• Existing Marina Fund operations model is not viable
• Capital Waterfront expenditure needs exceed $100M

Marina Plan Area = 255 Acres
• Land = 145 acres
• Water = 110 acres

Berkeley Marina: Land & Water Use

only 2 Revenue Sources
Decaying Infrastructure

$100M Unfunded Capital Liabilities

Misc finger dock

D & E docks

Aged Sheetpile Wall – South Cove

Decaying Timber Piles

Low lying Area – Marina Blvd

Low lying Area – University Ave
You can’t launch a boat when the tide goes out

South Sailing Basin
“Marina is required by state law to be a self-supporting financial entity”

Marina fund
- Recreation (water & land) + Open Space

General Fund
- Recreation (water & land) + Open Space

Current
Hybrid

Revenue Sources:
- Berthing Fees
- Lease Fees
- TOT
- Sales Tax
Marina Financial Relationships

Cost Centers
- Facilties / Capital
  - Long Term Non-Cash Asset
  - Depreciation
  - DBAW
  - Long Term Loan
  - Grants
  - Long Term Loan Interest Payments
- General Fund
- Nonprofits:
  - Cal Sailing
  - Dragon Boat
  - Ferry Services
- Money for Maintenance And Capital Replacement
- Marina Fund
- Boat Owners
  - Berthing Fees
  - 100%
- Businesses
  - Lease Revenue
  - Hotel TOT
  - Sales Tax
  - 10%
  - 60%
  - 40%
- Special Events
  - Kite Festival
  - 4th of July
- Off-Shorebird Nature Center
- Adventure Playground

Other Parties not on this graphic:
- Staffing (Salaries/Benefits)
- Homeless/RV Campers
- Other Recreation Users
Underperforming Assets

• 199 Seawall Drive
• Berthing occupancy
• Berthing reconfiguration

San Francisco Marina Recent Capital Investment

Marina rebuild supported by higher fees, shift to larger slips

- $27M renovation of West Harbor completed in 2013
  - Replaces & reconfigures docks and slips
- Phase 1 financed by DBW loans repaid through increased fee revenue
- Phase 2 will replace & reconfigure East Harbor docks and slips
  - Partially funded by PG&E settlement

Marina Occupancy September 2021:
September’s total slip occupancy was 80%. This is up 1% from August, and up 2% from a year ago. The total available occupancy, calculated by removing unrentable slips from the equation, was 85% in September.
Reduce Costs

A. Roads/paths/parking lots
   1. Capital Cost = $15M/20yrs
B. Refuse collection (public spaces)
   1. $250K/yr
C. Indirect Costs
   1. $600K/yr
D. Utility Costs (gas & electric)
   1. $200K/yr
F. Existing Events - lose money
   1. High OT & fees

<table>
<thead>
<tr>
<th>2019 Dept</th>
<th>July 4th</th>
<th>Kite Festival</th>
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<tbody>
<tr>
<td>Police Overtime</td>
<td>$64K</td>
<td>$50K</td>
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<tr>
<td>Public Works</td>
<td>$18K</td>
<td>$4K</td>
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<tr>
<td>Fireworks</td>
<td>$33K</td>
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<tr>
<td>Non-personnel</td>
<td>$28K</td>
<td>$32K</td>
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<tr>
<td>Revenue</td>
<td>$23K</td>
<td>$52K</td>
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</table>
New Revenue

A. 1700 public parking spaces
   1. Short term parking -> free
   2. Long term - $1/space/day -> $600K/yr

B. Solar Canopy Parking
   1. 20 acres(50% covered) -> 5 MWs

C. Concerts
   1. $200K/yr

Parking Fees
Cars $0
Sailboat ~$4K/yr

Parking Lots
Capital Costs $10.5M/20yrs
Wind is complimentary to Solar
Request an Evaluation of Clean Energy Potential
New Taxes

I. Bonds - Capital
   A. Revenue bonds – Marina Fund
      1. Higher debt service costs - $0.5 M – *0.8M/yr
      2. Drain on Budget – debt payments >10% Revenues
      3. Matching funds – $0.6M
   B. GO bonds* - no impact on operating budget
      1. Police, Fire, Library, etc
      2. Switch to GO Bonds

II. Parks Tax* - Maintenance
   A. Increase tax rate by 20%
      1. $3M/yr ~ TOT revenue
      2. Assign to Marina Parks & Open Space

*2/3 voter approval
Challenges: Large Capital Expenditures

<table>
<thead>
<tr>
<th>Source</th>
<th>Estimate</th>
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<tbody>
<tr>
<td>Waterside Estimated</td>
<td>$69.5 M</td>
</tr>
<tr>
<td>Landside Estimated</td>
<td>$14.0 M</td>
</tr>
<tr>
<td><strong>Total Estimated</strong></td>
<td><strong>$83.5 M</strong></td>
</tr>
</tbody>
</table>

Pier Length
- Current = 3,000 ft
- Proposed = 576 ft
- Extension = 500 ft
- Breakwater arc = 387 ft
Summary

A. Underperforming Assets
   1. New tenant (199 Seawall Dr)
      a. $250K/yr
   2. Increase berthing occupancy
      a. $340K - $700K/yr
   3. Reconfigure harbor for larger boats
      a. $1M - $2M/yr
   4. Charge for long-term parking
      a. $1/space/day -> $600K/yr

B. New Revenue
   1. 50% TOT
      a. $1.5M/yr
   2. Concerts
      a. $200K
   3. Solar & Wind
      a. Climate Action Goals

C. Reduce Costs
   1. Roads/parking lots/pathways?
      a. Capital = $10.5M
   2. Refuse costs
      a. Savings = $250K/yr
   3. Indirect Cost
      a. Savings = $600/yr
   4. Utility costs
      a. Savings = $200K/yr

E. New Taxes
   1. GO Bonds
      a. $100M/20yr
   2. Increase Parks Tax 20%
      a. $3M/yr
      b. Assign to Marina Parks & Open Space
The End