has been such as is clearly above and beyond optimum expectancy - namely, the Board of Engineers for Rivers and Harbors of the Corps of Engineers, U. S. Army, through their Statistical Division in Washington and their resident engineers in Miami; the Miami-Dade County Chamber of Commerce, through its Economic Development and Research Department; the Department of Engineering, the Department of Finance, and the Department of Port Operation and Development, of the City of Miami, the latter three through their Directors and certain of their deputies. To these, along with all the rest - and their number is

very large, we acknowledge our grateful indebtedness.

However, so that there be no mistake, the statements hereafter made, and the decisions reached, have not been those of any person or persons except ourselves. The sole responsibility is ours.

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