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- The public is encouraged to comment via email to cityclerk@cityofanacortes.org or via written comment addressed to City Clerk, P.O. Box 547, Anacortes, WA 98221. Public comments received by the [City Clerk](#) prior to 3:00 p.m. the day of the meeting will become part of the record for the meeting, just as if presented in person.
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Anacortes City Council
Municipal Building Council Chambers
904 6th Street

April 18, 2022
6:00 PM

PRELIMINARY AGENDA
[Packet Materials](#) / [Watch Meeting](#)

1. **Call to Order Special Joint Meeting with the Port of Anacortes Commission**
2. **Pledge of Allegiance**
3. **Other Business**
 - a. Resolution 3081: Maritime Strategic Plan 2022 (Discussion/Possible Action)
 - b. Port of Anacortes Commissioner Statements
 - c. City of Anacortes Councilmember Statements
 - d. Ceremonial Signing of Maritime Strategic Plan
4. **Adjournment**

The City of Anacortes is committed to making public meetings available and accessible to all members of the community. For assistance with special needs, please contact the City Clerk at 360-299-1960 in advance of the meeting.



City Council Agenda Bill

Meeting Date: April 18, 2022

Agenda Item: 3.a.

Agenda Item Title: Resolution 3081: Maritime Strategic Plan 2022

Staff Contact(s): DON MEASAMER

Approved for Submittal to Council by **Action Type**

DON MEASAMER

Resolution

DARCY SWETNAM

Item Summary: The Maritime Strategic Plan was developed during an 18 month process beginning in 2016 as a coordinated effort with the Port of Anacortes, EDASC the Chamber of Commerce and the City of Anacortes. The project team conducted extensive outreach to approximately 123 individuals and businesses along with approximately 46 individual interviews. The update included working with the group to review objectives, review action items completed, ongoing or yet to begin, and an addendum to describe action item progress. Resolution 3081 adopts the updated Maritime Strategic Plan as presented.

Budget Impact:

NA

Previous Action: Adopted [2018 Maritime Strategic Plan](#)

Recommended Motion: I move to approve Resolution 3081 as presented

Alternative Actions: Revise as needed and bring back for review

Attachments (listed in order presented):

1. Resolution 3081
2. Maritime Strategic Plan update April 2022

RESOLUTION 3081

ADOPTING THE ANACORTES MARITIME STRATEGIC PLAN 2022

WHEREAS, in September 2016, the City of Anacortes and Port of Anacortes, together with the Economic Development Alliance of Skagit County (EDASC) and the Anacortes Chamber of Commerce, initiated discussions to develop a new comprehensive strategic plan for promoting and expanding a sustainable maritime economy in Anacortes and Skagit County, while preserving the authentic maritime culture of Anacortes; and

WHEREAS, in 2017, the City, Port, and EDASC conducted an extensive set of interviews with a diverse range of local maritime sector manufacturers, services providers, retail businesses, property owners, educational institutions, and non-governmental organizations to assess the characteristics, strengths, challenges, and opportunities facing the maritime sector in Anacortes; and

WHEREAS, these interviews were augmented by discussions of the Skagit County Maritime Industry Cluster Working Group convened by EDASC during 2016 and 2017, which incorporated a broader cross-section of countywide maritime industry stakeholders; and

WHEREAS, based on input by the citizen stakeholders, City and Port staff, and members of EDASC, City staff prepared the draft Anacortes Maritime Strategic Plan 2018 for the City of Anacortes and Skagit County; and

WHEREAS, the Anacortes Maritime Strategic Plan 2018 was reviewed by The City, Port of Anacortes, Chamber of Commerce and the Economic Development Association of Skagit County for updates to the plan including identifying completed action items; and

WHEREAS, the updated Plan draft was presented to the Anacortes City Council on April 18, 2022; and

WHEREAS, the City Council has determined that it is in the best interests of the City to adopt the updated Plan.

NOW, THEREFORE IT IS HEREBY RESOLVED BY THE ANACORTES CITY COUNCIL to authorize the adoption of the updated Anacortes Maritime Strategic Plan 2022, which replaces the 2018 Anacortes Maritime Strategic Plan, as the official act and deed of the City of Anacortes.

PASSED and APPROVED on this 18th day of April, 2022.

CITY OF ANACORTES

By _____
Matt Miller, Mayor

ATTEST:

Steven Hoglund, City Clerk

APPROVED AS TO FORM:

Darcy Swetnam, WSBA #40530
City Attorney



ANACORTES MARITIME STRATEGIC PLAN 2022



ANACORTES MARITIME STRATEGIC PLAN 2022

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Anacortes Maritime Strategy

BACKGROUND

In September 2016, the City of Anacortes and Port of Anacortes, together with the Economic Development Alliance of Skagit County (EDASC), initiated discussions to develop a new comprehensive strategic plan for promoting and expanding a sustainable maritime economy in Anacortes and Skagit County, while preserving the authentic maritime culture of Anacortes. During 2017, the executive teams of the City, Port, and EDASC met and conducted an extensive set of interviews with a diverse range of local maritime sector manufacturers, services providers, retail businesses, property owners, educational institutions, and non-governmental organizations, among others, to assess the characteristics, strengths, challenges, and opportunities facing the maritime sector in Anacortes (interview questions listed in Appendix C). These interviews were augmented by discussions of the Skagit County Maritime Industry Cluster Working Group convened by EDASC during 2016 and 2017, which incorporated a broader cross-section of countywide maritime industry stakeholders. This draft strategic plan is an outcome of these discussions and interviews.

OUTLINING THE NEEDS

The maritime industry is one of the oldest, most historically important, and economically impactful sectors in Washington State and in Anacortes. It encompasses a broad, diverse range of businesses and trades, including: shipbuilding, repair, and maintenance; recreational boating and boat building; maritime logistics and shipping; commercial fishing and seafood products; maritime support services; and passenger water transportation.

In Washington State, employment across these six maritime industry categories totaled 69,500 direct jobs in 2015, which paid over \$4.7 billion in wages. The average salary for these jobs was \$67,000, above the state average of \$56,700 (not including benefits). Every maritime industry job in Washington supports 1.8 jobs elsewhere in the economy; for every \$1 million in revenue, 11 jobs are supported elsewhere in the economy. Moreover, the industry is growing: industry-wide revenues have grown 2.4 percent per year from 2012 to 2015, with the largest growth rate found in maritime logistics and shipping at 5.2 percent.¹

Anacortes has a long history and rich culture related to the maritime industry. In the six maritime subsectors identified above, Anacortes had an estimated 1,186 jobs across 43 employers in 2016, which paid over \$59 million in wages with an average salary of \$49,863, according to data from the Washington State Employment Security Department.² The city hosts a diverse range of marine manufacturers, along with one of the leading recreational boating marinas in Washington State.

Anacortes is a natural center in Puget Sound for the maritime industry, with unique, superb assets that position it as one of the most competitive locations in the Pacific Northwest for sustained and future growth in this sector. These include:

- The Port of Anacortes, one of only eight deep water ports in Washington State, which can accommodate new Panamax vessels with additional dredging. The port ranked 49th among U.S. ports (and 5th among Washington State ports) in total trade by cargo tonnage during 2016, with 10.7 million tons, ranking 34th for total domestic trade (8.3 million tons) and 36th in total exports (2.2 million tons).³
- Concentrated access to a diverse, highly skilled maritime sector workforce.

¹ *Washington State Maritime Sector Economic Impact Study. 2017 Update (April 2017)*,

http://www.maritimefederation.com/uploads/2/9/9/6/29962189/cai.wmf.maritime_cluster_study_2017_update.2017_0413.pdf.

² See Appendix B for more information.

³ According to data collected by the American Association of Port Authorities.

- Skagit Valley College and the Northwest Career and Technical Academy Marine Technology Center in Anacortes, which hosts Washington State's designated Center of Excellence for Marine Manufacturing & Technology, and offers the only comprehensive marine technology program on the U.S. West Coast.
- Two marine research facilities—Western Washington University's Shannon Point Marine Center and Walla Walla University's Rosario Beach Marine Laboratory, with close proximity to a third facility, the Padilla Bay Natural Estuarine reserve.
- One of the most scenic locations of any Pacific Northwest community, Anacortes is a leading destination for marine-related tourism in the Pacific Northwest. It is the primary point of access to the San Juan Islands, and Fidalgo Island itself offers some of Washington State's finest marine recreation opportunities.
- A location convenient to Interstate 5; close proximity to greater Seattle, Vancouver, and Victoria; and strategically situated for Alaska-related maritime logistics and operations.

The sustained growth of the maritime sector is of great importance for Anacortes's continued prosperity and economic development. Anacortes is well-positioned to offer a cost-competitive location for maritime businesses being priced out of other Pacific Northwest locations. Its desirable quality of life and tourism attractions are being enhanced by new investments in infrastructure and projects such as the Guemes Channel Trail that increase public access to the waterfront. There is broad community and local political support for a robust, diversified maritime industry sector. Moreover, the emerging needs for next generation vessels and Pacific fishing fleet recapitalization offers immense opportunities for Anacortes, which is already home to world-class shipbuilders and repair and maintenance services.

At the same time, there are concerns about the future prospects of the industry in Anacortes, and indeed Washington State. In particular, marine manufacturers describe difficulties finding workers trained with the necessary technical skills, while young people in Anacortes and Skagit County are increasingly pursuing career paths that do not include the maritime industry. Retaining existing businesses is taking on increasing importance, with challenges including the regulatory environment and burdens; infrastructure constraints and limitations; and business succession planning for business owners approaching retirement, among others.

This strategy is intended to serve as a blueprint of guiding objectives and tangible actions that the City and Port, along with EDASC and members of the broader local and regional community, can take to strengthen the foundations of the maritime industry in Anacortes. These actions will advance its sustained growth, retain existing businesses, attract new industry, train a world-class workforce, and enhance its role as a tourism destination.

This strategy is timely as it coincides with the launch in December 2017 of the Governor's *Washington Maritime BLUE: 2050 Vision for Accelerating Innovation* project. This strategy aims to make Washington State home to the nation's most sustainable maritime industry by 2050, leading the United States in the maritime shift towards decarbonization, clean technology innovation, and best management practices. These practices will support a strong maritime economy with living wage jobs, a healthy environment and resilient communities. Mayor Laurie Gere is serving on the Governor's Maritime Innovation Advisory Council overseeing development of this strategy, and the Port of Anacortes and EDASC are actively involved in related activities. Through the Anacortes Maritime Strategy, Anacortes and Skagit County can take a leading role within this statewide effort and position itself as Washington's primary location for the future maritime industry.

ACKNOWLEDGEMENT

The Maritime Strategic Plan would not have come together as it did without the invaluable information provided by the individuals and members of our maritime community. The strategies of this Plan were put together after meeting with members of this vibrant community that have first-hand knowledge of what it will take to maintain, support and grow our incredible maritime heritage and community.

We conducted extensive outreach to approximately 123 individuals and businesses who work within our community's maritime industry and were able to meet with approximately 46 individuals. We realize that time constraints did not allow more participation but will continue to work with all of the businesses and individuals as we finalize this important strategic plan.

We extend a sincere thank you and acknowledge the following participants; their assistance provided the information to develop a well thought out plan to help us support the maritime industries through the coming years.

Andy Culbertson	Culbertson Marine
Andy Schwenk	Northwest Rigging
Andy Stewart	Emerald Marine Carpentry
Ann Avary	NW Center of Excellence for Marine Manufacturing & Technology, Skagit Valley College
Austin Taylor	Deception Pass Tours
Bill Shaw, Ph.D.	Naval Post Grad School
Bret Andrich	Global Diving
Brooke DeWitt	Marine Service Center
Bud LeMieux	
Cap Sante Marine	
Chris Long	Jolly Mon Charters
Chuck Albertson	Pacific Marine Center
Chuck Seaman	MJB
Dan Crooks	San Juan Marine Freight Co. LLC
David Motherwell	Anacortes Yachts and Ships
Dianna Chonka	North Harbor Diesel & Yacht Service
Dick Nelson	Dakota Creek Industries
Doug Lombard	Marine Service Center
Erika McPhee-Shaw	Shannon Point Marine Center, WWU
Jeff Paxson	Marine Detail Specialist
Jim Raard	Marine Service Center
Jimmy Blais	MJB, Gary Merlino Construction
John Hackstadt	Best Day Yacht Sales
John Lovric & Florence Lovric	Lovric's Sea-Craft Inc.
John Ripley	BananaBelt Boats & Yachts
John Wilkinson	Anacortes Yacht Club
Joshua Berger	Department of Commerce
Kelly Larkin	Skyline Marine Center
Lynnette Brower	Northwest Career & Technical Academy
Mark Bunzel	Burrows Bay Associates
Mark Turner	Oracle

Mary LaFleur	ALT Insurance Group
Michael Roff	North Island Boat
Mystic Sea Charters	Mystic Sea Charters
Nordic Yachts Northwest	Nordic Yachts Northwest
Norm Havercroft	Marine Documentation Service
Pacific Marine Center	Pacific Marine Center
Paul Sorenson	BSD Associates
Peter Schrappen	Northwest Marine Trade Association
Phoebe Barnard, Ph.D.	Pacific Biodiversity Institute
Richard Wright	R&S Management
Russ Meixner	West Yachts LLC
Shane Aggergaard	Island Adventures Whale Watching
Stephanie Hamilton	Anacortes Chamber of Commerce
Terry Merritt	Island Transport Ferry

GOALS OF THIS STRATEGY

Goal 1: Build public support for and engagement in development of a thriving, sustainable Anacortes maritime sector.

Goal 2: Position Anacortes as the Pacific Northwest’s center for the emerging future maritime industry.

Goal 3: Establish Anacortes as a state-wide and national center for maritime workforce development, education, and research and development.

Goal 4: Establish Anacortes as a regional and international destination for marine-related tourism.

GOALS

Goal 1: Build Public Support for an Engagement in Development of a Thriving, Sustainable Anacortes Maritime Sector

Lead Organization	Objective	Near Term 2022	Mid-Term 2022-2024	Long Term 2024-2032
Lead Organizations: City and Port	1.1 Increase public access to waterfront	A. Improve Washington Park Boat Ramp/Boat Dock, and increase access to industrial and commercial boat ramp at Fidalgo Bay	A. Complete Guemes Channel Trail project	A. Explore feasibility of community boatyard in Anacortes
		B. Review management practices for access to City industrial and commercial boat ramp at Fidalgo Bay, <u>maintain existing access to waterfront, develop kiosks and walking paths</u>	B. Develop public boat ramp on Fidalgo Bay	
		<u>C. Review use of City industrial and commercial boat ramp for recreational use on weekends</u>	<u>C. City to work with MJB on completing development at 17th – 22nd Streets that includes esplanade and other waterfront access</u>	
Lead Organizations: City and Port	1.2 Increase public awareness and understanding of the value of the maritime industry to	A. <u>Continue to</u> publish joint communications by Mayor and Port ED	A. Conduct longer-term, ongoing communication efforts in community	

Lead Organization	Objective	Near Term 2022	Mid-Term 2022-2024	Long Term 2024-2032
	the city and regional economy	about increased alignment and how this will support a strategic approach by Anacortes towards the maritime industry	to highlight the importance of the maritime <u>businesses and industry</u> to the Anacortes economy	
			B. Develop a vision for a “sustainable marine community” that extends along Fidalgo Bay from Cap Sante Marina to Anacortes Marina, incorporating Seafarers Park, waterfront trails, existing and new marinas, and residential and commercial space	
	1.3 Build alignment and cooperation among Anacortes and Skagit County stakeholders in the maritime industry	A. Convene joint meetings of City and Port to present Maritime Strategy to public		
Lead Organizations: City, Port, Chamber, businesses, state and federal regulatory agencies, etc.	1.4 Ensure Anacortes remains a livable community, including for the marine trades workforce	A. Engage Anacortes Chamber Marine Trades Committee, Port and City, <u>conduct State of City, State of Port through Chamber and A-Town articles</u>	A. <u>Anacortes Boat & Yacht Show</u> <u>Marine Trades Directory</u>	
Lead Organization: City		B. Offer a diverse range of affordable housing options in Anacortes to enable the local marine industry workforce to live within the city if they choose		
Lead Organizations: City & Port				C. Conduct research on potential impacts of sea-level rise on Anacortes and economic implications, and

Lead Organization	Objective	Near Term 2022	Mid-Term 2022-2024	Long Term 2024-2032
				develop action plan for preparing for these changes.

Goal 2: Position Anacortes as the Pacific Northwest’s Center for the Emerging Future Maritime Industry

Lead Organization	Objective	Near Term 2022	Mid-Term 2022-2024	Long Term 2024-2032
Lead Organizations: Chamber, Port, City, EDASC	2.1 Support and retain existing maritime industry businesses and facilitate their growth	A. Continue support of local maritime-related businesses through facilitation with local, state, and federal officials	A. Identify and implement regulatory zoning, and policy changes that will ensure optimal use of industrial/commercial lands for maritime-related business	
		B. Benchmark similar U.S. communities and identify best practices, including regulatory that will support Anacortes in maintaining a competitive edge	<u>B. Follow Legislation Copper Bottom Paint</u>	
Lead Organizations: Port & City			C. Enhance infrastructure, including installation of travel lifts and cargo loading/unloading facilities	
Lead Organizations: Chamber & EDASC		D. Support local maritime sector businesses with succession planning, access to finance and capital, and in addressing other challenges to ensure their retention in Anacortes	D. <u>SCORE Workshop AMTA</u>	
Lead Organizations: Port, City, state and		E. Work with local maritime sector businesses to further understand		

Lead Organization	Objective	Near Term 2022	Mid-Term 2022-2024	Long Term 2024-2032
federal regulatory agencies, EDASC		regulatory constraints and work with various agencies to advance business interests in a way that balances regulatory interest		
Lead Organization: City		F. Develop a municipal fiber optic broadband system within the city limits to provide more opportunities and essential infrastructure for the maritime industry		
Lead Organizations: EDASC, Chamber, business community, higher education institutions	2.2 Build new synergies among local maritime industry businesses	A. Increase spirit of cooperation and enhanced communication among existing businesses AMTA ABAY Directory	A. Foster opportunities that bring together Anacortes marine manufacturers with leading Skagit County advanced composites manufacturers, including around carbon fiber recycling	A. Develop consortiums of local businesses to work jointly on bids for larger projects, such as in fields like maintenance, repair and operations (MRO)
Lead Organizations: EDASC w/Port, City, Chamber Marine Trades Committee	2.3 Attract new maritime businesses, with focus on green/sustainable businesses and innovative technologies	A. Conduct comprehensive inventory of maritime sector assets in Anacortes and Skagit County to identify industry gaps to fill, including industrial and commercial properties potentially available for marine industry-related development	A. Strategically address and prepare for emergent technologies—including autonomous shipping, artificial intelligence, and electronic operational platforms—to strengthen Anacortes' position as a national center for maritime workforce development, education, and research and development	
Lead Organizations: Port, EDASC, business		B. Promote Anacortes as an ideal location for marine industries, including at leading	B. Work together to attract new business to Anacortes that fill supply chain gaps to	

Lead Organization	Objective	Near Term 2022	Mid-Term 2022-2024	Long Term 2024-2032
community, Chamber		industry trade shows. Focus on green, renewable energy-related industries, and cutting-edge technologies	support the needs of local manufacturers	
Lead Organizations: City, Port, EDASC, Consultant	2.4 Establish Anacortes as a central location for retrofitting the Pacific fishing fleet	A. Promote local businesses that perform vessel maintenance and recapitalization	A. Commission an analysis of how to position Anacortes as central location for vessel maintenance and recapitalization	
Lead Organizations: City, Port, EDASC	2.5 Increase Anacortes's role within state, regional, and national-level initiatives advancing the maritime industry	A. Participate and take leadership within Governor's Washington Maritime Blue Strategy initiative		
Lead Organizations: Port & EDASC		B. Increase collaboration among Pacific Northwest Ports and identify niches on which Anacortes should focus		
Lead Organization: EDASC		C. Initiate conversations with counterparts in Canada to discuss issues of mutual interest related to the maritime sector, including tourism, traffic, and infrastructure. Identify whether there are potential opportunities for cooperation related to these priorities, such as information sharing, advocacy, or other projects		
Lead Organizations: City, local Tribal leaders, state agencies		D. Engage with regional Tribes for discussion and coordination on issues of mutual		

Lead Organization	Objective	Near Term 2022	Mid-Term 2022-2024	Long Term 2024-2032
as appropriate (Commerce, Ecology, F&W, Governor's office)		interest related to Anacortes and Skagit County maritime sector		
Lead Organizations: City, Port, EDASC, businesses	2. 6 Position Anacortes strategically as a leading support center for business operations and logistics in Alaska and the Arctic	A. Develop comprehensive understanding of business linkages between Anacortes, northwestern Washington, and Alaska, with focus on mutual interest with Alaskan business and government leaders around which future cooperation may be of value	A. Identify 1-3 niche areas in which Anacortes can take leadership related to Alaska and the Arctic, and pursue related strategies	
Lead Organization: EDASC		B. Keep abreast of trends in Alaska and the Arctic that could create opportunities or present issues for Anacortes businesses. Engage with federal government and other organizations as appropriate		
Lead Organization: Port	2. 7 Increase value and volume of exports through the Port of Anacortes		A. Identify and pursue funding to enhance infrastructure to enable expanded trade and exports	
Lead Organizations: Port & EDASC		B. Conduct analysis of short and long-term seaport/cargo and logistics opportunities for Port of Anacortes	B. Investigate where land constraints for storage and infrastructure at Port of Anacortes Marine Terminal could be met through potential partnership with the Port of Skagit or other locations within Anacortes and Skagit County	

Lead Organization	Objective	Near Term 2022	Mid-Term 2022-2024	Long Term 2024-2032
		C. Develop marketing strategy to position the Port of Anacortes's deep-water terminal as a strategic location for access to the Asia-Pacific and Alaska/Arctic		
		D. Create Foreign Trade Zone after analysis of business demand		

Goal 3: Establish Anacortes as a State-Wide and National Center for Maritime Workforce Development, Education, and Research and Development

Lead Organization	Objective	Near Term 2022	Mid-Term 2022-2024	Long Term 2024-2032
Lead Organizations: Skagit Valley College; Skagit STEM Network, ASD, NW Career & Technical Academy, Chamber	3.1 Increase interest among K-12 students in careers in marine trades	A. Develop and implement targeted outreach program(s) in Anacortes aimed to encourage K-12 students to explore careers in marine trades as part of the Skagit STEM Network's program of work and Marine Technology Center. As part of this, work to encourage greater participation of historically under-represented people and communities in maritime sector employment opportunities	<u>A. STEM Like Me with 7th Grade Students</u> <u>Marine Trade Tours with 11th Grade Students from the CTE Class</u>	
Lead Organizations: Skagit Valley College, Skagit STEM	3.2 Encourage businesses to develop and support marine trades sector training programs locally		A. Increase participation by local employers and workers in marine trades mentoring and	<u>Career Connect Washington</u>

Lead Organization	Objective	Near Term 2022	Mid-Term 2022-2024	Long Term 2024-2032
Network, local businesses, EDASC, Chamber Marine Trades Group, Northwest Career and Technical Academy			apprenticeship programs	
Lead Organizations: City, Port, EDASC	3.3 Expand maritime research and development activities in Anacortes	A. Through engagement with potential business expansion leads, identify research activities that could take place locally that would help to make Anacortes an attractive location		A. Attract national- or international-level R&D facility to locate in Anacortes
Lead Organizations: Northwest Innovation Resource Center, Maritime Innovation Center (Seattle), Skagit Valley College, local businesses			B. Establish maritime industry-focused makerspace-type facility in Anacortes	B. Establish regional satellite for the Maritime Innovation Center being established in Seattle, with particular focus on workforce training and development


Goal 4: Establish Anacortes as a Regional and International Destination for Marine-Related Tourism



Lead Organization	Objective	Near Term 2022	Mid-Term 2022-2024	Long Term 2024-2032
Lead Organizations: Northwest Marine Trade Association, Port, Chamber, Marine Trades	4.1 Increase number of recreational boating visitors to Anacortes	A. Continue to hold successful boat shows	<u>A. Continued Partnership with NMTA</u>	


Lead Organization	Objective	Near Term 2022	Mid-Term 2022-2024	Long Term 2024-2032
Committee, EDASC				
Lead Organizations: Port, Chamber Marine Trades Committee, EDASC		B. Promote Anacortes as a destination for recreational boat purchases, services, and moorage at Seattle Boat Show		
Lead Organizations: City, Port, Chamber		C. Increase "shoulder season" transient moorage at Cap Sante Marina through strategic promotions and partnerships with event producers	Wine & Beer Festivals	
Lead Organizations: Chamber, Anacortes Small Boat Center, ASD, Local Boating Organizations	4.2 Encourage increased interest in marine recreation and make it more accessible	A. Using existing research or conducting a new survey, measure views of young adults to identify specific experiences they are looking for related to maritime sector	A. Develop introduction to marine recreation-type experiences targeted at K-12 students, university students, et al, that are affordable, and facilitate opportunities to get them engaged	A. <u>\$10,000 Granted to AWA from AMTA</u>
Lead Organizations: Anacortes Chamber, countywide tourism organizations, EDASC, Industry Cluster Working Groups	4.3 Strengthen Anacortes's position as a leading destination for marine recreation-related activities	A. Develop and implement marketing and promotional outreach campaign of Anacortes for marine-related recreation and tourism, with a unified message and focus on eco-tourism assets	A. Develop Anacortes as a major small cruise ship port	A. <u>Marine Specific Ads in Northwest Maritime center, 48 North, Wooden Boat Festival, Suncruiser Publishing, Waggoneer Cruising Guide, AWA Small Boat Mess About</u>
Lead Organizations: Port, City, EDASC, Skagit County, Washington State Department of Commerce		B. Continue planning and development Events Center at Cap Sante Marina to increase tourism and hospitality assets in Anacortes (e.g. hotel, events center, restaurants)	B. Complete development of Events Center at Cap Sante Marina	



Lead Organization	Objective	Near Term 2022	Mid-Term 2022-2024	Long Term 2024-2032
Lead Organizations: Washington State Department of Transportation, Anacortes Chamber of Commerce, City of Anacortes, Port of Anacortes				C. Ensure completed remodel of the Anacortes Ferry Terminal supports local businesses and addresses traffic/access issues, etc.
Lead Organizations: City, Port, EDASC			D. Address any required infrastructure needs to allow access by float planes during summer months	
Lead Organizations: City, Port, Anacortes Chamber, Local Boating Organizations			E. Make Fidalgo Bay a premier destination for sailboat racing	<u>E. Race Week and boat shows</u>

GOALS ADDENDUM


Objectives	July 2019 – Status Updates	2022 Work to be Completed (projected Work)
1.1 Increase public access to waterfront	<p>Washington Park suffered damage in inclement weather. Those repairs are complete</p> <p>City still exploring RCO (Recreation & Conservation Office) Boating Infrastructure Grant funding to replace existing facility</p> <p>City exploring alternate management strategies for the Fidalgo Bay boat ramp such as open on weekends for recreational use</p>	<p>City still exploring RCO for WA Park; exploring alternative strategies for Fidalgo Bay</p> 
		Research possibilities


Objectives	July 2019 – Status Updates	2022 Work to be Completed (projected Work)
		Ongoing efforts for Guemes Channel Trail; City/Port working with MJB site to include public access, pedestrian trails, etc.
		
		Port’s new A-Dock includes revised and safer esplanade with shelters
1.2 Increase public awareness and understanding of the value of the maritime industry to the city and regional economy	Anacortes Chamber continues to host State of the Port, State of City, and the Port Commission roundtable	As part of publishing this update, consider a joint port/city publication and to potentially include maritime businesses
		Washington Maritime Blue
	<p>EDASC held Maritime Symposium</p> 	EDASC to resume program following lift of gathering restrictions. The meetings are designed to discuss issues and trends, hear from policymakers, and to interface with Washington Maritime Blue.
1.3 Build alignment and cooperation among Anacortes and Skagit County stakeholders in the maritime industry	<p>Mayor Gere made a presentation to the Port Commission. Executive Director Worra is scheduled to reciprocate at City Council</p> <p>Joint City Council and Port Commission meeting agenda</p>	<p>Joint City/Port/EDASC presentation after update to City Council</p> <p>Due to COVID, these efforts were on hold but are now moving forward</p>
1.4 Ensure Anacortes remains a livable community, including for the marine trades workforce	EDASC held Opportunity Zone Information Session geared toward developers and potential investors. Session featured presentations by Mayor Gere and others.	Opportunity Zones have been used by several investors

Objectives	July 2019 – Status Updates	2022 Work to be Completed (projected Work)
		
	<p>Port of Anacortes transferred the Olson Building to the Anacortes Housing Authority for redevelopment into workforce housing. The City partnered with the Port by exchanging a right of way vacation for contiguous property to the Olson Building to support development.</p> <p>Potential Community Development Block Grant funding available to Anacortes Housing Authority to help with building O&M costs.</p>	<p>2021 included a variety of housing types due to development regulation changes</p> <p>Ballot measure passed/legislature also passed 0.1% sales tax towards workforce housing/affordable housing. This includes Olson Building and the Anacortes Family Center</p>
		<p>EDASC will continue facilitating the Skagit Housing Consortium, formed to help the community address the crisis of housing and coordinate efforts among the county and cities.</p>
		<p>Climate change research and potential regulatory measures are under exploration as part of the City's Shoreline Master Plan Update and flood plain update</p>
<p>2.1 Support and retain existing maritime industry businesses and facilitate their growth</p>	<p>Development Regulations have passed and are complete. Port and Industrial/Maritime businesses have concern with language which may have unintended consequence of negatively impacting maritime industries in Anacortes. Currently monitoring</p>	<p>Development regulations passed, no known negative impacts to this marine industry to-date. City and Port working together on 2nd Street to enhance maritime industrial jobs. Port Commission to terminate events in the Transit Shed Dec 31, 2023, to convert to maritime industrial</p>
	<p>Port developing O Avenue Laydown yard to support existing businesses including tug and commercial fishing companies and aquaculture and seafood processing</p>	<p>2nd Street use agreement in place for Port expansion of Curtis Warf use and Quiet Cove laydown areas</p>
		<p>Seattle Yachts significantly expanding footprint in Anacortes</p>

Objectives	July 2019 – Status Updates	2022 Work to be Completed (projected Work)
	Port has ongoing lobbying efforts at State and Federal levels to advocate for local businesses. This effort is in tandem with Washington Public Ports Association (WPPA) and Pacific Northwest Waterways Association (PNWA)	Work with Ecology to provide training/interface on ECY's updated boatyard general permit
		EDASC continues carrying out its business retention and expansion program, with maritime being one of its primary industries for support and growth
		EDASC will continue connecting Anacortes maritime businesses with upskilling programs through its partnerships with Impact Washington and WorkSource
	City's Fiber Network Installation ongoing. Opportunities exist in pilot areas to connect maritime businesses to network	City's network continues to expand past pilot areas. Is becoming a proven bit of infrastructure. The network supported the work from home economy in all sectors.
2.2 Build new synergies among local maritime industry businesses	By all reports, Northwest Marine Trades Association's (NMTA) management of the Anacortes Boat & Yacht Show has fostered positive interactions with boat brokers and marine trades in general.	Difficult due to COVID. Many opportunities exist. NMTA held a successful Boat & Yacht Sale during pandemic (virtually). Planning underway for 2022 boat show to include Trawler Fest
2.3 Attract new maritime businesses with focus on green/sustainable businesses and innovative technologies		
		

Objectives	July 2019 – Status Updates	2022 Work to be Completed (projected Work)
	EDASC works with the Washington Maritime Blue lead and Commerce to promote Anacortes as preferred maritime destination for businesses looking to expand to North America.	EDASC is working to secure a lease for Norwegian green energy company. Trade shows on hold during pandemic. MJB boat ramp has contributed to larger fishing vessels coming in for retrofitting to comply with new marine standards
	EDASC supported the arrival of Bounty Marine and Lavle.	EDASC will continue its business attraction program, which includes attracting maritime businesses to Anacortes and elsewhere in Skagit County. It is supporting the move of a boat builder to Anacortes.
	EDASC hosted the Innovation in Mobility Summit highlighting local cutting-edge transportation projects -- including those in the maritime sector from Dakota Creek Industries and LAVLE – and connecting local businesses with Norwegian cluster organizations.	
2.4 Establish Anacortes as a central location for retrofitting the Pacific fishing fleet	<p>EDASC coordinated a two-day visit with French-American Chamber and delegation from Nantes France which included stops at Dakota Creek Industries.</p> <p>EDASC coordinated two-day visit from Innovation Norway that included a delegation of Norwegian business leaders for an in-depth look at Anacortes’s maritime industries including boat building, clean tech, and training.</p>	EDASC is promoting this work with Commerce and the maritime sector lead.
2.5 Increase Anacortes’s role within state, regional, and national-level initiatives advancing the maritime industry	<p>City Mayor on the Governor’s Maritime Innovation Council. Port Executive Director on Governor’s Maritime Blue Task Force. Washington State will be home to the nation’s most sustainable and competitive maritime industry by 2050.</p> <p>EDASC is also engaged in Washington Maritime Blue and other related business development efforts.</p>	Maritime Blue

Objectives	July 2019 – Status Updates	2022 Work to be Completed (projected Work)
	EDASC and the port are among key partners for a Fast Foil Ferry project. The project advances a business model for an extremely efficient electric transit high-speed hydrofoil passenger ferry.	Work continues on the Fast Foil Ferry to obtain grants for further work that could benefit local companies
	Port continues to engage the Washington Public Ports Association and neighboring Ports of Skagit, Bellingham, and Everett to share business practices and build synergies.	
		Border closed – has now reopened
		Port completed A Dock that supports commercial fleet; upgrading B Dock electrical to meet needs of current/future fleet; working on replacing T Dock.
2.6 Position Anacortes strategically as a leading support center for business operations and logistics in Alaska and the Arctic		EDASC/Chamber -- review/amend as necessary for more current developments
2.7 Increase value and volume of exports through the Port of Anacortes	Port seeking WA Dept of Commerce CERB grant to fund feasibility study and application to USDOT for Port Infrastructure Development Grants.	2nd street, Curtis Warf Port business development. Marine terminal modernization plan. (McDowell)
	These will be addressed through the Port's upcoming Economic Impact and Feasibility study, conducted in last 2019 or early 2020.	
3.1 Increase interest among K-12 students in careers in marine trades	February 2019 - 7th grade students participated in a STEM Like Me! day, which included mentors from marine trades. Anacortes Chamber meeting with counselors in September 2019 to set up tours for 10th graders in boat yards.	Develop maritime skills program relationship with school district. Learn more about DCI's apprenticeship program.

Objectives	July 2019 – Status Updates	2022 Work to be Completed (projected Work)
	EDASC has been coordinating with Skagit STEM, Career-Connected Learning, and the Governor's Apprenticeship programs, making sure Anacortes School District is active as well.	
		EDASC to hold Career Connect Skagit Summit, connecting industry and education to develop practical workforce development programs and pipeline
		EDASC will facilitate a career orientation event with Seafarers Worldwide in Anacortes
3.2 Encourage businesses to develop and support marine trades sector training programs locally	<p>Chamber of Commerce and Marine Trades groups are scheduled to meet with Anacortes High School Counselors in September.</p> <p>EDASC's new Business Development & Expansion Manager will attend Maritime Trades Committee meetings when they resume in September.</p>	DCI apprenticeship program is now in place
		
3.3 Foster entrepreneurship and innovative businesses in Anacortes in marine trades	EDASC is engaging entrepreneurs to get involvement in ScaleUp and NextExec programs.	EDASC is engaging businesses for ScaleUp, Thrive and Impact Washington programs
4.1 Increase number of recreational boating visitors to Anacortes	Yes! Boat shows	Port has commissioned a request to show economic impact of boater nights at marina
	Port enlarging footprint at Seattle Boat Show to allow for more show-goer	EDASC: Tourism Promotion Area established. 2022 Boat Show will occur

Objectives	July 2019 – Status Updates	2022 Work to be Completed (projected Work)
	<p>interaction and opportunity to learn about Anacortes.</p> <p>EDASC continues to push for the creation of the Tourism Promotion Area</p>	
		<p>EDASC, city, port and chamber will engage more deeply with the newly-created Skagit Tourism Bureau</p>
	<p>Spring Wine Festival and October Beer on the Pier continue to bring a bump to shoulder season transient moorage.</p>	<p>Race Week established in 2021 will continue in 2022</p>
<p>4.2 Encourage increased interest in marine recreation and make it more accessible</p>	<p>Anacortes Waterfront Alliance (AWA) promoting new summer sailing and paddling programs. This includes rental opportunities from AWA Kiosk at Seafarers' Memorial Park.</p>	<p>City partnered with AWA for youth sailing. Programs underway</p>
<p>4.3 Strengthen Anacortes's position as a leading destination for marine recreation-related activities</p>	<p>Working with the Governor's Maritime Lead and others in the sector, EDASC has brought Anacortes front and center statewide in maritime.</p>	<p>Port communication efforts, leaders in gas pricing, boater bags, US Customs home</p>
	<p>Event Center preliminary design underway. Parking and view analysis is current focus. Target 30% design by end of 2019.</p> <p>Port/City Meeting to discuss approach to development agreement.</p> <p>EDASC supporting tourism efforts by adding to the county GDP and tax revenue</p>	<p>Race Week</p>
	<p>WSDOT continues their visioning outreach for improved ferry terminal amenities.</p>	<p>Port/City/EDASC participated in the privatization of Sydney route study group</p>
		<p>MJB Float Plane</p>
		<p>Race Week</p>

GOAL

This Maritime Strategic Plan is approved by the City of Anacortes on this _____ day of _____, 2022, and fully supported by City of Anacortes Mayor Matt Miller, Port of Anacortes Executive Director Dan Worra, Chief Executive Officer of the Economic Development Alliance of Skagit County John Sternlicht, and President/Chief Executive Officer of the Anacortes Chamber of Commerce, Jesica Kiser.

Mayor Matt Miller, City of Anacortes

Executive Director Dan Worra, Port of Anacortes

CEO John Sternlicht, EDASC

Jesica Kiser, President/CEO
Anacortes Chamber of Commerce

APPENDIX

Appendix A: Maritime Industry Definitions

The *Washington State Maritime Sector Economic Impact Study (April 2017 Updated Edition)*, prepared for the Washington Maritime Federation and Workforce Development Council of King County by Community Attributes, Inc. (CAI), defines the maritime sector to include the NAICS codes listed below. In the 2017 update, which examined 2015 industry data, a goal of the Washington Maritime Federation was to realign the definition of the industry in order to more accurately represent the full range of maritime sector activities taking place in Washington State. In addition to NAICS codes, CAI conducted custom analysis for subsectors that were not adequately defined by NAICS codes alone; to do this, methods included assembling a list of businesses in the subsector through interviews, industry association member lists, and other supplemental sources. A full explanation of the study methodologies is included in the report.

Ship and Boat Building, Repair and Maintenance

- Ship building and repairing (336611)
- Boat building (336612)
- Puget Sound Naval Shipyard (Custom)

Recreational Boating and Boat Building

- Recreational Boat Building (Custom)
- Charter Fishing (Custom)
- Marinas (713930)
- Boat dealers (441222)
- Scenic and sightseeing transportation, water (487210)

Commercial Fishing and Seafood Products

- Finfish farming and fish hatcheries (112511)
- Shellfish farming (112512)
- Finfish fishing (114111)
- Shellfish fishing (114112)
- Seafood product preparation and packaging (311710)
- Fish and seafood merchant wholesalers (424460)

Maritime Logistics and Shipping

- Deep sea freight transportation (483111)
- Coastal and great lakes freight transport. (483113)
- Inland water freight transportation (483211)
- Support activities for rail transportation (488210)
- Port and harbor operations (488310)
- Marine cargo handling (488320)
- Navigational services to shipping (488330)
- Freight transportation arrangement (488510)
- Refrigerated warehousing and storage (493120)
- Rail (custom)
- Trucking and Drayage (custom)
- Warehousing (custom)

Passenger Water Transportation

- Deep sea passenger transportation (483112)
- Coastal and great lakes passenger transport. (483114)
- Inland water passenger transportation (483212)

- Other support activities for water transport. (488390)

Maritime Support Services

- Geotechnical & Environmental (Custom)
- Naval Architecture (Custom)
- Law (Custom)
- Accounting (Custom)
- Associations (Custom)
- Education (Custom)
- Marine Construction and Engineering (Custom)
- Maritime Insurance (Custom)
- Other support (Custom)

Appendix B: Anacortes Maritime Sector Employment, 2016

Source: Washington State Employment Security Department

Notes: The below data includes all NAICS codes covered in Appendix A specific to the Anacortes, WA zip code (98221). It does not include data for categories in Appendix A listed as “custom.”

Average annual employment and wage, 2016	employers	employment	wage	average wage
Total	43	1,186	\$59,133,514	\$49,863
Total Ship and Boat Building, Repair & Maintenance	6	386	\$24,977,645	\$64,653
Total Recreational Boating & Boat Building	14	102	\$3,530,407	\$34,697
713930 - Marinas	4	47	\$1,793,867	\$38,371
441222 – Boat Dealers	4	26	\$953,080	\$36,657
487210 – Scenic and Sightseeing Transportation, Water	6	29	\$783,460	\$27,016
Total Commercial Fishing & Seafood Products	11	504	\$18,764,989	\$37,220
Total Maritime Logistics & Shipping	8	159	\$10,170,859	\$64,001
Total Passenger Water Transportation	4	35	\$1,689,614	\$48,622

Appendix C: Maritime Sector Interview Questions

Anacortes Maritime Industry Strategic Plan

Conversation Starting Questions for Industry Leaders & Stakeholders

1. What are Anacortes's strengths in the maritime industry? Do you have suggestions to maximize/build on that strength?
2. How do you see Anacortes as different from other communities with robust maritime industries?
3. What obstacles to growth do you see for maritime industries in Anacortes?
4. What opportunities for your industry do you foresee?
5. Are there specific regulations or regulatory entities that prohibit growth?
6. What industry trends do you see developing locally, statewide, and nationally?
7. What specific skills/training needs does your business have? Short term? Long term?
8. Do you have future expansion or hiring plans? Short term? Long term? What does that look like?
9. What role do you think local government (City/Port/County) could play in advancing your business and industry interests?
10. Do you have any infrastructure needs (boat lift/launch, boat yard space)?
11. Would it be helpful to your interests to have a complete database of marine related businesses?
12. Are there other businesses within Anacortes that are complementary to yours? Suppliers? Technicians? Builders? If not, would it be beneficial to attract such businesses to town?
13. What are your thoughts on the goals of the Anacortes Maritime Strategy described in the letter? Do you feel this are appropriate goals? Are there other big-picture issues you might suggest? Which goal(s) do you feel are relevant to your business?
14. What advice would you give Port/City/EDASC as we explore this industry and seek ways address obstacles and explore opportunities?

