

Public-Private Partnerships in Lakeshore

Lakeview Park and Marina Restaurant

*Presented to Lakeshore Council,
December 12, 2023*

Intro to Public-Private Partnerships

Public-Private Partnership (PPP):
“A long-term arrangement between a government and private sector institutions where private capital financing of government projects in exchange for a revenue share of some capacity.” - Neapolis University



Two Types of Waterfront PPPs

Travel and Tourism Development

- Accessory buildings / services that fall outside the scope of a municipality.
 - Hotels, event spaces, restaurants, etc.
- Used as a driver for tourists to engage in other local services.
- Typically involve a long-term land lease for operations.

Operations Management

- Outside investment to revitalize external infrastructure.
- Typically, a speciality firm with a portfolio of specialized services.
- Long-term land lease agreement.
- Outside investor runs operations and shares a revenue split with the government.

Precedents / Case Studies

Prince Arthur's Landing - Thunder Bay *(Travel and Tourism)*



- Enhances Thunder Bay's existing tourism plan.
- Population of ~148,000 (2021 census).

Publicly Funded Portion

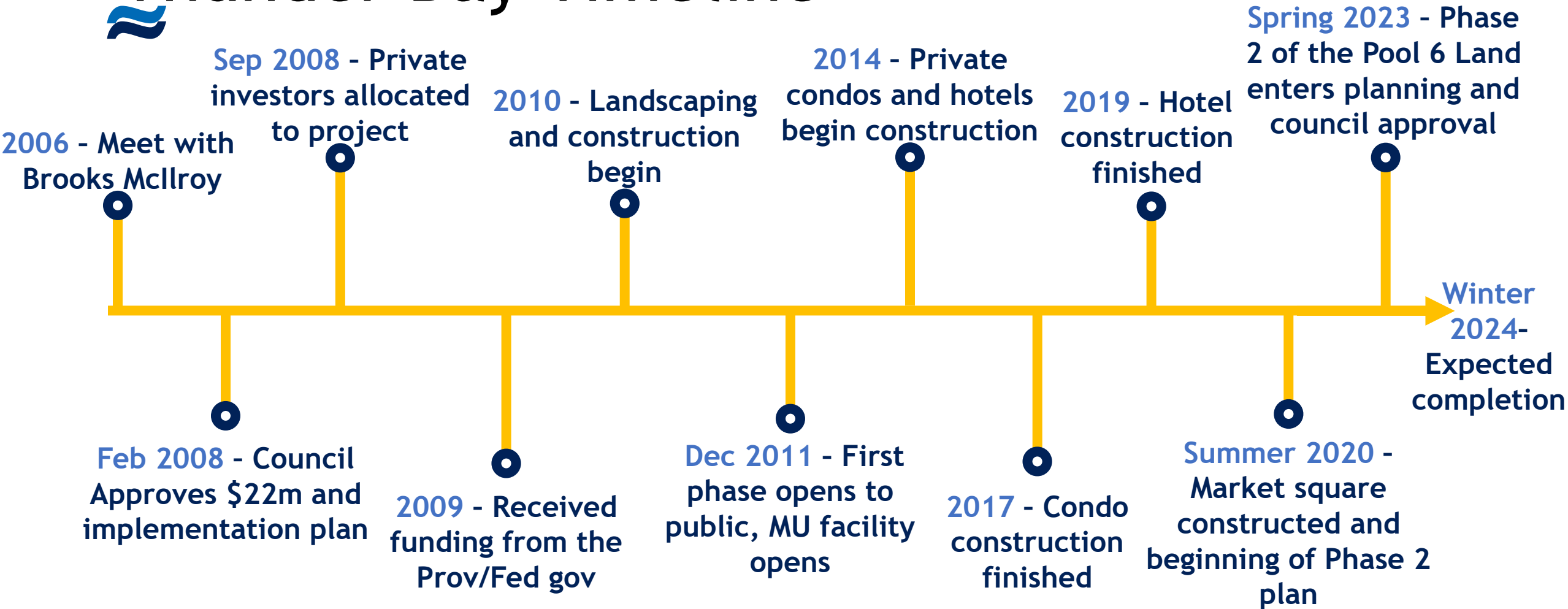
- Semi-Private mixed-use 200-person event center, restaurant, amenities.
- Parks, splashpads, skateparks, walking paths, 276 (5 transient) slip marina.
- \$55,000,000

Privately Funded Portion

- Delta by Marriot hotel.
- Two 7-story condos.
- Waterpark, event center, amenities.
- \$65,000,000



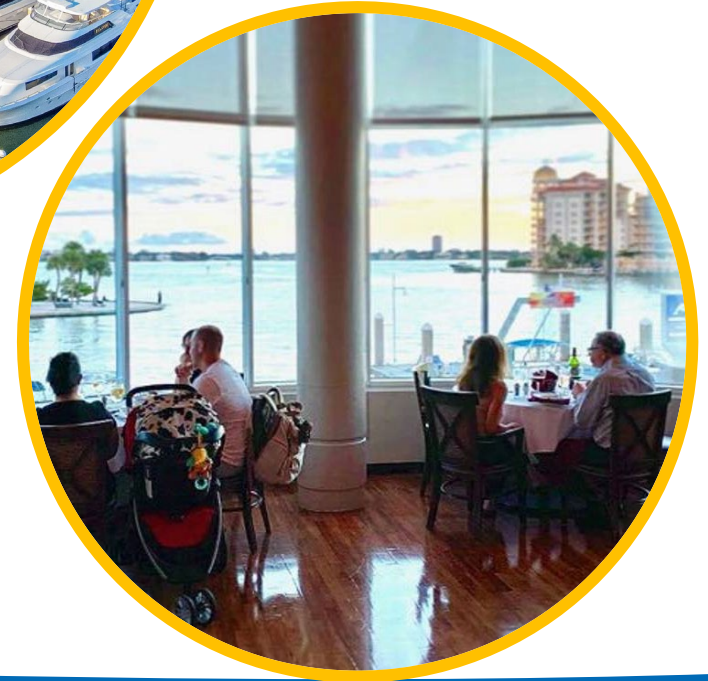
Thunder Bay Timeline



Marina Jack - Sarasota, Florida (Operations Management)



- 316 slip (10 transient) marina and restaurant.
- Prior to 2016 - Marina in disrepair, primary attraction was the restaurant.
- 2016 - \$10,00,000 investment from Suntex Marinas.
- Marina known for service.
- 50/50 revenue and expense split with marina with city.



Local Municipal Comparable



Comparable Population + Demo

- Lakeshore: 40,410 (2021 Census)
- LaSalle: 32,721 (2021 Census)
- Median incomes ~\$120,000 (2021 Census)



30,000sq.ft Event Center

- Former dry boat storage facility
- Mixed-use open concept able to host markets, events, parties, etc.



Overall Costs

- Lakeshore: \$25million
- LaSalle: \$28.39million
- Government Infrastructure grants were sought, but not approved. LaSalle took debt to finance 2 phases (Star).



LaSalle Timeline



Local Municipal Comparable - ≈ Amherstburg



Population + Demo

- Lakeshore: 40,410 (2021 Census)
- Amherstburg: 23,524 (2021 Census)
- Amherstburg: Lower medium income of \$86,000 (2021 Census)



Bellevue House PPP Proposition

- i. Restore manor in exchange for property in back.
- ii. Redevelop manor for specific purpose; town owns it.
- iii. Redevelop the manor and land that includes public access.



Value Proposition

- Located on the Detroit River.
- 9 acres of land behind the facility.
- Amherstburg open to visionary development and use of prime land in exchange for saving a historic site.

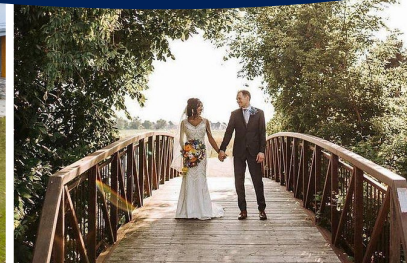


Marina / Pier Options

Vision for Lakeshore

“The Lakeshore waterfront is a regional destination that embraces its geography, creating a unique community-focused series of open spaces. The future of Lakeview Park, Belle River Marina and the West Beach, is to grow on its tradition as a healthy and active place that celebrates its unique location connecting the lake to the community and providing an accessible space for all members of the community.” - Waterfront Master Plan

- Unites the waterfront and creates more of a destination for visitors.
- Modernizes the facilities for marina customers.
- Makes better use of space for residents and visitors alike.



Marina Improvements

- Current building is underutilized.
- Lacks accessible entry to restaurant.
- Dock gates require maintenance.
- Wooden fire escape is rotting.
- Facilities in need of update / general disrepair.
- Pump out station not optimal, would benefit from additional.



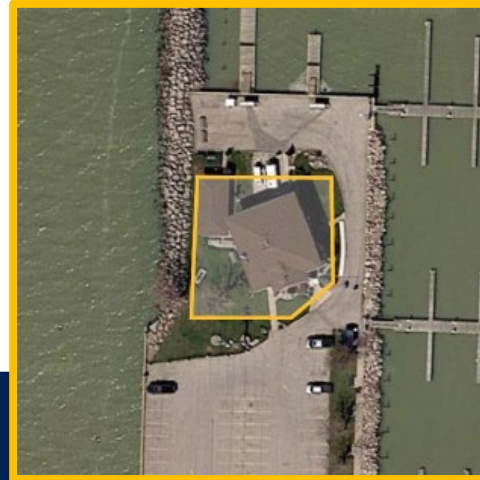
Location

Option 1



- Existing marina building
- 15,000sq.ft footprint
- Cannibalizes 32 parking spaces

Option 2



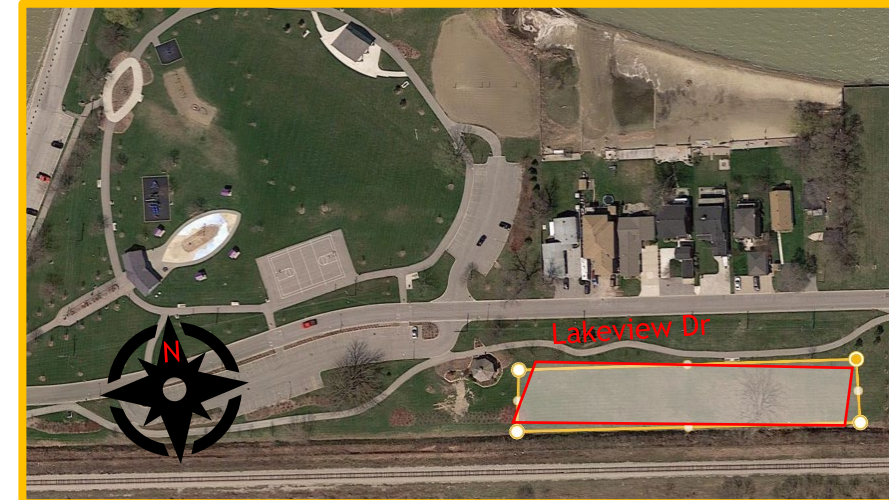
- Existing marina building
- 8,000sq.ft footprint
- Maintains current parking structure

Option 3



- Centrally located with the remaining waterfront plan
- 15,000sq.ft footprint

Parking



- 150 spaces are legally required for the event center and restaurant, 5 of which are accessible.
- Additional parking South of Lakeview Dr. adds ~108 spaces.
- Higher density of residents expected during peak times.

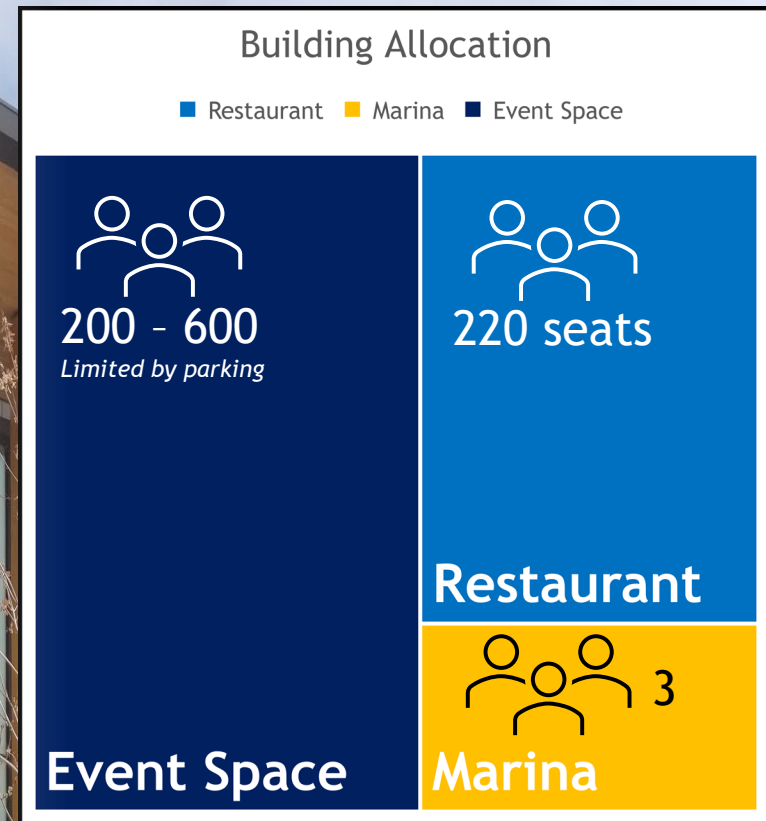
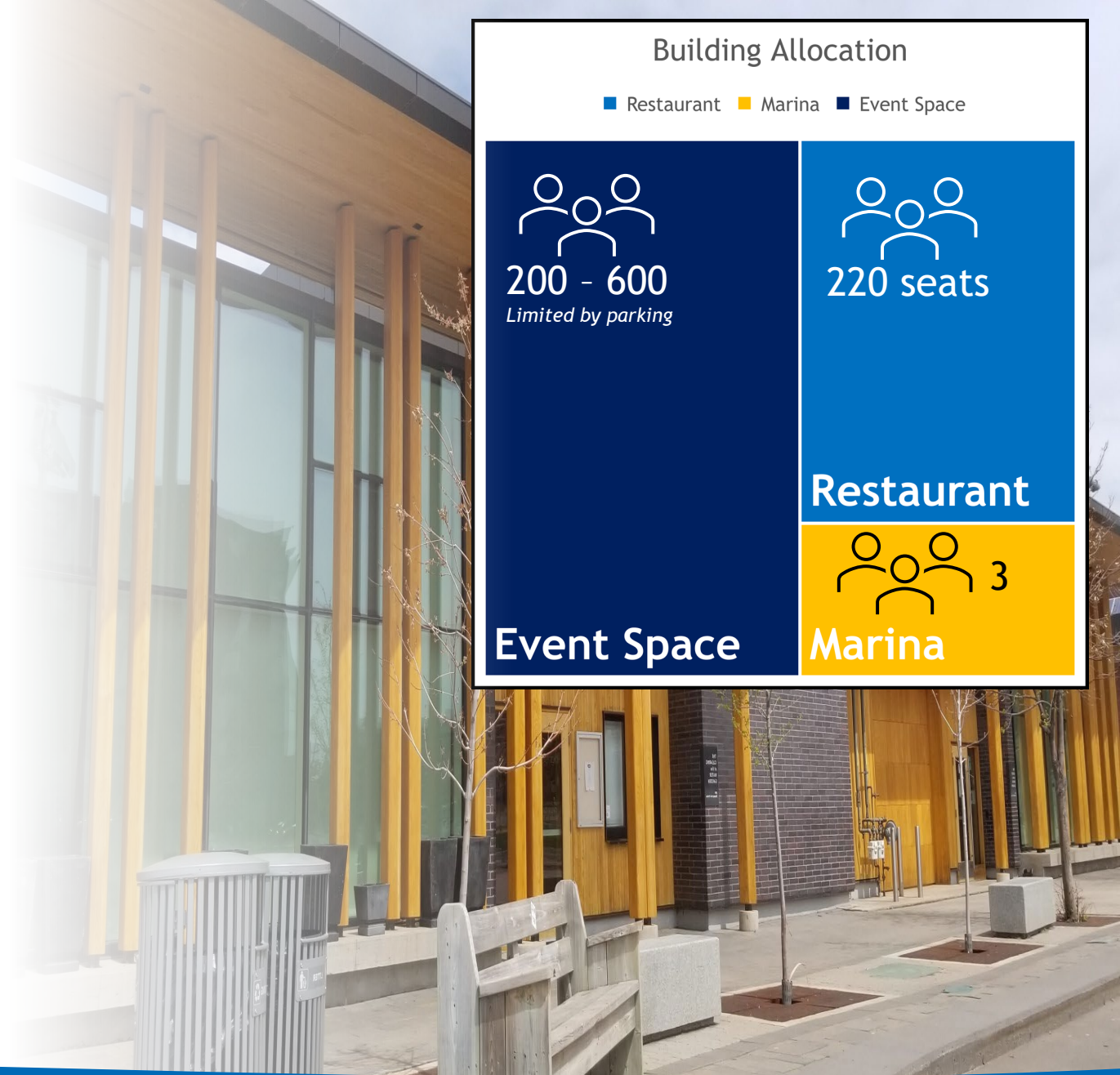
Parking Logistics

- Potential issues with parking during peak times / event dates.
- Insufficient parking if all boaters were to arrive at once.
- Event goers are less transient
 - Parking lots further away allocated to guest attendance.
 - Shuttle runs on a relaxed schedule before, during, and after an event.
 - Proposed event parking locations:
 - BRDHS (unused on weekends and evenings when events are most likely occurring).
 - St. Jude's Parish (same situation and BRDHS barring any conflicting events).
 - BR surplus of baseball diamonds → Convert Lions / Optimist park to parking.
- Thunder Bay has less parking spaces, more residents, and a higher tourism density.
 - Additional parking is provided into the city, assisted with public transit not specifically for shuttling people.



Mixed-Use Facility

- ~1/3 allocated to restaurant space / second floor patio.
- ~2/15 allocated to marina operations on ground level. Includes 1000sq.ft bay door access storage facility.
 - Lakeshore requires, no lease payment made.
- Remained allocated event space.
- Opportunity on ground level to have additional sub-leases, small stands etc.



Managing Partnership

- Maintaining a *semi-private* experience.
- Strategic placement of bbqs and picnic areas away from prime venue locations.
- Municipal governance over priority of booking times.
 - Ex: limited/prohibitive venue rentals during SunSplash/Labour Day.



Fishfly Strategy



- Problem: Outdoor dining and experiences limited along waterfront due to Fishfly season.
- Limited Use Duration: ~2 months between May and July (longest daylight months extending operating hours)
- Potential Solutions:
 - Air movers on outdoor patios
 - Limited light expose (candles, localized zones)
 - Covered / netting along patios during peak season (think Floridian bird cage).
 - Louvered covers on HVAC vents to prevent buildup.
 - Daily sweeping and cleaning of affected areas.



Conclusion

- Other municipalities have shown the need and interest for a mixed-use facility in waterfront settings.
- Best case scenario for both Lakeshore and Partner is to singularly own the event center and restaurant.
- PPPs are feasible if given the proper financial model.
- Always the potential to scale the project down and request additional EFIs on what to do with the space.

Thank you.

Questions?