

CITY OF SANTA BARBARA WATERFRONT DEPARTMENT

MEMORANDUM

Date: March 18, 2021
To: Harbor Commission
From: Mike Wiltshire, Waterfront Director
Subject: **Fiscal Year 2022 And Fiscal Year 2023 Budget Recommendation**

RECOMMENDATION: That Harbor Commission:

- A. Receive a staff presentation on the Waterfront Department's proposed Fiscal Year 2022 and Fiscal Year 2023 budget submittal;
- B. Recommend approval of a 3% slip fee increase in Fiscal Year 2022;
- C. Recommend approval of a 3% slip fee increase in Fiscal Year 2023;
- D. Recommend approval of a 3% live aboard permit fee increase in Fiscal Year 2022;
- E. Recommend approval of a 3% live aboard permit fee increase in Fiscal Year 2023;
- F. Recommend approval of a \$0.50 per linear foot increase for all visiting vessels;
- G. Recommend approval of a \$65 increase to the boat impound fee in Fiscal Year 2022. The fee would move from \$35 to \$100;
- H. Recommend approval of a \$30 increase in Fiscal Year 2022 to the Slip Permittee Annual Parking Permit. The fee would move from \$95 to \$125.
- I. Recommend termination of the Harbor Main Parking Validation Program; and
- J. Forward a recommendation to City Council for approval of the Waterfront Department's proposed Fiscal Year 2022 and Fiscal Year 2023 budget and incorporation into the City budget process.

EXECUTIVE SUMMARY:

Budget Balancing Strategy

The Waterfront Department's proposed FY 2022 and FY 2023 financial plan takes a cautiously optimistic approach at revenues and expenditures with the presumption that the widespread rollout of COVID-19 vaccinations is successful and state and local orders for business operations become less restrictive and move slowly towards complete opening by the late-summer or early-fall. As an enterprise fund the Waterfront Department receives no assistance from the General Fund and is responsible for generating its own revenues and closely managing expenditures. To continue to meet expenditures, the Department is proposing to adjust a number of fees, including: Adjusting monthly slip fees upward by 3%; Live Aboard monthly Permit Fee increase of 3%; Visitor Fee increase of \$0.50 per linear foot; Impound Fee increase of \$65 per impound; Annual Parking Permit Fee increase for Slip Permittee Permit of \$30 to \$125; and eliminate the Harbor Main Parking Validation Fee Program.

The capital program for Fiscal Year 2022 includes seven capital projects totaling \$1,400,000. The capital program for Fiscal Year 2023 includes five capital projects totaling \$1,025,000. The Department plans on funding the projects in both fiscal years

from a combination of available reserves in the Waterfront Operating Fund, the Waterfront Harbor Preservation Fund (Capital Fund), and reserves above policy as detailed in the Capital Projects section of this memo.

Staff met with the Harbor Commission Budget Subcommittee (Commissioners Sloan, Cramer, and Stanowick) on February 11, 2021, to discuss the status of the FY 2021 Mid-Year budget and receive an overview of the FY 2022 and FY 2023 budgets including program expenditures and proposed capital projects. On February 18, 2021, the Harbor Commission received a written report and presentation on the status of the FY 2021 budget at mid-year.

DISCUSSION:

As an Enterprise Fund, the Waterfront Department does not receive tax revenue as is the case with City General Fund Departments. Instead, the Department is entirely dependent on lease rents and user fees to maintain the operating budget and emergency and capital development reserves at required levels. The Department also funds all of its Capital Improvement Projects.

The ongoing impacts of the COVID-19 pandemic continue to negatively impact the Waterfront Department’s revenues and expenditures. In an effort to develop revenue and expenditure projections during a worldwide pandemic, the Waterfront will be taking a cautiously optimistic approach by assuming the rollout of COVID-19 vaccinations is successful and state and local orders for business operations become less restrictive and move slowly towards complete opening by the late-summer or early-fall.

Narrative Analysis of Revenues:

Revenue Assumptions for FY 2021 Projections

Table 1: Waterfront Department Revenue Projection					
By Program					
Program	FY 2021 Budget (July-June)	FY 2021 Actual YTD (July-Dec)	FY 2021 Projection (July-June)	Year End Variance \$	Year End Variance %
Property Management	\$ 4,850,713	\$ 2,653,927	\$ 3,805,000	\$ (1,045,713)	-21.6%
Financial Management	\$ 224,800	\$ 59,507	\$ 107,580	\$ (117,220)	-52.1%
Parking Services	\$ 2,788,934	\$ 1,359,149	\$ 2,546,415	\$ (242,519)	-8.7%
Marina Management	\$ 6,556,843	\$ 3,720,023	\$ 6,886,931	\$ 330,088	5.0%
Totals	\$ 14,421,290	\$ 7,792,606	\$ 13,345,926	\$ (1,075,364)	-7.5%

The Department is projecting to fall well short of budgeted revenues expectations for FY 2021 as the COVID-19 pandemic continues to negatively impact the local economy and most significantly, the local restaurant industry.

The Property Management program is expecting to come in well below budgeted revenue expectations (-22%, -\$1,045,713) due to the negative impacts of the COVID-19 pandemic. Harbor and Wharf food service revenues account for the majority of the shortfall with the remainder coming from projected shortfalls in Harbor and Wharf commercial revenues. It is important to keep in mind that this shortfall does not include the approximately \$950,000 in tenant rents owed to the Department as part of the City's Temporary Eviction Moratorium Ordinance's Deferred Rent Program which ended on December 31, 2020.

The Financial Management program consists of interest earned on the Department's reserves. Interest revenue is well below budget projections and is projected to finish the year approximately \$117,000 below originally estimated budget projections.

Parking Services has been significantly impacted by state and local mandates regarding COVID-19 and the resultant restrictions placed on local business operations. It is estimated that Parking Services will come in nearly 9% below budget projections (\$2,546,415 projected vs \$2,788,934 budgeted) for Fiscal Year 2021. Through mid-year, only 3 of 10 Waterfront parking lots show an increase over last year at the same time.

Marina Management revenue is expected to finish the year up nearly 5%. Through mid-year, revenues have been buoyed by continued strong activity in Slip Transfer Fees. The Department had a total of 61 transfers take place in the first half of the year representing \$869,075 in revenue. Live Aboard fee revenues are up 2.5% and Visitor Fee revenues are up 20% at mid-year continuing to show that the Waterfront, even in the face of a global pandemic, is still a desirable location for boaters up and down the coast.

Explanation of Variances for FY 2021 Projections

Waterfront Department revenues, save Marina Management, continue to be negatively impacted by COVID-19. We estimate falling short of revenue estimates by nearly \$1,100,000 based on the current closures and business modification orders. If these orders are relaxed and restaurants are allowed to serve patrons beyond to-go orders, we should see the shortfall reduced.

Revenue Assumptions for FY 2022

Table 2: Waterfront Department Revenue Programs				
FY 21 Revenue Projection vs. FY 22 Proposed Budget				
Program	FY 21 Budget	FY 21 Projection	FY 22 Proposed	% Change FY 21 Projection vs. FY 22 Proposed
Property Management	\$ 4,850,713	\$ 3,805,000	\$ 5,545,073	45.7%
Financial Management	\$ 224,800	\$ 107,580	\$ 82,600	-23.2%
Parking Services	\$ 2,788,934	\$ 2,546,415	\$ 2,999,109	17.8%
Marina Management	\$ 6,556,843	\$ 6,886,931	\$ 7,024,874	2.0%
Totals	\$ 14,421,290	\$ 13,345,926	\$ 15,651,656	17.3%

Proposed revenues for FY 2022 appear in Table 2, above. As stated in the Executive Summary, the Waterfront is taking a cautiously optimistic approach that the rollout of COVID-19 vaccinations is relatively successful and State and Local orders for business operations become less restrictive and move slowly towards a complete reopening by the late-summer or early-fall. Staff is expecting a 17% increase in revenues (\$2,305,730) over FY 2021 projected revenues and an 8.5% increase over FY 2021 budgeted revenues as detailed below.

Property Management: Overall we anticipate that revenues in Property Management will increase nearly 46% over FY 2021 projected revenues. The Waterfront will be adjusting FY 2022 food service lease revenues to be roughly equivalent to 90% of FY 2019 food service lease revenues and moving upward to the equivalent of 100% of FY 2019 revenues for FY 2023. Revenues from Cruise Ships are included in the FY 2022 budget at \$400,000, similar to FY 2019 and FY 2020, as the cruise ship industry plans to be up and running with a full cruising schedule by the summer of 2021. Commercial revenues in FY 2021 were off but we anticipate a full recovery in FY 2022.

Financial Management: The Finance Department has provided the Department with a projected 23.2% decrease in interest earnings for FY 2022 over FY 2021 projections. The decrease in interest earnings is generally two-fold in addition to the overarching impact of COVID-19. The Department has a lower fund cash balance and therefore less invested. Additionally, low interest rates, which dropped by 1.50% and went effectively to zero, impacted the interest generated on the lower cash amount.

Parking Services: Parking revenues are projected to end FY 2021 down approximately 9% due to COVID-19 restrictions. However, we expect Parking revenues to rebound quicker than other impacted revenues and anticipate a nearly 18% increase over FY 2021 projections and a 7.5% increase over the FY 2021 budget which was reduced due to COVID restrictions. Strong sales of Annual Parking Permits continue to be a primary driver in Parking revenues. In addition, the popularity of the City's Waterfront and Harbor should result in consistent revenue streams in all Waterfront parking lots.

Marina Management continues to post steady revenue increases and we expect FY 2022 revenues to increase by 2% compared to FY 2021 projected revenue. Slip Fees are proposed to increase by 3%. The Department has increased the revenue projection for Slip Transfer Fees to \$1,200,000 as this revenue stream continues to grow even amidst the COVID-19 pandemic.

Proposed Changes in Fees for FY 2022

The Department is considering the following fee adjustments for FY 2022 which were reviewed by the Harbor Commission Budget Subcommittee on February 11, 2021:

- Slip fee increase of 3% (projected revenue increase of \$140,664);
- Live Aboard Permit Fee increase of 3% (projected revenue increase of \$4,320);

- Visitor Fee increase of \$0.50 per linear foot for all visiting vessels (Projected revenue increase of \$265,000);
- Impound Fee increase of \$65 per impound (projected revenue increase of \$2,925);
- Annual Parking Permit Fee increase for Slip Permittees and Waterfront Employees of \$30 to \$125 (projected revenue increase of \$21,000). Annual Parking Permits will no longer be sold at prorated amounts during the year; and,
- Removal of the Harbor Main Parking Validation Fee Program. Projected revenue will increase but the estimated amount of the increase is yet to be determined.

As with previous years, a survey of 18 marinas is underway and will help determine how the City of Santa Barbara slip rental rates and various other fees compare with other publicly-operated harbors. Santa Barbara marina fees are generally significantly lower than other harbors surveyed, particularly harbors south of Point Conception.

Revenue Assumptions for FY 2023

Table 3: Waterfront Department Revenue Programs			
FY 22 Proposed Budget vs. FY 23 Proposed Budget			
Program	FY 22 Proposed Budget	FY 23 Proposed Budget	% Change FY 22 vs. FY 23
Property Management	\$ 5,545,073	\$ 6,073,190	9.5%
Financial Management	\$ 82,600	\$ 80,600	-2.4%
Parking Services	\$ 2,999,109	\$ 3,059,092	2.0%
Marina Management	\$ 7,024,874	\$ 7,225,074	2.8%
Totals	\$ 15,651,656	\$ 16,437,956	5.0%

Proposed revenues for FY 2023 appear in Table 3, above. Overall, staff is expecting a 5% increase (\$786,300) in revenues over the FY 2022 proposed budget amounts.

Property Management: Property Management revenues look to continue to climb out of the COVID-19 pandemic, get back on track, and grow by 9.5%.

Financial Management: It is anticipated that the Department will see a decrease in interest income revenue of approximately 2.4% for FY 2023.

Parking Services: The Department expects a slight 2% increase in revenues due to the continued popularity of the Waterfront and Harbor.

Marina Management Similar to the other revenue programs, Marina Management is expected to continue to post steady revenues and we are expecting a modest 2.8% increase for FY 2021.

Proposed Changes in Fees for FY 2023

The Department is considering the following fee adjustments for FY 2023 which were reviewed by the Harbor Commission Budget Subcommittee on February 11, 2021, and will be reviewed by the Harbor Commission on March 18, 2021:

- Slip fee increase of 3% (projected revenue increase of \$144,884); and,
- Live Aboard Permit Fee increase of 3% (projected revenue increase of \$4,320)

Narrative Analysis of Expenditures:

Expenditure Assumptions For FY 2021 Projections

Table 4, (below), shows Waterfront Department Expenditures, by program, through December 31, 2020, including the Capital Outlay Transfers (\$1,761,243) to fund capital projects. The table does not include current encumbrances totaling \$1,239,052, which are funds that were “promised” by entering into contracts at the beginning of the fiscal year but are actually expended throughout the year. All Waterfront Department program areas are under proposed budget expenditures at mid-year except Facilities Design and Capital Programs which is 8.65% above budgeted expenditures. This is due to initiating and funding of capital projects in the first half of the fiscal year in order to get the projects up and running as well as the debt service payments that are frontloaded in the first half of the fiscal year. We anticipate all Waterfront Department programs to be under the proposed budget expenditures at the conclusion of Fiscal Year 2021.

By Program as of 12/31/2020			
Program	FY 2021 Budget	YTD Expenditures as of 12/31/2020	FY 2021 % of Budget
Admin & Community Relations	\$ 2,511,198	\$ 1,233,931	49.14%
Property Management	\$ 510,229	\$ 144,429	28.31%
Financial Management	\$ 480,391	\$ 216,107	44.99%
Parking Services	\$ 1,291,407	\$ 514,390	39.83%
Harbor Patrol	\$ 2,769,684	\$ 1,268,914	45.81%
Marina Management	\$ 391,564	\$ 128,480	32.81%
Harbor Maintenance	\$ 3,537,163	\$ 1,565,682	44.26%
Wharf Maintenance	\$ 1,153,800	\$ 501,161	43.44%
Facilities Design & Capital	\$ 4,112,194	\$ 2,411,942	58.65%
Total	\$ 16,757,630	\$ 7,985,036	47.65%

Table 5, below, shows Waterfront Department budgeted expenditures and estimated year-end expenditures at the consolidated level. Waterfront Department management met numerous times throughout the fiscal year identifying opportunities to reduce costs due to the COVID-19 pandemic. As a result, year-end projections show the Waterfront Department coming in well below budgeted expenditures (90%, -\$1,742,568). Salaries and Benefits are projected to be below budget due to a number of positions being held vacant for the better part of the fiscal year including the Waterfront Facilities Manager, Administrative Specialist, and a Harbor Patrol Officer, as well as numerous hourly positions.

Table 5: Waterfront Department Expenditures			
Consolidated FY 21 Budget and Year-End Projection			
Description	FY 21 Budget	FY 21 Projection	Projection as % Of Budget
Total Salaries	\$ 4,901,325	\$ 4,152,609	85%
Total Benefits	\$ 2,502,733	\$ 2,220,606	89%
Allocated Costs	\$ 1,594,108	\$ 1,594,108	100%
Total Supplies & Services	\$ 3,510,009	\$ 2,940,006	84%
Special Projects & Community Promotions (1)	\$ 117,935	\$ 117,935	100%
Non-Capitalized Outlays (2)	\$ 225,435	\$ 183,712	81%
Subtotal	\$ 12,851,545	\$ 11,208,976	87%
Other (Capital Outlay)	\$ 1,761,243	\$ 1,761,243	100%
Principal	\$ 1,356,991	\$ 1,356,991	100%
Interest	\$ 685,201	\$ 685,201	100%
Appropriated Reserves/Fiscal Agent Fees	\$ 102,650	\$ 2,651	3%
Total Other	\$ 3,906,085	\$ 3,806,086	97%
Adjusted Total	\$ 16,757,630	\$ 15,015,062	90%
(1) July 4th fireworks, Shuttle Bus, Lifeguards, Used Oil Disposal			
(2) Non-capitalized equipment and computer hardware			

Expenditure Assumptions for FY 2022

Overall, the Waterfront Department anticipates a 3% increase (\$417,322) in Department expenditures for FY 2022 when compared to the FY 2021 budget (see Table 6, below) noting that this 3% increase does not include the Capital Outlay requirements for FY 2022 which are currently being determined. Salaries are set to increase by 1% due to various

bargaining unit agreements. Benefits are due to increase by 10%. Allocated Costs are due to increase by 9% primarily due to significant increases in the Waterfront's cost for property insurance, liability insurance, and overhead allocations. Additional increases in Allocated Costs include Geographic Information Systems support and the Waterfront's share of the Citywide Energy Conservation Program. Special Projects and Community Promotion expense increase by 51% due to adding \$60,000 back into the budget for July 4th Fireworks. Non-Capitalized Outlays is reduced by 38% due in part to reclassifying certain software and Parking equipment needs more appropriately as capital expenses. A few years ago the Waterfront Department moved from a 30-year repayment schedule to a 20-year repayment schedule on one of its debt obligations. This results in higher principal payments but lower interest payments annually and saves the Department a significant amount of expenditures in the long run. Appropriate Reserves/Fiscal Agent Fees remain unchanged for FY 2022.

Consolidated FY 21 and FY 22				
Description	FY 21 Budget	FY 21 Projection	FY 22 Requested Budget	% Change FY 21 Budget vs. Proposed FY 22
Total Salaries	\$ 4,901,325	\$ 4,152,609	\$ 4,966,955	1%
Total Benefits	\$ 2,502,733	\$ 2,220,606	\$ 2,752,284	10%
Allocated Costs	\$ 1,594,108	\$ 1,594,108	\$ 1,733,853	9%
Total Supplies & Services	\$ 3,510,009	\$ 2,940,006	\$ 3,520,882	0%
Special Projects & Community Promotions (1)	\$ 117,935	\$ 117,935	\$ 178,665	51%
Non-Capitalized Outlays (2)	\$ 225,435	\$ 183,712	\$ 138,870	-38%
Subtotal	\$ 12,851,545	\$ 11,208,976	\$ 13,291,509	3%
Other (Capital Outlay)	\$ 1,761,243	\$ 1,761,243	*TBD	
Principal	\$ 1,356,991	\$ 1,356,991	\$ 1,407,542	4%
Interest	\$ 685,201	\$ 685,201	\$ 630,958	-8%
Appropriated Reserves/Fiscal Agent Fees	\$ 102,650	\$ 2,651	\$ 102,375	0%
Total Other	\$ 3,906,085	\$ 3,806,086	\$ 2,140,875	-45%
Adjusted Total	\$ 16,757,630	\$ 15,015,062	\$ 15,432,384	

* The Department is currently working with Finance to determine the exact capital outlay required for FY 22

(1) July 4th fireworks, Shuttle Bus, Lifeguards, Used Oil Disposal

(2) Non-capitalized equipment and computer hardware

Expenditure Assumptions for FY 2023

Similar to FY 2022, the Waterfront Department anticipates a 3% increase (\$449,347) in Department expenditures for FY 2023 when compared to the FY 2022 proposed budget

(see Table 7, below) noting that this 3% increase does not include the Capital Outlay requirements for FY 2022 and FY 2023 which are currently being determined. Salaries are set to increase by 2% likely, again, due to various bargaining unit agreements. Benefits are due to increase by 4%. Allocated Costs are due to increase by 6% primarily due to a second year of significant increases in the Waterfront's cost for property insurance, liability insurance, and overhead allocations. Special Projects and Community Promotions see a cost increase of 1% likely due to wage increases for the City lifeguards. Non-Capitalized Outlays remains steady with a 1% increase proposed for FY 2023. Waterfront Department debt service payments on principal increase by 4% while the trend on the interest portion continues to decrease. Appropriate Reserves/Fiscal Agent Fees remain unchanged for FY 2023.

Table 7: Waterfront Department Expenditures			
Consolidated FY 22 and FY 23			
Description	FY 22 Proposed Budget	FY 23 Proposed Budget	% Change FY 22 vs. FY 23
Total Salaries	\$ 4,966,955	\$ 5,087,423	2%
Total Benefits	\$ 2,752,284	\$ 2,860,070	4%
Allocated Costs	\$ 1,733,853	\$ 1,841,973	6%
Total Supplies & Services	\$ 3,520,882	\$ 3,631,340	3%
Special Projects & Community Promotions (1)	\$ 178,665	\$ 181,038	1%
Non-Capitalized Outlays (2)	\$ 138,870	\$ 140,547	1%
Subtotal	\$ 13,291,509	\$ 13,742,391	3%
Principal	\$ 1,407,542	\$ 1,461,086	4%
Interest	\$ 630,958	\$ 575,879	-9%
Appropriated Reserves/Fiscal Agent Fees	\$ 102,375	\$ 102,375	0%
Total Other	\$ 2,140,875	\$ 2,139,340	0%
Adjusted Total	\$ 15,432,384	\$ 15,881,731	3%
* The Department is currently working with Finance to determine the exact capital outlay required for FY 22			
(1) July 4th fireworks, Shuttle Bus, Lifeguards, Used Oil Disposal			
(2) Non-capitalized equipment and computer hardware			

Proposed Capital Program for FY 2022

The Department has significantly reduced the proposed capital programs for FY 2022 and FY 2023 due to the financial impacts of COVID-19. As a result, the Department's capital program is focused primarily on health and safety related projects and programs. The Department is prepared to proceed with the capital projects listed in Table 9 for FY

2022. The seven projects total \$1,400,000, and will be funded from approximately \$350,000 in available reserves and approximately \$1,050,000 in reserves above policy from the Harbor Preservation Fund.

Table 9: Waterfront Capital Program FY 2022	
<u>Project</u>	FY 2022 Recommended
Parking Self Pay System	\$50,000
Marina Management Software	\$100,000
Sea Level Rise: Beach Nourishment	\$100,000
Stearns Wharf Waterline Replacement	\$100,000
Stearns Wharf Lift Station	\$250,000
Marina Annual Maintenance Program	\$300,000
Stearns Wharf Timber/Pile Replacement	\$500,000
Total	\$1,400,000

Existing projects that will continue in FY 2022 include: the Parking Self Pay System (\$50,000), which will replace aged Luke Pay Stations throughout the Waterfront; Stearns Wharf Waterline Replacement (\$100,000); the Marina Annual Maintenance Program (\$300,000), which includes the replacing dock fingers, dock boxes, power centers, and utilities in the various marinas; Stearns Wharf Lift Station (\$250,000); and, the Stearns Wharf Timber/Pile Replacement Program (\$500,000).

New projects in FY 2022 include Purchase of a new marina management software program to run the Department’s financial system (\$100,000); and Sea Level Rise: Beach Nourishment (\$100,000).

Proposed Capital Program for FY 2023

Similar to FY 2022, the FY 2023 capital program is focused primarily on health and safety related projects and programs.

Table 10: Waterfront Capital Program FY 2023	
<u>Project</u>	FY 2023 Recommended
Remodel Leadbetter Restroom	\$50,000
Harbor Main Parking Kiosk Replacement	\$75,000
Parking Self Pay System	\$100,000
Marina Annual Maintenance Program	\$300,000
Stearns Wharf Timber/Pile Replacement	\$500,000
Total	\$1,025,000

The five proposed projects in Table 10 total \$1,025,000. Existing projects that will continue in FY 2023 include: the Parking Self Pay System (\$100,000) to replace aged Luke Pay Stations throughout the Waterfront; the Marina Annual Maintenance Program (\$300,000), which includes replacing dock fingers, dock boxes, power centers, and utilities in the various marinas; and, the Stearns Wharf Timber/Pile Replacement Program (\$500,000).

New projects include the remodel of the Leadbetter Restroom (\$50,000) and replacement of the Harbor Main Parking Kiosk (\$75,000).

Vessel Replacement Fund For FY 2022 and FY 2023

A number of years ago, the Waterfront Department created a Vessel Replacement Fund in order to defray the cost of replacing any of the four Harbor Patrol Vessels. Funding is added on an annual basis. In Fiscal Year 2023 the Waterfront Department proposes to replace the nearly 30-year old Harbor Patrol Boat #3 using \$600,000 from the Vessel Replacement Fund. An additional \$150,000 from the Vessel Replacement Fund is proposed to be used to repower other Harbor Patrol vessels.

Budget Schedule

The Waterfront Department will present the proposed budget to City Council on May 5, 2021. The Waterfront Department will be presenting proposed fee changes to the City's Finance Committee on May 11, 2021. The City's entire budget package is scheduled for final consideration by the City Council on Tuesday, June 15, 2021.

SUMMARY:

The Harbor Commission's advisory role on the Waterfront Department budget development process is very important and is mandated in the City Charter. Staff requests that the Commission consider the information, analysis, and recommendations submitted and be prepared to both discuss and make recommendations at the March 18, 2021 meeting. The Harbor Commission's recommendations will then be forwarded to City Council for consideration.

Prepared by: Brian Bosse, Waterfront Business Manager