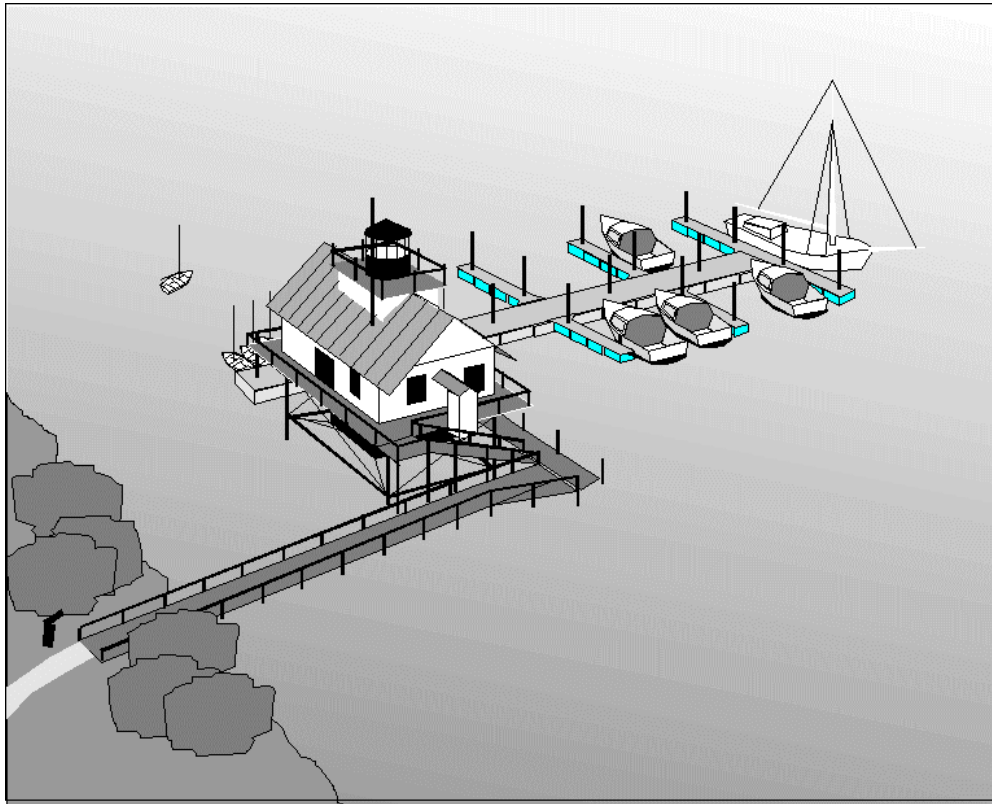


Swiss Bear Downtown Development Corporation

FY2009 Boating Infrastructure Grant Program Application
To the United States Department of the Interior
Fish & Wildlife Service

September 26, 2008



The New Bern River History Marina

Contact Information:

Susan Moffat-Thomas, Executive Director
Swiss Bear Downtown Development Corporation
(252) 638-5781
director@swissbear.org

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Introduction – Swiss Bear Downtown Development Corporation, in partnership with the City of New Bern, North Carolina, requests \$647,400 in matching funds from the U.S. Fish & Wildlife Service Boating Infrastructure Grant (BIG) program. Swiss Bear is a community-oriented nonprofit of nearly 29 years standing, and a participating member of the North Carolina Main Street Program, which is sponsored by the North Carolina Department of Commerce. In 1979, with downtown New Bern at a low point, with a deteriorating waterfront and a trend away from downtown business districts, city and county officials and community leaders established Swiss Bear, Inc. as a 501(c)(3) non-profit. The goal was for Swiss Bear to spearhead, coordinate, and fund some of the private enterprise efforts to revitalize the downtown and redevelopment of its waterfront. This vision has been rewarded with projects that have added millions to the tax base and created hundreds of jobs. Over \$65,000,000 has since been invested in 50 major rehabilitations and new construction, including major hotels and commercial marinas. Tourism has become a major industry in the area, now generating more than \$70,000,000 annually in local business, with more than 1,000 persons employed in that work. Some other notable achievements which have been brought about in partnership with the City of New Bern, Craven County, local business and community leaders, and State and Federal agencies include:

- Advancement of the schedule for replacement of the old Cunningham swing bridge serving downtown, to permit completion in time for the 300th anniversary celebration in 2010.
- Implementation of the restoration and improvement of New Bern’s classic federal courthouse, now one of only two federal courts in the nation actually in the reconstruction phase. It will be completed in time for the 300th anniversary celebration.
- Upgrade of the Broad Street Corridor in downtown New Bern. This project takes advantage of highway changes brought about by replacement of the Cunningham bridge, and will result in a beautiful tree-lined boulevard-style street, and commitment of unsightly and vulnerable utility lines to underground pipes.

The job of downtown revitalization continues, and the subject project of this proposal has been designed to complement the past achievements with new ones and to encourage further growth in tourism, as well as to improve the downtown area for residents of the region.

Overview – This proposal is organized in a standard business proposal sequence, but with the addition of a section on *satisfaction of grant criteria*, to ease the reviewers’ task by connecting various proposal elements with the criteria they address. The main proposal sections are *Background*, *Narrative*, *Grant Criteria Satisfaction*, *Maps*, *Conclusions*, and the *Recommendation/Grant Request*. Attachments include letters of partnership and/or endorsement, and a preliminary Business Plan to project the first couple of years’ Marina operation.

The *Background* section explains the nature of New Bern’s history along the Neuse and Trent rivers, and its evolution in terms of industry, agriculture, and transportation. The *Narrative* section defines the project, addressing the *Need* which drives the proposal; the *Objective*, which is the desired outcome of the effort; the *Approach* to achieving the objective; the *Location*, which

establishes distances from the Marina to attractions which are likely to draw boaters using the Marina; estimated *Project Costs*; the *Expected Results*, which describe the lasting impact of the results achieved; and *Points of Contact* for the major partners in the project. *Grant Criteria Satisfaction* is presented in seven sections: *Partnerships*; *Innovativeness*; *non-Federal Grants*; *Cost Efficiency*; *Waypoints*; *Cultural/Natural Access*; *Economic Impact*; and *Multi-State Coordination*. The *Maps* section provides visual description of the site of the proposed marina.

Background – New Bern, North Carolina, founded along the shores of the Neuse and Trent rivers in 1710, is approaching its 300th year of existence. During this long history, the City and surrounding area have experienced a constant evolution to the present day. Originally, the location provided a safe harbor, abundant timber, pitch, and turpentine for sailing ships, agricultural products, and good fishing. Shipbuilding thrived through the wooden ship era, and the City’s port became extremely important to both sides during the Civil War, supporting both sail and steamships. As vessels moved to iron hulls, the local economy was affected, and naval stores lost importance. Nevertheless, the rivers continued to be the lifeblood of the area well into the era of the railroads, with regular steamship freight and passenger service to Elizabeth City, and dedicated weekly steamers directly to and from New York City.

New Bern continued to support a thriving shipbuilding industry, having built its first steamship in 1850. Local industry manufactured pleasure vessels, ferries, tugboats, fishing vessels, tankers, and warships through the middle of the 20th century. Large pleasure vessels are still built in New Bern, in the modern plant of Hatteras Yachts. As the evolution continued, the City’s industries also changed, moving more toward tourism and exploitation of local historic sites and events. The waterfront areas eventually fell into disuse, and being prone to frequent flooding, were eventually leveled and filled to contribute to the hospitality industry. In 1979, the Swiss Bear Downtown Development Corporation was founded as a non-profit partner of the City to redevelop the downtown district. The extreme success of this campaign is evident today, with a vibrant commercial area, surrounded by historic neighborhoods and attractions. Tourism is on the rise, and more than 1,000 local people are employed in that industry. The work is not done!

One major remaining challenge to the City and Swiss Bear is the improvement of citizen access to and use of the beautiful riverfronts in the downtown area, improving the general quality of life of local citizens while also making the area more attractive to outside visitors. In view of recreation as the principal use of the rivers, one of the significant deficiencies of the current situation is that there are no public transient docks available to citizens or visitors. There have never been any such facilities here in recent times. Local privately-owned marinas are succumbing to the general trend toward sales of boat slips to private ownership, which discourages transient use of the facilities. Some transient docks remain within the commercial marinas, but their definition of “transient” could permit a boat-owner to tie up a slip for the entire summer season. The purpose of this proposal is to support provision of a true public transient marina, and one which is in keeping with the historic character of this historic port city.

Narrative - This section of the proposal contains the principal elements of the plan for the work to be accomplished in providing transient boating facilities in the Downtown New Bern waterfront area.

- *The Need.* There are currently no public transient docks in the New Bern downtown area, other than three municipal 41-foot “day docks” at Union Point Park, provided for “temporary mooring.” Tie-ups are permitted for four hours only, during daylight hours. Overnight docking is prohibited, and no commercial vessels are permitted. These fixed docks offer no electricity, water, or on-site facility personnel. They are mostly ignored by local boaters, and are used primarily by local residents as crab-fishing platforms.

New Bern and other eastern North Carolina towns and cities recognize the growing trend of “gentrification” of their waterfronts in response to increasing waterfront real estate values. Rising prices result in the loss of public and commercial dockage, and replacement with upscale residential properties, usually high-density condominiums. These properties complicate citizen access to the waterfront and encourage the privatization of boat slips and other dock facilities, partly to be convenient to the condo owners. Such actions reduce the total number of boat slips available for true transient rental and, thus, discourage many potential visitors by boat. This trend is evident in New Bern with construction of waterfront condominiums and the sale of many boat slips in existing marinas. While several proposed condo projects have gone “on hold,” due to a risky economy, the overall trend continues with slip privatization. One large condo project, which would have provided transient marine space, was cancelled in the face of neighborhood apprehensions, while another, including a large marina, is under construction across the Neuse river in Bridgeton, more than a nautical mile away from downtown by boat, and three miles by car, with very limited transportation accessibility to the city, primarily serving the condo residents rather than short-term visitors to downtown cultural resources. Smaller non-trailerable boats are clearly underserved as a class in the current trend of privatization of marina slips and services.

An informal survey of local marina amenities, conducted for this proposal by the Cape Lookout Sail & Power Squadron, is shown in Figure 1. The revealing content of this survey is that these marinas regard the meaning of transient to be from one to 90 days, and in some cases, the availability of such slips is based on whether or not slip owners are actually occupying their slips. The long terms suggest that occupied transient slips can be taken from the marketplace by a single boater for up to 90 days - an entire summer season – and still be considered “transient.” These conditions argue for creation of a public marina to serve a large class of transients who wish to visit for one to ten days.

Marina	Transient Slips?	Pumpout?	Dinghy Dock	Fuel	Elec Water	Showers	Laundry	Ice	Moorings
Bridgeton (1)	Yes (2)	\$10	Yes	Yes	Yes	Yes	Yes	Yes	30-50 (6)
Galley Store (1)	30 (3)	\$5	Yes	Yes	Yes	Yes	No	Yes	No
Bridgepoint	No	No	Yes	No	Yes	Yes	Yes	Yes	No
Sheaton Grande (1)	Yes (2,4)	\$10 (5)	Yes	No	Yes	Yes	Yes	Yes	No
Notes 1. New marinas: Not completed at the time of the proposal deadline. 2. number of transient slips depends on how many long-term slip owners are present. 3. All slips are for transients. 1 day to 90 days. 4. Two levels of transient slips: 1-30 days, greater than 30 days. 5. Pumpout free for boats staying at marina 6. Future plans call for moorings; none in place at present.									

Figure 1. Current State of New Bern’s Transient Boat Slip Population

Paralleling the “condoization” of docks as New Bern becomes a popular retirement haven, is a trend toward larger and more expensive boats, and the resultant emphasis on private facilities for those vessels. A cruise past the two largest established local hotel marinas clearly reveals an emphasis on larger boats, with many in the 50 – 60 foot class. This proposal seeks to accommodate mid-size cruising boats, 26 to 40 feet in length, in order to serve the most citizens possible in this underserved category of transient services.

Finally, the planning community recognizes that infrastructure improvements are necessary to keep New Bern competitive in the burgeoning tourism industry, now focused mostly on the nearby ocean beaches. It is clear that without periodic improvements to attract visitors to New Bern for its intrinsic attractions, the City and area are likely to continue their descent to serve simply as a way station on the trip from Raleigh to the “real” attractions on the seashore. New Bern needs stimuli such as the infrastructure improvements proposed herein, to re-create itself as a destination city!

- *Objectives.* Swiss Bear Downtown Development Corp. and the City of New Bern have assigned three important objectives to this project. The first objective is the *provision of new marina docks and services for non-trailerable boats*, to encourage transient (up to three day) river visits to New Bern. Objective two is *construction of a timber footbridge* to provide easy access for marina visitors to the various cultural resources and retail shops of downtown New Bern. The third objective is *removal of possible obstructions to safe navigation* in the vicinity of the marina. The City of New Bern will dedicate three lots of waterfront land and riparian rights, appraised at \$677,000 in value (appraisal letter attached), to match the federal funds requested for the project. These three objectives are defined in detail as follows:

Objective 1. *Develop New Bern’s first public transient marina, catering exclusively to non-trailerable boats, up to 40 feet in length, for visits of up to ten days. Accommodate 13 to 14 vessels at a time.*

The new transient marina will be blended into a most appropriate waterfront location, with safe, easy vessel access from the Neuse and Trent rivers, and within easy walking and biking range of New Bern's recreational, cultural, and historic attractions and downtown businesses, including restaurants and shops. The Marina would be centered on a dockmaster's office, built off Jack's Island with the exterior form of the historic Neuse River Lighthouse, as a means of linking the facility with the nature of the historic port city, and to help commemorate the City's 300-year anniversary on the rivers. The physical appearance of the facility is shown in Figure 2. The marina will feature floating docks, and along with tie-ups, will offer all-purpose City water, restrooms, showers, laundry facilities, and wireless Internet service. Optional 30 amp electrical service will be available at an extra charge. A pumpout system will be based at the Marina to provide in-the-slip service. Funds for this service are not being sought in the BIG grant competition; other grant sources will be solicited specifically for that service, which will be selected for best compatibility with the final marina design.

The Marina operation will contribute as much as \$223,537 annually to the local community, in terms of basic marina revenues and other boating tourist expenditures.

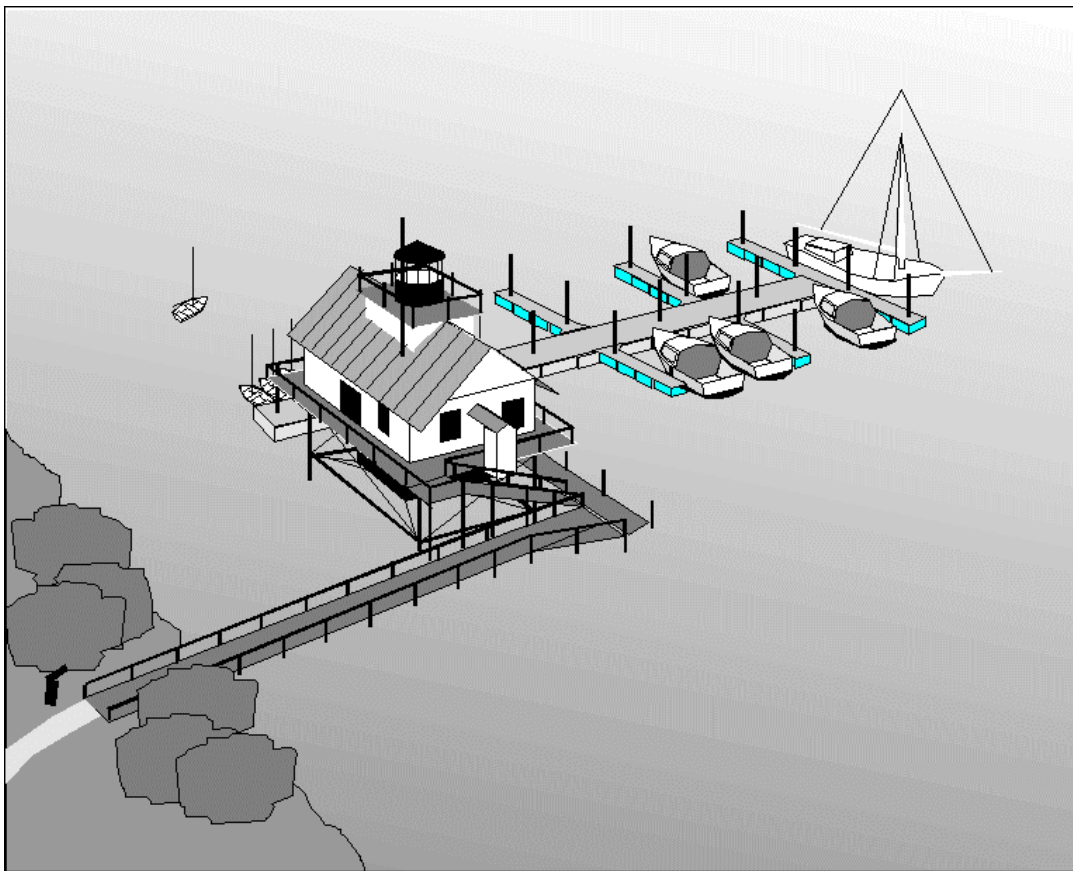


Figure 2 . New Bern River History Marina, with Replica Lighthouse Dockmaster Office

Objective 2. *Contribute partial funding to the construction of a footbridge over Lawson Creek to give boaters at the Marina and History Park easy access to downtown New Bern and all its attractions, ending an isolation that has existed since the park was created.*

This bridge, as illustrated in Figure 3, would fully enable the marina by providing visiting transient boaters with convenient, safe access over Lawson Creek to the City's many charms. The bridge, an innovative connective approach, with its included Wetlands Walk, will provide an interesting path for walking or boaters and others, passing through a natural wetlands (from which the City is barely perceptible), and passing the nationally-certified Tryon Palace Historic Sites & Gardens and the new North Carolina History Education Center before joining downtown city streets. The River Walk will continue past commercial marinas, lovely parks, and historic Civil War-vintage and earlier buildings. All in all, the bridge is a linchpin in this proposal, but only a portion of its financing is requested in this proposal. While it will be essential to the boaters staying at the Marina, it will also serve others who wish to cross Lawson Creek in either direction. About a third of the bridge crossers are estimated to have at least some connection with the Marina in crossing the footbridge. For this reason, approximately a third of the bridge's cost is requested as part of the BIG proposal. The remainder will be funded through a combination of community contributions, grants, sponsorships, and appropriated funds, as shown in Figure 9.

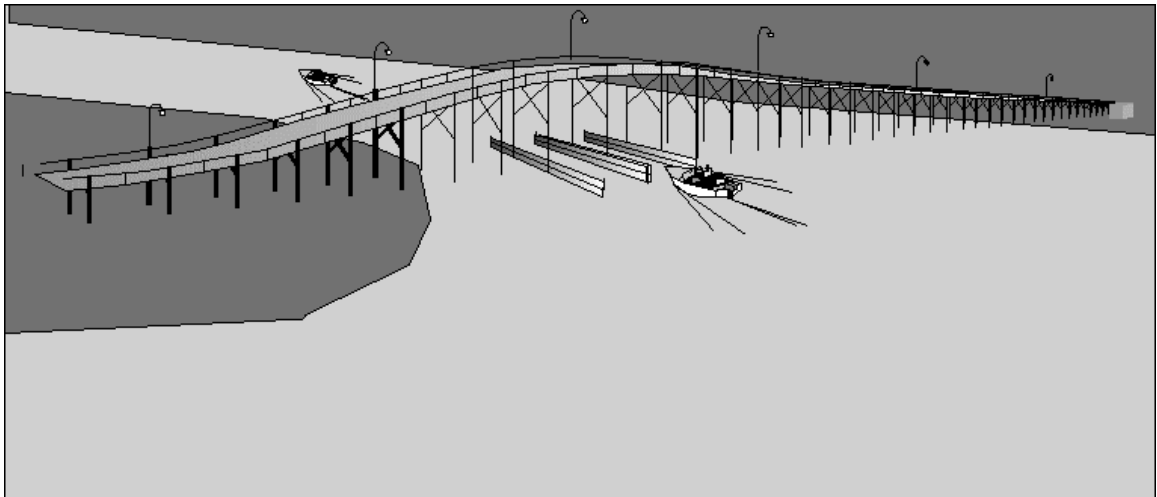


Figure 3. Proposed Lawson Creek Footbridge

Objective 3. *Ensure the navigational safety of the waters around the planned marina.*
A recent underwater survey has revealed at least 17 sonar targets in the future marina area, which might constitute navigational hazards. This task, under Objective 3, will take the underwater survey material, along with low-tide visual photography, to characterize the nature of each potential threat for mitigation. Three rules will govern the effort to make the area safer: 1) Serious hazards will be physically removed by the least invasive method, such as cut off a few inches above the mudline; 2) Targets which are not serious navigational hazards or are outside the Coast Guard definition of navigable waters, will

simply be marked as appropriate with hazard buoys or other warnings; and 3) There will be no disturbance to the river bottom. Figure 4 illustrates the locations around the harbor, where navigational hazards may exist, and Figure 5 shows several hazardous pilings exposed by low tide.



Figure 4. Location of 17 Potential Underwater Hazards



Figure 5. Representative Navigational Hazards at Extreme Low Tide (possibly sonar targets 14 and 15 shown in Figure 4)

- Expected Results.* This marina has been planned to work in harmony with other projects significant to New Bern's historic relationship with the rivers. By being planned to take best advantage of the large number of existing and developing historical, educational, and recreational assets in this area, the marina will become almost a destination in itself. It will support affordable weekend family boating visits to the Tryon Palace (NC's first capitol) or the new North Carolina History Education Center, and other historical activities. Note: These two attractions alone are expected to draw at least 200,000 visitors annually after 2010. Serious mariners will consider the area increasingly attractive for boat club trips from other towns. These trips usually consist of several boats sailing together for several nights stay at a desirable marina with nearby dining options and supporting attractions. In such trips, downtown amenities at destination are all important, and this Marina will deliver! Also important will be the improved opportunity on the Atlantic Intracoastal Waterway (ICW) to divert the approximately 24 miles up the Neuse River to take in New Bern's pre-colonial, colonial, civil war, and other attractions – something previously difficult to accomplish in view of the limited number of available transient slips.

While much of New Bern's marina activity is oriented toward larger boats and long-term berthing, the New Bern River History Marina will open up the previously underserved transient market. The aggregate advantages of this marina indicate that, with good marketing and the maintenance of excellent service, this marina will experience a high rate of occupancy. With just a 57% annual occupancy rate (adjusted with winter rate and term accommodations, per the Business Plan Analysis), and averaging only 30 feet in boat length,

the marina can net as much as \$58,000 for a contract operator, and more, if the average boat length is increased, or some additional minor services are offered. Economic impact on the City and surrounding area is estimated to be as much as \$223,537. The expected contractor for this NC Clean Marina-compliant operation will be a non-profit organization concerned with public use of the rivers and the natural environment, to present the highest ideals of public boating, and capable of using marina-generated income to help with river environment issues.

Anticipated occupancy rates cited in this proposal's Business Plan are considered conservative, partly due to the impact of past developments along the waterfront. Before the Bridgepointe hotel and marina and the Sheraton Grand Hotel and marina were built along the shores of the Trent River, downtown was certainly not an attraction in itself, and few boats dock in New Bern. However, as soon as the hotels made their marinas available, hundreds of boats appeared to take advantage of the new facilities, and their long-term berthing policies. The marina defined in this proposal will likely attract its own cadre of faithful transient boaters.

There will also be a watershed of positive peripheral effects stimulated by this Marina: The City Department of Public Safety will benefit from the availability of dock space to conduct its childrens' water safety program, and the Department of Recreation and Parks will be able to work with the Optimists Boating Program to provide small boat handling training from the floating docks, in the relatively shallow water outside the normal boat channels. Future expansion space is available for an additional slip to accommodate a public safety vessel for benefits in terms of response time to emergencies, and in terms of an increased level of general security. Also in the future, possible establishment of a nearby mooring field will provide another long-needed service, with dinghy access to the marina and downtown via the footbridge. Costs for future expansion opportunities are not included in this request for funding.

- *Approach.* The River History Marina on Jack's Island will be an entirely new facility, as no such operation currently exists in New Bern. The River History Marina, along with its companion projects, the Footbridge and the Safe Navigation Project, are being pursued on a pragmatic basis, with careful attention to connectivity with other City attractions, for the maximum benefit to citizens and boating visitors. In view of the relatively benign nature of the proposed projects (no dredging, no bulkheading, no interference with navigation or water flow, no significant interference with wetlands, etc.), a "general" CAMA permit (Coastal Area Management Act) will be pursued. This is essentially a "major" permit, with an expedited approval process, due to the fact of little or no impact on the environment. Swiss Bear and the City of New Bern will work closely with the NC Division of Coastal Management (DCM) to best coordinate the permitting process.

The Marina dockmaster's office and the included boater amenities will be constructed to resemble the historic Neuse River lighthouse, which once guided sailing ships to the Port of New Bern. This approach provides the necessary structure for functional management of the marina, and provision of safe, clean sanitary facilities, while yielding the additional benefits of providing an authentic image from New Bern's past river history and meeting historic

compatibility with the surrounding area. Based on the fact that the marina slips must be located some 225 feet from the shoreline in order to meet the six-foot depth requirement, the preferred site for the “lighthouse” is over the water, at the six-foot depth line. This approach would support the dockmaster’s water – dependent function with a direct elevated view of the slips and approaches to the marina, and would support the historical appearance of the building, which was originally located in the shallow waters of a sandbar. As the floor joists of the simulated lighthouse would be some eleven (11) feet above the water, the structure would not cast continuous shadow on the river bottom. Placement of the dockmaster’s office in the optimum water location also eliminates the need to remove any trees from Jack’s Island, or to interfere with the island’s wetlands in any way.

Permits have not been secured for the preferred site design of the marina. Initial permitting discussions have begun with the NC Division of Coastal Management. An alternative design for the River History Marina sites the dockmaster’s office on land should the preferred option be unpermittable. Should the location of the dockmaster’s office need to be re-sited onto Jack’s Island in order to be permitted, it would be constructed in the open upland area such that there is little to no impact to coastal wetlands. Swiss Bear will work with the NC DCM to appropriately site the marina and will ensure the project meets all CAMA permitting requirements.

As planned, the marina and adjacent River History Park create a river attraction of significant “critical mass” to have measurable impact on the central business district. Complementary small projects (not to be funded under this proposal) will include artifacts from New Bern’s long commerce and industrial relationship with the rivers, furthering the public’s understanding of local maritime activities and traditions.

The primary objective of this marina is to develop the first public transient marina in the New Bern area, which invites non-trailerable boats for up to three-day stays. This is the primary task. All other objective considerations are secondary. In order to maximize the visual impact of this Marina, the dockmaster’s office will be constructed in the symbolic exterior form of the Neuse River Light, which guided ocean-going vessels to New Bern from about 1862 through the mid-1920s. The screwpile of that light remains standing at Sandy Point, downriver from the City. This approach to structural design provides a fully functional Dockmaster’s office, while commemorating New Bern’s nearly 300-year history on the Neuse River, and will directly support development of infrastructure that will complement the City’s 300th anniversary celebration in 2010.

A plan view of the proposed Marina is shown in Figure 6, and a sketch of the interior layout of the dockmaster’s office facility is shown in Figure 7.

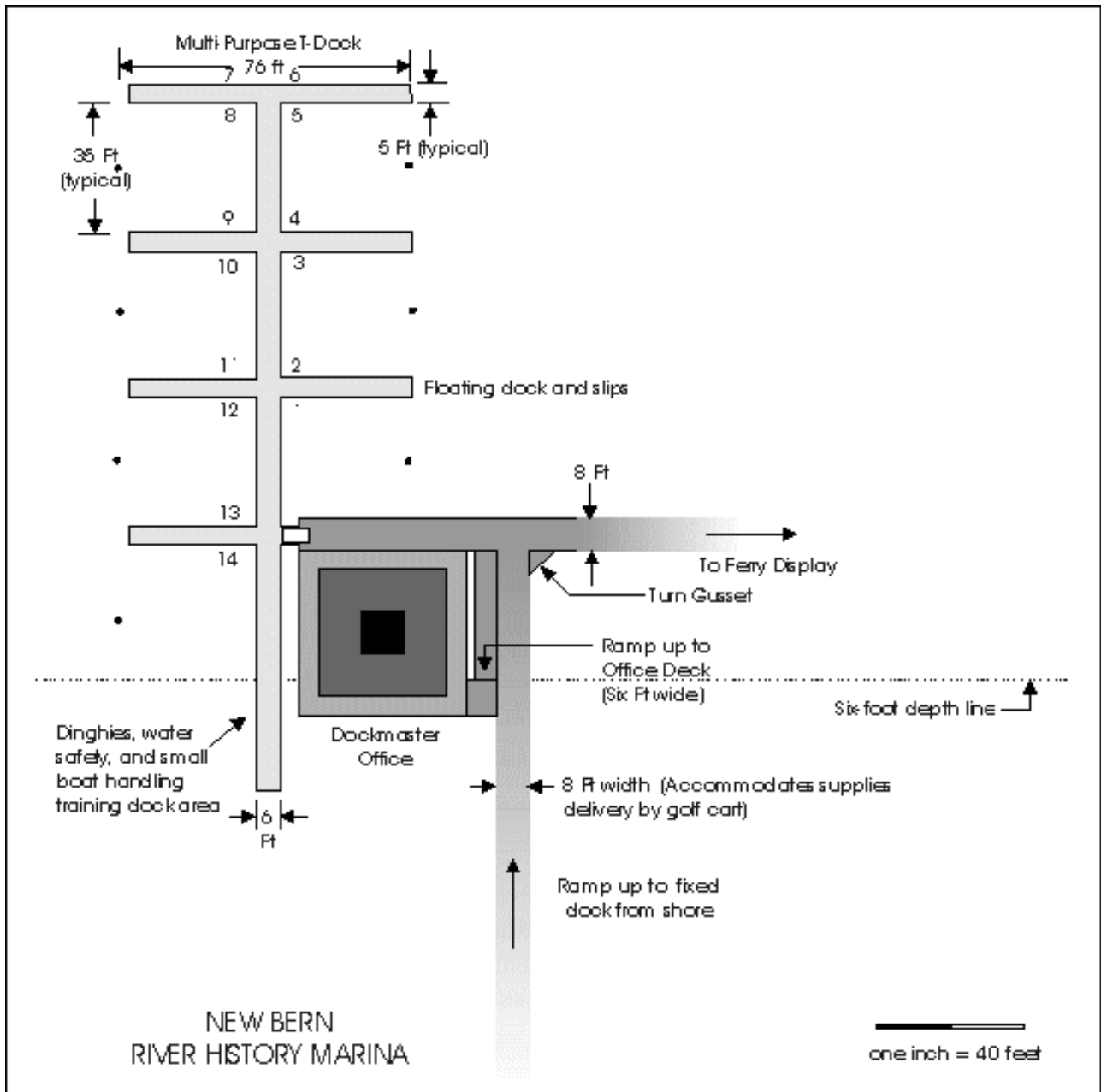


Figure 6. New Bern River History Marina Plan View

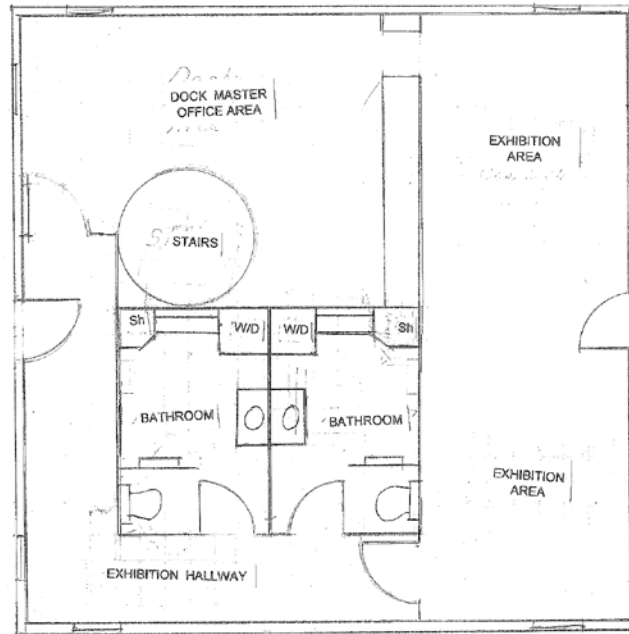


Figure 7. Initial Sketch of Dockmaster's Office and Marina Facility Interior

The marina will comply with the *Best Practices Manual for North Carolina Marinas*, as developed by the North Carolina Division of Coastal Management's Clean Marina Program, in Partnership with N.C. Sea Grant and N.C. Division of Water Quality.

A total of 14 slips, capable of handling at least a 40 foot boat and each at least 17.5 feet wide, will be provided. Two of those comprise a "T-Dock" which may be alternatively reconfigured to accept a single large vessel, or even serve as home base to an excursion boat.

Approach to the marina by water will be via a large expanse of a minimum six-foot plus water depth, which abuts the Trent River Channel. That channel permits passage up the Trent or downriver to the Neuse, to a deepwater channel leading to the Atlantic Intracoastal Waterway (ICW), Pamlico Sound, and the Atlantic Ocean.

Approach to the marina from land will be a fixed wooden ramp from approximately two feet of elevation on Jack's Island, to a fixed dock of seven foot elevation, adjoining the lighthouse, which is accessible via a ramp from that dock. That dock also accesses the floating marina docks, upon which all 14 slips are based, by way of an aluminum gangway. Besides the dockmaster's office, the building will contain two unisex restrooms with showers and stacked washer-dryer units, available to boaters via key issued at the time of fee payment.

Initial cost estimates have been provided by more than 15 contractors experienced in marine construction and structures such as the dockmaster's office. Based on those estimates and the basic requirements (specifications) developed by Swiss Bear Downtown Development Corp., competitive bids will be sought to select contractors or actual construction of the

project. The City of New Bern and Swiss Bear will partner in overseeing the construction contracts.

Operation of the finished marina and ancillary facilities will be via a contractor selected by the City of New Bern for a period of performance to be negotiated, but with periodic review and possible rebidding. The contractor will be responsible for year-round day-to-day operation of the facility, to include marine radio operation, slip scheduling, vessel greeting, fee collection, and general management of the operation. Optionally, and subject to negotiation, the operator may provide additional services, such as excursion service, sale of sundries such as ice, candy, soft drinks, and the like, and possibly independent rentals, such as kayaks and bicycles, in support of the visiting boaters. The operator will agree to help promote the viability of the marina by encouraging visits by the largest vessels acceptable by the physical facility. Swiss Bear has entered into initial discussions with the leadership of the Neuse River Foundation (NRF), a 501(c)(3) non-profit dedicated to environmental protection of the Neuse River, as a possible third (operating) partner. By operating the marina, the NRF would gain an iconic operational center, in the replica lighthouse, and could amass additional revenue for application to mitigation of river pollution problems. The NRF leadership is checking its non-profit charter to determine if it is feasible to operate the marina in return for fees.

The operator will man the marina for up to 12 hours per day, employing part-time workers on four-to-six-hour shifts, and less than 30 hours per week per employee. Employees will be recruited from the plentiful retirement community, and especially from the many with extensive boating experience. A brief survey of local boaters suggests that an enthusiastic cadre of qualified persons is already available in the area, and willing to work for the recommended amount of \$10.00 per hour, with no additional benefits, to supplement their retirement incomes. The operator will pay to the City of New Bern the equivalent of a year of one 30-foot boat slip fees. This will amount to approximately \$20,000 per year, which the City will save as a maintenance/replacement reserve fund. This accumulating fund will pay for normal repairs, painting, roof replacement and the like, over the years. During the initial life of the marina, when repairs and replacement are generally less necessary, the City can clearly amass a fund of about \$100,000 over five years, which should be adequate to keep the facility in good condition. If rental fees are raised at any time, the city's fee will automatically rise in response.

The footbridge to cross Lawson Creek is considered an essential part of the overall plan for the marina and other area attractions. Lawson Creek is a shallow, dead-end body of water about 900 yards long, from its mouth near the proposed footbridge site, to its beginning at the entrance to Lawson Creek Park. NOAA Chart 11552, corrected to October 31, 1992 shows depth near the mouth of the creek as four feet, with a number of submerged wrecks in the area, and a "foul" bottom. A public ramp for trailerable boats is the primary source of vessel traffic, and most of the shoreline belongs to various city departments, although several commercial properties remain along the downtown side of the creek. The proposed footbridge design will more than accommodate the boats using the ramps and the creek in general. It will provide two 15-foot wide boat channels at the deepest part of the creek, and those channels will have 15 feet of vertical clearance under the highest point of the bridge.

These clearance specifications have been selected to match or exceed those of the Brice's Creek Road bridge, over a popular local boating creek several miles long beyond the bridge, and which services a vessel fuel station, and larger vessels docked at private piers. The Lawson Creek footbridge will be six or eight feet wide, and will accommodate Americans with Disabilities Act (ADA) requirements in terms of its gentle slopes. In keeping with the NC Division of Coastal Management (CAMA) rules, all adjacent riparian rights owners on Lawson Creek will be notified of the project, in order to give them an opportunity to support the project or to lodge questions or to object. If any objections are registered, Swiss Bear and the City of New Bern will explore all opportunities to resolve the concern with minimal impact on the overall project.

Swiss Bear is also developing a non-profit foundation to aid with the public marina operations, and possibly to become the contract operator for the marina. This group would provide complementary help in the form of volunteer docents, guides, special fund-raisers, marketing assistants, and other activities in direct support of the facility. New Bern is well-documented as a city of volunteers from its large retired community, and enthusiastic participation of highly-skilled volunteers from a number of pertinent professions is confidently anticipated.

Swiss Bear, the City of New Bern, and the County Tourism Development Authority (TDA), with its Visitor Information Center, will promote and advertise the marina via their individual web pages, the *Boater's Guide*, the *ICW Guide*, and in regional partnerships through *Co-Host*. The TDA is also a member of the *Southeast Tourism Society* (about 13 states), which promotes member cities and their attractions. *Visitnewbern.com* is a popular site for marina advertising and the Marina operators will have access for contributions to State web pages, such as *visitnc.com*, and traditional highway rest stop rack cards and periodic narrative articles supplied to boating publications. Eventually, marina operations will likely justify its own web page.

- *Location*. The proposed River History Marina will be located on Jack's Island (a part of the City's Lawson Creek Park), in the Trent River, off the historic waterfront of the City of New Bern. New Bern is the county seat of Craven County, which is located in eastern North Carolina, bordering the Neuse River, and about 34 miles from the Pamlico Sound, which leads to the Atlantic Ocean. The Atlantic Intracoastal Waterway crosses the Neuse approximately 25 miles from New Bern, with the Pamlico Sound another nine miles further. Figures 13, 14, and 15 in the Maps Section illustrate the specific locations of the City and the Neuse and Trent rivers.
- *Estimated Costs*. Construction of all elements in the proposed River History Marina and its supporting tasks will be via competitive bid. Costs herein were estimated via requests to qualified contractors for informal estimates. These estimates are being used to establish the cost specifications to be used in evaluating bids for the work, once funding is established. At least 12 such contractors were invited to help characterize the costs for the dockmasters building, including the firm requirement that its exterior closely resemble the Neuse River Light, in order to best capitalize on the setting and the historical character of the region. An experienced contractor who has recently built similar timber bridges in North Carolina

provided the informal estimate for the footbridge. Costs for the floating dockage were estimated by comparison with costs for floating “boarding docks” installed under contract with the City of New Bern last year, in support of ramps for trailerable boats. Per square foot costs totaled about \$101, and were applied conservatively, since the example included demolition of old piers, which will not be required of this project. Thus, at \$101 per square foot, and 2,975 square feet of floating dock required, the estimate is accepted at \$311,081, including a \$10,000 contingency. An experienced marine contractor examined the requirements for removing dangerous old pilings under the safe navigation task, and estimated the costs for removing single pilings. Using this data, the proposal team created the proposal cost of \$75,000 to accommodate a number of routine piling removals, plus the probability of a number of removals of unexpected complexity. All of these costs apply to the total project, and the BIG program is being asked to fund approximately 30% of that total, as shown in Figure 8, with the remainder being sought from a variety of potential sources, as shown in Figure 9.

Elements of the BIG Project	BIG Project Estimated Total Cost	Non-Federal Match	Requested BIG Share
Land & Riparian Rights*	N/A	N/A	0 0
River History Marina			
Service Building Structure~	\$ 246,000	\$ 164,000 67%	\$ 82,000 33%
RR, Showers, laundry	\$ 50,000	\$ 5,000 10%	\$ 45,000 90%
Floating slips	\$ 311,000	\$ 108,850 35%	\$ 202,150 65%
Fixed dock	\$ 50,000	\$ 2,500 5%	\$ 47,500 95%
Part 1. Marina Subtotal	\$ 657,000	\$ 280,350 43%	\$ 376,650 57%
Part 2. Marina Footbridge	\$ 470,000	\$ 314,900 67%	\$ 155,100 33%
Part 3. Safe Navigation	\$ 75,000	\$ 50,250 67%	\$ 24,750 33%
Approx.15% Contingency	\$ 180,300	\$ 90,150 50%	\$ 90,150 50%
BIG Project Grand Total^	\$ 1,382,300	\$ 735,650 53.2%	\$ 646,650 46.8%

* \$677,000 in land dedicated to this project by the City not included in project estimated total costs.

~ Actual total cost of the service building is \$328,000. 75% of the building is for transient use.

^ The Marina Project Grand Total is \$1,480,100 including actual costs of the service building structure.

Figure 8. River History Marina Cost and Matching Concept

Source	% Non-Federal Contribution
City of New Bern	31%
TDA	5%
Sponsors	7%
Appropriated Funds	15%
Grants	42%
Total	100%

Figure 9. Source Distribution of Non-Federal Contribution to the River History Marina Project

- *Schedule.* Permits for construction of the River History Marina should be somewhat simplified, due to the low-impact design of the in-water elements, possibly requiring about six months to process as a general permit, or approximately a year if a major permit requirement is levied. Bid competition is expected to take 3 months. Physical construction will be complete within eight months of project kick-off. As these tasks are sequential, the Marina should be ready after 17 to 23 months from start, dependent on the permit requirements.
- *Primary Contacts.*

Susan Moffat-Thomas, Executive Director, Swiss Bear Downtown
Development Corp. (252) 638-5781, director@swissbear.org

Walter B. Hartman, City Manager, City of New Bern. (252) 639-2701

David McCracken, President, Neuse River Foundation. (252) 636-6296

Grant Criteria Satisfaction

- *Provision of non-Trailerable Boat Docks.* This proposal will result in construction of a small transient marina in six-foot-plus deep Trent River waters, off Jack's Island, near downtown New Bern. The marina will consist of a set of floating docks, and a dockmaster's office constructed to replicate the historic Neuse River Lighthouse, in commemoration of the lighthouse era in New Bern's 300-year history on the rivers. The Marina and other local attractions will create an attractive and diverse destination for boating weekenders and day-trippers. The proposed River History Marina will offer 14 floating slips. All rental slips will be available for an initial three-day reservation, with additional days dockage (up to ten days total), dependent on Dockmaster approval and availability. The marina will be managed by on-site dockmasters up to twelve hours per day. The Dockmaster will greet and help secure visiting vessels, provide a complimentary welcome package of advertising materials, coupons, and special offers, accept fee payments, and provide whatever hospitality support is needed by the Marina guests. Visitors will be able to walk and bicycle to nearby recreation areas in Lawson Creek Park, and to downtown historical and cultural attractions via the footbridge from Jack's Island. Optimally, the Marina will be operated by a contractor, in accordance with a Business Plan approved by the City. A tentative Marina Business Plan is attached to this proposal.
- *Partnerships.* This project is being proposed as a fundamental partnership between the City of New Bern, North Carolina, and the Swiss Bear Downtown Development Corporation, as an extension of the successful relationship that has seen the complete redevelopment of downtown New Bern over the past 28 years. As a non-profit 501(c)(3) corporation, Swiss Bear has worked with the City, downtown merchants, developers, and citizens to help plan, develop, and implement infrastructure improvements to enhance both the quality of local life and the experience of visitors to the community. The River History Marina represents another of those joint plans, and it is totally integrated to continue the carefully planned evolution of the downtown area. This project is especially timely because of the occurrence

of the City's 300th birthday in 2010, when large celebrations are planned, and an influx of domestic and even international visitors expected. The marina dockmaster's office, designed to visually represent a select era of New Bern's riverine history, complements the celebration. Swiss Bear will also be working in partnership with the New Bern 300th Anniversary Committee to ensure that the marina project and peripheral small projects (outside the BIG request) enhance the celebration.

A dedicated non-profit foundation, with the tentative name "New Bern River History Park Foundation Inc.," is being developed as the third partner, to support marina operation, potentially to the extent of marina contract operator. As a minimum, this partner will provide such enhancing services as provision of volunteer docents and guides, special fundraising projects, marketing assistants, and others as necessary. The charter of this partner will specifically permit the group to actually operate the marina, and hire paid part-time dockmaster staff to man it, with the important support of qualified volunteers. The foundation will apply any after-expenses revenues to continue the improvement of marina services, and in general to encourage safe and responsible recreational boating in the New Bern area, and to support the efforts of the Neuse River Foundation and others to improve the health of the Neuse and Trent rivers.

Swiss Bear has also invited the Neuse River Foundation (NRF) to become the fourth partner in the operation of the marina. The Foundation has determined that its non-profit charter limitations may make actual commercial operation by the NRF inappropriate, but has informally agreed to work with Swiss Bear and the City of New Bern and provide its expertise to help ensure that the marina conforms to the best management practices of the NC "Clean Marina" criteria, and that it supports river-friendly recreational activity.

Certain internal partnerships will also be developed, in order to extract the maximum benefit from the new docking facility. These partnerships do not contribute directly to the docking of non-trailerable boats, but increase the community value of those docks, through complementary use. For example, one such partnership calls for the New Bern Recreation and Parks Department to enter an agreement with the local Optimists International Club, to bring the Club's national level *Junior Sailing Program* to New Bern. In this partnership, the Optimists would work with the New Bern Recreation and Parks Department to provide the small boats and the training, and base it at the River History Marina. Another partnership calls for the New Bern Police Department to bring its established Childrens Water Safety Program to the River History Marina. These internal partnerships will provide an extra level of security to the marina, and will create the opportunity to acquaint children with the water, sailing, and safety procedures.

- *Innovativeness.* Several elements of this proposal may be considered "innovative," as every complementary opportunity is being explored, not only to make the proposal competitive, but to ensure that the maximum benefit is provided to users of non-trailerable boats, while still best serving the most possible citizens of New Bern and the surrounding areas along the rivers. Some innovative elements are:

- a) A triple-purpose T-Dock, permitting rental as two 35 – 40 foot slips, alternatively as one 70 – 80 foot slip, or as the base for leased dockage for an excursion boat or other commercial venture that would provide additional interest to transients.
 - b) Linkage of an enhanced existing Wetlands Walk and a new footbridge to create a convenient and attractive walking and biking access to the downtown historical, cultural, and other attractions. This proposal requests only partial funding of this facility, as persons other than boaters will be able to take advantage of it as well.
 - c) Exterior configuration of the dockmaster's office to resemble the historic Neuse River Light, in recognition of New Bern's 300-year anniversary in 2010, thus contributing to the historic nature of the adjacent River History Park and encouraging waterborne tourism.
 - d) Recycled plastic products will be used for floating dock decking, to extend its useful lifetime. This will also physically match floating boarding docks recently installed at trailered boat ramps in Lawson Creek Park.
 - e) Creation of a non-profit 501(C)(3) Foundation to support and encourage maximum use and benefit of the facility, through provision of volunteer aides, docents, guides, and fund-raising specialists.
 - f) The operator will pay to the City of New Bern the equivalent of a year of one 30-foot boat slip fees. This will amount to approximately \$20,000 per year, which the City will save as a maintenance/replacement reserve fund. This accumulating fund will pay for normal repairs, painting, roof replacement and the like, over the years. During the initial life of the marina, when repairs and replacement are generally less necessary, the City can clearly amass a fund of about \$100,000 over six years, which should be adequate to keep the facility in good condition. If rental fees are raised at any time, the city's fee will automatically rise in response.
 - g) Provision of a small area of floating dock to support training of children in water safety, conducted by the New Bern Police Department, and also a portion for children's training in small boat handling, such as the Optimist Club's Junior Sailing Program, now in operation in other coastal city facilities, such as at Manteo and Morehead City, N.C.
 - h) Availability of connected dock space (below slip 13, as located in Figure 6) for a future 35-foot slip to public service use, such as a police or fireboat. This could improve emergency response time over the present trailered boat concept, and would present a law enforcement presence in the name of enhanced security at the Marina. Such a future opportunity would be funded independently, and no funds are being sought from the BIG program for this concept.
- *Non-Federal Match.* The City of New Bern will provide three plots of land and riparian rights for the Marina and the related footbridge. Figure 10 shows the three sites in highlight. Site 1 supports the mainland landing of the footbridge, while Site 2 bears the island landing

of the footbridge, plus the continuing Wetlands Walk. Site 3 is the land of Jack's Island, which will host the marina itself, as well as complementary static displays of historic artifacts from New Bern's river history. The value of these three sites, including land and riparian rights, is estimated at \$677,000. The appraisal letter is attached to this proposal. 70% of the cost of the complete project will be borne by non-federal sources, including the \$677,000 City dedication of land and riparian rights to the project. This proposal for funds from the U.S. Fish & Wildlife Service's Boating Infrastructure Grant program is for 30% of the total cost of the Marina, footbridge, and safe navigation hazard clearing. Figure 9 shows the distribution of expected non-Federal funding sources for support of the marina, footbridge, and navigation hazard clearing.

- *Cost Efficiency.* The total cost of the River History Marina and its associated elements is estimated at \$2,157,100, and this request asks for a BIG award of \$647,400, or 30% of the total cost of the project. In terms of efficiency, this marina project will provide 14 slips at \$46,243 each (\$647,400/14), when the T-Dock is used as two 35-foot slips, creating the 14th slip. In addition, normal slip-rental operations of the Marina will support establishment of a *Maintenance/Replacement Reserve Fund* for City use in maintenance of the Marina facility. This fund is expected to accumulate to about \$100,000 in the first six years. Operating revenues from normal Marina operation will support future river protection work of the non-profit Neuse River Foundation.
- *Waypoint Link.* Visitors to New Bern's River History Marina will enjoy easy access to and from the Trent River and the Neuse River. Water depths between the Marina and the Trent River channel exceed six feet at MLLW (Mean Low Lower Water), and that channel may easily be navigated southwest up the Trent, or to the Neuse, which provides access to the Atlantic Intracoastal Waterway and the Atlantic Ocean. Figure 13 (page 24), excerpted from NOAA Chart 11552, illustrates the marina site (intersection of the arrows), and its easy access to the Trent River (lower left) and the Neuse (right margin).

The *Safe Harbor* potential of this project is excellent. River History Marina dockmasters will maintain coordination via marine radio and telephone with the US Coast Guard, the Coast Guard Auxiliary, New Bern Public Safety officials, and other agencies with public service responsibilities. Especially during threatened storm conditions, the dockmasters will notify those organizations of floating slip availability, short-term anchorage opportunities in the harbor area and the nearby Lawson Creek.

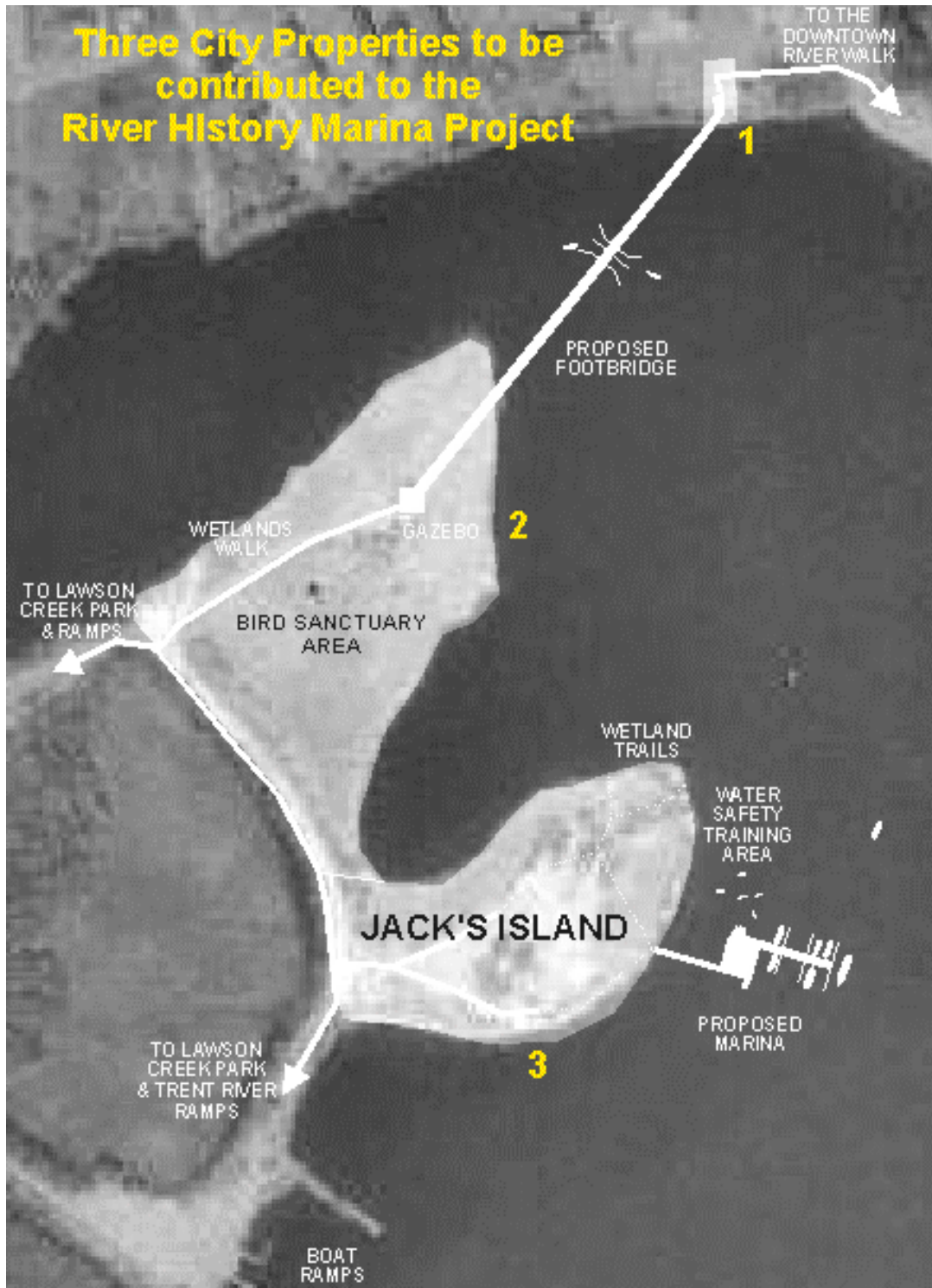


Figure 10. City-Dedicated Waterfront Land and Riparian Rights Sites

- *Cultural/Natural Resource Access.* The River History Marina is located at Jack's Island, both for boating convenience and for its proximity and ease of access to a number of New Bern's historical, cultural, and recreational resources. Closest to the Marina will be the River History Park, also on Jack's Island. The Park will house a collection of large outdoor artifacts commemorating New Bern's history with the rivers. These artifacts include a New Bern-built ferry which will be open for engine room tours, while the auto deck is intended for concerts and other activities. Propellers, anchors, a sailing ship stepmast, and a large ship-hauling machine will be placed close to the marina, contributing to the name, "River History Marina."

Location of the Marina on Jack's Island also provides quick access by foot or bicycle to the adjacent Lawson Creek Park, which supports many recreational activities. For example, team sports such as soccer and softball are frequently played on the park's grassy fields, and many golfers use the adjoining areas to chip balls safely away from other activities. The river and creek shores of the park are lined with productive fishing spots, and simply walking the park's trails and roads is a pleasure in itself.

Lawson Creek Park will host a number of annual outdoor festivals, commencing with the new Colonial Capital Scottish Festival in 2009. This two-day event is expected to attract at least 5,000 visitors to the only Scottish festival east of highway I-95.

Finally, the proposed Lawson Creek Footbridge is key to the predicted success of the marina, providing a convenient connection with downtown attractions. Figure 11 indicates the walking/biking distances from the marina to a number of local cultural and historical sites, as well as downtown shopping and restaurants. The Tryon Palace Historical Sites & Gardens, a nationally- accredited museum, mark North Carolina's first State Capital, with its decorative gardens and statuary. The new state-owned North Carolina History Education Center, opening in 2010, will provide new perspectives on North Carolina history, with the latest in interactive museum technology. These two attractions alone are expected to draw over 200,000 visitors annually. Additionally, interesting locations downtown also include colonial and civil war houses, including one set aside as General Burnside's headquarters during the federal occupation of the city. The nearby New Bern National Cemetery includes many Civil War interments, and a number of state-sponsored memorials dedicated to the memory of their troops who fought in the Civil War. The attraction of so many interesting historical artifacts alone may contribute to keeping the proposed marina full with the boats of visitors who prefer to combine their tourism with water travel. Downtown also supports a nice variety of restaurants and interesting shops.

Kayak-Launching Beach	150 feet
Shore Fishing	0.23 mi.
Golf Chipping	0.53 mi.
Annual Festivals in Lawson Creek Park	0.53 mi.
Tryon Palace Historic Sites & Gardens entrance	0.57 mi.
North Carolina History Education Center entrance	0.57 mi.
Downtown Center (Corner Middle & Pollock Sts.)	0.66 mi.
New Bern Riverfront Convention Center	0.70 mi.
Union Point Park (on the Neuse River)	0.76 mi.
Civil War Markers	0.79 mi.

Figure 11. Representative Nearby Cultural, Historic, and Recreational Assets

- Economic Impact.* The possible marina economic impact on the community, based on potential occupancies, boat lengths, and number of visitors per boat (crew), is presented in Figure 12. Using conservative local Tourism Development Authority (TDA) factors, the chart shows that Marina visitors' community impact on the local economy may range from as low as \$11,220 annually to \$44,880. With the addition of the money spent directly with the proposed Marina (\$120,100 - \$178,657), the annual total can range from \$131,320 to \$223,537, depending on boat size, number of occupants, and Marina occupancy rate).

Est. Average Seasonal Shore Expenditures			
Crew	Spends Daily	Spends Daily	187-Day Season
1	\$ 25.00	\$ 60.00	\$ 11,220.00
2	\$ 50.00	\$ 120.00	\$ 22,440.00
3	\$ 75.00	\$ 180.00	\$ 33,660.00
4	\$ 100.00	\$ 240.00	\$ 44,880.00

* Using TDA Factor of 2.4 for Outside Money

Total Marina Service Charges (Year-Round)			
26 foot average	30 foot average	35 foot average	40 foot average
\$ 120,100.00	\$ 144,075.00	\$ 157,744.00	\$ 178,657.00

Total Annual Marina Community Impact		
Minimum		Maximum
\$ 131,320.00		\$ 223,537.00

Figure 12. Likely Marina Visitor Annual Local Spending

For planning purposes, a realistic estimate might be based on a 57% marina occupancy rate, with average boat lengths of 30 feet for a nine-month season, plus a three-month winter period of reduced-rate extended boat tie-ups. Addition of seasonal shore expenditures brings the total economic impact to the community to over \$220,000.

- Multi-State Coordination.* While the State of North Carolina currently has no agreement with other states to coordinate location of tie-up facilities, Swiss Bear and its partners have initiated efforts to develop reciprocal marketing partnerships with marina operations in the City of Portsmouth, Virginia, and with the Dolphin Marina, of Harpswell, Maine. These agreements will help to educate and inform the public of similar public-oriented ventures in North Carolina, Virginia, and Maine, and to encourage the boating communities to patronize partnering facilities in those states.

Maps

The following navigation chart excerpt and two aerial photographs serve to locate the proposed River History Marina. Figure 13 illustrates the marina site (intersection of the pointers), immediate access to the Trent River, north or south, and easy access to the Neuse River navigation channel by way of deep water through a railroad swing bridge and a seven-foot channel past the New Bern waterfront, and out through the Cunningham bascule bridge (under construction). Figure 14 shows essentially the same area as the chart, plus the high-rise bridges over the Neuse (65 ft vertical clearance) and the Trent (45 ft vertical clearance). Figure 15 puts the Neuse River itself in perspective, from New Bern to its six-mile wide mouth at Pamlico Sound, and then to the Atlantic Ocean.

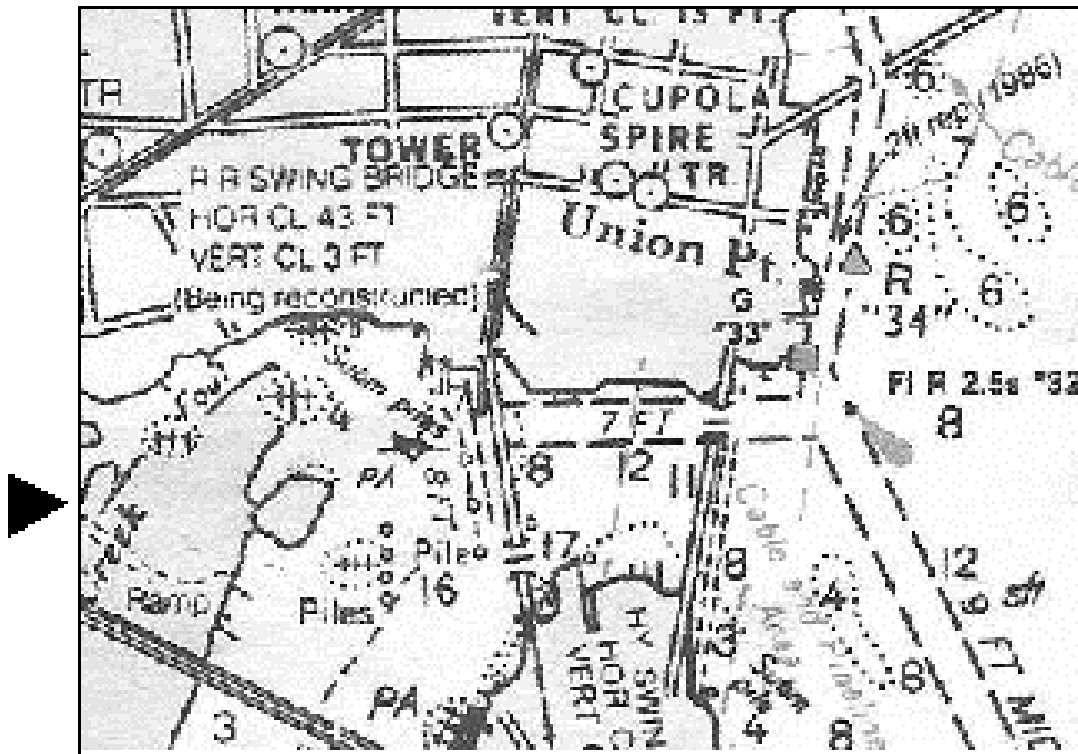
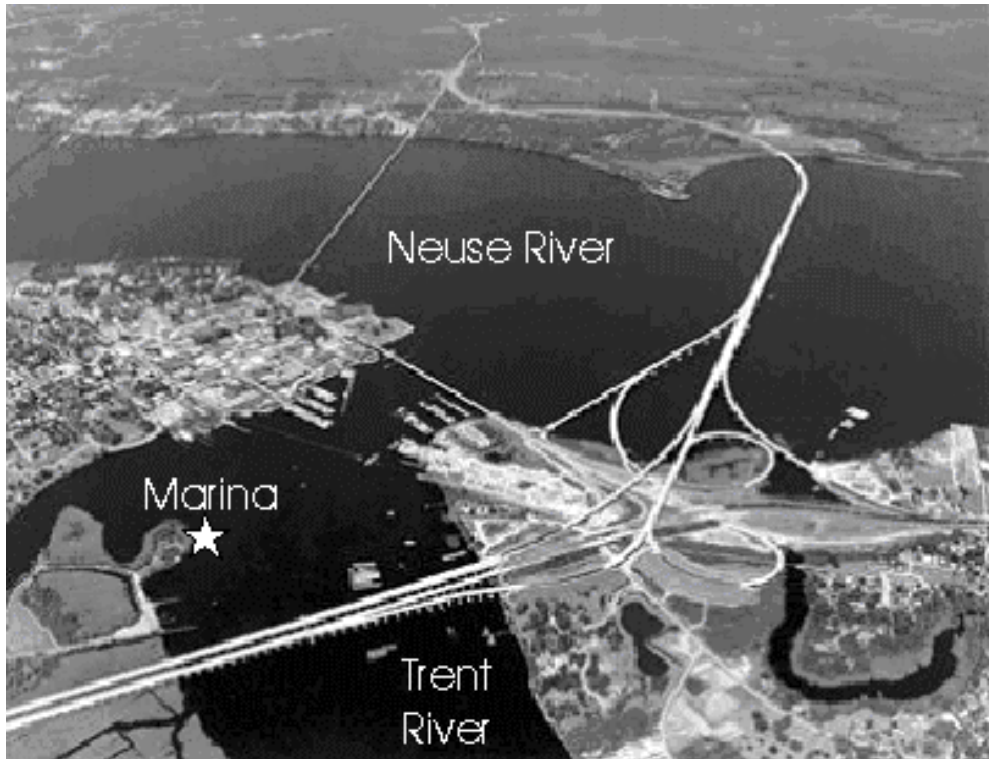


Figure 13. Access to/from the Marina to the Trent River and the Neuse River Channel



**Figure 14. River History Marina Location on Jack's Island,
With Access to the Trent and Neuse Rivers**



Figure 15. Neuse River, from New Bern to Pamlico Sound and the Atlantic Ocean

Attachments

River History Marina Business Plan

City of New Bern Partnership Commitment Letter, with in-kind funds matching

Appraisal letter, value of dedicated City land & riparian rights

Neuse River Foundation Partnership letter

Letter of support, Craven County Tourism Development Authority

City of Portsmouth, VA marketing partnership letter

Dolphin Marina letter of marketing partnership, Harpswell, Maine

Letter of support, Walter B. Jones, Member of Congress

Letter of support, William L. Wainright, Speaker Pro Tempore,
North Carolina House of Representatives

A Representative River History Marina Business Plan

9 SEP 08

The mission of the River History Marina is to provide New Bern visitors and residents with economical and attractive transient docking of non-trailerable boats. This new Marina will capitalize on a unique downtown location and close proximity to recreational opportunities and, via a new footbridge to downtown, access to the cultural, historical, and commercial offerings of a vibrant city. Definition of services offered has been derived from a brief, unscientific survey of experienced local boaters.

Basis: A fourteen slip marina of fourteen 40 x 17.5 slips with 35-foot finger piers, plus one multipurpose 70 foot T-Dock, which may be leased to an excursion vessel, day-rented to a large vessel, or rented as two 35-foot slips. Marina facility includes dockmaster's office, two key-accessible unisex restrooms with shower, and two stacked washer/dryer units. The Marina's attractiveness will be enhanced by its location within the New Bern River History Park, and by its easy access to downtown via footbridge. No fueling or boat repair services will be offered, and the Marina will fully comply with the North Carolina *Clean Marina Program*.

Operations: The preferred approach would be operation by a river-oriented contractor. The following operations specifications apply as provided by contractor, or by municipal operation, as necessary until a contractor can be selected. The ideal contractor would be a non-profit river or environmental advocacy organization. A for-profit contractor might use the T-Dock for the home port of an excursion boat, such as a small paddle-wheeler or the like. The contractor would be allowed to supplement his potential income through rental of contractor-provided kayaks and bicycles.

Arriving boaters will be cheerfully greeted by a dockmaster, who will monitor the marine radio to guide visitors to the assigned slip, and help tie up the vessel, as appropriate. The dockmaster will accept fees and provide the visitors with keys to the restrooms, showers, and laundry. He/she or a volunteer will provide local information, and will give a complimentary "hospitality" package, consisting of a local map to New Bern area attractions, rack cards from local businesses, a bag of fresh popcorn or other "signature" amenity, and any advertising items, such as pencils or pens and discount offers to be provided by local merchants. The dockmaster's office will, as a minimum, provide ice, soft drink and snack machines, with additional offerings as space permits.

The Marina will be staffed by a cadre of paid, experienced dockmasters, who will be on site over a twelve-hour day. They will be recruited from the large local community of retired citizens who have extensive boating experience, and each will work for four to six hours per day, but no more than 30 hours per week. These individuals will be paid as part-time workers, and no benefits will be offered. Taxes and Social Security deductions will be handled as appropriate. Paid workers will be complemented by volunteers from a non-profit corporation now being designed, to help run the marina, serve as area-knowledgeable docents, periodically help for item-specific fund-raising, and generally add to the excellence of the facility. General marina-keeping will be

provided by the New Bern Recreation and Park Department, to include daily cleaning, minor maintenance, trash removal, and other routine park maintenance tasks.

Rates: The slips will rent for \$1.75 per foot of boat length, with a \$35 minimum, from April through December. The Marina will serve transient visitors only, with a ten-day maximum stay. Initial reservations are for three days maximum, with extensions up to ten days at the discretion of the Dockmaster, and the availability of uncommitted vacancies. Optional 30-amp electrical service will be available for a \$5.00 daily charge. City water will be available at no additional charge. Self-service pumpout will be available for no more than \$5.00 per use. Laundry and shower use will be complimentary with paid dock fees. Winter fees, for January, February, and March, will be \$10 per foot of length per month, and “first-come, first-served” reservations may be made for any length of time within those three months, based on availability.

A Simple Analysis: A core income may be speculated, based on slip rentals and electric service. The following chart suggests that income from these fundamental sources could range from zero (no rentals all year) to \$178,657 (57% annual occupancy by boats averaging 40 feet and all buying electric service). Pumpout service is not included in the analysis, as the scope of operations could vary widely, based on the operator’s ambition. Potential increased earnings to the marina operator will be based in part, on additional services offered. For example, operation of a water taxi or excursion boat would be possible, but dependent on the operator’s vision. Other income may be available from vending machine profits, bicycle or kayak rentals, souvenirs or other innovative services.

The part-time dockmasters will be hired for wages of \$10 per hour (recruiting the retired boater community), possibly resulting in annual personnel costs of about \$48,850, based on varying monthly and seasonal needs. Other employees could be brought aboard at the discretion and cost of the operator (tour boat skipper, etc.). A non-profit foundation is being planned to provide volunteer guides, docents, dockhands, periodic fundraising, and other functions as determined appropriate.

Also bearing on the contractor profitability of this operation is a preferential lease rate from the City of New Bern. The City will operate this marina primarily as a service to its citizens and visitors, so the lease will be priced to return enough cash to establish a “maintenance/replacement reserve.” For example, the lease rate could be negotiated to equal the annual rental fee for one 30 foot slip rental. Thus, the annual lease could be as little as \$19,162.50 (\$52.50 x 365). Such a preferential rate should be a significant incentive to attract an operator who will bring added value to the marina. The contractor will directly pay for electric service, and if each boat slip consumes an average of 1.5 kilowatts for 24 hours @ \$0.11 per KW hour, and the marina support consumes nine KWH for the same period, the maximum electric bill would be around \$17,755 per year, as adjusted for seasonal variations.

Thus, major Marina expenses, including payment to the City, personnel, and electricity will total about \$85,767 per year.

Using the simple analysis indicated in the following chart, the annual net could reach a maximum of over \$92,000, if the marina averaged 57% year-round occupancy by 40-foot boats

year-round, and the break even point would be at about 30% occupancy, under those conditions. Additional services within the mission of the marina could contribute to a substantially higher net. The operator would be responsible for insurance related to personnel operations, and the City would self-insure the physical plant of the marina, including the lighthouse, docks, and pumpout station.

In a more realistic scenario, the marina operator, could net a maximum of over \$58,000 by keeping the marina 57% full of vessels averaging 30 feet – still a significant incentive. The marina would just break even if that annual occupancy rate were about 34%, and could lose money with lower occupancy. A profit of over \$34,000 could still be made if the marina stayed 57% full of boats averaging only 26 feet.

The City of New Bern and Swiss Bear Downtown Redevelopment Corp. would support the marina with extensive marketing, including web pages such as *visitnewbern.com* and others, such as *visitnc.com*. Swiss Bear, the City of New Bern, and the Tourism Development Authority also market such facilities via highway rest stop rack cards, color brochures, and through association with other communities and regions, such as The Southeast Tourism Society, which embraces about 13 states. The contractor would be responsible for other advertising, as appropriate.