



## Ford Cove Harbour Expansion

Final Report / September 2017

Ford Cove Harbour Authority

Project Start Date: May 2016

Project Completed: July 2017

## Project Overview

In 2015, Ford Cove Harbour Authority commissioned a long-term needs assessment by KLA Engineering to plan the future of the only marina on Hornby Island, and prioritize infrastructure investment over a multi-year horizon. The recommendations were broad in scope, and included recommendations for the following infrastructure aspects of the marina:

- ✓ Wave Protection
- ✓ Berth Infrastructure
- ✓ Off-Loading Wharf
- ✓ Navigational Aids Parking
- ✓ Wharfingers Office and Amenities
- ✓ Water
- ✓ Sanitary Sewer
- ✓ Hydro
- ✓ Telecommunications

An estimate of 3 million was provided for a full suite of projects, and short-term priorities established for a little over 1 million. With Federal support and its own reserve funds, Ford Cove Harbour Authority could attract the Island Coastal Economic Trust to participate for \$300,000 as part of a \$1.1 million project. This project focused on ensuring wave protection safety for an expanded marina; reduce over-crowding and accommodate increasing traffic; and ensure basic services are expanded, such as electrical outlets.

In 2016 and 2017, the project proceeded, which essentially doubled the size of the marina in terms of available berths, one of which is the breakwater which serves dual purpose for wave protection. In July 2017, resident and visiting boaters started using the facility, and in our first season it appears we will accommodate over 34% more traffic for the year on Hornby Island.

## Work Completed and Methodologies

The following work was completed as part of this project, and can be visualized as per the original status of the marina, and full redevelopment plan in the two pictures on the next page. In stage one and for this project, the following aspects were completed:

- 1) Install a new breakwater
- 2) Add 1280 linear feet of new berth space
- 3) Extend electrical service to new berthing areas



These pictures show the marina before the redevelopments, and the plans of the now completed Breakwater (solid green), and new moorage spaces (in red).

### Summary of work for Wave Protection

To maintain the standard of wave protection currently enjoyed by users, and allow for berth expansion, a single layer floating catamaran was recommended and installed (48.8m x 8.5m).

**Cost: 573k**

### Summary of work for Berth Infrastructure & Service

Both Main Floats A and B were extended, and 6 fingers added to Float B. Electrical service was extended to these new areas.

**Cost: 489k**

### Other and future work

As per the long-term plan, the work above was conducted with consideration for future steps in the redevelopment of the marina. As of October 2017, SCH will start building new wharf head. The organization is already starting to discuss and plan future work in collaboration with Small Crafts Harbour, which would likely start with re-development of the Off-Loading Wharf. Within the next decade, we should then be able to look at a suite of further user services.

## Statement of Completion of Project Objectives

The project had a range of objectives focusing on immediate benefits and long-term outcomes to multiple stakeholders, and we are very pleased to present early assessments and impacts of the project just a few short weeks after completion (as per the table below). Overall, the main objective of the project was to invest in well-planned infrastructure that meets growing recreational and commercial demand for moorage on Hornby Island. The Ford Cove Harbour Authority had the comfort to know that this project was not a case of a “build it and they will come”, but rather of: “they are here and we needed better facilities and more space”. As per our experience through the first summer, this overall assessment was confirmed.

In terms of work commitments, all project objectives were completed, and the scope of work was not changed in any significant manner. The project was also completed according to budget. We are happy to report on initial impacts and results for all stakeholders in the table below:

Stakeholder Groups	Immediate Benefits	Long-Term Outcomes
<b>1. Transient Recreational Boaters</b>	<ul style="list-style-type: none"> <li>• Increased access and moorage</li> <li>• More space for day-use</li> <li>• Updated infrastructure</li> </ul> <p>Result to date: Doubled size of the marina: 1280 new feet of moorage space – 2017 summer occupied at 70%.</p>	<ul style="list-style-type: none"> <li>• Comfortable, overnight facilities, and fewer boats turned away</li> </ul>
<b>2. Resident Recreational and Fishing Boaters</b>	<ul style="list-style-type: none"> <li>• Less overcrowding and more space</li> </ul> <p>Result to date: New dedicated spaces opened for summer resident moorage. 100% occupied.</p>	<ul style="list-style-type: none"> <li>• Less competition for space and updated facilities</li> </ul>
<b>3. Commercial Fishing Vessels</b>	<ul style="list-style-type: none"> <li>• More usable working area during commercial operations</li> <li>• Less overcrowding</li> </ul> <p>Result to date: Active use of new breakwater area by Herring fishery planned for 2018. Used frequently by transient vessels this summer.</p>	<ul style="list-style-type: none"> <li>• Roomier working area (breakwater), updated facilities, and welcoming marina</li> </ul>
<b>4. Public Service Organizations (RCMP, DFO, Coast Guard, etc....)</b>	<ul style="list-style-type: none"> <li>• Less overcrowding</li> <li>• Better, updated infrastructure</li> <li>• Overall safer, more accessible working area in case of emergencies</li> </ul> <p>Result to date: Thumbs up from agencies representatives about the new excellent harbour infrastructure, with accompanied with parking flow tweaks (painted lines)</p>	<ul style="list-style-type: none"> <li>• Updated facilities, more space for emergencies and regular use</li> </ul>

<p><b>5. Hornby Island Residents</b></p>	<ul style="list-style-type: none"> <li>• More captured transient traffic</li> <li>• Spin-off spending on the island</li> <li>• Better marine transportation infrastructure</li> </ul> <p>Result to date: New infrastructure resulted in double transient traffic in first summer! Harbour Authority also invested to support a brand-new Community Bus which ran for four weeks this summer.</p>	<ul style="list-style-type: none"> <li>• More overnight visitors and related increased economic benefits</li> <li>• Excellent marine infrastructure to complement the ferry system.</li> </ul>
<p><b>6. Hornby Island - Marine-Based Businesses</b></p>	<ul style="list-style-type: none"> <li>• Less overcrowding</li> <li>• More usable working areas</li> </ul> <p>Result to date: Existing businesses thrilled with new infrastructure! We are expected at least one new business to start next year.</p>	<ul style="list-style-type: none"> <li>• Better facilities to base marine businesses around</li> </ul>
<p><b>7. Hornby Island – Other Businesses</b></p>	<ul style="list-style-type: none"> <li>• Increased traffic could lead to new service business opportunities</li> </ul> <p>Result to date: Most evident is the new Community Bus.</p>	<ul style="list-style-type: none"> <li>• Infrastructure that improves marine and air (floatplane) access to Hornby Island</li> </ul>
<p><b>8. Ford Cove Harbour Authority</b></p>	<ul style="list-style-type: none"> <li>• Less overcrowding</li> <li>• Ability to better meet increasing demand</li> <li>• New revenues</li> </ul> <p>Result to date: Board is thrilled. We have a new long-term facilities plan, new infrastructure, better experience for all users and staff, and 34 % increase in</p>	<ul style="list-style-type: none"> <li>• Revenue gained from extra moorage space makes a substantial</li> </ul>

	revenue year over year to date!	
<b>9. Conservation, Educational, and Non-Profit Groups</b>	<ul style="list-style-type: none"> <li>• Breakwater is used by sailing club and other groups – less overcrowding</li> <li>• Replacement of Styrofoam = better environmental quality</li> </ul> <p>Result to date: The project to date seems to have met its environmental objectives. No negative surprises yet. Use by local groups.</p>	<ul style="list-style-type: none"> <li>• Better day-use area, and more room to run programs and ensure safety.</li> <li>• More environmentally-friendly materials and less in-harbour pollution.</li> </ul>
<b>10. Comox Valley Area</b>	<ul style="list-style-type: none"> <li>• Comox Yacht Club and others...more capacity to receive large groups</li> <li>• Infrastructure that helps meet projected traffic increases and improves commercial infrastructure.</li> </ul> <p>Result to date: Many positive comments from users. Marketing to Yacht clubs plans for upcoming shoulder season.</p>	<ul style="list-style-type: none"> <li>• Better facilities on Hornby for boaters from Comox Valley, and overall improvement of regional infrastructure to service growing demand</li> </ul>
<b>11. Vancouver Island / Salish Sea Area</b>	<ul style="list-style-type: none"> <li>• Better infrastructure for commercial fishing operators, and for multi-nights transient stays.</li> </ul> <p>Result to date: Many positive comments from</p>	<ul style="list-style-type: none"> <li>• Better facilities on Hornby for users in the Salish Sea area, and overall improvement of provincial marine infrastructure to</li> </ul>

	users. Because of the comfortable facilities and Community Bus, one group that was going to stay one night stayed for eight nights and visited the island every day.	meet growing use and demand.
<b>12. BC/Canada</b>	<ul style="list-style-type: none"> <li>Quality marine infrastructure to meet commercial and recreational demand</li> </ul> <p>Result to date: We feel like the new facilities are so much more welcoming and reflective of other investments happening on Hornby Island. Things are looking up are we are proud of our facilities as a marine nod on the Coast.</p>	<ul style="list-style-type: none"> <li>Better marina facilities on the West Coast to meet growing</li> </ul>

## Economic Benefits

### Temporary and Permanent Jobs

The expansion project supported 38 temporary jobs over a period of 14 months, with our estimate of 750 days equivalent for all aspects of the work. These jobs included float builders, installers, skilled trades, and professional services.

In terms of permanent jobs, the project will allow Ford Cove Harbour Marina to have the ability to add staffing as the marina gets busier. This option will be looked at in the next years. More importantly, the new infrastructure has already received a positive response from our local marine business community. Anecdotally we know that the project is inspiring confidence in those who make the marina their home for their business, and we expect further private investment to follow. We are aware of one charter business that plans to start-up in the Spring, and have also received inquiries from off-island businesses about the use of the facilities and interest in future service improvements.

## Local Economic Impact

In our initial application, we estimated that every dollar of new moorage revenue at the marina translated in an estimated \$2 spent in our local economy. We also projected that this amount would likely double to \$4 if transient boaters could get around the island, for example via a bus.

Amazingly, the expansion project contributed directly to the launch of a Community Bus in the first summer! Through our partnership with HICEEC, along with 9 other local business partners, Ford Cove Harbour invested some of its new revenue to support a summer trial for a community bus, which operated from August 3<sup>rd</sup> to September 2<sup>nd</sup>, 2017. The free bus stopped at the marina 6 times every day, and the response by boaters was fantastic. 2000 people took the bus over that period, and the marina was the busiest stop. We will continue to work with the group to attempt to make the bus a permanent service on the island.



The new Community Bus – August 2017.

In sum, after just 2 months since the infrastructure was put in place, we estimate that the additional 25k in moorage revenue at Ford Cove Harbour Authority added at least \$75,000 in visitor expenditure in our local economy (using a factor of 3:1, based on a bus that just started operations). We maintain our initial estimates that once we reach 90-100% capacity with the new infrastructure over the coming summers, the trickle benefit to the local economy should be between 300-400k annually.

In 2017 and 2018, we will be working with HICEEC and others to market our new facilities through print and online campaigns. Other opportunities are also on the horizon. For example, Conservancy Hornby just launched a new annual “Herring Festival”, as Hornby has one of the best herring spawns on the coast. We expect this initiative will enhance our brand as a marine destination, and help attract further

traffic in the shoulder seasons. We are very excited that our project not only will help ensure the viability of our organization, but very concretely support a vibrant community and new opportunities for Hornby Island.

## Lessons Learned and Next Steps

The project has been a significant milestone and achievement for both our organization and the community. The exercise to design the completed started with a much broader consideration of the future of the marina, and our long-term goals. Rather than just focus on the build of the breakwater and floats, which were clearly needed, we developed a 10 years plan and set of improvements and services we would like to offer at Ford Cove. This exercise was great for both the board and the community, as not only do we have new infrastructure, but we now have a long-term vision that is well supported and understood by the community.

### Organizational Lessons

The project was a great experience for staff and board. Everyone worked hard to get this project done. Directors have a high degree of pride and engagement in the result and the future of the organization. The legacy of a ten-year plan is valuable and we feel like we know where we are going, and how to get there. The Harbour Manager was of course quite involved in the project, and already reports on the benefits of the new infrastructure in adding capacity without feeling over-stretched. The new infrastructure makes everything much smoother and has reduced, if not eliminated, space conflicts at the docks.

The organization certainly appreciated the ability to work with federal partners and ICET on the project. We felt very well supported and both these organizations offered counsel and flexibility in helping us achieve our goals. After a little over a decade of the Ford Cover Harbour Authority having more control on the marina. We feel confident about our future.

### Community Lessons

The level of community support was so welcomed. On Hornby Island, many projects can die on the vine based on public reception, and sometimes misconceptions. This project did not encounter such problems. Partly, this was helped by the fact that “expansion of the marina” was listed as desirable in our Official Community Plan. The fact that we didn’t really use or ask for local money also helped. This project was done with our internal revenue, and federal and ICET funds.

Today, many community members ask us how we achieved it and we are proud to tell our story. Sometimes people have suggestions for future improvements, and usually we can tell them that their suggestions are part of our long-term plan, which gives us an opportunity to start discussing future changes and improvements. Lastly, on an island where there is often debate about initiatives focused on residents and initiatives focused on visitors, this project exemplifies infrastructure that benefits both. Overall, we are thrilled by both the community support and response to date.

Thank you to ICET for supporting this project from start to finish!

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Jean Miserendino, Harbour Manager

FINANCIAL STATEMENT

Ford Cove Harbour Improvement Project

Period: May 2017 to July 2017

**Project Expenditures**

Breakwater	\$573,307.49
New Floats	\$399,840.58
Electrical	\$ 86,858.00
Sea bed remediation	\$ 2,472.92
Misc. new floats	\$ 2,688.07
<b>Total Expenditures</b>	<b>\$1,065,167.06</b>

**Project Income (Sources of Funding)**

Small Craft Harbours	\$ 560,000.00
Ford Cove Harbour Authority	\$ 205,068.48
ICET	\$ 300,000.00
<b>Total Income (Sources of Funding)</b>	<b>\$1,065,068.48</b>
Balance	+\$98.58

I hereby certify that this statement accurately represents all project expenditures and all sources of project funding



Glen Hadden, Secretary/Treasurer

August 10<sup>th</sup> 2017

Date