

TO: MAYOR & EACH
COUNCILLOR
FROM: CITY CLERK'S OFFICE

Schedule 1 to the Minutes of the
Public Works and Transportation
Committee meeting of Richmond
City Council held on Tuesday,
March 23, 2021.

From: Loren Slye

Sent: March 20, 2021 11:02 AM

Subject: Britannia and Imperial Dock Management Proposal.docx

Harold here's our latest draft of our Dock Management Proposal for both Imperial & Britannia Docks that you have requested to share with the Parks Committee for Tuesday's meeting I've included Serena with the hope she can get copies to whoever needs one. Our hope is to have a referral to work cooperatively with Staff for the betterment of Steveston waterfront.

Please let me know Monday how you would like us to proceed for Tuesday's meeting. We have a delegation of four listed with Clerks that Andy Hobbs can introduce.

Thank you

Loren Slye

Sent from my iPhone



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MAR 23 2021
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To: Parks, Recreation and Cultural Services Committee

From: Britannia Shipyards National Historic Site Society

Subject: Proposal for Britannia Shipyards Society (BSNHSS) to Manage Moorage at the Britannia Shipyards Dock and the Imperial Landing Dock

Purpose: The purpose of this proposal is to offer Council a means of providing good governance and management of existing dock assets in Steveston Village. The Britannia Shipyards Society is proposing to take on the moorage management of both the Britannia Shipyards Dock and the Imperial Landing Dock for a trial period with possible extensions based on mutual benefits.

Executive Summary:

The Britannia Shipyards National Historic Site Society is proposing to take over moorage management of the Britannia Shipyards Site dock and the Imperial Landing Dock. While the City works on long term plans for docks along the Steveston Waterfront, maximizing moorage potential along the existing docks can bring some immediate benefits to Steveston. Working with Richmond Britannia Staff, the Society believes that managing and expanding the use of the Britannia Docks to provide moorage for various fishing boats, representative working vessels and historically significant boats at the Britannia Site would enhance public engagement with this historic site. By encouraging moorage for both historical and current industry vessels, public interest and experience will be enhanced for those visiting the Britannia site, and bring in revenues and annual corporate sponsorships to help with maintenance and improvement to the dock and site. Likewise, managing the Imperial Dock with the Society team would increase transient moorage revenue, provide a higher level of service to visiting craft, increase tourism to Steveston, and generate additional work and sales by local businesses.

With the permission of Richmond Council, an addendum could be added to the Agreement the Britannia Society has with City to allow for the Society management of the two docks. Such an agreement would include the hiring of a Dock Manager, oversight and security of dock operations, setting of moorage rates, expand promotion of Steveston as a destination location, and provide supervision of volunteer dock monitors to ensure the safety and security of dock patrons and visitors. Initially the Society is proposing that 80% of the generated revenue be retained by the Society for management expenses and 20% be allocated for maintenance and City staff costs associated with the upkeep of the docks and administrative support for payroll and

revenue management. Allowance for adjustment of the revenue sharing can be incorporated in an agreement as better revenue projections are available following a couple of seasons of operation. As per the existing Society Agreement a 90-day cancellation clause can be included to ensure that both parties have the ability to withdraw from the dock management addendum if it is in the interests of either Society or the City of Richmond.

While the initial dock management would include the existing Britannia Dock and the Imperial Landing Dock, it is hoped that more dock space can be added with the Phoenix Net Loft project and as proposed in the Committee Report from the Director of Parks Services, ultimately provide a future connection between the two docks along the Steveston waterfront. With the support of Richmond Council and Staff, the Britannia Society believes that improving and facilitating moorage at the two docks will significantly enhance both the Britannia Heritage Shipyards and Steveston Village as a visitor and tourist destination.

The City and the Britannia Shipyards Society Relationship:

The City of Richmond and the Britannia Society have had a long and beneficial relationship with respect to promoting and assisting with the management of the Britannia Shipyards Site. Currently the City and the Society are nearing the end of a 5-year agreement and there is an opportunity to add an addendum to a renewed agreement to permit the Britannia Society to manage dock moorage operations and promotion for both the Britannia Dock and Imperial Landing Dock. Details on an arrangement to manage moorage for both docks can be negotiated with Richmond Staff and be included in the renewal of the agreement.

Under the Britannia National Shipyards Historic Site Society Constitution, the stated purpose of the Society "is to preserve and to celebrate the history of the Britannia Shipyards National Historic Site, a living museum, through collaboration with the City of Richmond and the community. The Society's role may include program development, fund raising, site volunteer activities, the preservation of wooden boats, and the promotion of the general knowledge, enjoyment and understanding of the Britannia Shipyards National Historic Site". The Britannia Shipyards Society Board of Directors believes that taking a hands-on approach to the management of the Shipyards Dock is within the mandate of the Society and with the potential synergies of including the Imperial Dock would provide benefits to the historic shipyards site and to Steveston Village.

Drivers and Objectives:

Britannia Dock - The existing dock at Britannia Shipyards is currently under utilized with only a couple of industry vessels and our flagship vessels (the Japanese Fish Boat Silver-Ann and the Providence) at any given time, but could be the home for a number of industry boats and especially vessels of historical significance. Opening the dock to the public would benefit public interest and knowledge on the kind of boats that the shipyard was instrumental in bringing to the west coast. Providing moorage for boats of various kinds will give visitors to the heritage shipyards site a more enhanced experience and allow them to engage with working vessels on a more active waterfront. Priority for the recruitment of boats would involve choosing those with relevance to the West Coast Working industry and heritage. Boat Owners or Captains would have to agree to participate in Society and City Festivals by opening the boats to the public and providing information and interaction to visitors and interested parties. Boat owners and Captains would be asked to become Britannia Society members to further the interest in participating in Britannia events and programs.

In addition, increasing moorage opportunities along the Britannia Shipyards dock could be a revenue generator and bring in funds to help maintain and improve both the docks and site. As the intent is to showcase vessels with heritage and industrial interest to moor at Britannia, it is proposed that rate be lower than prevailing rates to encourage moorage of particular vessels and encourage participation in Britannia events and showings.

Imperial Landing Dock - While looking at the benefits of increased moorage opportunity at Britannia, the Society realized that it would make sense to provide a similar service for the Imperial Village Dock which is also very under utilized. Moorage opportunities at the Imperial Dock would be directed more towards transient and visitor crafts possibly from Seattle, the Island or more locally owned yachts and boats looking for an overnight or weekend outing who could be encouraged to make Steveston a stopover location. With Steveston's many restaurants, stores (to re-provision), industry businesses (fishing supplies, boat and engine servicing), attractions and scenic beauty the Society believes that promoting and maximizing the moorage potential will bring increased tourism benefits to the many businesses and attractions in the Steveston area. The Society believes that moorage revenues can be significantly increased with the promotion of Steveston as a destination location for yachts, sailboats and pleasure craft.

Dock Management and Boat Recruitment:

Britannia Dock - Implementation of a new moorage management by the Britannia Society would involve a phased process. Initially the recruitment and vetting of potential vessels for moorage at the Britannia Dock would be handled under the direction of the Society Directors with the support and approval of Britannia staff. Once sufficient revenues are being generated the Society would hire a part-time Dock Manager to oversee dock operations, moorage recruitment, ensure dock rules and regulations are being followed, coordinate dock monitor volunteers during visiting hours, welcome visiting boats, and assist staff with security. The Dock Manager could also help with Event organization and support Richmond Staff in coordinating dock activities. He/She would also be instrumental in providing advice on any maintenance and improvements required for the safe operation of the dock.

While the Britannia Society and the Dock Manager would be responsible for recruiting vessels for moorage at the dock, the moorage contract covering fees and conditions would be with the City of Richmond as the owners of the dock. Likewise, all payments would be made to the City and be administered by Britannia Staff.

Imperial Dock – Until the Covid Pandemic is reduced to the point where trip and cross border visits are encouraged, the management of the imperial dock would primarily involve welcoming visiting boats, ensuring that craft using the docks are paying their moorage fees and checking that the dock is being used in a safe fashion. Once covid restrictions are lifted and yacht, sailboat, and pleasure craft visits can be encouraged, the intent would be to move those fishing from the dock back down to either end and start to promote, market, and operate the dock as a destination or transient moorage location. With the development along the adjacent waterfront – the new Thai Restaurant, the Colony Pub and possibly a Seaside Hotel – the demand for dock space will escalate and by properly managing moorage Richmond and Steveston will benefit.

The existing Pay Terminal would continue to operate with revenues being collected by the City. The Society through a part time dock manager would ensure that moorage fees are being paid and that those using the dock understand the terms. Utilization of the dock can be maximized by appropriate and best positioning of vessels along the wharf.

Business Case:

Revenues: Britannia Dock – With its 600 feet of dock moorage space on the river side (leaving approximately 100 feet open during the Phoenix reconstruction) the potential for moorage income at prevailing monthly rates of \$8.50/foot along that section of river could generate upside amount of \$60K per year. Some inside dock space could also be

used for vessel moorage possibly generating another \$10K annually. As preferential choices the moorage along the Shipyards Dock would be prioritized towards heritage boats, vessels that in the past would have worked out of the shipyards site, and industry boats of interest to the public, fees for dock space would be adjusted providing the captains are willing to participate in events and viewing times when moored at the dock. Revenues from the Britannia dock would primarily be based on monthly rates with some daily or weekly for visiting boats of interest and no revenue from complimentary stays of boats of heritage or historic nature invited by the City or Britannia Shipyards.

Imperial Landing Dock: Revenue generation will continue to be generated primarily from daily moorage by visiting or transient vessels. While the Covid pandemic suppression efforts continue, limited revenues are expected. Once travel within BC is opened and encouraged and the border for travel from the US is permitted and tourism promoted, revenues are expected to increase. Much will depend on the success of promotion and communication with yacht clubs around the boating region. With the daily monitoring of vessels moored at the dock ensuring that fees are being paid, revenues will also increase.

Expenses: The primary expense to the Society will be the hiring of a part-time dock manager. Duties would entail monitoring of vessels using the docks in the morning and again later in the afternoon to ensure compliance with payment, safety, ensuring maximization of dock usage etc. Cost for this part-time manager would be in the range of \$30,000 depending upon the role and expectations for the position. Other expenses would be administrative involving Britannia Staff in the processing of fees and costs for maintenance of the docks.

Expectations and Proposed Revenue Sharing: With a phased approach to the cost to operate and manage the docks can be kept within the revenues being generated. It is expected that revenues will increase considerably as tourism opens up and promotion of dock moorage for access to the historic village of Steveston is undertaken.

The Britannia Shipyards Society is proposing that 80% of revenues generated be allocated to the Society for expenses and promotion and 20% Richmond City for expenses incurred by the Britannia staff for administrative costs. If this concept proposal is approved, negotiations on an agreement would include a more thorough review of the revenue split to ensure expenses for both the Society and Richmond City are satisfied. To ensure ongoing satisfaction with this proposal by both parties, a 90-day cancellation clause can be included in an agreement on the management of the docks.

Longer Term Plans:

The Britannia Society supports a future extension of the dock system between the Phoenix Net Loft and the Imperial Landing Dock. Other future uses for the dock system could include the possibility of a Farmers Market for seafood which may be possible if a new wharf area is constructed adjacent and around the new Phoenix Net Loft. Once the dock moorage is shown to be a revenue generator and an asset in expanding visits to Steveston Village, other improvements such as public wash room facilities should be considered for inclusion in the Phoenix project or in a location along the Imperial waterfront.

Conclusion:

The Britannia Shipyards National Historic Site Society is proposing that the management of the Britannia Shipyards dock and the Imperial Landing Dock be administered by the Society through a negotiated agreement with the City of Richmond. The Society believes that such an arrangement would be very beneficial to the visitor experience at Britannia Shipyards and that promotion and management of the Imperial Landing Dock could significantly improve transient and visitor moorage thereby bringing in a much-needed increase in business to stores, restaurants, bars and service providers in the Steveston area.