

REPORT

Stanley Marina initial feasibility study Comprehensive Summary

Market Assessment and Initial layout

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Appendix 01 – Feasibility Stage Drawings

The following document is a comprehensive summary of the technical feasibility report and market appraisal conducted by Arch Henderson for Falkland Islands Development Corporation, August 2026. For any enquiries regarding the report, please contact FIDC at reception@fidc.co.uk.

1 Executive Overview

The report assesses the initial feasibility of developing a marina at the Government Jetty / Dockyard site in Stanley for the Falkland Islands Development Corporation. It considers whether a marina could respond to an identified risk of lack of safe, year-round berthing in Stanley Harbour, support local and regional yachting demand, deliver socio-economic benefits, and operate on a sustainable basis.

The overall conclusion is that a marina at Stanley has a credible strategic rationale and should progress to the next stage of development, subject to further technical investigation, design refinement, and confirmation of affordability through a full business case. The opportunity is not based on high-volume leisure marina demand, but on a specialist remote-region market involving private yachts, charter expedition vessels, overwintering vessels, superyachts, local craft, and tender-linked activity.

The project is found to be technically credible at concept stage, but key uncertainties remain around ground conditions, overtopping, sea level rise, utilities, drainage, services, and cost risk. The capital investment requirement is substantial, with the breakwater and quay structure being the dominant cost driver. Annual operation appears capable of reaching a broadly break-even or modestly positive position under realistic demand assumptions, but the direct marina revenue alone is unlikely to provide a conventional return on the full capital investment. The wider case therefore depends heavily on socio-economic benefits, strategic value, tourism impacts and community outcomes.

2 Project Context

The Falkland Islands are a remote South Atlantic community with maritime activity centred on Stanley Harbour. Although Stanley already receives visiting yachts, charter vessels, cruise activity and local boats, there is no dedicated, year-round safe and secure marina-style berthing. Existing arrangements rely on mooring buoys, anchorage, temporary jetty use, and limited facilities elsewhere in the harbour.

FIDC has identified a marina as a potential investment opportunity because it could improve vessel safety, support tourism, enable longer stays, stimulate marine services, and strengthen Stanley's waterfront businesses. The study builds on previous marina proposals but places greater emphasis on cost-effective initial delivery, phased development and operational sustainability.

The proposed site is the Government Jetty / Dockyard area beside the Historic Dockyard Museum. The site is prominent, publicly accessible, and well located within Stanley's waterfront, but it also has constraints. It currently supports museum access, car parking, tour bus turning and public waterfront use, all of which need to be retained or managed as part of any marina development.

3 Market Assessment

The report identifies the southern Atlantic and sub-Antarctic yachting market as low volume, but strategically important. It is shaped by expedition cruising, private bluewater sailing, scientific and adventure travel, charter operations, Antarctic and South Georgia itineraries, and long-distance yacht routing.

Benchmarking against Ushuaia, Puerto Williams and Punta Arenas shows that the wider region is active but under-served by secure marina infrastructure. Ushuaia is the dominant Antarctic gateway but has limited yacht marina capacity and frequent congestion. Puerto Williams is an important sailing stop but relies heavily on rafting and informal arrangements. Punta Arenas has a stronger logistics and transport role but appears less significant as a dedicated marina destination.

Stanley's potential strength lies in its geographic position between southern South America, South Georgia, and the wider South Atlantic route network. It also benefits from political stability, regulatory clarity, existing harbour procedures, provisioning capability, and its established role as the first port of call for visiting yachts entering the Falklands. These factors suggest that Stanley could position itself as a specialist intermediate marina node rather than a direct competitor to larger Antarctic gateways.

User Groups and Demand

The report identifies the following potential marina user groups:

- Local resident boats and small craft.
- Private visiting yachts.
- Charter expedition vessels.
- Larger expedition yachts and explorer vessels.
- Superyachts using external or alongside berthing.
- Cruise and superyacht tenders.
- Wintering and longer-stay vessels.

Private yachts are expected to form the core transient market, particularly vessels below 15 m and between 15 m to 25 m. These users value safety, provisioning, repairs, rest, weather-window waiting time and the ability to leave vessels securely. Charter vessels are fewer in number but commercially important because they have higher service requirements, structured itineraries and potential for passenger embarkation and disembarkation in Stanley.

The demand analysis sets out three scenarios: a low scenario broadly aligned with current activity, a medium scenario reflecting stronger market capture, and a high scenario where Stanley develops into a recognised regional hub. The report's demand assumptions indicate a progression from a modest current-level annual visit profile to a materially higher upper-bound case. Even in the high case, the absolute number of yacht visits remains low compared with conventional marina markets, but the value per vessel and strategic role of safe berthing are relatively high.

Berth Mix and Marina Layout

The berth mix is designed around expected peak-season day demand and practical berthing requirements rather than maximum berth density. The layout prioritises shelter, manoeuvrability, flexibility, and operational resilience.

The proposed marina comprises a protected basin formed by a breakwater, with floating pontoons inside the sheltered area. Optionally, as a complementing facility to existing facilities, deep-draft or larger vessels may use the outer breakwater face, avoiding the need to dredge the basin for all vessel types. Smaller craft, tenders and flexible alongside berths would be accommodated within the marina basin, catering to a range of users anchoring in the bay.

The landside component would use and potentially extend the existing reclamation. Essential landside functions include marina management, parking, sanitary facilities, utility connections, access arrangements and potentially a public slipway. Additional facilities could follow in later phases if demand supports them, including laundry, community space, sailing school facilities, café or canteen uses, yacht club space and chandlery.

A phased approach is recommended. The initial phase would deliver the core elements needed for safe and credible operation: wave protection, basic berthing, essential landside services, and a functional operating base. Later phases could expand berthing capacity, improve amenities, and add community or commercial facilities as demand becomes more certain.

Socio-Economic Impact

The socio-economic assessment identifies a broad range of potential beneficiaries. Direct beneficiaries include the marina operator, fuel suppliers, provisioning businesses, chandlery or retail suppliers and government bodies receiving harbour-related dues or fees. Tourism beneficiaries include outer island landowners, tour operators, hospitality businesses, FIGAS, local shops, the museum, the Tourist Visitor Centre, transport providers, and water sports operators. Wider community beneficiaries include schools, youth groups, the yacht club, residents, and families.

The marina could generate direct visitor expenditure through berthing, fuel, provisioning, accommodation, food and beverage, transport, visitor experiences, local retail, maintenance, and engineering services. It could also increase visitor dwell time by allowing vessel owners to leave yachts securely while spending more time ashore.

The report also identifies wider community benefits. A marina could help rebuild a stronger local connection with the sea by supporting sailing instruction, school and youth group activities, water-based recreation, local boat ownership, yacht club activity, and community events. A slipway and pontoon access could improve local use of the water for kayaking, paddleboarding, sailing, small craft, and other recreational activities.

The public realm benefit is also important. The marina could help activate the Dockyard site, connect waterfront areas, draw visitors further along Ross Road, increase museum footfall and support wider cultural or community use of the area.

Local Economic Impact

The report includes a high-level assessment of potential local economic impact based on reprovisioning and wider non-boating passenger spend. The specific financial values are not published; however, the context is retained: the estimated annual impact ranges from a lower six-figure contribution under conservative assumptions to a low seven-figure contribution under stronger demand and spending assumptions.

This estimate is likely to understate the full economic impact because it excludes or only partly captures several wider categories, including harbour dues, landing fees, maintenance and repair services, marine engineering, employment, GVA impacts, indirect supply-chain effects, induced household spending and community benefits.

The assessment is high-level and assumption based. It uses global averages, stakeholder judgement, and initial demand scenarios. The report recommends that this work be refined using Falkland-specific evidence before being used to support a final business case.

Potential Issues and Conflicts

The report recognises s issues. Because the Falklands are remote and dependent on periodic supply vessels, increased demand from yachts and charter vessels could place pressure on supplies if shipping is delayed. However, this risk is expected to be manageable because marina demand would grow gradually, allowing suppliers to plan.

Increased vessel stays may also place pressure on local services, including medical services. New commercial activity at the marina, such as cafés or eateries, could compete with existing businesses in a small local market, although it may also increase resident and visitor choice. Increased flight demand from charter and expedition passengers could strengthen the case for improved air connectivity, but in the short term may compete with residents for limited seat availability.

4 Technical Feasibility

The technical assessment concludes that the proposed marina protection concept is credible at initial feasibility stage. The proposed solution uses a rock armour revetment on the exposed western side, combined with an inner combi-wall berthing structure and an exposed end berth. This approach is intended to provide wave shelter, berthing functionality, pontoon restraint, and operational access.

The design assumes shallow and variable rock, with tubular piles drilled into rock sockets and sheet pile infill driven to refusal. These assumptions must be confirmed through site investigation. The facility is intended for marina use, light vehicles, and occasional fuel bowser access rather than heavy commercial loading.

The report considers the arrangement practical because it uses established marine construction techniques and allows local material use where possible. A vertical quay face is favoured because it reduces the footprint compared with a fully rock-armoured berm, provides a more regular berthing face, increases basin capacity, supports pontoon guides, and creates a usable access deck.

The north end berth is considered appropriate in principle and would improve operational flexibility, particularly for larger vessels. The berth is more exposed to environmental conditions and therefore meant for temporary berthing. Fendering, overtopping, sea level rise and future deck levels require further study.

Constructability is considered achievable. The revetment is relatively straightforward, subject to armour stone availability and stable founding conditions. The combi-wall is more specialist and will require suitable plant, rotary drilling capability, and temporary works planning. Soft silt or mud is a key risk because it could cause instability or long-term settlement if not dredged or treated.

The reclaimed area would need substantial improvement, and new buildings should preferably be located on newly engineered reclamation or supported by piles. A new access road west of Gilbert House is proposed to separate marina traffic from existing users. A slipway is also proposed to support both marina operations and community water access.

Utilities are a key constraint. Water storage or buffer tanks may be needed due to local pressure and demand limitations. Electrical capacity may require overall network upgrades. Foul drainage is likely to require a package treatment plant and an extended outfall. Surface water drainage may require oil separation if fuel handling is considered.

Material constraints are significant. Local quarry material appears potentially suitable for rock armour and fill, but early engagement is needed because production may need to start well in advance. Steelwork and specialist equipment would need to be imported. Locally available concrete may not meet long-life marine design requirements without design adaptation, such as high-performance precast formwork combined with local concrete infill.

Key next steps include ground investigation, hydraulic modelling, outline design, contractor input and refinement of buildability and cost risk.

5 Budget Cost Estimate

The cost appraisal provides high-level budget costs for the concept options developed during feasibility. It focuses on capital construction and associated client-side allowances, including risk, contingency, consents, and professional fees. The estimate is based on concept-level design and comparable project information, with allowance for market volatility and construction inflation.

The cost estimate uses a current base date and assumes construction commencement 3 - 4 years after the estimate base date. A future inflation allowance is applied, along with additional allowances for contractor preliminaries, contractor risk, island working, and imported elements. Optimism bias is also applied to reflect the early maturity of the scheme and uncertainty around design, ground conditions, and delivery.

Two options are assessed: an initial phase option (*drawing PC7497-AHN-XX-XX-D-ME-0001*) and an expanded phase option (*drawing PC7497-AHN-XX-XX-D-ME-0002*). The detailed financial totals have been redacted, but the context is that both options require substantial capital

investment. The first option sits within a significant multi-million-pound project cost range (**£23 – £40million**), while the expanded option sits within a higher multi-million-pound range (**£35 – £50million**). The difference between the two options is meaningful but not transformational because the breakwater and solid quay structure are the major cost drivers in both.

The cost analysis concludes that the solid quay wall and breakwater dominate overall cost. A lower-cost rubble mound alternative could reduce the construction cost materially if the solid outer berth is not justified by the business case. However, this would need to be balanced against reduced operational functionality, loss of external berthing flexibility and possibly a larger footprint.

6 Financial Feasibility

The financial feasibility assessment considers whether annual marina revenues could offset operating costs. It excludes the capital investment requirement and focuses on annual operational sustainability.

Revenue is modelled primarily from berthing fees. Other potential income sources, such as fuel handling, utility mark-ups, building leases or ancillary services, are not included at this stage, making the assessment conservative. Berthing tariffs are informed by local stakeholder input, existing Stanley rates, regional benchmarking, and professional judgement.

The revenue model assumes different tariffs for private visiting yachts, charter vessels, larger vessels, superyachts, annual resident berths, and wintering vessels. Private yachts are assumed to stay for around two weeks, while charter vessels are assumed to have slightly shorter but operationally significant stays linked to provisioning, passenger handling, and itinerary logistics.

A tariff sensitivity analysis demonstrates that financial performance is highly dependent on pricing. Higher tariffs allow the marina to generate operating surpluses across all demand scenarios. Lower tariffs result in operating deficits even under stronger demand. This confirms that appropriate pricing is essential to long-term operational sustainability, particularly given the relatively modest number of annual vessel visits.

Operating costs are expected to remain relatively contained because the marina is designed as a lean and robust facility. Main costs include the harbour master function, cleaning, general upkeep, planned maintenance, reactive repairs, utilities, and overheads. Costs rise across low, medium, and high demand scenarios as staffing and maintenance requirements increase.

The base-case financial performance shows a negative annual result under the low-demand scenario, a broadly break-even or marginally positive result under the medium scenario, and a stronger but still moderate positive result under the high scenario. The report therefore concludes

that the marina is operationally viable under realistic demand conditions but exposed to risk if demand remains close to current activity levels.

The financial outlook could be improved by increasing average length of stay, attracting more charter and larger vessels, strengthening wintering demand, adding complementary revenue streams, carefully managing costs, and increasing tariffs over time where market demand supports this.

7 Overall Conclusions

The report concludes that the proposed Stanley Marina has a credible strategic rationale and merits progression to the next stage. The market case is driven by a clear gap in the South Atlantic yachting network, limited competing infrastructure, evidence of latent demand, and Stanley's position as a safe and stable maritime gateway.

The technical concept appears feasible at initial stage, with a breakwater and combi-wall arrangement capable of providing the required shelter and berthing functionality. However, further site investigation, hydraulic modelling and outline design are essential to confirm assumptions, reduce risk and refine the preferred solution.

The cost estimate confirms that the scheme requires substantial capital investment. The breakwater and quay structure are the principal cost drivers, making phasing, value engineering and clear alignment between specification, market demand, and socio-economic benefit essential.

At annual operating level, the marina can potentially achieve a positive result under medium and high demand conditions, but it is unlikely to produce a conventional financial return on the capital investment based on direct marina revenue alone. The business case must therefore place significant weight on wider economic, tourism, community, and strategic benefits.

8 Recommended Way Forward

The report recommends proceeding to a full feasibility and business case stage. This stage should focus on reducing risk and uncertainty, refining the preferred concept, and confirming whether the project is affordable, deliverable, and justified.

The recommended next steps are:

1. Complete the financial feasibility and operating model, including pricing, demand, occupancy, wintering, and ancillary revenue opportunities.
2. Undertake targeted ground investigation and hydraulic modelling to confirm ground conditions, wave overtopping, levels, and structural requirements.
3. Develop the outline design, including layout, phasing, utility strategy, slipway provision, access arrangements, and landside facilities.
4. Engage key stakeholders and service providers, including government, harbour operations, utilities, tourism interests, local businesses, and community groups.
5. Prepare an outline and then final business case comparing delivery options, funding routes, procurement strategies, and socio-economic value.
6. Subject to a positive business case, proceed into design, consents, procurement, and construction of a first-phase marina focused on safe, reliable berthing with future expansion potential.

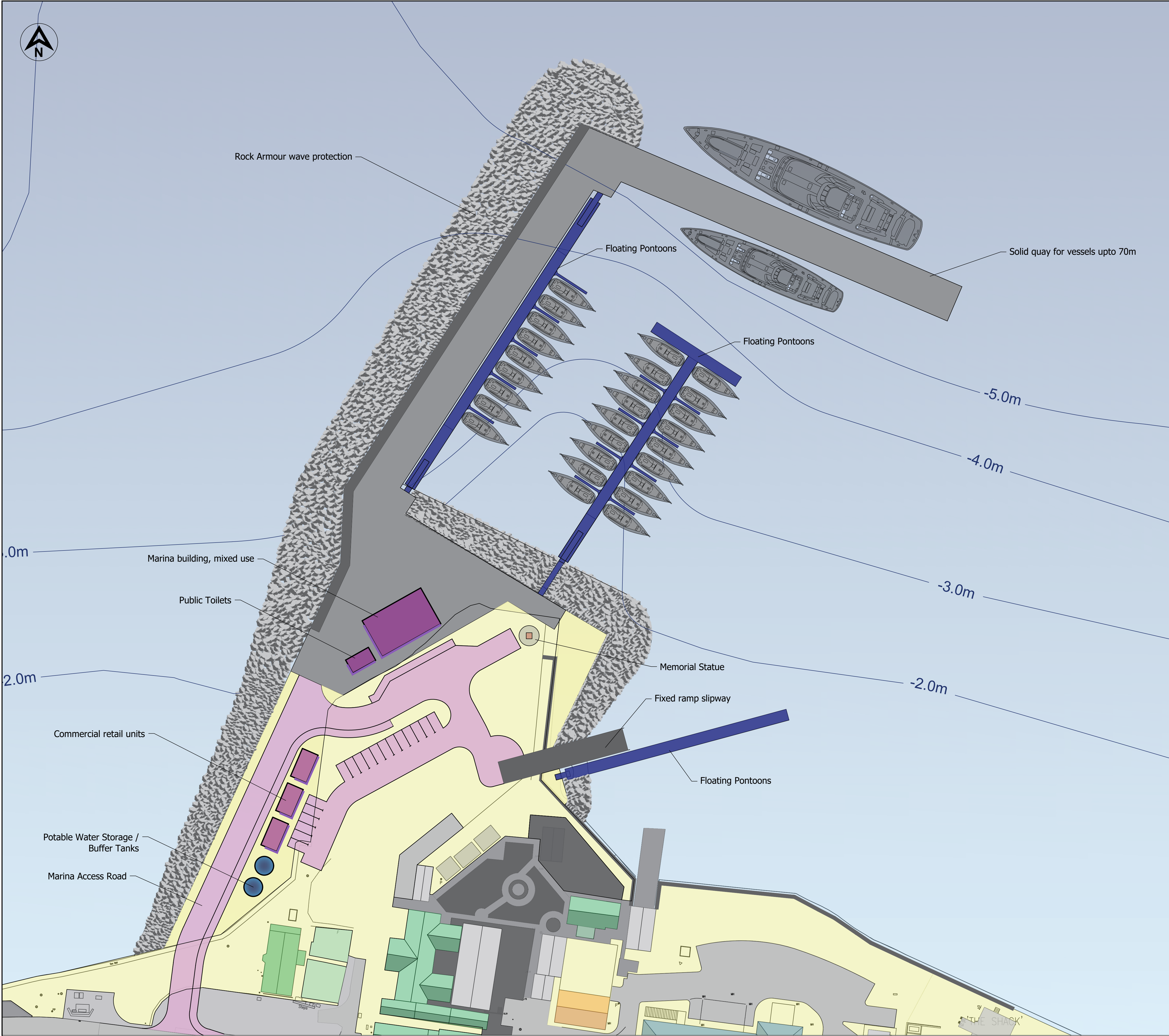
Appendix 01 – Feasibility Stage Drawings

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PC7497-AHN-XX-XX-D-ME-0002 (Phase 1A General Arrangement Plan)

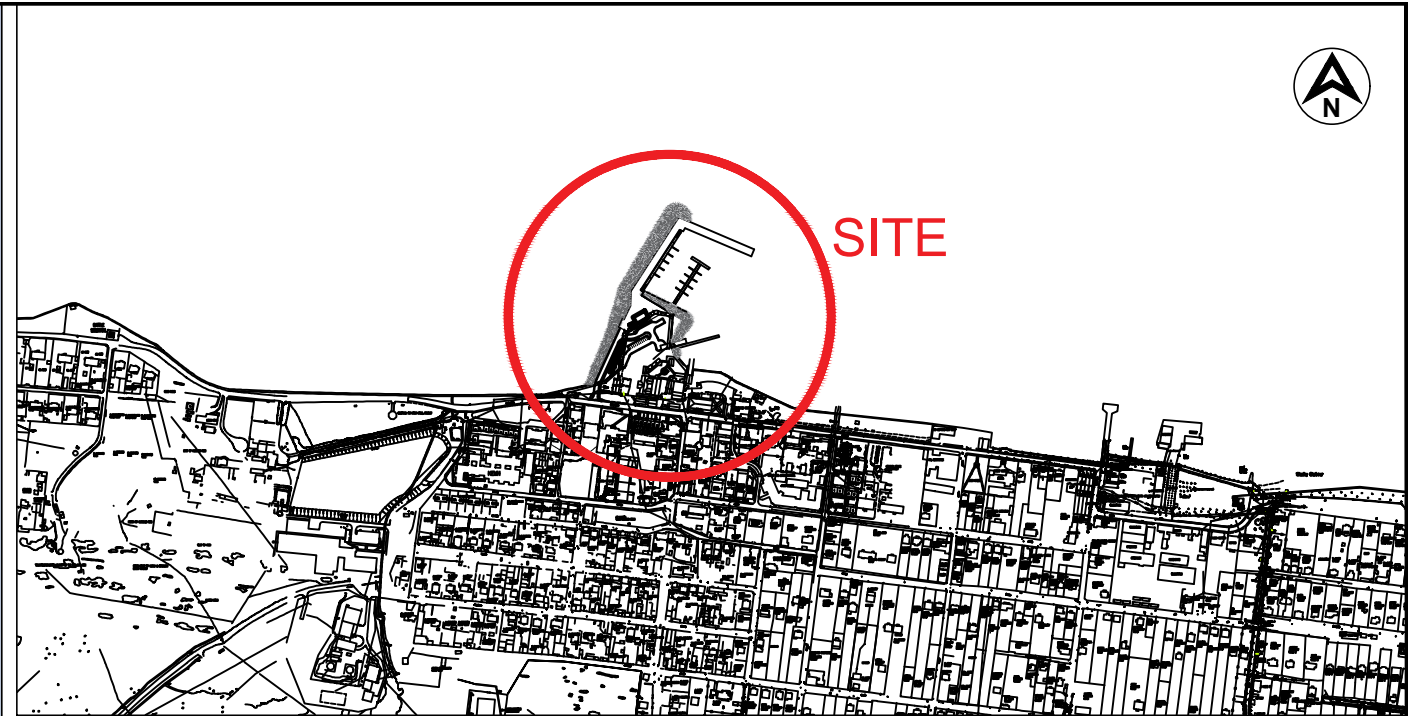
PC7497-AHN-XX-XX-D-ME-0003 (Typical Quay Construction Sections)

PC7497-AHN-XX-XX-D-ME-0004 (Concept General Arrangement Plan)

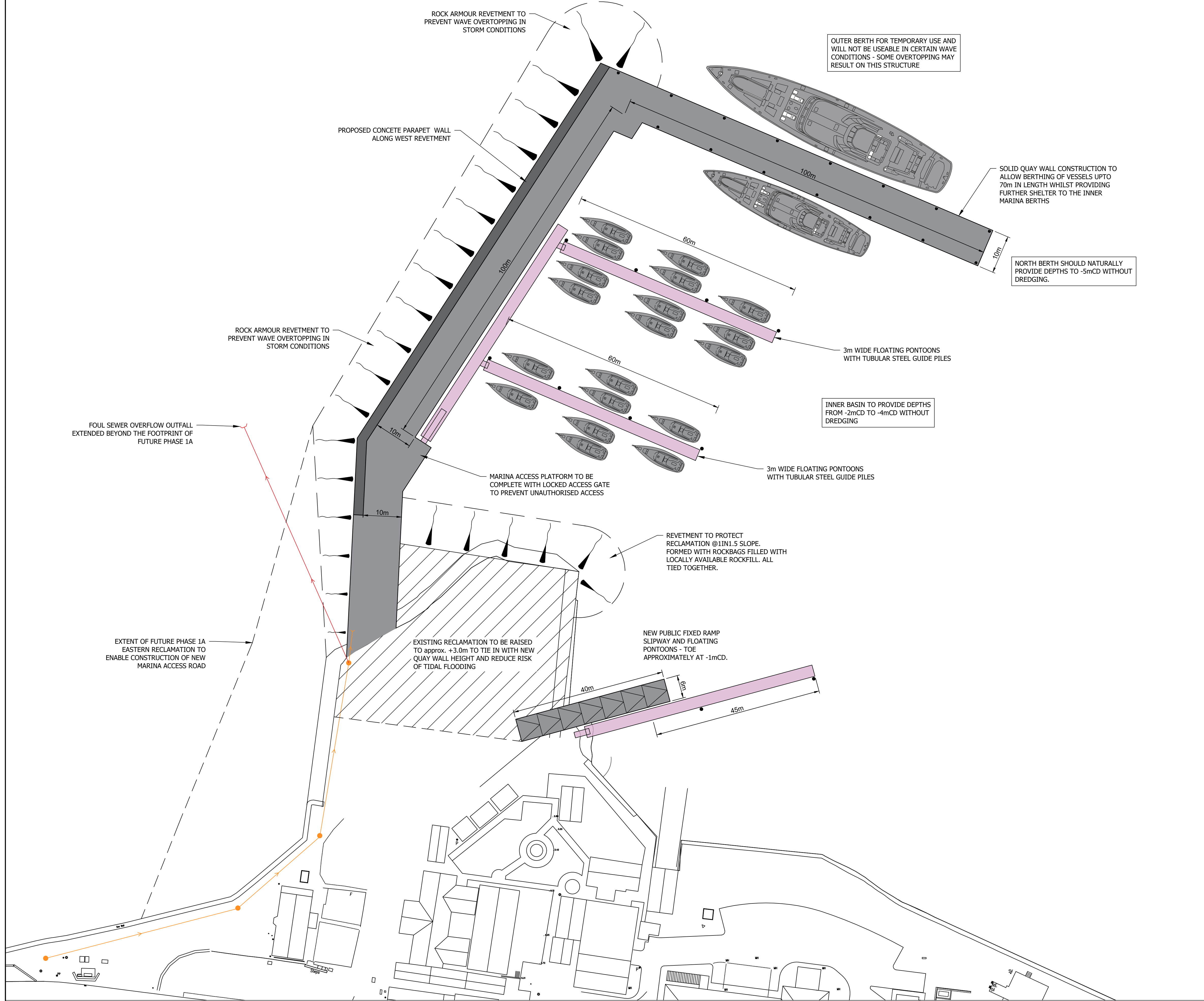


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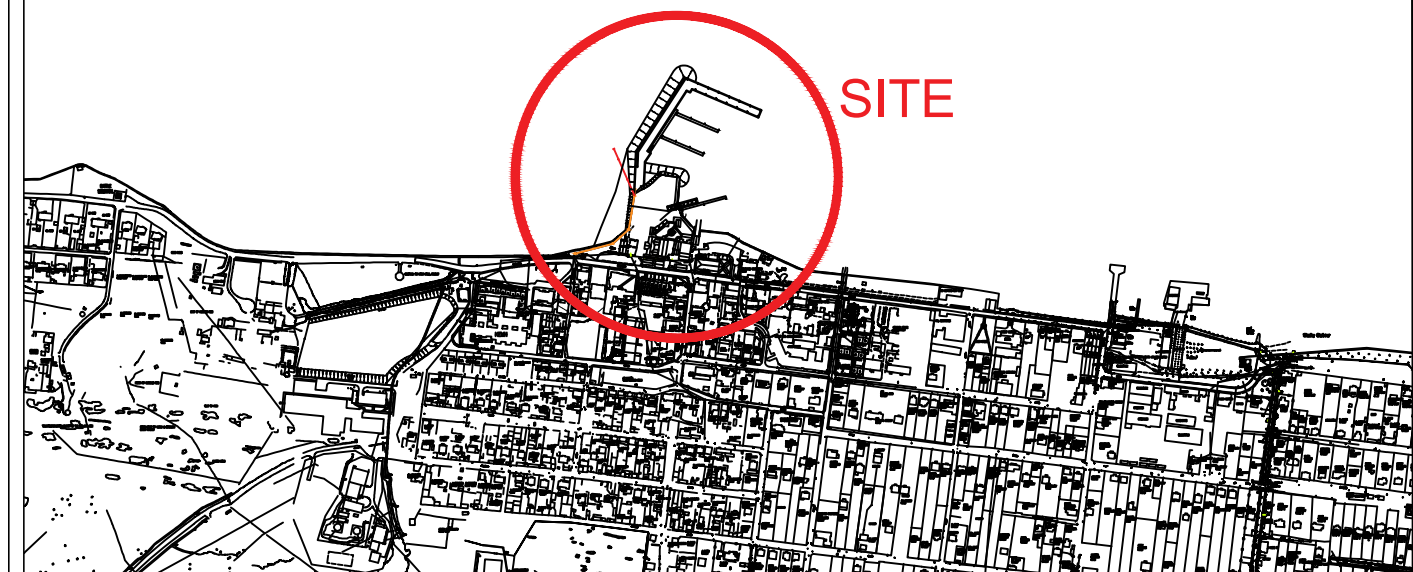


P01	ISSUED TO FIDC TO ACCOMPANY FEASIBILITY REPORT			S.KEITH	G. DE BOER
Revision:		Description:		Drawn By:	Checked By:
Design Lead:		GOSSE DE BOER		Approved By: KEVIN FETTES	
Client: FALKLAND ISLANDS DEVELOPMENT CORPORATION					
Project:		PROPOSED MARINA AT STANLEY HARBOUR FALKLAND ISLANDS		Description: PHASE 1 A CONCEPT GENERAL ARRANGEMENT PLAN	
ARCH HENDERSON			Stage:	A2 - CONCEPT	Discipline: MARITIME ENG.
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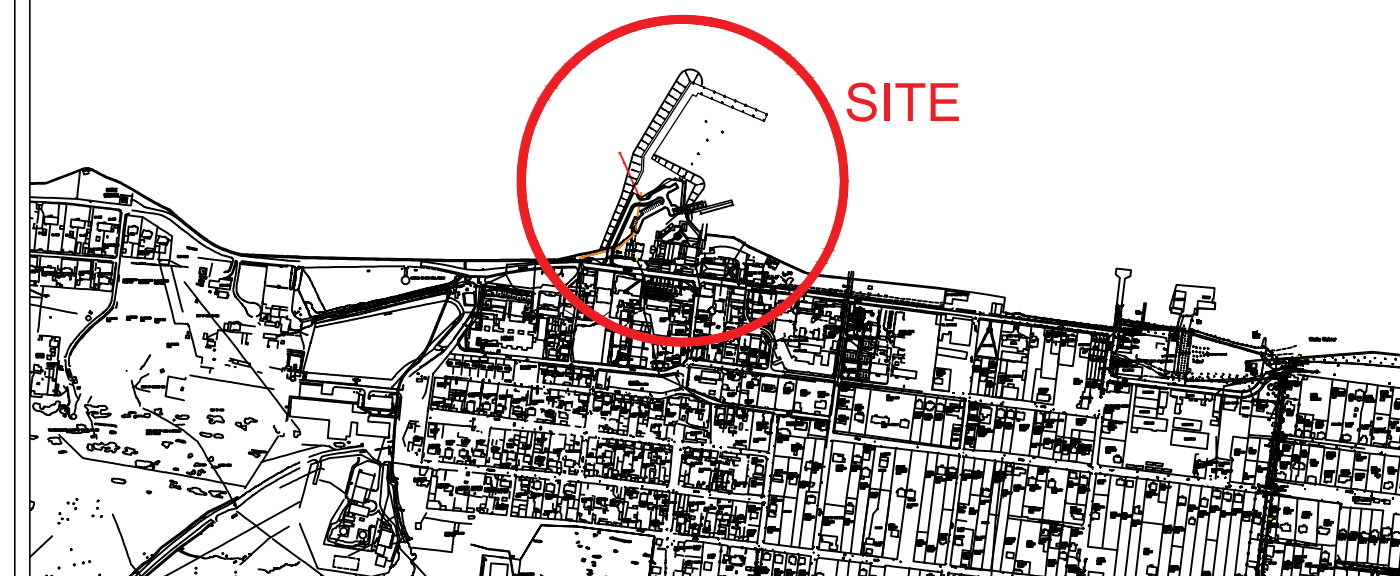
Plan view
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- NOTES...:
1. ALL DIMENSIONS ARE IN METRES UNLESS NOTED OTHERWISE.
 2. ALL LEVELS ARE TO CHART DATUM.
 3. PRELIMINARY SCHEME DESIGN IS SUBJECT TO RESULTS OF A GROUND INVESTIGATION AND A HYDRAULIC WAVE STUDY.

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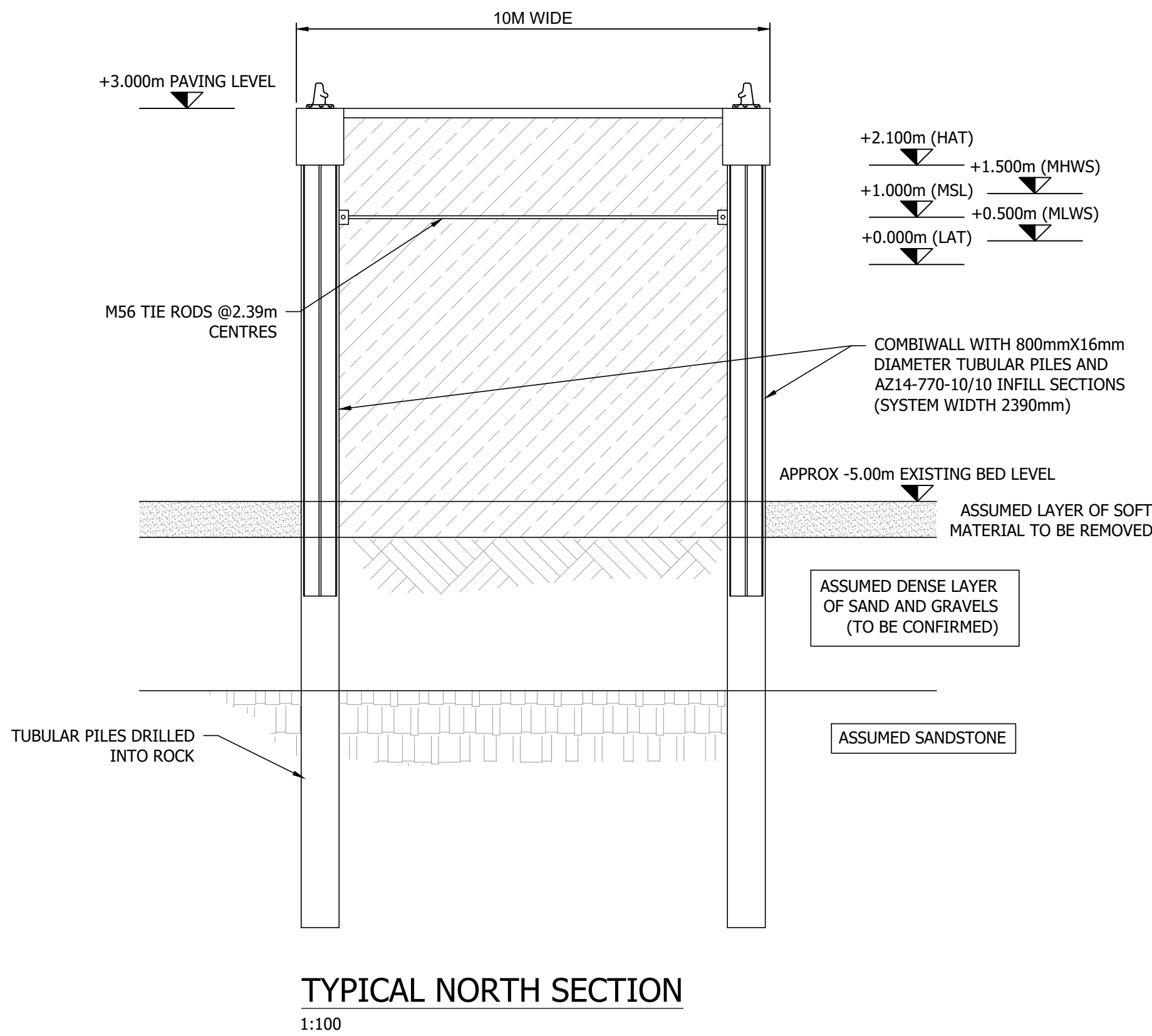
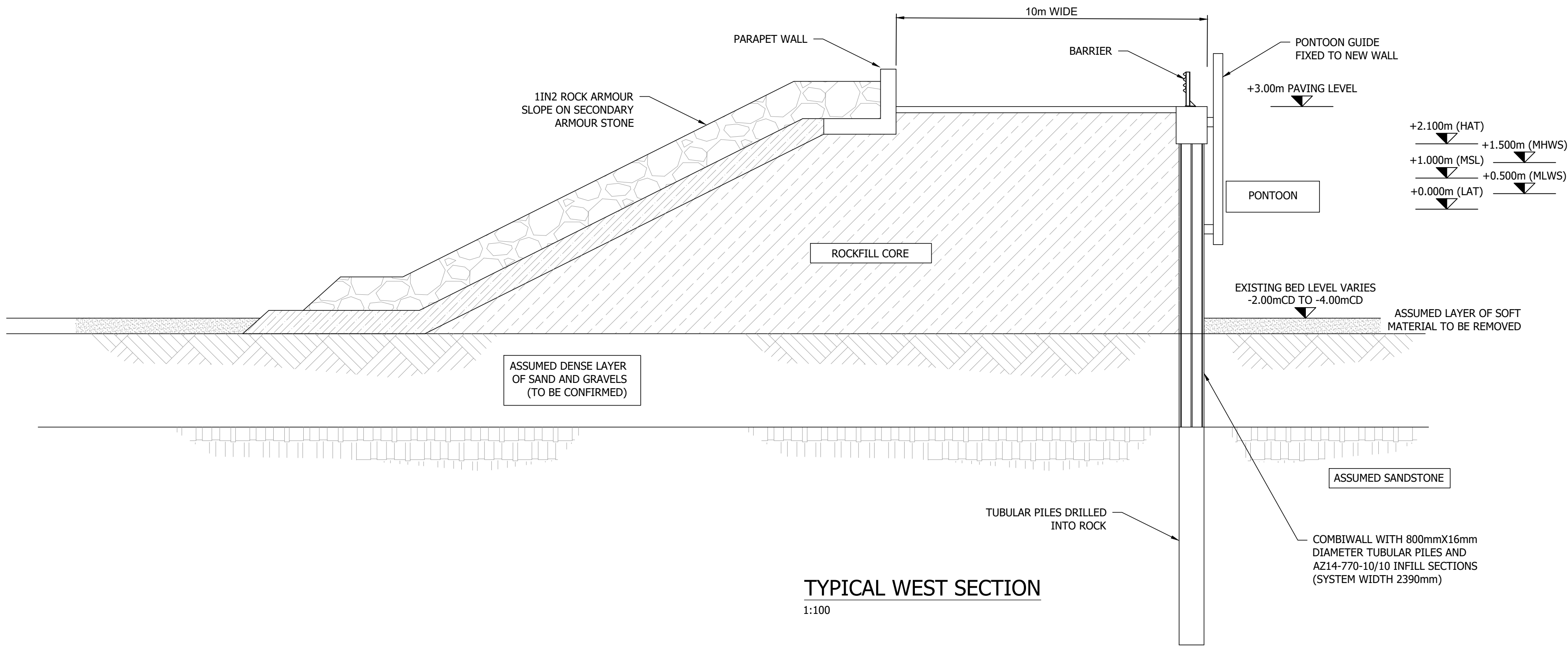
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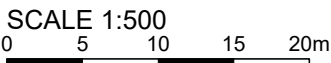
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2. ALL LEVELS ARE TO CHART DATUM.
3. PRELIMINARY SCHEME DESIGN IS SUBJECT TO RESULTS OF A GROUND INVESTIGATION AND A HYDRAULIC WAVE STUDY.
4. INDICATIVE GROUND LAYERS ARE BASED ON BOREHOLES UNDERTAKEN FOR THE STANLEY PUBLIC JETTY. ROCK MAY BE DEEPER TOWARDS THE NORTH PIER WITH RISK OF SOFT MUD AND SILT POCKETS.



TYPICAL SECTION
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Client: FALKLAND ISLANDS DEVELOPMENT CORPORATION					
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ARCH HENDERSON				Stage:	A2 - CONCEPT
 Arch Henderson a company of Haskoning 26 Rubislaw Terrace Aberdeen AB10 1XE United Kingdom T. +44 (0)1224 631 122 Einfo@uk.haskoning.com www.haskoning.com				Size:	A1
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