

MARITIME WASHINGTON  
NATIONAL HERITAGE AREA

# Management Plan



**MARITIME  
WASHINGTON**  
NATIONAL HERITAGE AREA

*Shaped by Sea & Story*

April 2022

# Introductory Letters



STATE OF WASHINGTON  
— OFFICE OF GOVERNOR JAY INSLEE —

April 25, 2022

The Honorable Deb Haaland  
Secretary of the Interior  
U.S. Department of the Interior  
1849 C Street NW  
Washington, DC 20240

Dear Secretary Haaland:

I am proud to support the submittal of the Management Plan for the new Maritime Washington National Heritage Area.

Maritime heritage is central to an understanding of the state of Washington, past and present. Like so many Washington residents whose forebears worked in the canneries and shipyards, the fishing fleets and naval bases, my own lineage is rooted in maritime – my great, great grandfather fished in Puget Sound. Maritime heritage is ingrained in our state's identity, in the many cultures that together comprise the fabric of our communities.

It is also a pillar of our state's industry today. Rooted in the strength of our natural resources, productive workforce, strategic location, and transportation infrastructure, Washington's maritime sector supports 148,000 jobs and contributes \$30 billion to the state economy every year. It includes tribal and non-tribal commercial fishing and seafood harvest; recreational boating and sport fishing; shipping and cargo handling; shipbuilding, repair, and maintenance; passenger ferries; military and defense; ocean science technologies; and maritime support businesses.

To build on these assets and carry our maritime identity into the future, in 2019, I launched the Maritime Blue 2050 Initiative, which aims to bolster innovations in the maritime sector that create living-wage jobs, protect the environment, and ensure sustainability for the industry. Not only is maritime a significant part of our past and present, but I believe it is key to Washington's future, as well. Maritime is the locus of so many issues our state will face in the generations to come, from environmental conservation and resource protection to sustainable tourism and industry.

The Maritime Washington National Heritage Area will be an important entity in celebrating and protecting our state's maritime heritage in the years to come. I was thrilled at its designation in 2019, and since then, I have been pleased to see so many maritime organizations and community

Secretary Deb Haaland

April 25, 2022

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leaders rally around it. The new heritage area is ably led by the Washington Trust for Historic Preservation, an organization with a solid track record of leadership in their work fighting to preserve our state's historic treasures and landmarks and operating state initiatives, including the Washington State Main Street Program.

I join with the Washington Trust in celebrating our state's maritime heritage, and I give them my full support in the submission of this management plan and in their future Maritime Washington endeavors.

If you would like additional information or have any questions about this matter, please feel free to contact my Senior Policy Advisor for Outdoor Recreation and Economic Development, Jon Snyder, at (360) 584.3804 or [Jon.Snyder@gov.wa.gov](mailto:Jon.Snyder@gov.wa.gov) or my Executive Director of Department of Archeology and Historic Preservation, Allyson Brooks, (360) 480-6922 or [allyson.brooks@dahp.wa.gov](mailto:allyson.brooks@dahp.wa.gov).

Very truly yours,

A handwritten signature in black ink, appearing to read "Jay Inslee", written in a cursive style.

Jay Inslee  
Governor

April 25, 2022  
Maritime Washington National Heritage Area  
Secretary Deb Haaland  
U.S. Secretary of the Interior

Dear Secretary Haaland,

On behalf of Washington State's many maritime heritage organizations and coastal communities, the members of the Maritime Washington National Heritage Area Steering Committee are pleased to submit Maritime Washington's official Management Plan.

Since the Maritime Washington National Heritage Area was first designated in 2019, with the Washington Trust for Historic Preservation named as local coordinating entity, Washington's maritime heritage community has rallied around the new initiative. Throughout the pandemic, we have conducted extensive outreach—including numerous interviews, presentations, Zoom summits, surveys, and interactive platforms like our Maritime Mapper—to collect public feedback. In addition to the Steering Committee, which oversaw overall direction and strategy, five working groups (implementation, interpretation, tribal, business, and branding/marketing) have convened regularly to outline their specific sections of the Management Plan. Altogether, 67 maritime partners participated in the planning team for the Management Plan, utilizing feedback from hundreds of members of the public along with their own expertise to inform their efforts.

We believe that this Management Plan and its contents represent the diverse perspectives of Maritime Washington's many constituents, from residents and community organizations to businesses, industry, and government. Through the plan, we have charted the course for the launch of the Maritime Washington National Heritage Area in the coming years, and we believe that, using this framework and the ongoing collaboration of partners, it will successfully protect, enhance, and interpret the rich maritime resources of Washington State.

On Friday, April 22, 2022, our committee voted to approve this Management Plan as the culmination of our planning for this new National Heritage Area. Now, with great pride, it is our pleasure to present for your consideration the Management Plan of the Maritime Washington National Heritage Area.

Sincerely,

The Maritime Washington National Heritage Area  
Management Plan Steering Committee



**Clare Petrich**, Chair, Petrich Marine Dock and the Washington Trust for Historic Preservation

**Lance Bailey**, formerly of the City of Port Townsend

**Jake Beattie**, Northwest Maritime Center

**Les Bolton**, Pacific Northwest Maritime Heritage Council

**Allyson Brooks**, Department of Archaeology & Historic Preservation

**Catherine Collins**, Sound Experience/Schooner Adventuress

**Kate Dean**, Jefferson County

**Lindy Doshier**, Naval Undersea Warfare Museum and Puget Sound Navy Museum

**Fred Goldberg**, Saltchuk Companies

**Peter Herzog**, Washington State Parks

**Lynn Hyde**, Historic Whidbey, formerly of the Coupeville Historic Waterfront Association

**Philip Red Eagle**, Tribal Canoe Journeys

**Tim Stapleton**, Washington State Department of Natural Resources

**Peter Steinbrueck**, formerly of the Port of Seattle

**Stephanie Toothman**, Washington Trust for Historic Preservation

**Monique Valenzuela**, Youth Marine Foundation

**Steve Walker**, Working Waterfront Coalition of Whatcom County

April 28, 2022

The Honorable Deb Haaland  
United States Department of the Interior  
1849 C Street NW  
Washington, DC 20240

Dear Secretary Haaland,

On behalf of the Washington Trust for Historic Preservation Board of Directors, I write to express our support of and commitment to the Maritime Washington National Heritage Area management plan recently submitted to the National Park Service.

Twelve years ago, when the Washington State Department of Archaeology and Historic Preservation was completing their feasibility study for what would become Maritime Washington, they came to a Washington Trust board meeting to propose that our organization should serve as the local coordinating entity for the NHA. Our Board of Directors accepted that honor and worked alongside staff to advocate at the national level for the NHA for several years. Finally, in 2019, the Maritime Washington NHA was created through an Act of Congress, and with that, a new chapter in our organization's history began.

Since 2019, through a global pandemic and all the unforeseen changes it brought, the Washington Trust has worked tirelessly on the Maritime Washington management planning process—bringing together community leaders and maritime stakeholders into a cohesive planning team, conducting numerous personal interviews and surveys, and reaching out to the public through workshops and presentations. It has been truly thrilling to watch the tidal wave of momentum and enthusiasm for Maritime Washington build and to witness it develop from concept to reality, fleshed out as you now see it with staffing, fundraising, and programming strategies.

Throughout this management planning process, the Washington Trust Board of Directors has been kept abreast of all developments. We are fully aware of our role within this enterprise and have formally approved the recommendations and roles outlined within this Management Plan. We take responsibility for fiduciary oversight over Maritime Washington as we do for all Washington Trust programs; we will be involved in the hiring of Maritime Washington staff; and as a subset of the Board of Directors we will form a new

subcommittee, the Maritime Washington Advisory Board, which will help steer the program's activities across the years to come.

Most of all, I know I speak for all of my fellow board members when I say that we are excited about the potential for regional collaboration and partnership that Maritime Washington brings. This program is poised to make a major impact upon Washington State, and in the hands of our capable staff and with the participation of so many of our maritime peers, I have no doubt that it will.

Thank you for your consideration.

Sincerely,

A handwritten signature in black ink that reads "Jeff Murdock". The signature is written in a cursive style with a large, stylized initial "J" that loops around the first few letters.

Jeff Murdock  
Board President, Washington Trust for Historic Preservation

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# Executive Summary

**We are connected by water.** Washington State's coastal areas—from the Pacific Ocean into the Salish Sea, stretching across the Strait of Juan de Fuca and throughout Puget Sound—have been defined by their relationship to saltwater, connected by a shared maritime heritage.

Since time immemorial, humans have settled along the saltwater coasts of what is today Washington State, supported by the rich maritime resources for food, shelter, spiritual inspiration, trade and transportation to create diverse and complex communities with stories of local, national, and international significance. For thousands of years, Native people have flourished along the coastline, developing technologies, cultures, and lifeways that are deeply rooted in and shaped by this place. Today, the first people of this region continue to thrive, adapt, and steward these lands and waters. Over the centuries, a myriad of other communities from around the world have come to call this place home—and all have been influenced by its intricate waterways and relationships to water.

The shorelines and peoples of Washington State have, in turn, impacted the development of the region, the nation, and the world. Abundant natural resources, unique Tribal cultures, a complex history of exploration and immigration, vibrant working waterfronts, robust trade connections, and technological innovations—all shaped by their relationship with saltwater—have made this region and its maritime culture unlike any other. The designation of the Maritime Washington National Heritage Area along our state's saltwater shorelines recognizes the importance of Washington's maritime heritage to our local, regional, and national story.

## WHAT IS THE MARITIME WASHINGTON NATIONAL HERITAGE AREA?

**National Heritage Areas are designated by Congress as places where natural, cultural, and historic resources combine to form a nationally important landscape.** National Heritage Areas build public-private partnerships to better tell the stories of these places and support communities in maintaining and sharing their unique resources. Although supported by the National Park Service, National Heritage Areas are unique in that they are locally run and completely non-regulatory. There is no change in ownership of land, no added rules or regulations, and participation is voluntary.

In 2019, the **Maritime Washington National Heritage Area was designated by Congress to help share and preserve our state's unique maritime heritage resources and stories.** Its purpose is to support those who celebrate, maintain, and share our water-based experiences, to strengthen partnerships and increase collaboration, and to enhance the way residents and visitors alike

think about and experience our maritime heritage.

**Maritime Washington includes 3,000 miles of Washington State's saltwater shoreline from Grays Harbor County to the Canadian border,** extending one-quarter mile inland from the mean high tide line. Its boundaries include the coastal lands of 18 federally recognized Tribes, 13 counties, 32 incorporated cities, and 33 port districts.

### WHAT IS THE MANAGEMENT PLAN, AND HOW WAS IT CREATED?

This Management Plan outlines the goals, strategies, policies, and plans for the future of the Maritime Washington National Heritage Area. It is the “navigation plan,” outlining what this new program will look like, what it will do, and how it will do it. This plan will serve as a useful and living document to guide staff, leadership, and partners in working together to launch this new National Heritage Area. This Management Plan includes seven chapters:

- **Chapter One: Introduction:** Provides background on the purpose of Maritime Washington, the creation of this Management Plan, and the geography of the region.
- **Chapter Two: Directional Guidance:** Outlines the mission and goals of the heritage area, as well as its key functions and partnership structures.
- **Chapter Three: Interpretive Plan:** Presents a framework for interpreting and sharing the narratives and resources of the area, including a historical overview, a framework of interpretive themes, and an overview of interpretive strategies.
- **Chapter Four: Key Sites from Resource Inventory:** Features a selection of resources from the Resource Inventory, including descriptions of each site and its relationship to the heritage area's interpretive themes. The full Resource Inventory is included as Appendix B.



*Figure: Map with boundaries of the Maritime Washington National Heritage Area in light blue.*



- **Chapter Five: Branding and Marketing Plan:** Outlines communication tactics and channels for Maritime Washington, as well as the heritage area's brand identity.
- **Chapter Six: Business Plan:** Describes the organizational structures, policies, and strategies for governing, staffing, managing, and funding the heritage area.
- **Chapter Seven: Implementation Plan:** Identifies short- and long-range actions and performance goals for the heritage area, as well as guiding principles for implementation.
- **Appendices,** including a copy of Maritime Washington's designation legislation, an inventory of resources located in the heritage area, a detailed overview of the management planning process, detailed marketing plans, and letters of support.

This plan took shape through a highly collaborative process over the course of three years. Planning efforts were led by a Steering Committee, representing diverse perspectives and interests from across the region, alongside five working groups, including a Tribal Working Group. Members of the public contributed to this vision through surveys, mapping activities, individual interviews, and 17 public workshops, focus groups, summits, and virtual office hour sessions.

## WHAT WILL MARITIME WASHINGTON DO?

**Vision:** Maritime Washington envisions a future in which

- Maritime partners are stronger through increased organizational sustainability, more funding opportunities, stronger cross-sector and cross-regional relationships, broadened networks for sharing ideas and solutions, and increased support for leaders and practitioners.
- Maritime heritage in Washington celebrates and reflects the diverse people, communities, and cultures within it—past, present, and future.
- Residents and visitors alike are more connected to Washington's saltwater shores and waterways through interpretation, physical access, and a strong sense of place/identity.

**Mission:** The Maritime Washington National Heritage Area supports a network that strengthens the maritime community and connects people with the stories, experiences, resources, and cultures of our state's saltwater shores and waterways.

**Key functions:** Partner support, external messaging, and advocacy



**Partnership structure:** Collaboration with and amongst partners will be critical to the success of Maritime Washington. All National Heritage Areas are based on the idea of partnership: bringing together a range of Tribes, organizations, businesses, industries, and governments to better protect and share heritage resources and stories. One of the great strengths of Maritime Washington is the incredible quality and quantity of potential partners who contribute to our state’s maritime heritage and culture. Maritime Washington will rally these groups to create a robust cross-sector network that strengthens all who participate in it, through networking, knowledge sharing, trainings, resources, and other support for leaders and practitioners. Any organization (private or public, for-profit or nonprofit) or Tribe whose work is aligned with the Maritime Washington mission may choose to become a partner of the Maritime Washington network.

## INTERPRETATION

Taken together, the combination of compelling narratives, intangible cultural practices, physical resources, and effective storytellers provides those experiencing Maritime Washington with unparalleled opportunities to connect with the stories of this place. To help organize the presentation of these stories, Maritime Washington has developed **three interpretive themes**, which will provide the heritage area and its partners with a helpful framework through which to highlight the region’s many and diverse maritime stories, sites, and resources.

1. The natural abundance, dramatic landscapes, and geographic diversity of Western Washington’s coastal areas have shaped the **people** of this region: nurturing the continuous presence of indigenous cultures, attracting waves of newcomers, and leading to strong, often contested regional identities and relationships with the water.
2. Since time immemorial, Washington’s waterways have fostered **movement** and connection, creating complex local networks and a gateway to the world, bringing together people, goods, and ideas in collaboration and in conflict.
3. The richness of Maritime Washington’s natural **resources** has long fostered vibrant economies built around the water, but the environment and the lifeways that rely upon it are increasingly at risk.

The key interpretive function of the Maritime Washington National Heritage Area will be to act as an amplifier and supporter of community-based storytellers. Maritime Washington does not aim to duplicate existing efforts, nor does it wish to tell any community’s stories for them. Instead, the heritage area will strive to elevate the stories and experiences offered by our partners, and facilitate interpretation of maritime heritage from new storytellers—helping both reach wider audiences and tie in to regional themes.

## BRANDING AND MARKETING

The Maritime Washington brand represents the heritage area as a program, as well as the region as a whole. It reflects:

- Our shorelines' diverse personalities, from **calming, peaceful, and meditative to restless, rugged, and dramatic.**
- **The vibrant cultures of our saltwater shores,** which make us unlike all other places.
- Our promise to **deepen connection** between people, organizations, and maritime heritage.



**MARITIME  
WASHINGTON**  
NATIONAL HERITAGE AREA

*Shaped by Sea & Story*

For Maritime Washington to best serve those who live, work, and play within the heritage area, our community needs to know who we are, what we do, and what we hope to achieve together. Early external messaging efforts will focus on existing and potential partners and then grow to include residents of and visitors to the area.

## BUSINESS STRUCTURE

National Heritage Areas are supported by the National Park Service but are managed locally. The local coordinating entity for Maritime Washington is the statewide nonprofit Washington Trust for Historic Preservation.

Moving forward, Maritime Washington will function as a full program of the Washington Trust. It will be guided by the Washington Trust Board of Directors, a Maritime Washington Advisory Board, and a Maritime Washington Tribal Working Group. Maritime Washington programming and operations will be supported by a minimum of two full-time staff.

### Anticipated expenses

- Administration and staffing
- Programming
- Marketing
- Subgranting

### Anticipated revenue streams

- Federal funding via the National Park Service/Heritage Partnership Program
- Washington State
- Grants from public and private funders
- Sponsorship
- Partnership
- Individual donors
- Earned revenue (e.g., events, activities, merchandise)
- In-kind match from partners, grantees, and volunteers

## IMPLEMENTATION

The Management Plan presents an implementation framework that will guide the heritage area's actions over the next 10 to 15 years. It is organized around five goals, each of which is supported by several short- and long-term strategies. These strategies will be accomplished through specific projects and implementation actions by Maritime Washington and its partners.

Summary of Implementation Goals and Strategies			
	GOAL	SHORT-TERM STRATEGIES	LONG-TERM STRATEGIES
Build a network	Build a network of cross-sector partners dedicated to advancing, honoring, and stewarding Washington's maritime stories and resources	<ul style="list-style-type: none"> <li>• Recruit partners</li> <li>• Support capacity building through the sharing of best practices</li> <li>• Facilitate communications and relationship-building amongst partners</li> </ul>	<ul style="list-style-type: none"> <li>• Continue to build the network and provide new value to partners through enhanced programming</li> </ul>
Provide support and resources	Provide support and resources for organizations, communities, and Tribes working to preserve, enhance, and share maritime heritage	<ul style="list-style-type: none"> <li>• Develop and execute an annual grant program</li> <li>• Connect partners with additional funding opportunities</li> </ul>	<ul style="list-style-type: none"> <li>• Expand the size of the grant program</li> <li>• Explore new subgranting models</li> </ul>
Share diverse stories	Share diverse stories and increase visibility of Washington's maritime heritage, past and present	<ul style="list-style-type: none"> <li>• Create and maintain a website that centralizes maritime sites and stories</li> <li>• Create and maintain additional channels to promote maritime sites and stories</li> <li>• Collaborate with partners and community members on new maritime storytelling projects to better interpret the full stories of the region</li> <li>• Elevate maritime stories in public spaces</li> <li>• Help partners tie their sites and stories into Maritime Washington interpretive themes and regional narratives</li> </ul>	<ul style="list-style-type: none"> <li>• Increase the number and depth of collaborative storytelling partnerships</li> <li>• Continue partnerships to expand maritime interpretation in public spaces</li> </ul>
Encourage sustainable experiences	Encourage residents and visitors to responsibly and sustainably experience Washington's maritime heritage	<ul style="list-style-type: none"> <li>• Centralize information about what to do in the heritage area</li> <li>• Promote awareness of and engagement with the Maritime Washington region and the sites and experiences within it</li> <li>• Facilitate or co-host events and programs that create connections between the public and maritime heritage</li> <li>• Promote responsible tourism and visitation practices</li> </ul>	<ul style="list-style-type: none"> <li>• Expand messaging to new audiences</li> <li>• Explore partner-based signage programs</li> </ul>
Preserve the region's maritime identity	Preserve Washington State's unique maritime identity, resources, and lifeways	<ul style="list-style-type: none"> <li>• Advocate for policies and actions that encourage protection of natural, historical, and cultural maritime resources</li> <li>• Support projects that preserve and increase access to historic maritime sites and stories</li> <li>• Increase awareness of modern maritime careers and trades</li> </ul>	<ul style="list-style-type: none"> <li>• Consider new ways to provide preservation support</li> <li>• Investigate the creation of a scholarship program for maritime careers</li> </ul>

# Chapter One: Introduction



*Image: Gig Harbor at sunrise, by John Westrock.*



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# Purpose of Maritime Washington

**We are connected by water.** Washington State's coastal areas—from the Pacific Ocean into the Salish Sea, stretching across the Strait of Juan de Fuca and throughout Puget Sound—have been defined by their relationship to saltwater, connected by a shared maritime heritage. Since time immemorial, water and maritime culture have shaped this place and its people, contributing greatly to the development of the region and, in more recent centuries, the nation. Today, maritime heritage remains a vibrant part of Washington's communities. The designation of the Maritime Washington National Heritage Area along our state's saltwater shorelines recognizes the importance of Washington's maritime heritage to our local, regional, and national story.



*Figure: Map with boundaries of the Maritime Washington National Heritage Area in light blue.*

Washington's saltwater shores and the marine waters that lap against them have long been the setting for compelling narratives. Ours is a maritime place—a place where the region's first peoples developed and continue to build complex cultures around canoe routes and salmon cycles; where Spanish, English, Russian, French, and American explorers mapped the coastline in search of territory and shipping lanes; where growing communities were connected to the world by boat long before roads and railroads; and where a vital maritime industry remains as a foundation of the region's contemporary economy and culture.

The story of the region’s Native American peoples, continuous from time immemorial through today, is unlike any other in the nation. Many of the dramas of the United States’ expansion, settlement, displacement, and development were played out here through economic competition and diplomatic intrigue. Timber shipped from Washington’s ports built major cities of the West Coast and can be found in buildings throughout the nation. Beginning with the Klondike Gold Rush and continuing today, Washington’s ports have been the gateways to Alaska in a relationship that has shaped the development of both states. Naval facilities on Puget Sound have built and repaired significant vessels in our fleet for a century and are the homeport for sailors and ships scattered throughout the world to protect our nation. The character of the region today—still reliant on ferries for transportation, trade along and across the Pacific, recreational boating for quality of life, and increasingly forward-thinking about how to protect its natural resources threatened by a changing climate—is a unique and important part of our national mosaic.

While much has changed in the region, especially in the few centuries since European sailors first made contact with indigenous peoples, many of the

Maritime Washington National Heritage Area is often referred to as “Maritime Washington” or “the heritage area” throughout this document.

important remaining resources that represent the maritime heritage of the region are intact. The region is rich with historic buildings and vessels, museums, and interpretive centers that serve as ambassadors of the region’s maritime culture. The Maritime Washington National Heritage Area is the outcome of years of work by maritime heritage advocates

to support these stories and storytellers. The effort began with a drive to strengthen the maritime community by celebrating the role of maritime heritage in Washington State’s historic and contemporary culture.

**Maritime Washington is intended to share and preserve our state’s unique and nationally distinctive maritime heritage resources and stories.**

Its purpose is to support those who celebrate, maintain, and share our water-based experiences and to strengthen partnerships and increase collaboration between heritage groups and nonprofits, local governments, communities, private industry, and Tribes. Maritime Washington is meant to enhance the way the region imagines itself and how the nation imagines our region, fostering a strong sense of place and identity for residents and visitors alike.

Maritime Washington is a way to tell the bigger story of Washington’s maritime history and culture alongside the detailed stories of individual places and themes. Telling the bigger story—one that brings together old and new, the Pacific Ocean and Puget Sound, large craft and small—will engage more of

the public and better share the history, diversity, drama, and excitement of our maritime heritage. Telling the bigger story also means uncovering under-told and unheard narratives—elevating new voices and expanding what we think of when we envision “maritime.” Maritime Washington brings with it the potential for a true sea-change in stewardship, sustainability, and communication of Washington’s maritime heritage. It is a change that the region is ready for and one that will benefit communities within Washington and beyond.

## **WHAT IS A NATIONAL HERITAGE AREA?**

National Heritage Areas are designated by Congress as places where natural, cultural, and historic resources combine to form a cohesive, nationally important landscape. Through their natural and manmade resources, National Heritage Areas share outstanding portraits of our country’s diverse heritage. These regions are active, vibrant landscapes where people continue to live, work, play, and share their distinctive cultures.

National Heritage Areas build public-private partnerships to better tell the stories of these places and support communities in maintaining and sharing their unique resources. By collaborating with communities to determine how to make heritage relevant to local interests and needs, National Heritage Areas can support historic preservation, economic development, natural resource conservation, recreation, heritage tourism, and educational projects. In short, they help support resources and share stories from places that are important to America’s identity, past and present.

As of April 2022, there are 55 National Heritage Areas in the United States. These National Heritage Areas vary in size and focus, operating a range of programs and initiatives. Many have acted as promoters of heritage tourism, creating branding for their region, centralizing information on activities, and establishing marketing campaigns. Some have facilitated educational programs and exhibits, rehabilitated historic resources, or operated visitor services. Others have offered technical and operational support to partners. Despite the range of activities, all National Heritage Areas have at least one thing in common: they help share the stories of their region through programs that are based on locally identified needs and values.

In 2020 alone, National Heritage Areas leveraged more than \$88.5 million in locally sourced financial and in-kind support to carry out heritage projects and programs, greatly increasing the impact of the \$20.9 million in federal funding dedicated to the program, all of which must be matched locally. They are supported and enabled by their local communities, as demonstrated by the work of more than 23,000 volunteers and collaboration with more than 8,000 partner organizations on an annual basis.

National Heritage Areas are supported by the National Park Service but are not traditional park units. Instead, they are unique in their local and completely





*Image: Wooden Boat Festival in Port Townsend, 2017. Photo by E.T. Becker.*

non-regulatory management. There is no change in ownership of land within a National Heritage Area, no added rules or regulations, and participation is completely voluntary. Each National Heritage Area is facilitated and implemented by a Coordinating Entity named in their designation legislation. That entity is given specific responsibilities for facilitating heritage area activities and administering federal funds. For Maritime Washington, the local facilitating organization is the nonprofit Washington Trust for Historic Preservation. The National Park Service serves in an advisory role by providing technical, planning, and limited financial assistance to National Heritage Areas, but decision-making authority rests in the hands of local people and organizations.

## **HISTORY OF MARITIME WASHINGTON**

The effort to create what is now known as the Maritime Washington National Heritage Area has been years in the making, involving dozens of organizations and government agencies, as well as hundreds (if not thousands) of dedicated maritime heritage supporters.

In 1982, the Washington State Centennial Commission was formed by the state legislature to organize celebrations for the state's 100th anniversary in 1989. The commission included a Maritime Committee, which helped develop more than 130 maritime-related events in communities throughout the coastal region. The celebrations included the now-famous "Paddle to Seattle," a Native-developed cultural and maritime heritage event that grew into today's Tribal Canoe Journeys, as well as the construction of the reproduced 18th-century ship *Lady Washington*, the first recorded European-American vessel to make landfall on the west coast of North America. Overall, the events of the centennial demonstrated a high level of interest in Washington's maritime heritage resources and community. The effort also resulted in the creation of the Pacific Northwest Maritime Heritage Council in 1990 as an informal

regional networking group. The council grew to include Oregon and British Columbia as well as Washington State and has met consistently for more than 30 years.

The efforts to create a National Heritage Area largely began with a 2004 Maritime Heritage Summit in Seattle. At the summit, 66 people met to discuss opportunities to secure, steward, interpret, share, celebrate, and sustain maritime culture. As an outcome of the summit, the Seattle/King County Task Force on Maritime Heritage was convened by 4Culture in partnership with the Association of King County Historic Organizations, Historic Seattle, the National Park Service Pacific West Region, and the Washington Trust for Historic Preservation. The goal of the task force was to create a vision and chart a course for sustainable maritime heritage presence in Seattle, King County, and Puget Sound.

The task force determined that the rich maritime resources and stories of Seattle and King County were endangered and could be lost to future generations. With this impetus, they explored opportunities to revitalize and support maritime heritage in the region, focusing on governance, physical site control, funding, visibility, and education. The task force recommended the exploration of a potential King County Maritime National Heritage Area. National designation, they determined, would raise awareness of the region's heritage resources and provide the opportunity to develop a more robust system of cooperation between maritime stakeholders.

As the proposal developed and stakeholders explored the possibility of seeking designations more fully, they recognized that a National Heritage Area limited to King County was too small a scope—the stories and resources of Puget Sound as a whole, the Strait of Juan de Fuca, and Washington's Pacific coast needed to be represented in any national designation. To broaden the scope and benefits of the effort, the Pacific Northwest Maritime Heritage Council joined the initiative, bringing in many of its member organizations from throughout the region and expanding it to a true statewide effort.

A grassroots effort to pursue designation as a National Heritage Area for Washington's shores began in 2006. Over the next two years, the effort gained momentum, and in 2008, the Washington State Legislature charged the Department of Archaeology and Historic Preservation (DAHP) with conducting a feasibility study for the designation of a National Heritage Area. The purpose of the feasibility study was to demonstrate that Washington's saltwater shores met the criteria for designation as a National Heritage Area, illustrating the significance of our maritime heritage resources, the strength of community support for designation, and the sustainability of the proposed heritage area as an organizational unit.

DAHP, led by Washington's State Historic Preservation Officer, managed the

creation of the feasibility study with guidance from a steering committee that included representatives from Tribes, local and state governments, heritage organizations, and other stakeholders. In addition, lead partners in the creation of the feasibility study included the Pacific Northwest Maritime Heritage Council, the Seattle/King County Maritime Heritage Task Force, 4Culture, the Washington Trust for Historic Preservation, the Youth Maritime Training Association, the Center for Wooden Boats, the Museum of History and Industry, and Historic Seattle.

Members of this planning team guided the vision of the potential heritage area, assisted in determination of the proposed boundaries, and helped with public and stakeholder engagement. As a part of the feasibility study process, significant outreach was conducted to assess support for National Heritage Area designation and provide an opportunity for local communities and maritime heritage stakeholders to shape the proposal. This included individual stakeholder interviews, surveys, and 14 in-person stakeholder and community workshops. The State Historic Preservation Officer and planning team also met with city councils, county commissioners, local government officials, port commissions, heritage organizations, coastal museums, and Tribal representatives along the proposed heritage area's 3,000-mile shoreline region. The response to the concept was overwhelmingly positive.

The feasibility study was completed in 2010, and a subsequent comprehensive survey of maritime resources (also led by DAHP) was completed in 2011. Following review of the feasibility study by the National Park Service, the Washington Trust worked with the state's Congressional delegation to secure federal designation for the heritage area. Concurrent with these efforts, local and state designations were also sought as a means to show regional support. In 2014, members of both the House and Senate of the Washington State Legislature introduced a bill to designate Washington's shoreline as a State Maritime Heritage Area. While ultimately the legislature failed to enact the bill as state law, the effort helped raise awareness among elected officials, and many legislators have remained supportive of the effort. That same year, the Washington Trust also worked with the Metropolitan King County Council, successfully securing designation of the saltwater shoreline of King County, including the ship canal and Lake Union, as a County Maritime Heritage Area. King County includes the City of Seattle and is the most populous county in the State of Washington. This, too, served as a testament of the support local elected leaders held for establishing a maritime heritage area at the federal level.

Overall, federal designation took almost a decade to complete, with the Maritime Washington National Heritage Area being designated by Congress in 2019 as part of the John Dingell, Jr. Conservation, Management, and Recreation Act (P.L. 116-9; see ["Appendix A: Designation Legislation," page 348](#)) thanks to support from the Washington State Congressional delegation.

# Purpose of This Management Plan

The purpose of this Management Plan is to lay out the goals, strategies, policies, and plans for the future of the Maritime Washington National Heritage Area. It will serve as the “navigation plan” for the heritage area, outlining what this new program will look like, what it will do, and how it will do it.

The authorizing legislation that designated Maritime Washington (P.L. 116-9; see [“Appendix A: Designation Legislation” on page 348](#)) also outlined guidelines for this. It specified that the plan should include comprehensive strategies for telling the story of the region’s heritage and encouraging long-term resource protection, enhancement, interpretation, and funding. It noted that this plan should also outline the policies and strategies necessary to fund, manage, and develop the heritage area as a program. Further, it stipulated that the plan describe specific actions and partners for implementation. For more details on how this plan addresses these and other legislative requirements, see [“Chapter Two: Directional Guidance: Legislative Requirements” on page 52](#).

The Washington Trust, as the local coordinating entity for the Maritime Washington National Heritage Area, had three years to lead the collaborative process of creating this Management Plan (for detail on the planning process, see [“Chapter One: Introduction: Management Planning Process” on page 26](#) or [“Appendix C: Detailed Overview of Planning Process” on page 404](#)). After that time, the Management Plan is to be reviewed by the National Park Service and Secretary of the Interior. Once the Management Plan is approved, Maritime Washington will officially “launch,” beginning implementation of this plan.

This Management Plan is meant to serve as a useful and living document. It will guide Maritime Washington staff, leadership, and partners in working together to implement this new National Heritage Area. It provides directional guidance, interpretive strategies, organizational policies, business structures, brand identity, marketing tactics, and a comprehensive plan for implementing all the above. This plan is intended to serve as a north star throughout the first 10 to 15 years of Maritime Washington’s implementation. However, it should not be treated as a static document, written in stone, to be followed to the letter. National Heritage Areas are flexible and responsive programs, meant to serve locally identified needs. As we know, needs and realities change over time. Maritime Washington staff, leadership, and partners should treat this Management Plan as a guideline, revisiting and revising it on a regular basis to ensure successful, effective, and meaningful implementation of the heritage area.

For ease of use, this Management Plan is divided into seven chapters. Although the plan can be read as a single document, it is also designed so that each chapter can be pulled out and used independently. Because of this, you may notice some repetition between chapters and/or sections. Chapters include:

- **Chapter One: Introduction:** Provides background on the purpose of Maritime Washington, the creation of this Management Plan, and the geography of the region.
- **Chapter Two: Directional Guidance:** Outlines the mission and goals of the heritage area, as well as its key functions and partnership structures.
- **Chapter Three: Interpretive Plan:** Presents a framework for interpreting and sharing the narratives and resources of the area, including a historical overview, a framework of interpretive themes, and an overview of interpretive strategies.
- **Chapter Four: Key Sites from Resource Inventory:** Features a selection of resources—including descriptions of the site and its relationship to the interpretive framework—from a fuller Resource Inventory, which is included as Appendix B.
- **Chapter Five: Branding and Marketing Plan:** Outlines communication tactics and channels for Maritime Washington, as well as the heritage area's brand identity.
- **Chapter Six: Business Plan:** Describes the organizational structures, policies, and strategies for governing, staffing, managing, and funding the heritage area.
- **Chapter Seven: Implementation Plan:** Identifies short- and long-range actions and performance goals for the heritage area, as well as guiding principles for implementation.
- **Appendices,** including a copy of Maritime Washington's designation legislation, an inventory of resources located in the heritage area, a detailed overview of the management planning process, detailed marketing plans, and letters of support.



# Management Planning Process

*Please note: This section is a summary of a more detailed overview of the management planning and public outreach process in [“Appendix C: Detailed Overview of Planning Process” on page 404.](#)*

As the local coordinating entity, the Washington Trust for Historic Preservation was tasked with leading a cooperative and collaborative process to shape the future of the Maritime Washington National Heritage Area (“Maritime Washington”) and create this Management Plan. Like all National Heritage Areas, Maritime Washington has been built from the ground up, with a vision that responds to locally identified needs and opportunities. The planning period spanned from spring 2019 through spring 2022 and included the work and input of hundreds of community members. Efforts were led by a 67-person planning team—including a Steering Committee, five Working Groups, and Washington Trust staff—who contributed more than 1,000 volunteer hours to the endeavor. 580 individual participants in virtual workshops, surveys, and other engagement activities also contributed greatly to planning for Maritime Washington.

Although the COVID-19 pandemic presented significant challenges and largely

## **MARITIME WASHINGTON NATIONAL HERITAGE AREA BY THE NUMBERS**

- 1 Steering Committee
- 5 Working Groups
- 67 planning team members
- 398 attendees at 17 public workshops, focus groups, and virtual office hour sessions
- 369 respondents to values survey
- 211 maritime sites submitted by the public
- 125 public comments on draft Management Plan
- 180+ individual interviews and meetings
- 40 Anchor Organizations
- 1,500+ volunteer hours



*Figure: High-level timeline of planning activities.*

precluded in-person engagement opportunities, Washington’s maritime community rallied around this planning effort, working across industries and geographies to craft a vision for Maritime Washington. Throughout the three-year planning period, Maritime Washington hosted 17 regional workshops, focus groups, summits, and other virtual sessions; met with more than 150 local organizations, community leaders, and government officials; presented about the heritage area to more than 1,000 individuals; and conducted a virtual public review of this Management Plan. While this Management Plan is the end-product of those efforts, the more valuable result of this collaborative process is a foundation of partnerships that will serve Maritime Washington and the broader community moving forward.

## **GUIDANCE FROM THE NATIONAL PARK SERVICE NATIONAL HERITAGE AREAS PROGRAM**

The **National Heritage Areas Program of the National Park Service** (NPS) supported planning efforts for Maritime Washington from the 2019 designation onwards. NPS staff provided technical assistance, review of both conceptual frameworks and draft sections of the Management Plan, and overall guidance, counsel, and support throughout the duration of the planning process. Specifically, Liz Vehmeyer, Assistant Coordinator of the National Heritage Areas Program, and Katie Durcan, Acting National Program Manager, diligently responded to inquiries regarding process and program requirements, while also providing strategic insight to the overall direction of the Management Plan. And the Maritime Washington planning team extends special thanks to Linda Stonier, National Heritage Areas Program Regional Staff Coordinator, for the many hours spent shepherding us through the process. Linda frequently attended Steering Committee meetings, participated in public outreach activities, engaged in monthly virtual meetings directly with Washington Trust staff, and reviewed several iterations of all elements included in this Management Plan. Linda ensured that Maritime Washington

remained on track and focused on the program requirements. Maritime Washington is indebted to both Linda and Liz for the invaluable roles they played in bringing this Management Plan to fruition.

## PLANNING TEAM

Although many more individuals and organizations contributed greatly to the development of this Management Plan, the core planning team for the Maritime Washington National Heritage Area was made up of Washington Trust staff, a Steering Committee, five Working Groups, and several consultants.

**Washington Trust staff** led coordination and outreach efforts for the creation of this Management Plan. This included general project oversight, management of the planning team, and drafting of the plan itself. Washington Trust staff also led public outreach efforts, including interviews of key individuals, presentations, meetings with potential partners, public workshops and focus groups, surveys and other input tools, and analyzing public input. Staff also performed administrative functions for the heritage area, managed funding, and coordinated with the National Park Service throughout the planning period. Throughout this Management Plan, Washington Trust staff members focused specifically on the Maritime Washington program are often referred to as “Maritime Washington staff” for clarity.

A **Management Plan Steering Committee** was first convened in July 2020 and met regularly throughout the development of this plan. Made up of 16 members and two non-voting advisors, the Steering Committee represented a range of interests from public agencies, private industries, heritage organizations, Native American Tribes, local governments, military groups, and others with a stake in the heritage area. The Steering Committee also included members from a range of geographic, professional, and cultural perspectives. The committee was tasked with:

- Guiding the collaborative process to develop a Management Plan for the heritage area
- Providing advice and recommendations on the plan’s direction
- Ensuring the public had plenty of opportunities to provide input

“The planning process for the new Maritime Washington National Heritage Area brought together a wide range of maritime and community interests in a new way. As a former Port Commissioner, it was a joy to be part of a strong collaborative process to create a forward-looking vision for our future.”—Clare Petrich, Chair of Steering Committee, Petrich Marine Dock, and the Washington Trust for Historic Preservation



Five **Working Groups** assisted the Steering Committee in creation of the Management Plan, each focusing on a specific element of the heritage area. With the exception of the Tribal Working Group (discussed below), these Working Groups were responsible for guiding, advising, and contributing to individual sections of the plan, including the Interpretive, Branding and Marketing, Business, and Implementation Plans. The Working Groups met throughout 2021 and were comprised of a total of 60 members, including some members of the Steering Committee. In addition to geographic and organizational diversity, Working Group members were selected based on their expertise and skillsets relevant to their assigned section of the Management Plan. Working Groups included:

- **Interpretation:** Focused on the Interpretive Plan, this group helped determine interpretive themes and subthemes, identify key resources, and craft strategies for sharing sites and stories within the heritage area.
- **Branding and Marketing:** This group worked closely with a consultant to craft the Branding and Marketing Plan. In collaboration with the Tribal Working Group and Steering Committee—as well as their own outreach efforts—members of this group advised on the creation of the Maritime Washington brand and contributed to the development of a communications strategy.
- **Business:** Focused on the Business Plan, this group provided substantial input and advice regarding financial planning, funding models, and potential subgranting programs. In combination with the Steering Committee, they also contributed to the governance, partnership, and staffing structures.
- **Implementation:** Responsible for the Implementation Plan, this group focused on the programs and actions of the heritage area, using public input and knowledge of their own communities to determine how Maritime Washington could provide the most value to the region. They spent significant time brainstorming and evaluating potential program ideas and determining when and how the heritage area could implement them.
- **Tribal:** This Working Group provided input and advice on all elements of the Management Plan—from key sites to logos—with a particular focus on ongoing Tribal collaboration frameworks (see Tribal Engagement section immediately below for more detail).

In addition to the formal planning team, several **external consultants** were engaged as advisors and subject matter experts throughout the creation of this Management Plan. BERK Consulting, a Seattle-based firm with expertise in community planning and outreach, helped craft public engagement strategies,

timelines, and a workplan for the process of creating this Management Plan. Their talented team also provided planning and facilitation support for public engagement activities in the fall of 2021. JayRay, a Tacoma firm specializing in branding, advertising, and strategic communications, was engaged as a branding consultant and skillfully navigated the complex waters of crafting a brand identity and marketing strategy in collaboration with a large planning team. Renowned public historian and expert in Washington State history Dr. Lorraine McConaghy provided detailed review of the Historical Overview (see [“Chapter Three: Interpretive Plan: Historical Overview” on page 82](#)), contributing greatly to its accuracy and nuance.

Overall, the planning team included 67 volunteer members of Working Groups and the Steering Committee, alongside four Washington Trust staff. The team contributed invaluable expertise, guidance, and nearly 1,000 volunteer hours towards the creation of this Management Plan. They represented 52 different organizations, Native American Tribes, government agencies, and private businesses, providing a range of perspectives that mirrors the diversity of interests within the heritage area. They also reflected the large geographic size of Maritime Washington, drawing from all corners of the heritage area to provide unique regional knowledge and interests.

Above all, however, the planning team represented the shared desire of the maritime community to come together towards a common goal. Despite their diverse needs and backgrounds, the planning team united around the aim of celebrating, maintaining, and sharing Washington’s maritime heritage. The connections and relationships formed through this planning effort are just the



*Image: Joint virtual meeting of the Maritime Washington planning team, November 2021.*

beginning of the collaboration that Maritime Washington hopes to catalyze moving forward.

## TRIBAL ENGAGEMENT

There are 18 federally recognized Tribes whose lands and waters are included in the Maritime Washington National Heritage Area. Each of these Tribes is a sovereign nation and, while there are some commonalities among them, each has its own unique customs, culture, interests, and concerns related to the resources and histories in the heritage area. As such, the Washington Trust approached engagement with Tribes differently than its general outreach to the public. The goal for working with Tribes in the development of this Management Plan was to build a foundation for long-term relationships and collaboration.

Throughout the management planning period, Maritime Washington staff and leadership conducted regular outreach to the 18 federally recognized Tribes of the area, including:

- Formal letters of introduction
- A joint Tribal kick-off meeting
- Invitations to send representatives to the Tribal Working Group
- Written updates on planning efforts
- Invitations to regional workshops, focus groups, and virtual summits
- Individual meetings with Tribal leaders, Tribal Historic Preservation Officers, cultural resource staff, and other representatives
- Outreach specific to the Resource Inventory and identification of key sites

In March 2021, a Tribal Working Group was established to advise, direct, and guide the development of the heritage area. This group was unique from other Working Groups both in scope and membership. Unlike the Interpretation, Branding, Business, and Implementation Working Groups, the Tribal Working Group provided input and advice on *all* elements of the Management Plan—from key sites to logos—with a particular focus on ongoing Tribal collaboration frameworks. Overall, the group included roughly 17 members representing 11 of the region's 18 Tribes, as well as two representatives from the American Indian Alaska Native Tourism Association (AIANTA).

The Tribal Working Group met monthly throughout most of 2021 and continued to provide input on the Management Plan into 2022. The Tribal Working Group advised on overall vision and services, branding efforts, the refinement of interpretive themes, identification of key sites, potential

partnership models, and ongoing strategies for Tribal collaboration. Members of the Tribal Working Group—particularly Dennis Lewarch, Tribal Historic Preservation Officer for the Suquamish Tribe, and Theresa Trebon, Archivist, Records Manager, and Historian for the Swinomish Indian Tribal Community—also provided reviews of and revisions to this document, with particular attention to the Interpretive Plan.

In discussions with this team, it was determined that the Tribal Working Group was a valuable collaborative tool and should be continued beyond the period of developing the Management Plan. Moving forward, Maritime Washington will maintain and grow a Tribal Working Group that will continue to serve as a communications bridge to tribal councils, advise on the setting of annual goals, contribute content and ideas for partner workshops, and assist in the identification of resources for partners to learn more about Tribal heritage and collaboration. For more details on the future of the Tribal Working Group, see [“Chapter Six: Business Plan: Governance Structure” on page 220](#).

## PUBLIC ENGAGEMENT ACTIVITIES

Summary of Engagement Activities			
Activity	Date(s)	Number of participants	Publicity/invites
Steering Committee	June 2020-present	18	Individual outreach
Working Groups	Winter 2021-present	60	Individual outreach
Meetings	2019-2022	150 (estimated)	Individual outreach
Key individual interviews	December 2020-February 2021	33	Individual outreach
Presentations	2019-2022	1,330	Outreach to various local groups, participation in regional conferences or government meetings
Survey	February-June 2021	369	Postcard, emails, social media, Anchor Organizations, press release
Maritime Mapper	March-December 2021	71 (contributing 211 submissions)	Postcard, emails, social media, Anchor Organizations, press release

Summary of Engagement Activities			
Activity	Date(s)	Number of participants	Publicity/invites
Regional Workshops	April-May 2021	338	Postcard, emails, social media, Anchor Organizations, press release
Focus Groups	April-May 2021	127	Individual invitations, Anchor Organization recommendations
Virtual summits	September-October 2021	87	Individual invitations, Anchor Organization recommendations
Public review of Management Plan	February 2022	125	Emails, social media, Anchor Organizations, individual outreach, press release

In addition to the Steering Committee, Working Groups, and Tribal outreach, the creation of this Management Plan was driven by public input. To guide this engagement process, Maritime Washington staff began with **audience research**, including a demographic profile of the area and the creation of a database of Tribes, community groups, heritage and cultural organizations, environmental organizations, educational institutions, businesses, industries, economic development entities, tourism and recreation organizations, local governments, state officials, public land agencies, and others with a stake in the future of our saltwater shores.

The planning team also worked with consultants specializing in planning and outreach to develop best practices and tailored strategies for reaching and working with the diverse audiences of Maritime Washington. To further refine those strategies, the Steering Committee and Washington Trust conducted **33 key individual interviews** with community leaders who could help provide insight and guidance on engagement with their respective audiences.

Additionally, Maritime Washington identified influential regional organizations that could help expand the reach of the planning team. These organizations, called **Anchor Organizations**, were recruited to help spread the word about the heritage area and engage their communities in the visioning process for Maritime Washington. The 40 Anchor Organizations represented communities from Westport to Blaine and included a wide range of entities, from local governments and ports to tourism agencies and Main Street organizations, from historical societies and maritime heritage groups to military museums and youth education organizations.



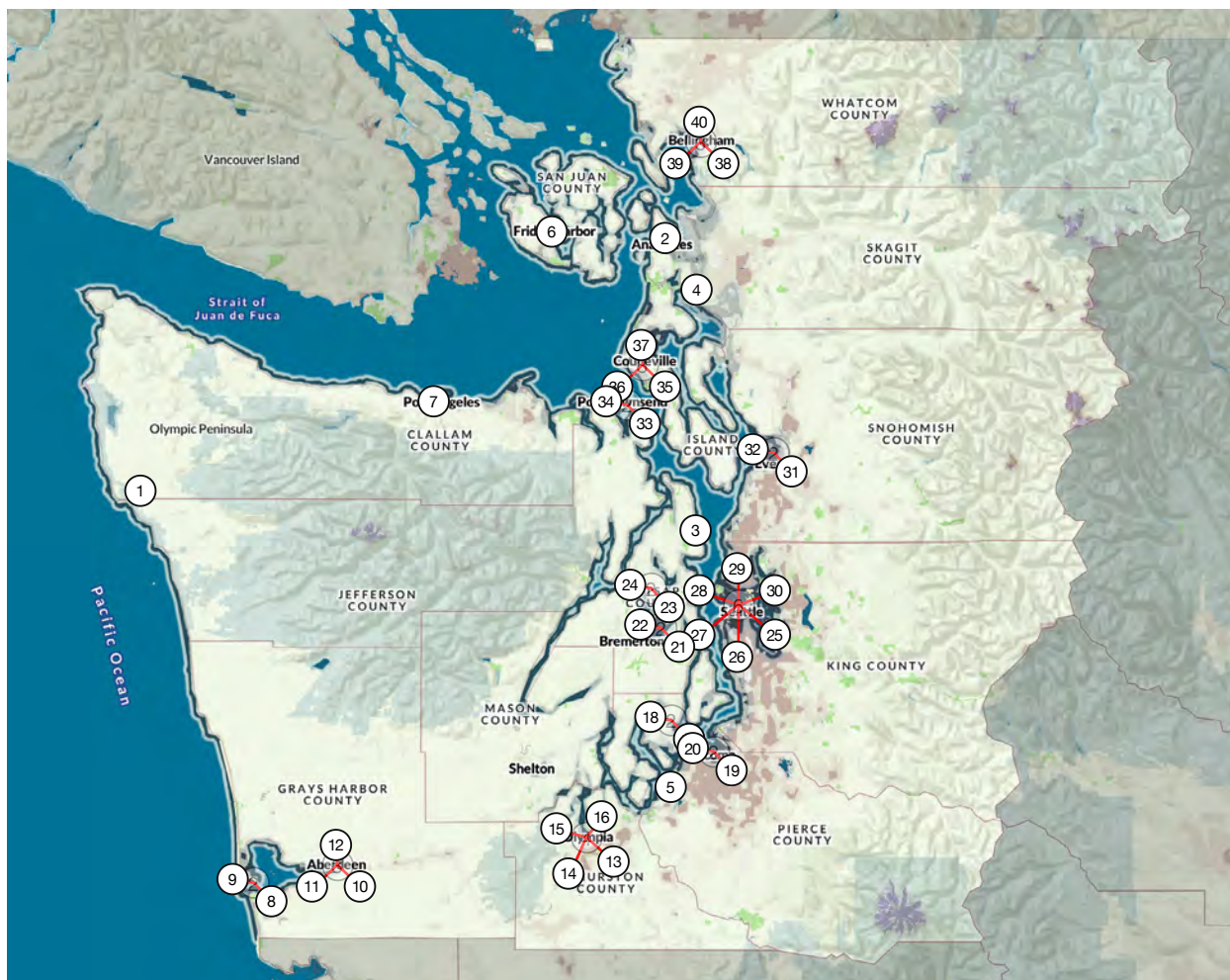
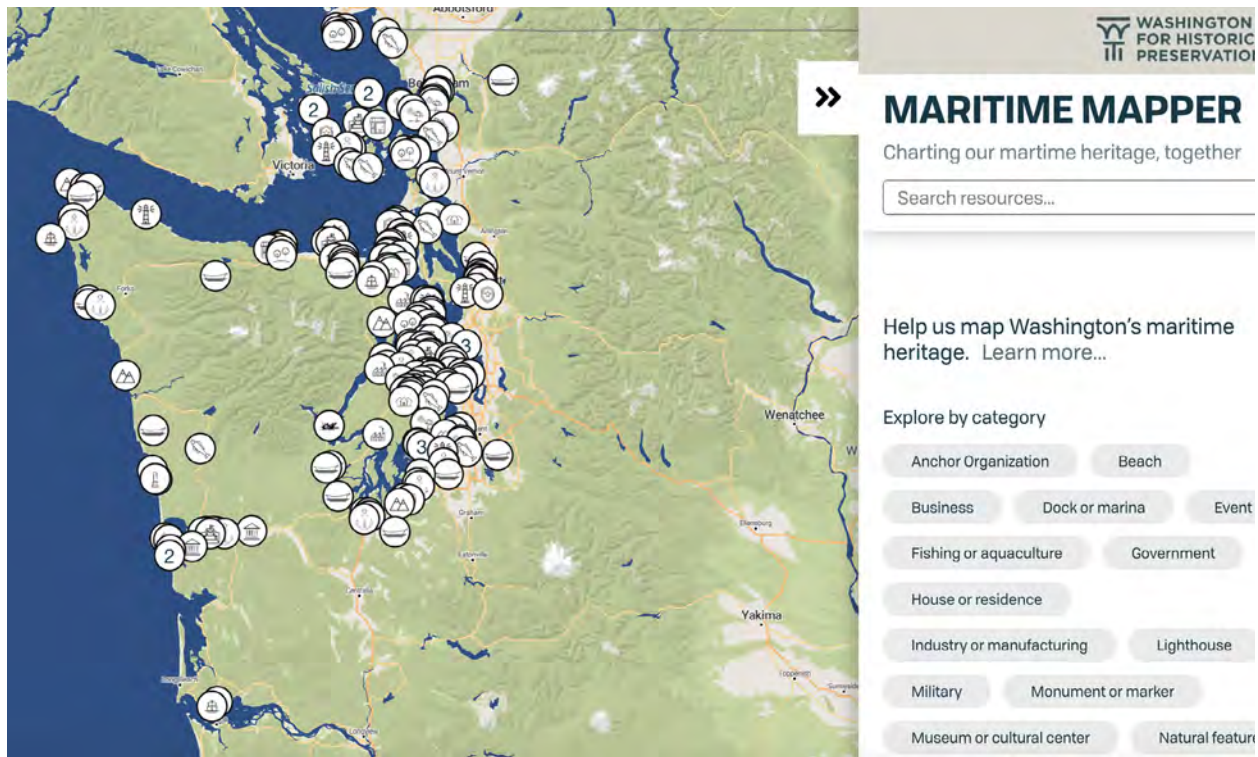


Figure: Map of Anchor Organizations for Maritime Washington management planning. Please note that regionwide organizations have been represented with pins in the locations of their main offices.

List of Anchor Organizations		
Map No.	Anchor Organization	County
1	Olympic Coast National Marine Sanctuary (NOAA)	Clallam
2	Anacortes Museum, Maritime Heritage Center and <i>W.T. Preston</i>	Skagit
3	Kingston Historical Society	Kitsap
4	Skagit County Historical Museum	Skagit
5	Town of Steilacoom	Pierce
6	Salish Sea Sciences	San Juan
7	North Olympic History Center	Clallam
8	Westport Maritime Museum/Westport South Beach Historical Society	Grays Harbor
9	Coastal Interpretive Center	Grays Harbor
10	Grays Harbor Historical Seaport	Grays Harbor
11	Greater Grays Harbor	Grays Harbor

12	Pacific Northwest Maritime Heritage Council	Regionwide
13	Experience Olympia & Beyond	Thurston
14	Olympia Historical Society and Bigelow House Museum	Thurston
15	Port of Olympia	Thurston
16	South Sound Maritime Heritage Association	Thurston
17	Harbor History Museum	Pierce
18	Gig Harbor Downtown Waterfront Alliance	Pierce
19	Foss Waterway Seaport	Pierce
20	Youth Marine Foundation	Pierce
21	Bremerton Chamber of Commerce	Kitsap
22	Puget Sound Navy Museum	Kitsap
23	U.S. Naval Undersea Museum	Kitsap
24	Visit Kitsap Peninsula	Kitsap
25	Center for Wooden Boats	King
26	Washington Tourism Alliance (State of Washington Tourism)	Regionwide
27	Forterra	Regionwide
28	Museum of History & Industry (MOHAI)	King
29	Recreational Boaters Association of Washington (RBAW)	Regionwide
30	Seattle Office of the Waterfront and Civic Projects	King
31	Port of Everett	Snohomish
32	Historic Everett	Snohomish
33	Port Townsend Main Street Program	Jefferson
34	Northwest Maritime Center	Jefferson
35	Coupeville Historic Waterfront Association	Island
36	Island County Historical Society & Museum	Island
37	Trust Board of Ebey's Landing National Historical Reserve	Island
38	Bellingham Whatcom County Tourism	Whatcom
39	Northwest Straits Foundation	Regionwide
40	Working Waterfront Coalition of Whatcom County	Whatcom

During the management planning period, Maritime Washington staff and partners presented about the heritage area to more than 45 groups, totaling approximately 1,330 individuals. While a handful of these **presentations** were convened by Maritime Washington, most were held by outside organizations, who invited our planning team to come speak. In this way, we were able to reach new audiences not yet in Maritime Washington's direct circle. The planning team presented for groups ranging from the Rotary Club of Olympia to the Affiliated Tribes of Northwest Indians, from the Squalicum Yacht Club to Washington State Legislature's Heritage Caucus.



*Image: Screenshot from Maritime Mapper outreach tool, with sites submitted by the public.*

The Maritime Washington team also took more than 150 individual **meetings** with interested parties from throughout the region, providing information about the heritage area and discussing how the new program could be of most value to their organization and community. These meetings provided insight on how the heritage area could best serve the region and created a foundation of relationships that Maritime Washington will build on moving forward.

As planning efforts for the heritage area ramped up, staff also established multiple **communication channels** to keep those with a stake in the future of Maritime Washington up to speed. These included:

- E-newsletters
- Social media
- Press releases
- Amplification in general Washington Trust messaging
- Amplification by Anchor Organizations

To ensure that diverse audiences had an opportunity to provide input on the development of the heritage area, the planning team offered many different ways to get involved in shaping Maritime Washington. These activities ranged



in participation level and time commitment from a 10-minute survey to two-hour meetings to year-long Working Groups. The range of engagement activities also offered the public the chance to provide input at different stages in the planning process: from high-level visioning at the outset to nitty-gritty review of implementation plans as this Management Plan was finalized. The majority of public input occurred in 2021 and early 2022.

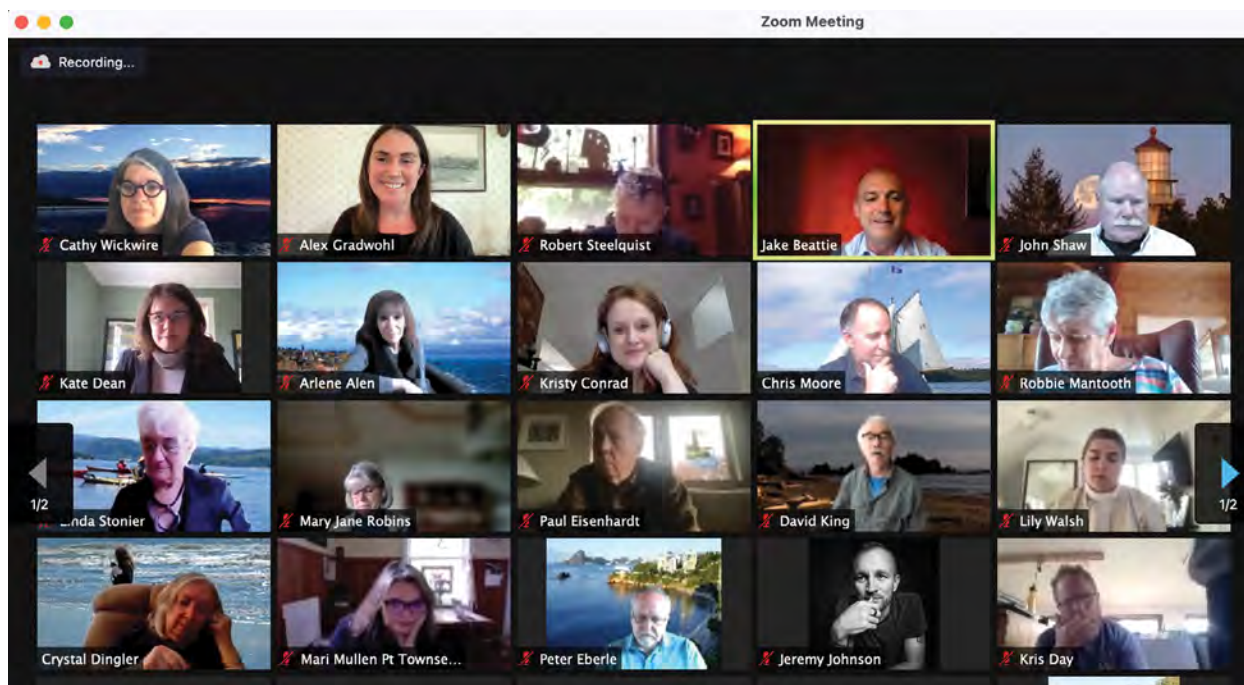
At the beginning of the public engagement period, from February through June 2021, Maritime Washington implemented an online **values survey** to better determine what people within the heritage area appreciated about their region, their hopes for the future, and what they would like to see from the new heritage area. In total, 369 individuals participated in the survey, providing the planning team with a helpful snapshot of the opportunities and issues facing our saltwater shores.

“Most folks around Puget Sound truly value and care for our waters and lands. We fully utilize the resources of the coasts and rely upon them not only for jobs and food, but as a cornerstone of our way of living.”  
—Survey respondent

Beginning in March 2021, Maritime Washington hosted a website known as the “**Maritime Mapper**,” where members of the public shared maritime places that are important to them and their communities. Using the interactive online map, people could identify resources and sites related to the heritage area, uploading photos, historical details, personal stories, and other information. Users could also explore and add content to sites submitted by others. Overall, 71 individual users submitted 211 sites, ranging from the historic Grays Harbor Lighthouse in Westport to a beloved general store on Marrowstone Island to Point Roberts’ Monument Park, marking the Canadian border. These submissions contributed greatly to Maritime Washington’s Resource Inventory (see [“Appendix B: Resource Inventory” on page 354](#)) and Interpretive Plan.

In April and May 2021, Maritime Washington hosted a series of six **regional workshops**. These virtual public meetings included introductory information about the heritage area, participant polls, and discussion-based breakout sessions, where participants provided input on their hopes and vision for the heritage area. Overall, 184 attendees participated in the virtual workshops, providing valuable information about what communities across the heritage area would most like to see from Maritime Washington.

In addition to the communication channels referenced above, the workshops, Mapper, and survey were publicized with a **postcard mailing** to roughly 39,000 households in the heritage area region. The postcard was targeted to areas with limited internet access at their homes where people were less likely



*Image: Screenshot of virtual public workshop for Jefferson, Clallam, and Grays Harbor counties, May 2021.*

to receive digital alerts about the heritage area.

The regional workshops were accompanied by a series of invitation-only virtual **focus groups**, aimed at those whose work directly overlaps with the mission of Maritime Washington—including Tribes, government entities, for-profit businesses, and nonprofit organizations. These meetings aimed to bring together a range of private and public perspectives for a conversation about the current state of cross-sector collaboration around maritime projects and where there may be room for growth. A total of 106 attendees participated over the course of six focus groups, providing valuable insights on successful partnership strategies and opportunities for collaboration. All groups indicated a strong interest in developing a bigger network around maritime heritage, discussing the importance of a robust partnership ecosystem to accomplishing individual missions.

As feasible amidst ongoing COVID-19 concerns, Maritime Washington staff and members of the Steering Committee conducted several **site visits** throughout the heritage area to meet with current and potential partners. Although these visits were limited in scope, they provided rich opportunities for discussion and relationship-building.

Through the survey, Mapper, workshops, focus groups, and site visits, hundreds of Washingtonians provided information about their values, hopes, and needs for our coastal areas, helping to determine how Maritime Washington could be of most use to the region. The planning team used

this input to determine the high-level vision for the heritage area, including mission, goals, and key functions.

In September and October 2021, Maritime Washington hosted three **virtual summits** to solicit feedback from key individuals and organizations on emerging plans for the heritage area. These invitation-only summits targeted a range of heritage, tourism, educational, Tribal, and other organizations with significant work related to the heritage area. 87 individuals participated in robust discussions on how Maritime Washington could support existing efforts within the region, what types of benefits partners would most appreciate, and how organizations might like to partner and collaborate with the heritage area.

Input from the summits assisted the Steering Committee and Working Groups in refining plans for the heritage area and finalizing content for the Management Plan. After meeting as a full planning team to bring the full vision together, Maritime Washington staff prepared the first draft of this Management Plan. In late 2021, the Steering Committee, Working Groups, and Anchor Organizations collaborated virtually to review, edit, and provide input on the initial draft, contributing more than 850 individual comments and suggestions. Input provided during this review process was critical to refining and preparing the subsequent draft of the Management Plan.

From February 1 through March 4, 2022, 125 people who live, work, and play in the heritage area provided **public comment** on a draft Management Plan via email, virtual office hours sessions, and an online survey that highlighted key points from the plan and invited input. Public response was generally quite positive, and suggestions from participants were very helpful in refining and augmenting the Management Plan for the final draft. For example, a number of commenters felt there was insufficient discussion of natural resources and environmental concerns. The final draft of this Management Plan incorporates a stronger focus on these aspects in response to these helpful comments and suggestions. This plan also includes several specific projects that arose from this public comment period, such as the creation of sub-regional brochures.

**Overall, there were 1265 individual engagements and 638 unique participants through surveys, the Maritime Mapper, workshops, focus groups, summits, and virtual office hours.** These participants represented every corner of the heritage area and a diverse range of backgrounds and perspectives. Compared to the 4 million people who live within 10 miles of the heritage area, this represents a very small percentage of individuals, and the views gathered through this outreach should not be considered representative of the overall population of the region. However, the input provides a snapshot of the views and opinions of those who care deeply about Washington's maritime heritage and many whose work overlaps with Maritime Washington. It provides Maritime Washington with guidance based on the hopes and needs of its future partners, collaborators, and audience.



# Geographic Overview

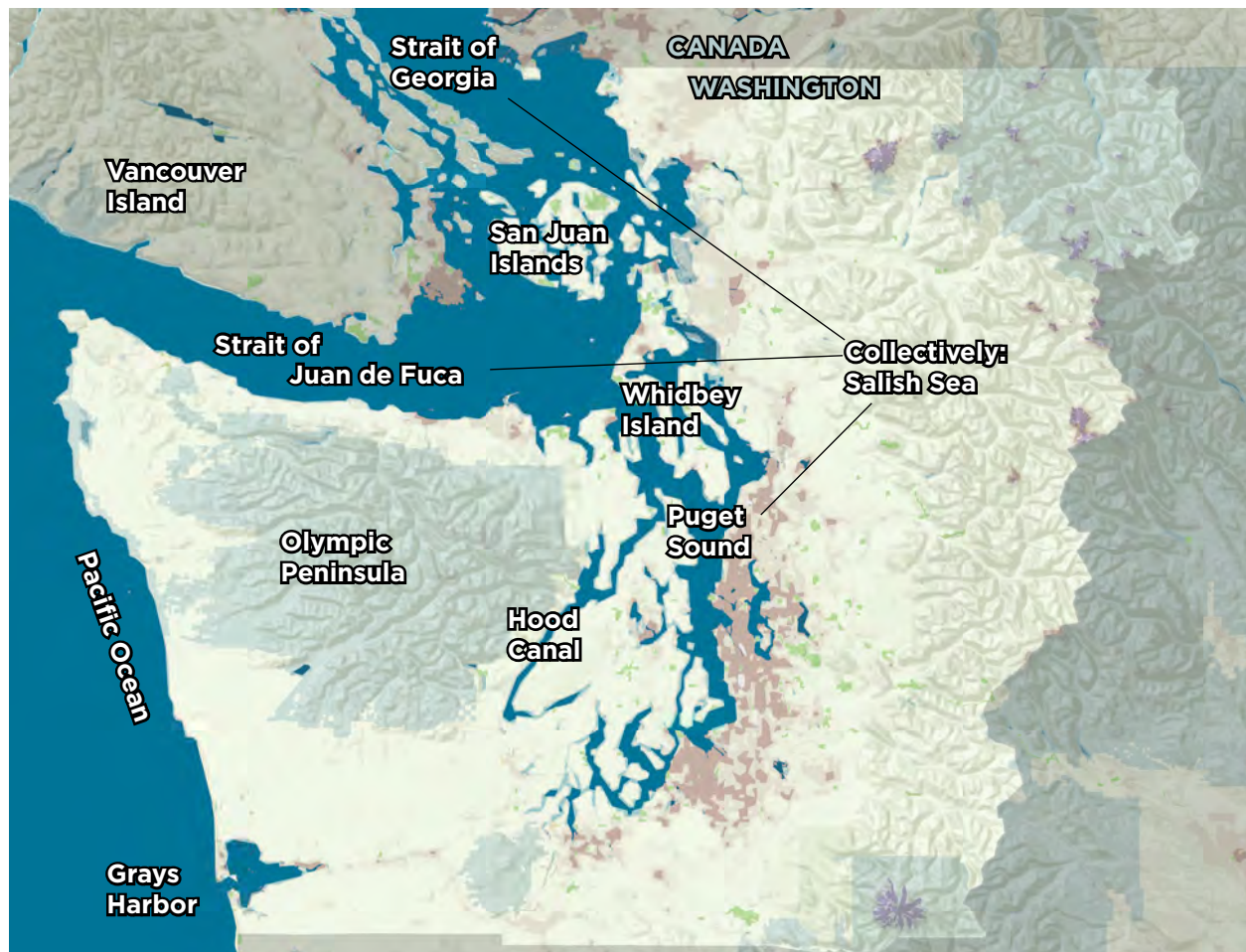


Figure: Map of Maritime Washington region with major geographical features.

*Please note: This section provides an overview of the lands and waters that make up the Maritime Washington National Heritage Area for those who might be unfamiliar with its geography. It includes information about what features and entities fall within the heritage area—including Tribal lands, cities, counties, and port districts—as well as a description of the legal boundaries of Maritime Washington in order to better orient readers to the setting for this new program.*

The Maritime Washington National Heritage Area includes the vast majority of the saltwater shorelines of Washington State. This complex coastline includes the shores of the Pacific Ocean, the Strait of Juan de Fuca, and Puget Sound. Following harbors, inlets, peninsulas, and island shores, the total length of shoreline is more than 3,000 miles. The region includes some of Washington's most rugged and remote places and also many of its largest and most cosmopolitan cities. The National Heritage Area includes a narrow

strip of land, one-quarter mile upland from the mean high tide line, along Washington's saltwater coast. Its southern end is the boundary between Grays Harbor County and Pacific County. From there, it stretches north along the Pacific Coast, through the southern portion of the Salish Sea, including the Strait of Juan de Fuca and Puget Sound—including the shorelines of hundreds of islands—to the Canadian border.

The lands surrounding the shores of Maritime Washington are generally mountainous, with the Olympic Range dominating the Olympic Peninsula in the southwest and the Cascade Range and its massive volcanoes to the east running like a jagged spine along the mainland, at times less than 25 miles from the shoreline. Thousands of rivers and streams—including the prominent Nooksack, Skagit, Snohomish, Puyallup, Nisqually, Quinault, Chehalis, and Columbia Rivers—flow from the mountainous uplands into the Salish Sea and Pacific Ocean. The shorelines of the heritage area are made up of a myriad of bays and fjords, complex estuaries, and interconnected watersheds.

Maritime Washington covers a large and complex region. Its boundaries include the coastal lands of 18 federally recognized Tribes, 13 counties, 32 incorporated cities, and 33 port districts (considered independent government units under Washington State law). Although connected by the nation's largest ferry system, a bustling system of marine travel ways, and an extensive highway network, the region included in the heritage area requires significant travel time to see in its entirety. Recreational boaters and road trippers could spend years of weekends exploring the innumerable harbors, inlets, peninsulas, shores, and communities of western Washington and still be left with new surprises to uncover. While the scale and complexity of the region creates challenges for the heritage area—such as maintaining robust communication and coordination amongst key partners or providing effective wayfinding for visitors—it also provides a setting for extraordinarily rich experiences for visitors and residents alike.

Maritime Washington also includes a diverse range of geographies and developmental patterns. Washington's largest contemporary urban areas have grown from small waterfront settlements, and today more than two-thirds of the state's population live in counties with saltwater shorelines. Alongside large urban cities such as Olympia, Tacoma, Seattle, and Everett,



*Image: San Juan Island. Photo by Ryan Parker.*



## DEFINITIONS

While many of these terms lack exact and uncontested definitions, we'll use them to mean the following for the purposes of Maritime Washington and this Management Plan.

- **Grays Harbor:** A bay on the southwest corner of the Olympic Peninsula that roughly marks the southern edge of the Maritime Washington National Heritage Area.
- **Hood Canal:** Part of Puget Sound, this deep fjord separates the east side of the Olympic Peninsula from the west side of the Kitsap Peninsula.
- **Olympic Peninsula:** A large, boxy landmass surrounded by the Pacific Ocean to the west, the Strait of Juan de Fuca to the north, and separated from the Kitsap Peninsula by Hood Canal to the east., with the Olympic Mountains rising prominently in the interior.
- **Pacific Coast:** The western shoreline of the Olympic Peninsula.
- **Puget Sound:** A complex inlet of the Pacific Ocean that includes all waters south from Admiralty Inlet (the passageway between Port Townsend and Whidbey Island) and Deception Pass (the northern tip of Whidbey Island) to the southern tip of Olympia.
- **Salish Sea:** A name coined in 1988 and adopted by the State of Washington in 2009. The Salish Sea encompasses Puget Sound, the Strait of Juan de Fuca, and the Strait of Georgia.
- **San Juan Islands:** An archipelago of more than 170 islands in Washington State, located between southern Vancouver Island and the American mainland.
- **Strait of Georgia:** The waterway between Vancouver Island and the Canadian mainland.
- **Strait of Juan De Fuca:** The narrow waterway that separates the north shore of the Olympic Peninsula and Vancouver Island. It connects Puget Sound and the Strait of Georgia to the Pacific Ocean.
- **Vancouver Island:** A large Canadian island that lies in the waters west of British Columbia.
- **Whidbey Island:** An approximately 55-mile-long island that lies off the coast of Washington at the northern end of Puget Sound.



*Image: Canoes in front of the Welcoming Pavilion at Swinomish during Canoe Journey 2011. Photo by Erik Mickelson, courtesy of the Swinomish Tribal Archive.*

Maritime Washington also includes many rural areas and small towns, as well as a fully undeveloped shoreline. The surrounding environment soars from glaciated mountain peaks to the depths of the deepest fjords in the continental United States. From rocky headlands and iconic offshore sea stacks, to downtown skyscrapers and major international shipping ports, to working farmlands and sandy island beaches—the heritage area offers true geographic diversity.

These diverse and dynamic natural, cultural, and economic landscapes are united by their shared connection to saltwater. However, due to the region's size and complexity, residents, jurisdictions, and maritime heritage stakeholders often tend to identify with their local landscapes more than the Maritime Washington region as a whole. Part of the challenge of Maritime Washington will be to emphasize the common issues that face western Washington's shoreline communities and model shared stewardship for the region's maritime heritage resources.





Figure: Map of Tribal centers within the Maritime Washington National Heritage Area.

### Native American Tribes with lands in the Maritime Washington National Heritage Area

- |                                |                                       |
|--------------------------------|---------------------------------------|
| 1. Hoh Indian Tribe            | 10. Puyallup Tribe of Indians         |
| 2. Jamestown S’Klallam Tribe   | 11. Quileute Tribe                    |
| 3. Lower Elwha Klallam Tribe   | 12. Quinault Indian Nation            |
| 4. Lummi Nation                | 13. Samish Indian Nation              |
| 5. Makah Tribe                 | 14. Suquamish Tribe                   |
| 6. Muckleshoot Indian Tribe    | 15. Swinomish Indian Tribal Community |
| 7. Nisqually Indian Tribe      | 16. Tulalip Tribes                    |
| 8. Nooksack Indian Tribe       | 17. Squaxin Island Tribe              |
| 9. Port Gamble S’Klallam Tribe | 18. Skokomish Indian Tribe            |

Counties, Cities, and Port Districts within the Maritime Washington National Heritage Area		
COUNTIES	CITIES	PORTS
1. Whatcom	1. Bellingham 2. Blaine	1. Port of Bellingham
2. Skagit	3. Anacortes 4. La Conner	2. Port of Anacortes 3. Port of Skagit
3. Snohomish	5. Everett 6. Mukilteo 7. Edmonds 8. Stanwood	4. Port of Edmonds 5. Port of Everett
4. San Juan	9. Friday Harbor	6. Port of Friday Harbor 7. Port of Lopez 8. Port of Orcas
5. Island	10. Langley 11. Oak Harbor 12. Coupeville	9. Port of Coupeville 10. Port of South Whidbey 11. Port of Mabana
6. King	13. Seattle 14. Shoreline 15. Des Moines	12. Port of Seattle
7. Pierce	16. Steilacoom 17. Gig Harbor 18. Tacoma 19. DuPont	13. Port of Tacoma
8. Thurston	20. Olympia	14. Port of Olympia
9. Mason	21. Shelton	15. Port of Allyn 16. Port of Dewatto 17. Port of Grapeview 18. Port of Hoodspport 19. Port of Shelton

10. Kitsap	22. Bremerton 23. Bainbridge Island 24. Poulsbo 25. Port Orchard	20. Port of Bremerton 21. Port of Brownsville 22. Port of Illahee 23. Port of Indianola 24. Port of Keyport 25. Port of Kingston 26. Port of Manchester 27. Port of Poulsbo 28. Port of Silverdale 29. Port of Tracyton 30. Port of Waterman
11. Jefferson	26. Port Townsend	31. Port of Port Townsend
12. Clallam	27. Port Angeles 28. Sequim	32. Port of Port Angeles
13. Grays Harbor	29. Westport 30. Aberdeen 31. Hoquiam 32. Ocean Shores	33. Port of Grays Harbor



Image: Ferry with views of the Seattle skyline. Photo by Jason Hummel Photography, courtesy of the Washington Tourism Alliance.





Figure: Map of counties and major cities within the Maritime Washington National Heritage Area.

## MARITIME WASHINGTON'S BOUNDARIES

National Heritage Areas recognize and celebrate some of our nation's most significant places. Although the management of heritage areas focuses on interpretive themes that transcend specific locations, they are, at their heart, defined by place. As such, National Heritage Areas are required to have set boundaries. These boundaries help identify the area for visitors and assist the heritage area in identifying resources, partners, projects, and stories that relate to its mission.

The boundaries of the Maritime Washington National Heritage Area were set by its designation legislation in 2019 (see [“Appendix A: Designation Legislation” on page 348](#)). The heritage area includes Washington's saltwater shorelines from the south end of Grays Harbor County, through the Strait of Juan de Fuca and Puget Sound, north to the Canadian border—including the shorelines of many islands. The boundary extends through Seattle's Ship Canal and includes Lake Union; however, it does not include Lake Washington. The boundary includes the area one-quarter mile landward of the shoreline from the mean high tide line. For estuaries, deltas, and river



*Figure: Boundaries of the Maritime Washington National Heritage Area in light blue*

mouths, the intent of the boundary designation is not necessarily to extend into rivers, even if there is an area of tidal flow. Instead, the boundary follows a reasonable line drawn at the junction of the river with the bay, inlet, or other shoreline feature where the river meets the saltwater.

National Heritage Areas do not affect ownership, have any regulatory implications, or impart additional administrative requirements on landowners within their boundaries. Participation in the heritage area is completely voluntary, and local governments, Tribes, organizations, and members of the public can join in as much or as little as they wish.

Many maritime-related resources—such as national, state, local or Tribal park units, public shorelines or beaches; national wildlife refuges; Washington State Department of Natural Resources lands that allow public access; and designated historic districts—fall only partially within the one-quarter-mile boundary. While this Management Plan does not extend that physical boundary as designated in legislation, Maritime Washington will consider the whole resource (rather than the section included within the one-quarter-mile boundary) in its work, including its resource inventory, interpretive frameworks, identification of and collaboration with partners, and general recommendations for protection, enhancement, and interpretation of resources.

Relatedly, any entity that is not technically within the boundary but whose work interprets, enhances, and/or protects maritime resources may elect

to participate in the National Heritage Area as a partner in the Maritime Washington network and will be considered on a case-by-case basis, based on their alignment with Maritime Washington goals and interpretive themes.

A unique feature of Maritime Washington's boundaries are their overlap with the [Mountains to Sound National Heritage Area](#), particularly around the city of Seattle. The Mountains to Sound National Heritage Area's designation and planning processes coincided with those of Maritime Washington, and the two heritage areas share lands, resources, and stories. Both coordinating entities have collaborated throughout the management planning process and will continue to work together to celebrate, maintain, and interpret their shared resources.

Pacific County, the southernmost county of Washington's saltwater shoreline, is not included in the Maritime Washington National Heritage Area. During the process to create Maritime Washington, there was a simultaneous study to designate a [Columbia-Pacific National Heritage Area](#) along the coastal areas of Clatsop and Pacific Counties, also known as the North Beach Peninsula. Stakeholders from Pacific County decided to focus their efforts on the Columbia-Pacific National Heritage Area. Therefore, Pacific County was not included in the final feasibility study for Maritime Washington nor in the resulting legislation that created this heritage area.



# Chapter Two: Directional Guidance



*Image: Browns Point Lighthouse, Tacoma.*



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# Legislative Requirements

In 2019, Congress passed P.L. 116-9, the John Dingell, Jr. Conservation, Management, and Recreation Act—the largest public lands bill in more than a decade. In Title VI, National Heritage Areas Sec. 6001, this Act designated six new National Heritage Areas, including the Maritime Washington National Heritage Area (“Maritime Washington”). The legislation designated the Washington Trust for Historic Preservation as the local coordinating entity and laid out guidelines for the management of these National Heritage Areas.

This legislation also outlined the requirements for this Management Plan. It specified that the planning process should consider the interests of diverse units of government, businesses, organizations, and individuals in the National Heritage Area and should include public meetings regarding the development and implementation of the Management Plan. For detail on how these collaborative requirements were addressed, please see [“Chapter One: Introduction: Management Planning Process” on page 26](#) or [“Appendix C: Detailed Overview of Planning Process” on page 404](#). While the full text of the designation legislation can be found in [“Appendix A: Designation Legislation” on page 348](#), the following chart summarizes the major requirements it sets for Maritime Washington’s Management Plan and shows where and how each is met.

Maritime Washington’s Legislative Requirements	
Legislative Requirement	How This Requirement is Addressed
An integrated and cooperative approach for the protection, enhancement, and interpretation of the natural, cultural, historic, scenic, and recreational resources of the National Heritage Area	This requirement represents the core of the Management Plan’s recommendations. Throughout <a href="#">“Chapter Three: Interpretive Plan” on page 76</a> and <a href="#">“Chapter Seven: Implementation Plan” on page 252</a> , as well as <a href="#">“Chapter Two: Directional Guidance” on page 50</a> (this chapter), this plan outlines a series of goals and strategies to increase collaboration and build a network in support of resource protection, enhancement, and interpretation. The Implementation Plan also includes recommended actions related to specific natural, cultural, historic, scenic, and recreational resources, as described in the “Short Term Actions” section.

Maritime Washington's Legislative Requirements	
Legislative Requirement	How This Requirement is Addressed
The Management Plan shall take into consideration federal, state, local, and Tribal plans and treaty rights	The planning process for Maritime Washington—outlined in <a href="#">“Appendix C: Detailed Overview of Planning Process” on page 404</a> —included extensive meetings and research with federal, state, local, and Tribal representatives to ensure this plan complements and enhances existing or projected plans and respects Tribal treaty rights over land and water. This document (particularly <a href="#">“Chapter Two: Directional Guidance: Partners” on page 63</a> and <a href="#">“Chapter Seven: Implementation Plan: Guiding Principles for Implementation” on page 336</a> ) includes recommendations for future considerations.
An inventory of the resources located in the National Heritage Area	An inventory of resources that help tell Washington's maritime story was compiled with the help of previous surveys, detailed research, and extensive public input. This inventory is included as <a href="#">“Appendix B: Resource Inventory” on page 354</a> . Certain key sites were selected from this inventory as representative of the heritage area's interpretive themes, which can be found in <a href="#">“Chapter Four: Key Sites from Resource Inventory” on page 132</a> .
Comprehensive policies, strategies, and recommendations for conservation, funding, management, and development of the National Heritage Area	<a href="#">“Chapter Two: Directional Guidance” on page 50</a> (this chapter) provides directional guidance for all heritage area policies and strategies. <a href="#">“Chapter Six: Business Plan” on page 218</a> outlines how Maritime Washington will operate including strategies for funding, governance, management, and growth. Additional strategies for conservation of resources can be found throughout <a href="#">“Chapter Seven: Implementation Plan” on page 252</a> .
A description of actions that the federal, state, Tribal, and local governments; private organizations; and individuals have agreed to take to protect the resources of the heritage area	<a href="#">“Chapter Seven: Implementation Plan” on page 252</a> identifies key actions and partners, particularly in the “Commitments” column of the “Implementation Tables” section. Specific actions and commitments are also highlighted throughout the Implementation Plan, with existing contracts or Memoranda of Understanding referenced. <a href="#">“Appendix E: Letters of Support” on page 451</a> also confirm partners' intent to participate in the implementation of the Management Plan's activities. <a href="#">“Chapter Two: Directional Guidance: Partnership Structure” on page 59</a> (this chapter) lays the framework for future collaboration.
A program of implementation for the Management Plan	<a href="#">“Chapter Seven: Implementation Plan” on page 252</a> outlines actions, policies, and performance measures to achieve the goals and strategies included in this Management Plan.

Maritime Washington's Legislative Requirements	
Legislative Requirement	How This Requirement is Addressed
The identification of funding sources	<a href="#">“Chapter Six: Business Plan: Anticipated Expenses, Fundraising Strategies, and Revenue Streams” on page 232</a> includes a detailed description of potential funding sources for Maritime Washington. <a href="#">“Chapter Seven: Implementation Plan” on page 252</a> includes sources of funding for specific recommended strategies/actions—see “Source of Funding” column of the “Implementation Tables” section for a summary.
Recommendations for means by which federal, state, local, and Tribal programs (including the National Park Service) may best be coordinated to carry out this plan	A general framework for coordination with both public and private entities can be found in “Chapter Two: Directional Guidance” (this chapter), under sections on <a href="#">“Partnership Structure” on page 59</a> and <a href="#">“Partners” on page 63</a> . Additional coordination strategies can be found throughout <a href="#">“Chapter Seven: Implementation Plan” on page 252</a> , particularly under “Goal One: Build a Network” and throughout the “Guiding Principles for Implementation” section.
An interpretive plan for the National Heritage Area	A comprehensive framework for sharing the stories of Maritime Washington—including interpretive themes and strategies for interpretation—can be found in <a href="#">“Chapter Three: Interpretive Plan” on page 76</a> .
Recommend policies and strategies for resource management, including the development of intergovernmental and interagency cooperative agreements to protect the resources of the National Heritage Area	Various policies and strategies for the preservation of natural, cultural, scenic, and recreational resources, as well as recommendations for intergovernmental cooperative agreements, can be found throughout <a href="#">“Chapter Seven: Implementation Plan” on page 252</a> , particularly under “Goal Four, Strategy 3: Elevate Maritime Stories in Public Spaces” and “Goal Five: Preserve the Region’s Maritime Identity.” Strategies for partnership development—including partnerships with governments and agencies—can also be found under “Goal One: Build a Network,” as well as in “Chapter Two: Directional Guidance” (this chapter), under sections on <a href="#">“Partnership Structure” on page 59</a> and <a href="#">“Partners” on page 63</a> .

# Vision, Mission, And Values

The vision, mission, and values of Maritime Washington are based on extensive public input. Although built upon plans from the 2010 feasibility study for the National Heritage Area, the future direction of Maritime Washington has been crafted by the ideas, priorities, and visions of today's maritime heritage community.

Using input gathered from public workshops, focus groups, committees, surveys, individual interviews, and other outreach, the Management Plan Steering Committee wrestled with how the heritage area could best serve our communities in their work to protect, enhance, and interpret our state's vibrant maritime resources. How can we increase collaboration between the diverse individuals and organizations that make Washington's maritime heritage so unique? How can we help connect people with our state's shorelines and the cultures along them? How can we raise the visibility of existing organizations, programs, partners, and resources? How can we support and encourage living and vital maritime trades and industries? How can we encourage public accessibility to maritime resources and protection of fragile ecosystems in tandem?

From these fruitful conversations, the planning team charted a course for Maritime Washington. They then met with more maritime stakeholders to test, revise, re-test, and re-revise these priorities, to ensure they accurately address local needs. The following directional guidance will serve as Maritime Washington's "true north" in the implementation of this Management Plan.

## VISION

A vision statement outlines where we are going. It paints a clear, specific, and compelling picture of what the heritage area will look like in 15 years if we are successful in achieving our mission and goals.

Maritime Washington envisions a future in which

- Maritime partners are stronger through increased organizational sustainability, more funding opportunities, stronger cross-sector and cross-regional relationships, broadened networks for sharing ideas and solutions, and increased support for leaders and practitioners.
- Maritime heritage in Washington celebrates and reflects the diverse people, communities, and cultures within it—past, present, and future.
- Residents and visitors alike are more connected to Washington's maritime resources, stories, and spaces through interpretation, physical access, and a strong sense of place/identity.



*Image: Lime Kiln Point State Park, San Juan Island. Photo by Jason Hummel Photography, courtesy of the Washington Tourism Alliance.*

## MISSION

A mission statement describes what we are doing. It is why the organization exists at the most meaningful level. The mission clearly states why the organization does the work that it does, although it does not define how that work will be done.

The Maritime Washington National Heritage Area supports a network that strengthens the maritime community and connects people with the stories, experiences, resources, and cultures of our state's saltwater shores and waterways.

## VALUES

An organization's values represent its moral direction. These guiding principles set the boundaries or parameters within which the organization will operate. Values state what an organization believes in and how its staff and leadership will act.

Maritime Washington commits to being:

- Respectful
- Place-based
- Inclusive
- Collaborative
- Approachable



# Goals

In addition to its vision, mission, and values, Maritime Washington will be guided by five key strategic goals. These goals outline how we will execute the mission to achieve the vision and describe how the work gets done. Each goal is accompanied by its own vision of success, describing how the Maritime Washington region will be different once the goal is achieved.

**Goal One: Build a network** of cross-sector partners dedicated to advancing, honoring, and stewarding Washington’s maritime stories and resources.

Vision of success: There is robust cross-sector relationship building, collaboration, communication, learning, coordinated action, and interconnected identity around maritime heritage and culture in Washington State.

**Goal Two: Provide support and resources** for organizations, communities, and Tribes working to preserve, enhance, and share maritime heritage.

Vision of success: Organizations, communities, and Tribes throughout the heritage area have access to the resources they need to fully engage in maritime heritage work.

**Goal Three: Share diverse stories** and increase visibility of Washington’s maritime heritage, past and present.

Vision of success: Everyone’s maritime histories, cultures, and communities are represented in Maritime Washington’s heritage story. Through the Maritime Washington platform, partners have access to a wide and growing audience for maritime stories.

**Goal Four: Encourage sustainable experiences** of maritime heritage for residents and visitors alike.

Vision of success: Partners, residents, and visitors are engaging with Maritime Washington’s cultural landscapes, heritage sites, activities, and programs in ways that are informed and respectful of responsible visitation and preservation practices.

**Goal Five: Preserve our region’s unique maritime identity**, resources, and lifeways.

Vision of success: Protection of maritime resources, landscapes, and practices is a priority in Washington State, supported by policy, public awareness, and a large, diverse pool of maritime practitioners.

The implementation of this Management Plan is organized around these five goals, each of which is supported by several strategies. Each strategy will be carried out through recommended implementation actions. These are laid out in [“Chapter Seven: Implementation Plan” on page 252](#).

# Key Functions

This Management Plan proposes a wide range of work that Maritime Washington will undertake in pursuit of its mission and goals. This work can be broadly split into three main areas of service by the coordinating entity: partner support, external messaging, and advocacy.

**Partner support:** The heritage area will support maritime organizations and practitioners in their work to celebrate, maintain, and share our water-based cultures and stories. Maritime Washington will develop and connect partners with resources, support capacity building, and facilitate relationship-building between partners.

**External messaging:** The heritage area will serve as an amplifier for Washington's maritime sites and stories. Maritime Washington will centralize and promote information about what to do in the heritage area, facilitate larger platforms for partner content, and highlight stories about our maritime heritage—past and present—to better interpret the area's resources and narratives.

**Advocacy:** The heritage area will advocate at local, state, and federal levels for the preservation of maritime resources, practices, and identity. Additionally, by increasing public awareness of the importance of maritime heritage, Maritime Washington will promote a shared ethic around the protection of western Washington's unique historic, cultural, and natural resources.



Image: Makah Cultural Center, Neah Bay.

# Partnership Structure

All National Heritage Areas are based on the idea of partnership: bringing together a range of Tribes, organizations, businesses, industries, and governments to better protect and share heritage resources and stories. One of the great strengths of the Maritime Washington National Heritage Area is the incredible quality and quantity of potential partners who contribute to Washington State's vibrant maritime heritage and culture.

Through months of interviews, focus groups, public workshops, surveys, and other meetings with key stakeholders, we heard time and again of a strong interest in a robust, collaborative, and supportive network around maritime heritage in Washington State. Stakeholders noted that a good ecosystem of partnerships and relationships is the key to accomplishing their own missions and tackling larger visions for our saltwater shores and waterways. Many individuals and organizations expressed a desire to know more about what was going on, who was doing what, who they might collaborate with, and who they could talk to about new ideas or potential roadblocks. Practitioners of maritime heritage—whether tradesmen in Port Townsend or museum interpreters in Seattle, government officials in Hoquiam or tourism professionals in Blaine—want to collaborate with one another but often lack the time or resources to do so effectively. Nonprofits and private entities noted that navigating partnerships with government agencies and Tribes could be particularly challenging. Throughout these conversations, we identified a need that the heritage area could address: that of relationship-builder.

Maritime Washington will work to rally cross-sector partners around a shared commitment to the stories of our saltwater shores and waterways. The Maritime Washington network will link individual organizations not just with the heritage area but, more importantly, with each other. The heritage area will facilitate the logistics of networking so partners can stay focused on their missions and collaboration. We envision a network in which all partners benefit from increased organizational sustainability, more funding opportunities, stronger cross-sector and cross-regional relationships, and additional support for leaders and practitioners. In this way, the Maritime Washington network will truly raise all boats.

The success of this network will rely both on the types of partners involved and their enthusiastic participation in networking, sharing, learning, and collaborating. To create a network that is vibrant and valuable to its members, the heritage area will establish a set of formal local partners. We will cast a wide net for these partners, welcoming entities from local governments and Tribal nations to tourism agencies, nonprofit organizations, and maritime businesses and industries. There will be clear, specific obligations of partners,



and the heritage area will have clear, specific obligations to partners in return. These expectations will help provide the accountability, commitment, and investment necessary for the network to thrive.

Any organization (private or public, for-profit or nonprofit) whose work is directly related to the protection, enhancement, and interpretation of Maritime Washington resources and is aligned with the Maritime Washington mission is eligible to become a partner of the heritage area. (Please see the following section, “Partners,” for more detail). Individuals are not eligible to become partners, although they may become supporters of the heritage area in other ways (see [“Chapter Six: Business Plan” on page 218](#)). Potential partners will be asked to fill out a short application, agreeing to the expectations of partnerships and explaining how their work is mission-aligned. Maritime Washington staff will review applications for new partners on a rolling basis, meeting with each potential partner to ensure full clarity, transparency, and value in the partnership.

Because relationship building takes time, the Maritime Washington network will ramp up slowly. We will start with a small group of prospective partners, including our Anchor Organizations—the 40 groups from across the region who have facilitated public outreach during the management planning period—to focus on building a strong base and begin to demonstrate value. As the heritage area expands its audience and has more demonstrated success points, we will grow the partner network, reaching out to an increasingly wide circle of potential partners.



*Image: Schooner Zodiac. Photo by Visit Bellingham, courtesy of the Washington Tourism Alliance.*



## EXPECTATIONS OF PARTNERS

- Agree to support the mission and values of the Maritime Washington National Heritage Area
- Maintain good participation within the Maritime Washington network, through attendance at annual meetings and/or workshops, participation in an affinity group, or sharing of heritage area messaging
- Complete annual partner survey
- Identify projects, programming, and activities aligned with the interpretive themes, mission, and goals of Maritime Washington, including reporting on activities and discussion of how Maritime Washington can help support and replicate successful projects
- As opportunities arise, collaborate with Maritime Washington on projects that further the goals and strategies outlined in this Management Plan's Implementation Plan
- Pay a modest annual fee tiered by organization type and size. In order to ensure that budget size is not a barrier to participation, partners who are unable to pay the annual fee can speak with Maritime Washington staff and leadership, who may waive the partnership fee or discuss a mutually satisfactory alternative solution on a case-by-case basis. .

## BENEFITS FOR PARTNERS

Given the wide range of partners the Maritime Washington network will include, a variety of benefits will be offered to ensure different partners have their unique needs met. These benefits include:

- Networking: Access to the contact list and listserv for other partners, facilitated introductions, and network-wide annual meetings
- Education and learning: Regular best practice workshops, facilitated affinity groups focused on partner-defined topics, and discounts on conferences
- Information sharing: Access to partners-only newsletter featuring curated trainings, resources, activities, and funding opportunities
- Promotion: Opportunities for partners to publicize events, programs, job postings, and other accomplishments in public- or partner-facing newsletters and Maritime Washington social media channels, highlighted sites on Maritime Mapper\* (an interactive online map), and preference for curated itineraries and editorial content
- Recognition: Use of the Maritime Washington logo, inclusion on the

Maritime Washington website, and letters of support upon request

- Messaging support: Regularly updated messaging toolkit about regional activities and the option to request site visits from Maritime Washington staff and leadership for technical advice on tying into regional themes and narratives.

\*All Maritime Mapper sites and descriptions must be primarily related to heritage and culture, rather than advertisements. Individual submissions will be evaluated at the discretion of Maritime Washington staff.

## **BENEFITS FOR NON-PARTNERS**

While the Maritime Washington network will provide special support for and camaraderie amongst its official partners, non-partner organizations will also benefit from the heritage area. The heritage area will continue to interpret and promote resources relevant to maritime heritage in Washington State, regardless of the site or organization's status as a partner. Benefits for organizations who are not partners include but are not limited to:

- The ability to apply for subgrants from the Maritime Washington National Heritage Area
- The option to submit sites to the Maritime Mapper (an interactive online map)
- Consideration for itineraries and editorial features
- Access to the public-facing e-newsletter
- Access to the Maritime Washington website, social media, and storytelling content
- Eligibility for awards
- The ability to attend conferences and other public events hosted by Maritime Washington

# Partners

*To date, Maritime Washington has collaborated with a wide range of entities—public and private, for-profit and not-for-profit, large and small—to create the vision for this new heritage area and begin to carry out early actions. As Maritime Washington moves into implementation and begins to build its partner network, the heritage area will continue to seek out and collaborate with diverse partner types across the region. This section recommends a sample of ways in which we can build upon existing relationships and forge new connections with different types of partners—including state, local, and Tribal governments and nongovernmental programs—in order to carry out this Management Plan and protect, celebrate, and share maritime sites and stories.*

## TRIBES

*Examples of potential partners: See [“Native American Tribes with lands in the Maritime Washington National Heritage Area” on page 44.](#)*

Maritime Washington has the privilege to include the lands of 18 federally recognized Tribes and the traditional homelands of many more within its boundaries. Since time immemorial, Native people have cared for and called these shorelines home, and today the first people of this region continue to thrive, adapt, and steward these lands and waters. Tribal stories and resources are critical to interpreting the full and complete picture of maritime heritage in Washington. Many Tribes within the heritage area are interested in sharing these narratives with a wider audience, preserving their maritime heritage resources, collaborating, and educating the public about Tribal history and rights.

Throughout the creation of this Management Plan, Maritime Washington staff and leadership conducted regular outreach to these Tribes and established a Tribal Working Group which advised on all aspects of the plan. Moving forward, Maritime Washington will maintain this Tribal Working Group and make efforts to ensure that Tribal Councils are well informed of the heritage area’s activities and opportunities to get involved. As sovereign nations, Tribes are unique from other heritage area partners and should be treated as such. Tribes, Tribal museums, or other Tribal organizations interested in collaborating may choose to become formal partners of Maritime Washington under the partnership structure (see [“Chapter Two: Directional Guidance: Partnership Structure” on page 59](#)), or they may prefer to partner on individual projects, such as the creation of a Tribal Guide to the Maritime Washington National Heritage Area. For more guidance on partnership with Tribes, see [“Best Practices for Ongoing Collaboration with Tribes” on page 338.](#)



*Image: Schooner Adventuress. Photo by Jan Anderson.*

## NON-GOVERNMENTAL ORGANIZATIONS

Non-governmental organizations include both for-profit and not-for-profit entities. Most have paid staff, clear organizational structures, and identifiable points of contact. Maritime Washington will partner with non-governmental organizations using the formal partnership structure (see [“Chapter Two: Directional Guidance: Partnership Structure” on page 59](#)). The heritage area may also work with non-government organizations on specific implementation projects.

### Heritage and Cultural Organizations

*Examples of potential partners: Northwest Maritime Center, Harbor History Museum, Foss Waterway Seaport*

The heritage area is home to many heritage and cultural organizations whose work centers on or is related to maritime resources, stories, and themes. This group includes arts and culture organizations, historical societies, stewards of historic resources, museums, preservation groups, and others whose work actively engages with community, history, and culture. Many of these organizations have missions and work that are aligned directly with Maritime Washington goals and/or interpretive themes. Many also stand to benefit from the services of the heritage area, such as the subgranting



program, networking benefits, and technical support. Heritage and cultural organizations have played a strong role in the management planning process and moving forward will likely form the core members of the Maritime Washington network. As managers of historic and cultural resources, conduits for public interpretation, and keepers of stories, these groups will also be critical partners for carrying out this Management Plan and for identifying future projects that further implementation strategies. Examples of specific collaborative projects include:

- Maritime Washington will partner with the not-for-profit Northwest Maritime Center in Port Townsend to collaborate on the development of interpretive materials for their new visitor center within the Port Townsend National Historic Landmark District (see [“Goal Three, Strategy 5, Action 3” on page 298](#)).
- Maritime Washington partnered with the not-for-profit Northwest Seaport to facilitate the creation of a National Register nomination for their historic halibut schooner Tordenskjold by a University of Washington preservation graduate student, as a pilot project connecting local post-secondary students with the needs of maritime heritage organizations (see [“Goal Five, Strategy 2, Action 4” on page 319](#)).

## **Environmental Organizations**

*Examples of potential partners: Northwest Straits Foundation, Forterra, county-based Marine Resource Committees*

The environment is the bedrock of Washington’s maritime heritage and the region’s natural resources remain central to current and future maritime activities. Organizations dedicated to the environment and Maritime Washington are aligned in their shared intent to protect the natural resources of the National Heritage Area. Several environmental groups have been involved in the management planning process and have provided insights on how the heritage area can serve organizations such as land trusts, nonprofit organizations, advocacy groups, and scientific research entities. Moving forward, Maritime Washington will continue to work with environmental groups as formal partners (see [“Chapter Two: Directional Guidance: Partnership Structure” on page 59](#)) and support them by increasing visibility, amplifying their priorities and programs, coordinating messaging for the full network around stewardship and sustainable visitation, and building bridges between environmental and heritage organizations to increase regionwide collaboration. Examples of potential collaborative projects include:

- Sharing responsible recreation messaging toolkits from industry leaders, such as the Washington Trails Association or Recreate Responsibly Coalition, with the full Maritime Washington network to increase reach.

- Partnering with environmental advocacy groups like the Northwest Straits Foundation to co-host and promote beach cleanup days.

## **Educational Institutions**

*Examples of potential partners: Salish Sea Sciences, University of Washington historic preservation program, Youth Marine Foundation, Maritime High School*

As a source of both important maritime heritage research and new audiences of future maritime enthusiasts, stewards, and practitioners, educational institutions are also important partners of Maritime Washington, and many have projects whose goals are aligned with the heritage area's strategies around interpretation. This group includes educational organizations at all levels, from youth programs to post-secondary schools. In discussions with these institutions throughout the management planning process, Maritime Washington identified several ways they could provide support, including centralizing maritime-related curricula and field trip opportunities, amplifying new research and stories, and subgranting. Maritime Washington should partner with educational institutions through the formal partnership structure (see [“Chapter Two: Directional Guidance: Partnership Structure” on page 59](#)), as well as via individual projects that contribute to implementation strategies. Examples of specific collaborative projects include:

- Co-host an educational boat tour of Commencement Bay for families in collaboration with Tacoma's Youth Marine Foundation and Foss Waterway Seaport (see [“Goal Four, Strategy 3, Action 1” on page 309](#)).
- Develop a section of the Maritime Washington website centralizing resources for educators (see [“Goal Four, Strategy 1, Action 3” on page 301](#)).

## **Business, Industry, and Economic Development**

*Examples of potential partners: Bremerton Chamber of Commerce, Greater Grays Harbor, Working Waterfront Coalition of Whatcom County, Port Townsend Main Street Program*

Active water-based industry is a critical part of Washington's vibrant modern maritime heritage, and there are many for-profit businesses who are actively perpetuating maritime culture. This is closely aligned with the heritage area's goal to preserve the region's maritime heritage, making chambers of commerce, economic development agencies, Main Street organizations, maritime trades practitioners, and maritime industries good potential partners for Maritime Washington. Many of these groups are looking to inspire the next generation of maritime workers and are aligned with Maritime Washington in their desire to increase public understanding of and appreciation for maritime trades, industries, and working waterfronts. The heritage area can support

these groups by sharing their stories, promoting maritime businesses, and partnering on specific events and programs.

Main Street organizations in particular will be interesting partners for Maritime Washington due to their aligned interests with community building and cultivating sense of place. The Washington Main Street program is managed by the Washington Trust for Historic Preservation (the coordinating entity for Maritime Washington). There are nine designated Main Street communities within the heritage area, including: Downtown Bellingham Partnership, Oak Harbor Main Street Association, Coupeville Historic Waterfront Association, Langley Main Street Association, Port Townsend Main Street Association, Bainbridge Island Downtown Association, Gig Harbor Downtown Waterfront Alliance, Olympia Downtown Association, and Downtown Aberdeen Association. In alignment with the Main Street Four-Point Approach™, Main Street organizations build on the unique attributes of their community—including local maritime heritage—to stimulate economic development in the heart of their downtowns.

Examples of potential collaborative projects with business, industry, and economic development interests include:

- Partnering with a local Main Street organization to develop a self-guided walking tour of their downtown with a maritime lens, utilizing Maritime Washington themes.
- Developing and publicizing a photo series highlighting modern-day working waterfronts throughout the region.

## **Tourism and Recreation**

*Examples of potential partners: Bellingham Whatcom County Tourism, Visit Kitsap Peninsula, Recreational Boaters Association of Washington (RBAW)*

Partnering with tourism and recreation groups—such as destination marketing organizations, tourism operators, and organizations focused on specific types of recreation—is a natural avenue for Maritime Washington to pursue its goal of encouraging sustainable experiences of maritime heritage, as these groups often have similar missions. A number of tourism and recreation groups assisted with management planning, helping to develop ideas around how to best leverage the Maritime Washington designation to market local destinations and coordinate across the region on responsible tourism messaging.

Moving forward, Maritime Washington should partner with these types of organizations via the formal partnership structure or on one-off projects to highlight specific maritime resources, create travel itineraries and collateral, or run marketing campaigns. Local destination marketing organizations in





*Image: Walking Path in Kitsap County. Photo courtesy of Visit Kitsap Peninsula.*

particular (focused on driving tourism to specific regional destinations, such as cities or counties) may be particularly aligned with heritage area goals. Examples include: Bellingham/Whatcom County Tourism, Seattle Southside Regional Tourism Authority, Seattle North Country/Snohomish County Destination Alliance, Travel Tacoma, Visit Seattle, Whidbey and Camano Islands Tourism, Experience Olympia and Beyond, Jefferson County Tourism Coordinating Council, and the San Juan Islands Visitors Bureau.

Tourism and recreation organizations' deep knowledge of local resources and activities will be critical to ensuring that Maritime Washington interprets and protects a wide range of resources within the National Heritage Area. Examples of specific collaborative projects include:

- Partner with local destination marketing organizations and other tourism-focused entities to design, print, and distribute region-specific brochures to highlight local maritime attractions, beginning with pilot project with Visit Kitsap Peninsula (see [“Goal Four, Strategy 2, Action 3” on page 304](#)).
- Collaborate with tourism and recreation groups to regularly curate themed travel itineraries connecting different maritime sites, organized by geography and/or Maritime Washington interpretive themes (see [“Goal Four, Strategy 1, Action 2” on page 300](#)).

## **LOCAL GOVERNMENTS**

With jurisdiction over lands that overlap the National Heritage Area's boundaries, local government entities at all levels will be important partners for Maritime Washington. City, county, and port governments have been engaged in the management planning process through personal invitations, meetings, participation in public workshops, presentations, and more. Often,



these local government entities are interested in protecting, enhancing, and interpreting their own maritime resources and have been eager to work with Maritime Washington on those goals. Maritime Washington will also serve as an important bridge and connector to bring together public and private entities around specific resources or projects.

As Maritime Washington implements this plan, local government entities will be invited to join as formal partners of the Maritime Washington network. Staff and leadership should meet frequently with local governments to identify future collaborative projects that support Maritime Washington's implementation strategies. If partnerships are centered around a specific project, commitment, or resource, Maritime Washington may opt to enter into intergovernmental and interagency cooperative agreements or memorandums of understanding with specific government entities. For further guidance, see [“Best Practices for Ongoing Collaboration with State and Local Governments” on page 341](#). Examples of specific collaborative projects include:

- Serve as a partner to the Port of Port Townsend in the development and implementation of their conceptual preservation plan for their Point Hudson property (see [“Goal Five, Strategy 2, Action 3” on page 318](#)).
- Collaborate with the Seattle Office of the Waterfront and Civic Projects, nonprofit Friends of Waterfront Seattle, and nonprofit HistoryLink to create interpretive materials about the history of Seattle's waterfront (see [“Goal Three, Strategy 3, Action 5” on page 293](#)).

## STATE ENTITIES

There are a number of agencies within the Washington State government whose missions and resources are aligned with Maritime Washington's goals and interpretive frameworks. Many have been coordinated with during the creation of this Management Plan, and Maritime Washington anticipates that they will continue to be close and important partners in its implementation. As with local government entities, state agencies will be encouraged to become formal partners of the Maritime Washington network via the partnership model (see [“Chapter Two: Directional Guidance: Partnership Structure” on page 59](#)). However, if partnerships are centered around a specific project, commitment, or resource, Maritime Washington may opt to enter into intergovernmental and interagency cooperative agreements or memoranda of understanding with specific government entities. The agencies listed below should not be treated as an exhaustive list of future implementation partners, but rather an accounting of initial recommendations for collaboration.

For further guidance, see [“Best Practices for Ongoing Collaboration with State and Local Governments” on page 341](#).

## **Washington State Department of Archaeology and Historic Preservation**

The Department of Archaeology and Historic Preservation (DAHP) is Washington State’s primary agency with knowledge and expertise in historic preservation. They are the home of Washington’s State Historic Preservation Officer (SHPO) and advocate for the preservation of Washington’s irreplaceable historic and cultural resources—significant buildings, structures, sites, objects, and districts—as assets for the future. As such, their mission is well-aligned with the resource protection goals of Maritime Washington. For years, the Washington Trust has maintained a strong working relationship with DAHP, and DAHP was integral to the creation and designation of the Maritime Washington National Heritage Area.

As Maritime Washington implements this plan, staff and leadership will build on this existing relationship and work closely with DAHP to support their [State Historic Preservation Plan for 2021-2026](#), entitled “Inhabiting Our History.” The Maritime Washington National Heritage Area—including the drafting and implementation of this Management Plan—is included in the State Historic Preservation Plan in support of their goal to “invest our energy, expertise, and passion for preservation in the places, people, and organizations where decisions are made that affect our heritage” (page 29).

Maritime Washington will collaborate with DAHP on a regular basis, providing updates on implementation progress and consulting on any projects that affect historical or cultural resources. DAHP may also provide financial support to the heritage area as directed by the state legislature, likely connected to a specific short-term effort, such as a targeted subgranting program. DAHP will serve as an important partner in the identification of bright spots in historic preservation and resource management, which may then be shared widely through the Maritime Washington network.

DAHP will be invited to send a representative to the Maritime Washington Advisory Board and will be encouraged to join as a formal partner of the Maritime Washington network. Maritime Washington and DAHP may also choose to enter into a memorandum of understanding around specific projects or funding allocations.

## **Washington State Historical Society**

The Washington State Historical Society (WSHS) is a non-profit organization recognized in statute as a trustee agency of the State of Washington with enumerated powers. Founded in 1891 and now into its second century of service, WSHS is dedicated to collecting, preserving, and vividly presenting Washington’s rich and storied history. The Historical Society offers a variety of services to researchers, historians, scholars, and lifelong learners, as well as operating the State History Research Center and the Washington State History Museum. As such, their work and mission are well-aligned with many

of Maritime Washington’s goals related to networking, interpretation, and preservation.

WSHS has provided expert guidance and connections throughout the creation of this Management Plan, and Maritime Washington should build upon that relationship moving forward. Due to their strong reputation, statewide network, and interpretive platforms (including the State History Museum), WSHS will be a valuable partner in key implementation strategies like recruiting partners, elevating maritime stories in public places, and advocating for policies and actions that encourage protection of resources. Maritime Washington can promote WSHS maritime-related programs and exhibits, contribute to the development of new interpretive materials, and connect our network to the Historical Society’s suite of technical services and support for heritage organizations and museums.

WSHS will be encouraged to join as a formal partner of the Maritime Washington network, and Maritime Washington will explore the creation of memoranda of understanding with WSHS around specific projects. One initial collaborative project will be the celebration of America’s 250th Anniversary in 2026. WSHS is the lead for Washington’s America250 programming, and Maritime Washington will support their efforts to ensure that maritime heritage has a role in these events and related initiatives.

### **Washington State Parks**

As one of the largest resource managers in the state, Washington State Parks cares for Washington’s most treasured lands, waters, and historic places. State Parks aim to connect all Washingtonians to their diverse natural and cultural heritage and provide memorable recreational and educational experiences that enhance their lives. In addition to their stewardship of natural resources, care and interpretation of historic places are integral parts of their mission—especially because Washington State Parks manages 600 identified historic properties throughout the state.

With 95 public properties within the heritage area, Washington State Parks will be a strong and natural partner for the heritage area moving forward in support of Maritime Washington’s goals to share diverse stories and encourage sustainable experiences. Maritime Washington and State Parks have collaborated throughout the creation of this Management Plan and are committed to exploring new ways to increase interpretation of maritime stories within and related to State Park properties and materials, including virtual, print, event-based, and on-site physical storytelling ([see “Goal Three, Strategy 4, Action 3” on page 296](#)). The heritage area’s storytelling repository, interpretive themes, and collaborative projects—such as the Tribal Guide—could provide rich material for such interpretation. Washington State Parks will be encouraged to join as a formal partner of the

Maritime Washington network and, as specific projects arise, may sign on to memoranda of understanding with Maritime Washington.

### **Washington State Ferries**

Washington State Ferries is a division of the Washington State Department of Transportation that operates the largest ferry system in the country. Ferries have long played an important role in Washington's maritime culture, and continue to serve as an important means of transportation for residents today. With more than 20 million riders per year, Washington State Ferries are a perfect setting to reach a semi-captive audience and increase visibility of maritime heritage for residents and visitors alike.

Throughout the management planning process, it became clear that a partnership between Maritime Washington and Washington State Ferries would be a natural fit. In early discussions, Maritime Washington and Washington State Ferries have committed to exploring options to increase interpretation on ferries—such as in-person volunteer interpreters or static signage on ships—as well as in ferry facilities, such as terminals (see [“Goal Three, Strategy 4, Action 1” on page 295](#)). Moving forward, Maritime Washington staff and leadership will continue discussions with Ferries' Environmental Stewardship and Sustainability Program to determine how this partnership can best benefit both parties and explore the creation of a cooperative agreement or memorandum of understanding.

### **State of Washington Tourism/Washington Tourism Alliance**

State of Washington Tourism (also known as and referenced throughout this plan as the Washington Tourism Alliance or WTA) is the official Destination Marketing Organization (DMO) for the State of Washington. The organization is a 501(c)(6) membership-based nonprofit that was established after the closure of the Washington State Tourism Office in 2011. It is included under the “State Entities” heading in this plan due to its official status as the State's DMO and Washington's lack of a state-led tourism office.

The Washington Tourism Alliance has supported the heritage area as an Anchor Organization and sent a representative to participate in the Branding Working Group. Their mission to market Washington to tourists aligns with Maritime Washington's goals to encourage experiences of our saltwater shores. Moving forward, Maritime Washington staff and leadership should coordinate closely with WTA on the development of promotional materials and marketing campaigns for the heritage area, to align our messaging with theirs. WTA may also prove to be an important bridge to local destination marketing organizations.



# Relationship With Federal Government

National Heritage Areas have a unique relationship with the federal government that may not fit neatly into Maritime Washington's general partnership structure (see [“Chapter Two: Directional Guidance: Partnership Structure” on page 59](#)). Maritime Washington was designated by a federal act, and ongoing federal involvement is pivotal to the long-term success of Maritime Washington. Ongoing communication at multiple levels will be key to a healthy collaborative relationship. Maritime Washington staff and leadership will maintain open and frequent communication with its U.S. senators and Congressional representatives, including regular updates on heritage area activities.

Federal designation of the Maritime Washington National Heritage Area provides national recognition of the importance of this region's natural and cultural landscapes. It also provides direct federal support to the heritage area through the Secretary of the Interior. For purposes of carrying out this Management Plan, the Secretary of the Interior's authorities are detailed in the authorizing legislation (P.L. 116-9, John D. Dingell, Jr. Conservation, Management, and Recreation Act, Title VI, Section 6001), which can be found in [“Appendix A: Designation Legislation” on page 348](#). Among those authorities, acted out through the Washington Trust for Historic Preservation as the local coordinating entity, are the abilities to make grants, enter into cooperative agreements, provide technical assistance, hire and compensate staff, obtain funds and services, contract for goods and services, and undertake activity that furthers the heritage area and this Management Plan. As noted previously, federal designation brings with it no additional regulation on the lands within the heritage area boundaries. Federal funds may not be used to acquire or invest in real property.

Maritime Washington's formal connection to the federal government and the Department of the Interior is through the National Park Service (NPS), which provides technical support, planning, and financial assistance. In the creation of this Management Plan, Maritime Washington received assistance, guidance, and advice from NPS, both through the National Heritage Areas Program Office and from the National Heritage Areas Program Coordinator for Interior Regions 8, 9, 10, 12 (Legacy Pacific West Region). By continuing in close partnership with NPS, Maritime Washington can draw on the assistance and expertise of NPS staff and address challenges that are important to both NPS and the heritage area, such as making programs relevant to new audiences and achieving conservation goals.

The ongoing relationship of Maritime Washington with NPS also makes NPS an important partner in helping to encourage collaboration with



*Image: Point of Arches in Olympic National Park. Photo by Andy Porter, courtesy of the Washington Tourism Alliance.*

other federal agencies. While the heritage area is not a federal agency, it is expected that other federal agencies will (to the extent permitted by their own authorization) coordinate and collaborate with Maritime Washington. The heritage area will endeavor to stay up to date on federal programs and initiatives—both for our own implementation priorities and for the benefit of our partners—and will rely upon NPS to serve as a bridge to other federal agencies, bureaus, and offices, such as the Bureau of Land Management, National Oceanic and Atmospheric Administration, U.S. Fish and Wildlife Service, Department of Commerce, and branches of the United States Armed Forces that operate within the heritage area’s boundaries.

In addition, NPS will be the conduit for federal funding to the National Heritage Area. National Heritage Areas receive annual funding from Congress, and the National Park Service is responsible for allocating and administering that funding to individual heritage areas. Maritime Washington’s funding through NPS must be matched locally on a one-to-one basis. For more detail, see [“Chapter Six: Business Plan” on page 218](#).

NPS also provides a level of oversight and assistance through annual work planning and data tracking. As long as federal funding is provided to Maritime Washington, heritage area staff will develop annual work and financial plans to be reviewed and approved by NPS. These annual plans will identify and enumerate specific projects and activities the heritage area will focus on for

the year, as well as a projected financial plan. Maritime Washington will also compile and submit reporting data on programs and initiatives to NPS at the end of each calendar year.

In addition to overall NPS administration, Maritime Washington is fortunate to include multiple National Park units within its boundaries: [Olympic National Park](#), [San Juan Island National Historical Park](#), [Klondike Gold Rush National Historical Park](#), [Ebey's Landing National Historical Reserve](#), the Bainbridge Island Japanese American Exclusion Memorial (a unit of the Minidoka National Historic Site), and the Wing Luke Museum of the Asian Pacific American Experience affiliated area. Staff from many of these units have assisted in the development of this plan, providing expertise and guidance in planning, interpretation, and other key areas. As Maritime Washington moves into implementation, we will continue to rely on these well-established and exemplary park units for guidance and advice. We will also seek to find areas for collaboration and coordination, as all these park units are home to rich maritime stories and will play a critical role in visitors' experience of the Maritime Washington National Heritage Area.



*Figure: Map of National Park Units in the Maritime Washington National Heritage Area.*



# Chapter Three: Interpretive Plan



*Image: 2019 Wooden Boat Festival, Port Townsend, by Jan J Hein*



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# Introduction

**From time immemorial, humans have settled along the saltwater coasts of what is today Washington State, supported by the rich maritime resources for food, shelter, spiritual inspiration, trade, and transportation to create diverse and complex communities with stories of local, national, and international significance.**

Washington's shorelines have long been cradles for human activity and settlement. Almost anywhere that a boat could be safely harbored, our saltwater coasts have been the sites of constant reinvention and redevelopment. Today, Washington offers a robust, historic, and vibrant maritime heritage and resources to share with residents and visitors alike.

The stories and resources of Washington's saltwater shores are diverse, complex, multi-layered, and constantly evolving. They are told by a wide range of sites and resources, storytellers and story-keepers, institutions and individuals. They are grand epics tracing thousands of years of geological, biological, and human development. They are the individual narratives crafted this morning on working waterfronts, industry and recreational vessels, military bases, Tribal lands, and public parks.



*Image: Lightship 83 Swiftsure at the Historic Ships Wharf in Seattle's South Lake Union.*



These stories are anchored in abundant natural, cultural, historical, and recreational resources and in a vital contemporary maritime culture. Active working waterfronts dot the shoreline from Westport to Whatcom County. Historic wharfs, downtowns, and lighthouses line the coast, while century-old vessels still cruise the waters. Tribal artists continue to carve traditional cedar canoes, passing down knowledge to future generations. The largest ferry system in the country crisscrosses the Salish Sea. Hundreds of parks, festivals, marinas, and wilderness waterfronts offer unparalleled recreational opportunities along the shores.

Honored and respected storytellers record, preserve, repeat, interpret, and share the myriad aspects of our saltwater heritage and character. The tapestry of Washington's maritime heritage is woven with the ribbon of diverse experiences and ongoing significance, where people continue to be connected to the water for their livelihoods and quality of life.

This chapter outlines an interpretive plan for this diverse and complex heritage. It recommends a framework for sharing stories, interpreting resources, and linking together regional narratives and experiences that will serve as a guideline for both the Maritime Washington National Heritage Area ("Maritime Washington") and its partners. The chapter is broken into three parts:

1. A **historical overview** to provide a broad introduction to the stories and resources of this place.
2. A framework of **interpretive themes** through which Maritime Washington will interpret those stories and resources.
3. Recommendations of **interpretive strategies** for how Maritime Washington and its partners can better share this region's unique heritage.

## PURPOSE OF INTERPRETATION

The goal of this interpretive plan is to help create connection to and understanding of the stories, resources, and experiences that make up Washington's maritime heritage. In *Interpreting Our Heritage*, published in 1957, Freeman Tilden defines interpretation as "an educational activity which aims to reveal meaning and relationships through the use of original objects, by firsthand experience, and by illustrative media, rather than simply to communicate factual information." This interpretive plan recommends a framework through which Maritime Washington and its partners can contextualize stories, resources, and experiences to better reveal those meanings, relationships, and connections.

The aim of the Maritime Washington National Heritage Area is not to determine one definitive interpretation of the area's maritime heritage.

Nor does the heritage area purport to compile a comprehensive narrative of maritime history and culture. Rather, Maritime Washington seeks to highlight the many voices of our state’s maritime heritage and cultures, past and present. The heritage area aims to present a range of opinions and perspectives on what “maritime heritage” means for Washington, including interpretations and opinions that may be in conflict. Maritime Washington will not shy away from difficult topics, nor will it indiscriminately celebrate the “progress” of history.

As the region moves towards a more nuanced and multi-faceted understanding of our history, and as we wrestle with how to combat the threats presented by climate and environmental change, Maritime Washington seeks to encourage residents and visitors alike to experience the different perspectives, contested histories, and varied natural, cultural, historic, and recreational resources that make Washington’s maritime region so vibrant and complex.

## **CHALLENGES AND OPPORTUNITIES OF INTERPRETATION**

The geographic expanse, diversity of resources, and multi-faceted history of the Maritime Washington National Heritage Area present unique challenges and opportunities to bring heritage alive for current and future residents and visitors. Covering a vast 3,000 miles of saltwater shoreline, the region encompasses a wide variety of places, peoples, and ways of life—ranging from the skyscrapers of downtown Seattle to the rugged driftwood beaches of the Olympic Coast, from the industrial waterfronts of Grays Harbor and Anacortes to the unique exclave of Point Roberts, from the mainland to the islands, from open sea to quiet inlets. In addition to the sheer length of coastline, we must contend with the fact that much of Washington’s maritime heritage has been, and continues to be, on the water itself—a place that remains inaccessible to many. Furthermore, the shorelines remain some of the most dynamic places in our communities, in demand for nearly every type of land use, including recreational, industrial, commercial, residential, and spiritual.

This complex setting is rich with stories, many of which are rooted in traditions and cultural practices that connect the past to the present and bring the unfamiliar to life for those who experience it: the daily craft of a sailmaker in Port Townsend, the anticipation of shipping out of Blaine with a fishing boat bound for Alaska, the rhythms of Tribal fleets heading out for another crab opening, the routines of military life in Keyport, the shanties sung at a beachside campfire in Ocean Shores, or the magic of watching the sun set over the Olympic Mountains from Seattle’s Alki Beach. Introducing visitors to these intangible resources is both a challenge and an opportunity for fantastic experiential learning.

The existing physical resources—natural, cultural, historic, scenic, and



recreational—within our maritime cultural landscapes are also key elements of the heritage area. However, the resources of the National Heritage Area are constantly at risk from climate change and rising sea levels, demolition and redevelopment, lack of funding for maintenance, poor planning, and other threats. Luckily, hundreds, if not thousands, of Tribes, government entities, businesses, organizations, and individuals are rallying to protect and share the stories of these natural, cultural, historic, scenic, and recreational resources—providing unlimited opportunities for collaborative interpretation.

These physical places and resources are enlivened by the region’s storytellers: museums and interpretive centers, archives, monuments and markers, vessel operators and tour guides, maritime education and activity centers, annual festivals and events, interpreters and teachers, artists and performers. These storytellers make the connection between physical resources and the stories and cultures of our shorelines. The wide variety of storytellers provides fantastic opportunities for multidisciplinary interpretation and storytelling. They also provide a wide variety of perspectives to be grappled with and understood.

Taken together, the combination of compelling narratives, intangible cultural practices, physical resources, and effective storytellers provide those experiencing the Maritime Washington National Heritage Area with unparalleled opportunities to connect with this place.

# Historical Overview

## NATURAL HISTORY

Washington State's saltwater shores have long served as the setting for unique and compelling chapters of our national story. Like all such stories, they begin with the landscape. The shores of western Washington are a complex intermingling of freshwater and saltwater, of land and sea—ranging from driftwood-strewn beaches to steep stone cliffs, from tidal marshes to forested mountainsides sloping directly into deep waters. The shores are bound by basalt and sedimentary marine deposits, outcroppings, and deep intrusions of ocean currents, carving and shaping the landscape.

The underlying geography of the area—including the places known to non-Natives as Puget Sound and the Strait of Juan de Fuca, extending north throughout the Salish Sea—is glacial in origin. At least seven times in the past two million years, ice sheets from Canada stretched southward across coastal Washington. In the most recent of these ice ages 18,000 years ago, known as the Vashon Glaciation, glaciers extended through Canada across present-day Seattle, Tacoma, Olympia, and the entire Salish Sea. The thickness of these ice sheets was immense; as historian David B. Williams notes in his book *Homewaters* (2021), the glacier covering present-day Seattle reached approximately 3,000 feet—the height of five Space Needles.

As these glaciers advanced southward, they carved the landscape into coastal Washington's signature rugged topography of craggy fjords, dramatic ridges



*Image: Ebey's Landing National Historical Reserve, Whidbey Island. Photo by Robert Steelquist.*

and bluffs, scattered islands, and numerous bays, hills, and valleys. When temperatures warmed and the glaciers receded approximately 2,000 years later, large freshwater lakes were filled by the glacial melt, covering most of the lowlands between the Olympic and Cascade Mountains. At the same time, ocean water flowed in from the Strait of Juan de Fuca to fill Puget Sound. Today, thanks to this glacial activity, Puget Sound is the largest fjord system in the continental United States.

Glacial activity also contributed to the region's submarine topography. Puget Sound itself is a deeply gouged glacial trough, averaging 230 feet deep—more than 10 times the average depth of San Francisco Bay or Chesapeake Bay. The Sound is comprised of four deep basins: Hood Canal, west of the Kitsap Peninsula and east of the Olympia Peninsula; Whidbey Basin, between the east side of Whidbey Island and the mainland; South Sound, south of the Tacoma Narrows; and the Main Basin, which is further subdivided into Admiralty Inlet and the Central Basin. These basins are separated by shallower aquatic sills, submerged ridges or barriers that limit the flow of water. These sills can impede the circulation of water through the Salish Sea, reducing its ability to flush out pollution and restore healthy oxygen levels.

In addition to ice, volcanic fire has also shaped the region. The Pacific Ring of Fire spans the length of Washington's coastline in the form of the Cascadia Subduction Zone, located 70 to 100 miles offshore. In the Cascadia Subduction Zone, the oceanic Juan de Fuca lithospheric plate is being pressed toward and beneath the much larger mostly continental North American plate. Friction between these two plates causes earthquakes, tsunamis, and submarine landslides. In fact, the Cascadia Subduction Zone has produced 41 major earthquakes in the last 10,000 years. Even distant activity within the zone can have a sizable impact on Washington: the 1964 Alaskan earthquake, which took place east of Anchorage and measured 9.2 in magnitude, caused a tsunami that was nearly 15 feet high when it reached Washington's shores.

All of this glacial and volcanic activity over thousands of years has resulted in a vibrant Salish Sea ecosystem unlike any other in the country. More than 10,000 rivers and streams—most notably, the Skagit, Stillaguamish, Snohomish, and Nisqually—feed the Puget Sound estuary system. Combined with large quantities of deep water flowing in from the Pacific, these rivers drive a constant exchange of saltwater and freshwater that combines plankton from the ocean with nutrients and sediments from the mountains, resulting in a fantastically productive habitat for diverse plant and animal life.

One of the most iconic species living in this convergence of salt and freshwater is the salmon—important for its critical role in supporting and maintaining ecological health, its cultural significance to local Tribes, and its impacts on the history and economies of the region. The Salish Sea is home to five different salmon species, including Chinook (also known as “king

salmon”), Coho, Chum, Sockeye, and Pink salmon. Salmon support numerous aspects of the Salish Sea’s ecosystem and serve as a major food source for another of the region’s most famous animals: the orca or “killer whale” (particularly the Southern resident ecotype). The waters also support more than 200 species of fish; marine mammals including harbor seals, whales, and porpoises; and numerous types of seaweed, eelgrass, and kelp. Above sea level, the landscape was historically dominated by native coniferous trees: Douglas fir, western red cedar, Sitka spruce, and western hemlock, which could grow to heights of more than 300 hundred feet.

Inextricably linked to the ecosystem and its life forms is, naturally, the climate. The climate of the Puget Sound ecosystem is characterized by winds which typically blow west to east, inland from the Pacific Ocean, bringing mild, moist air to the region throughout much of the year. At the same time, the area’s mountain ranges often serve to block the passage of colder air from the interior of the U.S. The result is a general pattern of wet, mild winters and dry, cool summers. Western Washington has a reputation for rain, but rainfall can vary widely across the region. Some areas, such as the northeastern tip of the Olympic Peninsula and the San Juan Island archipelago, can remain relatively dry due to their location in the rainshadow of the Olympic Mountains. By contrast, the western slopes of the Olympic and Cascade Mountains can receive huge amounts of precipitation during the winter. The Hoh Rain Forest, one of the finest remaining examples of temperate rainforest in the country, located on the western side of Olympic National Park, receives an average of 140 inches of rain each year.

## **NATIVE AMERICAN ORIGINS**

Native memory has explored these complex relationships between land and water since time immemorial. In many of the first peoples’ oldest stories, Puget Sound and the Strait of Juan de Fuca were carved out and connected to the Pacific by the travels of the Transformer (also known as the Creator or the Changer), who shaped the land and the waters. The Transformer then created animals and people, allowing them to shift shape, communicate, and share responsibilities among their villages. Eventually, the Transformer changed all animals and people into the forms they have today. The relationship between human and non-human beings—and between humans and the marine landscape—remained central to the complex and successful Native cultures that developed throughout the region.

One of the heritage area’s most significant archaeological sites, the Manis Mastodon site, revealed fossils of a mastodon buried along the coast of the Strait of Juan de Fuca more than 12,000 years ago. Although inconclusive, potential evidence of a spear tip found in one of the mastodon’s ribs suggests that people and animals were inhabiting the region just as the glacial ice was first retreating northward.



For thousands of years, Native people have flourished along Washington's coastline, developing technologies, cultures, and lifeways that are deeply rooted in and shaped by this unique place. The first peoples of Puget Sound and extending to the mid-Pacific coast are primarily affiliated with the Coast Salish cultural and linguistic group, which also ranges north along both sides of the Georgia Strait into British Columbia.

A variety of Coast Salish (Salishan) languages are found within the area, including Northern and Southern Lushootseed, Twana, Klallam, Quinault, Lower and Upper Chehalis, Straits Salish, and Nooksack. Along the Pacific Coast, the Makah people and language are more closely affiliated with first peoples on the southwest tip of Vancouver Island, British Columbia than the Coast Salish. The Chimakum language group is also prevalent around the Olympic Peninsula, and the Quileute along the Pacific Coast speak their own dialect of the Chimakum language.

The oldest known name for the Puget Sound area is a Lushootseed word, *xʷəlč*, sometimes written in English as "whulge." Often defined as "a stretch of saltwater," *xʷəlč* was used to delineate a relationship to place for the area's Coast Salish people. It defined not only the area but the Coast Salish deep and respectful connections with the sacred landscape.

The ocean, sea, and waterways provided an abundance of food and resources, and Native cultures developed practices and technologies to both care for and live from these rich stores. Salmon weir and net systems, halibut hooks, and even the strategies and technologies to hunt the large baleen whales off the coast were first invented and then refined through generations of attention and improvement. Fish, shellfish, seaweed, marine mammals, and octopus were diet staples. Salmon in particular occupied (and continue to occupy) a



*Image: Swinomish canoe pulls water quality sondes for U.S.G.S. to measure Salish Sea water quality during Canoe Journey, 2008. Courtesy of Swinomish Tribal Archive.*

central location in the Salish diet, culture, and worldview. Tribal communities also created clam gardens to provide a reliable source of shellfish. Shells, furs, baleen, bones, fish skin, and any other usable parts were incorporated into tools, clothing, and art. The inland forests of western red cedar, Sitka spruce, Douglas fir, hemlock, and other plant and animal products that provided the raw materials for canoes and other maritime technologies, from open-sea harpoons to river salmon weirs. Tribes managed this terrestrial landscape, burning prairies to keep them clear for deer hunting and cultivating camas bulbs to supplement the area's rich marine resources.

Before contact with seafaring Europeans and later Euro-American trade and political relationships, Native social organization in the Pacific Northwest was largely oriented around kinship and language communities. Individuals connected to many different villages throughout the Salish Sea by family relation, marriage, canoe travel, trade, and diplomacy. While individual families might retain the right to fish and harvest shellfish or gather seasonal plants such as camas and tiger lily from a specific location, they did not claim exclusive use or ownership of that area. Coast Salish relationships with the land and water were and are centered around stewardship and maintaining productivity, rather than individual ownership.

The abundant salmon runs and other food sources allowed the development of permanent villages and camp sites. Most coastal peoples lived in villages at the edge of the water, and winter structures were mostly plank houses built of cedar. In the spring, summer, and fall, salmon returned to the rivers, berries ripened, upland animals were available for hunting, camas bulbs matured, and travel was easier. During this time, first peoples traveled widely to maintain trade and social relationships, as well as to manage their plentiful harvest. Native people set up traditional summer camps throughout the region, with structures often made of tule mats overlaid on wood frames. They returned to the same seasonal villages and camp sites for many years to gather, hunt, smoke and dry, and steward next year's harvest. In winter, when rain made it uncomfortable to spend time outside and winter storms made canoe travel more difficult, most Native cultures in the region spent time in winter villages with longhouses, indoors, warm, and dry. Winter was the time of story and dance, of culture and art, as Native people practiced spiritual ceremonies, maintaining and renewing the traditions of their community.

In a rugged land where overland travel was frequently difficult, canoe travel offered the most accessible transportation, with large waterways like the Strait of Juan de Fuca serving as major highways and inland streams and rivers acting as smaller side roads into the wooded and mountainous interior. These waterways served as the main source of familial, economic, and cultural connection for many of the area's first inhabitants. Native people masterfully developed technologies and practices for travel on the region's saltwater, with canoes of various shapes and sizes adapted for inland waters and rough open

ocean, short trips and long. Canoe paddles were shaped to slice the water silently and release water smoothly. Sails were often utilized to ease travel across the open water, first made of cedar mats and then of canvas.

Life before the arrival of Europeans was neither simple nor static for the people of Washington's shorelines. Change and conflict occurred as different cultural groups expanded their territories and others were displaced. This region was contested ground: inter-Tribal warfare extended well beyond the shorelines of present-day Washington, and coastal Tribes from as far north as present-day Alaska often raided Coast Salish villages and communities. Tools and practices changed frequently as Native societies developed better technologies to adapt to the unique opportunities and resources of the coast. Many of these innovations—including canoe carving methods, fishing techniques, and aquaculture strategies—can be seen in Washington's maritime landscape today, utilized by both Tribal and non-Tribal communities.

## EURO-AMERICAN EXPLORATION

Contact with European and American explorers, traders, and claims of land ownership permanently changed the character and development of Native American cultures.

Although earlier seafarers or drifters may have landed on the shores of what is now Washington State, the first evidence of continuous relationships with non-Native peoples came with the arrival of Europeans. Over several centuries, European explorers, eager to locate new territorial and trade possibilities, began with a few periodic visits to the Northwest coast and then established the permanent forts, posts, and towns that would become the foundation for Euro-American settlement of the region.

The first sighting of the region's Pacific Coast



*Image: the Lady Washington, a reproduction of an 18th-century Euro-American tall ship owned and operated by the Grays Harbor Historical Seaport.*



by a European was likely on Sir Francis Drake's voyage of 1577 to 1580. Other British and Spanish ships also made voyages along the coast before 1600. One such voyage was a Spanish expedition in search of the fabled Northwest Passage, the much-hoped-for water route connecting the Pacific and Atlantic Oceans across North America. Greek pilot Apostolos Valeriano—better known as Juan de Fuca—told of a voyage north from Acapulco in 1592 during which his group of mariners found a broad inlet of sea extending east from the Pacific Ocean at a latitude between 47 and 48 degrees. Although his account has been contested since nearly its inception, the inlet that Juan de Fuca called the Strait of Anian became well known, enticing centuries of explorers to the Northwest. Later European and American voyagers renamed this waterway, connecting the Pacific and the inland sea, in his honor. This new title did not take into account the words that Native peoples had used to identify this waterway for thousands of years, such as ha·c̓ʔiq tup̓aʔ (“the long salt water”), a name used by the Makah Tribe.

European mariners turned away from the region for more than 150 years, until Spain, England, Russia, and then the newly independent United States began active competition for the far Northwest and its trade resources—primarily sea otter, beaver, and seal fur—in the late 18th and early 19th centuries. Although earlier expeditions may have made landfall in the region, the first well-documented European visit to what became Washington State was by Spanish ships near the end of the 18th century. Concerned by Russian exploration of what is now Alaska and northern Canada, a Spanish ship captained by Juan Perez traveled up the Northwest coast in 1774, making contact with the Quinault Tribe and continuing as far north as Nootka Sound on Vancouver Island.

The British also returned to the region around the same time, with Captain James Cook mapping much of the coast from California to the Bering Strait in 1778. His expedition became responsible for the establishment of the fur trade between the region and China, after Cook and his crew brought sea otter furs to Canton (now Guangzhou) and found them to be highly profitable goods. This discovery coincided with the end of the American Revolution, which had left great numbers of discharged British and American naval veterans looking for work. A competitive rush began from both nations, and the fur trade with China ultimately brought many British and American merchant ships to what became Washington's coastline, accelerating exploration and enhancing competing territorial interests.

These European ships also brought with them diseases like smallpox, measles, and influenza, to devastating effect on the Native people of the area. Evidence indicates that the first outbreak of disease amongst Native Americans in the region was likely as early as the 1770s and that different pandemics swept through communities for almost a century. Later episodes of illness are documented by early non-Native settlers and travelers, like George Vancouver,



and later, Meriwether Lewis and William Clark, who describe entire villages wiped out and abandoned. Estimates of mortality differ widely, but some scholars place the overall death toll as high as 90% of the region's Native American population.

Through the 1790s, both Spain and England continued their exploration of the region, including the British Captain George Vancouver's extensive voyage through Puget Sound. Vancouver is responsible for many of the area's modern geographical names, following the Royal Navy tradition of naming sites in honor of a colleague or patron as a signal of ownership. For example, Vancouver chose the name "Puget Sound" in a nod to his lieutenant Peter Puget. There is no evidence that Vancouver asked or cared what local people called these waterways, such as the Lushootseed xʷálč ("whulge").

This renaming of water and landscape staked a claim of colonial ownership. It also represented a different worldview and relationship to place. While Native names like xʷálč generally describe the physical place and waters, European and American titles—like Puget Sound or Strait of Juan de Fuca—are often named after individuals, prioritizing ownership rather than the physical place itself. This layering of names throughout the region provides fascinating opportunities to explore the long tale of imperialism, colonialism, and Native resilience in Washington State.

## **SETTLEMENT, DISPLACEMENT, AND DEVELOPMENT**

While Spanish and English military and commercial representatives explored the region, creating outposts such as Fort Núñez Gaona at Neah Bay, American capitalists and merchants took advantage of its lucrative trade opportunities, particularly around the fur trade with China and the Pacific Islands. By the early 1800s, the Hudson's Bay Company had expanded into the Pacific Northwest, and the Lewis and Clark expedition had made its way to the West Coast overland. As early as 1824, Hudson's Bay Company explorers traversed the Puget Sound region as they traveled north to explore the Fraser River and locate additional fort sites north of present-day Washington. Fort Nisqually, the first non-Native settlement on Puget Sound, was established by the Hudson's Bay Company as a trading post near present-day DuPont, Washington, in 1833. The Fort's Granary (now a National Historic Landmark) and Factor's House have been preserved and are today included in a reconstruction of the fort and living history museum in Point Defiance Park, Tacoma.

In addition to early communities such as Fort Nisqually, Tumwater, and Olympia that were settled by overland travel, many of the earliest newcomers to Washington's shores arrived by sailing ship. The Hudson's Bay Company brought employees from distant origins—ranging from eastern Canada to the Hawaiian Islands— and many put down roots here in the 1830s. Manuel

Lopes—the first Black man in Seattle whose identity is fully known—was an African from the Cape Verde Islands who arrived in Washington by whaling ship in the mid-1850s. From the late 1840s on, non-Native travelers continued to arrive in the Pacific Northwest and settle along the shorelines, taking advantage of the same conditions that made those sites so attractive for Native American villages and seasonal camps.

Throughout this period, ongoing pandemics continued to decimate Native communities in the region, destabilizing traditional social structures and disrupting Tribal systems of medicine and governance. The arrival of early European fur traders and the Hudson's Bay Company also brought with them new goods—changing coastal Tribes' material culture, economic systems, and labor patterns. The introduction of firearms throughout the region altered the balance of power and reduced the defense capabilities of Native peoples, while intermarriages with new cultures further changed Native social structures. The arrival of missionaries on Puget Sound in 1838 forever altered Native cultural, educational, and spiritual practices.

Early European and American settlers also brought with them a new model of ownership, one based on private claims to land, water, and resources as a source of status and power. While early traders like the Hudson's Bay Company sought cooperation with Tribal entrepreneurs and middlemen in order to facilitate trade, American settlers emphasized homesteading and economic pursuits such as logging, which operated by taking traditional lands from Native Americans. Because they did not see evidence of traditional European agriculture, they did not view the Native American claims to the land and shoreline as rightful or legitimate, despite Tribes' thousands of years of inhabitation and stewardship. Likewise, the newcomers imposed the model of governance with which they were familiar, refusing to recognize any other, and perceived treaty-making as a means of attempted conquest.

Treaties played a critical role in solidifying American governance of the area that became Washington Territory and would become Washington State. A series of agreements in the early 1800s ceded Spain's claims to the region and established joint British and American occupation of the territory between California and the northern tip of Vancouver Island. After much geopolitical maneuvering and heated debate, England ceded its claims to the territory south of the 49th parallel to the United States in 1846, and Washington Territory was created in 1853.

Not until the 1850s would treaties be signed with the region's Native American Tribes. Hurried negotiations, led by Territorial Governor Isaac Stevens, permanently reshaped the relationships of coastal Tribes to the land and sea. With a series of treaties, Tribes ceded their traditional lands to the United States, amidst large imbalances in power and poor translation of the treaties themselves during the treaty councils. In exchange, the Tribes received parcels

of land as reservations on which to live, as well as promises of medicine, money, and education. Significantly, in these treaties, Tribes also reserved their right to fish, gather, collect shellfish, and hunt at their “usual and accustomed grounds and stations.”

Although they were intended as short-term solutions to the “Indian Problem,” these treaties ultimately designated significant portions of western Washington for permanent tribal sovereignty and continue to grant access to critical cultural and natural marine resources, such as shellfish, salmon, and, in the case of the Makah Tribe, whales. These treaties set the stage for continued conflict through the 1800s and then for ongoing Native resistance and resilience. Today, these treaties continue to govern the legal obligations of the United States government with respect to Tribes and remain active, living, and important federal documents in which Tribes reserve their rights and relationships with land and water. Continued conflicts and legal disputes—such as the influential “Boldt Decision” of 1974 (discussed in more depth [on page 99](#))—as well as increasing negative effects on treaty-protected resources caused by industrialization, climate change, extraction, and overuse ensure that the treaties of the 1850s remain a key area to defend Native rights into the present day and beyond.

With Tribal treaties signed—and ownership of the San Juan Islands settled in 1872 after the nearly bloodless Pig War between the United States and Britain—the general outlines of federal control had been resolved from the American point of view. In 1889, Washington became the 42nd state of the United States of America.

These new borders had profound effects on the peoples who had lived on both sides of this line since time immemorial. Since long before the arrival of Europeans, Americans, and state governments, Native American kinship networks and relationships spread throughout the Salish Sea, knit together by common waters, marriage and kinship, fishing, ceremonial activities, festivals, language, and custom. The new U.S.-British (later Canadian) border cut that world in half. Despite forced changes to traditional canoe routes, trade patterns, family associations, and identities, Tribes and First Nations on both sides continue to this day to advocate for the right to travel across the border, protect treaty rights that transcend a man-made line on paper, and participate in cross-border activities.

### **U.S.-Tribal Treaties of the 1850s**

- Treaty of Medicine Creek, 1854
- Treaty of Neah Bay, 1855
- Treaty of Point Elliott, 1855
- Treaty of Point No Point, 1855
- Treaty of Olympia (sometimes referred to as “the Quinault Treaty”), 1856

Cross-border relationships remained important for the new American settlers as well, and early trade established the region as an exporting area—both for international and domestic destinations. The first non-Native settlements along Washington’s shorelines were generally founded to harvest, process, and export the region’s natural resources. A strong economic base was initially built on timber products shipped by sea and marine products including barrel-packed salmon, canned fish, clams, and even live oysters—with more than a million pounds of Olympia oysters shipped annually to San Francisco between 1850 and 1879. The primary export industries also began to support secondary local producers of the goods and services necessary to maintain growing communities. Throughout this growth in industry, newcomers and Native peoples continued to build a new common ground. Tribes entered a new wage-labor economy that supplanted their traditional means of support from water and land, providing traders and explorers with critical guidance and technical training. Native workers also supported trade and transportation for the Hudson’s Bay Company and other exporters, as well as for newly arrived pioneer settlers.

With the growth of shipping traffic, navigation and lifesaving also became increasingly important. The Pacific Coast of the Olympic Peninsula is part of a stretch of coastline extending north to the far tip of Vancouver Island and south to Tillamook Bay in Oregon that is often called the “Graveyard of the Pacific.” Hundreds of vessels were lost here over the years, especially near



*Image: Burrow Island Lighthouse, Skagit County.*



particularly dangerous sites like Grays Harbor and the entry to the Strait of Juan de Fuca at Cape Flattery.

Those on land have worked to ease these treacherous voyages with various methods and technologies. The Cape Flattery Lighthouse was one of the earliest lighthouses in the region and is also illustrative of the effects of the 1850s U.S.-Tribal treaties. Makah representatives, during the treaty negotiations in 1855, described the importance of Tatoosh Island and understood that it would be retained as a part of the Makah Indian Reservation. The Territorial Governor, however, included it as land that was to be ceded to the U.S., and a lighthouse was built on the island in 1857. The Makah people continued to utilize the Island for traditional purposes, and over a century later, in 1984, an act of Congress returned Tatoosh Island to the Makah Indian Tribe. From the 1850s onward, the region was studded with more lighthouses, and the Pacific Coast became home to several lifesaving stations dedicated to assisting vessels in need.

Throughout the region, communities new and old lined the shoreline and were dependent on water access. The uniquely protected shores of Puget Sound, the great fjord system of the Pacific Northwest, offered quiet waters and safety from storms alongside access to the great seaways. Settlement focused primarily on Puget Sound and, to a lesser extent, on the shorelines of the Strait of Juan de Fuca. The more exposed shores of the Pacific Coast remain sparsely settled even today, with the largest communities on Grays Harbor. While the first pioneer settlements on Puget Sound relied on overland connections to Fort Vancouver on the Columbia River, the next wave of settlement was by boat. Often coming north from San Francisco and Portland, or south from British Columbia, new arrivals traveled by schooner or steamer to Port Townsend, where they passed the U.S. Port of Entry and continued on to Seattle or Olympia docks. Then travelers frequently hired Native American guides and canoes to find likely places for homesites or townsites.

A few of the early townsites focused on agricultural development, but most were founded to harvest and export the region's timber or marine resources. Mill towns were established at nearly every deep inlet in Puget Sound and along the Strait. The developing California cities and the mines of the 1849 California Gold Rush had a voracious appetite for timber, and the unique coastal geography of the Sound and Strait made Washington's shoreline the easiest place for harvesting and shipping. Demand for timber and lumber was followed by coal and later iron, shipped to Washington ports from further inland areas. Washington was an exporter of raw materials—making an efficient shipping industry the central component of settlement and development. The town of Steilacoom, founded on an economy of timber export bound for California, became the first incorporated city or town in Washington Territory in 1854, and demand from Portland, San Francisco, and Los Angeles continued to drive the development of Washington's

communities in the latter half of the 19th century.

These industries attracted immigrants from around the world—ranging from Scandinavia to Hawaii, China to Austria, Italy to the Philippines, and beyond. Beginning in the early 1800s, Pacific Islanders, including Native Hawaiians, were often recruited by trading companies to work as sailors, fishermen, and laborers. In the second half of the 19th century, thousands of immigrants moved to what would become Washington State to work in lumber mills, canneries, fishing boats, and railroad construction. Scandinavian immigrants were often attracted by an environment similar to their homelands, bringing with them skills as farmers, fishermen, seamen, and loggers. Many Chinese immigrants were recruited to work on railroad construction or in canneries alongside others from throughout Asia and the Pacific Islands. Later, particularly after the Asian Exclusion Act of 1924 severely curtailed Chinese and Japanese immigration, many Filipinos (exempted from the Exclusion Act due to the Philippines' status as a U.S. Territory) immigrated to work jobs on railroads, canneries, or farms or to study as “pensionados” (scholars).

These waves of immigration came largely by water, with many passing through Port Townsend, a long-time customs station at the entrance to Puget Sound. Docks throughout the region—from Seattle to the San Juan Islands—were ports of embarkation for these new settlers. Some immigrants came as seasonal, short-term workers, but many settled in the region permanently, often along the coastlines. As male workers became secure in their jobs, many brought wives to join them. These immigrants often formed their own towns or ethnic enclaves, such as the Hawaiian village of “Dagotown” on Bainbridge Island or Seattle’s Nihonmachi (Japantown), Chinatown, and Scandinavian settlements in the Ballard neighborhood.

These immigrants were critical to the development of the region and played important parts in their local communities, but many—particularly Asian and Pacific Islander immigrants—faced deep discrimination, including special taxes, prohibitions against owning land, and exclusionary immigration acts. In the 1880s, violent mobs expelled Chinese residents from Tacoma and Seattle. Later, in the 1940s, the Nikkei (people of Japanese descent) of Bainbridge Island were the first in the nation to be forcibly removed from their homes and incarcerated during World War II. Nonetheless, these communities continued to grow, contributing greatly to the development of the region’s culture, labor force, and infrastructure.

In the late 1890s, the Klondike Gold Rush in Alaska and the Yukon Territory further spurred development of Washington’s coastal towns, as “stampeder” passed through the Pacific Northwest in their rush to Skagway, Dyea, and the lure of the goldfields. For the still-young cities along Washington’s shores, and for Seattle in particular, the 1897–1898 gold rush marked an important transition from a community mostly reliant on exporting logs

and lumber to a true city. Seattle provided centralized goods and services for both the stampedeers and, increasingly, the entire region. From 1897 to 1907, about 70,000 would-be miners and other adventurers were outfitted and bought steam or sailing ship tickets in Seattle alone. Soon, population and development in the Seattle area began to boom, with many buildings, neighborhoods, and maritime structures from this period standing until the present day.

Even before Washington was added as a territory, American settlers had looked to a transcontinental rail connection to establish the region as a critical nexus between land and water shipping routes. Washington's first governor, Isaac Stevens, arrived in Washington Territory in 1853 as head of the Northern Railroad Survey for the Secretary of War, surveying routes across the Cascade Mountains to potential ports on Puget Sound. After decades of petitions, proposals, and political jockeying, transcontinental railroads arrived in the region at Tacoma in 1883 and, later, Seattle. Their arrival brought scores of new travelers to the shores of Puget Sound and shifted the role of the region's port facilities from export of local resources to transfer points for the global distribution of trade goods. European exports traveled by ship to East Coast harbors and joined products from the Northeast and Midwest of the United States on trains to a Pacific Northwest port, then by ship to Asia. Asian goods refilled cargo holds for the reverse journey. As this nexus of overland transportation and ocean shipping routes grew, economies of scale supported the development of larger port and mill towns, and many smaller mills closed their doors. Seattle, Tacoma, Everett, Bellingham, Port Angeles, Aberdeen, and Hoquiam developed into busy port cities.

The protected waters of Puget Sound remained critical for local transportation, even as road and rail connections continued to improve in western Washington. From the 1850s to the 1950s, thousands of coastwise steamers swarmed among Puget Sound communities carrying everything that local residents needed and providing much-needed transport to the larger cities around the Sound. This privately-operated "mosquito fleet" covered Puget Sound with hundreds of stops all along the shoreline. For many places, mosquito fleet boats like the Carlisle II (now operating between Bremerton and Port Orchard) and National Historic Landmark Virginia V (now operating out of Seattle) were the only reliable connection to supplies and markets. Passengers often shared the journey with livestock, mail bags, produce, and building materials. The mosquito fleet was largely privately owned and eventually consolidated under a few major lines including the still-extant "Black Ball Line" (Puget Sound Navigation Company). In the 1950s, Washington State purchased most of these routes, ferries, and terminals, creating a public ferry system that is now the largest in the U.S.

During the late 19th and early 20th centuries, the fishing industry also grew and changed. Communities throughout the region were home to small fishing

fleets that worked Puget Sound and the Pacific Ocean. Many immigrants brought with them longstanding fishing traditions and lifestyles from their homelands. Croatian settlers, for example, used their traditional purse seining methods to catch salmon, cod, red snapper, and other fish, settling in areas like Gig Harbor, Anacortes, and Bellingham. Itinerant Scandinavian immigrants were also attracted to the region, moving their small fishing shacks from the Seattle waterfront to the Skagit delta, where they gill-netted the region's legendary salmon runs.

As the relationships between the region and Alaska strengthened and the fishing industry grew in commercial importance, Washington's ports and harbors became home bases for the Alaskan fishing fleet. The annual rhythm of boats leaving for the Alaska season, then returning for rest and repair, became an important part of the regional lifestyle for coastal communities and remains so to the present day. Seafood processing and canning also grew as key industries, with canned salmon and sardines feeding consumers around the world. Native people, who had dried fish for millennia, were some of the first workers hired for new canneries; however, immigrant workers soon made up the vast majority of the labor force. While some were from Europe, most cannery work in the Northwest was done by Asian immigrants—first Chinese, then Japanese, and, increasingly after the 1920s, Filipinos, driving waves of immigration to the area. In the present day, many Hispanic laborers also work in coastal processing plants.

Naval development and shoreline defense also played an important role in the region's maritime heritage and development. The U.S. Navy had long been interested in the strategic importance of Puget Sound. As early as 1841, U.S. Navy ships of the United States Exploring Expedition (led by Charles Wilkes) conducted a survey of western Washington's marine waters. In addition to charting the region, the crew documented the number of Tribal members and their favorability towards American interests, partially to prepare for potential conflict between the U.S. and Britain over land claims. Later, the old Pacific Squadron participated in the Treaty War of 1855–1856. Beginning in 1871, the War Department began making extensive reservations of shoreline to “inaugurate a complete and extensive system of fortifications for Puget Sound.” Coastal observation stations and fortifications were developed throughout the region to protect Puget Sound from attack by water. American coastal fortifications such as Forts Casey, Flagler, Ward, Ebey, and Worden, followed closely the strategic lookout and defensive locations originally identified and used by the Native American inhabitants of the areas. Many of these facilities remain as historic places managed and interpreted as Washington State Parks. Today, the military maintains a strong presence in the region, with major bases in Everett, on Whidbey Island, near Tacoma, and throughout the Kitsap Peninsula in Bangor, Bremerton, Jackson Park, Keyport, and Manchester.





*Image: Puget Sound Naval Shipyard, Bremerton.*

The need for a naval repair facility in the Northwest also led to the founding of the town of Bremerton and the development of the Puget Sound Naval Shipyard in 1891. The Puget Sound Naval Shipyard has continued to serve the American fleet for more than 100 years, repairing five of the six surviving battleships from Pearl Harbor during World War II. Now recognized as a National Historic Landmark, the shipyard is an active, vital part of the military and Washington's local communities in the present day.

Settlers along Washington's coasts wove maritime activities into the daily life of community and commerce. Shipping and travel by boat, harvest from the sea and shoreline, and recreation on the water become integral parts of life. Local residents might take a mosquito fleet boat, Black Ball Line vessel, or public ferry to work at the Puget Sound Naval Shipyard, then go salmon fishing with friends and family on the weekend. Middle-class businessmen from Seattle might spend a month-long vacation with their families at one of the dozens of shoreline cabin resorts, whiling away the days fishing for their dinner. Tugboat captains, marine pilots, crane operators at local ports, Coast Guard and Naval officers, and myriad members of the maritime trades were and are part of each community.

### **CONTEMPORARY MARITIME CULTURE**

For the more than four million people who live within 10 miles of the heritage area's shorelines today, maritime activities and culture are embedded, sometimes subconsciously, into the DNA of everyday life. Throughout the region, many inhabitants treasure a view of water from home or work, soaking in a tranquil seashore or bustling waterway. During a typical afternoon, the interconnected ports, docks, and waterfronts of the heritage area buzz with activity. Ferries crisscross to destinations north, south, east, and west—part of the largest and most-utilized ferry system in the United States. Freighters

dock at the gantry cranes of container piers or the tall towers of grain elevators, commercial fishing boats large and small ply the waters, and cruise ships head outbound to tour Alaska's Inside Passage. Large military vessels cruise the waters, tugs tow barges from near and far, and all through the bustling commercial and passenger traffic, sailboats follow the wind, weaving between the giants. Amidst it all, the same Tribes that have worked these waters since time immemorial continue to travel long-standing routes in traditional cedar canoes and modern vessels.

To the south, the ports of Puget Sound are busy with freight traffic. Small recreational boats out of marinas from Gig Harbor to Kingston explore or crisscross the Sound, searching for fish, challenge, or fun. Boats from the Alaskan fishing fleet, harbored in the protected waters of Seattle's Salmon Bay or other winter anchorage, may be heading north for a salmon or crab season opening. One of the U.S. Navy ships from the Everett Homeport, repaired at Bremerton's Naval Shipyards or part of Whidbey Naval Air Station, departs for a mission far from U.S. waters. In protected bays, shellfish farmers check their oysters, mussels, and clams for harvest, maintaining the tradition of commercial shellfish operations that helped build many seaside communities. Even today, Washington State remains the nation's largest producer of farmed shellfish. On Hood Canal, beachcombers may spot a Trident submarine returning from sea, its massive bulk cutting through the water, sailors on deck in dress uniform, coming home to Naval Base Kitsap-Bangor.

Further north, an Alaska State Ferry loads in Bellingham and prepares for the long voyage north, continuing the centuries-old relationship between Washington and Alaska. Sailboats, yachts, and small craft fill every nook and cranny in the San Juan Islands, some beginning their own journey north through the Inside Passage, one of the world's great recreational boating trips. Thousands gather in Port Townsend for the annual Wooden Boat Festival or in Bellingham for the annual SeaFeast celebrating maritime tradition, craftsmanship, and the seafood bounty of our waters.

During fishing seasons, the Strait of Juan de Fuca is filled with small fishing boats, in search of the perfect place to drop their lines for salmon or halibut. Tribal fleets pull in catches of fish and shellfish to process at plants at Swinomish, Lummi, and other Tribal-owned and -operated plants. Recreational fishing and other maritime tourism abound. Residents picnic on seaside beaches and scenic overlooks. Parasailers dance across waves fronting local beaches. Whale watching tours depart from Anacortes and Bellingham, seeking the magic of spying an iconic orca from a "whale wise" distance. Whether their destination is Port Angeles, Seattle, Tacoma, Everett, Vancouver, or one of the region's smaller ports, big cargo vessels also all use the Strait as the connection from ocean to Sound. The freight traffic is heavy here, and smaller boats keep a wary eye on the shipping lanes, while vessel traffic controllers manage the flow of ships and specially trained local pilots and

tugboats help large vessels navigate the difficult waters of the Salish Sea.

On the outer Coast, tribal fishing vessels operate from Neah Bay, La Push, and the Quinault River. The commercial fishing fleet based in Grays Harbor includes crabbers, shrimpers, long liners, and tuna boats as well as a recreational charter boat fleet. Fish-processing facilities in Westport are regularly in the top 10 nationally for the value of the landed catch. Up the Chehalis River, the Port of Grays Harbor continues to ship traditional wood products alongside new grains, biofuels, cars, trucks, and other stock to and from ports around the world.

Marine industry remains critical to both Washington's economy and culture, contributing billions to the state's economy and employing nearly 70,000 Washingtonians in fields from boatbuilding to commercial fishing to shipping logistics. Shipbuilders craft and repair vessels for use around the world, while longshoremen handle millions of tons of cargo per year. The next generation of craftsmen and marine technicians train at the Northwest School of Wooden Boatbuilding and at community college campuses throughout the region. Students at the Seattle Maritime Academy and Shoreline's Maritime High School train for a wide range of careers at sea—from navigation to shipping to marine biology. A new wave of seamen learns critical survival skills at the Northwest Maritime Academy in Anacortes. Washington inventors continue to patent groundbreaking maritime innovations. New initiatives, such as Washington's Maritime Blue, chart new paths towards sustainable economic growth, ecological health, and thriving communities for the maritime sector. Our maritime past and present have been primarily shaped by the marine economy, and today's industry sets the stage for a continuing vital role for our waterfronts in the future of the state's economic success.

Native American Tribes maintain their continuous connection to the region's marine resources and their maritime traditions. In the 1960s, western Washington Tribes led campaigns to assert their reserved rights, enumerated in the treaties of the 1850s, to fish at "usual and accustomed grounds and stations." This included "fish-ins" on the Puyallup River led by Robert Satiacum and Billy Frank Jr., who defied Washington State attempts to regulate their fishing. It also included legal challenges, as local Tribes sued to block state regulation that violated their reserved treaty rights. In 1974, federal judge George Boldt issued a historic ruling reaffirming the rights of Washington's Tribes to fish in their accustomed places. The "Boldt Decision," which allocates 50% of the annual catch to treaty Tribes, was upheld by subsequent litigation. That court decision also protected Tribes' rights to co-manage and protect critical habitat, thus ensuring the proliferation of fisheries in Washington State.

An important part of Native peoples' maritime connection is the annual Tribal Canoe Journey—an intertribal event that brings together Tribes from throughout the Pacific Northwest and beyond for multi-day canoe trips and



celebrations—that has flourished and grown since the original “Paddle to Seattle” in July 1989. Originally conceived as a way for Tribes to participate in the Washington State Centennial, Canoe Journeys have renewed strong relationships amongst Tribes and are especially valued for the positive impact they have had on younger generations. An additional benefit is the opportunity for thousands of non-Natives to take part in this event and learn more about the first inhabitants of this region.

Tribes continue to work the beaches and the water—harvesting salmon, shellfish, and other marine resources. Tribes have also generously shared cultural values with non-Tribal communities, including some traditional ceremonies like the welcoming of the first returning salmon. These rituals have become opportunities to reaffirm and celebrate the values held in common by Native American cultures and the non-Native cultures that have developed in this shared landscape, values that offer renewal.

Climate change, degradation of ecosystems, and other threats to the environment, however, put Tribal and non-Tribal ways of life at risk. Rising sea levels threaten seaside communities and historic structures. Polluted stormwater runoff poisons the Salish Sea. Irresponsible recreation practices negatively impact wildlife. Near shore and upriver, manmade modifications damage critical breeding grounds for salmon—an iconic natural, cultural,



*Image: Orcas pass by Mount Baker and Stuart Island in the San Juans. Photo by James Mead Maya, courtesy of the San Juan Islands Visitors Bureau.*



and economic resource. These threats impact not just the environment but also the lifeways and resources that depend on healthy ecosystems, such as canoe carving, fishing and shellfishing, recreational boating, and waterfront neighborhoods.

There is a growing recognition that we all must take action to protect the future of this special, irreplaceable intersection of land and water. Collaborative efforts to restore salmon stocks, water quality, and marine habitat emphasize that commercial, cultural, and environmental communities all have a shared interest in the health of the region's marine waters. Throughout Washington's coastal areas, people are working hard to restore and preserve marine wildlife and habitats. Organizations rally around the protection of bull kelp, orca enthusiasts teach boaters how to recreate responsibly, environmental scientists track ocean level rise, and communities come together to clean up their beaches.

As they have for thousands of years, the Pacific Ocean, Salish Sea, Strait of Juan de Fuca, and Puget Sound continue to have a profound influence on the cultures that have grown on their shores. Coastal communities that were founded and developed because of access to water continue to rely on and celebrate their maritime resources and heritage. The common names that now dot maps of the region reflect the multi-layered and contested stories of this place: Salish Sea, Seattle, Grays Harbor, the San Juan Islands, Rosario Strait. Today, there remain many physical reminders of our rich maritime history. Dedicated residents and practitioners from across the region fight to preserve historic sites, vessels, and resources, as well as the intangible practices of maritime trades and culture. Taken together, the physical reminders of our multi-faceted maritime past and continued vibrancy of our contemporary maritime culture are what make Washington State's shorelines such unique, important, and compelling places.

# Interpretive Themes

To assist in the interpretation of this vast, complex, and multi-faceted heritage, Maritime Washington has developed a set of interpretive themes. These themes provide a broad conceptual framework for all aspects of the heritage area's interpretive programming—designed to accommodate and respond to a range of stories, resources, perspectives, and new information as it comes to light.

These concepts will serve as common threads tying together sites and stories from throughout the heritage area. They are a framework and organizational tool for both Maritime Washington and its partners to contextualize individual aspects of our region's heritage and encourage critical thinking about meanings and relationships between sites and narratives. They will support the development of strategies and opportunities to interpret the region's many and diverse maritime resources, stories, and experiences. The interpretive themes are part of Maritime Washington's nationally important story:

**From time immemorial, humans have settled along the saltwater coasts of what is today Washington State, supported by the rich maritime resources for food, shelter, spiritual inspiration, trade, and transportation to create diverse and complex communities with stories of local, national, and international significance.**

Themes include:

1. The natural abundance, dramatic landscapes, and geographic diversity of western Washington's coastal areas have shaped the **people** of this region: nurturing the continuous presence of indigenous cultures, attracting waves of newcomers, and leading to strong, often contested regional identities and relationships with the water.

Related topics: Canoe Cultures, Communities Shaped by Water, Water and Recreation

2. Since time immemorial, Washington's waterways have fostered **movement** and connection, creating complex local networks and a gateway to the world, bringing together people, goods, and ideas in collaboration and in conflict.

Related topics: Voyages of Exploration, Securing Our Shores, Water Highways, Trade and Shipping

3. The richness of Maritime Washington's natural **resources** has long fostered vibrant economies built around the water, but the environment and the lifeways that rely upon it are increasingly at risk.

Related topics: Working Waterfronts, Natural Resources & Human Impacts

Each of these themes speaks to experiences from time immemorial to present day—reflecting the ties that bind past to present. They are also relevant to the entire Maritime Washington region rather than one specific geographic area. The themes are inherently overlapping and interconnected, with most maritime stories and resources touching on more than one. Rather than creating silos around specific resources and narratives, these interrelated themes are meant to provide a structural starting point for interpretation and provoke further thought.

### **Organizational structure: Themes, topics, and subtopics**

To provide further organizational structure to these broad and universal ideas, each theme is broken into two or more topics. Unlike the themes themselves, these topics are generally meant to describe rather than provoke. Topics—which are further broken into subtopics—will help Maritime Washington and its partners clearly organize and communicate how a specific resource or story relates to the larger themes. For example, the Skansie Brothers Net Shed could be related to Theme One: People via its topic “Communities Shaped by Water,” which discusses water-based culture and includes narratives about immigration, or to Theme Three: Resources via its topic “Natural Resources & Human Impacts,” which includes multiple subtopics related to fishing.

Topics and subtopics may also be used to organize interpretive materials in a way that is more easily accessible to visitors and residents, serving as a point of entry to and lens through which to view the larger and more thought-provoking themes. For example, “Securing Our Shores” is a topic nested under Theme Two: Movement. This topic could be used to craft a travel itinerary around the historic forts of the heritage area aimed at military buffs—attracting them with a known topic of interest and inviting them to explore broader ideas of movement, connection, and conflict through the related interpretive theme.

### **Questions for consideration**

Each of these three themes asks us to think more broadly and critically about how individual aspects of our heritage relate to one another. Interpretation of these themes will require audiences to consider the tensions inherent in place-making and understanding of culture and heritage. Woven throughout these themes are questions of definition, meant to provoke and challenge Maritime Washington staff, partners, visitors, and residents alike. In the development of interpretive strategies and materials, Maritime Washington should consider—and invite its audiences to ponder—questions such as:

- **What does “maritime heritage” mean, and who decides?** Nearly all aspects of life in Washington are impacted by and connected to our relationship with the sea—from trade goods to weather to where we live and play. How do we define what counts as “maritime”?

- **What does this place mean to the many people who have lived and worked along its shores?** Maritime Washington is home to many, but it has also been a place of conquest, of refuge, and of fresh starts. It is a place of peace and tranquility, of violence and war, of awe and inspiration, of labor and hardship. How do we hold these many conflicting definitions at once?
- **Who claims ownership of this place?** The lands and waters of Maritime Washington are contested ground, both practically and figuratively. This impacts the way we think, speak, and act about the region, from history books to place names to present-day public policy. How does that impact our understanding of our saltwater shorelines?
- **Who tells the stories of this place?** Hundreds of books, movies, museums, signs, archives, and oral traditions shape our collective consciousness about the Maritime Washington region. Which of these narratives do we hear—and which do we not?
- **What does the future of our shorelines look like?** The Maritime Washington region is an incomparable natural place, but it is under threat from human activity and climate change. Cultural and historical places are also changing, with new technologies and rapid growth impacting the way our communities look and function. How can we protect that which makes this region so special, while accommodating the inevitable changes of time?



*Image: Gondola at the Gig Harbor Waterfront Farmers Market.*



## THEME ONE

**The natural abundance, dramatic landscapes, and geographic diversity of western Washington's coastal areas have shaped the people of this region: nurturing the continuous presence of indigenous cultures, attracting waves of newcomers, and leading to strong, often contested regional identities and relationships with the water.**

### **Topics: Canoe Cultures, Communities Shaped by Water, Water and Recreation**

The shores of western Washington are a complex intermingling of land and water, created by retreating glaciers roughly 17,000 years ago—ranging from driftwood-strewn beaches to steep stone cliffs, from tidal marshes to forested mountainsides sloping directly into the sea. The Pacific Coast, Strait of Juan de Fuca, and uniquely protected shores of Puget Sound have proven to be compelling places for human habitation, with intricate inlets and bays providing both safety and transportation, resource-rich waters and tidal lands offering bountiful harvests for sustenance and trade, and relatively temperate climates creating favorable living conditions. This place has been home to unique water-based societies since time immemorial and continues to foster them today.

For thousands of years, Native people have flourished—and continue to flourish—along Washington's coastlines, developing technologies, cultures, and lifeways that are deeply rooted in and shaped by this place. The same natural environment that nurtured these canoe cultures has also drawn waves upon waves of newcomers to the region. From Euro-American explorers searching for new trading posts to Black men from the American South seeking work as longshoremen, from Chinese, Japanese, and Filipino immigrants arriving by ship to labor in canneries to modern-day outdoor enthusiasts yearning to live by the sea, Washington's shores have long been an attractive place to live.

The people here each have different identities and different relationships with the shorelines—crafting a regional character that both contrasts and melds diverse maritime cultures. Tribal concepts of stewardship have clashed with European ideals of land ownership and resource extraction. Immigrants from across the globe have imported their distinctive ways of fishing and harvesting shellfish and have learned from longstanding Tribal methods as well. Regional boatbuilding reflects traditions from Native canoe carving alongside designs and methods from Croatia to Hawaii, Scandinavia to New England, and beyond. Each culture has brought its own ways of eating, celebrating, and speaking about the water.

Many communities have also been shaped by their history with Washington's shorelines. For some immigrants, the water has been the means of transport

and the shorelines a point of entry to a new life. Others—both immigrant and Native—have viewed the waterfronts as a place of work and labor. The shorelines have frequently been sites of celebration and community but also of conflict, violence, and discrimination. For those who ply them, Washington's waters have served as sources of food and nourishment but also as places of danger and risk.

For many, coastal areas have also provided opportunities for peace, relaxation, and enjoyment. For as long as they have lived in this place, people have taken to the water for the sheer joy of it. Recreation on or near the waterways is a significant aspect of Washington's maritime culture and heritage: from sailboat racing to marshland birdwatching, coastal camping to sport fishing charters, Washington's waters have provided meaning, inspiration, and delight to millions. An interest in and dedication to outdoor recreation amongst the compelling land and waterscapes of the heritage area continue to define the character of the region and draw residents and visitors alike to Washington's shorelines.



*Image: Parasailor at Larrabee State Park. Photo by Jason Hummel Photography, courtesy of the Washington Tourism Alliance.*



*Image: Swinomish paddler Alexis Bob pulls canoe at Stommish Festival, Lummi Reservation, 2009. Photo by Kristy Williams, courtesy of Swinomish Tribal Archive.*

## **TOPIC: CANOE CULTURES**

For thousands of years, Native peoples have continuously developed their cultures on the saltwater shores and waterways of what is now Washington State. The maritime landscape of this region shaped daily practices, seasonal rhythms, technologies, languages, and lifeways as Tribal cultures adapted to the unique challenges and opportunities of this natural environment. Canoes, crafted from cedar trees for a wide range of uses and types of water, served as vehicles for maintaining family and cultural connections, harvesting marine resources, facilitating trade, and transporting people, goods, technologies, and cultures. Canoes also played a key role in the Native American transition from a sustenance to a wage labor economy in the 19th and 20th centuries. These saltwater canoe cultures of the Northwest are unique in the United States.

Like many practical items created for everyday use, canoes, paddles, fishing implements, and other items of maritime material culture have significant cultural importance for the Tribes of Washington's coastal areas. Today, there are many living and vibrant federally recognized Tribes and other Tribal communities within the heritage area. Over the past 30 years, renewed participation in the yearly Tribal Canoe Journey is revitalizing the Pacific Northwest's canoe culture and strengthening bonds between generations of Tribal members.



## SUBTOPICS

- Cultural significance of canoes
- Canoe construction
- Cedar, trees, and forests: Relationship between the forest and the sea
- Types of canoes
- Canoe-based fishing and whaling
- Travel and trade by traditional canoe routes
- Tribal Canoe Journeys

## KEY EXPERIENCES

Those experiencing the heritage area have many opportunities to dive into the past and present of canoe cultures. Many Tribes throughout the region operate museums that are open to the public (see [“Appendix B: Resource Inventory,” page 354](#)) and include canoes, paddles, longhouse replicas, and other important artifacts, as well as detailed interpretative materials. These are fantastic places to learn Native history and culture in the words of Tribal members themselves. Tribal Canoe Journeys—an annual intertribal canoe event that brings together coastal tribes from throughout the Pacific Northwest (including First Nations in Canada) for multi-day canoe trips—is hosted by a different Tribe each year, and landing celebrations are typically open to members of the public. In addition to these large gatherings and events, Tribal websites provide rich information about Tribal history, origin stories, and values. Projects such as the [Coast Salish Place Names of the San Juan Islands website](#), created by Samish Indian Nation, or the Burke Museum’s [Waterlines Project map](#) inform visitors and residents about traditional Native American names for commonly visited places throughout the heritage area.



Image: Suquamish Museum. Photo by Visit Kitsap Peninsula.



## **TOPIC: COMMUNITIES SHAPED BY WATER**

The Maritime Washington National Heritage Area is a place of diverse and intersecting communities that collectively make up a strong regional character. Despite their unique backgrounds and histories, the region's many communities—whether location-based, ethnically affiliated, or brought together by way of life—have all been shaped in some way by their relationship with the sea. The Tribes who have stewarded this land since time immemorial continue to thrive as robust communities and sovereign governments. Throughout the centuries, new waves of immigrants have also made this place their home. Some arrived by sea and others by land. Some newcomers disembarked in uniform from warships; others were smuggled in cargo holds. Some were lured to western Washington by the promise of maritime jobs such as fishing or canning, while others came in hopes of continuing the maritime-based lifeways of their homelands. From Japan or Croatia, the Philippines or Scandinavia, the diverse peoples in this region shape Washington's unique maritime culture.

In turn, maritime activities impact these communities, visible in the historic structures, modern economies, urban fabric, and contemporary waterfronts experienced today. The connection with the sea is also seen in less tangible practices that permeate western Washington: the maritime-influenced slang and terminology, sea shanties and ghost stories, decorating styles and folk heroes. Our waters are a rich, stimulating source of art, music, literature, theater, dance, sculpture—every aspect of the creative arts and humanities. Native artists and storytellers imagined their world, and so have generations of newcomers who followed them, inspired by the saltwater shorelines and waters.

### **SUBTOPICS**

- Living on land, working the sea
- Towns and cities built around the shore
- Modern Tribal communities
- Immigration and points of entry: Arriving to Washington's shores
- Asian American and Pacific Islander communities and maritime labor
- Black diaspora waterfront experiences
- European-American cultures and seafaring traditions
- Maritime life and the arts: Waterways as inspiration



*Image: Learning to steer on Schooner Adventuress.*

## KEY EXPERIENCES

Residents and visitors can experience how modern communities are shaped by maritime traditions by wandering through downtowns like the Port Townsend Main Street and National Historic Landmark District, the Gig Harbor downtown waterfront, and Coupeville's historic waterfront. There are also many National Historic Districts within the heritage area, all of which can provide a peek into communities shaped by water. A few examples include the Central Whidbey Island National Historic District, Irondale's Historic District, the Fairhaven Historic District in Bellingham, Seattle's Chinatown-International District or Pioneer Square, the Olympia Downtown Historic District, Port Angeles' Civic Historic District, and the Steilacoom Historic District. (See [“Appendix B: Resource Inventory” on page 354](#) for additional historic districts within the heritage area).

Numerous museums and historic sites also interpret the stories of the diverse communities within the region. Some, such as the Wing Luke Museum of the Asian Pacific American Experience or the National Nordic Museum in Seattle, focus on specific ethnic groups. Others focus on the diverse cultural influences that have impacted the maritime heritage of a specific place, such as the Island County Historical Museum, Poulsbo Maritime Museum, or Jefferson Museum of Art and History. Yet others, such as the Bigelow House Museum in Olympia, take the lens of a single family to explore larger forces shaping water-based communities. (See [“Chapter Four: Key Sites from Resource Inventory” on page 132](#) for more information on each of these sites).

At the right time of year, members of the public can also participate in annual cultural events, such as the Chief Seattle Fest or Penn Cove Water Festival. Music lovers can also attend regular shanty sings throughout the region, such as those hosted by Northwest Seaport and the Steamer *Virginia V* in Seattle. Similarly, fans of spoken word art can hear the region's unique “fisher poetry” at the annual Fisher Poets gathering on Bellingham Bay.

## **TOPIC: WATER AND RECREATION**

The saltwater shores of the Salish Sea and Pacific Ocean provide much more than a hard day's work for many Washingtonians; they also contribute greatly to the quality of life in the region. Recreation—be it in search of peace or excitement, connection or an escape from it all—is a major avenue through which Washingtonians experience maritime culture and heritage. And Washington's shorelines offer unparalleled options for those experiences.

From massive yachts to one-person kayaks, recreational boating is a favorite pastime for many, with charming seaside towns, waterfront eateries, local yacht and rowing clubs, and nationally recognized marine trails to explore. The heritage area's shores and waters offer hundreds of locations to play, from marine state parks and natural resource conservation areas, to campgrounds and picnic grounds to trails and viewpoints. Washington's shorelines and waters are also popular sites for recreational fishing, clamming, and other opportunities to catch one's next meal.

But with this abundance of activity and opportunity comes the responsibility to practice safe and respectful recreation, both for ourselves and for the environment. Those who call Washington's shorelines home are increasingly aware of recreation's impact on the natural habitat—and related cultural and historical resources—and are looking towards new ways to better steward these lands and waters to ensure humans will be able to find joy and inspiration in these waters for thousands of years to come.

### **SUBTOPICS**

- Quality of life for Washingtonians
- Waterfront parks and beaches
- Recreational fishing and clamming
- Tour boats and cruise ships
- Recreational boating
- Wilderness waterfronts
- Water safety
- Recreating responsibly

### **KEY EXPERIENCES**

Recreational experiences abound along Washington's saltwater shorelines. Those seeking to experience water-based recreation can hop in a kayak, canoe, or other human-powered or wind-driven watercraft to explore water

trails like the Cascadia Marine Trail or Kitsap Peninsula Water Trail—nationally recognized routes for small craft featuring well-developed access and launch points, campgrounds, towns, and other points of interest. Sailors can test their skills exploring myriad inlets and islands or take off for the famed Inside Passage to Alaska, one of the world’s great recreational boating trips. Those without their own vessel can rent one, charter a boat for a day of sport fishing, or take a gentle cruise on one of the many tour boats within the heritage area. Residents and visitors alike can also book a sail on one of the region’s historic wooden ships, including Schooners *Suva*, *Martha*, and *Zodiac*. Young aspiring boaters can participate in educational programming with Sea Scouts, onboard the historic Schooner *Adventuress* (which also offers programs for adults), and other youth-focused maritime programs.

Alongside boating options, hundreds of city, county, state, and national parks—as well as street-end water access points—along the shores offer plenty of locations to get one’s feet wet, wade amongst tide pools, take a swim, or camp on isolated boat-in-only islands (see [“Appendix B: Resource Inventory” on page 354](#) for a selection of public parks within the heritage area). The more adventurous can even catch big waves surfing in Westport and Ocean Shores or scuba dive at an underwater park in Edmonds.

There are also many recreational experiences for those who choose to stay ashore, from marshland birdwatching to beachcombing to scenic drives. The heritage area also offers unique opportunities to experience some of the most rugged waterfront wilderness areas in the country along the isolated Pacific beaches of Olympic National Park. Boaters and landlubbers alike can experience the joy of the maritime community coming together at annual events like the Olympia Harbor Days Festival, Port Townsend Wooden Boat Festival, or Lake Union Wooden Boat Festival. [“Appendix B: Resource Inventory” on page 354](#) includes these and other annual maritime events within the heritage area.



Image: Shipwrights Regatta in Port Townsend, 2021. Photo by Jeremy Johnson.





*Image: Larrabee State Park in Whatcom County. Photo by Jason Hummell Photography, courtesy of the Washington Tourism Alliance.*

## THEME TWO

**Since time immemorial, Washington's waterways have fostered movement and connection, creating complex local networks and a gateway to the world, bringing together people, goods, and ideas in collaboration and in conflict.**

**Topics: Voyages of Exploration, Securing Our Shores, Water Highways, Trade and Shipping**

The waters of Maritime Washington have long been a conduit for movement and connection, and the shoreline is a porous and permeable place. Rather than a dividing wall, the coasts and shores of western Washington are borderlands where peoples and ecosystems intermingle. In the most literal (and littoral) sense, our shorelines are the place where salt- and freshwater converge, with wetlands, river deltas, estuaries, and briny lakes co-mingling their waters along the coast.

From time immemorial, humans have used this interconnection to their advantage. Beginning with canoe travel, inland streams and rivers have served as tributary routes for transportation and travel between the wooded interior and the water highways of the Salish Sea. Over the years, numerous major canals and sloughs have been dug to improve these connections for human use. The shorelines of the heritage area mark the meeting place between land and ocean, freshwater and saltwater, interior and exterior, mountain and sea, whitecap and whitecap.

The waters also link the individual shoreline communities of the region with each other, bringing people closer together in both a practical and socially constructed sense. Tribes have long utilized these waters as a local



*Image: Historic guns at Fort Casey Historical State Park on Whidbey Island. Photo by Robert Steelquist.*

transportation hub connecting complex familial, economic, and cultural networks. Today, the largest ferry system in the nation connects Washington's waters, linking communities that would otherwise be isolated from one another for work, play, and identity. Hundreds of personal and commercial vessels crisscross the waters on a daily basis, knitting the localities of the region tighter together.

While the official boundary of Maritime Washington clings tightly to the shoreline, it is important to recognize that its ports, harbors, and shores also offer linkages that extend around the globe, drawing together the oceans of the world and distant ports of call. Native Americans regularly traveled up the coast of Vancouver Island and through the Strait of Georgia into modern-day Canada in annual canoe journeys covering hundreds of miles to maintain family and trade connections. These journeys have been revitalized in the modern day. As European and American ships began arriving on Washington's shores, they brought with them connections to Seville, London, Cape Horn, Mexico, the Hawaiian archipelago, Canton, and beyond. The stories of the heritage area are both as far-flung as these global trade routes and as intensely local as the idiosyncratic ways that people have adapted to this unique and rugged landscape. Water has been, and remains, the region's connector—joining us with other places near and far.

## TOPIC: VOYAGES OF EXPLORATION

The movement enabled by water has long drawn human beings to navigate and explore the saltwater shores of what is now Washington State. After centuries of Native American travel along the coast via canoe, European tall ships arrived on the shores of the Pacific Northwest, seeking expansion of territory, lucrative trade deals, and the elusive Northwest Passage to China. Spain, Great Britain, and the fledgling United States claimed lands for themselves, sparking international debates over borders and permanently changing the character and development of the region and the fates of its original inhabitants. These voyages of exploration, and many others since, have mapped the waters of the Pacific Ocean, Strait of Juan de Fuca, Puget Sound, and greater Salish Sea with increasing detail and precision, establishing the boundaries for American expansion and settlement. Washington's shorelines soon became the jumping-off point for further global and marine exploration and continue to serve as a base for oceanographic research today.

### SUBTOPICS

- Timeline of Euro-American expeditions
- Initial contact between Euro-Americans and Native Americans
- Competition between seafaring nations
- Early trade with Asia and Pacific Islands
- U.S. expansion
- Gateway to Alaska
- Contemporary ocean exploration and science

### KEY EXPERIENCES

Many museums throughout the region—such as the Steilacoom Historical Museum or Tacoma's Fort Nisqually—explore the Euro-American journeys of exploration along Washington's shores, as well as the complex history of collaboration and conflict those voyages spawned. Wooden tall ships, such as the *Lady Washington*, allow visitors to experience what it might have felt like to explore the shores in those early expeditions. Additionally, numerous memorials, monuments, and interpretive signs mark specific events and narratives along the shores, including the čičmáhn (Cheech-ma-han) Trail in Port Townsend, Fort Núñez Gaona Monument in Neah Bay, or Peace Arch Historical State Park in Blaine. Those interested in modern maritime exploration can take part in numerous citizen science opportunities like marine mammal monitoring and intertidal investigations with the Olympic Coast National Marine Sanctuary, Washington Sea Grant, or one of seven county-based Marine Resources Committees.



## TOPIC: SECURING OUR SHORES

Ease of transportation provided by water has established western Washington as a strategic defense location for thousands of years. Different Tribes developed coastal spotting stations and fortifications throughout the region to protect Puget Sound from attack by water. Later, European explorers, colonists, and Americans also recognized the strategic importance of western Washington—both in its position of strength situated along the Pacific and its vulnerability as the target of potential naval attack. Throughout the 19th and 20th centuries, the U.S. built numerous coastal fortifications and military facilities, often mirroring the strategic locations of Native American defenses. In addition to defensive structures such as forts and camps, ports and boat building facilities were developed to support naval activities in the Pacific. Active military shipyards, bases, and coastal fortifications located within the boundaries of the Maritime Washington National Heritage Area continue to support American fleet activities throughout the world while shaping regional economies and coastal communities.

### SUBTOPICS

- Strategic importance of the Pacific Northwest from time immemorial to present day
- Coastal fortifications
- Development of the U.S. military presence
- Military shipbuilding
- 20th and 21st century conflicts

### KEY EXPERIENCES

Many of Maritime Washington's original coastal fortifications—such as Seattle's Fort Lawton and San Juan Island National Historical Park—are now open to the public as federal, state, or local parks. Many of these decommissioned military installations allow visitors to walk the battlements, examine weaponry, and learn more about U.S. military life and strategies from the Pig War to World War II. Some, like Fort Casey and Fort Worden Historical State Parks, have adapted historic officer housing and barracks to vacation rentals and retreat centers, available to the public for a weekend stay. And many have taken advantage of the setting in which these fortifications are located, often along vistas with commanding views of the water and along stretches of waterfront allowing for access to water-based recreational activity. Many museums throughout the region also interpret the military history of and current role within the region, including several operated by the U.S. Navy. (See [“Chapter Four: Key Sites from Resource Inventory” on page 132](#) for more information on each of these sites).





*Image: Washington State Ferry in Friday Harbor, San Juan Island. Photo by Jason Hummel Photography, courtesy of Washington Tourism Alliance.*

## **TOPIC: WATER HIGHWAYS**

Western Washington's uplands are rugged, mountainous, and difficult to traverse. Consequently, from the region's earliest Native peoples' inhabitation, the easiest and most direct travel routes have been by water. Beginning with canoe routes, the large waterways of Puget Sound and the Strait of Juan de Fuca were the region's largest major highways allowing for movement and connection, with inland streams and rivers acting as tributary routes into the wooded interior.

Travel on these waterways was often treacherous, and European and American explorers suffered numerous shipwrecks as they learned to navigate the Pacific Coast and Salish Sea—often relying on Native Americans for guidance and safe passage. Over the centuries, maritime traffic in the region increased, as did the need for improved navigational aids, emergency assistance, and waterways. Lighthouses, buoys, lifesaving stations, and Coast Guard vessels assisted with hazardous bar crossings and kept ships off the rocks. Even today, these waters remain treacherous and unpredictable.

Civil engineering has forever altered the paths of these water highways, and there are few ports without a history of dredging and filling, bridge building, breakwaters, docks, wharfs, shipways, craneways, and huge canals extending the reach of saltwater inland. Today, the largest ferry fleet in the country crisscrosses these waters, while vessel traffic controllers carefully manage the flow of massive ships traversing these critical transportation routes.

## SUBTOPICS

- Canoe routes
- Native American canoe transport of European settlers
- Mosquito Fleet and the development of ferry travel
- Lighthouses and lightships
- Shipwrecks: The “Graveyard of the Pacific”
- Revenue service to Coast Guard: Lifesaving on the water
- Man-made modifications and civil engineering
- Modern shipping lanes, harbor pilots, and management of water travel

## KEY EXPERIENCES

With the largest ferry system in the country—boasting 21 ferries, 20 different ports of call, and millions of annual passengers—a ride on a Washington State ferry is a quintessential way to experience the water highways of Puget Sound. The *Carlisle II* ferry in Port Orchard and *Virginia V* steamer in Seattle also offer the opportunity to experience the history of the ferry system firsthand on two of the remaining Mosquito Fleet vessels.

Those who prefer to stay ashore can witness the busy water-based travel of Puget Sound and the Strait of Juan de Fuca from any coastal beach or viewpoint in the region, tracking passing vessels using one of the many mobile apps designed for that purpose, such as MarineTraffic or Boat Watch. Maritime Washington is also home to two dozen lighthouses, which represent some of the most iconic and visible symbols of our water highways. Many lighthouses are open to the public within state or local parks and are great locations for a day trip or picnic. Lighthouse enthusiasts even have the option to stay the night in the keeper’s quarters at certain sites. see [“Appendix B: Resource Inventory” on page 354](#) for a full list of lighthouses within the heritage area.

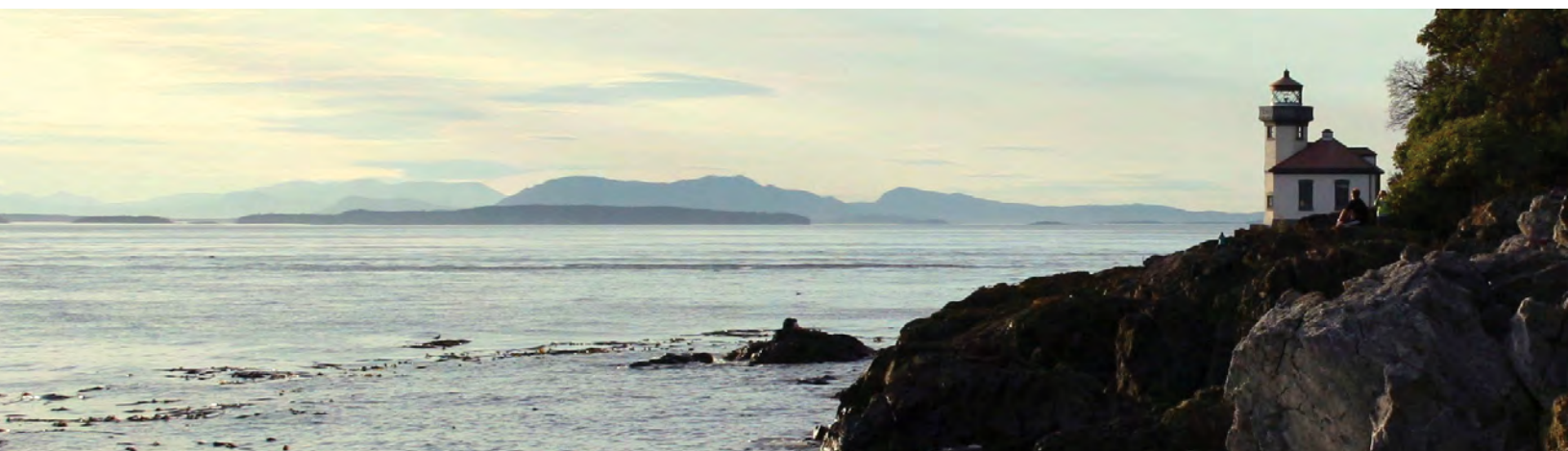


Image: Lime Kiln lighthouse, San Juan Island.

## TOPIC: TRADE AND SHIPPING

Trade has been central to the coastal way of life for thousands of years, and goods are carried by a variety of vessels. Since time immemorial, Native Americans have routinely traveled hundreds of miles by canoe to trade. As the first European and then American mariners arrived, the trade of natural resources—beginning with furs to Asia and soon followed by others such as timber, lumber, coal, and seafood—attracted immense interest and settlement in the area.

Today, the 33 ports of the Maritime Washington National Heritage Area (see [“Counties, Cities, and Port Districts” on page 45](#)) transfer millions of tons of cargo annually. Washington’s ports and the connected maritime economy contribute billions to the state’s economy and employ thousands of the area’s residents. Trade facilitated by these ports continues to supply the country with resources from around the world and to enable the export of U.S. goods to a global market.

### SUBTOPICS

- Geo-strategic position for trade
- Native trading routes and trade goods
- Trade of natural resources, including fur, coal, agricultural products, and lumber
- Arrival of the railroads and development of global markets
- Contemporary ports and international trade

### KEY EXPERIENCES

Throughout the region, visitors and residents can explore the heritage area’s 33 public ports by land or water and enjoy the amenities and activities there such as the adjacent parks, boat-launching facilities, museums, restaurants, and other local businesses. In Seattle, for example, visitors can wander along the waterfront while watching cargo ships cruise and port cranes unload giant shipping containers or hop on an Argosy harbor tour for a closer look. In La Conner, the boardwalk provides views of the Swinomish Channel, which serves as a shipping channel. Historic shipping sites like the Coupeville Wharf allow visitors to interpret the history of trade in the region. Many museums in the region also explore the role of trade, including the Polson Museum in Hoquiam, Seattle’s Klondike Gold Rush National Historical Park, and the Washington State History Museum in Tacoma.

## THEME THREE

**The richness of Maritime Washington’s natural resources has long fostered vibrant economies built around the water, but the environment and the lifeways that rely upon it are increasingly at risk.**

### **Topics: Working Waterfronts, Natural Resources & Human Impacts**

The waters and shorelines of western Washington have been incredibly fertile since time immemorial. Alongside iconic species like salmon and orcas, the Salish Sea’s nutrient-rich waters and Pacific coastline are home to diverse plant and animal life ranging from geoduck and oysters to humpback whales and the Pacific giant octopus. The shores have also offered a cornucopia of natural resources, including some of the richest forests in the country.

These resources have long defined regional economies as working waterfronts have developed along the shorelines to take advantage of both natural abundance and ease of water-based trade. Throughout history, Washington’s shorelines have been home to Tribal villages and fish camps, to mill towns and canneries, to modern shipyards and some of the most specialized boatbuilding facilities in the country.

Working waterfronts and natural resources remain incredibly significant to both our economy and modern maritime culture. However, both the natural resources and industries that rely upon them are increasingly at risk. Climate change, degradation of ecosystems, rising sea levels, irresponsible fishing and recreation, unwise modifications, and pollution (among other threats) negatively impact wildlife, plants, water quality, and other aspects of Washington’s unique coastal environment.

This places not just the ecosystems and industries that rely upon them at risk; it also threatens the cultural practices, historical resources, and recreational activities that are centered upon the shorelines. In short, threats to the environment endanger the future of Washington’s maritime identity and heritage.

Today, there is a growing recognition that we all must take action to protect this special, irreplaceable intersection of land and water. Individuals and organizations throughout the region are increasingly realizing that the effort to preserve our environment—including natural, cultural, historical, recreational, and scenic resources—must be cooperative. Many are turning towards views of holistic stewardship that have characterized regional Tribes’ relationships with the land and water since time immemorial. Nonetheless, the tension between extraction and stewardship, degradation and restoration will remain a critical part of Washington’s maritime story—past, present, and future.



## TOPIC: WORKING WATERFRONTS

Working waterfronts have long developed along Washington's shores. Due to the location of resources and the ease of water-based travel, shorelines have proven to be an effective location for collecting and processing the harvest of the sea and for preparing inland resources like coal and lumber for export. They are also the natural place to build and repair vessels, leading to further growth of facilities along the waterfront and other specialized infrastructure to support the industry, such as tugboats and fireboats (vessels designed to fight shoreline and shipboard fires).

These sites are, first and foremost, places of work and have been the settings for dramatic chapters in American labor history. Today, they remain critical workplaces for thousands of Washingtonians and contribute greatly to the region's economy. More than sites of labor, however, working waterfronts and working vessels are also home to vibrant maritime cultures that are increasingly rare in the U.S. The traditional methods of wooden boatbuilders, the celebrations of a fishing crew after a long season, the slang bandied between coworkers in a shipping yard, the daily rhythms of workers at a Tribal fish-processing facility: these are all unique features of working waterfront culture that make up a critical yet often underappreciated aspect of Washington's maritime heritage.

Although the scale has changed over time, our state's shorelines remain truly working landscapes—critical to Washington's blue economy—with traditional trades practiced alongside new, cutting-edge technologies.



*Image: Shipping containers at the Port of Seattle. Photo by Andy Li.*

## SUBTOPICS

- Tribal villages and fish camps: The first working waterfronts
- Canning, fish packing, and processing the harvest of the sea
- Working waterfronts: Then and now
- Historic and modern-day boatbuilding
- Maritime labor history



Image: Gig Harbor BoatShop.

## KEY EXPERIENCES

The best way for visitors and residents to experience the vibrancy of Washington's working waterfronts is to visit one. For example, visitors to Westport Marina, Seattle's Fishermen's Terminal, or Bellingham's Squalicum Harbor can often watch active vessels at work, while facilities like the Port Townsend Foundry periodically welcome the public to learn about their ongoing work. One can also explore the history of working waterfronts through historic vessels like the *Arthur Foss* tug or Fireboat *Duwamish* in Seattle, preserved mill towns such as the Port Gamble National Historic Landmark District, or museums including the Harbor History Museum in Gig Harbor or Foss Waterway Seaport in Tacoma. Those hoping for a more hands-on experience with maritime trades can take a class at places like the Northwest School of Wooden Boatbuilding, the Northwest Maritime Center, or the Gig Harbor BoatShop.

## **TOPIC: NATURAL RESOURCES AND HUMAN IMPACTS**

Western Washington's natural resources have been a major source of subsistence and trade for all those who have lived along the shores. The nutrients deposited into these waters by mountain-fed rivers, combined with strong tides, create a fertile sea that has been fantastically productive for diverse plant and animal life. Native American inhabitants of the region have long relied on these natural resources for food, fiber, and medicine—and the battle over rights to contemporary fisheries and resources remains a landmark in treaty relations and sovereignty for the region's Tribes to this day. Salmon, oysters, and other seafood were the basis of early settler economies, both for local markets and for export.

The natural resources of the heritage area have built not just economies but communities, with commercial fishing and aquaculture serving as an important way of life for coastal towns. While salmon and orcas are the most iconic species in the region, other marine species—ranging from bull kelp to herring to the distinctive geoduck—also play a major role in the region's way of life. Pacific salmon fisheries, the relationship to Alaska, and Native American whaling traditions are all particularly unique to this region. Modern development and climate change, however, put these critical natural resources at risk. Today, individuals and organizations throughout the region are rallying to restore and preserve the health of our marine ecosystem, which is the foundation of Washington's maritime heritage and cultures.

### **SUBTOPICS**

- Natural history: Strong tides, rivers, snowmelt, flooding, and nutrients
- Native reliance on marine resources and modern treaty rights
- Tribal and European whaling
- Shellfish industry
- Fishing industry and the Alaska fleet
- Subsistence and community-based fishing
- Salmon and orcas: Natural and cultural importance
- Environmental degradation and climate change
- Modern stewardship and efforts to restore healthy ecosystems

### **KEY EXPERIENCES**

No experience of Maritime Washington would be complete without a taste of the region's famous seafood. From seaside shacks to five-star dining,



opportunities abound at innumerable locations to sample local delicacies like Olympia Oysters and Penn Cove Mussels. Opportunities to purchase seafood directly from the source are found by visiting a local seafood market, often locating in marinas or along docks. Bivalve fans can also stop by a local shellfish farm, many of which—such as Taylor Shellfish, Hama Hama Oysters, Drayton Harbor Oyster Company, Blau Oyster Farm, or Buck Bay Shellfish Farm—offer direct sales and dining. For the freshest of all seafood, visitors can fish, or hunt for shellfish like razor clams, mussels, and oysters along certain public beaches. Entire events are dedicated to Washington’s harvest from the sea, including Bellingham’s annual SeaFeast festival and Shelton’s annual Oysterfest—which includes the West Coast championship for oyster shucking.

Those who prefer to see wildlife rather than eat it can visit one of the area’s fantastic aquariums or experience the thrill of spotting a pod of orca whales on boat-based tours from Anacortes, Port Angeles, Friday Harbor, and other locations. Visitors can also explore the natural shoreline ecosystems of the heritage area from one of 95 Washington State Parks (all of which can be found in [“Appendix B: Resource Inventory” on page 354](#)), as well as hundreds of local parks and other public lands. Residents and visitors who want to help preserve Maritime Washington’s remarkable natural resources can participate in shoreline clean-ups, join a community work party, or volunteer with one of the many groups dedicated to restoring healthy ecosystems, such as the Northwest Straits Foundation or one of seven county-based Marine Resource Committees.



*Image: Fresh oysters at Hama Hama Oyster Saloon in Lilliwaup. Photo by Jason Hummel photography, courtesy of the Washington Tourism Alliance.*



# Interpretive Strategies

The key interpretive strategy of the Maritime Washington National Heritage Area will be to act as an amplifier and supporter of community-based storytellers. One of the greatest strengths of Maritime Washington is the fantastic interpretation already ongoing within the area, facilitated by the hundreds of museums and interpretive centers, monuments and markers, vessel operators and tour guides, maritime education and activity centers, annual festivals and events, interpreters and teachers, artists and performers active along our saltwater shores.

Maritime Washington does not aim to duplicate these efforts, nor does it wish to tell any community's stories for them. Instead, the heritage area will strive to elevate, amplify, and cross-promote the stories being told and opportunities offered by our partners, helping them reach wider audiences. Maritime Washington will centralize and curate diverse information, activities, and stories related to our state's maritime heritage and distribute it through a network with a wide range of organizations, industries, individuals, and geographies. To accomplish this, Maritime Washington will create centralized platforms to share maritime stories and experiences, using the interpretive themes to link together multiple sites and narratives. Maritime Washington will also support partners in creating their own interpretive materials that relate to this plan's interpretive framework.

At the same time, Maritime Washington will work collaboratively with organizations, individuals, and communities to tell new stories about their maritime heritage and culture—particularly those stories that are underrepresented in current materials. These storytelling collaborations will be partner-driven, with the heritage area serving as a catalyst to help turn vision and story into public-facing interpretation. The outcomes of these projects will be shared alongside the stories of our partners, contributing to the rich tapestry of maritime heritage interpretation in Washington State.

Maritime Washington's interpretive strategy can be broken into two sections: **content** to be interpreted and **channels** through which to do so. For details on how this strategy will be executed, see the Implementation Plan, particularly [“Goal Two: Provide Support and Resources” on page 280](#) and [“Goal Four: Encourage Sustainable Experiences” on page 299](#).

## CONTENT

Maritime Washington will interpret resources, sites, and experiences with content from three major sources: this Management Plan's Resource Inventory, partner stories, and new storytelling partnerships.

**Resource Inventory:** A primary source for interpretation will be this Management Plan’s [“Appendix B: Resource Inventory” on page 354](#)—particularly those properties featured in [“Chapter Four: Key Sites from Resource Inventory” on page 132](#). These sites will be highlighted on the Maritime Washington website, social media accounts, e-newsletter, in travel itineraries, and in printed collateral materials. Maritime Washington staff and leadership should routinely reach out to the managers of these resources to actively solicit and co-create stories and other interpretive materials. The “key sites” selection will also serve as the basis for the new Maritime Mapper that will live on the website. Over time, the Resource Inventory will be updated and added to based on new relationships and input from the public. For more on the Resource Inventory, see [“Chapter Four: Key Sites from Resource Inventory” on page 132](#).

**Stories from partners:** As noted, there is a true wealth of existing storytelling and maritime experiences within the heritage area. Maritime Washington will work to amplify these stories, sites, and activities through the centralized channels listed above, thereby providing a wider reach and more exposure to partners. Partners will have the opportunity to submit content, events, programs, and other information they would like to see shared. Staff will curate partner-submitted content to ensure it aligns with one or more of the interpretive themes, is of sufficient quality, and is both suitable for and relevant to general audiences. Staff will also help identify additional partner content through regular meetings of the Maritime Washington network and individual meetings or site visits.

**New storytelling partnerships:** To surface new stories of our state’s maritime heritage, Maritime Washington will partner with organizations and individuals to support the development of new storytelling projects. The format and medium of each project will be chosen depending on the specific partnership and the story to be told, ranging from video storytelling and photojournalism to written interviews and short-form articles.

Projects will be largely partner-driven, leaving room for creativity and partner priorities, but will meet the following minimum parameters:

- Projects will be aligned with Maritime Washington mission and values.
- Projects will tell stories relevant to at least one interpretive theme.
- Projects will create content that is shareable and aimed at a general public audience, rather than academic research.

Partners will take the lead on their own storytelling projects, coordinating and developing their own logistics and questions, selecting and interviewing subjects, conducting photography and filming, and other considerations relevant to their specific topic and medium. Maritime Washington will serve



*Image: Ebey's Landing National Historical Reserve, Whidbey Island. Photo by Robert Steelquist.*

as a catalyst to help partners turn their visions into reality, providing support such as: web platforms to host content, connections to mentors, additional collaborators and funders, limited financial and technical support, templates and examples of similar projects, and amplification of produced materials. To ensure that content produced from storytelling projects makes for a high-quality audience experience, staff may assist with editing and curation of final materials.

Staff will identify potential storytelling projects by speaking with members of the Maritime Washington network and regularly publicizing the opportunity to collaborate on communications channels listed above. Staff will work to ensure that storytelling projects represent a range of voices, representing diverse perspectives from the maritime region. Staff will also prioritize projects with the potential for future growth or replication in other geographies of the heritage area, so that these collaborations may serve as pilot sites and examples for our partners who may be interested in similar projects. See [“Chapter Seven: Implementation Plan: Selection Criteria for Future Work” on page 336](#) for more details on project selection.

One example of an early storytelling partnership will be a collaboration with Sea Potential LLC on a video storytelling project with BIPOC (black, indigenous, and people of color) youth in Seattle (see [“Goal Three, Strategy 3, Action 3” on page 292](#)). This project will guide youth through the creation of video interviews with members of their community about their relationships with the waterfront. The resulting short videos will be shared via the channels listed above.

Another storytelling partnership that will be important for early interpretive efforts will be a partnership with HistoryLink to develop stories and materials on the history of Seattle’s waterfront. Final products will likely include a book, digital articles, photography, and a collection of oral histories. (See [“Goal Three, Strategy 3, Action 5” on page 293](#).)

Another potential project to be explored is the creation of a Tribal Guide to the Maritime Washington National Heritage Area. Created with Tribal direction





Image: Washington State Ferry. Photo by Jason Hummel Photography, courtesy of Washington Tourism Alliance.

and collaboration, the guide would feature sites reflecting Tribal maritime history and culture, while identifying traditional place names for common sites. The final product would live digitally on the Maritime Washington website, with content featured frequently on social media accounts and e-newsletters (with the potential for printed materials as well). (See [“Goal Three, Strategy 3, Action 1” on page 290.](#))

All content created from storytelling partnerships will be added to the Maritime Washington website’s “story bank” and, where appropriate, the Maritime Mapper. It will be further amplified via the additional communications channels outlined above.

## CHANNELS

Maritime Washington will interpret the heritage area’s resources, stories, and experiences through a range of communication channels. On channels controlled or “owned” by Maritime Washington (such as the website or social media accounts), the interpretive themes, topics, and subtopics should be used to organize interpretation, inviting audiences to link individual stories or resources to regionwide ideas and narratives. On non-owned channels, such as magazine articles written by journalists or social media accounts operated by partners, Maritime Washington should provide the interpretive framework and encourage the use of the interpretive themes, as well as the inclusion of resources from the Resource Inventory (see [“Appendix B: Resource Inventory” on page 354.](#))

**Website:** Maritime Washington will create a website with information and interpretation about sites, activities, and stories within the heritage area, aimed at locals and visitors who want to experience the heritage area either in person or virtually. It will include several distinct sections, including:

- A section focused on activities that includes a “Maritime Mapper,” an interactive map of the area featuring various maritime-related sites along our shorelines. Sites will be tagged by resource type and associated interpretive themes, so users can filter the map to customize their experience based on their interest.



- A section that will serve as a “story bank” for curated content from partners, alongside new content developed through storytelling partnerships. These stories should be tagged or otherwise organized by interpretive themes.
- Additional sections of the website, aimed at educators and Maritime Washington partners, will be added later.

**Social media:** Maritime Washington will create and maintain robust accounts on social media platforms such as Facebook, Instagram, and YouTube to help share information and interpretation about resources, experiences, and stories from the region. These accounts will feature content from the heritage area website alongside content, events, programs, and stories from Maritime Washington partners.

**Public-facing e-newsletter:** Maritime Washington will create and regularly distribute a public-facing e-newsletter to share stories and interpretation about maritime heritage and information about what’s going on within the heritage area. The newsletter will include featured content and stories from the website as well as partner materials such as upcoming events, spotlight features, and job postings.

**Travel itineraries:** Maritime Washington will regularly create curated travel itineraries organized by interpretive theme, region, and/or mode of travel with the purpose of contextualizing and encouraging visitation to maritime resources. Itineraries will offer a range of experience options, from day trips to week-long adventures in the region, and will be created in collaboration with partners and local destination marketing organizations, as well as the Washington Tourism Alliance as possible—who may also serve as a valuable source of visitor data. These itineraries will be published digitally and shared with regional travel writers and other news outlets.

Examples of itineraries planned for early years include:

- A day-long exploration of “Theme One: People” around Bainbridge Island, featuring the Suquamish Museum and Bainbridge Island Japanese American Exclusion Memorial, among other sites.
- A week-long roadtrip of Tribal museums—such as the Makah Cultural & Research Center and Squaxin Island Tribe Museum, Library, and Research Center—throughout the heritage area focused on “Theme One: People (Canoe Cultures).”
- A family-oriented weekend trip to the Pacific Coast of Grays Harbor, featuring resources such as the Grays Harbor National Wildlife Refuge, Coastal Interpretive Center, numerous Washington State Parks with access to the Seashore Conservation Area, Grays Harbor Lighthouse, and Westport Marina loading/unloading piers and seafood markets.

- An afternoon in Seattle’s South Lake Union Park focused on “Theme Two: Movement,” including a visit to the Museum of History and Industry (MOHAI), an exploration of the vessels on the Historic Ships Wharf, and boat rentals from the Center for Wooden Boats.
- A weekend trip to Bellingham and Blaine exploring “Theme Three: Resources,” featuring oyster farms like Taylor Shellfish and the Drayton Harbor Oyster Company, the Squalicum Harbor dockside market, and Semiahoo Resort.
- A two-day itinerary of Whidbey Island, featuring resources like Ebey’s Landing National Historical Reserve, Fort Casey State Historical Park, the Island County Historical Museum, a cruise on Schooner *Suva*, and plenty of local Penn Cove mussels.

**Printed materials:** Maritime Washington will create limited printed collateral to supplement online materials. Given the sheer volume of fantastic sites, experiences, and stories within the heritage area—and the relative permanence of printed materials—the aim of these materials will be to draw attention, establish context via the interpretive themes, provide orientation with simple maps and descriptions, and then direct readers to visit our online platforms, primarily the website. This collateral will be mostly aimed at residents and visitors already in or near the heritage area, encouraging them to add a maritime-focused experience to their plans.

Maritime Washington will create area-wide materials to begin but will also partner with local destination marketing organizations to create region-specific brochures highlighting local maritime attractions, beginning with a pilot project with Visit Kitsap Peninsula (see [“Goal Four, Strategy 2, Action 3” on page 304](#)).

**Amplification through the Maritime Washington network:** Beyond Maritime Washington’s own communications channels, the heritage area will amplify interpretation of resources, stories, and experiences by facilitating cross-promotion through the Maritime Washington partner network.

One of the strengths of the Maritime Washington partnership model is that it brings together organizations with distinct audiences. We will cast a wide net for partners both in terms of sector—ranging from ports to historical societies to Tribes to educational programs—and geography. Because of this, individual partners will likely have little overlap in their constituents and can find value and new exposure in accessing each other’s audiences. A narrative featured by Maritime Washington about, say, maritime resources within a historical museum in Hoquiam might be of interest to the City of Bellingham, who could in turn share that story with their own distinct networks. Through this type of cross-promotion, Maritime Washington’s interpretive content will reach a far larger audience than just those who visit our website, sign up for our

newsletter, or follow us on social media.

To facilitate this type of amplification, the heritage area will share information and stories with a partners-only e-newsletter, as well as regular meetings of the network. Staff will also create and regularly distribute messaging toolkits including easily copied language and graphics that partners can share via their websites, social media accounts, and newsletters. These toolkits will feature information, stories, resources, and activities throughout the heritage area. In a time where the demand for new and easy content is high, these toolkits will enable partners to spread the word within their own communities, without putting unnecessary burden on their staff.

**Signage and physical interpretation:** Although Maritime Washington does not plan to establish its own signage in the short term, the heritage area should support partners in their development of on-site interpretive materials for their own facilities. Maritime Washington will help interested partners link their own resources to the themes and general interpretive framework through collaboration and consulting on project visioning and design. (Any signage projects supported with federal funding will undergo appropriate compliance measures in coordination with the National Park Service at the time of their subgrant, design, and implementation.)

An early example of this type of project is an ongoing partnership with the Northwest Maritime Center on the development of interpretive materials for a new visitor center within their facilities (see [“Goal Three, Strategy 5, Action 3” on page 298](#)).

**Guidebooks, magazine articles, and other publications:** Maritime Washington will support the development of books, articles, and other publications aimed at interpreting and encouraging the exploration of maritime resources related to the heritage area’s interpretive themes. This support could include consulting and advice, information about resources, connections to local partners, publicity, and, as appropriate, funding via the subgranting program. These channels will likely be opportunistic but can be more readily identified by maintaining close relationships with local journalists, travel writers, and destination marketing organizations.

One early action project of this type has been the support of local author Erich R. Ebel in his development, publication, and promotion of a book entitled *Exploring Maritime Washington*, which includes an area that overlaps with Maritime Washington and highlights many resources from this Management Plan (see [“Goal Four, Strategy 1, Action 5” on page 302](#)).

# Chapter Four: Key Sites from Resource Inventory



*Image: Hamma Hamma Oyster Saloon. Photo by Jason Hummel  
Photography, courtesy of Washington Tourism Alliance.*



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# Introduction

*This chapter provides background on and selections from an inventory of significant natural, cultural, historical, recreational, and scenic resources within the Maritime Washington National Heritage Area (“Maritime Washington”). The full Resource Inventory can be found in [“Appendix B: Resource Inventory” on page 354.](#)*

As part of the management planning process, Maritime Washington was tasked with compiling “an inventory of the resources located in the National Heritage Area; and any other property in the National Heritage Area that is related to the themes of the National Heritage Area; and should be preserved, restored, managed, or maintained because of the significance of the property.” As such, the first and foremost purpose of the Resource Inventory is to take an initial accounting of the resources that make up the Maritime Washington National Heritage Area and contribute to its nationally significant story so that the heritage area may better support their care.

The Resource Inventory builds upon the 2010 feasibility study for the Washington State National Maritime Heritage Area and subsequent survey of maritime assets in the state. Throughout the management planning process, additional resources were identified through research, public workshops, planning team discussions, focus groups, surveys, and many meetings with entities that manage, care for, or otherwise interact with maritime resources. Additional places along our shores were also identified through an interactive online map, known as the “Maritime Mapper,” where members of the public submitted more than 200 individual sites of value to their communities and their maritime narratives. (For more information on public input, see [“Appendix C: Detailed Overview of Planning Process” on page 404.](#))

This extensive public input was reviewed by Maritime Washington staff and leadership to ensure that all resources that made their way into the inventory were both significant and related to the Maritime Washington interpretive themes. Additionally, sites were evaluated for their ability to *speak* to those themes for a public audience. Some properties that were identified through existing surveys or public input are no longer extant, and their sites do not include interpretive materials for visitors. While these locations may be interesting areas for future historical research and documentation, they are not included in this Resource Inventory because they do not currently provide opportunities for visitor engagement; however, they may be added later if this changes. Similarly, sites that are physically inaccessible to most—including hundreds of shipwrecks—may have historical significance and be related to the interpretive themes but are not included in this inventory due to their lack of storytelling capacity at present. Some inaccessible sites, however, were included in the Resource Inventory because of their extreme significance





*Image: Fort Casey Historical State Park on Whidbey Island. Photo by Robert Steelquist.*

and the opportunities members of the public may have to learn about the resource offsite. For example, as an active military facility, the National Historic Landmark Puget Sound Naval Shipyard is not open to the public; however, it was included in the inventory because it is one of the most important maritime military sites in the heritage area, and the nearby Puget Sound Navy Museum provides excellent interpretation of the site.

The resulting Resource Inventory identifies a sample of the physical embodiments of a complex and multi-faceted maritime heritage—past, present, and future. These resources make connections to the region’s maritime story, providing enriching details that make the intangible more concrete for residents and visitors. But they are more than reminders of the past: these resources are also the physical infrastructure that enable our present and future maritime cultures. Celebrating, sharing, and perpetuating our maritime heritage is dependent on the careful stewardship and interpretation of these resources. All of the strategies and recommendations outlined throughout this Management Plan directly or indirectly contribute to the care of these resources: by supporting those who manage or care for them, by fostering greater public appreciation for them through interpretation and experiential learning, by advocating for public policies that support their preservation, or by directly contributing to their management.



Given the size of the National Heritage Area and the breadth of aspects that make up our vibrant maritime heritage, this inventory should not be considered an exhaustive list of resources that speak to our nationally significant story or to Maritime Washington’s interpretive themes. The heritage area does not aim to authoritatively tell the stories of our shorelines, nor does it claim to inventory all maritime sites in the State of Washington. Rather, the list is meant to serve as a starting point for Maritime Washington and its partners when considering strategies for preservation, restoration, management, maintenance, and interpretation of the heritage area.

Due to the official boundaries of the Maritime Washington National Heritage Area, the Resource Inventory and selected key sites include locations within Washington State. However, we recognize these themes and stories spill over political borders, extending into Canada, Oregon, and far beyond. Additionally, themes and stories often overlap with each other—as it is impossible to segment one aspect of heritage (and of life) entirely from another. While the inventory links each resource with one or more primary and secondary themes for the sake of clarity and organization, most speak to all three in some capacity.

Most of the resources in this inventory are owned or managed by a distinct entity, such as the National Park Service or other federal agency, a state or local government entity, a Tribe, a nonprofit organization, a business, or an individual. These resource managers are generally invested in the protection, enhancement, and interpretation of their maritime resources and are therefore



*Image: Squalicum Harbor in Bellingham. Courtesy of Visit Bellingham.*



all potential partners of Maritime Washington. Managers of all resources included in the inventory should be considered as potential partners for the Maritime Washington network, recipients of subgrants or technical support, collaborators for storytelling projects, partners for advocacy efforts, and co-hosts for public events and programs. Depending on the resource manager, Maritime Washington should also consider the development of cooperative agreements to support projects that interpret or preserve multiple resources. For example, Maritime Washington should work with Washington State Parks to determine whether there are longitudinal partnerships that would benefit some or all of their 95 properties within the heritage area—all of which are included in the Resource Inventory (see [“Goal Three, Strategy 4, Action 3” on page 296](#)).

As noted in [“Chapter Three: Interpretive Plan” on page 76](#), this Resource Inventory will also serve as an important source of content for interpretive materials and strategies. Depending on the resource type and goals of the resource manager, these resources could be featured in travel itineraries, highlighted in stories on the Maritime Washington website, included in printed interpretive materials, and more. Maritime Washington may also assist resource managers—and others who care for or about the specific resource—in the creation of their own interpretive materials or programs linking their site to regional narratives and Maritime Washington themes. For more information on how Maritime Washington will support interpretation of these resources, see [“Chapter Three: Interpretive Plan: Interpretive Strategies” on page 125](#).

Because the Resource Inventory is large—including more than 500 sites—this chapter includes a curated selection of resources. These “key sites” are meant to provide a sample of the diversity of resources within the inventory and to serve as a starting point for Maritime Washington interpretation, projects, and partnerships. These key sites will also make up the initial selection of resources for the new website’s interactive map. Key sites were selected from the Resource Inventory through many conversations (and lively debates) with the Maritime Washington staff, planning team, and Anchor Organizations. Questions considered throughout the selection process included:

- Does this resource speak to at least one of Maritime Washington’s interpretive themes?
- Is it significant to regional maritime identity?
- Is it important to its community—be that geographically, culturally, or professionally defined?
- Does it offer opportunities for public interaction and engagement?
- Holistically, do the key sites represent the diverse geographies, resource types, and cultures of Maritime Washington?

The list of key sites and overall Resource Inventory, like this Management Plan, are meant to serve as living documents. The Maritime Washington website should include opportunities for the public to submit new sites, and Maritime Washington staff should add new properties to the list as they learn of them through partners, site visits, and additional research.

Maritime Washington staff and leadership should also use the Resource Inventory to consider who is *not* represented in current maritime sites. Which narratives and communities are not reflected in this list? Whose stories are not being told by the existing resources of the heritage area? How can we help surface, interpret, and protect those resources as well? In this way, the Resource Inventory can be used as a tool to identify, interpret, and protect both known and not-yet-known resources that make up Maritime Washington's nationally significant story.

# Key Sites

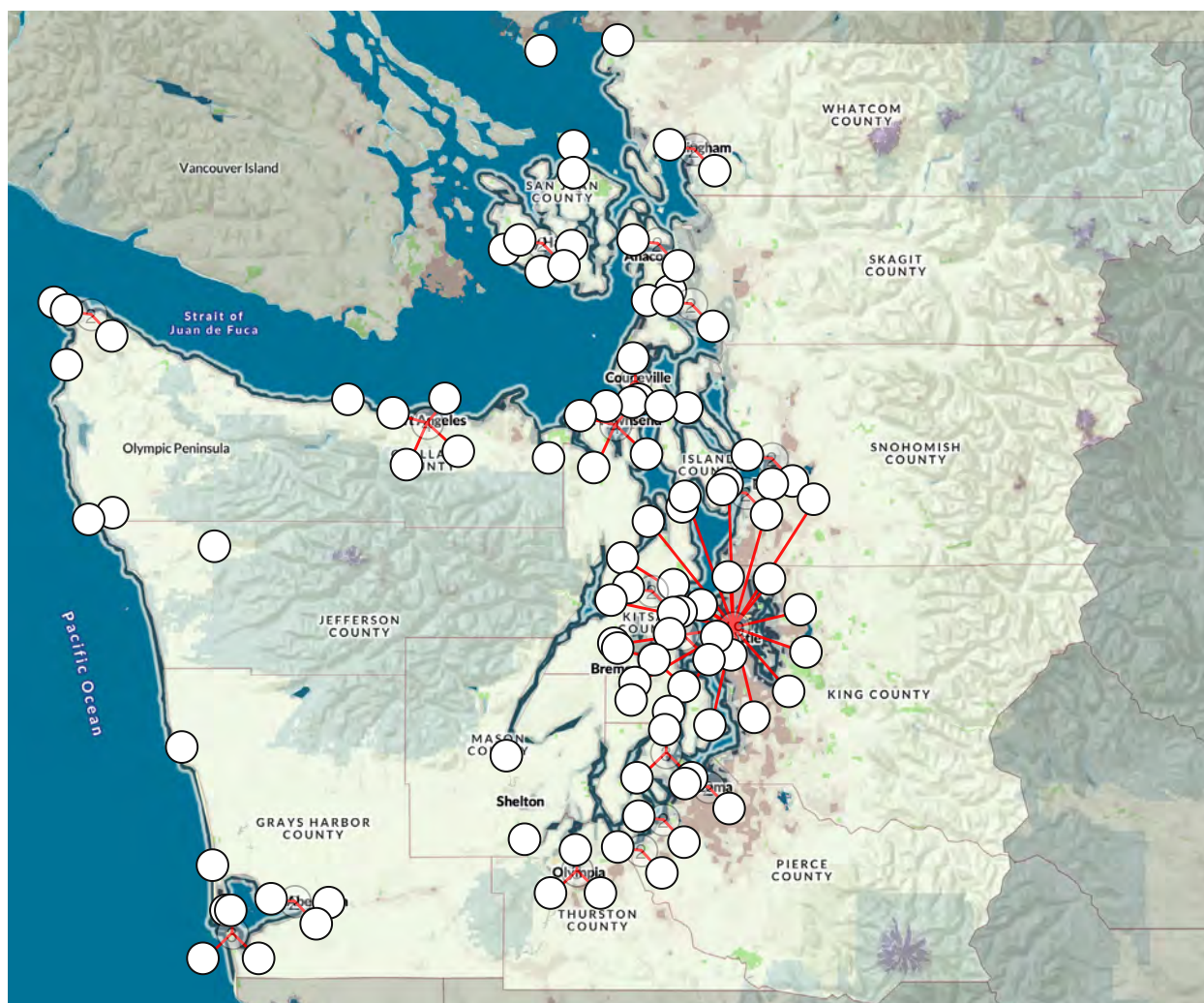


Figure: Map of all key sites.

The tables on the following pages summarize selected key sites from the full Resource Inventory (see [“Appendix B: Resource Inventory” on page 354](#)). Due to ongoing public health concerns, renovation schedules, and other unforeseeable circumstances, those wishing to visit key sites should check the websites of individual resources to confirm opening hours and closures before planning their trip.



Resource Name	City	Description	Primary Theme and Topic	Secondary Theme(s) and Topic(s)	Resource Type(s)	Designations
<b>Arthur Foss (Tugboat)</b>	Seattle	<p>Now the oldest of its kind, the tugboat <i>Arthur Foss</i> was built in 1889 (the same year Washington became a state) and has amassed an impressive resume: towing sailing ships off the dangerous Columbia River bar, carrying miners to Alaska during the Klondike Gold Rush, starring in the classic movie “Tugboat Annie” in 1933, helping to build the floating bridge across Lake Washington, working for the U.S. Navy in World War II, and rescuing crippled barges and rafts of logs throughout the region. Retired from commercial service, the <i>Arthur Foss</i> is now a floating museum at the Historic Ships Wharf at Lake Union Park in Seattle, managed by Northwest Seaport.</p> <p>Website: <a href="http://nwseaport.org/historic-fleet">nwseaport.org/historic-fleet</a></p>	Theme Three: Resources (Working Waterfronts)	Theme Two: Movement (Water Highways)	Vessel	National Historic Landmark
<b>Bainbridge Island Historical Museum</b>	Bainbridge Island	<p>The Bainbridge Island Historical Museum explores the history and culture of Bainbridge Island, “from Petroglyphs to Pickleball.” The collection features an extensive range of tide and navigational charts, ferry and steamer schedules, and nautical maps—demonstrating the immense impact that water-based travel and transportation had on the development of this island community. It also includes the story of the Hall Brothers Shipbuilders, one of the most significant ship construction facilities on the West Coast.</p> <p>Website: <a href="http://bainbridgehistory.org">bainbridgehistory.org</a></p>	Theme Two: Movement (Water Highways)	Theme One: People (Communities Shaped by Water), Theme Three: Resources (Working Waterfronts)	Museum or cultural center	

Resource Name	City	Description	Primary Theme and Topic	Secondary Theme(s) and Topic(s)	Resource Type(s)	Designations
<b>Bainbridge Island Japanese American Exclusion Memorial</b>	Bainbridge Island	<p>The Bainbridge Island Japanese American Exclusion Memorial is an outdoor exhibit commemorating the internment of Japanese Americans from Bainbridge Island in the State of Washington. The memorial wall winds solemnly down to the historic Eagledale ferry dock landing site, where the first of more than 120,000 Japanese—two-thirds of whom were American citizens—were banished from their West Coast homes and placed in concentration camps during World War II.</p> <p>Website: <a href="http://bijaema.org">bijaema.org</a></p>	Theme One: People (Communities Shaped by Water)		Monument or marker   Museum or cultural center	National Park (unit of the Minidoka National Historic Site)
<b>Billy Frank Jr. Nisqually National Wildlife Refuge and Nisqually Delta National Natural Landmark</b>	Olympia	<p>Where glacial water draining off Mount Rainier meets the Puget Sound, the Nisqually River has created a vast, thriving delta that is an important temporary home for more than 3,000 species, including eagles, salmon, seals, tree frogs, and more. Visitors can explore more than four miles of trails through the refuge, which has been purposefully preserved to protect natural resources and wildlife. The delta has also been designated as a National Natural Landmark, an honorific designation recognizing significant natural resources across the country.</p> <p>Website: <a href="http://fws.gov/refuge/billy-frank-jr-nisqually">fws.gov/refuge/billy-frank-jr-nisqually</a></p>	Theme One: People (Water and Recreation)	Theme Three: Resources (Natural Resources & Human Impacts)	Park   Natural feature	National Natural Landmark, National Wildlife Refuge

Resource Name	City	Description	Primary Theme and Topic	Secondary Theme(s) and Topic(s)	Resource Type(s)	Designations
<b>Black Ball Ferry Line and MV Coho</b>	Port Angeles	<p>The MV <i>Coho</i>—named after the silver salmon of the Northwest—is a historic vehicle and passenger ferry operated by the Black Ball Ferry Line. It is the only daily, year-round ferry service crossing the Strait of Juan de Fuca between Victoria, BC and Port Angeles, WA. MV <i>Coho</i> was designed and built in Seattle in 1959. She made her first commercial sailing to Victoria on December 29, 1959. In addition to servicing the Port Angeles to Victoria vehicle and passenger route, the MV <i>Coho</i> also carried freight trucks between Seattle, Port Angeles, Port Townsend, and Victoria until 1973.</p> <p>Website: <a href="http://cohoferry.com">cohoferry.com</a></p>	Theme Two: Movement (Water Highways)		Vessel	
<b>Burke Museum of Natural History and Culture</b>	Seattle	<p>The Burke Museum is located on the University of Washington campus in Seattle with a focus on dinosaurs, fossils, Northwest Native art, plant and animal collections, and cultural pieces from across the globe. In addition to traditional natural history exhibits, the Burke includes permanent exhibits exploring the arts and culture of the region, including its connections to the water.</p> <p>Website: <a href="http://burkemuseum.org">burkemuseum.org</a></p>	Theme One: People (Communities Shaped by Water)	Theme Three: Resources (Natural Resources & Human Impacts)	Museum or cultural center	
<b>Cama Beach Historical State Park</b>	Camano Island	<p>Developed in the 1930s as a cabin fishing resort, Cama Beach State Park is a designated historic district now restored as a state park. In the 1930s and '40s, fishing resorts like this one dotted Puget Sound shorelines, providing opportunities for residents of the newly urbanizing region to enjoy a relaxed waterfront experience and escape the city during the summer months. Today, the current state park offers cabins available for rent, beach access, a great hall, a cafe, a boathouse, and boat rentals—as well as boat-building classes offered by the Center for Wooden Boats on scheduled weekends.</p> <p>Website: <a href="http://parks.wa.gov/483/Cama-Beach">parks.wa.gov/483/Cama-Beach</a></p>	Theme One: People (Water and Recreation)		Park   Beach   Dock or marina	National Historic District, Washington State Park



Resource Name	City	Description	Primary Theme and Topic	Secondary Theme(s) and Topic(s)	Resource Type(s)	Designations
<b>Cape Flattery Trail with views of Cape Flattery Lighthouse on Tatoosh Island</b>	Neah Bay	<p>Located on Tatoosh Island, a seasonal village site for the Makah people since time immemorial, the Cape Flattery Lighthouse was one of the earliest lighthouses in the region. During the treaty negotiations of 1855, Makah representatives described the importance of Tatoosh Island and understood that it would be retained as a part of the Makah Indian Reservation. The Territorial Governor, however, included it as land that was to be ceded to the U.S., and a lighthouse was built on the island in 1857 to guide ships entering and leaving the Strait of Juan de Fuca. The Makah people continued to utilize the island for traditional purposes, and over a century later, in 1984, an act of Congress returned Tatoosh Island to the Makah Indian Tribe. Today, the Makah continue to use the island's resources, host scientific investigations of the maritime environment, support the lighthouse's operations, and tell the story of this culturally significant historic structure. While Tatoosh Island and the lighthouse are closed to the public, they can be viewed from the tip of the scenic Cape Flattery Trail—the northwesterly tip of the contiguous lower 48 states. Four observation decks on the Cape Flattery Trail also provide spectacular views of the rugged rocks, birds, and jade waters of the Pacific Ocean. Visitors can also watch for gray whales off the cape and sea lions on Snake Rock just east of Tatoosh Island.</p> <p>Website: <a href="http://makah.com/activities/cape-flattery-trail">makah.com/activities/cape-flattery-trail</a></p>	Theme Two: Movement (Voyages of Exploration, Water Highways, Securing Our Shores)	Theme One: People (Canoe Cultures)	Natural feature   Lighthouse	

Resource Name	City	Description	Primary Theme and Topic	Secondary Theme(s) and Topic(s)	Resource Type(s)	Designations
<b>Carlisle II Ferry</b>	Port Orchard	<p>Built in 1917, the wooden <i>Carlisle II</i> is the oldest of only two operational examples of a Puget Sound Mosquito Fleet vessel (the other being the 1922 <i>Virginia V</i> steamship). The Mosquito Fleet was a large fleet of small passenger and freight-carrying ships that linked the islands and ports of Puget Sound during the late 19th and early 20th centuries, before the State of Washington began operations of their own ferry system. Today, the <i>Carlisle II</i> is still an active foot ferry owned and operated by Kitsap Transit, shuttling passengers between Bremerton and Port Orchard.</p> <p>Website: <a href="http://kitsaptransit.com/service/foot-ferry">kitsaptransit.com/service/foot-ferry</a></p>	Theme Two: Movement (Water Highways)		Vessel	
<b>Center for Wooden Boats</b>	Seattle	<p>The Center for Wooden Boats (CWB) promotes Northwest maritime heritage through education, interpretation, and hands-on experience in building, maintaining, and using historic small craft. With locations in Seattle and Camano Island, CWB offers a host of ways for the public to access the water with vessels built and maintained on site. CWB's Seattle facilities include rotating interpretive exhibits on historic small craft, a floating boathouse gallery of vessels, sailing lessons, rentals, woodworking and boatbuilding classes, and more.</p> <p>Website: <a href="http://cwb.org">cwb.org</a></p>	Theme Three: Resources (Working Waterfronts)	Theme One: People (Water and Recreation)	Museum or cultural center	
<b>Coast Guard Museum Northwest</b>	Seattle	<p>The Coast Guard Museum Northwest displays nautical items, ship models, Coast Guard memorabilia, and more than 15,000 photographs dating from the mid-1800s, tracing the history of the Coast Guard in the region. Researchers can also dive into extensive periodicals and other archival materials.</p> <p>Website: <a href="http://coastguardmuseumseattle.org">coastguardmuseumseattle.org</a></p>	Theme Two: Movement (Water Highways, Securing Our Shores)		Museum or cultural center	

Resource Name	City	Description	Primary Theme and Topic	Secondary Theme(s) and Topic(s)	Resource Type(s)	Designations
<b>Coastal Interpretive Center</b>	Ocean Shores	The Coastal Interpretive Center's mission is to educate the public about the natural and cultural history of Washington's Pacific Coast and inspire the joy and wonder of nature. The Center includes exhibits interpreting the coast's natural history and resources, the Olympic Coast National Marine Sanctuary, the Quinault Indian Nation, beachcombing, logging along the coast, shipwrecks, navigation, and local Ocean Shores history.  Website: <a href="http://interpretivecenter.org">interpretivecenter.org</a>	Theme Three: Resources (Natural Resources & Human Impacts)	Theme One: People (Communities Shaped by Water, Canoe Cultures), Theme Two: Movement (Water Highways)	Museum or cultural center	
<b>Coupeville Wharf</b>	Coupeville	The Coupeville Wharf was built in 1905 for exporting grain produced on Whidbey Island and served as an important stop for Mosquito Fleet vessels in the later 19th and early 20th centuries. A centerpiece of Coupeville's Main Street, the wharf is now a popular tourist attraction, home to shops, restaurants, kayak rentals, and a small marina.  Website: <a href="http://portoc.org/coupeville-wharf">portoc.org/coupeville-wharf</a>	Theme Two: Movement (Trade and Shipping, Water Highways)	Theme One: People (Communities Shaped by Water)	Dock or marina	
<b>Deception Pass State Park</b>	Oak Harbor	Deception Pass is Washington's most-visited state park for a reason. Mysterious coves, rugged cliffs, jaw-dropping sunsets, and a stomach-dropping high bridge make this park a go-to for locals and international travelers alike. Families can fish and swim in Cranberry Lake, beach explorers look for shells along miles of Puget Sound beachfront, hikers can trek through forests and out along bluffs, and birdwatchers fill their field guides with notes. Wildlife watchers may spot a whale or a family of seals in the park's wild waters. The site also has deep Tribal connections and is home to the Maiden of Deception Pass statue.  Website: <a href="http://parks.wa.gov/497/Deception-Pass">parks.wa.gov/497/Deception-Pass</a>	Theme One: People (Water and Recreation, Canoe Cultures)		Park	Washington State Park, includes numerous National Register of Historic Places and Washington Heritage Register properties

Resource Name	City	Description	Primary Theme and Topic	Secondary Theme(s) and Topic(s)	Resource Type(s)	Designations
<b>Duwamish Longhouse and Cultural Center</b>	Seattle	Overlooking the Duwamish River Valley and situated close to a significant archaeological site, the Duwamish Longhouse and Cultural Center is a modern reconstruction of the traditional cedar post-and-beam construction. The Longhouse provides visitors with the opportunity to learn about the Duwamish Tribe through public walking tours and exhibits with an emphasis on geology, archaeology, anthropology, religion, literature, and history.  Website: <a href="http://duwamishtribe.org/longhouse">duwamishtribe.org/longhouse</a>	Theme One: People (Canoe Cultures)		Tribal center or facility   Museum or cultural center	
<b>Ebey's Landing National Historical Reserve</b>	Coupeville	Ebey's Landing National Historical Reserve is the nation's first national historical reserve, established to protect and preserve a rural community and its unbroken historical record. Encompassing private and publicly owned lands, Ebey's Landing includes the historic maritime village of Coupeville, acres of conserved farmland, sweeping views of the Salish Sea, 19th-century farmhouses and other structures, the Central Whidbey Historic District, Fort Casey, Fort Ebey, and Ebey's Landing State Parks. This small region is both a unique local community and a microcosm of Washington's maritime heritage—speaking to narratives from Tribal-settler conflict to shipping to shellfish farming.  Website: <a href="http://ebeyreserve.com">ebeyreserve.com</a>	Theme One: People (Communities Shaped by Water)	Theme Two: Movement (Voyages of Exploration)	Park	National Historical Reserve, located within Central Whidbey Island National Historic District
<b>Filson Flagship Store, formerly the Filson manufacturing plant</b>	Seattle	A historic outdoor gear manufacturer that has been based in Seattle since 1897, Filson outfitted many of the Klondike “stampedeers.” It is also an important site for local Filipino immigrants (among others who traveled to Washington to work as seasonal cannery workers) as a source of sturdy work gear.  Website: <a href="http://filson.com">filson.com</a>	Theme One: People (Communities Shaped by Water)		Business/ commercial building	



Resource Name	City	Description	Primary Theme and Topic	Secondary Theme(s) and Topic(s)	Resource Type(s)	Designations
<b>Fireboat Duwamish</b>	Seattle	<p>The Seattle Fireboat <i>Duwamish</i>, built in 1909, is the second oldest fireboat in the United States. Fireboats are specialized watercraft designed for fighting shoreline and shipboard fires and are an important part of active working waterfronts. Moored at the Historic Ships Wharf at South Lake Union, the Seattle Fireboat <i>Duwamish</i> is dedicated to the preservation and interpretation of Seattle's firefighting history and the maritime industry, with a particular focus on the education and development of future mariners.</p> <p>Website: <a href="http://fireboatduwamish.com">fireboatduwamish.com</a></p>	Theme Three: Resources (Working Waterfronts)		Vessel	National Historic Landmark
<b>Fishermen's Terminal at Salmon Bay</b>	Seattle	<p>Fishermen's Terminal was originally known as Fishermen's Headquarters, which was dedicated on January 10, 1914. Today, this Port of Seattle facility at Salmon Bay provides an ideal freshwater home port for mooring hundreds of commercial fishing vessels, including gillnetters, purse seiners, trawlers, and trollers, as well as fish tenders and processing vessels. For more than a century, the busy facility continues to be where many commercial fishermen repair, maintain, and resupply their vessels. On the center plaza at Fishermen's Terminal is the Seattle Fishermen's Memorial, which is dedicated as a tribute to those people connected to the commercial fishing industry who have suffered loss of life at sea. Fishermen's Terminal is also a rare industrial facility that allows public visitation. With numerous restaurants and fish markets, as well as a self-guided walking tour of the docks created by the Port of Seattle, Fishermen's Terminal is a great place to experience a true working waterfront—and sample some of the region's famous seafood.</p> <p>Website: <a href="http://portseattle.org/maritime/fishermen-terminal">portseattle.org/maritime/fishermen-terminal</a></p>	Theme Three: Resources (Natural Resources & Human Impacts, Working Waterfronts)		Fishing and aquaculture facility or site	

Resource Name	City	Description	Primary Theme and Topic	Secondary Theme(s) and Topic(s)	Resource Type(s)	Designations
<b>Fort Casey Historical State Park</b>	Coupeville	<p>Fort Casey was constructed in the late 1800s and used as a training facility for military purposes until the mid-1940s. Now a state park, visitors can explore Fort Casey's battlements and guns in their original emplacements or picnic in the fort's open lawns, all overlooking a spectacular view of the Strait of Juan de Fuca.</p> <p>Fort Casey, Fort Worden, and Fort Flagler together were known as the "Triangle of Fire," a trio of strategically placed fortifications defending the entrance to the Puget Sound at the turn of the 20th century.</p> <p>Website: <a href="https://parks.wa.gov/505/Fort-Casey">parks.wa.gov/505/Fort-Casey</a></p>	Theme Two: Movement (Securing Our Shores)		Park   Military	Within Ebey's Landing National Historical Reserve, contributing resource to Central Whidbey Island National Historic District, Washington State Park
<b>Fort Flagler Historical State Park</b>	Nordland	<p>Fort Flagler was built in the late 1890s and manned during World War I, World War II, and the Korean War. Now a state park, visitors to Fort Flagler can explore the gun emplacements, batteries, and other facilities or visit the on-site military museum. Surrounded by shoreline on three sides, the park also offers fantastic opportunities for hiking, boating, kite-flying, beach exploration, fishing, clam digging, and crabbing.</p> <p>Fort Casey, Fort Worden, and Fort Flagler together were known as the "Triangle of Fire," a trio of strategically placed fortifications defending the entrance to the Puget Sound at the turn of the 20th century.</p> <p>Website: <a href="https://parks.wa.gov/508/Fort-Flagler">parks.wa.gov/508/Fort-Flagler</a></p>	Theme Two: Movement (Securing Our Shores)		Park   Military	National Historic District, Washington State Park

Resource Name	City	Description	Primary Theme and Topic	Secondary Theme(s) and Topic(s)	Resource Type(s)	Designations
<b>Fort Lawton (Discovery Park)</b>	Seattle	<p>Developed in the late 1890s and opened in the early 1900s, Fort Lawton was utilized by the U.S. military in World War I, World War II (when it became a major point of embarkation of soldiers and material to the Pacific Theater), and the Korean War before being given to the City of Seattle in the 1970s. Long before it was a military base, however, the lands were active meeting places for ancestors of the Duwamish, Suquamish, Tulalip, and Muckleshoot nations, who gathered in this place for trading, sharing stories, and preparing food for at least 4,000 and up to 10,000 years—since the ending of the last glacial period. After the military began to decommission the base, the United Indians People's Council made a claim on Fort Lawton under the 1865 U.S.-Indian treaties. Led by Bernie Whitebear (Sin Aikst), Bob Satiacum (Puyallup), and indigenous peoples of western Washington, 100+ Native Americans and supporters occupied areas of Fort Lawton until it was decided that a new park would be created for the greater public and the United Indians People's Council would receive a 99-year lease for 20 acres of the surplus land to become a cultural center, now known as the Daybreak Star Indian Cultural Center. Today, Discovery Park is one of Seattle's most popular recreation sites, with miles of trails, public shorefront, and the historic West Point Lighthouse. Many of the fort buildings remain standing as part of the Fort Lawton Historic District.</p> <p>Website: <a href="http://seattle.gov/parks/find/parks/discovery-park">seattle.gov/parks/find/parks/discovery-park</a></p>	Theme Two: Movement (Securing Our Shores)		Park   Military	National Historic District

Resource Name	City	Description	Primary Theme and Topic	Secondary Theme(s) and Topic(s)	Resource Type(s)	Designations
<b>Fort Nisqually Living History Museum</b>	Tacoma	In April 1833, the Hudson's Bay Company established a stockade and trading post called Fort Nisqually on Sequimitchew Creek on the Nisqually Delta, becoming the first permanent European settlement on Puget Sound. This living history museum in Tacoma's Point Defiance Park is a recreation of the original Fort Nisqually, including the historic Granary and Factor's House.  Website: <a href="http://metroparkstacoma.org/place/fort-nisqually-living-history-museum/">metroparkstacoma.org/place/fort-nisqually-living-history-museum/</a>	Theme Two: Movement (Voyages of Exploration, Trade and Shipping)		Museum or cultural center   Military	Washington Heritage Register, National Historic Landmark (Granary and Factor's House)
<b>Fort Núñez Gaona Monument</b>	Neah Bay	Lieutenant Salvador Fidalgo (1756–1803) and 87 men arrived at Neah Bay on May 29, 1792, on the 189-ton Spanish frigate <i>Princesa</i> . At Neah Bay they established Fort Núñez Gaona, which was maintained as a Spanish fort until September 29, 1792. Fort Núñez Gaona was one of the first non-Native settlements in the Pacific Northwest. The local Ozette potato is thought to have been introduced by the Spanish, when brought from South America and grown at Fort Núñez Gaona. The monument for Fort Núñez Gaona, Diah Veterans Park, was dedicated on May 17, 2008.  Website: n/a	Theme Two: Movement (Voyages of Exploration)		Monument or marker   Military	



Resource Name	City	Description	Primary Theme and Topic	Secondary Theme(s) and Topic(s)	Resource Type(s)	Designations
<b>Fort Ward Park</b>	Bainbridge Island	<p>Fort Ward Park is a 137-acre marine park with 4,300 feet of saltwater shoreline on Rich Passage. In 1903, Fort Ward was officially commissioned as a seacoast fort with two gun batteries and the primary objective of protecting the Bremerton Naval Shipyard. During World War II, the Navy used the fort as a radio station and training school for communications personnel, also installing a submarine net across Rich Passage. After the fort was decommissioned in 1958, the park was developed for public day use. While many of the structures in the park reflect the historic military significance, there are now many recreational facilities, including an underwater park for scuba divers, a two-lane boat ramp and a long, rocky beach along Rich Passage. This park is also on the Cascadia Marine Trail.</p> <p>Website: <a href="http://bainbridgeisland.com/place/fort-ward-park">bainbridgeisland.com/place/fort-ward-park</a></p>	Theme Two: Movement (Securing Our Shores)	Theme One: People (Water and Recreation)	Park   Military	National Historic District
<b>Fort Worden Historical State Park</b>	Port Townsend	<p>Fort Worden Historical State Park, co-managed by Washington State Parks and the Fort Worden Public Development Authority, is a 432-acre multi-use park with more than two miles of saltwater shoreline and a wide variety of services and facilities. Constructed between 1898 and 1917, Fort Worden still boasts its gun emplacements, expansive parade lawns, and restored Victorian-era officers' homes, among other historic structures.</p> <p>Fort Casey, Fort Worden, and Fort Flagler together were known as the "Triangle of Fire," a trio of strategically placed fortifications defending the entrance to the Puget Sound at the turn of the 20th century.</p> <p>Website: <a href="http://parks.wa.gov/511/Fort-Worden">parks.wa.gov/511/Fort-Worden</a></p>	Theme Two: Movement (Securing Our Shores)		Park   Military	National Historic Landmark, Washington State Park

Resource Name	City	Description	Primary Theme and Topic	Secondary Theme(s) and Topic(s)	Resource Type(s)	Designations
<b>Foss Waterway Seaport (including Balfour Dock Building)</b>	Tacoma	Foss Waterway Seaport is housed in the historic Balfour Dock Building on the Thea Foss Waterway. The building houses historic maritime exhibits, including hands-on activities for children, an operating Heritage Boat Shop, an education center highlighting marine and environmental science inquiry and exploration, and high-end event rental spaces for public and private events. In addition, there are more than 1,200 feet of docks and floats for educational and recreational use.  Website: <a href="http://fosswaterwayseaport.org">fosswaterwayseaport.org</a>	Theme Three: Resources (Working Waterfronts)	Theme Two: Movement (Voyages of Exploration)	Museum or cultural center   Park	National Register of Historic Places, Washington Heritage Register
<b>Grays Harbor Lighthouse and Westport Light State Park</b>	Westport	The Grays Harbor Lighthouse, built in 1898, is the tallest lighthouse in Washington and the third tallest on the West Coast at 107 feet. It is located in Westport near the entrance to Grays Harbor, directly adjacent to Westport Light State Park—a 560-acre day-use park with 1,215 feet of shoreline.  Website: <a href="http://wsbhs.org/lighthouse">wsbhs.org/lighthouse</a> ; <a href="http://parks.wa.gov/284/Westport-Light">parks.wa.gov/284/Westport-Light</a>	Theme Two: Movement (Water Highways)		Lighthouse   Park	National Register of Historic Places, Washington Heritage Register, Washington State Park
<b>Grays Harbor National Wildlife Refuge</b>	Hoquiam	Grays Harbor Estuary is one of four major staging areas for shorebirds in North America and one of the largest concentrations of shorebirds on the West Coast south of Alaska. This site—part of a conscious effort to preserve significant natural wildlife sites—is a fantastic place for one of the heritage area's prime on-shore activities: birdwatching. Bird watchers can access this important natural site through nearly one mile of public boardwalks in Hoquiam.  Website: <a href="http://fws.gov/refuge/grays-harbor">fws.gov/refuge/grays-harbor</a>	Theme One: People (Water and Recreation)	Theme Three: Resources (Natural Resources & Human Impacts)	Natural feature   Park	National Wildlife Refuge

Resource Name	City	Description	Primary Theme and Topic	Secondary Theme(s) and Topic(s)	Resource Type(s)	Designations
<b>Harbor History Museum</b>	Gig Harbor	The Harbor History Museum is located on the waterfront in downtown Gig Harbor. Opened in 2010 and bordered by two historic parks, the museum is home to the historic FV <i>Shenandoah</i> (a 65-foot wooden purse seiner) and more than 8,000 square feet of exhibit space. Its permanent exhibits explore the rich, unique heritage of the Gig Harbor Peninsula and include interpretation on boatbuilding, fishing, and other maritime practices that have shaped the region.  Website: harborhistorymuseum.org	Theme Three: Resources (Working Waterfronts, Natural Resources & Human Impacts)	Theme One: People (Communities Shaped by Water)	Museum or cultural center   Vessel	
<b>Harbor WildWatch (Gig Harbor Visitor Center)</b>	Gig Harbor	Harbor WildWatch is an environmental education organization dedicated to inspiring stewardship for Puget Sound and the greater Salish Sea. Located in an historic house in downtown Gig Harbor built by the Skansie family in 1910, their public Visitor and Interpretive Center features content on the natural history of the Salish Sea, including exhibits on marine mammals, live underwater video streams, and a large touch tank.  Website: harborwildwatch.org	Theme Three: Resources (Natural Resources & Human Impacts)		Museum or cultural center	
<b>Hiram Chittenden Locks / Ballard Locks</b>	Seattle	Still in active use, the Hiram M. Chittenden Locks (commonly called the Ballard Locks) were constructed in 1917 to allow ship access to coal mines and timber via Lake Washington, provide freshwater moorage for ships, and encourage industrial development of Lake Washington and Lake Union. Now a popular destination for visitors, the complex includes two large lock structures, fish passage, water level control structures, and a visitors' center with excellent interpretation of the locks. These locks provide a strong, visitor-friendly example of the man-made modifications and civil engineering that shape our modern-day water highways.  Website: ballardlocks.org	Theme Two: Movement (Water Highways)	Theme Three: Resources (Natural Resources & Human Impacts)	Fishing and aquaculture facility or site	National Register of Historic Places

Resource Name	City	Description	Primary Theme and Topic	Secondary Theme(s) and Topic(s)	Resource Type(s)	Designations
<b>Island County Historical Society &amp; Museum</b>	Coupeville	Located in one of Washington State's oldest communities and surrounded by Ebey's Landing National Historical Reserve, the Island County Historical Museum interprets Whidbey Island's history, including exhibits on natural history, the island's Native American stories (co-curated by Swinomish Tribe Archives), early Anglo-American settlement and pioneer families, Chinese farmers, and communication on the island.  Website: islandhistory.org	Theme One: People (Communities Shaped by Water)		Museum or cultural center	
<b>Jamestown S'Klallam Library</b>	Sequim	The Jamestown S'Klallam Tribal Library specializes in Native American authors and topics, both historical and contemporary, with a focus on the Pacific Northwest. It is currently being redeveloped and, in the future, will also be home to an interpretive center about the Jamestown S'Klallam Tribe. As of Spring 2022, the library is under renovation and not open to the public.  library.jamestowntribe.org	Theme One: People (Canoe Cultures)		Tribal center or facility   Museum or cultural center	
<b>Jefferson Museum of Art &amp; History</b>	Port Townsend	The Jefferson Museum of Art and History uses collections, research, exhibits, and programs to help visitors explore and be inspired by Jefferson County arts and heritage. Its exhibits explore the development of Jefferson County's communities and their relationships with the water—from Tribal history to modern art.  Website: jchsmuseum.org	Theme One: People (Communities Shaped by Water)		Museum or cultural center	



Resource Name	City	Description	Primary Theme and Topic	Secondary Theme(s) and Topic(s)	Resource Type(s)	Designations
<b>Jetty Island</b>	Everett	<p>Composed of sediment from the Snohomish River (material created by maintenance dredging), Everett's Jetty Island began as a riprap jetty to provide a navigation channel and protected the harbor in the late 19th century. The Port of Everett gained ownership of Jetty Island in 1929 and, with the help of the U.S. Army Corps of Engineers, built a new marsh of dredged river materials in 1989. Jetty Island is a popular recreation designation open and accessible year-round by personal watercraft or by ferry during select summer months. Home to more than 45 bird species including osprey, shorebirds, hawks, eagles, cormorants, and ducks, visitors may also see seals surfacing near the water's edge or lounging on the island's shore.</p> <p>Website: <a href="http://portofeverett.com/visit_the_waterfront/jetty_island">portofeverett.com/visit_the_waterfront/jetty_island</a></p>	Theme One: People (Water and Recreation)	Theme Two: Movement (Water Highways)	Beach   Natural feature   Park	
<b>Klondike Gold Rush National Historical Park, Seattle Unit</b>	Seattle	<p>The Klondike Gold Rush National Historical Park explores the famous Klondike Gold Rush of the late 1890s. After gold was found along a remote river in what is today the Yukon Territory of Canada, an estimated 70,000 "stampedeers" rushed northward to strike it rich. Seattle merchants established the city as the "Gateway to the Gold Fields," and some 30,000 to 40,000 stampedeers passed through the city, purchasing large amounts of provisions and transportation. The influx of people and resources helped establish Seattle as a major metropolitan center. Today, the Seattle unit of the Klondike Gold Rush National Historical Park, a museum located in Pioneer Square, is a gateway to learn about this pivotal time in the region's history and explore the area's public lands. Three additional units of the Klondike Gold Rush National Historical Park are located in Alaska.</p> <p>Website: <a href="http://nps.gov/klse">nps.gov/klse</a></p>	Theme Two: Movement (Voyages of Exploration, Trade and Shipping)	Theme Three: Resources (Natural Resources & Human Impacts)	Museum or cultural center	National Park

Resource Name	City	Description	Primary Theme and Topic	Secondary Theme(s) and Topic(s)	Resource Type(s)	Designations
<b>Kukutali Preserve State Park Heritage Site</b>	La Conner	Owned and managed jointly by the Swinomish Indian Tribal Community and Washington State Parks, Kukutali Preserve offers a lightly-touched island environment for hiking and exploration. Historically used by the Tribe for shellfish gathering and beach seining for salmon, the traditional name of the area, Kukutali, means “place of cattail mat,” referring to the temporary shelters erected of cattail mats at the summer clam digging and beach seining sites.  Website: <a href="http://swinomish-nsn.gov/resources/environmental-protection/visiting-kukutali-preserve">swinomish-nsn.gov/resources/environmental-protection/visiting-kukutali-preserve</a>	Theme Three: Resources (Natural Resources & Human Impacts)	Theme One: People (Water and Recreation, Canoe Cultures)	Park   Tribal center or facility	Washington State Park
<b>Lady Washington</b>	Aberdeen	Launched on March 7, 1989, the <i>Lady Washington</i> is a sailing vessel that is a full-scale replica of the original <i>Lady Washington</i> , the first American vessel to make landfall on the west coast of North America in 1788. The new <i>Lady Washington</i> was built in Aberdeen by the Grays Harbor Historical Seaport and offers educational programs, public sails, and training. She also starred in the 2003 movie “Pirates of the Caribbean: Curse of the Black Pearl.”  Website: <a href="http://historicalseaport.org">historicalseaport.org</a>	Theme Two: Movement (Voyages of Exploration, Water Highways)		Vessel	Official state ship of Washington
<b>Lightship 83 Swiftsure</b>	Seattle	Lightship No. 83 <i>Swiftsure</i> is the oldest lightship in the country and the only with its original steam engine. Lightships acted as floating lighthouses, used in locations unsuitable for lighthouse construction. Lightship No. 83 has made its home in many ports and has had many names in the tradition of assuming the name of the nearest lightship station. Today, she is owned by Seattle’s Northwest Seaport and maintained as a museum ship at the Historic Ships Wharf in Seattle’s South Lake Union Park.  Website: <a href="http://nwseaport.org/historic-fleet">nwseaport.org/historic-fleet</a>	Theme Two: Movement (Water Highways)		Vessel	National Historic Landmark

Resource Name	City	Description	Primary Theme and Topic	Secondary Theme(s) and Topic(s)	Resource Type(s)	Designations
<b>Lily Point Marine Park</b>	Point Roberts	<p>Located in the unique exclave of Point Roberts, Lily Point (Chelhtenem) was a historically important Coast Salish reef net fishery and a center of traditional salmon culture. By the late 1800s, non-Native fisheries dominated the area, and today, pilings remain of an Alaska Packers Association cannery that operated here from 1893 to 1917. Today, Lily Point Marine Park is a great place to view eagles, hike along forested upland bluffs, relax on the beach, explore rich tidelands, and take in the views across Boundary Bay to mainland U.S. and Canada.</p> <p>Website: <a href="http://whatcomcounty.us/3659/Lily-Point-Marine-Park">whatcomcounty.us/3659/Lily-Point-Marine-Park</a></p>	Theme One: People (Water and Recreation, Canoe Cultures)	Theme Three: Resources (Natural Resources & Human Impacts)	Park	
<b>Lime Kiln Lighthouse and Lime Kiln Point State Park</b>	Friday Harbor	<p>Set on a rocky bluff at the west end of San Juan Island, Lime Kiln Point is considered one of the best whale-watching spots on earth. Pods of orcas, humpbacks, and minke whales pass through the area every May through September, with peak times depending on salmon runs. Visitors can also tour the historic 1919 lighthouse, explore the 19th-century lime kiln for which the park was named, hike along well-developed trails, or soak in views of the Olympic Mountains and Vancouver Island from the nearby sea cliff.</p> <p>Website: <a href="http://parks.wa.gov/540/Lime-Kiln-Point">parks.wa.gov/540/Lime-Kiln-Point</a></p>	Theme One: People (Water and Recreation)	Theme Two: Movement (Water Highways), Theme Three: Resources (Natural Resources & Human Impacts)	Park   Lighthouse	National Register of Historic Places, Washington Heritage Register, Washington State Park
<b>Lopez Island Historical Museum</b>	Lopez Island	<p>The Lopez Island Historical Society collects, preserves, interprets, and shares local history in their museum, which features exhibits on natural history, island life, Coast Salish history, and local economies of farming, fishing, services, and tourism. Their outdoor collection also includes multiple vessels that speak to the island's history of commercial fishing.</p> <p>Website: <a href="http://lopezmuseum.org">lopezmuseum.org</a></p>	Theme One: People (Communities Shaped by Water, Canoe Cultures, Water and Recreation)	Theme Three: Resources (Natural Resources & Human Impacts)	Museum or cultural center	

Resource Name	City	Description	Primary Theme and Topic	Secondary Theme(s) and Topic(s)	Resource Type(s)	Designations
<b>Makah Cultural &amp; Research Center</b>	Neah Bay	<p>The Makah Cultural and Research Center includes the world-renowned Makah Museum, which interprets and houses 300 5,000-year-old artifacts from the Makah Tribe—including exhibits on traditional Makah whaling practices. The collection also includes artifacts from the Ozette Archaeological Site, one of the most significant archaeological sites in the heritage area.</p> <p>Website: <a href="http://makahmuseum.com">makahmuseum.com</a></p>	Theme One: People (Canoe Cultures)	Theme Three: Resources (Natural Resources & Human Impacts)	Tribal center or facility   Museum or cultural center	
<b>Mukilteo Ferry Terminal</b>	Mukilteo	<p>The Mukilteo Ferry Terminal opened in 2020 and is the first new Washington State Ferry terminal in 40 years. This LEED-certified building was designed in collaboration with 11 Tribes and was inspired by the form of a Coast Salish longhouse. It includes interpretive materials and a traditional canoe, as well as tribal art throughout. The terminal services the Washington State Ferry route between Mukilteo and Clinton (on Whidbey Island).</p> <p>Website: <a href="http://wsdot.com/ferries">wsdot.com/ferries</a></p>	Theme Two: Movement (Water Highways)	Theme One: People (Canoe Cultures)	Dock or marina	
<b>Mukilteo Lighthouse and Park</b>	Mukilteo	<p>Completed in 1906, this unusual Pacific Northwest wooden lighthouse was established to guide travelers into Everett. It is located in the vicinity of an important treaty site and is now a City of Mukilteo park, which features interpretive displays, a boat launch, beach access, a playground, and picnic space.</p> <p>Website: <a href="http://mukilteowa.gov/departments/recreation/parks-open-spaces-trails/lighthouse-park">mukilteowa.gov/departments/recreation/parks-open-spaces-trails/lighthouse-park</a></p>	Theme Two: Movement (Voyages of Exploration, Water Highways)	Theme One: People (Water and Recreation)	Lighthouse   Park	National Register of Historic Places, Washington Heritage Register



Resource Name	City	Description	Primary Theme and Topic	Secondary Theme(s) and Topic(s)	Resource Type(s)	Designations
<b>Museum of History and Industry (MOHAI)</b>	Seattle	The Museum of History and Industry, located in the historic Naval Reserve Armory on Seattle's Lake Union, collects and preserves artifacts and stories of the Puget Sound region's diverse history. In addition to its Maritime Seattle exhibit (co-curated with the Puget Sound Maritime Historical Society, listed separately in this chapter), MOHAI is home to a permanent exhibit tracing the City of Seattle's journey from an age when Native American cultures first came into contact with Europeans to the growth of a mill town and seaport and the region's subsequent transformation into a major global hub.  Website: mohai.org	Theme Two: Movement (Voyages of Exploration, Securing Our Shores, Water Highways)	Theme One: People (Communities Shaped by Water), Theme Three: Resources (Working Waterfronts)	Museum or cultural center	National Register of Historic Places, Washington Heritage Register
<b>National Nordic Museum</b>	Seattle	The National Nordic Museum shares Nordic culture, values, and ideas with people of all ages and backgrounds to create connections, generate dialogue, and inspire new perspectives. Visitors can learn more about Nordic immigration and influence on Northwest heritage—including the significant impact of Nordic immigrants, values, and seafaring traditions on Washington's maritime culture.  Website: nordicmuseum.org	Theme One: People (Communities Shaped by Water)		Museum or cultural center	
<b>North Olympic History Center research library</b>	Port Angeles	The North Olympic History Center research library includes photographs, maps, obituaries, oral histories, and much more that preserve the history of this unique region. Of relevance to maritime heritage, the collection (which is open to the public) includes uniforms, records, photos, and other materials on Coast Guard and Naval history in the area.  Website: clallamhistoricalsociety.com	Theme Two: Movement (Securing Our Shores, Water Highways)		Museum or cultural center	

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<b>Northwest Maritime Center</b>	Port Townsend	The mission of the Northwest Maritime Center is to engage and educate people of all generations in traditional and contemporary maritime life, in a spirit of adventure and discovery. The Northwest Maritime Center offers a wide array of programs and services based around their Port Townsend campus—including a boatshop, education and sail training, vocational training, professional mariner training, events and festivals, multiple boat races, and 48° North Magazine.  Website: <a href="http://nwmaritime.org">nwmaritime.org</a>	Theme Three: Resources (Working Waterfronts)	Theme One: People (Communities Shaped by Water, Water and Recreation), Theme Two: Movement (Water Highways)	Museum or cultural center	
<b>Olympia Historical Society and Bigelow House Museum</b>	Olympia	The Bigelow House museum, located in the oldest residence in Olympia, explores local and regional history in Washington's state capital. Built in the mid-1800s, it provides a glimpse into the lives of early white settlers to the region and their relationships to the water.  Website: <a href="http://olympiahistory.org">olympiahistory.org</a>	Theme One: People (Communities Shaped by Water)		Museum or cultural center	National Register of Historic Places,
<b>Olympic Coast National Marine Sanctuary</b>	Western coast of the Olympic Peninsula	Olympic Coast National Marine Sanctuary includes 3,188 square miles of marine waters off the rugged Olympic Peninsula coastline. The sanctuary extends 25 to 50 miles seaward, covering much of the continental shelf and several major submarine canyons. Visitors can learn more about the sanctuary in their Port Angeles Olympic Coast Discovery Center. The sanctuary is rich in natural resources and is teeming with marine mammals, seabirds, kelp and intertidal communities, fish, sea coral, sponges, and other marine wildlife. It also includes important cultural and historical legacies, with more than 200 shipwrecks and sites of cultural importance to the local Makah, Quileute, Hoh, and Quinault Tribes.  Website: <a href="http://olympiccoast.noaa.gov">olympiccoast.noaa.gov</a>	Theme Three: Resources (Natural Resources & Human Impacts)	Theme One: People (Canoe Cultures), Theme Two: Movement (Water Highways)	Natural feature	National Marine Sanctuary

Resource Name	City	Description	Primary Theme and Topic	Secondary Theme(s) and Topic(s)	Resource Type(s)	Designations
<b>Olympic National Park (Port Angeles Visitor Center)</b>	Port Angeles	Encompassing nearly a million acres, Olympic National Park protects a vast wilderness, thousands of years of human history, and several distinctly different ecosystems, including more than 70 miles of wild coastline. While all of the park's information centers include interpretive materials, their Port Angeles Visitor Center is home to the largest exhibits—including information on the park's coastal habitats.  Website: <a href="https://nps.gov/olym">nps.gov/olym</a>	Theme Three: Resources (Natural Resources & Human Impacts)		Park   Visitor center	National Park
<b>Olympic National Park and Olympic Coast National Marine Sanctuary beaches and trails</b>	Western coast of the Olympic Peninsula	The iconic beaches and trails of the western Olympic coast—such as Ozette Triangle; Rialto Beach; First, Second, and Third Beaches; Ruby Beach; and the Kalaloch Beach—offer unparalleled views and experiences along the Pacific Ocean. This range of sand, stone, and driftwood beaches—the longest undeveloped coastline in the country—offers visitors the opportunity to explore soaring stone seastacks, hike along coastal trails, search for wildlife in tidepools, watch for whales in the waves, camp on the beach, or simply soak in the beauty from a peaceful lookout.  Website: <a href="https://olympiccoast.noaa.gov">olympiccoast.noaa.gov</a> , <a href="https://nps.gov/olym">nps.gov/olym</a>	Theme One: People (Water and Recreation, Canoe Cultures)		Beach	Located within Olympic Coast National Marine Sanctuary and Olympic National Park
<b>Orcas Island Historical Museum</b>	Eastsound	Made up of several historic buildings—including six of the original homestead cabins built on Orcas Island in the 1870s and 1890s—the Orcas Island Historic Museums interpret specific aspects of island history as told through the life stories and material culture of the Native American and early European-American settlers of this area. Its exhibits illustrate the unique ways in which maritime culture and heritage have shaped the communities of the Puget Sound islands.  Website: <a href="https://orcasmuseums.org">orcasmuseums.org</a>	Theme One: People (Communities Shaped by Water)		Museum or cultural center	

Resource Name	City	Description	Primary Theme and Topic	Secondary Theme(s) and Topic(s)	Resource Type(s)	Designations
<b>Peace Arch Historical State Park</b>	Blaine	Peace Arch Historical State Park is a unique park co-managed by the United States and Canada, located along the border between the two countries at the 49th parallel. It is home to a 67-foot concrete arch that was constructed to honor the centennial of the treaties that established a peaceful, undefended border between the U.S. and Canada resulting from the War of 1812.  Website: <a href="https://parks.wa.gov/562/Peace-Arch">parks.wa.gov/562/Peace-Arch</a>	Theme Two: Movement (Voyages of Exploration)		Park	National Register of Historic Places, Washington Heritage Register, Washington State Park
<b>Pier 62 Waterfront Park (Seattle)</b>	Seattle	Throughout its history, Seattle's waterfront has been shaped by its uses including ship building, fishing, canning, trading, and transportation. When the 2001 Nisqually earthquake damaged the Alaskan Way Viaduct—a major traffic thoroughfare that largely severed the waterfront from downtown Seattle—beyond repair, an opportunity opened to redevelop the shoreline into a public park. Today, the creation of a new 20-acre Waterfront Park is underway, representing the latest chapter in the history of this working waterfront as it evolves to meet a new cultural need for the larger Seattle community. The inaugural site of Waterfront Park, Pier 62 is a revitalized historic pier offering flexible, active community space.  Website: <a href="https://waterfrontparkseattle.org/pier-62">waterfrontparkseattle.org/pier-62</a>	Theme One: People (Water and Recreation)	Theme Two: Movement (Trade and Shipping), Theme Three: Resources (Working Waterfronts)	Park	
<b>Pike Place Market</b>	Seattle	Founded in 1907, Pike Place Market is one of the oldest and largest continuously operating public markets in the United States and one of the most popular tourist destinations in Seattle. The market is known widely for its seafood stands and restaurants while the surrounding parks offer stunning views of Elliot Bay and Port of Seattle shipping facilities.  Website: <a href="https://pikeplacemarket.org">pikeplacemarket.org</a>	Theme Three: Resources (Natural Resources & Human Impacts)		Neighborhood or District	National Historic District



Resource Name	City	Description	Primary Theme and Topic	Secondary Theme(s) and Topic(s)	Resource Type(s)	Designations
<b>Point Hudson</b>	Port Townsend	Originally home to the S'Klallam people, Point Hudson became the site of a Catholic mission, shipyard, sawmill, and icehouse in the 19th century. In the 1930s, the U.S. government built an immigration and quarantine center—where ships of newcomers from Japan, China, the Philippines, and other destinations passed through. Later, Point Hudson was built out as a military installation. Today, the point is home to maritime-related trades and industry, a boatyard, RV campsites, historic vessels (including the Schooner <i>Martha</i> and the National Historic Landmark Schooner <i>Adventuress</i> ), and the Port Townsend Wooden Boat Festival, one of the longest standing wooden boat festivals in the United States.  Website: portofpt.com/point-hudson-marina-rv-park	Theme Two: Movement (Securing Our Shores)	Theme One: People (Communities Shaped by Water, Water and Recreation), Theme Three: Resources (Working Waterfronts)	Dock or marina   Military	Located within Port Townsend National Historic Landmark District
<b>Polson Museum</b>	Hoquiam	Including a carefully restored 1924 mansion, a replica of the Polson Logging Company blacksmith shop, and a reconstructed century-old locomotive shed, the Polson Museum interprets local Grays Harbor history. Many of its exhibits and interpretation relate to the region's history of logging and its relationship with water-based trade. The locomotive shed offers interesting opportunities to explore how the arrival of railways combined with maritime trade to enable global markets.  Website: polsonmuseum.org	Theme Two: Movement (Trade and Shipping)	Theme Three: Resources (Natural Resources & Human Impacts)	Museum or cultural center	National Register of Historic Places, Washington Heritage Register
<b>Port of Olympia Billy Frank Jr. Waterfront Trail</b>	Olympia	This 1.2-mile waterfront trail honors Nisqually environmental leader and treaty rights activist Billy Frank Jr. Ending at the scenic Billy Frank Jr. Park, the trail provides information about local Tribes, native plants, and salmon—with stops in between at historic sites, public art, small parks, Percival Landing, the farmers market, and other downtown locales.  Website: portolympia.com/community/places-and-spaces	Theme One: People (Water and Recreation, Canoe Cultures)		uncategorized	

Resource Name	City	Description	Primary Theme and Topic	Secondary Theme(s) and Topic(s)	Resource Type(s)	Designations
<b>Port Townsend Foundry</b>	Port Townsend	<p>The Port Townsend Foundry is an active, working foundry that has been in continuous operation since 1983, following in the footsteps of the original Port Townsend Foundry established in 1883. Specializing in marine hardware, the Port Townsend Foundry supplies much of the hardware and many custom-built pieces for Port Townsend's active boatbuilding industry and historic wooden vessels, employing heritage techniques alongside modern technology. The foundry is unique amongst tradeshops in that they invite groups and individuals to arrange or drop by for tours of the facility, offering visitors a fantastic experience to explore one of the many industries that make up our modern working waterfronts and enable the production and maintenance of vessels.</p> <p>Website: <a href="http://porttownsendfoundry.com">porttownsendfoundry.com</a></p>	Theme Three: Resources (Working Waterfronts)		Business/ commercial building	
<b>Poulsbo Maritime Museum</b>	Poulsbo	<p>The Poulsbo Maritime Museum showcases the rich maritime history of Poulsbo and North Kitsap. Through imaginative exhibits and interactive displays, the museum invites guests to explore the amazingly diverse history, including: families traveling dock to dock taking farm products to market in Seattle, home-porting of Alaska codfish fleets, and the tour ships and recreational boating of today.</p> <p>Website: <a href="http://poulsbohistory.com/poulsbo-maritime-museum">poulsbohistory.com/poulsbo-maritime-museum</a></p>	Theme One: People (Communities Shaped by Water, Water and Recreation)	Theme Two: Movement (Trade and Shipping, Water Highways), Theme Three: Resources (Working Waterfronts, Natural Resources & Human Impacts)	Museum or cultural center	

Resource Name	City	Description	Primary Theme and Topic	Secondary Theme(s) and Topic(s)	Resource Type(s)	Designations
<b>Puget Sound Maritime Historical Society exhibits at the Museum of History and Industry (MOHAI)</b>	Seattle	<p>The Maritime Seattle exhibit—hosted at the Museum of History and Industry in partnership with the Puget Sound Maritime Historical Society—explores Seattle’s long and significant relationships with the water. Located in the historic bridge room of the Naval Reserve Building, the gallery features stunning views of Lake Union and its bustling world of boats, planes, paddlers, and wildlife. These modern activities are juxtaposed alongside engaging artifacts such as a working WWII-era Tang periscope with 360° views of the city, as well as an 1885 Fresnel Lens from the Smith Island Lighthouse.</p> <p>Website: <a href="http://mohai.org/exhibit/maritime-seattle">mohai.org/exhibit/maritime-seattle</a></p>	Theme Three: Resources (Working Waterfronts)	Theme One: People (Communities Shaped by Water), Theme Two: Movement (Securing Our Shores, Water Highways)	Museum or cultural center	
<b>Puget Sound Naval Shipyard</b>	Bremerton	<p>Established in 1891, the Puget Sound Naval Shipyard has repaired or built thousands of naval vessels to support the Atlantic and Pacific fleets. The facility repaired five of the Pacific Fleet ships damaged in the attack on Pearl Harbor, prepared ships for action in the Korean War, and became a leading facility for repairing and retiring nuclear-power equipment on modern vessels. While the shipyard itself is closed to the public, visitors can learn all about the history and modern work of the facility at the adjacent Puget Sound Navy Museum.</p> <p>Website: <a href="http://navsea.navy.mil/Home/Shipyards/PSNS-IMF">navsea.navy.mil/Home/Shipyards/PSNS-IMF</a></p>	Theme Two: Movement (Securing Our Shores)		Military	National Historic Landmark
<b>Puget Sound Navy Museum</b>	Bremerton	<p>Located near the Bremerton Ferry Dock, the Puget Sound Navy Museum collects, preserves, and interprets the naval heritage of the Pacific Northwest from 1840 to the present, including the adjacent Puget Sound Naval Shipyard.</p> <p>Website: <a href="http://pugetsoundnavymuseum.org">pugetsoundnavymuseum.org</a></p>	Theme Two: Movement (Securing Our Shores)		Museum or cultural center	

Resource Name	City	Description	Primary Theme and Topic	Secondary Theme(s) and Topic(s)	Resource Type(s)	Designations
<b>Puyallup Tribal Museum</b>	Tacoma	The Puyallup Tribal Museum is currently under development. In the meantime, stories about Puyallup Tribal history and culture can be found on the Puyallup Tribe's website.  Website: <a href="http://puyallup-tribe.com/ourtribe">puyallup-tribe.com/ourtribe</a>	Theme One: People (Canoe Cultures)		Tribal center or facility   Museum or cultural center	
<b>Quinault Cultural Center and Museum</b>	Taholah	The Quinault Cultural Center and Museum contains natural and cultural artifacts from the Quinault Indian Nation.  Website: <a href="http://quinaultindiannation.com">quinaultindiannation.com</a>	Theme One: People (Canoe Cultures)		Tribal center or facility   Museum or cultural center	
<b>Qweng7q-wengila7 (Guemes Island)</b>	Guemes Island	Qweng7q-wengila7, now known as Guemes Island, was a traditional location for the Samish Tribe's winter villages. It was commonly known as "Dog Island" because the Tribe often kept their Woolley Dogs on the island, to isolate them from hunting dogs and keep the breed pure. Today, visitors can take the Anacortes-Guemes Island Ferry to explore the island—which includes numerous parks and trails.  <a href="http://samishtribe.nsn.us">samishtribe.nsn.us</a>	Theme One: People (Canoe Cultures)		uncategorized	
<b>Salt Creek Recreation Area</b>	Port Angeles	Salt Creek Recreation Area is the site of the former Camp Hayden—a World War II coastal defense that featured two heavily camouflaged, bomb-proofed two-gun batteries. Now a county park, Salt Creek offers visitors the opportunity to explore gun placements and other fortifications alongside trails, ball courts, campsites, and beach access.  Website: <a href="http://olympicpeninsula.org/things-to-do/diving/salt-creek-recreation-area">olympicpeninsula.org/things-to-do/diving/salt-creek-recreation-area</a>	Theme Two: Movement (Securing Our Shores)	Theme One: People (Water and Recreation)	Park   Military	Washington Heritage Register (Fort Hayden)



Resource Name	City	Description	Primary Theme and Topic	Secondary Theme(s) and Topic(s)	Resource Type(s)	Designations
<b>San Juan Historical Museum</b>	Friday Harbor	<p>The San Juan Historical Museum includes grounds and historical structures (including a farmhouse, log cabin, and the original county jail) that explore the history of the island. It is also home to the Museum of History and Industry (forthcoming) that will interpret and exhibit the living history of four industries that shaped and sustained San Juan Island for generations: fishing, farming, logging, and limestone quarrying and processing. While all these industries were dependent on water-based trade and travel, the fishing exhibit in particular will explore maritime themes via the complexities of catching and processing the harvest of the sea.</p> <p>Website: <a href="http://sjmuseum.org">sjmuseum.org</a></p>	Theme Three: Resources (Working Waterfronts, Natural Resources & Human Impacts)	Theme Two: Movement (Trade and Shipping)	Museum or cultural center	
<b>San Juan Island National Historical Park</b>	Friday Harbor	<p>San Juan Island Historical Park marks the site of the American and English Camps during the Pig War—a boundary dispute between Great Britain and the United States. In 1859, an American killed a stray British-owned pig, sparking international debate over ownership of the island. After a 12-year joint occupation, Kaiser Wilhelm I of Germany as arbitrator awarded the islands to the U.S. Today, the San Juan Island National Historical Park includes historic structures from both British and American camps and are excellent places to hike, picnic, play on the beach, experience wildlife, and participate in programs, including living history events.</p> <p>Website: <a href="http://nps.gov/sajh">nps.gov/sajh</a></p>	Theme Two: Movement (Securing Our Shores)		Park   Military	National Historical Park, National Historic Landmark

Resource Name	City	Description	Primary Theme and Topic	Secondary Theme(s) and Topic(s)	Resource Type(s)	Designations
<b>Shi Shi Beach and Point of Arches National Natural Landmark</b>	Clallam Bay	Nearly as Northwest as you can get in the continental U.S., Shi Shi Beach is a wild and rain-swept beach framing views of the Pacific Ocean, located at the northern edge of the Olympic National Park shoreline. The iconic row of seawalls on the southern end of the beach is known as the Point of Arches and is considered to be one of the most picturesque coastal views in Washington. Point of Arches is also a National Natural Landmark, an honorific designation recognizing significant natural resources across the country. The northern end of the beach lies within the Makah Reservation, and when the reservation is open to the public, Shi Shi Beach can be accessed via a two-mile trail located on Makah land.  Website: <a href="https://nps.gov/olym/planyourvisit/shi-shi-beach-olympic-wilderness">nps.gov/olym/planyourvisit/shi-shi-beach-olympic-wilderness</a>	Theme One: People (Water and Recreation, Canoe Cultures)		Natural feature   Beach   Park	National Natural Landmark, within Olympic National Park
<b>Skagit County Historical Museum</b>	La Conner	Interpreting Skagit County's unique cultural history, the Skagit County Historical Museum is uniquely situated to speak to the development of seaside agricultural communities. The museum also offers periodic maritime history boat tours.  Website: <a href="https://skagitcounty.net/Departments/HistoricalSociety">skagitcounty.net/Departments/HistoricalSociety</a>	Theme One: People (Communities Shaped by Water, Canoe Cultures)	Theme Three: Resources (Natural Resources & Human Impacts)	Museum or cultural center	
<b>Skansie Brothers Net Shed</b>	Gig Harbor	As early as 1910, Gig Harbor's first netsheds—over-water structures and docks of wood meant to store nets and other gear for local fishermen—were constructed along the waterfront. Today, only 17 remain, with several still in use by the local commercial fishing fleet. The Skansie Brothers Net Shed is a public educational center that interprets the history of these structures, including net-mending demonstrations, rope-tying, and purse seine displays.  Website: <a href="https://skansiebrothersnetshed.com">skansiebrothersnetshed.com</a>	Theme Three: Resources (Natural Resources & Human Impacts, Working Waterfronts)		Fishing and aquaculture facility or site	National Register of Historic Places, Washington Heritage Register

Resource Name	City	Description	Primary Theme and Topic	Secondary Theme(s) and Topic(s)	Resource Type(s)	Designations
<b>Skokomish Tribal Museum</b>	Skokomish	<p>What is now known as the Skokomish Tribe actually was primarily composed of Twana Indians, a Salishan people whose aboriginal territory encompassed the Hood Canal drainage basin in Puget Sound. The tribal collection, located in the administration building of the Skokomish Tribe, includes traditional weavings, carvings, and traditional tools. As of spring 2022, the museum is closed to the public due to COVID-19.</p> <p>Website: <a href="http://skokomish.org">skokomish.org</a></p>	Theme One: People (Canoe Cultures)		Tribal center or facility   Museum or cultural center	
<b>Squalicum Harbor, home to an interpretive walking trail, Fishermen's Memorial, and the Bellingham Dockside Market</b>	Bellingham	<p>Squalicum Harbor includes a waterside interpretive trail with information about the fishing industry in Bellingham Bay, as well as a memorial dedicated to fishermen and other mariners lost at sea. Squalicum Harbor is also home to the Bellingham Dockside Market, where visitors can purchase fresh seafood, as well as whale watching tours, a "touch tank" aquarium/marine education center, a chance to view the fishing fleet up close, and a SeaFeast festival in the fall.</p> <p>Website: <a href="http://portofbelllingham.com/199/About-Squalicum-Harbor">portofbelllingham.com/199/About-Squalicum-Harbor</a></p>	Theme Three: Resources (Natural Resources & Human Impacts, Working Waterfronts)	Theme One: People (Water and Recreation)	Monument or marker	
<b>Squaxin Island Tribe Museum, Library, and Research Center</b>	Shelton	<p>The Squaxin Island Tribe Museum tells the story of the Squaxin Island Tribe, known as "The People of the Water." It houses artifacts from the excavations of the archaeological wet site "Qwu?gwes" in nearby Eld Inlet.</p> <p>Website: <a href="http://squaxinlandmuseum.org">squaxinlandmuseum.org</a></p>	Theme One: People (Canoe Cultures)		Tribal center or facility   Museum or cultural center	

Resource Name	City	Description	Primary Theme and Topic	Secondary Theme(s) and Topic(s)	Resource Type(s)	Designations
<b>Steilacoom Historical Museum</b>	Steilacoom	The Steilacoom Historical Museum interprets local heritage and culture of Steilacoom, Washington's first incorporated town. The museum includes exhibits on the voyage of Peter Puget and his exploration of the Sound in the late 18th century. Other maritime-focused interpretation at the museum explores the vessel <i>Damariscove</i> , the history of waterside recreation, and Steilacoom's era as a port city.  Website: <a href="http://steilacoomhistorical.org">steilacoomhistorical.org</a>	Theme Two: Movement (Voyages of Exploration, Trade and Shipping)	Theme One: People (Communities Shaped by Water, Water and Recreation)	Museum or cultural center	
<b>Steilacoom Tribal Cultural Center and Museum</b>	Steilacoom	The Steilacoom Tribal Museum has an extensive collection of images and objects from the Steilacoom Tribe, as well as other Tribes from around Puget Sound and North America, including exhibits on history, contemporary photographs, jewelry, basketry, and more.  Website: <a href="http://steilacoomtribe.business.site">steilacoomtribe.business.site</a>	Theme One: People (Canoe Cultures)		Tribal center or facility   Museum or cultural center	
<b>Sucia Island Marine State Park</b>	Sucia Island	Among the northernmost of the San Juan Islands, this horseshoe-shaped island is accessible only by watercraft. Known for its emerald waters and forested trails, its magnificent sunsets and sandstone formations, Sucia Island is prized by locals for its off-season beauty and solitude. It has also become known for its abundance of fossils, including the femur bone of a therapod informally named the "Suciasuarus"—which remains the only dinosaur fossil ever found in Washington State.  Website: <a href="http://parks.wa.gov/594/Sucia-Island">parks.wa.gov/594/Sucia-Island</a>	Theme One: People (Water and Recreation)	Theme Three: Resources (Natural Resources & Human Impacts)	Park	Washington State Park



Resource Name	City	Description	Primary Theme and Topic	Secondary Theme(s) and Topic(s)	Resource Type(s)	Designations
<b>Suquamish Museum and Cultural Center</b>	Suquamish	<p>The Suquamish Museum aims to collect, protect, educate, and preserve the history and culture of the Puget Sound Salish Tribes with an emphasis on the Suquamish Tribe. Through the use of oral history, photography, artifacts, replication, and audio/visual productions, the museum provides exhibits that allow visitors from all age levels to understand culture and history from the view of the First Peoples of the Puget Sound and the Suquamish Tribe.</p> <p>Website: <a href="http://suquamish.nsn.us/suquamish-museum">suquamish.nsn.us/suquamish-museum</a></p>	Theme One: People (Canoe Cultures)		Tribal center or facility   Museum or cultural center	
<b>Sv Nikolai Memorial</b>	Forks	<p>A monument on Upper Hoh Road near Forks marks a 1808 Russian shipwreck that brought the first European woman to the North Olympic Peninsula. The wreck of the <i>Sv Nikolai</i> influenced the course of the region's development and helped persuade Russia to pull back from plans to colonize the Oregon Territory. Although the ship wrecked near/on Rialto Beach, the memorial is inland, near the Hoh Rain Forest Visitor Center—the location where a few survivors built a refuge. Eventually the 13 survivors of the crew turned themselves into the Hoh Tribe, who gifted them to the Makah.</p> <p>Website: n/a</p>	Theme Two: Movement (Voyages of Exploration)		Monument or marker	
<b>Swadabs Waterfront Interpretive Park</b>	La Conner	<p>Created by the Swinomish Tribe at the site of the ancestral village Txiwuc, this park provides public waterfront access. The Swinomish Channel park features three pavilions resembling woven cedar hats, interpretive panels, and a Native plant garden. The opening of the park in 2011 coincided with the 2011 Canoe Journey/Paddle to Swinomish.</p> <p>Website: <a href="http://swinomish.nsn.gov">swinomish.nsn.gov</a></p>	Theme One: People (Canoe Cultures)		Park   Tribal center or facility	

Resource Name	City	Description	Primary Theme and Topic	Secondary Theme(s) and Topic(s)	Resource Type(s)	Designations
<b>The Whale Museum (Friday Harbor)</b>	Friday Harbor	The Whale Museum promotes stewardship of whales and the Salish Sea ecosystem through education and research. The museum features exhibits and educational programs for the public and also operates research programs such as the Stranding Network, Soundwatch, and the Sightings Network.  Website: <a href="http://whalemuseum.org">whalemuseum.org</a>	Theme Three: Resources (Natural Resources & Human Impacts)	Theme One: People (Communities Shaped by Water)	Museum or cultural center	
<b>Tordenskjold halibut schooner</b>	Seattle	FV <i>Tordenskjold</i> is the oldest surviving example of a halibut schooner, a type of fishing boat designed in the Pacific Northwest for fishing the waters of the North Pacific and Bering Sea for halibut. <i>Tordenskjold</i> was donated to Northwest Seaport in 2017 for public display and educational programming, showcasing Seattle's long history of fishing and wooden boat construction.  Website: <a href="http://nwseaport.org/historic-fleet">nwseaport.org/historic-fleet</a>	Theme Three: Resources (Natural Resources & Human Impacts, Working Waterfronts)		Fishing and aquaculture facility or site   Museum or cultural center   Vessel	National Register of Historic Places
<b>Tugboat Sand Man at Percival Landing</b>	Olympia	The <i>Sand Man</i> tugboat is a vintage 105-year-old vessel moored in Olympia—and a future part of the forthcoming Olympia Tugboat Heritage Walk. The vessel's name resulted from its frequent use in towing barges filled with sand from a large gravel pit near Steilacoom down to Olympia by its original owner, Arthur J. Weston. The 60-foot vessel is open to the public as a free, floating museum and local historic landmark. It also attends civic and maritime events throughout the Puget Sound area.  Website: <a href="http://tugsandman.org">tugsandman.org</a>	Theme Three: Resources (Working Waterfronts)	Theme Two: Movement (Water Highways)	Vessel	National Register of Historic Places, Washington Heritage Register

Resource Name	City	Description	Primary Theme and Topic	Secondary Theme(s) and Topic(s)	Resource Type(s)	Designations
<b>Tulalip Tribes Hibulb Cultural Center</b>	Tulalip	The Hibulb Cultural Center is a place of learning and a source of civic pride for the Tulalip people and neighboring communities. Through self-guided or group tours, visitors can learn about traditional territories, the importance of the cedar trees, the Tribe's seven value stories, and seasonal lifeways—as well as canoe traditions in Canoe Hall.  Website: <a href="http://hibulbculturalcenter.org">hibulbculturalcenter.org</a>	Theme One: People (Canoe Cultures)		Tribal center or facility   Museum or cultural center	
<b>U.S. Naval Undersea Museum</b>	Keyport	The Naval Undersea Museum's mission is to preserve, collect, and interpret Naval undersea history, science and operations. It is home to permanent exhibits on the ocean environment, torpedo technology, mine warfare, ballistic missile submarines, undersea vehicles, and submarine operations, including search and rescue.  Website: <a href="http://navalunderseamuseum.org">navalunderseamuseum.org</a>	Theme Two: Movement (Securing Our Shores, Voyages of Exploration)		Museum or cultural center	
<b>U.S.S. Turner Joy</b>	Bremerton	Open to the public for tours and visitation, the Vietnam War-era destroyer U.S.S. <i>Turner Joy</i> (DD-951) is a Navy museum ship moored on the Bremerton waterfront adjacent to the Washington State Ferry Terminal. <i>Turner Joy</i> was one of two U.S. warships involved in action on the Gulf of Tonkin at the beginning of the Vietnam War.  Website: <a href="http://ussturnerjoy.org">ussturnerjoy.org</a>	Theme Two: Movement (Securing Our Shores)		Vessel   Museum or cultural center	

Resource Name	City	Description	Primary Theme and Topic	Secondary Theme(s) and Topic(s)	Resource Type(s)	Designations
<b>Virginia V</b>	Seattle	<p>Built in 1922, the steamship <i>Virginia V</i> (the “V” represents the Roman numeral five) is the last operational example of a Puget Sound Mosquito Fleet passenger steamer, hundreds of which crisscrossed Puget Sound from the 1850s until the 1930s. From her home port at Seattle’s Historic Ships Wharf, the <i>Virginia V</i> travels the waters of Lake Union, Lake Washington, and Puget Sound, exploring the region’s rich history with cruises and dockside events.</p> <p>Website: <a href="http://virginiav.org">virginiav.org</a></p>	Theme Two: Movement (Water Highways)		Vessel	National Historic Landmark
<b>W.T. Preston &amp; Maritime Heritage Center</b>	Anacortes	<p>The <i>W.T. Preston</i> was the last sternwheeler to work in Puget Sound and is one of only two snagboats remaining in the contiguous United States. Snagboats remove navigational hazards (such as trees and sandbars) from bays, harbors, and rivers and were very important to early navigation of heavily timbered areas of western Washington. Today, the <i>W.T. Preston</i> and Maritime Heritage Center in Anacortes preserve this important resource and interpret the history of Fidalgo and Guemes Islands’ maritime heritage.</p> <p>Website: <a href="http://anacorteswa.gov/422/Maritime-Heritage-Center-and-the-WT-Pres">anacorteswa.gov/422/Maritime-Heritage-Center-and-the-WT-Pres</a></p>	Theme Two: Movement (Water Highways)	Theme Three: Resources (Working Waterfronts)	Vessel	National Historic Landmark



Resource Name	City	Description	Primary Theme and Topic	Secondary Theme(s) and Topic(s)	Resource Type(s)	Designations
<b>Washington State History Museum</b>	Tacoma	<p>Operated by the Washington State Historical Society, the Washington State History Museum explores the people and places of our state through interactive exhibits. Its permanent exhibits provide background on all aspects of the state's history—including the shoreline's natural history and resources, canoe cultures and Tribal treaty rights, migration and immigration patterns, and the commerce facilitated by Washington's waterways, particularly international shipping.</p> <p>Website: <a href="http://washingtonhistory.org">washingtonhistory.org</a></p>	Theme One: People (Communities Shaped by Water, Canoe Cultures)	Theme Two: Movement (Trade and Shipping, Voyages of Exploration), Theme Three: Resources (Natural Resources & Human Impacts, Working Waterfronts)	Museum or cultural center	
<b>Washington State Parks with access to the Seashore Conservation Area</b>	Southwestern coast of the Olympic Peninsula	<p>The Seashore Conservation Area (SCA) was established in 1967 to provide and preserve recreational use on Washington's coast for generations to come—representing a significant moment in the history of maritime conservation for Washington State. The SCA comprises 62 miles of the state's coastline between Cape Disappointment at the mouth of the Columbia River (outside of the Maritime Washington National Heritage Area) and the southern boundary of the Quinault Indian National Reservation north of Moclips. Many consider this stretch to be some of the last unspoiled seashore remaining in the United States. Numerous Washington State Parks provide public access to the SCA, including Westport Light, Twin Harbors, Grayland Beach, Pacific Beach, Griffiths-Priday, and Ocean City State Parks, as well as many Ocean Beach Access (OBA) areas.</p> <p>Website: <a href="http://parks.wa.gov/1160/Seashore-Conservation-Area">parks.wa.gov/1160/Seashore-Conservation-Area</a></p>	Theme One: People (Water and Recreation)	Theme Three: Resources (Natural Resources & Human Impacts)	Park	Washington State Parks

Resource Name	City	Description	Primary Theme and Topic	Secondary Theme(s) and Topic(s)	Resource Type(s)	Designations
<b>Westport Marina loading/unloading piers and seafood markets</b>	Westport	The Westport Marina is a commercial fishing shop and home to a suite of public waterfront access facilities, restaurants, shops, recreation, and tourism activities. Visitors can stroll the docks to check out fishing vessels loading and unloading, purchase seafood directly from boats, and search for wildlife.  Website: <a href="http://portofgraysharbor.com/westport-marina">portofgraysharbor.com/westport-marina</a>	Theme Three: Resources (Natural Resources & Human Impacts)		Dock or marina	
<b>Westport Maritime Museum</b>	Westport	The Westport Maritime Museum is located in the original Coast Guard station for Grays Harbor, built in 1940. Home to a bounty of historic, unique, and iconic artifacts, highlights include exhibits on the general history of the area, the shipwrecks around Grays Harbor, the whaling and fishing economy of past and present, the local cranberry industry, and the original Fresnel lens from the Destruction Island Lighthouse.  Website: <a href="http://westportmaritimemuseum.com">westportmaritimemuseum.com</a>	Theme Two: Movement (Water Highways, Securing Our Shores)	Theme Three: Resources (Natural Resources & Human Impacts)	Museum or cultural center	
<b>Whatcom Museum</b>	Bellingham	The Whatcom Museum is a community magnet and a regional destination for cultural experiences rooted in art, nature, and Northwest history. It features a maritime history gallery in its Old City Hall location and exhibits on Tribal cultures and history of the region in its Lightcatcher building.  Website: <a href="http://whatcommuseum.org">whatcommuseum.org</a>	Theme One: People (Canoe Cultures)	Theme Two: Movement (Trade), Theme Three: Resources (Working Waterfronts)	Museum or cultural center	National Register of Historic Places, Washington Heritage Register (Old City Hall Building)

Resource Name	City	Description	Primary Theme and Topic	Secondary Theme(s) and Topic(s)	Resource Type(s)	Designations
<b>Wing Luke Museum of the Asian Pacific American Experience</b>	Seattle	<p>The Wing Luke aims to connect everyone to the dynamic history, cultures, and art of Asian Pacific Americans through vivid storytelling and inspiring experiences to advance racial and social equity. Located in the heart of Seattle's Chinatown-International District, this museum offers visitors unparalleled opportunities to explore Asian Pacific American experiences, including their influence on past and present maritime culture. The Wing Luke Museum is a National Park Service affiliated area and a Smithsonian affiliate.</p> <p>Website: <a href="http://wingluke.org">wingluke.org</a></p>	Theme One: People (Communities Shaped by Water)		Museum or cultural center	National Park affiliated area, Smithsonian affiliate
<b>ḲíḲín̓as: Ennis Creek village site</b>	Port Angeles	<p>ḲíḲín̓as was a Klallam Village and potlatch site located at the mouth of Ennis Creek and was one of the most productive villages for the Klallam people. Today, signage—created through a combined effort of the Lower Elwha Klallam Tribe, City of Port Angeles, and local Boy Scouts—indicates English and traditional Klallam names.</p> <p>Website: <a href="http://elwha.org">elwha.org</a></p>	Theme One: People (Canoe Cultures)		Tribal center or facility   Monument or marker	

# Chapter Five: Branding and Marketing Plan



*Image: Kayaking in Bellingham, courtesy of  
Bellingham Whatcom County Tourism*



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# Marketing and Communications Strategy

## INTRODUCTION

The success of the Maritime Washington National Heritage Area (“Maritime Washington”) will be largely dependent on strong communication between staff, leadership, partners, and those wishing to experience the heritage area. The three key functions of Maritime Washington—partner support, external messaging, and advocacy—rely on a foundation of clear and consistent communication that is responsive to the heritage area’s distinct audiences. For Maritime Washington to best serve those who live, work, and play within the heritage area, our community needs to know who we are, what we do, and what we hope to achieve together.

This chapter outlines the strategic framework for launching the Maritime Washington brand and presents a road map for using communications to support the goals, interpretive strategies, programs, and other actions laid out in this Management Plan. It also includes a brand identity guide for more information about the Maritime Washington brand. More specific actions and recommendations—including more detailed recommendations for year-by-year communication strategies—can be found in [“Appendix D: Communications Road Map by Year” on page 441](#) or have been integrated into [“Chapter Seven: Implementation Plan” on page 252](#).

Communication strategies and recommendations are designed for flexibility and responsiveness to changing circumstances. Marketing and communication tactics must be reliant on and supportive of Maritime Washington’s annual goals and strategies. They must also shift in conjunction with the needs and patterns of our audiences. As such, staff and leadership will review the marketing and communication strategy on an annual basis (in conjunction with annual work planning and goal setting) and create an annual content management plan. In this process, Maritime Washington should consider:

- Overarching programmatic goals and strategies
- The continuous flow of stories from partners and communities
- Topics of interest and importance to our audiences
- New opportunities and programmatic priorities
- The availability of funds and staffing
- New communication channels
- What has proven effective and efficient when implemented in the past

## DEFINITIONS

- **Owned channels:** Media that Maritime Washington owns or controls through which messages are shared, such as a website, newsletter, or Instagram account.
- **Collateral/materials:** Media materials that Maritime Washington uses to share messages and content, such as a specific issue of a newsletter, a brochure, a video, or a graphic.
- **Events:** In-person or virtual gatherings of people that are produced, sponsored, or co-created by Maritime Washington.
- **Campaigns:** Focused communication efforts around a specific topic or purpose, such as a campaign to encourage submissions for a photography contest or a series of advertisements to prompt visits to Maritime Washington's website.
- **Content management plan:** A written plan for communication efforts, including target audiences, goals, themes, and schedules for sharing content. A content management plan can be made at a high level for all organizational messaging during a set period or at the level of individual campaigns.
- **Stakeholders:** Individuals, groups, and organizations with an interest in Maritime Washington's goals, mission, and/or resources.

## STAKEHOLDER ROLLOUT STRATEGY

For simplicity, those with a stake or interest in Maritime Washington are grouped into three tiers. Tier One includes stakeholders who are closest to the work of the heritage area, and Tier Three includes those furthest removed. The three tiers are:

- Tier One: Potential partner organizations, elected officials
- Tier Two: Those who live, work, and play in the heritage area
- Tier Three: Visitors from neighboring areas and across the country

Tiers One, Two, and Three constitute the primary audiences for heritage area messaging. These groups have different levels of engagement, preferred modes of communication, and interests regarding the heritage area. As such, communication tactics are customized by tier.

Each of these groups is large and diverse, including individuals with vastly different interests and needs. These tiers are meant to broadly guide thinking





*Image: Oars at sunset. Photo by Jason Hummel Photography, courtesy of the Washington Tourism Alliance.*

about communication strategy rather than segment out individual audience members. Before beginning any campaign or content management strategies, Maritime Washington should narrow in on the more specific audiences they hope to reach within these tiers.

**Tier One:** Maritime Washington communications will focus first on Tier One, building a strong understanding and sense of ownership of the Maritime Washington brand among those closest to it. This circle includes the future partners of the Maritime Washington network and the key sites and storytellers of the heritage area. It also includes elected officials, whose support has been and will continue to be vital in launching the heritage area. Many of the organizations in Tier One are familiar with Maritime Washington and have participated in the planning efforts in some way. Some already embrace the mission, while others have yet to engage, but all have a stake in celebrating, sharing, and preserving Washington’s maritime cultures. As such, they stand to directly benefit from the heritage area’s work.

An initial strategy for Tier One outreach focuses on “Anchor Organizations”—the 40 groups from across the region who have facilitated public outreach during the management planning period. As early adopters, these organizations may serve as the initial “brand champions” for Maritime Washington, continuing to spread the word about the new heritage area. Maritime Washington will rely upon these early friends to push out initial collateral, materials, and campaigns. This will help expand messaging to other potential partners and demonstrate community buy-in for the Maritime Washington network, thereby further expanding the circle of “brand champions.”

In addition to championing the Maritime Washington brand, Tier One stakeholders will also serve as “brand storytellers.” Since Maritime Washington aims to amplify the fantastic sites, stories, and experiences that already exist within the heritage area, the partners and potential partners of Tier One will



provide much of the content shared on Maritime Washington channels. They may also help increase the reach of Maritime Washington's own content by re-sharing campaigns.

Communication methods and content should be tailored to the needs and interests of Tier One. Many partners and potential partners will have their own missions, goals, and limited time. As such, communication should be concise and clear, so stakeholders can quickly determine whether it is relevant. Content for Tier One can assume a certain amount of knowledge of the maritime heritage sector, but staff will be cognizant of the different backgrounds, perspectives, and industries of diverse partners.

Focusing first on those who have the biggest stake in the heritage area's work will support all five strategic goals of the heritage area and will build a base for messaging to Tier Two and Three stakeholders.

**Tier Two:** Beyond potential partner organizations, those who live, work, and play within the heritage area also have a stake in the success of Maritime Washington. These residents are the people who create and perpetuate the vibrant maritime cultures of Washington—whether they're aware of it or not. The goal for Tier Two is to increase awareness and sense of place, empowering residents to “live the brand” of Maritime Washington.

Tier Two is the primary audience for content created by “Goal Three: Share diverse stories and increase visibility of Washington's maritime heritage, past and present,” and “Goal Four: Encourage sustainable experiences of maritime heritage,” as well as the public awareness efforts of “Goal Five: Preserve our region's unique maritime identity, resources, and lifeways.”

Maritime Washington will create content specifically for Tier Two audiences, who may not know as much about maritime heritage and/or care as deeply about sector-specific issues. Messaging for Tier Two should focus on topics that are relevant and interesting to non-practitioners, connecting Maritime Washington with their own homes, activities, and favorite places. Most of Maritime Washington's website will be aimed towards Tier Two audiences, as will certain printed materials and public-facing e-newsletters. Since Tier Two is not as close to this program, Maritime Washington should also make efforts to meet them where they are, be that social media, public spaces, community centers, or existing organizational affiliations. Tier Two messaging should also include education around what Maritime Washington is and what it aims to do—explaining the heritage area in clear, easily understood language. Tier One partners and elected officials will also be critical bridges and facilitators in connecting Tier Two stakeholders.

**Tier Three:** Visitors to the heritage area from outside the region are not directly involved in the work of Maritime Washington but are important stakeholders for heritage area content—particularly for their role as audience

to and supporters of Maritime Washington partner sites and organizations. The goal is for visitors from neighboring areas to spread the word to their own networks about the stories and vibrant cultures they experienced during their visit to Maritime Washington. At least in the short-term, visitors may not be drawn to Washington solely for the purpose of visiting the Maritime Washington National Heritage Area. However, Maritime Washington has great potential for capturing the interest of many existing visitors to Washington State, encouraging them to explore our maritime heritage by visiting a key site while they're here. Therefore, early strategies for Tier Three will focus largely on visitors who are already in or planning to visit western Washington.

Marketing content for Tier Three will focus on travel itineraries, sustainable tourism messaging, and other visitor-focused activities ("Goal Four: Encourage sustainable experiences"). Some segments of Tier Three may also be interested in storytelling content and opportunities to "visit" the heritage area virtually ("Goal Three: Share diverse stories")—particularly after they've traveled within the heritage area and developed a connection to the region. Communication strategies include the website (particularly a portion focused on locations and experiences within the heritage area), social media, travel itineraries, limited advertisements and print collateral in strategic locations, and paid or earned media.

## COMMUNICATIONS GUIDING PRINCIPLES

In designing and implementing communications on behalf of Maritime Washington, we will aim to:

- Connect communities across the heritage area.
- Amplify the voices and stories from within the heritage area, rather than telling a group's story for them.
- Ensure that our diverse maritime communities see themselves in our communications.
- Share the content of our partners as well as our own content.
- Build and protect brand equity by being faithful to the three Ps (personality, position, and promise) and brand guidelines. (See the ["Brand Identity Guide" on page 189.](#))
- Keep it simple and relevant, use clear language, and eliminate jargon and acronyms.
- Synchronize communication with key program milestones to support the successful implementation of the Management Plan.
- Review and adjust this plan annually or more often as needed.

## COMMUNICATION STRATEGIES BY YEAR

*Note: This section summarizes a more detailed year-by-year communication strategy, [“Appendix D: Communications Road Map by Year”](#) on page 441.*

### Calendar Year 2022

#### **Brand Goals: Establish the communication foundation**

- Create a base of awareness and understanding among partner and potential partner organizations.
- Engage Anchor Organizations as initial partners.
- Demonstrate value to potential partners and show that their peers are involved.

In 2022, Maritime Washington will focus mostly on the Tier One stakeholders closest to us as we submit the Management Plan to the National Park Service and await its approval, using this year to prepare to go public.



*Image: Dungeness Spit. Photo by Jason Hummel Photography, courtesy of the Washington Tourism Alliance.*

## **Calendar Year 2023**

### **Brand Goals: Showcase our purpose**

- Broaden the base of partners and tools to share our purpose and stories.
- Create interest in and reinforce the brand through storytelling.

2023 is the launch year, focused on drawing more stakeholders into the Maritime Washington circle, using communications to connect them and share their stories.

## **Calendar Year 2024**

### **Brand Goals: Build community**

- Strengthen community among partners.
- Continue to foster awareness and understanding of Maritime Washington among those who live, work, and travel in the area.
- Grow interest in and reinforce the brand through storytelling.

In 2024, Maritime Washington will build on the momentum of Year One, growing the size and strength of the Maritime Washington community and brand. In Year Two, materials introduced the previous year will be reviewed and updated to reflect changes, events, programming, and new goals.

## **Calendar Year 2025**

### **Brand Goals: Expand reach**

- Increase visibility of Maritime Washington in shoreline communities.
- Deepen understanding of the heritage area among those who live, work, and travel in the area.
- Increase engagement inside and outside the area.



# Summary of Owned Communication Channels

The following table summarizes Maritime Washington’s primary external communication channels. These represent the main ways in which maritime partners, residents, and visitors will hear from us. This table focuses on owned channels, which are defined as media that Maritime Washington owns or controls through which messages are shared. It does not include paid advertising opportunities or one-off materials such as social media graphics or videos.

Although this is meant to serve as a guide for initial operations, Maritime Washington will continue to explore new options for reaching different types of stakeholders and adjust channels as needed.

Summary of Owned Communication Channels	
Channel	Content
Website	<ul style="list-style-type: none"><li>• Activities/experiences<ul style="list-style-type: none"><li>◦ Interactive map</li><li>◦ Travel itineraries</li></ul></li><li>• Stories<ul style="list-style-type: none"><li>◦ Curated partner content</li><li>◦ New content developed through storytelling partnerships</li></ul></li><li>• Educators’ section (added in Year Two)<ul style="list-style-type: none"><li>◦ Information on existing K-12 curricula with maritime elements</li><li>◦ Links to partners who offer field trips</li><li>◦ Programs</li></ul></li><li>• Partner section (added in Year Two)<ul style="list-style-type: none"><li>◦ Directory of other partners and their contact information (Note: This will be made available independently before the official partners section of the website is launched)</li><li>◦ Upcoming network meetings, webinars, trainings, events</li><li>◦ Archive of partner e-newsletter</li><li>◦ News page with funding opportunities</li><li>◦ Form to submit events, job postings for newsletters (Note: This will be made available independently before the official partners section of the website is launched)</li></ul></li></ul>

Summary of Owned Communication Channels	
Channel	Content
Social media  including but not limited to Facebook, Instagram, and Twitter	Will vary, but basic categories of content include: <ul style="list-style-type: none"> <li>• Content from website: Activities and stories from the heritage area</li> <li>• Content, events, programs from partners</li> <li>• Content from audience, including annual photo contest</li> </ul>
Printed collateral  such as one-pagers and tri-folds	Will vary depending on medium, purpose, and audience but generally should include: <ul style="list-style-type: none"> <li>• Map of the heritage area</li> <li>• Teaser language about range of activities and/or stories available</li> <li>• “Call to action” that pushes people to our website to find things to do within the heritage area</li> </ul>
Public-facing e-newsletter	Will vary, but basic categories of content include: <ul style="list-style-type: none"> <li>• Select content from website</li> <li>• Partner content, events, job postings, programs</li> <li>• Sponsor recognition</li> </ul>
Partner-facing e-newsletter	Will vary, but basic categories of content include: <ul style="list-style-type: none"> <li>• Overall heritage area updates and news</li> <li>• Funding opportunities</li> <li>• Job postings</li> <li>• Recordings of best practice seminars and additional resources</li> <li>• Training opportunities</li> <li>• Events</li> </ul>
Messaging toolkits for partners	<p>Maritime Washington will provide its partners with language and graphics for use on their own channels.</p> <p>New partners will receive an introductory toolkit, with guidance on how they may identify themselves as part of the heritage area. This will include:</p> <ul style="list-style-type: none"> <li>• Basic language about Maritime Washington</li> <li>• Brand Identity Guide and logos</li> <li>• Suggested language</li> <li>• Social and web graphics</li> <li>• Overview one-pager</li> </ul> <p>Partners will also receive regular topical toolkits related to specific campaigns or messaging pushes. Topics for these quarterly toolkits will be identified by partners as part of the annual survey and will also respond to needs as they arise. These will include:</p> <ul style="list-style-type: none"> <li>• Suggested language</li> <li>• Social and web graphics</li> </ul>

# Brand Identity Guide

*The Brand Identity Guide outlines the visual identity of the Maritime Washington brand (including elements like its logo and tagline) as well as guidelines for talking about the heritage area. Although included in this Management Plan for reference, the Brand Identity Guide is meant to serve as a stand-alone piece that can be distributed to and referenced by Maritime Washington staff, leadership, and partners in the future.*

## A: INTRODUCTION

Maritime Washington wants to partner with you so that we all may be stronger, so that all of our communities are more connected to Washington's saltwater shores and they see themselves reflected in the stories we share.

This is your guide to help you be more impactful connecting people with our state's maritime stories, experiences, sites, and cultures.

By following this brand guide, we will all be more consistent in what we say, how we say it, and how we show the region. Our consistency will build awareness of the heritage area, as well as enhance credibility and engagement among those who live and work here and those who visit us.

### A NATIONALLY IMPORTANT LIVED-IN LANDSCAPE

Like other National Heritage Areas, Maritime Washington combines historic, cultural, and natural resources for a cohesive, nationally important landscape. These lived-in landscapes are designated as National Heritage Areas by Congress to support community stewardship.

Washington's National Heritage Areas—Maritime Washington and the Mountains to Sound Greenway—are just two of the 55 National Heritage areas in 34 states. Programs vary from area to area. They generally focus on interpretation and storytelling, economic development, heritage tourism, historic and cultural preservation, and development of recreational opportunities.

The federal government does not assume ownership of the land, and the designation does not confer any federal regulatory or management authority. The National Park Service provides technical support, oversight, and limited financial funding for the program. A local organization is designated as the

“coordinating entity” for the heritage area, providing day-to-day management and implementation of the program, as well as the facilitation of local match for all federal dollars.

### 3,000 MILES OF SALTWATER SHORELINE IN WASHINGTON

Officially established by Congress in 2019, the Maritime Washington National Heritage Area includes Washington's saltwater shoreline from Grays Harbor through Puget Sound and north to the Canadian border. The boundary of the area extends a quarter mile inland from the mean high tide line.





Our heritage area includes nearly 100 different government units (including Tribes, counties, cities, and port districts) as well as hundreds of maritime museums, education centers, historic ships, lighthouses, working waterfronts, and other historic and cultural resources.

The Washington Trust for Historic Preservation administers Maritime Washington in collaboration with local partners and the National Park Service. Our work is guided by an advisory board—including representatives from across the heritage area—and formally overseen by the Washington Trust Board of Directors.

### **MANY PERSPECTIVES INFORM THE BRAND**

Maritime Washington's goals and strategies are not set by Congress or the National Park Service. Instead, they are determined locally. We engaged hundreds of partners

and community members throughout 2021 to gather their ideas and insights to help us as we developed the heritage area's Management Plan.

Outreach included virtual presentations, public workshops and stakeholder focus groups, surveys, and individual interviews. These informed Working Groups who developed the mission, vision, values, and goals for the heritage area.

In parallel, the Branding and Marketing Working Group worked on developing a brand for the heritage area. We sought to capture what makes the area's 3,000 miles of saltwater shoreline historically and culturally significant to the people who live and work here and across the region.

The result of the group's work is the brand platform, logo, tagline, and visual system presented in this guide.



Monica Bennett, courtesy of San Juan Islands Visitors Bureau

## B: BRAND FOUNDATION

The Maritime Washington Management Plan provides the strategic foundation for the brand. It defines the heritage area’s vision, mission, values, and goals.

### Vision, mission, values, goals

#### VISION

Maritime partners are stronger

Maritime heritage in Washington celebrates and reflects the diverse people, communities, and cultures within it—past, present, and future.

Residents and visitors alike are more connected to Washington’s maritime resources, stories, and spaces.

#### MISSION

The Maritime Washington National Heritage Area supports a network that strengthens the maritime community and connects people with the stories, experiences, resources, and cultures of our state’s saltwater shores and waterways.

#### VALUES

- Respectful
- Place-based
- Inclusive
- Collaborative
- Approachable

#### GOALS

1. Build a network of cross-sector partners dedicated to advancing, honoring, and stewarding Washington’s maritime stories and resources.
2. Provide support and resources for organizations, communities, and Tribes working to preserve, enhance, and share maritime heritage.
3. Share diverse stories and increase visibility of Washington’s maritime heritage, past and present.
4. Encourage sustainable experiences of Washington’s maritime heritage for residents and visitors alike.
5. Preserve Washington State’s unique maritime identity, resources, and lifeways.

### Name

Our name is part of our brand. Our full name, the name in our formal designation by Congress, is Maritime Washington National Heritage Area. Among friends we are simply Maritime Washington.

Use our full name on first reference. After that, use Maritime Washington. This shorter, simpler name is easier to remember, making it easier to connect with us.

Please use Maritime WA only when space is very limited. Reserve the use of MW-NHA for internal communication.

## Brand meaning

The Maritime Washington brand meaning has three dimensions—personality, position, and promise.

### PERSONALITY

*Our vibe or human characteristics*

### POSITION

*How we are like no other place*

### PROMISE

*What is true about us, every time*

Calming  
Peaceful  
Meditative

&

Restless  
Rugged  
Dramatic

The vibrant  
cultures of  
the saltwater  
shores

We deepen  
connection



**MARITIME  
WASHINGTON**

NATIONAL HERITAGE AREA

*Shaped by Sea & Story*

Top left: Monika Wieland, courtesy of San Juan Islands Visitors Bureau.  
Bottom left: Jason Hummel Photography, courtesy of the Washington Tourism Alliance.  
Right: Elizabeth Becker.



## About us

### FOR STAKEHOLDERS IN THE MARITIME COMMUNITY

The Maritime Washington National Heritage Area is a regionwide partnership program that strengthens, shares, and connects our state's maritime communities and resources. The many peoples and organizations along Washington's saltwater shorelines often have limited opportunity to collaborate and celebrate their vibrant maritime cultures. That's why Maritime Washington partners with diverse, cross-sector organizations throughout the region to strengthen ties within the maritime community, protect resources, and share stories with residents and visitors alike.

### FOR RESIDENTS AND VISITORS

The Maritime Washington National Heritage Area strengthens regionwide ties and collaborates to share the sites and stories of the vibrant maritime cultures of Washington's saltwater shores, from Grays Harbor to the Canadian border.



Jesse Collins



## C: VISUAL ELEMENTS

### Logo and tagline

#### LOGO

Our logo has two parts—a logomark (symbol) and a logotype (words).

The Maritime Washington logomark is centered on the shoreline, which connects the sea and mountains. The mountains convey the drama of our brand. Across the center, a Coast Salish canoe represents connections between communities, places, and time. The canoe featured in the logo is based on a traditional Coast Salish design used for traveling and trade. The canoe in this image was designed

by artist Philip Red Eagle of Tacoma, inspired by the many canoes he has researched and carved. Effective for transporting larger loads of passengers and cargo, this canoe shape is commonly used in modern Tribal Canoe Journeys. The gray-blue sky is a calm counterpoint to the depth and energy of the water.

Our logotype includes our full name, treated simply to convey timeless strength and confidence.

Logos are available for download at the Maritime Washington website.



## TAGLINE

The tagline “Shaped by Sea & Story” often appears “locked up” below the Maritime Washington National Heritage Area logotype.



Alternatively, the tagline appears as a “badge,” a separate graphic element. If the logo appears near the tagline badge, the tagline may be omitted from the logo.



## Logo combinations

### USE BY PARTNERS

Organizations whose missions are aligned with the mission of Maritime Washington may become formal partners with us. (For information, contact Maritime Washinton staff). Once you have become a formal partner, you will have permission to use the partner version of the Maritime Washington logo, beginning with “A Partner of.”



## USE BY MARITIME WASHINGTON

In their own materials, Maritime Washington may use their logo with the logos of the National Park Service and the Washington Trust for Historic Preservation, pending permission from both parties. When they appear together on Maritime Washington materials, our logo is most prominent.

When using our logo with those of the National Park Service and the Washington Trust for Historic Preservation, the Maritime Washington logo should be at least twice as large as the other logos. You may also present our logo in color and the other two logos in white over a colored background. Clearly separate the logos by preserving adequate clear space between them.





## USE BY MARITIME WASHINGTON (CONT'D)

When identifying multiple Maritime Washington partners, introduce the partner logos with the phrase “Partners of Maritime Washington” and preserve clear separation among the logos.



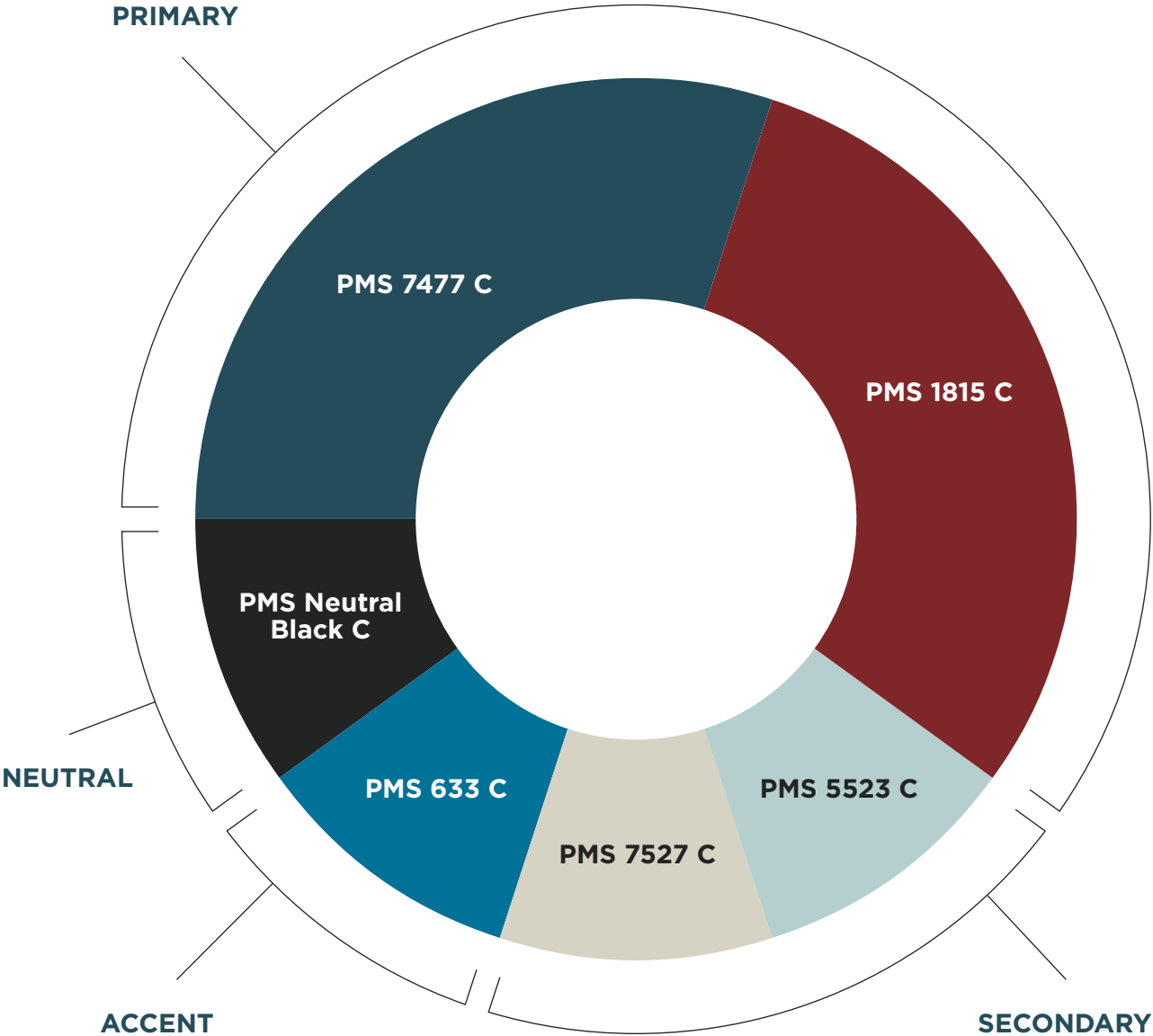
Partners of Maritime Washington



# Colors

In addition to the logo colors, the Maritime Washington color palette introduces turquoise from the Washington Trust brand and two warm secondary colors. The turquoise and red serve as primary brand colors, each with a corresponding cool or warm secondary color, while the blue and black from the logo serve as an accent color and a neutral, respectively.

PRIMARY	SECONDARY
<div><div></div><div><b>PMS 7477 C</b> R36 G76 B90 #244C5A</div></div>	<div><div></div><div><b>PMS 5523 C</b> R182 G207 B208 #B6CFD0</div></div>
<div><div></div><div><b>PMS 1815 C</b> R124 G37 B41 #7C2529</div></div>	<div><div></div><div><b>PMS 7527 C</b> R214 G210 B196 #D6D2C4</div></div>
ACCENT	NEUTRAL
<div><div></div><div><b>PMS 633 C</b> R0 G115 B150 #007396</div></div>	<div><div></div><div><b>PMS NEUTRAL BLACK C</b> R34 G34 B35 #222223</div></div>



## COLOR CONTRAST

Follow these guidelines when selecting background and text color to ensure legibility. These color combinations all meet the minimum contrast ratio requirement for Web Content Accessibility Guidelines 2.0 Level AA.

*White background*

**PMS 633 C HEADINGS & SUBHEADS**

**PMS 7477 C HEADINGS & SUBHEADS**

**PMS 1815 C HEADINGS & SUBHEADS**

PMS Neutral Black C body text.

*PMS Neutral Black C background*

**PMS 5523 C HEADINGS & SUBHEADS**

**PMS 7527 C HEADINGS & SUBHEADS**

**WHITE HEADINGS & SUBHEADS**

White body text.

*PMS 7477 C background*

**PMS 5523 C HEADINGS & SUBHEADS**

**WHITE HEADINGS & SUBHEADS**

White body text.

*PMS 1815 C background*

**PMS 7527 C HEADINGS & SUBHEADS**

**WHITE HEADINGS & SUBHEADS**

White body text.

*PMS 5523 C background*

**PMS 7477 C HEADINGS & SUBHEADS**

**PMS NEUTRAL BLACK C HEADINGS & SUBHEADS**

PMS Neutral Black C body text.

*PMS 7527 C background*

**PMS 1815 C HEADINGS & SUBHEADS**

**PMS NEUTRAL BLACK C HEADINGS & SUBHEADS**

PMS Neutral Black C body text.

*PMS 633 C background*

**WHITE HEADINGS & SUBHEADS**

White body text.

## Curves

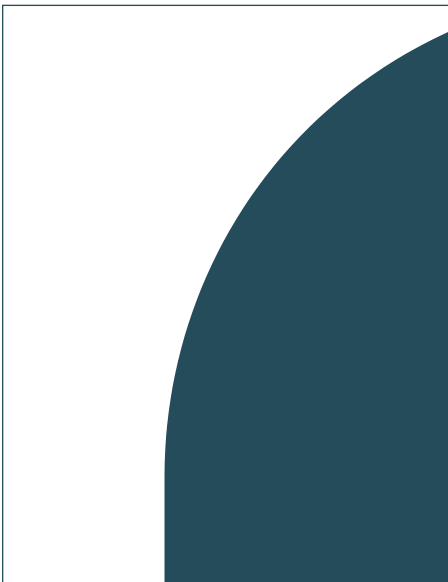
The curve shape is derived from the shape of the water in the Maritime Washington logo. You may scale, rotate, and flip the shape; extend only the flat part of the shape to fit a space; and use it as a positive or negative shape. Do not re-create, stretch, or compress the curve.

Acceptable treatments of the curve include, but are not limited to, the following examples.

Curve graphic is available for download at the Maritime Washington website.



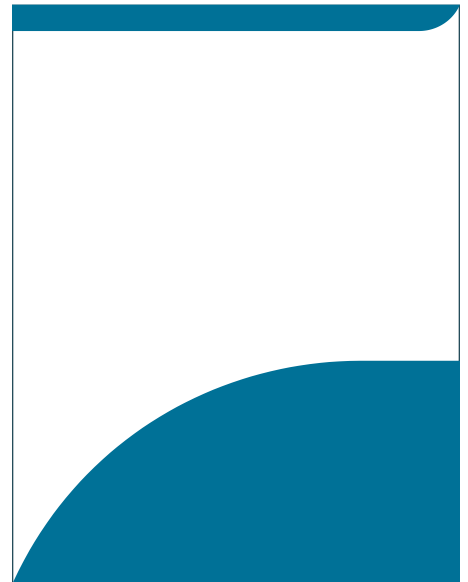
*Curve as a positive shape*



*Curve as a negative shape*



*Curve as a header or footer element*





# Typography

## DESIGN FONT

Use Gotham whenever possible. Gotham is available for purchase at [typography.com/fonts/gotham/styles](http://typography.com/fonts/gotham/styles).

## Gotham

Gotham Light  
AaBbCc123

Gotham Book  
AaBbCc123

**Gotham Medium**  
**AaBbCc123**

**Gotham Bold**  
**AaBbCc123**

*Gotham Light Italic*  
*AaBbCc123*

*Gotham Book Italic*  
*AaBbCc123*

*Gotham Medium Italic*  
*AaBbCc123*

***Gotham Bold Italic***  
***AaBbCc123***

## SYSTEM FONT

In cases where Gotham is unavailable, such as when using the Microsoft Office Suite, use Neue Haas Grotesk Text Pro.

## Neue Haas Grotesk Text Pro

Neue Haas Grotesk Text Pro Regular  
AaBbCc123

**Neue Haas Grotesk Text Pro Bold**  
**AaBbCc123**

*Neue Haas Grotesk Text Pro Italic*  
*AaBbCc123*

***Neue Haas Grotesk Text Pro Bold Italic***  
***AaBbCc123***

## HIERARCHY

Follow these guidelines when formatting text to maintain consistency and logical type hierarchy. A range of point sizes is given; select size relative to the size of the final piece and the other text.

**Headlines: Gotham Bold, sentence case, 18-36 point size**

**SUBHEADS: GOTHAM BOLD, ALL CAPS, SAME POINT SIZE AS BODY TEXT**

Body text: Gotham Book, sentence case, 10-12 point size

## Web address

Our web address is **maritimewa.org**. Use lowercase letters to be consistent with the Washington Trust for Historic Preservation brand.

## Faithful reproduction

Take care not to distort the logo and tagline badge or present them so that they cannot be read.

### DO

Reproduce the logo at no smaller than 1.25" wide.

Leave a minimum clear space equal to the height of the "M" in "Maritime" on all sides. An exception to this rule is when layering the logo partially over a photo, as is done on the cover of this guide. When doing so, use the "circle" version of the logo, and position the bottom edge of the photo at the center of the logomark circle.



## DON'T

Don't change the colors of the logo or reposition elements within the logo.

Don't add effects, such as a stroke, feather, glow, or shadow, to the logo.

Don't crop, stretch, compress, or rotate the logo.

Don't place the logo over a busy or low-contrast background.

Don't place a JPG of the logo (which has a white background) or the white circle version of the logo (which has a white circle behind the logomark) over a background. Instead, use the reversed version of the logo or position the bottom edge of the background at the center of the logomark circle as shown on the previous page.



**MARITIME  
WASHINGTON**  
NATIONAL HERITAGE AREA



**MARITIME  
WASHINGTON**  
NATIONAL HERITAGE AREA



**MARITIME  
WASHINGTON**  
NATIONAL HERITAGE AREA



**MARITIME  
WASHINGTON**  
NATIONAL HERITAGE AREA



**MARITIME  
WASHINGTON**  
NATIONAL HERITAGE AREA



**MARITIME  
WASHINGTON**  
NATIONAL HERITAGE AREA

## Photography style

Well-chosen photographs taken together will communicate our calm/dramatic two-sided personality, illustrate our vibrant cultures, and highlight connection.

Seek professional quality images that:

- Show community
- Are authentic
- Tell a story
- Are distinctly of the people and place

Choose a variety of images showing communities and settings that are crowded and solitary, pristine and developed, calm and dramatic, misty and brilliant, heritage and contemporary, of culture and of nature, and at leisure and at work.

Photos of the heritage area are available by request from Maritime Washington staff.



Taylor Shellfish



U.S. Pacific Fleet



Jason Hummel Photography



Jesse Collins





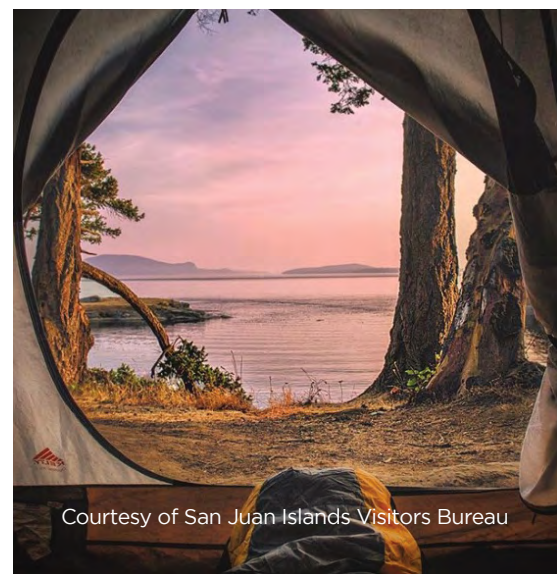
Browns Point Lighthouse in Tacoma



Jason Hummel Photography



Jason Hummel Photography



Courtesy of San Juan Islands Visitors Bureau



Jeremy Johnson



Jason Hummel Photography



## Brand assets index

Brand assets are available for download at the Maritime Washington website in three file types:

### EPS

- Vector-based file that can be enlarged to any degree without losing quality
- Transparent background
- For use in commercial printing and Adobe Creative Suite or Publisher programs

### JPG

- Pixel-based file that will not reproduce cleanly if enlarged
- White background (assets containing white against a background must have a transparent background and are therefore not available as JPGs)
- For use on-screen, on the web, in laser printing, and in Microsoft Office programs

### PNG

- Pixel-based file that will not reproduce cleanly if enlarged
- Transparent background
- For use on-screen, on the web, in laser printing, and in Microsoft Office programs

## LOGO VERSIONS

*Color*

*Black*

*Reversed*








*Standard*



*No tagline*



LOGO VERSIONS (CONT'D)

	Color	Black	Reversed
Circle			N/A
No tagline circle			N/A
Partner	<p>A PARTNER OF</p> 	<p>A PARTNER OF</p> 	

TAGLINE BADGE VERSIONS

Color



Black



Reversed cool



Reversed warm



Reversed

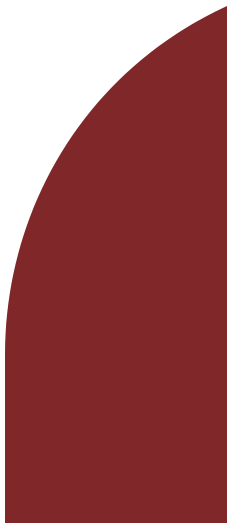


CURVE VERSIONS

PMS 7477 C



PMS 1815 C



PMS 633 C



White





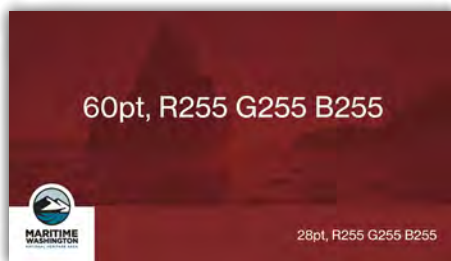
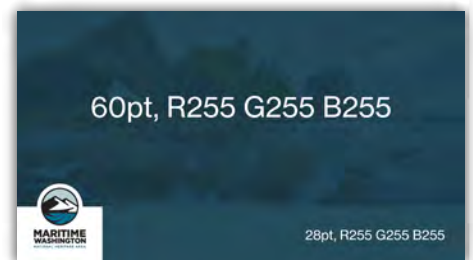
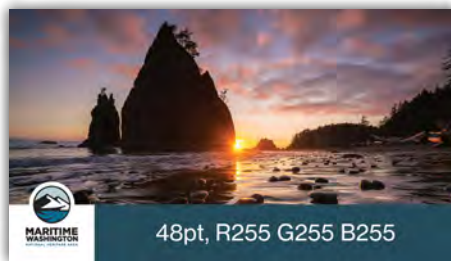
## D: IMPLEMENTATION SAMPLES

See these examples for how to design branded materials using the guide.

### TRI-FOLD BROCHURE



## POWERPOINT TEMPLATE





PARTNER ONE-PAGER



**MARITIME WASHINGTON**  
NATIONAL HERITAGE AREA  
*Shaped by Sea & Story*

**JOIN US AS A MARITIME WASHINGTON PARTNER**

Spanning 3,000 miles of Washington State's saltwater shoreline, the new Maritime Washington National Heritage Area (NHA) recognizes our state's unique and diverse maritime cultures. This heritage area builds partnerships and increases collaboration to support our coastal communities in celebrating, maintaining, and sharing their water-based stories.



**Why you should become a partner**

**NAVIGATING THE SEAS AHEAD**


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Fictat. Catureptas volo et aute pliquiam, cuptas autaquos.




**HELP US MAP WASHINGTON'S MARITIME HERITAGE**

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**THE REBIRTH OF PORT HUDSON**

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**GRANT FUNDING OPPORTUNITIES FOR TRIBAL COMMUNITIES**

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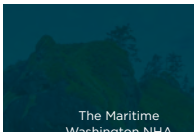
**ALL HANDS ON DECK**

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**MARITIME WASHINGTON NATIONAL HERITAGE AREA DESIGNATION CELEBRATION**

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The Maritime Washington NHA is facilitated by the Washington Trust for Historic Preservation with support from the National Park Service.

[maritimewa.org](http://maritimewa.org)





**MARITIME WASHINGTON**  
NATIONAL HERITAGE AREA  
*Shaped by Sea & Story*

**EXPLORE 3,000 MILES OF SALTWATER SHORE**

Spanning 3,000 miles of Washington State's saltwater shoreline, the new Maritime Washington National Heritage Area (NHA) recognizes our state's unique and diverse maritime cultures. This heritage area builds partnerships and increases collaboration to support our coastal communities in celebrating, maintaining, and sharing their water-based stories.



**Stories to explore**

**NAVIGATING THE SEAS AHEAD**

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**HELP US MAP WASHINGTON'S MARITIME HERITAGE**

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**THE REBIRTH OF PORT HUDSON**

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**GRANT FUNDING OPPORTUNITIES FOR TRIBAL COMMUNITIES**

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**ALL HANDS ON DECK**

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**MARITIME WASHINGTON NATIONAL HERITAGE AREA DESIGNATION CELEBRATION**

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The Maritime Washington NHA is facilitated by the Washington Trust for Historic Preservation with support from the National Park Service.

[maritimewa.org](http://maritimewa.org)








# Sea & Story

October 2021




### Grant funding opportunities for tribal communities


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### Destinations make the case for sustainable tourism

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So much saltwater shore  
yet to explore


Explore 3,000 miles of Washington shoreline



Choose from 8 self-guided adventures.  
[MaritimeWA.org](http://MaritimeWA.org)




**MARITIME  
WASHINGTON**  
NATIONAL HERITAGE AREA  
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You haven't seen it all just yet

Explore 3,000 miles of Washington shoreline



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**MARITIME  
WASHINGTON**  
NATIONAL HERITAGE AREA  
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## ACKNOWLEDGMENTS

Special thanks all who helped develop the Maritime Washington brand including:

### STEERING COMMITTEE

Clare Petrich, *Petrich Marine Dock, committee chair*  
Lance Bailey, *City of Port Townsend*  
Jake Beattie, *Northwest Maritime Center*  
Les Bolton, *Pacific Northwest Maritime Heritage Center*  
Allyson Brooks, *Washington State Department of Archaeology and Historic Preservation*  
Catherine Collins, *Sound Experience*  
Kate Dean, *Jefferson County Board of Commissioners*  
Lindy Doshier, *Naval Undersea Warfare Museum and Puget Sound Navy Museum*  
Fred Goldberg, *Goldberg Investments*  
Peter Herzog, *Washington State Parks*  
Lynn Hyde, *Historic Whidbey*  
Philip H. Red Eagle, *Tribal Canoe Journeys*  
Tim Stapleton, *Washington Department of Natural Resources*  
Peter Steinbrueck, *Port of Seattle Commission*  
Stephanie Toothman, *Washington Trust for Historic Preservation Board of Directors*  
Monique Valenzuela, *Youth Marine Foundation*  
Steve Walker, *Working Waterfront Coalition of Whatcom County*

### MEMBERS OF THE TRIBAL WORKING GROUP

Nettsie Bullchild, *Nisqually Indian Tribe*  
Philip H. Red Eagle, *Tribal Canoe Journeys*  
Jackie Ferry, *Samish Indian Nation*  
Lorraine Gala Lewis, *American Indian Alaska Native Tourism Association (AIANTA)*

Patti Gobin, *Tulalip Tribes*  
Stormy Purser, *Port Gamble S'Klallam Tribe*  
Janet Smoak, *Suquamish Tribe*  
Luke Storm-Cvetich, *Jamestown S'Klallam Tribe*

### BRANDING AND MARKETING WORKING GROUP

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Philip H. Red Eagle, *Tribal Canoe Journeys*  
Carol Riley, *Olympia Harbor Days Festival*  
Sara Sarmiento Ruiz, *Salish Sea Sciences*

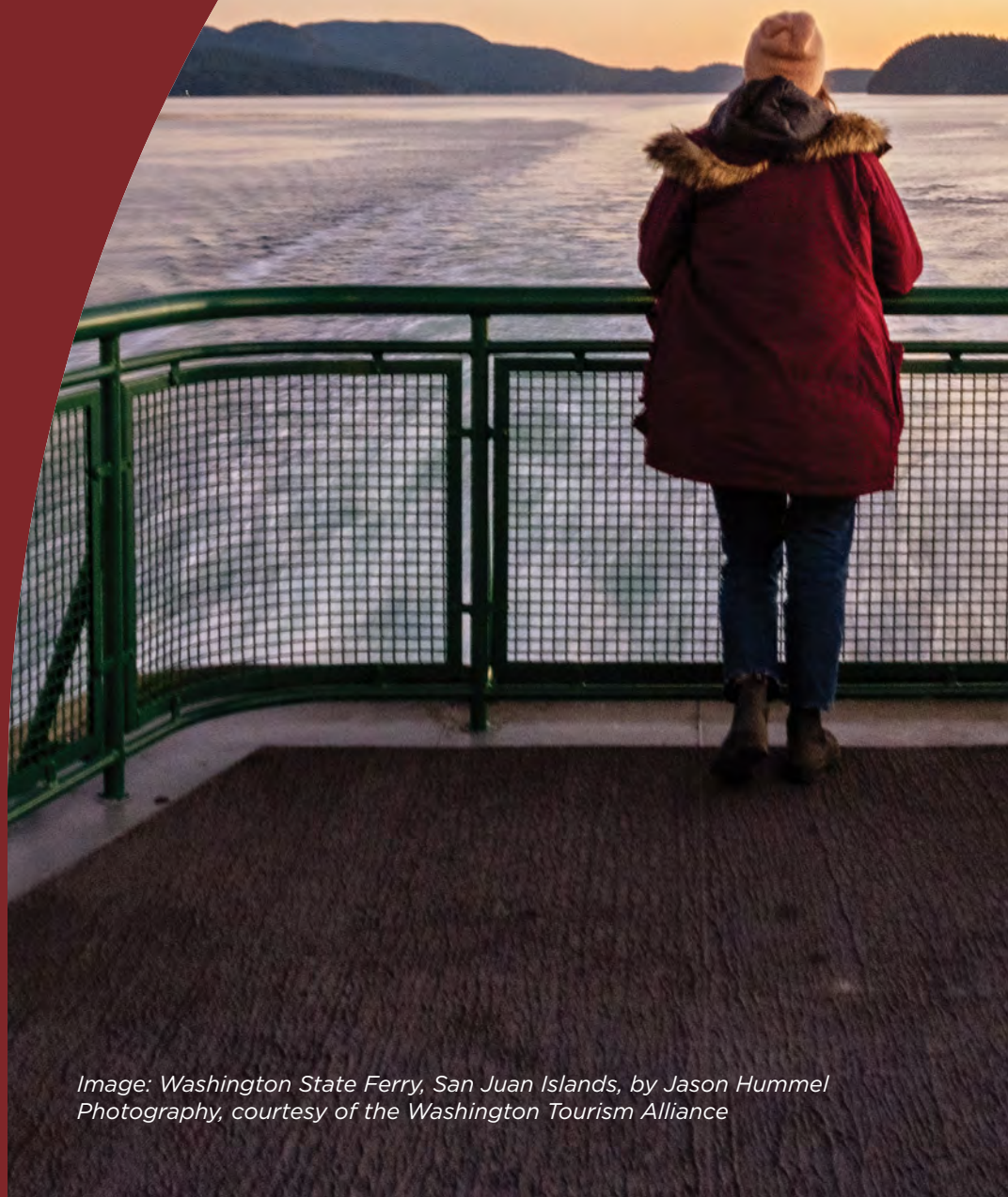
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# Chapter Six: Business Plan



*Image: Washington State Ferry, San Juan Islands, by Jason Hummel  
Photography, courtesy of the Washington Tourism Alliance*



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# Governance Structure

## LOCAL COORDINATING ENTITY

The Washington Trust for Historic Preservation will serve as the local coordinating entity for the Maritime Washington National Heritage Area (“Maritime Washington”). In 2010, a group of maritime experts and enthusiasts from across the region conducted an extensive feasibility study for the Maritime Washington National Heritage Area. During that time, a steering committee for the study considered two options for the selection of a local coordinating entity: developing a new organization from scratch or identifying an existing organization that could fill the role. Some National Heritage Areas have used a hybrid strategy, where an existing organization played a transitional role of managing the heritage area until a new, purpose-built organization had the capacity to take on the role. Given the challenges of developing a new 501(c)(3) organization—primarily leadership, staffing, funding, and development of an effective culture—the Steering Committee preferred to identify an existing nonprofit that could serve as the local coordinating entity. After a review of potential candidates and desired characteristics, the Steering Committee determined that the Washington Trust for Historic Preservation had both the interest and ability to take on the program.

Founded in 1976, the Washington Trust is a statewide nonprofit dedicated to saving the places that matter in Washington State and to promoting sustainable and economically viable communities through historic preservation. The Washington Trust was selected as a neutral, broadly representative organization with no loyalty to a particular region or resource and a long history of effective preservation programs in a variety of communities. In 2019, the Washington Trust was named as the local coordinating entity in the legislation designating the Maritime Washington National Heritage Area.

The Washington Trust is a well-established organization and currently has 10 staff members. The organization is led by a Board of Directors, who hold fiduciary responsibilities and legal governance requirements for the Washington Trust, and an Executive Director. The Washington Trust Board of Directors is an active and involved group representing many professions and diverse interests in the field of historic preservation. New members are recruited on an annual basis, and care is taken to ensure board members represent a range of ages, ethnicities, perspectives, and geographies across Washington State. In addition to the Board of Directors, the Washington Trust has numerous sub-bodies to assist with organizational governance and oversight, including Executive, Governance, Finance, Development, and Preservation Committees and a Main Street Advisory Board. At present,

the Washington Trust operates a variety of statewide programs related to preservation, economic development, and community building, including:

- The **Washington State Main Street Program**, managed under contract with the Department of Archaeology and Historic Preservation (Washington State's Historic Preservation Office)
- ***This Place***, a quarterly heritage magazine
- **Youth Heritage Project**, a summer education program for high school students
- **Heritage grants programs**, with eight dedicated funding programs for various preservation and rehabilitation projects across Washington (such as historic theaters, cemeteries, and barns), many of which are managed under contract and/or in partnership with a variety of government agencies
- Stewardship of the historic **Stimson-Green Mansion**, providing tours, coordinating event rentals and tenants, and managing preservation efforts in support of one of the most significant residential landmarks in Seattle
- **RevitalizeWA**, Washington's annual statewide conference focused on historic preservation and economic revitalization
- Maintaining and advocating for a list of **Most Endangered Places** in Washington State
- **Public policy and advocacy** for historic preservation at local, state, and federal levels
- The **Maritime Washington National Heritage Area**

A new Steering Committee for Maritime Washington was formed at the outset of the management planning process in 2020, along with a Tribal Working Group and additional Working Groups focused on Business, Interpretation, Branding and Marketing, and Implementation Plans. The new Steering Committee and Business Plan Working Group—in coordination with Maritime Washington staff and members of the Board of Directors—evaluated three possible future structures for the facilitation of Maritime Washington:

1. An independent 501(c)(3) for Maritime Washington that could contract with the Washington Trust to act as coordinating entity.
2. A 501(c)(3) for Maritime Washington that would be a legal subsidiary to the Washington Trust.
3. Maritime Washington taken on as a full program of the Washington Trust, falling under its existing 501(c)(3) status.

After careful consideration, the planning team opted for option three: Maritime Washington operating as a full program of the Washington Trust, without independent 501(c)(3) status.

Planning teams working in 2020-2021 identified many of the same challenges for developing a 501(c)(3) as noted by the feasibility study Steering Committee 10 years earlier. The planning team concluded that development of an independent 501(c)(3) would hinder efficient implementation of the heritage area, particularly elements around leadership, organizational structures, staffing, funding, and relationship-building. The team also expressed concerns around the creation of a legal subsidiary for the heritage area, which was deemed to be unnecessarily complex. The planning team also discussed the benefits the heritage area would receive from being housed within the Washington Trust, which has longstanding relationships with many of the targeted partners of the heritage area, extant communication channels, established organizational structures and systems, and a history of successful advocacy on behalf of historic preservation in the state.

In sum, the Management Plan Steering Committee and Business Plan Working Group determined that the heritage area would benefit from remaining a program of the Washington Trust.

In keeping with the principle that the local coordinating entity is just that—a group that coordinates increased and effective collaboration between maritime stakeholders—the Washington Trust will be accountable to and reliant upon the maritime community. The commitment of partners and other maritime stakeholder organizations to provide leadership, fundraising, and energy is a necessary ingredient in the long-term sustainability of the effort. It will not be the Washington Trust’s role to mediate or choose sides in conflicts within the maritime heritage community; rather, as the local coordinating entity, they will provide logistical support and help to facilitate collaboration and growth of the maritime network. As they have done throughout the management planning process, the maritime community in Washington State will truly guide the future of the heritage area.

## **GOVERNING BODIES**

### **Washington Trust Board of Directors**

As a program of the Washington Trust, the Maritime Washington National Heritage Area will be overseen by the Washington Trust Board of Directors, who will maintain fiduciary responsibilities and legal governance requirements for the program. The Board of Directors has established membership procedures, processes, and bylaws. Perspectives and leaders from the Maritime Washington community will be considered for future Washington Trust board member recruitment



and representation.

In addition to the Board of Directors, two new bodies will be convened to guide the program: a Maritime Washington Advisory Board and a Tribal Working Group.

### **Maritime Washington Advisory Board**

The Maritime Washington Advisory Board will be an entirely new body, responsible for ongoing advising and oversight of heritage area activities. Similar in structure to the Washington Trust's existing Main Street Advisory Board, the Maritime Washington Advisory Board will include at least one Washington Trust board member who will serve as the group's representative to the Board of Directors. The additional members of the Advisory Board need not be members of the Washington Trust Board of Directors.

The Advisory Board will strive to be representative of the different types of key stakeholders participating in the National Heritage Area. Maritime stakeholders represent a broad range of interests, including historical societies, local governments, multi-resource museums with a maritime collection, educational organizations, maritime trade groups, military groups, and others, in addition to heritage organizations with a solely maritime focus. Native American Tribes should also be represented as part of the Advisory Board, in addition to the Tribal Working Group (discussed below). Advisory Board members will be selected so that many interests and geographies are represented. Advisory Board members will also be chosen to represent a diverse skill set, from education to fundraising to administration.

The Advisory Board will be broad enough to include the range of voices represented in the heritage area, without being so large as to be unmanageable. We recommend that the group include approximately 15 members, including two representatives from Tribes within the heritage area. The Management Plan Steering Committee will assist in the identification and recruitment of this new Maritime Washington Advisory Board before the Management Plan Steering Committee is officially dissolved.

Upon the first convening of the Maritime Washington Advisory Board, the group will vote on its charter, including a statement of purpose, term limits, an outline of roles and responsibilities, a clear delineation of expected commitments and operations, and a regular meeting schedule. The Advisory Board will be supported by Maritime Washington staff. Within the first few meetings, Advisory Board members will also select and vote on one to two chairs, who will lead the group and work closely with staff to determine Advisory Board priorities and meeting agendas.



*Image: Opening day of Canoe Journey 2011 at Swinomish. Photo by Ray Erps, courtesy of Swinomish Tribal Archive.*

The Advisory Board will be responsible for:

- Providing general advice and oversight
- The execution of this Management Plan
- Working with staff to set annual goals, monitor key performance indicators, and report on progress towards implementation of the heritage area
- Monitoring the budget and assisting staff in strategizing on annual budgeting and fundraising strategies
- Determining topics for annual affinity groups, using guidance from staff and annual survey of partners
- Helping to identify and recruit new partners
- Occasionally participating in hiring committees and grant review committees
- Participating in programs of the heritage area as applicable
- Representing Maritime Washington at various statewide events and festivals

In this way, the Advisory Board will serve both as guides to and ambassadors of Maritime Washington.

## Maritime Washington Tribal Working Group

The Maritime Washington Tribal Working Group will be formalized from an existing Working Group. Throughout 2021, a Tribal Working Group including representatives from 11 of the heritage area's 18 Tribes met monthly to advise on all aspects of the Management Plan, with a particular focus on ongoing Tribal collaboration frameworks. In discussions with these representatives, it was determined that this Working Group was a valuable collaborative tool and should be continued beyond the period of developing this Management Plan.

Moving forward, the Tribal Working Group will:

- Continue to serve as a communications bridge to Tribal Councils.
- Advise on the setting of annual goals and performance indicators.
- Contribute content and ideas for partner workshops.
- Identify resources for Maritime Washington partners to learn more about Tribal heritage and collaboration.
- Advise on the creation of a Tribal Guide to Maritime Washington (for more details, see [“Chapter Three: Interpretive Plan” on page 76](#) or [“Goal Three, Strategy 3, Action 1” on page 290](#)).

While many Tribes participated in the Management Plan Working Group, some preferred to participate in planning efforts via other channels, such as focus groups, site visits, or one-on-one meetings. Other Tribes did not engage substantially in the planning process. The Washington Trust recognizes that it operates within the ancestral homelands and indigenous communities that preceded European settlement and that building relationships with Tribes and Tribal members requires ongoing, sustained collaboration and will continue outreach to those not yet involved with the Tribal Working Group.

For those Tribes who would like to participate in the heritage area but are not interested in sending a representative to the formal Working Group, staff will continue to make themselves available on an individual basis and work together in whatever format is preferred by the Tribe. In collaborating with these 18 sovereign nations, as well as Tribal groups that are not federally recognized, the Washington Trust will remain flexible, respectful, and focused on listening and relationship-building rather than directives.

# Staffing

To carry out the activities outlined in this Management Plan, the Washington Trust will initially hire two full-time equivalent (FTE) staff who will be wholly dedicated to the Maritime Washington National Heritage Area, as well as an additional FTE split between several roles. These staff members will become a part of the Washington Trust team, fully integrated into the organizational structure and supported by administrative staff.

**Program Director** (1 FTE): Reporting to the Washington Trust’s Executive Director, the Program Director for the Maritime Washington National Heritage Area will be responsible for overall strategy and program management. As the program lead, this person will coordinate the Maritime Washington Advisory Board and manage all other staff within the heritage area program, as well as the program budget. They will maintain the Maritime Washington relationship with the National Park Service, including all reporting and compliance. The Program Director will also be responsible for growing and stewarding the Maritime Washington partnership network and will oversee any subgranting programs.

**Communications and Outreach Manager** (1 FTE): Reporting to the Program Director, the Communications and Outreach Manager will be responsible for all outward-facing communications and storytelling collaborations of the heritage area. With guidance from the Program Director, the Communications and Outreach Manager will manage and maintain the heritage area’s website, social media, partner- and public-facing newsletters, marketing and promotion efforts, and all storytelling partnerships.

In addition to these two full-time staff, the heritage area will be supported by the following part-time staff, either hired as new employees or added on to the responsibilities of existing Washington Trust staff:

- **Development Coordinator** (0.50 FTE): Responsible for raising funds for Maritime Washington through grant writing, cultivation of individual donors and sponsors, and other revenue sources outlined in [“Chapter Six: Business Plan: Anticipated Expenses, Fundraising Strategies, and Revenue Streams” on page 232](#) below.
- **Grants Manager** (0.25 FTE): Responsible for contracting and day-to-day management of outgoing grants from Maritime Washington.
- **Office Administrator** (0.25 FTE): Responsible for financial reporting and management, human resources, and general organizational support.

Maritime Washington staff will be expected to work within or near the boundaries of the heritage area. However, given the broad scope of the heritage area and the flexibility provided by new remote work options,



heritage area staff do not necessarily need to be housed in the Washington Trust offices in Seattle. If the right candidate arose for a position and preferred to live elsewhere within the heritage area, they could be housed at a partner organization, with any donated spaces, supplies, and other costs associated with staffing counted as in-kind match against federal funding.



*Image: Ruby Beach, Olympic National Park. Photo by Pavl Polo.*



# Planning and Evaluation Methods

## LONG-TERM STRATEGIC PLANNING AND EVALUATION

This Management Plan will serve as the guiding document for the heritage area for the first 15 years of its operation, with adaptations and adjustments as needed. [“Chapter Seven: Implementation Plan: Short-Term Actions” on page 257](#) includes detailed recommendations for the first five years of the heritage area’s operations and will serve as a strategic plan for initial actions.

Near the end of this five-year period, in 2026/2027, Maritime Washington will conduct a comprehensive evaluation of programs, processes, and the measures of success outlined in the Implementation Plan. Maritime Washington staff and leadership will also conduct significant outreach to partners and other maritime stakeholders to re-assess community needs and priorities. Using this input and the overall guidance of this Management Plan, the Maritime Washington Advisory Board and staff will develop a new three-to five-year strategic plan, outlining new strategies, actions, and measures of success to support the heritage area’s mission and goals. Thereafter, Maritime Washington staff will undertake this cycle of strategic planning every three to five years, in collaboration with and to be approved by Washington Trust leadership and the Maritime Washington Advisory Board, throughout the entirety of Maritime Washington’s 15-year authorization.

Per the authorizing legislation for the Maritime Washington National Heritage Area, the Secretary of the Interior shall conduct an evaluation of the heritage area’s accomplishments no later than 2031 (i.e., three years before the 15-year mark of the heritage area’s designation, when authority for federal funding terminates). At this time, Maritime Washington will be assessed with respect to:

- Accomplishing the purposes outlined in the authorizing legislation
- Achieving the goals and strategies of this Management Plan
- The investments of federal, state, Tribal, and local governments and private entities, to determine the impact of the investments
- The management structure, partnership relationships, and funding of the heritage area with regards to long-term sustainability of the program

Using this assessment, the Secretary—reporting to the Committee on Energy and Natural Resources of the Senate and the Committee on Natural Resources of the House of Representatives—will recommend the future role of the National Park Service, if any, with respect to the Maritime Washington National

Heritage Area.

The 2031 Secretary evaluation of the heritage area against this Management Plan will coincide with the creation of a new three- to five-year strategic plan. As such, the evaluation will also serve as a good opportunity for Maritime Washington to take internal stock of its progress to date, re-evaluate its founding assumptions, and craft a new vision for the future.

For as long as federal funds are provided, heritage area staff will develop annual work plans to be reviewed and approved by the National Park Service. These work plans will identify and enumerate specific projects and activities the heritage area will focus on for the year, as well as a projected financial plan. These plans will align with the Washington Trust's annual goal setting, budgeting, and evaluation process, outlined below. Maritime Washington will also compile and submit reporting data to the National Park Service at the end of each calendar year.

## ANNUAL GOAL SETTING AND EVALUATION

The Washington Trust undertakes an annual goal setting and evaluation process for all its programs. As a program of the Trust, Maritime Washington will also undertake annual goal setting, which will include three to five annual strategic goals. These goals will be aligned with the current strategic plan of the heritage area which, for the first five years, will be [“Chapter Seven: Implementation Plan: Short-Term Actions” on page 257](#) of this Management Plan. The Maritime Washington Advisory Board, Tribal Working Group, and any affinity groups within the Maritime Washington network will have the



*Image: Cap Sante Marina, Anacortes, by Andy Porter, courtesy of the Washington Tourism Alliance*





*Image: Coupeville wharf on Whidbey Island. Photo by Robert Steelquist.*

opportunity to give input in the development of these goals, with additional input on regionwide priorities provided from the annual partner survey. The goals will also be presented to the Washington Trust Board of Directors as part of the organizational goal-setting process.

To ensure accountability, staff will determine three to four trackable metrics (also known as key performance indicators) for each goal to determine whether the heritage area has been successful in achieving its annual goals. The short-term actions identified in [“Chapter Seven: Implementation Plan” on page 252](#) include suggested measures of success for strategies in the first five years. Staff will endeavor to align these metrics with annual data required for National Park Service reporting. As many goals of the heritage area are centered around our partners, several of these metrics may rely on partner-reported satisfaction and progress. This type of data will be collected systematically as part of an annual partner survey.

Staff will check in on these goals and metrics quarterly with the Washington Trust Executive Director and Maritime Washington Advisory Board, evaluating progress towards each goal, strategizing around roadblocks encountered, and adjusting work plans or goals as necessary. At the end of each year, staff will evaluate the heritage area’s performance based on the goals and metrics including, as relevant, the results of the annual partner survey.

Maritime Washington will take care to align internal goal setting and evaluation with the annual work plan and reporting required by the National Park Service (referenced above), matching internal measures of success with the metrics requested by federal reporting whenever possible. During the annual workplan and budget review process, Maritime Washington and the National Park Service will assess the potential for projects to be undertaken by Maritime Washington and its partners with Heritage Partnership Program federal funding for needing NEPA or NHPA Section 106 review compliance.



# Financial Oversight and Budgeting

## **BOARD OF DIRECTORS' ROLE**

As a program of the Washington Trust, fiduciary responsibilities for the Maritime Washington National Heritage Area fall on the Washington Trust Board of Directors. As such, the Board of Directors and its Finance Committee will regularly review heritage area financials and will formally approve its annual budget as part of the yearly organizational budgeting process. Based on these reviews and approvals, they may recommend changes regarding the financial plans of the program.

## **ADVISORY BOARD'S ROLE**

Before it is formally submitted to the Board of Directors, the heritage area's annual budget will be reviewed by the Maritime Washington Advisory Board. Throughout the year, Advisory Board members will receive regular updates on the program's finances for review, recommendations, and accountability.

## **STAFF'S ROLE**

Maritime Washington staff will be responsible for compiling, updating, and reporting on the heritage area's programmatic budget for the Washington Trust. In doing so, they will follow an annual budgeting process as established by Washington Trust program practices. The fiscal year for Maritime Washington will coincide with the federal fiscal year for the National Park Service.

As part of the annual financial planning process, Maritime Washington staff will work in coordination with the Washington Trust development team to formulate an annual fundraising strategy. This strategy should account for the input and recommendations of the Maritime Washington Advisory Board, who will serve as a resource for fundraising connections and advice.

# Anticipated Expenses, Fundraising Strategies, and Revenue Streams

The short-term funding focuses of the heritage area will be the establishment of staffing, communications channels, and network. The heritage area will aim for “early wins” to show tangible benefits to stakeholders and instill confidence in potential partners. After demonstrating the value of the heritage area and building a foundation of partners and content, fundraising efforts will ramp up and continue to expand the scope of mission-aligned activities.

## EXPENSES

Generally, expenses will fall into four major categories:

### Administration and staffing

Implementation of the goals and strategies outlined in this Management Plan will require significant dedication of staff time, program expenses, and overhead costs. Long-term, we expect the program to be supported by three FTE (full-time equivalent) staff. A target budget of \$350,000 to \$400,000 annually will allow for staffing, operational expenses (such as IT and office supplies), and travel.

### Programming

Although many programmatic expenses of the heritage area will be comprised of staff time, partner support and storytelling activities will also require additional resources. Workshops and other events will incur small costs (particularly low if they remain virtual), but storytelling partnership projects and the development of travel itineraries will require more significant investment in the form of contractors, supplies, and travel expenses. Staff will pursue grants to fund these efforts, particularly storytelling projects. Additionally, Maritime Washington may invest limited funds (on a matching basis) to support projects that preserve and increase access to historic maritime sites, traditions, and cultural landscapes. In the longer term, an annual conference will start small but will eventually constitute a significant investment for the heritage area—although we will aim to make up a significant portion of these costs in registration fees and sponsorships. Such network-building and interpretive activities will incur expenses of \$100,000 to \$200,000 annually in the first few years but will grow up to \$250,000 to \$300,000 with the addition of the conference (although much of this expense will be recouped in registration fees and sponsorships).

### Marketing

Particularly in the short term, Maritime Washington will dedicate

significant resources and staff time to establishing strong communications channels, including a newly designed website, social media channels, and limited printed collateral. Dedicating resources to such activities early on will ensure that the heritage area makes a strong first impression with both the public and its potential partner network. After initial web development and other brand rollout costs, expenses in this category will decrease; however, such communications platforms require constant maintenance and frequent updates to remain relevant and useful to their audiences. Therefore, ongoing upkeep and strategic growth of communications channels will continue to be a funding and staff time priority in the long term. Expenses in this category will be higher in initial years to accommodate web development and printing of initial collateral. A target budget of \$75,000 to \$150,000 annually will accommodate development of strong marketing materials and frequent updates.

## Subgranting

Maritime Washington will establish a subgranting program to distribute funding to maritime organizations and other stakeholders within the region. The foundational funding for these passthrough grants will come from federal heritage area allocations; however, the grant pool will be supplemented through additional fundraising and other opportunities as they arise, such as Section 106 mitigation funds and individual donations. Long-term, the grant program will target a minimum annual funding of \$100,000 annually, although the budget for the first year(s) may be less to accommodate other program start-up costs. For more details, see [“Chapter Six: Business Plan: Subgranting Program” on page 242](#) below.

## FUNDRAISING STRATEGIES AND REVENUE STREAMS

To build a strong, sustainable financial foundation, Maritime Washington will develop a wide range of fundraising strategies. While the heritage area’s federal funding allocation will provide an initial base for revenue, Maritime Washington’s funding through the National Park Service must be matched locally on a one-to-one basis. “Match” or “matching share” is the non-federal share of costs that National Heritage Area coordinating entities or their partners contribute to accomplish projects and support their missions. The purpose of this match is twofold: first, to share the federal government’s cost for

“Match” or “matching share” is the non-federal funding Maritime Washington and its partners contribute to accomplish projects and support its mission. Maritime Washington’s funding through the National Park Service must be matched locally on a one-to-one basis.

programs with state and local agencies and the private sector, and second, to ensure the sustainability of programs past the life of the federal financial award. This match can be in the form of cash—such as sponsorships, partner fees, individual donations, grants, non-federal government funding, or earned revenue—or in-kind contributions—including volunteer hours, donated goods and services, and partner resources spent on collaborative or subgranting projects. Cash matches cannot come from other federal funds.

With an anticipated \$350,000 to \$400,000 annual federal allocation, this will require an additional \$350,000 to \$400,000 match from Maritime Washington, for a minimum annual budget of \$700,000 to \$800,000. In later years, as revenue streams are further established, Maritime Washington will plan to exceed the minimum match, contributing \$600,000 or more in local match for a total annual budget of \$950,000 per year or higher. To meet this federal match and set Maritime Washington on the path towards financial self-reliance, fundraising strategies and relationships begun during the management planning period will continue to be cultivated, and staff will consistently seek out new opportunities to strengthen the financial base of the program.

In fundraising for Maritime Washington, it is important is to avoid competition with stakeholder/partner organizations whenever possible. The goal is to strengthen the heritage area network and to provide additional resources to its members, rather than to compete with partner organizations for already scarce funding. With this value in mind, Maritime Washington staff will be mindful of the fundraising opportunities that are pursued, particularly in the realm of grants, and will seek to apply for competitive grants in collaboration with other maritime stakeholders. Furthermore, staff will work to leverage the heritage area's national designation and broad scale to unlock new funding opportunities at the regional and national level, with funders who may not otherwise be accessible to the heritage area's individual stakeholder organizations. Lastly, consistent effort will be made, through grants, sponsorship, and other funding, to increase Maritime Washington's subgranting program, so that the heritage area is actively "growing the pie" of available resources open to partner organizations.

Also critical to Maritime Washington's long-term financial sustainability is the pursuit of diversified revenue streams, rather than mere reliance on federal funding. To this end, Maritime Washington staff and the larger Washington Trust development team will formulate a fundraising plan comprised of grant requests, sponsorship solicitation, individual donor cultivation, merchandise sales, and more. Anticipated revenue streams include:

### **National Park Service funding**

As noted above, National Heritage Areas receive annual funding from



the federal government via the Heritage Partnership Program. Congress funds the program, and the National Park Service is responsible for allocating the funding to individual heritage areas. During the management planning period, Maritime Washington received an annual allocation of approximately \$150,000. Upon approval of this Management Plan, we anticipate an increase to around \$350,000 to \$400,000 annually. As described above, all funding allocated to National Heritage Areas via the National Park Service must be matched locally by non-federal funds.

## **Washington State funding**

Funding through the state legislature or state agency grant programs may be available for different aspects of the Maritime Washington National Heritage Area. To date, Washington State has already provided generous support, including \$150,000 to facilitate the creation of this Management Plan. Although there are few existing funding programs that are applicable to the heritage area, there are many elected officials in the state legislature who are interested in the program and would like to see it succeed. New funding mechanisms through the state may be possible to develop but will require significant work and advocacy to build sufficient legislative support. Any direct state funding has the advantage of qualifying as match for federal funding. Potential avenues of state funding include:

- **Line-item funding:** It may be possible to receive direct state funding through a budget line item. Without the context of an ongoing program or budget status through a state agency, direct legislative funding is generally short-term and, if supported by the legislature and governor, it might be appropriate as a source of start-up funding for the heritage area. This type of state funding would be especially valuable in the early phases of the heritage area to provide predictable matching funds for the heritage area's federal allocation as Maritime Washington establishes a strong foundation and begins to build momentum.
- **Support from the Department of Archaeology and Historic Preservation (DAHP) as directed by the state legislature:** As the leader of state-level historic preservation, DAHP has long been a strong champion of the maritime heritage community in general and the Maritime Washington National Heritage Area in particular. Support via DAHP will need to be directed by state legislators and would likely be short-term or connected to a particular effort, such as a specific subgranting program.
- **Support from Washington State Parks:** State Parks owns and operates 95 individual properties, parks, marine parks,



*Image: Friday Harbor, San Juan Island. Photo by Jason Hummel Photography, courtesy of the Washington Tourism Alliance.*

historical parks, conservation areas, and heritage sites within the heritage area. As such, Washington State Parks will be a strong collaborative and potential funding partner of the heritage area. Staff from both the Washington Trust and State Parks will work together on efforts to interpret maritime heritage of State Parks properties and identify program-specific funding to support such efforts.

- **Specialty license plates:** Auto licenses are now available that support diverse causes including state parks, national parks, wildlife, lighthouses, snow sports, bicycling, children, etc. Revenue generated through some of these plates has been relatively strong, ranging from \$50,000 to \$100,000 annually. It may be possible to develop a license plate specifically supporting the heritage area. This effort, however, will take time, as it must be supported by an act of the state legislature and public petitions. Maritime Washington staff and leaders will pursue the creation of a specialty license plate by first seeking out champions in state government and then through extensive advocacy efforts. Although exploration of this revenue path will begin in the short term, the creation of a specialty license plate should be considered a long-term potential income source rather than a “quick fix.”

### **Grants from public and private funders**

Grants from both public and private funders will be critical to building the funding base of Maritime Washington. The Washington Trust development team—augmented by a 0.5 FTE (full-time equivalent) employee focused on fundraising specifically for the heritage area—has a strong track record of identifying and securing grants from regional and national private funders, as well as public grant programs at the local, state, and federal levels. Development staff, in close coordination with Washington Trust leadership and the heritage area team, will build from existing relationships and ongoing research to identify grant opportunities that can support heritage area activities and are

in line with the heritage area's mission, values, and goals. To avoid mission creep or overstretching, care will be taken to ensure that such opportunities are in line with the initiatives and work plans outlined in the strategic plan.

Opportunities for public grants at the federal level may include one-time or ongoing grants operated through the National Park Service (NPS), such as the National Maritime Heritage Grants Program or the Paul Bruhn Historic Revitalization Grants Program. Maritime Washington may also seek grants from the National Park Foundation. Given Maritime Washington's focus on preserving modern maritime culture (including the future of the maritime workforce), its emphasis on networking and capacity building, and its goals related to sustainable tourism, the work of the heritage area overlaps with the missions of many federal departments beyond NPS. Staff will look to other potential federal funding partners—such as the Economic Development Administration, National Endowment for the Humanities, United States Department of Agriculture (USDA), National Oceanic and Atmospheric Administration (NOAA), Department of Natural Resources, and others—for opportunities that align with Maritime Washington work. In the early years of implementation, Maritime Washington may also pursue funding opportunities related to pandemic recovery. While these funds will be important for supporting heritage area work, no federal grant funding can be used as match for the National Heritage Area allocation via the National Park Service.

Multiple opportunities for regional public grants also exist for Maritime Washington. Many of the region's larger ports—including the Port of Seattle and Port of Tacoma—offer competitive grant programs and in-kind donations of advertisement space to support regional tourism, marketing, and interpretation. Counties and cities provide additional opportunities to apply for competitive grants. Some local jurisdictions operate heritage programs, and funding for tourism promotion is also allowed as an economic development activity of local governments or local Economic Development Councils.

Most jurisdictions also collect and distribute lodging tax funds. Much of the heritage area's work—particularly around encouraging sustainable experiences—is likely to be eligible for lodging tax funding. Visitor-oriented website design and maintenance, development of maps or brochures, advertising, public relations, and some coordinating functions are all potentially fundable through lodging tax funds. The heritage area will also partner with regional destination marketing organizations, who are typically able to apply portions of their lodging tax proceeds to regional organizations if they believe they will receive appropriate return.

As a regional organization, the heritage area will have an ongoing challenge competing for local jurisdiction funding, as each jurisdiction has separate processes and criteria for funding. It can also be difficult to demonstrate specifically local impacts or convince individual jurisdictions that other jurisdictions are financially participating at equitable levels. However, even with these challenges, there are examples of successful regional organizations with widespread and consistent funding support. As such cases arise, Maritime Washington must remain careful to avoid competition with local stakeholders and partner organizations.

Grants from private foundations may also prove to be a strong source of funding for the heritage area. At the national level, major funding may be pursued through the various grant programs of the National Trust for Historic Preservation, the Mellon Foundation's new Humanities in Place initiative, and other cultural and community development funders such as the Kresge Foundation. At the regional level, the M.J. Murdock Charitable Trust (with whom the Washington Trust has a successful funding track record) has a strong interest in capacity building across its grantmaking territory, which could be well-aligned with early Maritime Washington staffing, programming, and network-building. At a more local level, two strategic avenues of grant funding may be pursued via donor-advised funds and family foundations administered by the Seattle Foundation and other bodies or via county community foundations such as the Skagit Community Foundation or Grays Harbor Community Foundation.

## **Sponsorship**

Building off the Washington Trust's existing and successful sponsorship model, Maritime Washington will build a robust and enticing sponsorship program to attract private sector support for the heritage area. Unlike potential Maritime Washington partners, sponsors can be any organization interested in supporting the heritage area financially. Their work need not be aligned with the Maritime Washington mission, and they will not be expected to participate in the ways a partner would. However, staff will take care to ensure that all potential sponsors are aligned with the stated heritage area values before pursuing or accepting sponsorship contracts or dollars. Any sponsorship opportunities that may be in opposition to these values will be carefully evaluated with the Maritime Washington Advisory Board, Tribal Working Group, and/or Washington Trust Board of Directors.

Sponsors of the heritage area will benefit from the opportunity to align themselves publicly with a nationally recognized program and a network of cross-sector maritime partners from across the region. This



type of visibility and positive public relations is hard to quantify, but the optics of community involvement are very valuable to many potential corporate sponsors.

Moreover, the mission and activities of the heritage area are aligned with those of many of the region's most successful businesses, particularly those related to tourism. Destination marketing organizations and cruise lines have been identified as strong potential sponsors, as they too will benefit from stronger, more sustainable heritage tourism in the region. Major maritime industries, from shipping companies to shellfish growers, also benefit from increased publicity and visible support of the maritime community, providing a wealth of potential corporate sponsorship opportunities.

Maritime Washington will offer sponsorship levels from \$500 and up, with higher levels receiving additional and more customized benefits. Specific benefits for sponsors would include the inclusion of sponsor logos in public- and partner-facing newsletters, advertising opportunities, recognition at workshops and events, free registrations to conferences, and limited co-branding opportunities.

## **Partnership**

To create a network that is vibrant and valuable to its members, the heritage area will have a set of formal local partners. Any organization (private or public, for-profit or nonprofit) whose work is directly related to the protection, enhancement, and interpretation of Maritime



*Image: Lummi Island Ferry, courtesy of Visit Bellingham.*

Washington resources and is aligned with the Maritime Washington mission is eligible to become a partner of the heritage area. There will be clear, specific obligations of partners, and the heritage area will have clear, specific obligations to partners in return. One expectation of partners will be an annual fee tiered by organization type and size. These fees will be modest—starting at around \$75—and exceptions will be made, so that budget size of potential partners is not a barrier to participation. While fees will not be a major source of funding for the heritage area, they will primarily be used to support the partner network, through activities such as workshops, conferences, technical assistance, and printed collateral for partner sites.

It will take time to forge relationships with potential partners and build a collaborative network with demonstrated value to participants. Therefore, the number of Maritime Washington partners—and associated partner fees—will ramp up slowly. As the heritage area expands its audience and has more demonstrated success points, we anticipate that the number of partners and the amount of partner fee revenue will increase. For more details, including benefits that partners will receive, please see [“Chapter Two: Directional Guidance: Partnership Structure” on page 59.](#)

If a partner organization is interested in supporting Maritime Washington at a higher level than the suggested partner fee, they can opt to be included as a sponsor as well as a partner, with all corresponding sponsor benefits.

### **Individual donors**

There are many people—both residents and visitors—who care deeply for Washington’s maritime heritage and wish to support the heritage area financially. Any individual or family interested in supporting Maritime Washington will be considered donors and stewarded as such. These individual contributions could start at any amount and will be pursued both passively and opportunistically by staff and leadership. Individual donors at higher levels may, at the discretion of staff, be cultivated and stewarded as major donors. Individual donors will be recognized on the heritage area website, given a free membership to the Washington Trust, and will receive special Maritime Washington merchandise and collateral, in addition to all public-facing newsletters and communications.

### **Earned revenue**

The heritage area will continue to explore opportunities for direct income through events, activities, and product sales. In the short term, Maritime Washington will capitalize on the rollout of its new brand,

logo, and taglines by creating merchandise such as hats, pins, badges, bumper stickers, and shirts. Sales for such merchandise will be offered continuously online, as well as at in-person events where the heritage area will be present, such as the Port Townsend and Lake Union Wooden Boat Festivals, Olympia Harbor Days, Bellingham SeaFeast, Tacoma Maritime Fest, and others. This merchandise will serve not only as an important revenue source but also a type of marketing when supporters wear the logo. Depending on the success of merchandise sales and the interest levels of potential sites, the heritage area may also explore selling merchandise at partner sites, visitor centers, and other gift shops or high-visibility areas. In later years, Maritime Washington will also earn revenue through registrations to the annual conference.

### **In-kind match from partners, grantees, and volunteers**

One of the most significant sources of match for National Park Service federal funding will be provided by in-kind donations from partners, grantees, and volunteers of Maritime Washington. Community investment in heritage areas—both in money and in time—is valuable, and it counts towards the required match of the heritage area’s federal allocation.

Volunteer hours provide a form of in-kind match, as dedicated professionals and practitioners offer their time towards the success of the heritage area. Using industry standards for fair market value, all hours spent by Maritime Washington Advisory Board, Tribal Working Group, and other ad hoc committee members will count as in-kind donations, as will any volunteer hours on events and other service opportunities.

In collaborative projects and events, such as storytelling partnerships or jointly developed workshops, any donated equipment, meeting space, volunteer time, and funds contributed by partners or other donors are also considered in-kind match. While routine expenses of partners do not count towards in-kind match, any services and activities that support the existence and work of the heritage area’s coordinating entity do, specifically in its efforts to carry out the provisions of its legislation, Management Plan, and annual work plans. Additionally, all subgrants awarded by Maritime Washington will require at least a one-to-one match by grantees. For more details on subgranting, please see [“Subgranting Program” on page 242](#) below. The heritage area may provide seed funding and staff support to leverage additional outside funding, get a project off the ground, or help it cross the finish line, but the maritime community will provide equal or greater investment to ensure its success.

# Subgranting Program

One of the great strengths of the Maritime Washington National Heritage Area is the incredible quality and quantity of organizations who already contribute to Washington State's vibrant maritime heritage and culture. Through extensive public and stakeholder outreach during the management planning period, we identified a straightforward and often-repeated need: more funding. As a key strategy for supporting maritime practitioners and partners, Maritime Washington will establish an annual competitive grant program to provide funding to those celebrating, sharing, and preserving our state's maritime heritage and cultures.

The Washington Trust currently operates eight grant programs that distribute money to local preservation projects across the state. Funding for these programs comes from a range of sources, including the Washington State Legislature, the National Park Service, one-time mitigation funding from local governments, and the Washington Trust's own fundraising. The Washington Trust has a long history of successfully managing the application, selection, contracting, monitoring, and reimbursement processes of these programs. While setting up a new subgranting initiative for Maritime Washington will require careful consideration and collaboration with stakeholders—as well as the hiring of a 0.5 FTE (full-time equivalent) employee—the Washington Trust has the experience and systems necessary to implement such a program quickly and efficiently. By launching a grant program quickly after the Management Plan is approved, the heritage area can immediately demonstrate its value to the wider maritime community.

In the short term, funding for these pass-through grants will come from federal heritage area allocations. To accommodate other start-up costs, the grant program will start modestly, with a minimum of \$50,000 in annual distributions. However, in future years, the intent is to grow the grant pool through additional fundraising and other opportunities as they arise, such as sponsorship, foundations, other applicable grant programs with pass-through allowances, and individual donations. Section 106 consultation through the National Historic Preservation Act offers another prospect through which Maritime Washington may be able to leverage targeted funding. The Washington Trust has engaged in numerous Section 106 consultations, often serving as an invited signatory in the process. The Trust has successfully negotiated the creation of grant programs intended to mitigate adverse impacts to historic resources resulting from project specific undertakings. We envision opportunities to engage in Section 106 consultation and, where maritime-related resources may be adversely impacted, support both resource-specific mitigation measures as well as programmatic approaches eligible to a broader set of resources located within the heritage area. Through





Image: "Paint the Parthia" work party, 2018, Olympia.

either scenario, it is possible to secure opportunistic, one-time funding as part of an overall mitigation package. In the long term, the grant program will target a minimum annual distribution of \$100,000 annually, which may be segmented across different funding priorities in any given year.

One of the first steps in establishing the subgranting program will be the selection of a committee to guide grantmaking decisions and distribution. This committee will be drawn from the Maritime Washington Advisory Board and will represent a range of sectors, geographies, and perspectives from throughout the heritage area. If it is deemed necessary to achieve the desired diversity of representation, the committee may also include select partners or other stakeholders who are not applying for grants in the current round. While the exact details of grant program processes, requirements, and criteria will be determined by this committee, the following will provide basic guidelines for the implementation of the heritage area's subgranting program.

## Eligibility

Organizations and entities located within one of Maritime Washington's 13 counties will be eligible to apply for grants (regardless of whether they are an official partner of the heritage area) for projects that are related to resources and narratives within the National Heritage Area's boundary. Individuals will not be eligible to apply for grants from Maritime Washington. Eligible organizations and entities include:

- Nonprofits
- Community groups with a fiscal sponsor
- City, state, county, and port governments
- Main Street communities
- Chambers of commerce
- Destination marketing organizations
- Tribal governments

## Project types

All grant projects must support the mission of the Maritime Washington National Heritage Area and address at least one of its goals and interpretive themes. To encourage collaboration within the region, priority should be given to multi-party and/or cross-jurisdictional projects, particularly when the applicant is a government organization.

Due to the limited amount of subgranting funds available and Maritime Washington's objective of distributing these funds widely across the region, grants will not be awarded for capital projects. There are already a number of statewide grant opportunities for capital projects, including the Washington State Historical Society's Heritage Capital Project Fund, the Department of Archaeology and Historic Preservation's four capital project grant programs, and the Department of Commerce's Building for the Arts program. (Though it should be noted that the Washington Trust may pursue fundraising opportunities for subgranting monies for capital projects such as the National Park Service's Paul Bruhn Historic Revitalization Grant Program, any subgranting funds received through these opportunities will be distributed on a one-off basis, without altering the standing parameters of the subgranting program.)

Grants will target programs and projects that support the conservation, management, and development of the natural, historic, cultural, scenic, and recreational resources of the National Heritage Area. Grants will focus on maritime programming, interpretation, education, and preservation/protection. Examples of funded projects might include:

- **Programming:** A maritime trades organization applies for funding to support a public workshop about traditional sailmaking. (Addresses "Goal Five: Preserve our region's unique maritime identity")
- **Interpretation:** A historical society seeks funding to develop an exhibit about Asian Americans' experience in the maritime

Workers' Union of the 1930s. (Addresses "Goal Three: Share diverse stories" and "Goal Five: Preserve our region's unique maritime identity.")

- **Education:** A nonprofit requests funding for a youth education initiative about beach clean-ups and the impact of beach debris/trash upon the marine ecosystem. (Addresses "Goal Four: Encourage sustainable experiences" and "Goal Five: Preserve our region's unique maritime identity.")
- **Preservation/protection:** A local historic vessel seeks funding to support a National Register nomination. (Addresses "Goal Five: Preserve our region's unique maritime identity.")

In the short term, when the overall grant pool is approximately \$50,000, grant requests should be limited to a relatively small range (\$1,000 to \$5,000) to ensure funds are distributed throughout the region. As the annual grant pool grows to \$100,000 and beyond (through sponsorship, grant funding, and other strategic fundraising), the maximum grant request can be accordingly increased to \$10,000 or higher.

## Project requirements

All subgrants awarded by Maritime Washington will require at least a one-to-one match by grantees. This match can be in the form of monies from the grantee themselves, investment from a third-party (such as a foundation, local government, or individual donor), donated materials, volunteer hours, or other in-kind contributions. For example, if an organization is awarded \$10,000 from a Maritime Washington subgrant, they will be required to contribute an equal \$10,000 in matching funds or in-kind goods and services, for a total project cost of \$20,000.

The heritage area will set and clearly communicate reporting and photo documentation requirements, for use in annual NPS documentation as well as external messaging by Maritime Washington. Additional compliance work in alignment with the National Environmental Policy Act (NEPA) and Section 106 of the National Historic Preservation Act (NHPA) may be required for subgranting projects, due to the use of federal funding for the program.

As noted above, grantees are not required to be Maritime Washington partners; however, the grant committee may opt to ask grantees to sign onto Maritime Washington values as a requirement for receiving funds.

## Evaluation criteria

Maritime Washington grants will be selected via a competitive application process. To ensure full transparency and fair process, the

criteria by which applications are vetted will be published in conjunction with the application itself. Staff will make themselves available to interested parties throughout the application period to answer questions, discuss the feasibility of potential projects, and support potential grantees in filling out applications. While exact evaluation criteria for each round of funding will be set by the grant committee, general categories could include:

- Support of Maritime Washington mission and goals
- Collaborative nature of the project
- Relation to interpretive themes
- Level of local support
- Overall community benefit
- Diversity, equity, and inclusion values or journey of applicant

The committee may also consider applications with an eye to equity of perspectives and backgrounds, range of geographies, urban versus rural distribution, and diversity of organizational type.



# Budget Table

EXPENSES						
DESCRIPTION	YEAR ONE	YEAR TWO	YEAR THREE	YEAR FOUR	YEAR FIVE	NOTES
ADMINISTRATION						
Staffing	\$ 286,902.86	\$ 295,235.91	\$ 316,275.98	\$ 325,850.19	\$ 349,182.56	
Steering Committee	\$ 1,500.00	\$ 1,500.00	\$ 1,500.00	\$ 1,500.00	\$ 1,500.00	
Office space	\$ 18,000.00	\$ 18,000.00	\$ 18,000.00	\$ 18,000.00	\$ 18,000.00	
Insurance	\$ 800.00	\$ 800.00	\$ 800.00	\$ 800.00	\$ 800.00	
Operational costs	\$ 10,000.00	\$ 10,000.00	\$ 10,000.00	\$ 10,000.00	\$ 10,000.00	
Professional memberships & conferences	\$ 4,000.00	\$ 4,000.00	\$ 4,000.00	\$ 4,000.00	\$ 4,000.00	
Travel	\$ 20,000.00	\$ 20,000.00	\$ 20,000.00	\$ 20,000.00	\$ 20,000.00	
Tabling at regional maritime festivals and events	\$ 5,000.00	\$ 5,000.00	\$ 5,000.00	\$ 5,000.00	\$ 5,000.00	
PROGRAMMING						
Kick-off event	\$ 5,000.00	\$ -	\$ -	\$ -	\$ -	
Educational workshops	\$ 2,000.00	\$ 2,000.00	\$ 2,000.00	\$ 2,000.00	\$ 2,000.00	

DESCRIPTION	YEAR ONE	YEAR TWO	YEAR THREE	YEAR FOUR	YEAR FIVE	NOTES
Storytelling partnerships	\$ 70,000.00	\$ 70,000.00	\$ 70,000.00	\$ 70,000.00	\$ 70,000.00	Most covered by grants, matching funds
Tribal Guide	\$ 50,000.00	\$ 20,000.00	\$ 10,000.00	\$ 5,000.00	\$ 5,000.00	
Travel itineraries	\$ 3,000.00	\$ 3,000.00	\$ 3,000.00	\$ 3,000.00	\$ 3,000.00	
Annual conference	\$ -	\$ 50,000.00	\$ 100,000.00	\$ 100,000.00	\$ 100,000.00	Begins Q1 year 3
Awards ceremony	\$ -	\$ 10,000.00	\$ 5,000.00	\$ 5,000.00	\$ 5,000.00	Independent in Y2, in conjunction with conference Y3 onward
Conference fellowship stipends	\$ -	\$ -	\$ 2,500.00	\$ 2,500.00	\$ 2,500.00	
Support for preservation and interpretation projects	\$ 30,000.00	\$ 30,000.00	\$ 30,000.00	\$ 30,000.00	\$ 30,000.00	
Partnership with Washington State Ferries	\$ -	\$ -	\$ 10,000.00	\$ 10,000.00	\$ 10,000.00	Development of interpretive materials and/or training of guides
Partnership with WA State on America250	\$ -	\$ -	\$ 10,000.00	\$ 10,000.00	\$ 10,000.00	

DESCRIPTION	YEAR ONE	YEAR TWO	YEAR THREE	YEAR FOUR	YEAR FIVE	NOTES
MARKETING						
Web development and maintenance	\$ 70,000.00	\$ 30,000.00	\$ 20,000.00	\$ 20,000.00	\$ 50,000.00	Bump in Y2 for partner and educator sections; Y5 for redesign
Paid advertisements	\$ 30,000.00	\$ 30,000.00	\$ 30,000.00	\$ 60,000.00	\$ 60,000.00	
Printed collateral	\$ 1,400.00	\$ 5,400.00	\$ 5,400.00	\$ 5,400.00	\$ 5,400.00	Tri-fold, unigrid
Promotional video	\$ 20,000.00	\$ -	\$ 20,000.00	\$ -	\$ 20,000.00	
Merchandise	\$ 7,275.00	\$ 7,425.00	\$ 8,905.00	\$ 10,555.00	\$ 10,555.00	
Stamp for NPS passport	\$ -	\$ -	\$ 10,000.00	\$ 10,000.00	\$ 5,000.00	
SUGRANTING						
Run annual grant app cycles	\$ 50,000.00	\$ 100,000.00	\$ 100,000.00	\$ 150,000.00	\$ 150,000.00	
Total expenses	\$ 684,877.86	\$ 712,360.91	\$ 812,380.98	\$ 878,605.19	\$ 946,937.56	

REVENUES						
DESCRIPTION	YEAR ONE	YEAR TWO	YEAR THREE	YEAR FOUR	YEAR FIVE	NOTES
NATIONAL PARK SERVICE						
Federal allocation	\$ 350,000.00	\$ 350,000.00	\$ 350,000.00	\$ 350,000.00	\$ 350,000.00	Dependent on federal allocation
WASHINGTON STATE FUNDING						
State-allocated funding	\$ 20,000.00	\$ 20,000.00	\$ 20,000.00	\$ 20,000.00	\$ 20,000.00	
Specialty license plate	\$ -	\$ -	\$ -	\$ -	\$ 50,000.00	
GRANTS						
Regional public grants	\$ 10,000.00	\$ 10,000.00	\$ 15,000.00	\$ 15,000.00	\$ 15,000.00	
National public grants	\$ 25,000.00	\$ 25,000.00	\$ 25,000.00	\$ 25,000.00	\$ 25,000.00	
Private foundations	\$ 140,000.00	\$ 140,000.00	\$ 140,000.00	\$ 150,000.00	\$ 150,000.00	
SPONSORSHIP						
Sponsorships for events, grant program, overall support	\$ 30,000.00	\$ 40,000.00	\$ 40,000.00	\$ 40,000.00	\$ 40,000.00	
PARTNERSHIP						
Partner fees	\$ 5,000.00	\$ 10,000.00	\$ 12,000.00	\$ 15,000.00	\$ 15,000.00	
INDIVIDUAL DONATIONS						
Donations	\$ 3,000.00	\$ 3,000.00	\$ 4,000.00	\$ 5,000.00	\$ 5,000.00	
EARNED REVENUE						
Conference registration/ticket sales	\$ -	\$ -	\$ 45,000.00	\$ 45,000.00	\$ 45,000.00	
Merchandise	\$ 2,500.00	\$ 2,500.00	\$ 5,000.00	\$ 5,000.00	\$ 5,000.00	



DESCRIPTION	YEAR ONE	YEAR TWO	YEAR THREE	YEAR FOUR	YEAR FIVE	NOTES
IN-KIND MATCH						
Volunteer hours from governing bodies	\$ 10,125.00	\$ 10,125.00	\$ 10,125.00	\$ 10,125.00	\$ 10,125.00	
Matching funds from subgranting	\$ 50,000.00	\$ 100,000.00	\$ 100,000.00	\$ 150,000.00	\$ 150,000.00	
Partnership projects	\$ 60,000.00	\$ 60,000.00	\$ 60,000.00	\$ 60,000.00	\$ 75,000.00	
Total revenue	\$ 705,625.00	\$ 770,625.00	\$ 826,125.00	\$ 890,125.00	\$ 955,125.00	

# Chapter Seven: Implementation Plan



*Image: Heron with oysters, courtesy of Taylor Shellfish*

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# Introduction

Through the management planning process, the Maritime Washington National Heritage Area (“Maritime Washington”) has developed a framework that will guide strategies and recommend actions for the conservation, funding, management, and development of the heritage area over the next 15 years and beyond. Management actions will be implemented by the heritage area in collaboration with its partners to accomplish the Maritime Washington mission and vision for the future of our state’s saltwater shorelines and waterways.

As the Management Plan is implemented, Maritime Washington will emerge as a strong regional convener, creating a network that strengthens the maritime community and connects people with our state’s water-based stories, experiences, sites, and cultures. This role will include developing new projects and programs described in this Management Plan, as well as responding to new opportunities and supporting the efforts of partners that further the mission of the heritage area. Together, the efforts of Maritime Washington and its partners will better protect, enhance, and interpret the natural, cultural, historic, scenic, and recreational resources of our shores.

To guide the implementation of this mission, the Management Plan Steering Committee reviewed input from hundreds of interviews, focus groups, public workshops, surveys, and other meetings with key stakeholders to develop five key goals for the heritage area’s first 15 years. Each is accompanied by a statement that outlines a vision of success for that goal.



*Image: Canoe near Ebey's Landing National Historical Reserve on Whidbey Island. Photo by Robert Steelquist.*





Image: Sailboats, Seattle. Photo by Benjamin Massello.

Goals of the Maritime Washington National Heritage Area include:

**Goal One: Build a network** of cross-sector partners dedicated to advancing, honoring, and stewarding Washington’s maritime stories and resources.

Vision of success: There is robust cross-sector relationship building, collaboration, communication, learning, coordinated action, and interconnected identity around maritime heritage and culture in Washington State.

**Goal Two: Provide support and resources** for organizations, communities, and Tribes working to preserve, enhance, and share maritime heritage.

Vision of success: Organizations, communities, and Tribes throughout the heritage area have access to the resources they need to fully engage in maritime heritage work.

**Goal Three: Share diverse stories** and increase visibility of Washington’s maritime heritage, past and present.

Vision of success: Everyone’s maritime histories, cultures, and communities are represented in Maritime Washington’s heritage story. Through the Maritime Washington platform, partners have access to a wide and growing audience for maritime stories.

**Goal Four: Encourage sustainable experiences** of maritime heritage for residents and visitors alike.

Vision of success: Partners, residents, and visitors are engaging with Maritime Washington’s cultural landscapes, heritage sites, activities, and programs in ways that are informed and respectful of responsible visitation and preservation practices.

**Goal Five: Preserve our region’s unique maritime identity**, resources, and lifeways.

Vision of success: Protection of maritime resources, landscapes, and practices is a priority in Washington State, supported by policy, public awareness, and a large, diverse pool of maritime practitioners.

This chapter contains four sections that outline recommendations and strategies for achieving these goals and carrying out the policies outlined throughout this Management Plan:

- **Short-Term Actions** describes a program of implementation for the first five years of Maritime Washington's operations, including specific actions, commitments by the heritage area and its partners, funding sources, and descriptions of projects
- **Long-Term Actions** recommends strategies to continue working towards the heritage area's five goals in Years six through 15. These recommendations are less detailed and will be fleshed out through future strategic planning efforts.
- **Planning and Evaluation Methods** outlines internal processes for strategic planning and annual goal setting, as well as regular evaluation and reporting of performance measures. This section can also be found in ["Chapter Six: Business Plan" on page 218](#).
- **Guiding Principles for Implementation** includes selection criteria for future work and best practices for ongoing collaboration, engagement, and resource protection.

# Short-Term Actions: Five-Year Recommendations

This section outlines the strategies and recommended actions to be implemented by the heritage area and its partners during the first five years of operations in support of Maritime Washington’s goals. This includes implementation strategies identified throughout the previous sections of this Management Plan. With frequent adjustments and adaptations, this section will serve as the initial five-year strategic plan for the implementation of heritage area activities.

This plan is organized by the five goals of the heritage area. Each goal is supported by several strategies for implementation, which are in turn supported by a number of more targeted actions to be taken by the heritage area and its partners. Each recommended action includes a timeframe, funding sources, and specific commitments from the local coordinating entity, governments, organizations, and individuals. This section also includes internal administration actions for the successful management of heritage area operations, which are not directly related to the five strategic goals of Maritime Washington.

This section includes two parts:

1. A table summarizing implementation strategies and actions.
2. A narrative section providing more detail on the same implementation strategies and actions, such as descriptions, recommendations for continued public input and collaboration, and metrics for determining success.



*Image: Alki Point Lighthouse, West Seattle, by Ryan Wu.*

## IMPLEMENTATION TABLES

The following tables summarize implementation strategies and recommended actions to be taken by Maritime Washington and its partners. More detailed descriptions of each can be found in the narrative section following the tables. Please note that:

- A few actions are listed twice in the Implementation Plan, as they support more than one goal.
- For brevity's sake, National Heritage Area is abbreviated as “NHA” and the Maritime Washington National Heritage Area as “MWNHA” throughout this section.

Goal	Strategy	Action Number	Action	Timeframe	Related Resource(s)	Source of Funding	Commitments
1. Build a network	1.1 Recruit partners	1.1.1	Develop an inventory of potential partners and sector-specific outreach plans	Year 1		NHA federal funding and local match covering staff salary	MWNHA to implement
		1.1.2	Formally recruit partners to the Maritime Washington network	Year 1 and ongoing		NHA federal funding and local match	MWNHA, Maritime Washington Advisory Board, and Tribal Working Group to implement
	1.2 Support capacity building through the sharing of best practices	1.2.1	Conduct annual partner survey to determine topics of interest and identify best practices	Year 1 and ongoing		NHA federal funding and local match covering staff salary	MWNHA and partners of the Maritime Washington network to participate
		1.2.2	Host regular educational workshops featuring best practices from Maritime Washington partners and experts	Year 1 and ongoing		Local match, sponsorship, and grants	MWNHA and partners of the Maritime Washington network to participate
		1.2.3	Launch and maintain a regular partner-facing e-newsletter	Year 1 and ongoing		NHA federal funding and local match covering staff salary	MWNHA and partners of the Maritime Washington network to participate
		1.2.4	Host a regular awards ceremony to recognize best practices	Year 2-3 and ongoing		Local match and sponsorship	MWNHA, Maritime Washington Advisory Board, Tribal Working Group, and partners of the Maritime Washington network to participate
		1.2.5 (3.1.5)*	Develop a section of the Maritime Washington website centralizing resources for partners	Year 2-3		NHA federal funding and local match, including grants	MWNHA and partners of the Maritime Washington network to participate



Goal	Strategy	Action Number	Action	Timeframe	Related Resource(s)	Source of Funding	Commitments
1. Build a network	1.3 Facilitate communications and relationship-building amongst partners	1.3.1	Establish and facilitate an annual network-wide meeting of partners	Year 2 and ongoing		NHA federal funding, local match, sponsorship	MWNHA and partners of the Maritime Washington network to participate
		1.3.2	Establish and regularly convene affinity groups around topics of interest	Year 2 and ongoing		NHA federal funding and local match covering staff salary	MWNHA and partners of the Maritime Washington network to participate
		1.3.3	Create communications platforms for partners	Year 1 and ongoing		NHA federal funding and local match covering staff salary	MWNHA and partners of the Maritime Washington network to participate
		1.3.4	Host a regular Maritime Washington conference	Year 3-4 and ongoing		NHA federal funding and local match, sponsorship, registration fees	MWNHA and partners of the Maritime Washington network to participate
		1.3.5	Host regular roundtable discussions and events to build bridges between heritage/cultural and environmental organizations to promote joint action around stewardship and sustainable practices	Year 2 and ongoing		NHA federal funding and local match covering staff salary	MWNHA and partners of the Maritime Washington network to participate

Goal	Strategy	Action Number	Action	Timeframe	Related Resource(s)	Source of Funding	Commitments
2. Provide support and resources	2.1 Develop and execute an annual grant program	2.1.1	Identify revenue streams beyond federal allocation to supplement grant pool	Year 2 and ongoing		NHA federal funding and local match covering staff salary	MWNHA and Maritime Washington Advisory Board to implement
		2.1.2	Convene a committee to guide grant program and develop criteria/priorities for grants	Year 1		NHA federal funding and local match covering staff salary	MWNHA, Maritime Washington Advisory Board, and Tribal Working Group to implement
		2.1.3	Run annual grant process, including applications, selection, distribution, monitoring, and reimbursement	Year 1-2 and ongoing		Federal funding, matched by grant recipients. Potentially augmented by individual donors, corporate sponsorship, Section 106 mitigation funding, grants from public entities, and private foundations.	MWNHA to implement
	2.2 Connect partners with additional funding opportunities	2.2.1	Keep abreast of financial opportunities by maintaining good relationships with funders	Year 1 and ongoing		NHA federal funding and local match covering staff salary	MWNHA and Maritime Washington Advisory Board to implement
		2.2.2	Communicate funding opportunities to partners and resource managers through regular partner e-newsletter and individual meetings	Year 1 and ongoing		NHA federal funding and local match covering staff salary	MWNHA to implement
		2.2.3	Assist partners in applying for and accessing funding opportunities	Year 1 and ongoing		NHA federal funding and local match covering staff salary	MWNHA to implement

Goal	Strategy	Action Number	Action	Timeframe	Related Resource(s)	Source of Funding	Commitments
3. Share diverse stories	3.1 Create and maintain a website that centralizes maritime sites and stories	3.1.1	Work with a web developer to design and launch a website with high-quality user experience	Year 1		NHA federal funding and local match, including grants	MWNHA to implement
		3.1.2	Develop a section of the Maritime Washington website to serve as a repository for stories	Year 1		NHA federal funding and local match, including grants	MWNHA to implement
		3.1.3 (4.1.1)*	Develop a section of the Maritime Washington website with an interactive map that compiles things to do throughout the area	Year 1		NHA federal funding and local match, including grants	MWNHA to implement
		3.1.4 (4.1.3)*	Develop a section of the Maritime Washington website centralizing resources for educators	Year 2-3		NHA federal funding and local match, including grants	MWNHA to implement, with Salish Sea Institute providing bank of initial resources from their Salish Sea Curriculum Repository
		3.1.5 (1.2.5)*	Develop a section of the Maritime Washington website centralizing resources for partners	Year 2-3		NHA federal funding and local match, including grants	MWNHA and partners of the Maritime Washington network to participate
		3.1.6	Maintain and frequently update the website to ensure continued relevance, usability, and accuracy of information	Year 1 and ongoing		NHA federal funding and local match	MWNHA to implement
	3.2 Create and maintain additional channels to promote maritime sites and stories	3.2.1	Develop an annual content management plan	Year 1 and ongoing		NHA federal funding and local match covering staff salary	MWNHA to implement
		3.2.2	Launch and maintain robust branded social media channels	Year 1 and ongoing		NHA federal funding and local match covering staff salary	MWNHA to implement
		3.2.3	Publish a regular public-facing e-newsletter	Year 1 and ongoing		NHA federal funding and local match covering staff salary	MWNHA to implement

Goal	Strategy	Action Number	Action	Timeframe	Related Resource(s)	Source of Funding	Commitments
3. Share diverse stories	3.3 Collaborate with partners and community members on new maritime storytelling projects to better interpret the full stories of the region	3.3.1	Launch creation of a Tribal Guide to the heritage area.	Year 2 and ongoing	Multiple, as all sites and resources within Maritime Washington have Tribal relationships. Tribal Museums will likely be initial highlights.	NHA federal funding and local match, including grants	MWNHA and Maritime Washington Tribal Working Group to implement
		3.3.2	Support the Buffalo Soldiers Museum in their mission to establish a museum and interpretive center	Year 1 and ongoing	Fort Lawton, Seattle	State of Washington funding for feasibility study, additional funding from NHA federal funding and local match.	Buffalo Soldiers Museum is committed to conducting feasibility study to establish the museum in Fort Lawton; MWNHA is supporting with financial assistance, advocacy, and technical advice, including serving on advisory committee. Contract in place between MWNHA and Buffalo Soldiers Museum (2021).
		3.3.3	Collaborate with Sea Potential LLC on “SeaSide Stories” storytelling project with diverse youth in Seattle	Year 1	Resources along Seattle’s waterfront, including Pier 62 Waterfront Park	Local match provided by grant funding	Full \$25,000 funding from the National Trust for Historic Preservation “Telling the Full History” grant program; Sea Potential commitment to carry out program, with MWNHA support and amplification. Contract between MWNHA and Sea Potential (2022) in place. Letter of support from Sea Potential in <a href="#">“Appendix E.”</a>



Goal	Strategy	Action Number	Action	Timeframe	Related Resource(s)	Source of Funding	Commitments
3. Share diverse stories	3.3 (cont'd): Collaborate with partners and community members on new maritime storytelling projects to better interpret the full stories of the region	3.3.4	Support the South Sound Maritime Heritage Association in the development of an on-shore exhibit of the historic tugboat <i>Parthia</i>	Year 1 and ongoing	Tugboat <i>Parthia</i> and Port of Olympia Billy Frank Jr. Waterfront Trail	NHA federal funding and local match	South Sound Maritime Heritage Association (SSMHA) is committed to managing the creation of the Heritage Tug Walk, as a future key site of the heritage area; MWNHA providing financial and technical assistance. MOU between MWNHA and SSMHA (2022) in place.
		3.3.5	Partner with HistoryLink on developing stories and interpretive materials on the history of Seattle's waterfront	Year 1 and ongoing	Resources along Seattle's waterfront, including Pier 62 Waterfront Park	State of Washington funding, with local match covering MWNHA staff salary	HistoryLink to manage storytelling project and creation of materials. MWNHA to support fundraising efforts, amplify stories and feature on our own website, provide connections, and host events to feature work. MOU between NHA and HistoryLink (2022) in place.
		3.3.6	Host an annual photo contest	Year 2 and ongoing		NHA federal funding and local match covering staff salary	MWNHA to implement

Goal	Strategy	Action Number	Action	Timeframe	Related Resource(s)	Source of Funding	Commitments
3. Share diverse stories	3.4 Elevate maritime stories in public spaces	3.4.1	Explore creation of cooperative agreement with Washington State Ferries to incorporate maritime interpretation on ferry boats and/or in terminals	Year 5	Washington State Ferry terminals and ferry vessels	Local match	MWNHA and Washington State Ferries (WSF) have committed to explore cooperative interpretation opportunities. Letter of support from WSF in <a href="#">“Appendix E.”</a>
		3.4.2	Support Washington’s America250 committee and the Washington State Historical Society in organizing maritime programming for the America250 celebrations	Year 3-4		State of Washington funding and other local match, including sponsorship	As state lead on America250, Washington State Historical Society (WSHS) has committed to include MWNHA in development of programming for the anniversary. MWNHA supported creation of the 250th committee in statute in 2022 and will continue to support planning efforts to ensure maritime heritage is represented. Letter of support from WSHS in <a href="#">“Appendix E.”</a>
		3.4.3	Explore creation of cooperative agreement with Washington State Parks to co-develop interpretive content	Year 5	95 state park properties within Maritime Washington boundaries	Local match	Washington State Parks and MWNHA have committed to working together on the development of programming. Letter of support from State Parks in <a href="#">“Appendix E.”</a>

Goal	Strategy	Action Number	Action	Timeframe	Related Resource(s)	Source of Funding	Commitments
3. Share diverse stories	3.5 Help partners tie their sites and stories into Maritime Washington interpretive themes and regional narratives	3.5.1	Fund interpretive signage and other materials that speak to regionwide narratives and heritage area themes	Year 1-2 and ongoing		Included in subgranting	MWNHA and partners of the Maritime Washington network to participate
		3.5.2	Collaborate with partners looking to link their interpretive materials to heritage area themes and narratives	Year 1 and ongoing		NHA federal funding and local match covering staff salary	MWNHA and partners of the Maritime Washington network to participate
		3.5.3	Partner with the Northwest Maritime Center on the development of interpretive materials for a new visitor center within their facilities, as a pilot/case study for how sites can use Maritime Washington narratives and themes in their own spaces	Year 1-2	Northwest Maritime Center and Point Hudson, Port Townsend	Local match from project partner, with additional local funds covering NHA staff salary	Northwest Maritime Center (NWMC) has committed to leading fundraising efforts, managing the physical remodel, and working in collaboration with MWNHA to determine interpretive plan for exhibit space. MOU between NWMC and MWNHA (2022) in place. Letter of support from NWMC in <a href="#">“Appendix E.”</a>
		3.5.4	Provide partners with heritage area messaging toolkits	Year 1 and ongoing		NHA federal funding and local match covering staff salary	MWNHA and partners of the Maritime Washington network to participate

Goal	Strategy	Action Number	Action	Timeframe	Related Resource(s)	Source of Funding	Commitments
4. Encourage sustainable experiences	4.1 Centralize information about what to do in the heritage area	4.1.1 (3.1.3)*	Develop a section of the Maritime Washington website with an interactive map that compiles things to do throughout the area	Year 1		NHA federal funding and local match covering staff salary	MWNHA to implement
		4.1.2	Regularly curate themed travel itineraries connecting different maritime sites, organized by geography and/or Maritime Washington interpretive themes	Year 1 and ongoing	Multiple; for examples, see <a href="#">“Chapter Three: Interpretive Plan: Travel Itineraries,” page 129</a>	NHA federal funding and local match	MWNHA and partners of the Maritime Washington network, Washington Tourism Alliance, local destination marketing organizations to participate based on region/topics
		4.1.3 (3.1.4)*	Develop a section of the Maritime Washington website centralizing resources for educators	Year 2-3		NHA federal funding and local match covering staff salary	MWNHA to implement, with Salish Sea Institute providing bank of initial resources from their Salish Sea Curriculum Repository
		4.1.4	Maintain a list of upcoming events in regular e-newsletters	Year 1 and ongoing	Multiple, such as Blessing of the Fleet (Gig Harbor), Seattle Seafair, Wooden Boat Festival (Port Townsend), SeaFeast (Bellingham), and Oysterfest (Shelton)	NHA federal funding and local match covering staff salary	MWNHA to implement
		4.1.5	Support the development, publication, and promotion of <i>Exploring Maritime Washington</i> book	Year 1	Multiple	Local match and in-kind services	Author Erich Ebel and his publisher have committed to publishing this book and including information about the Maritime Washington National Heritage Area. MWNHA has assisted with creation of book and will collaborate on promotions upon release. MOU between MWNHA and Erich Ebel (2022) in place.



Goal	Strategy	Action Number	Action	Timeframe	Related Resource(s)	Source of Funding	Commitments
4. Encourage sustainable experiences	4.2 Promote awareness of and engagement with the Maritime Washington region and the sites and experiences within it	4.2.1	Conduct rollout of Maritime Washington brand	Year 1		NHA federal funding and local match, including sponsorship	MWNHA to implement
		4.2.2	Design and create printed collateral	Year 1 and ongoing		NHA federal funding and local match, including sponsorship	MWNHA to implement
		4.2.3	Partner with local destination marketing organizations and other tourism-focused entities to design, print, and distribute region-specific brochures to highlight local maritime attractions, beginning with pilot project on Kitsap Peninsula	Years 1-2 and ongoing	Multiple, such as Kitsap Peninsula Water Trails, Puget Sound Navy Museum, and <i>Carlisle II</i> ferry.	Local match provided by partners, grant funding, and/or sponsorships	Visit Kitsap Peninsula (VKP) committed to collaborate on design, copy, funding, and distribution of materials. MWNHA to lead management and design, collaborate on funding and distribution. MOU between MWNHA and VKP (2022) in place.
		4.2.4	Design and create branded merchandise	Years 1-2		Local match and sales of merchandise	MWNHA to implement
		4.2.5	Design and create a Maritime Washington stamp for the Passport To Your National Parks® program	Year 3-4		NHA federal funding and local match	MWNHA to implement
		4.2.6	Pursue development of a Maritime Washington specialty license plate	Year 5		NHA federal funding and local match covering staff salary	MWNHA to implement
		4.2.7	Distribute collateral and messaging through promotional partnerships and paid marketing	Year 2 and ongoing		NHA federal funding and local match, including grants and sponsorship	MWNHA to implement
		4.2.8	Expand media coverage about the heritage area's resources and activities	Year 1 and ongoing		NHA federal funding and local match covering staff salary	MWNHA to implement
		4.2.9	Host tables or booths at regional events and festivals	Year 1 and ongoing	Multiple (see 4.1.4 above for examples)	NHA federal funding and local match covering staff salary and travel costs	MWNHA and Maritime Washington Advisory Board to implement

Goal	Strategy	Action Number	Action	Timeframe	Related Resource(s)	Source of Funding	Commitments
4. Encourage sustainable experiences	4.3 Facilitate or co-host events and programs that create connections between the public and maritime heritage	4.3.1	Pilot co-hosted experiences with educational boat tour in collaboration with Foss Waterway Seaport and Tacoma's Youth Marine Foundation	Year 1	Foss Waterway Seaport	Local match and sponsorship	Foss Waterway Seaport, Youth Marine Foundation, and MWNHA have committed to collaborating and contributing staff time/resources towards this event. MOU between MWNHA, YMF, and Foss (2022) in place. Letter of support from Foss in <a href="#">"Appendix E."</a>
		4.3.2	Host Youth Heritage Project (a summer educational program for high school students) focused on maritime heritage in Port Townsend	Year 1	Northwest Maritime Center, Fort Worden Historical State Park, Point Hudson, Jefferson Museum of Art, Port Townsend Main Street, Port Townsend National Historic Landmark District, Port Townsend Public Library Maritime Collection Center	Non-NHA federal funding, State of Washington funding, and local match, including sponsorship	Jefferson County Historical Society, Fort Worden PDA, Northwest Maritime Center, Washington State Department of Archaeology and Historic Preservation (DAHP), the Jamestown S'Klallam Tribe, the Port Townsend Main Street Program, and MWNHA are all supporting planning efforts and will be assisting in programming during the event. The National Park Service, DAHP, Washington State Parks, King County's 4Culture, Lummi Nation, Tulalip Tribes, and Stillaguamish Tribe are committed to fiscal sponsorship in various amounts. Cooperative agreement in place with NPS. Written funding commitments from sponsors in place.
		4.3.3	Host a series of events across the region to publicly launch Maritime Washington	Year 1		Local match and sponsorship	MWNHA and Anchor Organizations from Management Plan outreach period to collaborate and assist in hosting/promoting events

Goal	Strategy	Action Number	Action	Timeframe	Related Resource(s)	Source of Funding	Commitments
4. Encourage sustainable experiences	4.4 Promote responsible tourism and visitation practices	4.4.1	Promote responsible tourism messaging on Maritime Washington channels and via messaging toolkits for partners	Year 1 and ongoing		NHA federal funding and local match covering staff salary	MWNHA and partners of the Maritime Washington network to participate
		4.4.2	Share and promote best practices around sustainable tourism messaging from partners	Year 2 and ongoing		NHA federal funding and local match covering staff salary	MWNHA and partners of the Maritime Washington network to participate
		4.4.3	Use Maritime Washington channels to help distribute tourism more broadly across regions and promote shoulder season tourism	Year 2 and ongoing		NHA federal funding and local match covering staff salary	MWNHA to implement
5. Preserve the region's maritime identity	5.1 Advocate for policies and actions that encourage protection of natural, historical, and cultural maritime resources	5.1.1	Advocate for protection of natural, cultural, and historical maritime resources in local- and state-level actions	Year 1 and ongoing		Local match covering staff salary	MWNHA and Maritime Washington Advisory Board to implement
		5.1.2	Meet regularly with state, local, and port governments to discuss importance of maritime heritage	Year 2 and ongoing		NHA federal funding and local match covering staff salary and travel costs	MWNHA and Maritime Washington Advisory Board to implement
		5.1.3	Regularly include maritime resources in the Washington Trust's Most Endangered Places list	Year 1 and ongoing		NHA federal funding and local match covering staff salary	MWNHA to implement

Goal	Strategy	Action Number	Action	Timeframe	Related Resource(s)	Source of Funding	Commitments
5. Preserve the region's maritime identity	5.2 Support projects that preserve and increase access to historic maritime sites and stories	5.2.1	Increase public awareness of ongoing efforts to preserve maritime resources	Year 1 and ongoing		NHA federal funding and local match covering staff salary	MWNHA to implement
		5.2.2	Provide advice and assistance regarding historic resource management and funding opportunities to support preservation	Year 1 and ongoing		Local match covering staff salary	MWNHA to implement
		5.2.3	Serve as a partner to the Port of Port Townsend in their implementation of their conceptual preservation plan for Point Hudson	Year 1 and ongoing	Point Hudson, Port Townsend	NHA federal funding and local match covering staff salary	Port of Port Townsend has committed to completing and implementing a historic preservation plan for their property, Point Hudson. MWNHA is included as a partner in the plan. Letter of support from Port of Port Townsend in <a href="#">"Appendix E."</a>
		5.2.4	Facilitate National Register nomination for halibut schooner <i>Tordenskjold</i> by University of Washington preservation graduate student, as pilot project connecting local post-secondary students with the needs of maritime heritage organizations	Year 1 and ongoing	Halibut schooner <i>Tordenskjold</i> , Seattle	Local match and in-kind services	University of Washington (UW) staff from graduate certificate in historic preservation have committed to collaborate with MWNHA to match student interests with maritime needs for annual course. Letter of support from UW in <a href="#">"Appendix E."</a>
		5.2.5	Advocate for the protection and historical redevelopment of the ASUW Shell House in Seattle	Year 1 and ongoing	ASUW Shell House on the University of Washington campus, Seattle	Local match covering staff salary	University of Washington commits to redeveloping the Shell House as an events facility and public space. MWNHA will support their efforts through advocacy and raising public awareness. Letter of support from ASUW Shell House in <a href="#">"Appendix E."</a>



Goal	Strategy	Action Number	Action	Timeframe	Related Resource(s)	Source of Funding	Commitments
5. Preserve the region's maritime identity	5.3 Increase awareness of modern maritime careers and trades	5.3.1	Share stories of modern maritime practitioners	Year 1 and ongoing		NHA federal funding and local match covering staff salary	MWNHA and partners in the Maritime Washington network to participate
		5.3.2	Include job, volunteer, and training opportunities in public-facing newsletter	Year 2 and ongoing		NHA federal funding and local match covering staff salary	MWNHA and partners in the Maritime Washington network to participate
		5.3.3	Host maritime career panels	Year 3-4 and ongoing		NHA federal funding and local match covering staff salary	MWNHA to implement
		5.3.4	Create a scholarship program for the annual Maritime Washington conference	Year 3-4 and ongoing		Local match, including sponsorship and conference registration fees	MWNHA to implement
O. Internal administration	O.1 Establish governance, staffing, funding base, and processes for the Maritime Washington National Heritage Area	0.1.1	Establish and recruit members for the Maritime Washington Advisory Board and Tribal Working Group	Year 1		NHA federal funding and local match, including partner in-kind services	MWNHA and partners in the Maritime Washington network to participate
		0.1.2	Hire staff	Year 1		NHA federal funding and local match, including grants	MWNHA and Maritime Washington Advisory Board to implement
		0.1.3	Raise funds for the Maritime Washington National Heritage Area	Year 1 and ongoing		NHA federal funding and local match covering staff salary	MWNHA and Maritime Washington Advisory Board to implement
		0.1.4	Run annual goal setting process	Year 1 and ongoing		NHA federal funding and local match covering staff salary	MWNHA, Maritime Washington Advisory Board, and Tribal Working Group to implement
		0.1.5	Establish annual reporting processes with National Park Service	Year 1 and ongoing		NHA federal funding and local match covering staff salary	MWNHA to implement
		0.1.6	General administration and office management	Year 1 and ongoing		NHA federal funding and local match	MWNHA to implement
		0.1.7	Conduct organizational audit o to assess diversity, equity, and inclusion decision-making across all programmatic areas, including Maritime Washington	Year 1		Local match, including grants	MWNHA and Washington Trust Board of Directors to implement

## 1. GOAL ONE: BUILD A NETWORK

*Build a network of cross-sector partners dedicated to advancing, honoring, and stewarding Washington's maritime stories and resources.*

All National Heritage Areas are built on the idea of cooperation and collaboration amongst partners: bringing together a range of Tribes, organizations, businesses, industries, government entities, and individuals to better protect, interpret, and enhance the resources of the heritage area. One of the great strengths of the Maritime Washington National Heritage Area is the incredible quality and quantity of potential partners that contribute to Washington State's vibrant maritime heritage and culture. Through the extensive public outreach completed in preparation of this Management Plan, staff heard time and again of a strong interest in a robust, collaborative, and supportive network to support the entities already working in the maritime sphere. People and organizations in this region want to collaborate with one another but often lack the time, resources, or connections to do so effectively. Throughout these conversations, staff and leadership identified a need that the heritage area could address: that of relationship-builder.

To meet this need, Maritime Washington will work to rally cross-sector partners around a shared commitment to our saltwater shores and waterways. We will create and sustain a network that strengthens its members, their ability to collaborate with one another, and our joint task of connecting people with our state's maritime heritage. The Maritime Washington network will link individual organizations not just with the heritage area but, more importantly, with each other—with the heritage area facilitating the logistics of networking so partners can stay focused on their missions and collaborative projects. We envision a network in which all partners benefit from increased organizational sustainability, more funding opportunities, strong cross-sector and cross-regional relationships, and additional support for leaders and practitioners. In this way, the Maritime Washington network will truly raise all boats. For more details, see [“Chapter Two: Directional Guidance: Partnership Structure” on page 59](#).

### 1.1 Strategy One: Recruit partners

- The success of the Maritime Washington network will rely both on the types of partners involved and their enthusiastic participation in networking, sharing, learning, and collaborating. Any organization (private or public, for- or non-profit) whose work is aligned with the Maritime Washington mission is eligible to become a partner of the heritage area.

Actions:

- 1.1.1 Develop an inventory of potential partners and sector-specific outreach plans

- Using information gathered from management planning research and outreach as well as the Resource Inventory, staff will create a list of potential partners for internal use. This list will be used for general communications, as well as the creation of outreach plans to connect with diverse segments of potential partners, particularly those who are underrepresented in Maritime Washington efforts to date.
- Timeframe: Year One
- Source of funding: National Heritage Area program (NHA) federal funding and local match covering staff salary
- Measures of success: Completion of a preliminary partner inventory by the end of Year One
- Partners:

*Please note that this is by no means an exhaustive list of partners to be recruited to the Maritime Washington network. Rather, it is a recommendation of initial groups to work with on recruitment efforts.*

- Anchor Organizations from management planning activities
- Regionwide umbrella organizations, such as the Washington State Historical Society, Association of Washington Cities, Washington State Association of Counties, Washington Public Ports Association, Washington Tourism Alliance, and the Pacific Northwest Maritime Heritage Council
- Washington State agencies with regionwide interests and landholdings, such as the Department of Archaeology and Historic Preservation, Washington State Parks, and the Washington State Department of Natural Resources
- National Park units located within the heritage area, including Ebey's Landing National Historical Reserve, Klondike Gold Rush - Seattle Unit National Historical Park, Olympic National Park, San Juan Island National Historical Park, the Bainbridge Island Japanese American Exclusion Memorial (a unit of the Minidoka National Historic Site), and the Wing Luke Museum of the Asian Pacific American Experience affiliated area
- Recommendations for ongoing collaboration and engagement: Work with existing partner organizations and key individuals identified during management planning to develop inventory of potential partners for outreach

- 1.1.2 Formally recruit partners to the Maritime Washington network
  - Using the partner inventory and outreach plans, staff and Advisory Board members will meet with potential partners to share the benefits and expectations of joining the Maritime Washington network (outlined in [“Chapter Two: Directional Guidance: Partnership Structure” on page 59](#)). Recruitment will begin slowly, first aimed at early adopters such as Anchor Organizations, as Maritime Washington captures an audience and demonstrates values of partnership.
  - Timeframe: Year One and ongoing
  - Source of funding: NHA federal funding and local match covering staff salary
  - Measures of success: 25 official partners by the end of Year One and 40 by the end of Year Three
  - Partners: See 1.1.1
  - Recommendations for ongoing collaboration and engagement: Continue to offer presentations about the heritage area to regional affiliation groups, at public meetings, and by request of individual organizations

## **1.2 Strategy Two: Support capacity building through the sharing of best practices**

- Maritime Washington will identify and elevate bright spots, lessons learned, and best practices of our partner organizations—particularly those that can be replicated elsewhere—so that other members of the network may learn from and build upon the work of others.

### **Actions:**

- 1.2.1 Conduct annual partner survey to determine topics of interest and identify best practices
  - In addition to regular meetings, networking, and site visits, Maritime Washington will use an annual survey of partners to determine the issues of highest interest to our partners. These issues will inform the subjects of educational workshops and types of resources to include in the partner-facing newsletters, as well as annual topics for affinity groups (see “Strategy 1.3: Facilitate communications and relationship building amongst partners,” below). This survey will also help track annual maritime-related activities, new programs and accomplishments within the



area, and will assist in the evaluation of progress towards Maritime Washington goals. The survey will occur annually in Quarter Three to align with timing for reporting and selection of affinity group topics.

- Timeframe: Year One and ongoing
  - Source of funding: NHA federal funding and local match covering staff salary
  - Measures of success: Conduct first partner survey with at least 40% partner completion by the end of Year One. Continue annually.
  - Partners: Partners of the Maritime Washington network
- 1.2.2 Host regular educational workshops featuring best practices from Maritime Washington partners and experts
    - The heritage area will host regular workshops highlighting best practices and case studies on topics of interest to our network. Most workshops will be held virtually to encourage regionwide attendance. These workshops will be a benefit of the Maritime Washington network, and partners can choose to attend the sessions that are most relevant to their own work. Workshops may also have a networking component, such as breakout rooms to discuss presentations and share ideas for implementation. Examples of workshop topics include: encouraging responsible visitor behavior, collaboration with Tribes, fundraising and grant writing, marketing and social media, and interpreting difficult histories.
    - Timeframe: Year One and ongoing
    - Source of funding: Local match, sponsorship, and grants
    - Measures of success: Support at least 20 unique organizations through educational workshop participation annually by the end of Year Two
    - Partners: Partners of the Maritime Washington network
    - Recommendations for ongoing collaboration and engagement
      - Use regional networking, ongoing meetings with government officials, and partner audiences to identify best practices outside of the partner network
      - Collaborate with the Department of Archaeology and

Historic Preservation to identify new bright spots in historic preservation and resource management

- 1.2.3 Launch and maintain a regular partner-facing e-newsletter
  - Staff will publish a regular partner newsletter, featuring events, programming, job postings, and other content submitted by partners via a simple online form; curated lists of funding and training opportunities; recordings of best practice workshops; and other resources of interest to the network. The newsletter will also include updates on Maritime Washington operations, goal setting, and measures of success. Staff will aim to publish these newsletters monthly, although may begin bimonthly during the first year of implementation.
  - Timeframe: Year One and ongoing
  - Source of funding: NHA federal funding and local match covering staff salary
  - Measures of success: Regularly scheduled partner-facing e-newsletter with at least 20% open rate established by the end of Year One
  - Partners: Partners of the Maritime Washington network
- 1.2.4 Host a regular awards ceremony to recognize best practices
  - Maritime Washington will celebrate bright spots from within the heritage area through an annual awards program. A committee including members of the Maritime Washington Advisory Board and others will determine annual award categories (such as sustainability, interpretation, collaboration, or marketing) and vote on award winners, with nominations from the annual partner survey and staff.
  - Timeframe: Year Two to Three and ongoing
  - Source of funding: Local match and sponsorship
  - Measures of success: Awards program launched by end of Year Three
  - Partners: Partners of the Maritime Washington network
- 1.2.5 Develop a section of the Maritime Washington website centralizing resources for partners
  - After the primary public-facing sections of the Maritime

Washington website are established, we will create a network-only portal, which will include a directory of partners, information on upcoming meeting and events, an archive of newsletter content and workshop recordings, a form to submit content for newsletters, and other resources identified by partners.

- Timeframe: Year Two to Three
- Source of funding: NHA federal funding and local match, including grants
- Measures of success: Partner-facing section of the website launched by end of Year Three
- Partners: Partners of the Maritime Washington network

### **1.3 Strategy Three: Facilitate communications and relationship-building amongst partners**

- In addition to connecting individual partners with the heritage area, the strength of the Maritime Washington network will come from connecting partners with each other. Maritime Washington will facilitate relationships between partners in order to increase collaboration, empower partners to build on one another's wins, reduce duplication of efforts, encourage cross-regional interpretation and storytelling, and strengthen information sharing across sectors and geographies.

#### **Actions:**

- **1.3.1 Establish and facilitate an annual network-wide meeting of partners**
  - To build a sense of regionwide identity amongst partners, Maritime Washington will host an annual all-partner meeting. This will eventually be incorporated into the annual conference but, in the early years, will likely remain a one-off virtual event. To encourage cross-sector relationship building within local jurisdictions, this meeting could include geographic breakouts by county or sub-region.
  - Timeframe: Year Two and ongoing
  - Source of funding: NHA federal funding, local match, sponsorship
  - Measures of success: First network-wide meeting by the end of Year Two, attended by at least 30% of partners
  - Partners: Partners of the Maritime Washington network
  - Recommendations for ongoing collaboration and engagement:

Invite members of the public and non-partners to attend select portions of the annual meeting

- 1.3.2 Establish and regularly convene affinity groups around topics of interest
  - To facilitate networking and ideation around specific issues of high interest to partners, the heritage area will establish affinity groups for members. These groups will be organized around common topics of interest, which may change annually. Partners may opt into the group if they are interested in the topic. Groups will aim to meet quarterly or biannually. The heritage area will begin with one affinity group in Year Two and will aim to grow to two affinity groups by Year Four. Beyond networking and discussion, these groups will have one to two specific self-defined outputs that benefit the partner network, such as educational workshops, best practices “cheat sheets,” storytelling project recommendations, or messaging toolkits. Staff will provide support in terms of scheduling, technology, and communications, but each group will be asked to select a leader to guide the content of meetings and maintain responsibility for group outputs.
  - Timeframe: Year Two and ongoing
  - Source of funding: NHA federal funding and local match covering staff salary
  - Measures of success: Support at least 20 unique organizations through affinity group participation annually by the end of Year Two
  - Partners: Partners of the Maritime Washington network
  - Recommendations for ongoing collaboration and engagement: Determine topics for affinity groups based on annual partner survey in collaboration with the Maritime Washington Advisory Board
- 1.3.3 Create communications platforms for partners
  - Develop a directory of partner contact information that is available to all partners in the Maritime Washington network, as well as a moderated listserv where partners can share resources, ideas, and questions.
  - Timeframe: Year One and onward
  - Source of funding: NHA federal funding and local match covering



staff salary

- Measures of success: Partner contact directory and listserv developed and distributed by the end of Year One
- Partners: Partners of the Maritime Washington network
- 1.3.4 Host a regular Maritime Washington conference
  - Building on an annual network-wide meeting, as well as regular educational workshops, Maritime Washington will host an annual or biannual conference for both official partners and non-partner maritime stakeholders. The conference will start modestly, with a one-day convening for a small, select group of participants. Within 10 to 15 years, the conference may grow to a larger event, providing for strong sponsorship opportunities and potentially incorporating public-facing events such as tours and mini-job fairs. The conference will rotate locations throughout the heritage area, serving as a tool to raise awareness of the heritage area and reach out to potential partners. Wherever possible, Maritime Washington staff and leadership will collaborate with Tribes near the host site on programming, workshops, and (pending interest) venues for sessions or tours. This conference will be independent from the Washington Trust's existing annual RevitalizeWA conference, which is focused on historic preservation and Main Street.
  - Timeframe: Year Three and Four and ongoing
  - Source of funding: NHA federal funding and local match, sponsorship, registration fees
  - Measures of success: At least two conferences hosted in different locations by the end of Year Five, with growth in attendance between subsequent events
  - Partners: Partners of the Maritime Washington network
  - Recommendations for ongoing collaboration and engagement: Targeted outreach to local stakeholders and Tribes related to the annual conference, including a public call for proposals for sessions and tours
- 1.3.5 Host regular roundtable discussions and events to build bridges between heritage/cultural and environmental organizations to promote joint action around stewardship and sustainable practices
  - Increasing collaboration, joint messaging, and collaborative efforts between heritage and cultural organizations and environmental

interests is critical to protecting the natural, cultural, historical, scenic, and recreational resources of Maritime Washington. Unfortunately, these sectors don't always have the opportunity to work with and learn from each other. To help bridge this divide, Maritime Washington will host regular events to connect these two sectors, including roundtable discussions, networking, and guest speakers of mutual interest. These events may be held in conjunction with annual meetings or conferences.

- Timeframe: Year Two and ongoing
- Source of funding: NHA federal funding and local match covering staff salary
- Measures of success: At least one event held with purpose of connecting heritage/cultural and environmental organizations by the end of Year Two
- Partners: Partners of the Maritime Washington network, Recreate Responsibly Coalition, National Park Service

## **2. GOAL TWO: PROVIDE SUPPORT AND RESOURCES**

*Provide support and resources for organizations, communities, and Tribes working to preserve, enhance, and share maritime heritage.*

One of the great strengths of the Maritime Washington National Heritage Area—and a reason for its designation—is the incredible quality and quantity of organizations who already contribute to Washington State's vibrant maritime heritage and culture. Rather than duplicate the efforts of these practitioners, the heritage area will work to support them by connecting communities and Tribes with additional resources. In addition to networking, messaging, and advocacy support strategies outlined throughout the other four goals of this implementation plan, this will include specific financial support.

### **2.1 Strategy One: Develop and execute an annual subgranting program**

- As a key strategy for supporting maritime practitioners and partners, Maritime Washington will establish an annual competitive subgranting program. Organizations and entities with projects related to resources and narratives within the boundaries of the National Heritage Area will be eligible to apply for grants, regardless of whether they are an official partner of the heritage area. For more detail on this subgranting program, see [“Chapter Six: Business Plan: Subgranting Program” on page 242.](#)

## Actions:

- 2.1.1 Identify revenue streams beyond federal National Heritage Area allocation to supplement grant pool
  - In the short term, funding for pass-through grants will come from federal heritage area allocations. To accommodate other start-up costs while still distributing resources as quickly as possible, the subgranting program will start modestly but will grow in future years as the subgranting pool is supplemented by additional fundraising efforts.
  - Timeframe: Year Two and ongoing
  - Source of funding: NHA federal funding and local match covering staff salary
  - Partners: Members of the Maritime Washington Advisory Board
- 2.1.2 Convene a committee to guide subgranting program and develop criteria/priorities for subgrants
  - A committee will be convened to guide the design, processes, and distribution of subgrants. This committee will be drawn from the Maritime Washington Advisory Board and will represent a range of sectors, geographies, and perspectives from throughout the heritage area. If it is deemed necessary to achieve the desired diversity of representation, the committee may also include select partners or other stakeholders who are not applying for subgrants in the current round. Grantees will be selected via a competitive application process, and the grant committee will decide the exact evaluation criteria for each round of funding, using this Management Plan as a guideline. To ensure full transparency and fair process, the criteria by which applications are vetted will be published in conjunction with the application itself.
  - Timeframe: Year One
  - Source of funding: NHA federal funding and local match covering staff salary
  - Partners: members of the Maritime Washington Advisory Board
- 2.1.3 Run annual subgranting process, including applications, selection, distribution, monitoring, reimbursement, and reporting
  - Maritime Washington will distribute subgrants on an annual basis, managing all aspects of the subgranting program from application to reimbursement. Regular monitoring and reporting

will be required of grantees, as will potential coordination with the National Park Service for appropriate compliance with NEPA and Section 106 on subgranting projects. The process will be supported by existing Washington Trust grant procedures and systems, as well as a 0.25 FTE (full time equivalent) staff member.

- Timeframe: Year One to Two and ongoing
- Source of funding: Federal funding, matched by grant recipients. Potentially augmented by individual donors, corporate sponsorship, Section 106 mitigation funding, grants from public entities, and private foundations
- Measures of success:
  - Funds from initial round of subgrants distributed via a competitive application process and projects underway by end of Year Two
  - Regular tracking of estimated number of jobs created with grant funding, estimated tax revenue generated, and total number and dollar amount of grants disbursed annually
- Partners: Members of the Maritime Washington Advisory Board and partners of the Maritime Washington network (for publicizing grants)
- Recommendations for ongoing collaboration and engagement: Publish press releases around subgrant opportunities; hold public meetings and information sessions about subgranting process and applications

## **2.2 Strategy Two: Connect partners with additional funding opportunities**

- Although Maritime Washington subgranting program may be limited to a modest size, the heritage area will leverage additional resources for organizations, communities, and Tribes by facilitating connections with further funding sources. Heritage area staff and leadership will assist partners in accessing funding by providing them with information and advice about potential opportunities, supporting subgrant applications, and helping them leverage the national designation of the heritage area in their favor.

### **Actions:**

- **2.2.1 Keep abreast of financial opportunities by maintaining good relationships with funders**
  - Maritime Washington staff and leadership will build on their



existing networks and forge new connections to uncover information about grants and other funding opportunities that may apply to maritime partners. This activity will dovetail with Maritime Washington's own fundraising activities and efforts to build awareness of Maritime Washington with potential funders, such as government agencies, corporate sponsors, and private foundations.

- Timeframe: Year One and ongoing
- Source of funding: NHA federal funding and local match covering staff salary
- Partners:
  - Federal agencies with local funding opportunities, including the National Park Service, Economic Development Administration National Endowment for the Humanities, and United States Department of Agriculture
  - Washington State entities with local funding opportunities, such as the Department of Archaeology and Historic Preservation, Washington State Parks, the Washington State Department of Natural Resources, and the Washington State Historical Society
  - City, County, and Port governments and local Economic Development Councils
  - Private foundations
- 2.2.2 Communicate funding opportunities to partners and resource managers through regular partner e-newsletter and individual meetings
  - Maritime Washington will include a curated list of funding opportunities in its regular partner e-newsletter using simple, easily understood language, so partners can immediately determine if they are eligible. Staff and leadership will also reach out to individual communities and Tribes as particularly relevant opportunities arise and will meet with individual partners to help brainstorm funding options upon their request. Examples of funding that Maritime Washington may be able to help partners access include:
    - Washington State Heritage Capital Projects Grant Program, administered through the Washington State Historical Society
    - Washington State Building for the Arts Grant Program,

administered through the Washington State Department of Commerce

- Washington State Recreation and Conservation Office Grant Program
- Historic Barn, Cemetery, Courthouse, and Theater Grant Programs, administered through the Washington State Department of Archaeology and Historic Preservation
- Washington Trust's Valerie Sivinski Grant Program
- Section 106 memoranda of agreements
- 4Culture Heritage and Preservation Grants, administered by 4Culture, King County's Cultural Development Authority
- National Trust for Historic Preservation grant programs
- Private foundations
- Timeframe: Year One and ongoing
- Source of funding: NHA federal funding and local match covering staff salary
- Partners: Partners of the Maritime Washington network and resource managers (particularly for sites in this Management Plan's Resource Inventory)
- 2.2.3 Assist partners in applying for and accessing funding opportunities
  - Once a funding opportunity has been identified and determined to be a good fit, Maritime Washington will support partners in applying for or otherwise accessing that opportunity by writing letters of support, making introductions, and advising on how the partner can leverage the heritage area designation in their favor. This will be done at a one-on-one level upon request of partners.
  - Timeframe: Year One and ongoing
  - Source of funding: NHA federal funding and local match covering staff salary
  - Measures of success:
    - Increasing the number of grant or other funding applications successfully supported on year-to-year basis
    - Partners report (anecdotally and via annual survey) that

they feel more supported in identifying opportunities and receiving funding

- Recommendations for ongoing collaboration and engagement
  - Attend regular meetings and gatherings of the maritime community, conduct regular meetings and/or site visits, and follow partner activities (via newsletters, social media, etc.) to stay up-to-date on projects and funding needs within the area
  - Include question about upcoming funding needs on annual partner survey

### 3. GOAL THREE: SHARE DIVERSE STORIES

*Share diverse stories and increase visibility of Washington’s maritime heritage, past and present.*

Our shorelines and waterways are rich with resources: natural landscapes, historic structures, cultural practices, sites for recreation, and stunning scenic views. These resources provide us with physical ties to the region’s stories—tales of the region’s complex history, new narratives being shaped daily, and visions of the future coming to life. The shores are also teeming with interpreters and storytellers: hundreds of museums and interpretive centers, monuments and markers, vessel operators and tour guides, maritime education and activity centers, annual festivals and events, interpreters and teachers, and artists and performers active along our saltwater shores.

Maritime Washington will interpret the stories of our state’s maritime heritage by amplifying and enabling community-based stories and storytellers, linking together the diverse narratives and resources of our shores through the interpretive framework outlined in [“Chapter Three: Interpretive Plan” on page 76](#). Using sites from this Management Plan’s Resource Inventory, stories from partners, and new storytelling partnerships as content, Maritime Washington will centralize and curate stories from our shorelines, increasing the visibility of Washington’s maritime stories through strategic communication and the Maritime Washington network. As a result, more people and communities will see themselves represented in maritime cultures, Maritime Washington partners will have a larger platform to share their work, and there will be a wider public audience for maritime heritage stories. For more detail on the heritage area’s interpretive themes, strategies, and key stories, see [“Chapter Three: Interpretive Plan” on page 76](#).

### 3.1 Strategy One: Create and maintain a website that centralizes maritime sites and stories

- An early priority for Maritime Washington will be the creation of a new website to serve as a hub to access resources and experiences, activities and itineraries, news and stories from the heritage area. This website will include several distinct sections, including an interactive map focused on activities and a repository for stories. Additional sections of the website, aimed at educators and Maritime Washington partners, will be added later.

#### Actions:

- 3.1.1 Work with a web developer to design and launch a website with a high-quality user experience
  - Maritime Washington staff and leadership will hire, via competitive proposal process, a web developer and work closely with them to develop a website centralizing maritime sites and stories. Design will be aligned with the Brand Identity Guide.
  - Timeframe: Year One
  - Source of funding: NHA federal funding and local match, including grants
  - Measures of success: Launch of website in Year One
  - Recommendations for ongoing collaboration and engagement: Additional public and partner outreach (such as focus groups, interviews, and testing) as part of website development
- 3.1.2 Develop a section of the Maritime Washington website to serve as a repository for stories
  - One portion of the website will serve as a “story bank” for the heritage area. Organized and/or tagged by interpretive theme, this repository will feature key sites from this plan’s Resource Inventory, curated content from partners, and new content developed through storytelling partnerships.
  - Timeframe: Year One
  - Source of funding: NHA federal funding and local match, including grants
  - Measures of success: Initial website launch includes at least 10 individual stories



- Partners: Partners in the Maritime Washington network and partners in storytelling projects
- Recommendations for ongoing collaboration and engagement: Identify new stories for the website from partner submission form and general networking activities
- 3.1.3 Develop a section of the Maritime Washington website with an interactive map that compiles things to do throughout the area
  - See [“Goal Four, Strategy 1, Action 1” on page 300](#)
  - Timeframe: Year One
- 3.1.4 Develop a section of the Maritime Washington website centralizing resources for educators
  - See [“Goal Four, Strategy 1, Action 3” on page 301](#)
  - Timeframe: Year Two to Three
- 3.1.5 Develop a section of the Maritime Washington website centralizing resources for partners
  - See [“Goal One, Strategy 2, Action 5” on page 276](#)
  - Timeframe: Year Two to Three
- 3.1.6 Maintain and frequently update the website to ensure continued relevance, usability, and accuracy of information
  - The website will serve as the forward face of the heritage area and will require frequent updates and maintenance to ensure a high-quality user experience. Significant staff time will be dedicated to maintaining the site and updating the information and resources it contains. The website will be evaluated annually as part of the development of a content management plan (see [“Goal Three, Strategy 2, Action 1” on page 288](#)) and re-designed as needed.
  - Timeframe: Year One and ongoing
  - Source of funding: NHA federal funding and local match
  - Measures of success: Utilize website analytics to track annual visitation

### **3.2 Strategy Two: Create and maintain additional channels to promote maritime sites and stories**

- To amplify partner content, share stories, and promote awareness of

the heritage area, staff will create and maintain several communication channels for Maritime Washington. For more detail, see [“Chapter Five: Branding and Marketing Plan: Summary of Owned Communication Channels” on page 187.](#)

Actions:

- **3.2.1 Develop an annual content management plan**
  - Staff will create an annual plan for sharing content across all communication channels. This plan will include communication goals for the year, target audiences, key messaging, content themes, and posting schedules for social media, website, newsletters, and other tools.
  - Timeframe: Year One and ongoing
  - Source of funding: NHA federal funding and local match covering staff salary
  - Measures of success: Completion of content management plan on an annual basis
- **3.2.2 Launch and maintain robust branded social media channels**
  - Maritime Washington will create and maintain accounts on social media platforms such as Facebook and Instagram to help share information about activities, resources, and stories from the region. These accounts will feature content from the heritage area website alongside content, events, programs, and stories from Maritime Washington partners. As part of launching these channels, staff will create a multi-year social media strategy, including which social channels we will use and why (for example, “use Instagram introduce young professionals who have recently moved to the region to destinations near their new homes”), our goal with the intended audiences, as well as measures, cadence, content type, how they will be monitored, the approach for resharing content, and the policy for responding to comments. See [“Chapter Five: Branding and Marketing Plan” on page 178](#) for more details on social media channels.
  - Timeframe: Year One and ongoing
  - Source of funding: NHA federal funding and local match covering staff salary
  - Measures of success:
    - Launch of social media channels by end of Year One

- Number of followers on combined social media accounts increasing over time
- Partners: Partners in the Maritime Washington network (for content and amplification)
- Recommendations for ongoing collaboration and engagement:
  - Social media channels will provide many opportunities to engage with and respond to members of the public
  - Especially at the outset, much content for Maritime Washington channels will be provided by partners and other maritime stakeholders
- **3.2.3 Publish a regular public-facing e-newsletter**
  - Maritime Washington will create and regularly distribute a public-facing e-newsletter to share information about what's going on within the heritage area. The newsletter will include featured content and stories from the website as well as partner materials such as upcoming events, spotlight features, and job postings. We will use social media campaigns, Anchor Organizations, and partner co-promotion to drive sign-ups for the newsletter.
  - Timeframe: Year One and ongoing
  - Source of funding: NHA federal funding and local match covering staff salary
  - Measures of success:
    - Launch of e-newsletter by end of Year One
    - Increasing number of subscribers to public-facing e-newsletter with 20% open rate by the end of Year Two
    - Increasing volume of partner submissions for newsletter
  - Partners: Partners in the Maritime Washington network (for content and amplification)

### **3.3 Strategy Three: Collaborate with partners and community members on new maritime storytelling projects to better interpret the full stories of the region**

- In addition to amplifying existing content from partners, Maritime Washington will also support and collaborate on projects to tell new stories of our saltwater shores, particularly those that are currently underrepresented within maritime interpretation. The format and

medium of each project will be chosen depending on the specific partnership and the story to be told, ranging from video storytelling and photojournalism to written interviews and short-form articles. Whatever the format, all projects will tell stories that are aimed at a public audience, easily shareable, and relevant to at least one of the heritage area's interpretive themes. Starting with one to two discrete projects in Year One, we will aim to create and share four partnership-based storytelling projects annually by Year Three. For more details, see [“Chapter Three: Interpretive Plan” on page 76](#).

## Actions

- **3.3.1 Launch creation of a Tribal Guide to the heritage area**
  - Guided by the Tribal Working Group and in collaboration with Tribes, Maritime Washington will facilitate the creation of a Tribal Guide to the heritage area. Similar to the “American Indians and Route 66” travel guide created by the American Indian Alaska Native Tourism Association (AIANTA), the guide will include sites identified by Tribes related to their maritime history and culture. It could also include traditional place names for common sites, as identified by local Tribes. The final product would live digitally on the Maritime Washington website, with content featured frequently on social media accounts and e-newsletters (with the potential for printed materials as well).
  - Timeframe: Year Two (work begins) to Year Five, with the potential to publish content in phases throughout
  - Related resources: Multiple, as all sites and resources within the Maritime Washington National Heritage Area have Tribal relationships. Tribal Museums (such as those listed in [“Chapter Four: Key Sites from Resource Inventory” on page 132](#)) will likely be initial highlights.
  - Sources of funding: NHA federal funding and local match, including grants from local and state government entities, private foundations, the National Endowment for the Humanities, the National Trust for Historic Preservation, and regional funders like 4Culture
  - Measures of success:
    - Work with Tribal Working Group to define scope for Tribal Guide and kick-off project by the end of Year Two
    - Publish significant content about Tribal sites and stories within the heritage area, told from a Tribal perspective, by



the end of Year Five

- Partners:
  - 18 federally recognized Tribes of the Maritime Washington NHA (see [“Native American Tribes with Lands in the Maritime Washington National Heritage Area” on page 44](#))
  - *Potentially:* American Indian Alaska Native Tourism Association (AIANTA)
- Recommendations for ongoing collaboration and engagement:
  - Individual interviews with Tribal members and meetings with Tribal Councils
- 3.3.2 Support the Buffalo Soldiers Museum in their mission to establish a museum and interpretive center
  - The Buffalo Soldiers Museum aims to establish a museum and interpretive center within the Fort Lawton Historic District about the Buffalo Soldiers and their service and contributions to American history. Not only are the stories of these African-American soldiers critical to the military history of Washington’s shores, the establishment of a museum at the Band Barracks building—which served as the home for the U.S. Army’s 25th Infantry Regiment, an African-American regiment stationed at Fort Lawton—would activate a critical historic building and secure this important maritime-related resource for future generations. Maritime Washington has supported this effort by assisting the Buffalo Soldiers Museum in securing a \$200,000 appropriation from the state legislature for a feasibility assessment and providing funding to support an awareness-raising campaign. Moving forward, Maritime Washington will continue to support the Buffalo Soldiers Museum through local advocacy, advice, connections to resources, and assistance with raising public awareness.
  - Timeframe: Year One and ongoing
  - Related resources: Fort Lawton, Seattle
  - Source of funding: State of Washington funding for feasibility study, additional funding from NHA federal funding and local match
  - Measures of success: Progress on feasibility study for Buffalo Soldiers Museum by end of Year Five

- Partners:
  - The Buffalo Soldiers Museum is committed to conducting a feasibility study to establish the museum in Fort Lawton. A contract (2021) is currently in place between Maritime Washington and Buffalo Soldiers Museum.
  - The nonprofit Historic Seattle and the City of Seattle Council will also be engaged as potential partners in this project
- 3.3.3 Collaborate with Sea Potential LLC on “SeaSide Stories” storytelling project with diverse youth in Seattle
  - In a partnership between the Washington Trust and Sea Potential, BIPOC (Black, Indigenous, and People of Color) youth will collect and record stories about individuals’ relationships to their local waters, maritime heritage, and resources within the Maritime Washington National Heritage Area. With the goal of increasing BIPOC representation in maritime heritage and sharing new perspectives on people’s relationship with our saltwater shorelines, these stories will be edited in videos and promoted across multiple online platforms in a coordinated communication campaign.
  - Timeframe: Year One
  - Related resources: Resources along Seattle’s waterfront, including Pier 62 Waterfront Park
  - Source of funding: Local match provided by grant funding (secured)
  - Measures of success: Resulting stories published and shared by end of Year One
  - Partners:
    - Sea Potential is committed to leading this program and collaborating with Maritime Washington on thematic links and promotion. A contract between Maritime Washington and Sea Potential (2022) is currently in place. Letter of support from Sea Potential in [“Appendix E.”](#)
    - The National Trust for Historic Preservation has committed to fully funding this program for \$25,000 through its “Telling the Full History” grant program.
- 3.3.4 Support the South Sound Maritime Heritage Association in the

### development of an on-shore exhibit of the historic tugboat *Parthia*

- The South Sound Maritime Heritage Association (SSMHA) is currently working to restore and interpret the 50-foot tugboat *Parthia* as part of a “Tugboat Heritage Walk” along the Olympia waterfront. Maritime Washington has consulted with and provided initial seed funding to SSMHA for conceptual designs of this on-shore exhibit, while a local architecture firm has provided pro bono design services. Moving forward, SSMHA and Maritime Washington will continue to collaborate on this interpretive project.
  - Timeframe: Year One and ongoing
  - Related resources: Tugboat *Parthia* and Port of Olympia Billy Frank Jr. Waterfront Trail
  - Source of funding: NHA federal funding and local match
  - Measures of success: Progress on restoration and interpretation of *Parthia* exhibit by the end of Year Five
  - Partners: SSMHA is committed to managing the creation of the Heritage Tug Walk as a future key resource of Maritime Washington. There is a Memorandum of Understanding in place between Maritime Washington and SSMHA (2022).
- **3.3.5 Partner with HistoryLink on developing stories and interpretive materials on the history of Seattle’s waterfront**
    - Maritime Washington will partner with HistoryLink (a nonprofit focused on historical research, education, and publishing) on a project to research and interpret the history of Seattle’s waterfront to coincide with the opening of a new waterfront park, enabled by a multi-year major redesign of the Seattle waterfront. The project will create interpretive materials that may include: online articles, a public-facing book, oral histories, and related lessons plans or other educational content.
    - Timeframe: Year One and ongoing
    - Related resources: Resources along Seattle’s waterfront, including Pier 62 Waterfront Park
    - Source of funding: State of Washington funding, with local match covering Maritime Washington staff salary
    - Measures of success: Successful creation and publicizing of

interpretive materials focused on Seattle's waterfront by the end of Year Five

- Partners:
  - HistoryLink has committed to manage the storytelling project and creation of materials. There is an MOU between Maritime Washington and HistoryLink (2022) in place.
  - The nonprofit Friends of Seattle Waterfront, the City of Seattle's Office of the Waterfront and Civic Projects, and local Tribes with usual and accustomed lands along what is now Seattle's waterfront should also be engaged throughout the creation of this project.

- **3.3.6 Host an annual photo contest**

- Maritime Washington will host an annual photo contest for the general public on social media platforms such as Facebook and Instagram. Themes and prompts for this contest will change annually to align with heritage area messaging priorities. The contest will give the public a chance to engage with Maritime Washington and encourage them to think about the ways in which their lives intersect with maritime cultures. Winning photos could be featured on the heritage area website, social media, and other channels.
- Timeframe: Year Two and ongoing
- Source of funding: NHA federal funding and local match covering staff salary
- Measures of success: Host photo contest with at least 50 submissions by the end of Year Two
- Recommendations for ongoing collaboration and engagement: Advertise for and accept public submissions

#### **3.4 Strategy Four: Elevate maritime stories in public spaces**

- Beyond Maritime Washington's owned communication channels, the heritage area will partner with statewide organizations and initiatives to increase visibility of maritime stories in public spaces. While many activities to support this strategy will be opportunistic, three strong opportunities have been identified for initial exploration: collaboration with Washington State Ferries, America250 programming, and Washington State Parks.

Actions:



- 3.4.1 Explore the creation of a cooperative agreement with Washington State Ferries to incorporate maritime interpretation on ferry boats and/or in terminals
  - Given the importance of ferries to both historic and modern maritime culture, a partnership between Maritime Washington and Washington State Ferries (WSF) is a natural fit. Maritime Washington and WSF will explore options to increase interpretation on ferries (such as in-person volunteer interpreters or static signage on ships), as well as in ferry facilities, such as terminals. (Any projects will undergo appropriate compliance measures in coordination with the National Park Service at the time of their design and implementation.) The heritage area’s storytelling repository, interpretive themes, and collaborative projects—such as the Tribal Guide—could provide rich material for such interpretation. With more than 20 million riders per year, Washington State Ferries are a perfect setting to reach a semi-captive audience and increase visibility of maritime heritage for residents and visitors alike.
  - Timeframe: Year Five
  - Related resources: Washington State Ferry terminals and ferry vessels
  - Source of funding: Local match
  - Measures of success: Conversations with Washington State Ferries have explored feasibility of interpretive partnership. If specific projects are deemed feasible by both parties, there is a signed cooperative agreement and plan of action by the end of Year Five.
  - Partners: Washington State Ferries Letter of support from Washington State Ferries in [“Appendix E.”](#)
- 3.4.2 Support Washington’s America250 committee and the Washington State Historical Society in organizing maritime programming for the America250 celebrations
  - 2026 marks the 250th anniversary of our nation’s founding. To observe this momentous occasion, the U.S. Semiquincentennial Commission will encourage Americans to remember our past, celebrate the present, and look forward to a promising future. Maritime Washington supported the creation of Washington’s America250 committee in legislation and looks forward to working with the committee and the Washington State Historical Society (who is leading the effort) to ensure that maritime

heritage is well-represented in America250 events through meaningful and inclusive programming, as well as long-term policy impacts to preservation of maritime resources.

- Timeframe: Year Three to Four
  - Source of funding: State of Washington funding and other local match, including sponsorship
  - Measures of success: Maritime heritage programming is included in Washington's America250 celebrations
  - Partners: Washington State Historical Society, the state lead on America250, has committed to include Maritime Washington in development of programming for the anniversary. Letter of support from Washington State Historical Society in ["Appendix E."](#)
- 3.4.3 Explore the creation of a cooperative agreement with Washington State Parks to co-develop interpretive content
    - With 95 public properties within the heritage area, Washington State Parks will be a strong interpretive partner for the heritage area moving forward. Maritime Washington will work with State Parks to explore options to increase interpretation of maritime stories within and related to State Park properties and materials, including virtual, print, event-based, and on-site physical storytelling. (Any projects will undergo appropriate compliance measures in coordination with the National Park Service at the time of their design and implementation.) The heritage area's storytelling repository, interpretive themes, and collaborative projects—such as the Tribal Guide—could provide rich material for such interpretation.
    - Timeframe: Year Five
    - Related resources: 95 state park properties within Maritime Washington boundaries
    - Source of funding: Local match
    - Measures of success: At least one interpretive projects shared in collaboration with State Parks by the end of Year Five
    - Partners: Washington State Parks has committed to working together on the development of programming. Letter of support from Washington State Parks in ["Appendix E."](#)

### 3.5 Strategy Five: Help partners tie their sites and stories into Maritime Washington interpretive themes and regional narratives

- Maritime Washington’s regionwide focus and interpretive framework will provide individual partner sites and organizations with a tool to tie their work into broader historical and geographic narratives. The heritage area will provide advice and resources for partners to link their work with Maritime Washington narratives through their own signage and messaging.

#### Actions:

- **3.5.1 Fund interpretive signage and other materials that speak to regionwide narratives and heritage area themes**
  - Through the heritage area’s subgranting program, Maritime Washington will provide partners, organizations, and resource managers with funding for interpretive signage that ties their sites to Maritime Washington’s interpretive themes. (Any signage projects supported with federal funding will undergo appropriate compliance measures in coordination with the National Park Service at the time of their subgrant, design, and implementation.) See [“Goal Two, Objective 1” on page 280](#) for more details on the proposed grant program.
  - Timeframe: Year One to Two and ongoing
  - Source of funding: Included in subgranting (see [“Goal Two, Objective 1” on page 280](#))
  - Measures of success: Number of subgrants targeted towards development of interpretive materials
- **3.5.2 Collaborate with partners looking to link their interpretive materials to heritage area themes and narratives**
  - Upon request, Maritime Washington staff and leadership will conduct meetings and site visits, sit on advisory councils, and provide other guidance to partners who are developing interpretive materials such as exhibits, signage, or programs. Maritime Washington will collaborate with partners on how they can link their interpretation to heritage area themes and to the rest of the region. For specific historical and cultural content, Maritime Washington will not purport to serve as a subject matter expert; however, we can work to connect partners with appropriate sources and experts.
  - Timeframe: Year One and ongoing

- Source of funding: NHA federal funding and local match covering staff salary
- Measures of success: Partners report in annual survey that they feel supported in developing interpretive materials
- Partners: Partners of the Maritime Washington network
- 3.5.3 Partner with the Northwest Maritime Center on the development of interpretive materials for a new visitor center within their facilities, as a pilot/case study for how sites can use Maritime Washington narratives and themes in their own spaces
  - The Northwest Maritime Center (NWMC) is remodeling its current retail space to create a new Port Townsend-area maritime visitor center. Maritime Washington will collaborate with NWMC in the development of an interpretive plan and materials for this space with the goals of aligning messaging with regionwide narratives and Maritime Washington interpretive themes and piloting how sites can use Maritime Washington narratives and themes in their own spaces to create “points of entry” to Maritime Washington.
  - Timeframe: Years One to Two
  - Related resources: Northwest Maritime Center and Point Hudson, Port Townsend
  - Measures of success: Creation of new exhibits in the Northwest Maritime Center that relate to regional narratives and Maritime Washington themes
  - Partners: NWMC has committed to leading fundraising efforts, managing the physical remodel, and working in collaboration with Maritime Washington to determine interpretive plan for exhibit space. There is an MOU between Maritime Washington and the Northwest Maritime Center (2022) in place. Letter of support from NWMC in [“Appendix E.”](#)
- 3.5.4 Provide partners with heritage area messaging toolkits
  - Maritime Washington will provide its partners with language and graphics for use on their own channels. New partners will receive an initial toolkit, with guidance on how they may identify themselves as part of Maritime Washington. This will include materials such as the Brand Identity Guide, logos, suggested language and social graphics for web and social, and digital collateral. Partners will also receive regular topical toolkits, including graphics and web/social copy to amplify Maritime



Washington messaging and campaigns on their own channels. Topics for these quarterly toolkits will be identified by partners as part of the annual survey and will also respond to needs as they arise. Use of these toolkits will be entirely optional and will aim to be a benefit to partners, providing them with ready-made content for their own audiences.

- Timeframe: Year One and ongoing
- Sources of funding: NHA federal funding and local match covering staff salary
- Measures of success: At least 40% of partners repost or share content from at least one toolkit per year by the end of Year Two
- Partners: Partners of the Maritime Washington network

#### **4. GOAL FOUR: ENCOURAGE SUSTAINABLE EXPERIENCES**

*Encourage residents and visitors to responsibly and sustainably experience Washington's maritime heritage.*

Maritime Washington aims to connect people with the resources and experiences of our state's vibrant maritime heritage, past and present. We will increase awareness of and facilitate access to the state's many maritime sites and experiences by centralizing information about activities available within the heritage area—and promoting that information via a range of channels, media, and cross-promotional strategies. This supports heritage sites and other public maritime destinations by increasing visitation, which may also lead to increased membership and fundraising. Of equal importance, more engagement with and interpretation of maritime sites, activities, and programs will forge a stronger connection between people and our state's maritime cultures. This helps foster a stronger pride of place and better public understanding of the historical, cultural, and economic value in preserving, investing in, and promoting maritime resources.

As we encourage people to engage with maritime sites, however, it will be critical to build a shared understanding of responsible visitation practices. Maritime Washington will encourage sustainable tourism practices to ensure the unique environmental and cultural resources of this region are not “loved to death.” Maritime experiences should help inspire residents and visitors alike to value the resources and cultures of our shorelines and protect them for future generations.

##### **4.1 Strategy One: Centralize information about what to do in the heritage area**

- The Maritime Washington National Heritage Area contains a wealth

of maritime resources, experiences, programs, events, and activities available to the public. Maritime Washington will help visitors find and access these opportunities by centralizing and packaging this information in user-friendly formats.

Actions:

- 4.1.1 Develop a section of the Maritime Washington website with an interactive map that compiles things to do throughout the area
  - The Maritime Washington website will include a section focused on activities, presented through an interactive map of the area with various maritime-related sites throughout our shorelines and waterways, which will build off the “Maritime Mapper” designed to facilitate public input during the management planning process. The map will include selections from the Resource Inventory as identified in [“Chapter Four: Key Sites from Resource Inventory” on page 132](#), the sites of formal Maritime Washington partners, and additional sites identified and submitted by the public (added at the discretion of staff). To ensure a fair and true user experience, the map will not be limited to partner sites and will not include advertisements: all sites and descriptions must be public-facing and related to Maritime Washington themes. The map will be searchable and mobile-friendly. Sites will be tagged by resource type and associated interpretive theme(s) so users can filter the map to customize their experience based on their interest. To reduce the amount of staff maintenance required, the map will link out to individual sites’ websites for changeable information such as visitor hours.
  - Timeframe: Year One
  - Source of funding: NHA federal funding and local match covering staff salary
  - Measures of success: Map section of website developed by the end of Year One
  - Recommendations for ongoing collaboration and engagement: Members of the public will be encouraged to continue submitting sites to the Maritime Mapper, which will also be added to the Resource Inventory
- 4.1.2 Regularly curate themed travel itineraries connecting different maritime sites, organized by geography and/or Maritime Washington interpretive themes
  - Maritime Washington will create and publish suggested travel

itineraries for the heritage area. These may be crafted around interpretive themes, geographic area, intended audience, means of transport, season, and/or annual events. We will work with local destination marketing organizations, Washington Tourism Alliance, and partners of the Maritime Washington network to both create and promote these itineraries.

- Timeframe: Year One (initial batch of itineraries) and ongoing (publish new itineraries regularly)
  - Related resources: Multiple. For example, an itinerary planned for Year One may be a day-long exploration of “Theme One: People” around Bainbridge Island, featuring the Suquamish Museum and Bainbridge Island Japanese Exclusion Memorial, among other sites; see [“Chapter Three: Interpretive Plan: Theme One” on page 105](#) for additional examples.
  - Source of funding: NHA federal funding and local match
  - Measures of success: At least five itineraries published by the end of Year One and three to four new itineraries published by Maritime Washington every year thereafter
  - Partners: Partners of the Maritime Washington network, Washington Tourism Alliance, and local destination marketing organizations to participate based on region/topics
- 4.1.3 Develop a section of the Maritime Washington website centralizing existing resources for educators
    - The Maritime Washington website will include a section dedicated to connecting educators with existing maritime sites, curriculums, and experiences for their students. This will include information about current K-12 curricula with maritime elements (such as “Since Time Immemorial: Tribal Sovereignty in Washington State” or other Tribally-developed curriculum) and links to partners who offer field trips. Maritime Washington will not develop its own curriculum.
    - Timeframe: Years Two to Three
    - Source of funding: NHA federal funding and local match covering staff salary
    - Measures of success: Educator portion of website launched by the end of Year Three
    - Partners:

- The Salish Sea Institute (a collaboration between faculty at Whatcom Community College and Western Washington University) will help provide bank of initial resources from their [Salish Sea Curriculum Repository](#)
  - The Washington State Office of Superintendent of Public Instruction will likely be a helpful partner in collating existing maritime-related curricula—including the Tribally-developed “Since Time Immemorial” curriculum
  - Maritime High School
- **4.1.4 Maintain a list of upcoming events in regular e-newsletters**
    - In both the partner- and public-facing e-newsletters, Maritime Washington will include a section listing upcoming events and festivals related to maritime heritage and culture. Staff will maintain an internal list of annual events, which will be supplemented by submissions by partners. For more detail on the partner-facing e-newsletter, see [“Goal One, Strategy 2, Action 3” on page 276](#). For more detail on the public-facing e-newsletter, see [“Goal Three, Strategy 2, Action 2” on page 289](#).
    - Timeframe: Year One and ongoing
    - Related resources: Multiple, including but not limited to: Blessing of the Fleet (Gig Harbor), Blessing of the Fleet (Seattle), Classic Workboat Show (Seattle), Maritime Gig Festival (Gig Harbor), boat races such as the Race to Alaska and Salish 100, Seattle Seafair, Wooden Boat Festival (Port Townsend), Lake Union Wooden Boat Festival (Seattle), SeaFeast (Bellingham), and Oysterfest (Shelton).
    - Source of funding: NHA federal funding and local match covering staff salary
    - Partners: Partners of the Maritime Washington network; organizers of the events listed under “Related resources” above
  - **4.1.5 Support the development, publication, and promotion of *Exploring Maritime Washington* book**
    - Maritime Washington has supported local author Erich R. Ebel in his creation of a book exploring Washington’s maritime history, including the Maritime Washington National Heritage Area. While not an official guidebook to the heritage area, this book will be a fantastic resource for heritage area visitors and has served as an important testing ground for how Maritime Washington can



support increased journalism and publications about the region and the heritage area. Maritime Washington will continue to support Mr. Ebel in the publication and promotion of the book in early 2023.

- Timeframe: Year One
- Related resources: Multiple
- Source of funding: Local match and in-kind services
- Measures of success: *Exploring Maritime Washington* successfully published and promoted via Maritime Washington social media, website, and events.
- Partners: Author Erich Ebel and his publisher have committed to publishing this book and including information about the Maritime Washington National Heritage Area. MOU between Maritime Washington and Erich Ebel (2022) in place.

#### **4.2 Strategy Two: Promote awareness of and engagement with the Maritime Washington region and the sites and experiences within it**

- To encourage more people to engage with maritime sites, resources, activities, and experiences, Maritime Washington will promote opportunities via a range of channels, media, and cross-promotional strategies. We will promote partners directly by sharing their content and sites, as well as indirectly by raising the profile of the Maritime Washington region and increasing awareness of the wealth of maritime experiences available to both residents and visitors.

#### **Actions**

- **4.2.1 Conduct rollout of Maritime Washington brand**
  - The Maritime Washington brand identity will be the face of the heritage area for public audiences. Early benchmarks for the launch of the Maritime Washington brand include: the development of overall key messaging and targeted value statements; the launch of a website, branded social media channels, and e-newsletters; the development of an annual content management plan; the creation of printed collateral; kick-off events; the creation of a “This is Maritime Washington” showcase video; and the distribution of partner messaging toolkits. A more detailed description of the brand rollout can be found in [“Appendix D: Communications Road Map by Year” on page 441](#) and elsewhere in this Implementation Plan.

- Timeframe: Year One and ongoing
- Source of funding: NHA federal funding and local match, including sponsorship
- Measures of success: Execution of brand rollout strategy
- 4.2.2 Design and create printed collateral
  - Following guidelines from the [“Chapter Five: Branding and Marketing Plan: Brand Identity Guide” on page 189](#), Maritime Washington will create limited runs of printed collateral. Given the wealth of sites and experiences available throughout the heritage area, most collateral will push readers to the Maritime Washington website, so that they may explore all opportunities. Early collateral priorities, to be made available before the website is completed, include flyers introducing Maritime Washington for the public and for potential partners. A more detailed brochure for general promotion will be created to coincide with the launch of the website. Maritime Washington will also pursue the development of a National Park Service Unigrid System tri-fold map/brochure, targeted to launch in Years Two to Three.
  - Timeframe: Year One and ongoing
  - Source of funding: NHA federal funding and local match, including sponsorship
  - Measures of success: Track number of promotional products (such as brochures and websites) created
  - Partners:
    - Washington Tourism Alliance
    - National Park Service
- 4.2.3 Partner with local destination marketing organizations and other tourism-focused entities to design, print, and distribute region-specific brochures to highlight local maritime attractions, beginning with pilot project on Kitsap Peninsula
  - In addition to regionwide brochures and materials, Maritime Washington will explore the creation of subregional brochures in collaboration with local partners that feature maritime destinations in targeted geographic areas. These brochures will be used to promote maritime resources and experiences both locally and, through exchange with other Maritime Washington partners, nearby areas. Visit Kitsap Peninsula (the local destination

marketing organization for the Kitsap Peninsula) will partner with Maritime Washington to pilot the concept and collaborate on the design, fabrication, and distribution of a brochure or similar promotional material.

- Timeframe: Years One to Two and ongoing
  - Related resources: Multiple, such as Kitsap Peninsula Water Trails, the Puget Sound Navy Museum, and *Carlisle II* ferry
  - Source of funding: Local match provided by partners, grant funding, and/or sponsorships
  - Measures of success: Pilot subregional brochures or other printed collateral created by the end of Year Two
  - Partners:
    - Maritime Washington and Visit Kitsap Peninsula have an MOU (2022) in place to pilot the creation of interpretive/promotional materials. Visit Kitsap Peninsula has committed to advise on content, provide imagery, collaborate on identification of funding, and assist in distribution.
    - Other local destination marketing organizations—such as Bellingham/Whatcom County Tourism, Seattle Southside Regional Tourism Authority, Seattle North Country/Snohomish County Destination Alliance, Travel Tacoma, Visit Seattle, Whidbey and Camano Islands Tourism, Experience Olympia and Beyond, Jefferson County Tourism Coordinating Council, San Juan Islands Visitors Bureau—may be future potential partners.
    - Washington Tourism Alliance
    - Cities, counties, and ports
    - Partners of the Maritime Washington network (content on resources)
- 4.2.4 Design and create branded merchandise
    - Maritime Washington will capitalize on the rollout of its new brand, logo, and taglines by creating merchandise such as hats, pins, badges, bumper stickers, and shirts. Sales for such merchandise will be offered continuously online, as well as at in-person events where Maritime Washington will be present. This merchandise will serve not only as an important revenue source but also a type of marketing when supporters wear the logo.

Depending on the success of merchandise sales and the interest levels of potential sites, the heritage area may also explore selling merchandise at partner sites, visitor centers, and other gift shops or high-visibility areas.

- Timeframe: Years One to Two
- Source of funding: Local match and sales of merchandise
- Measures of success: At least \$5,000 in revenue from branded merchandise by the end of Year Five
- 4.2.5 Design and create a Maritime Washington stamp for the Passport To Your National Parks® program
  - Following in the footsteps of peer National Heritage Areas, Maritime Washington will create a branded stamp for the popular Passport To Your National Parks® program. Nearly all National Park Service units offer stamps for visitors to put into passport booklets. The program is owned and operated by Eastern National, a non-profit education partner of the national parks. Upon creation of a Maritime Washington stamp, partners may opt to serve as host sites for a stamping station, which may help increase their visitation.
  - Timeframe: Years Three to Four
  - Source of funding: NHA federal funding and local match
  - Measures of success: Creation of Maritime Washington passport stamp and placement at five or more partner sites by end of Year Five
  - Partners: National Park Service
- 4.2.6 Pursue the development of a Maritime Washington specialty license plate
  - Auto license plates are now available that support diverse causes and have been relatively successful in generating revenue for causes such as state parks, national parks, wildlife, lighthouses, snow sports, bicycling, children, etc. It may be possible to develop a license plate specifically supporting the heritage area. This effort, however, will take time, as it must be supported by an act of the state legislature and public petitions. Maritime Washington staff and leaders will pursue the creation of a specialty license plate by first seeking out champions in state government and then through extensive advocacy efforts. Although exploration will



begin in the short term, the creation of a specialty license plate should be considered a long-term potential income source rather than a “quick fix.”

- Timeframe: Year Five
- Sources of funding: NHA federal funding and local match covering staff salary
- Partners: Washington State Legislature
- 4.2.7 Distribute collateral and messaging through promotional partnerships and paid marketing
  - To increase awareness of Maritime Washington and raise the profile of its partners, the heritage area will distribute printed collateral to destination marketing organizations, visitor centers, and partner sites (upon request). The heritage area will also explore paid advertisement opportunities at airports, ferry terminals, and other transit hubs to encourage those living or traveling within the region to add a maritime-related stop to their next trip.
  - Timeframe: Year Two and ongoing
  - Source of funding: NHA federal funding and local match, including grants and sponsorship
  - Measures of success: Partners report increased visitation to maritime sites and activities by the end of Year Five
  - Partners:
    - Partners of the Maritime Washington network
    - Local destination marketing organizations and visitor centers
- 4.2.8 Expand media coverage about the heritage area’s resources and activities
  - Maritime Washington will maintain a media contact list and regularly share press releases about the heritage area’s sites and activities. Staff and leaders will also work with tourism-focused groups to opportunistically promote the heritage area through ad campaigns, story features, cross-promotion, and travel writer familiarization trips.
  - Timeframe: Year One and ongoing

- Source of funding: NHA federal funding and local match covering staff salary
- Measures of success: At least five press articles about Maritime Washington activities or itineraries per year
- Partners:
  - Washington Tourism Alliance and local destination marketing organizations
  - Main Street organizations
  - Partners in the Maritime Washington network
- 4.2.9 Host tables or booths at regional events and festivals
  - Regional events and festivals—particularly those focused on maritime culture and themes—provide wonderful opportunities for Maritime Washington staff and Advisory Board members to promote awareness of and engagement with Maritime Washington resources, experiences, and interpretive themes. They also offer potential opportunities to showcase local partners, who should be asked to collaborate on tabling opportunities.
  - Timeframe: Year One and ongoing
  - Related resources: Multiple events, such as the Wooden Boat Festival (Port Townsend), Lake Union Wooden Boat Festival (Seattle), and SeaFeast (Bellingham)
  - Source of funding: NHA federal funding and local match covering staff salary and travel costs
  - Partners: Event organizers and partners in the Maritime Washington network

### **4.3 Strategy Three: Facilitate or co-host events and programs that create connections between the public and maritime heritage**

- At least once per year, Maritime Washington will collaborate with partners to facilitate, plan, and co-host events or experiences related to the heritage area’s interpretive themes. The primary audience for such experiences will, at least in the short term, be those who live and work in heritage area (identified as “Tier 2” in [“Chapter Five: Branding and Marketing Plan” on page 178](#)) to increase awareness of the heritage area amongst residents. Examples of potential co-branded experiences include a sail on a historic vessel, a guided tour of a shellfish farm, or a walking tour of a working waterfront. The heritage area will help

promote the experience to audiences that may be new to the partner and will provide content or speakers about Maritime Washington as appropriate. The primary goals of these partnerships will be to encourage public experiences, grow the audience for maritime heritage, and highlight specific partner sites.

Actions:

- 4.3.1 Pilot co-hosted experiences with an educational boat tour in collaboration with Foss Waterway Seaport and Tacoma's Youth Marine Foundation.
  - Foss Waterway Seaport, the Youth Marine Foundation, and Maritime Washington will partner to host a public event in Summer 2022 highlighting the Maritime Washington National Heritage Area and its local partners along Tacoma's Commencement Bay.
  - Timeframe: Year One
  - Related resources: Foss Waterway Seaport
  - Source of funding: Local match and sponsorship
  - Measures of success: At least 25 participants in the event
  - Partners: Foss Waterway Seaport, the Youth Marine Foundation, and Maritime Washington have committed to collaborating and contributing staff time/resources towards this event. There is an MOU between Maritime Washington, the Youth Marine Foundation, and Foss (2022) in place. Letter of support from Foss in ["Appendix E."](#)
- 4.3.2 Host Youth Heritage Project (a summer educational program for high school students) focused on maritime heritage in Port Townsend
  - The Youth Heritage Project (YHP) is a free overnight summer program for high-school students, focused on the history, culture, and nature of Washington's special places. Supported by the National Park Service, the Washington Trust has hosted YHP nearly every year since 2012 in sites across the state. In 2022, we will focus YHP on the Maritime Washington National Heritage Area, asking participants to consider the interpretive themes and apply them to various resources in Port Townsend. This maritime-focused YHP may potentially be replicated in different sites in future years.
  - Timeframe: Year One

- Related resources: Northwest Maritime Center, Fort Worden Historical State Park, Point Hudson, Jefferson Museum of Art and History, Port Townsend Main Street, Port Townsend National Historic Landmark District, Port Townsend Public Library Maritime Collection Center
- Source of funding: Non-NHA federal funding, State of Washington funding, and local match, including sponsorship
- Measures of success: 40 student participants in 2022 YHP focused on maritime heritage
- Partners :
  - The Jefferson County Historical Society, Fort Worden PDA, Northwest Maritime Center, the Department of Archaeology and Historic Preservation, the Jamestown S’Klallam Tribe, and the Port Townsend Main Street Program are all supporting planning efforts and will be assisting in programming during the event
  - The National Park Service, Department of Archaeology and Historic Preservation, Washington State Parks, King County 4 Culture, Lummi Nation, Tulalip Tribes, and Stillaguamish Tribe are committed to fiscal sponsorship in various amounts. There is a cooperative agreement in place between the Washington Trust and National Park Service, and written commitments or contracts from other funders
- 4.3.3 Host a series of events across the region to publicly launch Maritime Washington
  - Upon the approval of this Management Plan, Maritime Washington will work with Anchor Organizations (outreach partners from the management planning period) to host a series of regional celebrations to officially “launch” the heritage area. These events will serve as a celebration of the maritime community’s work in the creation of this plan, as well as an important way to raise awareness about the Maritime Washington National Heritage Area amongst potential partners (identified as “Tier One” audience in [“Chapter Five: Branding and Marketing Plan” on page 178](#)) and those who live and work along the shores (“Tier Two” audiences).
  - Timeframe: Year One
  - Source of funding: Local match and sponsorship
  - Measures of success: At least five events in different cities around



the heritage area by end of Year One

- Partners: Anchor Organizations from Management Plan outreach period to collaborate and assist in hosting/promoting events

#### 4.4 Strategy Four: Promote responsible tourism and visitation practices

- Environmental concerns are of high priority for Maritime Washington stakeholders. From littering to habitat destruction to disruption of wildlife, there are many threats to the future of Washington's saltwater shorelines and the cultures that depend on those unique natural resources. Maritime Washington will use its platform and

“In Washington State, maritime heritage is simply integrated in our DNA... We want to share our love for the marine waters and encourage others to also love and respect them.”  
—Workshop participant

network to amplify messaging about responsible visitation practices and support partners in improving their own environmental sustainability.

Actions:

- 4.4.1 Promote responsible tourism messaging on Maritime Washington channels and via messaging toolkits for partners
- Maritime Washington will use its own website, social media, printed collateral, and other channels to promote responsible tourism messaging. We will borrow language from existing efforts—such as Leave No Trace, Recreate Responsibly Coalition, and Be Whale Wise—to encourage heritage area visitors to be respectful and to connect environmental responsibility with heritage and cultural preservation. We will also use existing efforts to create and distribute easily shareable language and graphics to partners. Partners will be encouraged (although not required) to share these messages with their audiences. See [“Goal Three, Strategy 5, Action 4” on page 298](#) for more detail on messaging toolkits.
- Timeframe: Year One and ongoing
- Source of funding: NHA federal funding and local match covering staff salary
- Measures of success:
  - Regular messaging around responsible tourism posted on Maritime Washington channels and language included in travel itineraries

- At least one sustainable tourism messaging toolkit distributed by the end of Year Two and annually thereafter
- Partners report increased ability to share sustainable tourism messaging in annual survey
- Partners:
  - Partners of the Maritime Washington Network
  - Recreate Responsibly Coalition
  - Washington Trails Association
  - Mountains to Sound Greenway National Heritage Area
  - Northwest Straits Foundation and local Marine Resource Committees
  - Washington State Parks
  - Washington Department of Natural Resources
  - Washington Department of Fish and Wildlife
  - National Park Service: Individual park units, regional and national offices, tourism program
  - San Juan Island National Monument (Bureau of Land Management)
  - Olympic Coast National Marine Sanctuary (National Oceanic and Atmospheric Administration)
- Recommendations for ongoing collaboration and engagement:
  - Participation in regional and nationwide collaborative efforts to promote responsible use of resources, such as the Recreate Responsibly Coalition
  - Regular meetings with Marine Resource Committees to determine and support local priorities for messaging
- 4.4.2 Share and promote best practices around sustainable tourism messaging from partners
  - Maritime Washington will use its network and the programs detailed throughout this Implementation Plan to share bright spots in sustainable tourism messaging from its partners. This could be done through partner workshops, a special category within the annual awards program, features in e-newsletters,

affinity groups, or others.

- Timeframe: Year Two and ongoing
  - Source of funding: NHA federal funding and local match covering staff salary
  - Measures of success: At least one partner workshop focused on sustainable tourism by the end of Year Two
  - Partners: See partners for 4.4.1
- **4.4.3 Use Maritime Washington channels to help distribute tourism more broadly across regions and promote shoulder season tourism**
    - While some regions within the heritage area are eager for more visitors, others are struggling with over-tourism and the effects of being “loved to death.” In its annual content management plan—outlining the marketing and communication strategy for the year—Maritime Washington will intentionally feature destinations to seasonally and geographically distribute visitors. This will guide the creation and seasonal promotion of itineraries, as well as campaign and paid advertisement strategies. For more detail, see [“Chapter Five: Branding and Marketing Plan” on page 178.](#)
    - Timeframe: Year Two and ongoing
    - Source of funding: NHA federal funding and local match covering staff salary
    - Measures of success: At least one travel itinerary per year featuring lesser known destinations in the heritage area
    - Partners: Washington Tourism Alliance and local destination marketing organizations

## **5. GOAL FIVE: PRESERVE THE REGION'S MARITIME IDENTITY**

*Preserve Washington State's unique maritime identity, resources, and lifeways.*

Natural, cultural, historical, recreational, and scenic resources are the physical embodiments of our complex and multifaceted maritime heritage and our touchstones to people and stories of the past. However, Washington's maritime heritage lies not only in our history. We continue to reinvent and build upon thousands of years of tradition in today's working waterfronts, beaches, ports, ships, historic sites, cultural places, and schools, both preserving and reimagining Washington's unique maritime identity. Maritime Washington will support partners in preserving and sharing both physical

resources and the less tangible aspects of our maritime culture. We will work to raise public awareness of and appreciation for maritime heritage in Washington State—including specific sites and resources, but also the maritime career paths and training opportunities that ensure the future of our vibrant trades and industries.

### **5.1 Strategy One: Advocate for policies and actions that encourage protection of natural, historical, and cultural maritime resources**

- As a regionwide organization with national recognition, the Washington Trust for Historic Preservation (the local facilitating organization for Maritime Washington) is well positioned to support efforts to preserve historic, cultural, and natural resources. Through advocacy at local, state, and federal levels, the Washington Trust/Maritime Washington will raise the profile of heritage sites and push for more supportive policies for partners and resources.

#### **Actions**

- 5.1.1 Advocate for protection of natural, cultural, and historical maritime resources in local- and state-level actions
  - Maritime Washington will serve as an advocate for all varieties of maritime resources in our state, weighing in on programmatic agreements, ensuring heritage resources are represented in Section 106 and NEPA processes, supporting bills that protect traditional cultural practices and Tribal rights, supporting nominations to the National Register of Historic Places, and advocating for actions that promote a healthy ecosystem and restoration of natural resources. We will also support partners in their preservation advocacy by writing letters of support, attending meetings with decision-makers, and other actions requested by advocates at the state and local levels.
  - Timeframe: Year One and ongoing
  - Source of funding: Local match covering staff salary
  - Measures of success:
    - Track the number of policies and legislative actions supported that protect maritime resources
    - Track the number of policy issues highlighted through communication and social media platforms
  - Partners:
    - Native American Tribes (see list of federally recognized



Tribes within the heritage area on [page 44](#))

- Washington State Department of Archaeology and Historic Preservation
  - Washington State Parks, Department of Fish and Wildlife, and Department of Natural Resources
  - Washington State Historical Society
  - Washington State Legislature
  - National Park Service
  - Association of Washington Cities
  - Washington State Association of Counties
  - Washington Public Ports Association
  - Alliance of National Heritage Areas
  - National Trust for Historic Preservation
  - National Preservation Partners Network
  - Preservation Action
  - Olympic Coast National Marine Sanctuary (National Oceanic and Atmospheric Administration)
- 5.1.2 Meet regularly with state, Tribal, local, and port governments to discuss importance of maritime heritage.
    - In addition to issue-specific advocacy efforts, Maritime Washington staff and leaders will regularly meet with decision-makers at all levels—including government administration and elected officials—to advocate for the importance of local heritage issues. Cultivated through individual visits or attendance at meetings of affiliation groups (such as the Washington State Heritage Caucus and the Washington State Association of Counties Coastal Caucus), maintaining good working relationships will be critical to raising the profile of maritime heritage efforts throughout the state.
    - Timeframe: Year Two and ongoing
    - Source of funding: Local match covering staff salary
    - Measures of success: Track the number of government officials met with annually regarding maritime issues

- 5.1.3 Regularly include maritime resources in the Washington Trust's Most Endangered Places list
  - Since 1992, the Washington Trust (the local coordinating entity of Maritime Washington) has maintained a list of Most Endangered Places throughout the state, bringing attention to threatened buildings, sites, vessels, and historic places. In addition to attention and publicity, this list also represents the Washington Trust's commitment to advocate for and support local efforts to preserve these places. We will encourage nominations to this list from Maritime Washington partners, the public, staff, and leadership to ensure that endangered sites within the heritage area receive the attention and support they need from the wider preservation community.
  - Timeframe: Year One and ongoing
  - Source of funding: NHA federal funding and local match covering staff salary
  - Measures of success: At least one maritime site highlighted through the Most Endangered Places program by end of Year Two
  - Recommendations for ongoing collaboration and engagement: Encourage public nominations to the Washington Trust's Most Endangered Places list

## **5.2 Strategy Two: Support projects that preserve and increase access to historic maritime sites and stories**

- Maritime Washington will identify projects throughout the region that support the restoration, rehabilitation or adaptive reuse, reconstruction, and/or interpretation of historic places. In particular, the heritage area will look to support projects that increase access to maritime sites and stories and speak to at least one of Maritime Washington's three interpretive themes. This includes elements of the built environment as well as parks, trails, and other natural landscapes with interpretive components, either through signage or some other mechanism. To surface such efforts, Maritime Washington staff and leaders will work through the partner network, attend regional meetings, and collaborate regularly with public officials and state departments. Once an ongoing project has been identified, Maritime Washington will meet with local leaders to determine whether we can be of service and what the heritage area can bring to the table.

### **Actions:**

- 5.2.1 Increase public awareness of ongoing efforts to preserve maritime

## resources

- Through Maritime Washington owned channels (such as our website, social media, and newsletters) and partner network, the heritage area will highlight campaigns to rehabilitate maritime resources, from planning to fundraising efforts to successful project completion. Increased public awareness will motivate support for other entities considering projects aimed at preserving maritime heritage resources. We will also help inspire replication of successful efforts throughout the region by featuring such projects in best practice workshops, writing case studies, and nominating them for awards.
- Timeframe: Year One and ongoing
- Source of funding: NHA federal funding and local match covering staff salary
- Partners:
  - Native American Tribes
  - Washington State Department of Archaeology and Historic Preservation
  - Washington State Parks, Department of Fish and Wildlife, and Department of Natural Resources
  - National Park Service
  - Main Street organizations
  - City and county parks departments
  - Museum and heritage institutions
  - Private owners of historic buildings and resources
- 5.2.2 Provide advice and assistance regarding historic resource management and funding opportunities to support preservation
  - With more than 40 years' experience in saving places that matter to Washingtonians, the Washington Trust is well positioned to provide advice, connections, and other assistance—including guidance on accessing funding opportunities and tax incentives—to those managing historic resources. Maritime Washington staff will work closely with the rest of the Washington Trust team and leadership to provide resources for those working to preserve maritime historic sites and cultural resources. Staff may also participate in planning committees and other advisory bodies

to provide advice on regionwide narratives, interpretation, and preservation of maritime heritage resources. Participation on such committees will be evaluated on a case-by-case basis, taking into consideration the degree of alignment with heritage area goals and staff capacity. This may also include attendance at standing public meetings, such as Certified Local Government (CLG) meetings and meetings of other landmarks commissions

- Timeframe: Year One and ongoing
- Source of funding: Local match covering staff salary
- Measures of success:
  - Track the number of projects supported that enhance properties listed in or eligible for listing in local, state, or federal historic registers (e.g., condition assessments, plans, research, etc.)
  - Track the number of projects supported that preserve historic sites (e.g., those listed or eligible for listing in local, state, or federal historic registers) through restoration, rehabilitation, or adaptive reuse, tracked in number of sites and/or acreage of preserved landscapes
  - Track the number of projects supported that maintain historic properties (e.g., listed or eligible for listing in local, state, or federal historic registers) through monitoring and small-scale maintenance projects, tracked in number of sites and/or acreage of preserved landscapes
  - Track the number of projects begun or continued to conserve heritage area artifacts (e.g., condition assessments, plans, research, etc.)
- Partners: See partners for 5.2.1 above
- 5.2.3 Serve as a partner to the Port of Port Townsend in their implementation of their conceptual preservation plan for Point Hudson
  - Maritime Washington has worked with the Port of Port Townsend and other key players in the region to explore potential redevelopment scenarios for Point Hudson, a former quarantine station and military installation which serves as a contributing resource to the Port Townsend National Historic Landmark District. In 2021, the Port of Port Townsend announced a preservation plan for Point Hudson, essentially committing to redeveloping the area in a manner that highlights and utilizes the historic structures found therein. Maritime Washington is included



as a partner in that plan and, moving forward, will continue to play a role in preserving Point Hudson.

- Timeframe: Year One and ongoing
- Related resources: Point Hudson, Port Townsend
- Source of funding: NHA federal funding and local match covering staff salary
- Partners: Port of Port Townsend has committed to completing and implementing a historic preservation plan for their property, Point Hudson. Letter of support from the Port of Port Townsend in [“Appendix E.”](#)
- 5.2.4 Facilitate National Register nomination for halibut schooner *Tordenskjold* by University of Washington preservation graduate student, as pilot project connecting local post-secondary students with the needs of maritime heritage organizations
  - Maritime Washington has worked to facilitate the creation of a nomination to the National Register of Historic Places for the historic halibut schooner *Tordenskjold* (owned by Northwest Seaport in Seattle) by a graduate student in the University of Washington’s preservation program. Upon the successful completion of this nomination, Maritime Washington plans to build on relationships with University of Washington and other post-secondary schools to continue connecting students with the needs of local maritime heritage organizations for similar nominations, structural assessments, interpretive planning, etc.
  - Timeframe: Year One and ongoing
  - Related resources: Halibut schooner *Tordenskjold*, Seattle
  - Source of funding: Local match and in-kind services
  - Measures of success: Three students matched with needs of local maritime organizations by the end of Year Three
  - Partners: University of Washington (UW) staff from graduate certificate in historic preservation have committed to collaborate with MWNHA to match student interests with maritime needs for annual course. Letter of support from UW in [“Appendix E.”](#)
- 5.2.5 Advocate for the protection and historical redevelopment of the ASUW Shell House in Seattle
  - The University of Washington is in the process of restoring and

redeveloping their ASUW Shell House as an events facility and public space. Maritime Washington has long supported the protection and reuse of this historic space, which has served generations of boaters, World War I seaplanes, and the famous 1936 Olympic gold-medal crew chronicled in *The Boys in the Boat*. Maritime Washington will support the university's efforts through advocacy and raising public awareness.

- Timeframe: Year One and ongoing
- Related resources: ASUW Shell House on the University of Washington campus, Seattle
- Source of funding: Local match covering staff salary
- Partners: University of Washington has committed to redeveloping the Shell House and preserving this historic structure. Letter of support from ASUW Shell House in ["Appendix E."](#)

### **5.3 Strategy Three: Increase awareness of modern maritime careers and trades**

- Working waterfronts are critical to Washington State's economy and modern maritime heritage. However, the maritime industry is currently facing a rapidly aging work population and needs to inspire a new generation to carry on the proud tradition of careers in maritime trades and industries. In the short term, Maritime Washington will support this effort primarily through marketing and storytelling, helping students and young professionals see themselves in the maritime industry and amplifying the existing training opportunities available throughout the region.

#### **Actions:**

- **5.3.1 Share stories of modern maritime practitioners**
  - Through the channels and strategies identified in "Goal 3: Share diverse stories," Maritime Washington will highlight the stories of modern working waterfronts and maritime practitioners. By featuring the diverse stories and backgrounds of people in maritime trades and industries, the heritage area will help more students and young professionals see themselves in maritime careers.
  - Timeframe: Year One and ongoing
  - Source of funding: NHA federal funding and local match covering staff salary

- Measures of success: Highlight at least six stories of modern maritime practitioners on Maritime Washington channels by the end of Year One
- Partners:
  - Washington Maritime Blue
  - Youth Marine Foundation
  - Northwest Maritime Center
  - Maritime High School
  - Northwest School of Wooden Boat Building
  - Center for Wooden Boats
  - Salish Sea Sciences
- 5.3.2 Include job, volunteer, and training opportunities in public-facing newsletter
  - Maritime Washington will include job, volunteer, and training opportunities submitted by partners in the public-facing e-newsletter. The heritage area will not serve as a recruitment organization or comprehensive job-posting board (as there are many existing sites and resources better suited to that purpose) but will use its reach to amplify specific opportunities that are of importance to partners.
  - Timeframe: Year Two and ongoing
  - Source of funding: NHA federal funding and local match covering staff salary
  - Measures of success: Track the number of job, volunteer, and training opportunities included in public-facing newsletter
  - Partners: See partners for 5.3.1 above
- 5.3.3 Host maritime career panels
  - Beyond web and print content, Maritime Washington will share the stories of modern maritime practitioners through panel discussions. These panels will be developed and promoted in collaboration with key partners from maritime industries and will aim to demonstrate the wide range of career opportunities available.

- Timeframe: Year Three to Four and ongoing
- Source of funding: NHA federal funding and local match covering staff salary
- Measures of success: At least one maritime career panel hosted by the end of Year Four
- Partners: See partners for 5.3.1 above
- **5.3.4 Create a scholarship program for the annual Maritime Washington conference**
  - To enable students and young professionals to attend the annual Maritime Washington conference, a competitive scholarship program will be established to cover registration fees and other association costs. Those receiving scholarships will also be matched with a mentor aligned with their career goals.
  - Timeframe: Year Three to Four and ongoing
  - Source of funding: NHA federal funding and local match covering staff salary
  - Measure of success: At least five scholarships awarded for the first Maritime Washington conference

## **INTERNAL ADMINISTRATION ACTIONS**

In addition to strategies related to the heritage area's five strategic goals, Maritime Washington must also build a strong foundation for itself as an organization and develop comprehensive policies for internal management. To ensure long-term sustainability of the heritage area, we must establish dedicated leadership, exemplary staff, a diverse funding base, and reliable management processes.

### **0.1 Strategy One: Establish governance, staffing, funding base, and processes for the Maritime Washington National Heritage Area**

Actions:

- **0.1.1 Establish and recruit members for the Maritime Washington Advisory Board and Tribal Working Group**
  - Although the Washington Trust Board of Directors will retain fiduciary and legal governance responsibilities for the heritage area, we will also establish a Maritime Washington Advisory Board and expand upon the existing Tribal Working Group to provide guidance for the program. For more details on these governance



bodies and their responsibilities, see [“Chapter Six: Business Plan: Governance Structure” on page 220.](#)

- Timeframe: Year One
- Source of funding: NHA federal funding and local match, including partner in-kind services
- Recommendations for ongoing collaboration and engagement:
  - Consider a public nomination option for the Advisory Board
  - Presentations at Tribal Council meetings
  - Collaboration with the Department of Archaeology and Historic Preservation to connect with Tribal Historic Preservation Offices
- Measures of success: Full Advisory Board and Tribal Working Group by the end of Year One with representation from diverse professional and cultural affiliations, geographies, and perspectives
- **0.1.2 Hire staff**
  - To carry out the activities outlined in this Management Plan, the Washington Trust will hire two full-time equivalent (FTE) staff who will be wholly dedicated to the Maritime Washington National Heritage Area, as well as an additional FTE split between several roles. These staff members will become a part of the Washington Trust team, fully integrated into the organizational structure and supported by administrative staff. For details on staff to be hired, see [“Chapter Six: Business Plan: Staffing” on page 226.](#)
  - Timeframe: Year One (pending approval of this Management Plan and subsequent increase in funding from the National Park Service)
  - Source of funding: NHA federal funding and local match, including grants
  - Measures of success: Sufficient number of staff hired and retained by end of Year Five
- **0.1.3 Raise funds for the Maritime Washington National Heritage Area**
  - To build a strong, sustainable financial foundation for Maritime Washington, we will develop a wide range of fundraising strategies. While the heritage area’s federal funding allocation will provide an initial base for revenue, Maritime Washington’s funding through the National Park Service must be matched locally on

a one-to-one basis. For more details, see [“Chapter Six: Business Plan: Anticipated Expenses, Fundraising Strategies, and Revenue Streams” on page 232.](#)

- Timeframe: Year One and ongoing
- Source of funding: NHA federal funding and local match covering staff salary
- Measures of success: All federal funds matched locally
- **0.1.4 Run annual goal setting process**
  - The Washington Trust undertakes an annual goal setting and evaluation process for all its programs. As a program of the Washington Trust, Maritime Washington will also undertake annual goal setting, which will include three to five annual strategic goals. These goals will be aligned with the current strategic plan of the heritage area which, for the first five years, will be this Implementation Plan. For more details, see [“Chapter Six: Business Plan: Annual Goal Setting and Evaluation” on page 229.](#)
  - Timeframe: Year One and ongoing
  - Source of funding: NHA federal funding and local match covering staff salary
  - Recommendations for ongoing collaboration and engagement: The Maritime Washington Advisory Board, Tribal Working Group, and any affinity groups within the Maritime Washington network will have the opportunity to give input in the development of goals, with additional input on regionwide priorities provided from the annual partner survey
- **0.1.5 Establish annual reporting processes with National Park Service**
  - As a requirement of partnership with and funding through the National Park Service (NPS), Maritime Washington will complete annual budgeting, work planning, and reporting processes. Using this Management Plan, annual goal setting, internal tracking systems, the annual partner survey, collaboration with the Advisory Board, and frequent meetings with our NPS liaison, staff will develop and implement internal processes to ensure these forms are completed in a timely, efficient, and comprehensive manner.
  - Timeframe: Year One and ongoing
  - Source of funding: NHA federal funding and local match covering

staff salary

- Measures of success:
  - Timely completion and submission of annual work plan and budget
  - Timely completion and submission of annual reporting data
- 0.1.6 General administration and office management
  - Supported by Washington Trust administrative staff and existing systems, Maritime Washington will establish sound management practices, including regular meetings, bookkeeping, supplies, IT systems, policies, and office culture
  - Timeframe: Year One and ongoing
  - Source of funding: NHA federal funding and local match
- 0.1.7 Conduct organizational audit of Washington Trust for Historic Preservation to assess diversity, equity, and inclusion decision-making across all programmatic areas, including Maritime Washington
  - As an organization, the Washington Trust for Historic Preservation will undergo an audit to determine where there is room for improvement in the areas of diversity, equity, and inclusion. This audit will extend to Maritime Washington and may result in additional recommendations for implementation of this Management Plan in a more equitable and inclusive fashion.
  - Timeframe: Years One to Two
  - Source of funding: Local match, including grants

# Long-Term Actions: Ten- to-Fifteen-Year Horizons

This section contains a high-level overview of long-term implementation recommendations, outlining strategies for Years Five through Fifteen. Also organized by goal, this section includes guidelines and plans for how the heritage area will continue to work towards its long-term visions of success. This Management Plan will serve as the guiding document and strategic plan for the heritage area for the first five years of its operation, with revisiting and revisions as needed to [“Short-Term Actions: Five-Year Recommendations” on page 257](#) above. Thereafter, Maritime Washington will undertake programmatic strategic planning every three to five years to build out more specific strategies and workplans for how Maritime Washington will accomplish the long-term actions outlined below. For more details on regular strategic planning, annual goal setting, and evaluation methods, see [“Long-Term Strategic Planning and Evaluation” on page 333](#) or [“Chapter Six: Business Plan: Planning and Evaluation Methods” on page 228](#).

## **GOAL ONE: BUILD A NETWORK**

Maritime Washington will continue to grow and strengthen its partner network in Years Five through Fifteen. We will continue to recruit new organizations, working through existing partners, leaders, and other connections. Staff will also regularly refresh the inventory of potential partners and update records of points of contact. As more communities are made aware of Maritime Washington and as we demonstrate more successes and value to partners, we expect that the network will continue to grow naturally. However, we also anticipate a plateau in growth after five to 10 years—perhaps around 75 partners—after those most naturally aligned with the Maritime Washington mission and interested in collaborating with peers have joined. Long-term, staff will focus on recruiting new partners with clear mission alignment and a dedication to collaboration, rather than simply increasing the numbers of the network.

In addition to new partners, Maritime Washington will continue to enhance the value its network provides to members by building on its facilitation of regionwide communication and sharing. This could include increasing the number of topical affinity groups, adding geographic affinity groups, hosting more workshops, developing hands-on technical trainings, enhancing the profile and impact of the awards program, or growing the size and scope of the conference. Key to the development of new programming will be frequent check-ins with partners and potential partners to ensure Maritime Washington offerings continue to be aligned with local needs. In addition to the annual partner survey, Maritime Washington will conduct more detailed outreach to maritime organizations as part of regular strategic planning efforts. This may include interviews, focus groups, or targeted stakeholder workshops to assist in the refinement of obligations and benefits of partnership. This outreach



should include discussions with partners, as well as non-partner maritime stakeholders, who may provide insight on areas of value the heritage area could expand to provide.

Long-term, the success of the Maritime Washington network will be measured not in terms of its size but in the vibrancy, participation, and satisfaction of its partners. The heritage area will be successful in accomplishing the goal of building a network when partners report more and stronger cross-sector relationships, collaboration, communications, learning, and interconnected identity around the maritime heritage and culture community.

## **GOAL TWO: PROVIDE SUPPORT AND RESOURCES**

Maritime Washington will continue strategies to provide support and access to resources that were begun in Years One through Five. This will include the continuation of an annual subgranting program. Maritime Washington will work to expand the size of the grant pool through additional fundraising and other opportunities as they arise, such as Section 106 mitigation funds, sponsorship, and individual donations. In the long term, the subgranting program will target a minimum annual distribution of \$100,000.

As the subgranting program grows, Maritime Washington leadership may opt to segment out funding within the subgrant pool, setting specific pots of money aside for competitive subgrants that address particularly pressing issues as identified by stakeholder input and partner surveys. For example, if partners identify “messaging around responsible tourism” as a top need for the region, Maritime Washington may opt to allocate 25% of grant funding for that year towards projects specifically aimed at promoting sustainable visitation practices. Leadership may also opt to create such funding silos to accommodate specific pass-through funding opportunities as they become available. In such cases, the heritage area will be transparent and communicative about any changes or special funds within the Maritime Washington subgranting pool.

Maritime Washington may also pursue the development of new subgranting programs, funded by and crafted in collaboration with partners including private foundations, state agencies, or corporate sponsors. Although such subgranting programs may be more limited in the scope of projects funded, staff and leadership will ensure that they align with Maritime Washington mission, goals, and values, as well as locally identified needs.

Maritime Washington will also continue to support partners by connecting them with additional funding opportunities not operated by the heritage area directly. Staff will explore new ways of identifying and communicating opportunities, such as a dedicated portion of the website, as well as new ways to support partner organizations in accessing them. This could include grant-writing workshops, mentorship programs for small nonprofits, editing services for grant applications, or networking events with potential funders.

As Maritime Washington navigates growth of its own subgranting program and explores new ways to support organizations, communities, and Tribes in accessing additional funding, they will be guided at all points by feedback from maritime stakeholders. Subgrant applicants will be asked to provide input on the application process, subgrant recipients will share feedback as part of regular reporting, and partners will evaluate their satisfaction with heritage area funding support as part of the annual survey. This input will be compiled and reviewed as part of regular strategic planning efforts and used to guide growth.

Success in this area will be measured by the impact of subgrants distributed by Maritime Washington—including the number, dollar amount, local funds leveraged, and size of the audience benefitted—and whether partners feel they have increased opportunities to access resources. While this goal focuses more on funding, partners should also report that they have increased access to technical assistance, training, and partner support—through connections to Maritime Washington network and staff, as well as an increased public appreciation for maritime heritage work.

### **GOAL THREE: SHARE DIVERSE STORIES**

In Years Five through Fifteen, Maritime Washington will continue to grow the content of and audience for maritime stories, building upon interpretive strategies begun in the first five years. As more people are able to see themselves reflected in the stories and resources of maritime culture, we will draw in new and different audiences, providing a bigger platform for Maritime Washington interpretation and partners.

Maritime Washington will continue to maintain and frequently update platforms to share stories. This will include frequent updates to and monitoring of the Maritime Washington website, as well as periodic overhauls and redesigns, to keep the site relevant, accurate, and user friendly. Staff and leadership will be careful to maintain focus on and dedicated time towards the website as the primary forward face of the heritage area. Staff will continue to maintain existing communication channels while also seeking out new ones. Technology and methods of communication change quickly, and the heritage area must stay up to date on where our audiences are found and how they want to receive information. We must remain nimble and relevant in our communication strategies to reflect the vibrancy of maritime culture, rather than presenting an image of heritage as backward-looking or “stuck in the past.”

To surface new stories, Maritime Washington will ramp up collaborative storytelling partnerships by taking on larger projects. As part of regular strategic planning, Maritime Washington will consider expanding successful past projects by replicating them in new regions or with new storytellers. The Tribal Guide started in Years One through Five may continue to grow, adding new resources and stories, and new Tribes and Tribal communities as we



*Image: Ebey's Landing National Historical Reserve on Whidbey Island. Photo by Robert Steelquist.*

continue to work together. Building relationships and trust with Tribes takes time, and development of the Tribal Guide should be viewed as a long-term priority rather than short-term implementation strategy. Maritime Washington should not shy away from a long timeline on the development and continued growth of this guide.

Building on early successes, Maritime Washington will also explore new strategies to elevate maritime stories in public spaces. Staff will continue to pursue partnerships with Washington State Ferries, adapting based on previous successes and/or roadblocks. Maritime Washington will also seek out other avenues to share maritime stories in public spaces, such as partnerships with airports, State Parks, National Parks, or departments of transportation. This will include continued support for partners in tying their own sites and stories to heritage area themes. As part of regular strategic planning, Maritime Washington could consider setting a portion of subgranting funds aside exclusively for interpretive signage or programming. Staff could also expand and create libraries of messaging toolkits and should explore opportunities to partner with other organizations to expand the content and reach of these toolkits beyond the maritime community. For example, Maritime Washington could partner with regionwide environmental organizations to run a joint seasonal campaign about responsible marine debris cleanup.

Maritime Washington can measure long-term success in sharing stories on their own channels through growth in website visitors, social media engagement, and number of stories published. More importantly, however, success should be measured in overall increased visibility for maritime heritage stories. While trickier to measure, this can be tracked through partner feedback, public awareness surveys, and media coverage. When more people see themselves represented in maritime stories, maritime practitioners have a larger platform, and there is a larger audience for such narratives, all members of Washington's maritime community will benefit.





*Image: Paddleboarding in Puget Sound. Photo by Jason Hummel Photography, courtesy of Washington Tourism Alliance.*

## **GOAL FOUR: ENCOURAGE SUSTAINABLE EXPERIENCES**

In its first five years, Maritime Washington will focus heavily on centralizing and sharing information about what to do in the heritage area. This work will continue in the long term, requiring significant upkeep of content to ensure that Maritime Washington channels remain accurate and relevant. Staff will need to remove outdated information and regularly publish new, topical content (such as itineraries and map sites) to the heritage area's website to ensure continued use and relevance. In an effort to further centralize information, Maritime Washington may consider the development of new tools, such as message boards or calendars.

Externally, Maritime Washington will continue to promote awareness of the heritage area's resources and activities, and will consider new strategies to reach different audiences. As part of the annual content management plan, staff will evaluate current materials and consider the need for new and different collateral or branded merchandise. We will also explore new strategies for distribution of such material, including new promotional partnerships and paid advertising in public sites such as airplanes, hotels, convention centers, and ferries.

During strategic planning efforts for Years Ten to Fifteen, Maritime Washington should also consider expanding marketing tactics aimed specifically at visitors from neighboring areas and beyond (identified as "Tier 3" in ["Chapter Five: Branding and Marketing Plan: Stakeholder Rollout Strategy" on page 181](#)). This could include paid out-of-market advertising, as well as the development of relationships with regional or nationwide media contacts. Maritime Washington might consider partnering with local destination marketing organizations or the Washington Tourism Alliance to host writer familiarization trips to the heritage area.

To further promote awareness of heritage area experiences, Maritime Washington will also explore signage opportunities. While not a priority for early implementation, Maritime Washington will pursue development of a partner-based signage program in the longer term. Given the sheer scope of the region, Maritime Washington will not aim to place its own signage at the hundreds of access points to the heritage area. Instead, Maritime Washington should explore a signage program for partner sites, where people are truly experiencing the heritage area. These signs could be modest in size, similar to a trail marker, and would tell visitors to the site that they are within the Maritime Washington National Heritage Area. Signs could also be larger with more focus on interpretation to create semi-official “points of entry” to the National Heritage Area. (Any signage projects supported with federal funding will undergo appropriate compliance measures in coordination with the National Park Service at the time of their design and implementation.) Maritime Washington will need to identify a dedicated funding stream for this signage, such as revenue from specialty license plates. Washington State Parks may be a strong early partner for this effort, as will existing partners of the Maritime Washington network.

Maritime Washington will continue to include responsible tourism messaging on its own communication channels and to provide partners with tools to amplify this. We will work with both environmental and tourism organizations to ensure messaging aligns with current recommendations, regionwide strategies, and pressing environmental concerns.

Long-term, Maritime Washington will be successful in encouraging sustainable experiences if partners report increased people engaging with their sites, activities, and programs. This can be measured through comparative data from the annual partner survey, as well as information tracked and provided by local destination marketing organizations. More difficult to measure but of equal importance, the success of this goal rests upon promoting a shared understanding of responsible visitation practices.

## **GOAL FIVE: PRESERVE THE REGION’S MARITIME IDENTITY**

Maritime Washington will continue to advocate for policies and actions that encourage protection of natural, historic, and cultural maritime resources within the heritage area. Significant staff time—both from Maritime Washington staff members and the wider Washington Trust team—will be dedicated towards building and maintaining relationships with local, state, Tribal, and federal government officials. We will highlight the local wins of partners and bring political attention to efforts in progress. Staff and leaders will stay abreast of potential legislation and policies at state and federal levels, mobilizing the Maritime Washington network as needed to amplify priorities that affect the maritime community.

The heritage area will continue to support projects that preserve and increase access to historic maritime sites and stories. Every three to five years, Maritime



Washington will use its strategic planning process as an opportunity to take stock of how we have supported such efforts and consider new ways in which we could provide value—such as preparation of nominations to historic registers or pro bono consulting.

In Years Five through Fifteen, Maritime Washington will expand its support for modern maritime careers and trades beyond messaging and storytelling to include more concrete support for workforce development. In partnership with training programs throughout the region, Maritime Washington may explore the creation of a scholarship program for students and young professionals to attend maritime trades training and vocational schools. The goals of such a program would be twofold: first, to remove barriers between interested students and a maritime career, and second, to bring new people into the aging maritime workforce. This program would require significant dedicated funding and should be approached with care—Maritime Washington staff would need to identify alignment with existing workforce development programs to leverage more resources for such an effort, as National Park Service funding alone would not be sufficient. Maritime Washington could also work with K-12 schools throughout the region as well as the Washington Trust’s existing youth outreach efforts to identify potential scholarship candidates.

Long-term success in preserving the region’s maritime identity will be measured both in individual resources protected and large-scale policies that favor natural, cultural, and historic maritime resources. It will also be measured in the number and diversity of people entering maritime careers. These visions are ambitious but vital to the future of Washington’s maritime traditions. They are also rooted in the types of public-private partnerships that make up the foundation of the National Heritage Areas program.



*Image: Pier in Tacoma. Photo by Mark Downey, courtesy of Washington Tourism Alliance.*

# Planning and Evaluation Methods

*This section outlines internal processes for strategic planning and annual goal setting, as well as regular evaluation and reporting of performance measures. This section can also be found in [“Chapter Six: Business Plan” on page 218.](#)*

## LONG-TERM STRATEGIC PLANNING AND EVALUATION

This Management Plan will serve as the guiding document for the heritage area for the first 15 years of its operation, with adaptations and adjustments as needed. [“Chapter Seven: Implementation Plan: Short-Term Actions” on page 257](#) includes detailed recommendations for the first five years of the heritage area’s operations and will serve as a strategic plan for initial actions.

Near the end of this five-year period, in 2026/2027, Maritime Washington will conduct a comprehensive evaluation of programs, processes, and the measures of success outlined in the Implementation Plan. Maritime Washington staff and leadership will also conduct significant outreach to partners and other maritime stakeholders to re-assess community needs and priorities. Using this input and the overall guidance of this Management Plan, the Maritime Washington Advisory Board and staff will develop a new three-to five-year strategic plan, outlining new strategies, actions, and measures of success to support the heritage area’s mission and goals. Thereafter, Maritime Washington staff will undertake this cycle of strategic planning every three to five years, in collaboration with and to be approved by Washington Trust leadership and the Maritime Washington Advisory Board, throughout the entirety of Maritime Washington’s 15-year authorization.

Per the authorizing legislation for the Maritime Washington National Heritage Area, the Secretary of the Interior shall conduct an evaluation of the heritage area’s accomplishments no later than 2031 (i.e., three years before the 15-year mark of the heritage area’s designation, when authority for federal funding terminates). At this time, Maritime Washington will be assessed with respect to:

- Accomplishing the purposes outlined in the authorizing legislation
- Achieving the goals and implementing the strategies of this Management Plan
- The investments of federal, state, Tribal, and local governments and private entities, to determine the impact of the investments
- The management structure, partnership relationships, and funding of the heritage area with regards to long-term sustainability of the program



Using this assessment, the Secretary—reporting to the Committee on Energy and Natural Resources of the Senate and the Committee on Natural Resources of the House of Representatives—will recommend the future role of the National Park Service, if any, with respect to the Maritime Washington National Heritage Area.

The 2031 Secretary evaluation of the heritage area against this Management Plan will coincide with the creation of a new three- to five-year strategic plan. As such, the evaluation will also serve as a good opportunity for Maritime Washington to take internal stock of its progress to date, re-evaluate its founding assumptions, and craft a new vision for the future.

For as long as federal funds are provided, heritage area staff will develop annual work plans to be reviewed and approved by the National Park Service. These work plans will identify and enumerate specific projects and activities the heritage area will focus on for the year, as well as a projected financial plan. These plans will align with the Washington Trust’s annual goal setting,



*Image: Vérité gig in Tacoma. Photo by Youth Marine Foundation.*

budgeting, and evaluation process, outlined below. Maritime Washington will also compile and submit reporting data to the National Park Service at the end of each calendar year.

## ANNUAL GOAL SETTING AND EVALUATION

The Washington Trust undertakes an annual goal setting and evaluation process for all its programs. As a program of the Trust, Maritime Washington will also undertake annual goal setting, which will include three to five annual strategic goals. These goals will be aligned with the current strategic plan of the heritage area which, for the first five years, will be [“Chapter Seven: Implementation Plan: Short-Term Actions” on page 257](#). The Maritime Washington Advisory Board, Tribal Working Group, and any affinity groups within the Maritime Washington network will have the opportunity to give input in the development of these goals, with additional input on regionwide priorities provided from the annual partner survey. The goals will also be presented to the Washington Trust Board of Directors as part of the organizational goal setting process.

To ensure accountability, staff will determine three to four trackable metrics (also known as key performance indicators) for each goal to determine whether the heritage area has been successful in achieving its annual goals. The short-term actions identified in [“Chapter Seven: Implementation Plan: Short-Term Actions: Five-Year Recommendations” on page 257](#) include suggested measures of success for strategies in the first five years. Staff will endeavor to align these metrics with annual data required for National Park Service reporting. As many goals of the heritage area are centered around our partners, several of these metrics may rely on partner-reported satisfaction and progress. This type of data will be collected systematically as part of an annual partner survey.

Staff will check in on these goals and metrics quarterly with the Washington Trust Executive Director and Maritime Washington Advisory Board, evaluating progress towards each goal, strategizing around roadblocks encountered, identifying unexpected opportunities, and adjusting workplans or goals as necessary. At the end of each year, staff will evaluate the heritage area’s performance based on the goals and metrics, including, as relevant, the results of the annual partner survey.

Maritime Washington will take care to align internal goal setting and evaluation with the annual work plan and reporting required by the National Park Service, matching internal measures of success with the metrics requested by federal reporting whenever possible. During the annual workplan and budget review process, Maritime Washington and the National Park Service will assess the potential for projects to be undertaken by Maritime Washington and its partners with Heritage Partnership Program federal funding for needing NEPA or NHPA Section 106 review compliance.



# Guiding Principles for Implementation

*This section outlines guiding principles for both short- and long-term actions of the Maritime Washington National Heritage Area. Included below are a series of best practices regarding ongoing collaboration, engagement, and resource protection. To further assist in decisionmaking, this section also outlines selection criteria for future projects and other work of Maritime Washington.*

## SELECTION CRITERIA FOR FUTURE WORK

To evaluate proposed new projects or actions, Maritime Washington staff—and, as appropriate, the Advisory Board—will carefully consider the factors and questions listed below. This will guide not only the implementation of this Management Plan, but also future strategic planning of the heritage area.

### MISSION

The Maritime Washington National Heritage Area supports a network that strengthens the maritime community and connects people with the stories, experiences, resources, and cultures of our state's saltwater shores and waterways.

1. Mission alignment: Does this action help further our mission?
2. Value alignment: Is this action or program respectful, place-based, inclusive, collaborative, and approachable?
3. Goal alignment: Does this action or program help accomplish one of our five strategic goals or the programmatic sustainability of Maritime Washington?
4. Connection to interpretive themes: Does this project help tell the story of Maritime Washington by connecting to our interpretive themes?
5. Feasibility: Do we have the resources—finances, time, and effort—to accomplish this action in a timely and high-quality manner?
6. Adherence to federal guidelines: Is this action allowable under our cooperative agreement with the National Park Service?
7. Adherence to best practices: Does the action follow best practices for ongoing collaboration with partners and stakeholders, public engagement, and collaboration with Tribes?
8. Resources: Does this action protect, enhance, and/or interpret natural,

historical, cultural, scenic, and/or recreational resources?

9. Impact to communities: Will this action or project provide tangible benefits to the people and communities of Washington's saltwater shores?
10. Effective use of resources: Are the benefits of this action commensurate with the resources it will require? If given the proper resources, is it likely to succeed?

## **BEST PRACTICES FOR ONGOING COLLABORATION WITH PARTNERS AND STAKEHOLDERS**

Maritime Washington is built on a foundation of collaboration and partnership. All actions and future planning of the heritage area will be built on collaboration with and input from maritime stakeholders, particularly the partners of the Maritime Washington network. To ensure partners have ample opportunities to provide input on the actions and decisions of the heritage area, Maritime Washington will provide regular updates (via the partner newsletter) on heritage area activities. We will also host at minimum one full partner meeting per year. Maritime Washington staff—with input from the Advisory Board—will develop, distribute, and analyze an annual survey of partners, collecting information on their activities of the past year, suggestions for future collaborative projects, feedback on heritage area operations and actions, and ideas regarding goals for the upcoming year. Additionally, Maritime Washington staff and leadership will make themselves available for calls and meetings with partners and other stakeholders, as well as site visits as timing, budgets, and public health concerns allow.

Maritime Washington spans approximately 3,000 miles of shoreline, including 13 counties with unique stories and interests. As such, it will be important that the Maritime Washington partner network and outreach efforts strive for geographic diversity. Staff will make an effort to track the geographic spread of partners, site visits, communications, and Advisory Board members. If a certain region is underrepresented in the heritage area, staff will adjust outreach efforts as needed. Maritime Washington will also utilize partners and stakeholders as an active pool for Advisory Board members.

Project-specific suggestions for ongoing collaboration are outlined throughout [“Chapter Seven: Implementation Plan: Short-Term Actions: Five-Year Recommendations” on page 257](#) above.

## **BEST PRACTICES FOR ONGOING PUBLIC ENGAGEMENT**

Significant public outreach was conducted in the creation of this Management Plan (see [“Appendix C: Detailed Overview of Planning Process” on page 404](#) for more details). Moving forward, Maritime Washington will maintain a high level of communication, collaboration, and transparency with the public to

ensure a true sense of community ownership of and support for the heritage area. In general, Maritime Washington staff and leaders will make themselves available for discussion or suggestions from the public by prominently posting contact information on the Maritime Washington website. Any interested individuals may sign up for our regular public-facing e-newsletter to receive updates on the heritage area and its partners. Additionally, Maritime Washington staff and leaders will co-host public-facing events in collaboration with partners and attend maritime-related public events—such as the Port Townsend Wooden Boat Festival, Olympia Harbor Days, or Bellingham SeaFeast—to raise awareness of the heritage area and discuss the program with members of the public. As part of strategic planning efforts every three to five years, Maritime Washington will conduct more targeted public outreach through methods such as surveys, focus groups, or public meetings to reassess community needs and priorities. Strategy-specific suggestions for ongoing public engagement are outlined throughout [“Chapter Seven: Implementation Plan: Short-Term Actions: Five-Year Recommendations” on page 257](#) above.

## BEST PRACTICES FOR ONGOING COLLABORATION WITH TRIBES

“Tribal stories should always be included. However, there has been an influx of interest over the past year, and that puts a ton of work on the Tribe—we simply don’t have the time or capacity. Tribes want to be involved, but we need to think of how to streamline efforts and minimize impact. Tribes want allies, but allies should also share the workload.”

—Focus group participant

The saltwater shores and waterways of western Washington are home to vibrant Native American heritage, and many Tribes continue to call this rich maritime environment home. The Maritime Washington National Heritage Area has the privilege to include the lands of 18 federally recognized Tribes (see list on [page 44](#)) and the traditional homelands of many more. The heritage area will work to develop authentic and lasting relationships with these Tribes, built on respect, trust, and collaboration.

Throughout the management planning period, Maritime Washington staff and leadership conducted regular outreach to the 18 federally recognized Tribes of the area, including formal letters of introduction, a kick-off joint Tribal meeting, written updates on planning efforts, invitations to public meetings and focus groups, and individual meetings with Tribal leaders, Tribal Historic Preservation Officers, cultural resource staff, and other representatives. Throughout 2021, we also convened a monthly Tribal Working Group—including representatives from 11 of the heritage area’s 18 Tribes—to advise on all aspects of this Management Plan, with a particular focus on ongoing



Tribal collaboration frameworks. In discussions with this team, it was determined that the Working Group was a valuable collaborative tool and should be continued beyond the period of developing the Management Plan. Moving forward, Maritime Washington will maintain and grow a Tribal Working Group that will continue to serve as a communications bridge to Tribal councils, advise on the setting of annual goals, contribute content and ideas for partner workshops, and assist in the identification of resources for partners to learn more about tribal heritage and collaboration. For more details on the Tribal Working Group, see [“Chapter Six: Business Plan: Governance Structure” on page 220.](#)

While many Tribes participated in the Management Plan Tribal Working Group, some preferred to participate in planning efforts via other channels, such as focus groups, site visits, or one-on-one meetings. Other Tribes did not engage substantially in the planning process. The Washington Trust recognizes that building relationships with Tribes and Tribal members requires ongoing, sustained collaboration and will continue outreach to those not yet involved with the Tribal Working Group. For those Tribes who would like to participate in the heritage area but are not interested in sending a representative to the formal Working Group, staff will continue to make themselves available on an individual basis and work together in whatever format is preferred by the Tribe.



*Image: Carving a canoe.*



In the implementation of this Management Plan, it is critical that Maritime Washington recognize and promote public understanding of Tribal sovereignty and treaty rights. The 18 federally recognized Tribes with lands and waters within the heritage area are sovereign nations and will be treated as such. Maritime Washington staff will use resources developed by Tribes, as well as those developed by the State of Washington and National Park Service, to educate themselves in the unique treaty rights of Washington Tribes and best practices for respectful collaboration with Tribes. Maritime Washington staff will also be careful to respect privacy for culturally sensitive Tribal sites (for details, see [“Best Practices for Overall Resource Preservation and Stewardship” on page 343](#)).

In collaborating with Tribes, Maritime Washington will also be respectful of the many demands on Tribal employees’ time and energy. As sovereign nations, Tribal governments have a vast array of responsibilities and priorities, and other matters may take priority over collaboration on this project. Maritime Washington will maintain consistent communication and continue to invite participation (while clearly outlining the time commitments involved) so that Tribal contacts may participate when they are able.

An early action that will facilitate ongoing relationship-building with Tribes will be the creation of a Tribal Guide to the Maritime Washington National Heritage Area. Rather than a top-down storytelling project, the Tribal Guide will be, essentially, a platform for Tribes to tell their own stories and share important public sites. This guide will be created from individual interviews and oral histories with Tribal members, and each Tribe will identify—and share in their own words—the sites and stories they would like to highlight. As such, the creation of this guide will provide a great opportunity for ongoing outreach to and collaboration with Tribes. For more details, see [“Goal Three, Strategy 3, Action 1” on page 290](#).

Regardless of participation in the Working Group or Tribal Guide project, Maritime Washington will make every effort to ensure that Tribal Councils are well informed of the heritage area’s activities and receive frequent invitations to get involved. Maritime Washington staff and leaders will continue to send regular updates, offer presentations for Tribal Council meetings, meet with individual representatives, and stay in the loop on issues of high priority to Tribes. In addition, Maritime Washington should also reach out to other Tribes (beyond the 18 federally recognized Tribes with reservation lands within the heritage area’s boundary that are discussed throughout this document) with traditional lands along Washington’s saltwater shorelines.

In working with these sovereign nations, the Washington Trust will remain flexible, respectful, and focused on listening and relationship-building. Tribal collaboration will remain a long-term priority for the heritage area for the duration of this Management Plan and beyond.

## BEST PRACTICES FOR ONGOING COLLABORATION WITH STATE AND LOCAL GOVERNMENTS

Partnership with government agencies at all levels is critical to the success of Maritime Washington, and encouraging more collaboration between private and public sectors is a goal of all National Heritage Areas. Because communication is the key to successful coordination, Maritime Washington will strive to facilitate ongoing collaboration with government agencies and officials to promote plans for resource use and protection, stewardship, and interpretation within the heritage area.

Maritime Washington, like all National Heritage Areas, maintains a unique relationship with the federal government. National Heritage Areas are partnerships between the federal government and local communities, with designation, support, and limited financial assistance provided via the National Park Service to the local coordinating entity. For best practices on ongoing collaboration with the federal government, see [“Chapter Two: Directional Guidance: Relationship With Federal Government” on page 73.](#)

State agencies and local governments will be encouraged to join the Maritime Washington network as full partners. This will contribute to the success of Maritime Washington as an organization and, more importantly, to the success of all partners. Increasing public-private collaboration is critical to the success of the region, and the Maritime Washington network will offer a venue for government entities to meet and collaborate with both for- and non-profit maritime organizations.

Additionally, Maritime Washington will maintain open lines of communication with state and local government officials (including administrators and elected representatives) through regular meetings, outreach, and public presentations. Maritime Washington staff will dedicate time to maintain and update contact records, particularly after elections. Advisory Board members and partner organizations will be encouraged to meet with their own local government officials to provide introductions to and updates on Maritime Washington. Staff, leaders, and partners will also actively reach out to city, county, and port governments to offer introductory presentations for their internal or public meetings.

Using these partner relationships and lines of communication, Maritime Washington will continue to align its work with existing local and state government plans or initiatives. For example, the Washington Trust maintains a strong working relationship with the Department of Archaeology and Historic Preservation (DAHP), Washington’s State Historic Preservation Office. Building on this existing relationship, Maritime Washington will work closely with DAHP to support their [State Historic Preservation Plan for 2021-2026](#), entitled

“Inhabiting Our History.” The drafting and implementation of this Management Plan are included in the State Historic Preservation Plan in support of the goal to “invest our energy, expertise, and passion for preservation in the places, people, and organizations where decisions are made that affect our heritage” (page 29). Maritime Washington will collaborate with DAHP on a regular basis, providing updates on implementation progress and consulting on any projects that affect historic or cultural resources. Further, Maritime Washington will encourage its partners to increase their collaboration with DAHP, assisting and making connections wherever possible.

Maritime Washington will also develop new and stronger relationships with additional state agencies to determine areas of alignment and how we may support their plans. This will build upon ongoing coordination with agencies and contractors such as Washington State Parks, Washington State Department of Natural Resources, Washington Tourism Alliance, Puget Sound Partnership (the state agency leading the region’s collective effort to restore and protect Puget Sound), and Washington State Historical Society.

Building on and expanding existing Washington Trust relationships, Maritime Washington will also work with Certified Local Governments (CLGs) and historic preservation commissions. With support from DAHP, Maritime Washington staff and leadership should keep abreast of local preservation priorities and provide support where feasible, particularly when local efforts are aligned with Maritime Washington goals.



Image: Historic Ships Wharf in South Lake Union, Seattle, courtesy of Northwest Seaport.



## BEST PRACTICES FOR OVERALL RESOURCE PRESERVATION AND STEWARDSHIP

Maritime Washington staff and leadership will follow certain guiding principles in the implementation of this Management Plan to promote positive impacts on natural, historic, cultural, scenic, and recreational resources. Basic guidelines include:

### **Protect the integrity and communicate the value of natural, historic, cultural, scenic, and recreational resources.**

Designation as a National Heritage Area has brought a national recognition of the significance of Washington's maritime heritage resources. This acknowledgement of the importance of these assets, including their contributions to our nation's historical narrative, can strengthen their perceived value within Washington as well. Maritime Washington and its partners will work to leverage this designation to foster a general understanding that there is historical, cultural, and economic value in not only preserving but investing in and promoting these resources. This message will be aimed not only at maritime buffs and organizations involved in historic preservation but also at economic development practitioners, tourism promoters, property owners, and policy makers at all levels. In the long term, it could be anticipated that with growing awareness of the importance of Washington State's maritime heritage, there will also be an accompanying increase in advocacy for protection of those resources.

### **Do not encourage visitation to culturally or environmentally sensitive sites.**

While there are many fantastic maritime experiences open to visitors and residents, not all cultural and heritage sites are appropriate for public access. In particular, there are a number of sites in or near the Maritime Washington National Heritage Area that are of spiritual, cultural, or historic significance to Tribes. Tribes may wish to keep certain sites private due to traditional cultural practices, the fragility of environmental or historic resources, spiritual respect, or other reasons. Bringing attention to these sites would be disrespectful and damaging. Before sharing information about sites that may be significant to Tribes, staff will discuss the appropriateness and accuracy of information with Tribal leaders, cultural resource staff, or other representatives. If the site or information is deemed in any way to be private, it will not be shared. Additionally, Maritime Washington will encourage its partners to refrain from publicizing any such information.

To ensure that the heritage area is amplifying sites and issues Tribes *do* wish to bring public attention to, Maritime Washington will collaborate with the Tribal Working Group and other Tribal representatives to identify public-facing interpretive centers (such as the many fantastic



Tribal museums throughout the region), historic sites, and other sources of information. A number of sites and experiences highlighted in this Management Plan's Resource Inventory (see [“Appendix B: Resource Inventory” on page 354](#)) were identified by Tribes as important, publicly accessible places of learning and heritage. Maritime Washington should continue to identify more sites and stories like these through the creation of a Tribal Guide to the heritage area. See [“Goal Three, Strategy 3, Action 1” on page 290](#) for more details.

### **Promote preservation and conservation ethics in tandem.**

Large segments of the maritime heritage landscape, from subsistence fishing to the sale of waterfront condominiums, depend on healthy marine waters. Maintaining and restoring the health of Washington's marine ecosystems is an important part of the story of the region's maritime heritage. Maritime Washington will take an active role in linking ecosystem health, maritime heritage, and economic development for both practitioners (via increased networking and collaboration) and the public (through external communication strategies and programs). Recommended actions in this plan, such as “Host regular roundtable discussions and events to build bridges between heritage/cultural and environmental organizations to promote joint action around stewardship and sustainable practices” (see [“Goal One, Strategy 3, Action 5” on page 279](#)) and “Promote responsible tourism messaging on Maritime Washington channels and via messaging toolkits for partners” (see [“Goal Four, Strategy 4, Action 1,” on page 311](#)), offer potential starting points for this practice.

### **Encourage tourism within the heritage area in a responsible manner.**

The heritage area will not simply aim to bring more tourists to the region; we will work to attract responsible, respectful visitors and inspire them to care for and protect these shorelines. Maritime Washington will promote and facilitate widespread messaging of responsible tourism practices through our own channels and the partner network (see [“Goal Four, Strategy Four” on page 311](#)). We will share and promote best practices around sustainable tourism from partners. We will also work with local destination marketing organizations and environmental groups to thoughtfully and intentionally schedule content to avoid featuring “over-touristed” destinations during their high seasons, instead encouraging visitation to areas with more capacity to responsibly welcome tourists. Then, during quieter seasons, we will feature the busier areas to help spread tourism both throughout the region and throughout the year.

### **Maintain respect for private property rights.**

National Heritage Areas—including Maritime Washington—are

completely non-regulatory. Although supported by the National Park Service, National Heritage Areas are unique in that they are locally run and do not affect land use. There is no change in ownership of land within the National Heritage Area, no added rules or regulations, and participation is completely voluntary. Federal dollars provided to support heritage area activity may not be used for land acquisition. Moving forward, Maritime Washington will continue to message prominently and clearly the non-regulatory nature of National Heritage Areas to alleviate any concerns about property rights and land use.

**Maintain compliance with the National and State Environmental Policy Acts, National Historic Preservation Act, and any other local, state, or Federal policies in the development and implementation of Maritime Washington programs.**

In planning and implementation of all future projects and strategies, Maritime Washington will confer with their National Park Service liaisons and all partner agencies (Federal and state) and take appropriate actions such as environmental analysis and environmental impact studies, compliance with Section 106 of the National Historic Preservation Act, and securing of permits. Maritime Washington will collaborate with the Washington Department of Archaeology and Historic Preservation and local Tribes on projects that involve historic sites. Maritime Washington will ensure that partners receiving subgrants from the heritage area for projects that may impact resources also follow relevant regulations.



*Image: Ebey's Landing National Historical Reserve, Whidbey Island. Photo by Robert Steelquist.*



# Appendices



*Image: Canoe Journey 2019 lands at Swinomish, by Swinomish Police Department, courtesy of the Swinomish Tribal Archive*

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# Appendix A: Designation Legislation for the Maritime Washington National Heritage Area

*Excerpted from P.L.116-9- John D. Dingell, Jr. Conservation, Management, and Recreation Act, 116th Congress (2019-2020)*

## TITLE VI—NATIONAL HERITAGE AREAS

### SEC. 6001. NATIONAL HERITAGE AREA DESIGNATIONS.

(a) IN GENERAL.—The following areas are designated as National Heritage Areas, to be administered in accordance with this section:

...

#### (2) MARITIME WASHINGTON NATIONAL HERITAGE AREA, WASHINGTON.—

(A) IN GENERAL.—There is established the Maritime Washington National Heritage Area in the State of Washington, to include land in Whatcom, Skagit, Snohomish, San Juan, Island, King, Pierce, Thurston, Mason, Kitsap, Jefferson, Clallam, and Grays Harbor Counties in the State that is at least partially located within the area that is 1/4-mile landward of the shoreline, as generally depicted on the map entitled “Maritime Washington National Heritage Area Proposed Boundary”, numbered 584/125,484, and dated August, 2014.

(B) LOCAL COORDINATING ENTITY.—The Washington Trust for Historic Preservation shall be the local coordinating entity for the National Heritage Area designated by subparagraph (A).

...

#### (b) ADMINISTRATION.—

(1) AUTHORITIES.—For purposes of carrying out the management plan for each of the National Heritage Areas designated by subsection (a), the Secretary, acting through the local coordinating entity, may use amounts made available under subsection (g)—

(A) to make grants to the State or a political subdivision of the State, Indian Tribes, nonprofit organizations, and other persons;

(B) to enter into cooperative agreements with, or provide technical assistance to, the State or a political subdivision of the State, Indian Tribes, nonprofit organizations, and other interested parties;

(C) to hire and compensate staff, which shall include individuals with expertise in natural, cultural, and historical resources protection, and heritage programming;

(D) to obtain money or services from any source including any money or services that are provided under any other Federal law or program;

(E) to contract for goods or services; and

(F) to undertake to be a catalyst for any other activity that furthers the National Heritage Area and is consistent with the approved management plan.

(2) DUTIES.—The local coordinating entity for each of the National Heritage Areas designated by subsection (a) shall—

(A) in accordance with subsection (c), prepare and submit a management plan for the National Heritage Area to the Secretary;

(B) assist Federal agencies, the State or a political subdivision of the State, Indian Tribes, regional planning organizations, nonprofit organizations and other interested parties in carrying out the approved management plan by—

(i) carrying out programs and projects that recognize, protect, and enhance important resource values in the National Heritage Area;

(ii) establishing and maintaining interpretive exhibits and programs in the National Heritage Area;

(iii) developing recreational and educational opportunities in the National Heritage Area;

(iv) increasing public awareness of, and appreciation for, natural, historical, scenic, and cultural resources of the National Heritage Area;

(v) protecting and restoring historic sites and buildings in the National Heritage Area that are consistent with National Heritage Area themes;

(vi) ensuring that clear, consistent, and appropriate signs identifying points of public access and sites of interest are posted throughout the National Heritage Area; and

(vii) promoting a wide range of partnerships among the Federal Government, State, Tribal, and local governments, organizations, and individuals to further the National Heritage Area;

(C) consider the interests of diverse units of government, businesses, organizations, and individuals in the National Heritage Area in the preparation and implementation of the management plan;

(D) conduct meetings open to the public at least semiannually regarding the development and implementation of the management plan;

(E) for any year that Federal funds have been received under this subsection—

(i) submit to the Secretary an annual report that describes the activities, expenses, and income of the local coordinating entity (including grants to any other entities during the year that the report is made);

(ii) make available to the Secretary for audit all records relating to the expenditure of the funds and any matching funds; and

(iii) require, with respect to all agreements authorizing expenditure of Federal funds by other organizations, that the organizations receiving the funds make available to the Secretary for audit all records concerning the expenditure of the funds; and

(F) encourage by appropriate means economic viability that is consistent with the National Heritage Area.

(3) PROHIBITION ON THE ACQUISITION OF REAL PROPERTY.— The local coordinating entity shall not use Federal funds made available under subsection (g) to acquire real property or any interest in real property.

(c) MANAGEMENT PLAN.—

(1) IN GENERAL.—Not later than 3 years after the date of enactment of this Act, the local coordinating entity for each of the National Heritage Areas designated by subsection (a) shall submit to the Secretary for approval a proposed management plan for the National Heritage Area.

(2) REQUIREMENTS.—The management plan shall—

(A) incorporate an integrated and cooperative approach for the protection,

enhancement, and interpretation of the natural, cultural, historic, scenic, and recreational resources of the National Heritage Area;

(B) take into consideration Federal, State, local, and Tribal plans and treaty rights;

(C) include—

(i) an inventory of—

(I) the resources located in the National Heritage Area; and

(II) any other property in the National Heritage Area that—

(aa) is related to the themes of the National Heritage Area; and

(bb) should be preserved, restored, managed, or maintained because of the significance of the property;

(ii) comprehensive policies, strategies and recommendations for conservation, funding, management, and development of the National Heritage Area;

(iii) a description of actions that the Federal Government, State, Tribal, and local governments, private organizations, and individuals have agreed to take to protect the natural, historical, cultural, scenic, and recreational resources of the National Heritage Area;

(iv) a program of implementation for the management plan by the local coordinating entity that includes a description of—

(I) actions to facilitate ongoing collaboration among partners to promote plans for resource protection, restoration, and construction; and

(II) specific commitments for implementation that have been made by the local coordinating entity or any government, organization, or individual for the first 5 years of operation;

(v) the identification of sources of funding for carrying out the management plan;

(vi) analysis and recommendations for means by which Federal, State, local, and Tribal programs, including the role of the National Park Service in the National Heritage Area, may best be coordinated to carry out this subsection; and

(vii) an interpretive plan for the National Heritage Area; and

(D) recommend policies and strategies for resource management that consider and detail the application of appropriate land and water management techniques, including the development of intergovernmental and interagency cooperative agreements to protect the natural, historical, cultural, educational, scenic, and recreational resources of the National Heritage Area.

(3) DEADLINE.—If a proposed management plan is not submitted to the Secretary by the date that is 3 years after the date of enactment of this Act, the local coordinating entity shall be ineligible to receive additional funding under this section until the date on which the Secretary receives and approves the management plan.

(4) APPROVAL OR DISAPPROVAL OF MANAGEMENT PLAN.—

(A) IN GENERAL.—Not later than 180 days after the date of receipt of the management plan under paragraph (1), the Secretary, in consultation with State and Tribal governments, shall approve or disapprove the management plan.

(B) CRITERIA FOR APPROVAL.—In determining whether to approve the management plan, the Secretary shall consider whether—

- (i) the local coordinating entity is representative of the diverse interests of the National Heritage Area, including Federal, State, Tribal, and local governments, natural and historic resource protection organizations, educational institutions, businesses, and recreational organizations;
- (ii) the local coordinating entity has afforded adequate opportunity, including public hearings, for public and governmental involvement in the preparation of the management plan; and
- (iii) the resource protection and interpretation strategies contained in the management plan, if implemented, would adequately protect the natural, historical, and cultural resources of the National Heritage Area.

(C) ACTION FOLLOWING DISAPPROVAL.—If the Secretary disapproves the management plan under subparagraph (A), the Secretary shall—

- (i) advise the local coordinating entity in writing of the reasons for the disapproval;
- (ii) make recommendations for revisions to the management plan; and
- (iii) not later than 180 days after the receipt of any proposed revision of the management plan from the local coordinating entity, approve or disapprove the proposed revision.

(D) AMENDMENTS.—

- (i) IN GENERAL.—The Secretary shall approve or disapprove each amendment to the management plan that the Secretary determines make a substantial change to the management plan.
- (ii) USE OF FUNDS.—The local coordinating entity shall not use Federal funds authorized by this subsection to carry out any amendments to the management plan until the Secretary has approved the amendments.

(d) RELATIONSHIP TO OTHER FEDERAL AGENCIES.—

(1) IN GENERAL.—Nothing in this section affects the authority of a Federal agency to provide technical or financial assistance under any other law.

(2) CONSULTATION AND COORDINATION.—The head of any Federal agency planning to conduct activities that may have an impact on a National Heritage Area designated by subsection (a) is encouraged to consult and coordinate the activities with the Secretary and the local coordinating entity to the maximum extent practicable.

(3) OTHER FEDERAL AGENCIES.—Nothing in this section

- (A) modifies, alters, or amends any law or regulation authorizing a Federal agency to manage Federal land under the jurisdiction of the Federal agency;
- (B) limits the discretion of a Federal land manager to implement an approved land use plan within the boundaries of a National Heritage Area designated by subsection (a); or
- (C) modifies, alters, or amends any authorized use of Federal land under the jurisdiction of a Federal agency.

(e) PRIVATE PROPERTY AND REGULATORY PROTECTIONS.— Nothing in this section—

- (1) abridges the rights of any property owner (whether public or private), including the right to refrain from participating in any plan, project, program, or activity conducted within a National Heritage Area designated by subsection (a);
- (2) requires any property owner—
  - (A) to permit public access (including access by Federal, State, or local agencies) to the property of the property owner; or



- (B) to modify public access or use of property of the property owner under any other Federal, State, or local law;
  - (3) alters any duly adopted land use regulation, approved land use plan, or other regulatory authority of any Federal, State, Tribal, or local agency;
  - (4) conveys any land use or other regulatory authority to the local coordinating entity;
  - (5) authorizes or implies the reservation or appropriation of water or water rights;
  - (6) enlarges or diminishes the treaty rights of any Indian Tribe within the National Heritage Area;
  - (7) diminishes—
    - (A) the authority of the State to manage fish and wildlife, including the regulation of fishing and hunting within a National Heritage Area designated by subsection (a); or
    - (B) the authority of Indian Tribes to regulate members of Indian Tribes with respect to fishing, hunting, and gathering in the exercise of treaty rights; or
  - (8) creates any liability, or affects any liability under any other law, of any private property owner with respect to any person injured on the private property.
- (f) EVALUATION AND REPORT.—
- (1) IN GENERAL.—For each of the National Heritage Areas designated by subsection (a), not later than 3 years before the date on which authority for Federal funding terminates for each National Heritage Area, the Secretary shall—
    - (A) conduct an evaluation of the accomplishments of the National Heritage Area; and (B) prepare a report in accordance with paragraph (3).
  - (2) EVALUATION.—An evaluation conducted under paragraph (1)(A) shall—
    - (A) assess the progress of the local management entity with respect to—
      - (i) accomplishing the purposes of the authorizing legislation for the National Heritage Area; and
      - (ii) achieving the goals and objectives of the approved management plan for the National Heritage Area;
    - (B) analyze the investments of the Federal Government, State, Tribal, and local governments, and private entities in each National Heritage Area to determine the impact of the investments; and
    - (C) review the management structure, partnership relationships, and funding of the National Heritage Area for purposes of identifying the critical components for sustainability of the National Heritage Area.
  - (3) REPORT.—Based on the evaluation conducted under paragraph (1)(A), the Secretary shall submit to the Committee on Energy and Natural Resources of the Senate and the Committee on Natural Resources of the House of Representatives a report that includes recommendations for the future role of the National Park Service, if any, with respect to the National Heritage Area.
- (g) AUTHORIZATION OF APPROPRIATIONS.—
- (1) IN GENERAL.—There is authorized to be appropriated for each National Heritage Area designated by subsection (a) to carry out the purposes of this section \$10,000,000, of which not more than \$1,000,000 may be made available in any fiscal year.
  - (2) AVAILABILITY.—Amounts made available under paragraph (1) shall remain available until expended.
  - (3) COST-SHARING REQUIREMENT.—
    - (A) IN GENERAL.—The Federal share of the total cost of any activity under this section shall be not more than 50 percent.

(B) FORM.—The non-Federal contribution of the total cost of any activity under this section may be in the form of in-kind contributions of goods or services fairly valued.

(4) TERMINATION OF AUTHORITY.—The authority of the Secretary to provide assistance under this section terminates on the date that is 15 years after the date of enactment of this Act.

## Maritime Washington National Heritage Area Management Plan

### Appendix B: Resource Inventory

Resource Name	Primary Theme and Topic	Secondary Theme(s) and Topic(s)	Designations	Restrictions to Access	Key Site	Address
<b>28th Street Boat Launch</b>	Theme One: People (Water and Recreation)	Theme Two: Movement (Water Highways)				Hoquiam, WA 98550
<b>9th Street Boat Launch and Marina</b>	Theme One: People (Water and Recreation)	Theme Two: Movement (Water Highways)				Hoquiam, WA 98550
<b>ASUW Shell House</b>	Theme One: People (Communities Shaped by Water, Water and Recreation)		National Register of Historic Places, Washington Heritage Register			3655 Walla Walla Rd, Seattle, WA 98195
<b>Aberdeen Museum of History</b>	Theme Three: Resources (Natural Resources & Human Impacts, Working Waterfronts)	Theme One: People (Communities Shaped by Water)				111 E 3rd St, Aberdeen, WA 98520
<b>Admiralty Head Lighthouse</b>	Theme Two: Movement (Water Highways)					1280 Engle Rd, Coupeville, WA 98239
<b>Aircraft Warning Service Observation Tower (Agnew)</b>	Theme Two: Movement (Securing Our Shores)		National Register of Historic Places			216 Spring Road, Agnew, WA 98362
<b>Ajax Café (historic Galster House)</b>	Theme One: People (Communities Shaped by Water)		National Register of Historic Places, Washington Heritage Register			21 N Water Street, Hadlock, WA 98339
<b>Alaska Ferry</b>	Theme Two: Movement (Water Highways)					355 Harris Ave, Bellingham, WA 98225
<b>Alaska Packers Association Museum</b>	Theme Three: Resources (Natural Resources & Human Impacts)	Theme One: People (Water and Recreation, Communities Shaped by Water)				9261 Semiahmoo Parkway, Blaine, WA 98230
<b>Albers Brothers Mill (Apartments)</b>	Theme Three: Resources (Natural Resources & Human Impacts, Working Waterfronts)	Theme One: People (Communities Shaped by Water)	National Register of Historic Places			1821 Dock Street, Tacoma, WA 98402

Resource Name	Primary Theme and Topic	Secondary Theme(s) and Topic(s)	Designations	Restrictions to Access	Key Site	Address
<b>Alki Homestead (Fir Lodge)</b>	Theme One: People (Communities Shaped by Water)		National Register of Historic Places, Washington Heritage Register			2717 61st Avenue SW, Seattle, WA 98121
<b>Alki Point and Duwamish Head (Alki Beach Park)</b>	Theme One: People (Canoe Cultures, Water and Recreation)		Washington Heritage Register			North Side Alki Avenue SW from 65th SW to 58th SW, Seattle, WA
<b>Alki Point Lighthouse</b>	Theme Two: Movement (Water Highways)		Determination of Eligibility to National Register of Historic Places, Washington Heritage Register			3201 Alki Ave SW, Seattle, WA 98116
<b>Alki Seacrest Park</b>	Theme One: People (Water and Recreation)	Theme Two: Movement (Voyages of Exploration)				1660 Harbor Ave SW, Seattle, WA 98126
<b>Anacortes Ferry Terminal</b>	Theme Two: Movement (Water Highways)					2100 Ferry Terminal Rd, Anacortes, WA 98221
<b>Anacortes Museum (former Anacortes Carnegie Library)</b>	Theme One: People (Communities Shaped by Water)		National Register of Historic Places, Washington Heritage Register			1305 8th Street, Anacortes, WA 98221
<b>Anderson Island Historical Society Farm and Museum</b>	Theme One: People (Communities Shaped by Water)	Theme Three: Resources (Natural Resources & Human Impacts, Working Waterfronts)				9306 Otso Point Rd, Anderson Island, WA 98303
<b>Annapolis Dock (Kitsap Transit Annapolis Foot Ferry)</b>	Theme Two: Movement (Water Highways)					Port Orchard, WA 98366
<b>Argosy Cruises</b>	Theme One: People (Water and Recreation)					1101 Alaskan Way Pier 55, Seattle, WA 98101
<b>Arthur Foss (Tugboat)</b>	Theme Three: Resources (Working Waterfronts)	Theme Two: Movement (Water Highways)	National Historic Landmark		Y	Historic Ships Wharf, 860 Terry Ave N, Seattle, WA 98109
<b>Bainbridge Island Downtown</b>	Theme One: People (Communities Shaped by Water)		Designated Main Street Community			147 Madrone Ln N, Bainbridge Island, WA 98110
<b>Bainbridge Island Ferry Terminal</b>	Theme Two: Movement (Water Highways)					270 Olympic Dr SE, Bainbridge Island, WA 98110



Resource Name	Primary Theme and Topic	Secondary Theme(s) and Topic(s)	Designations	Restrictions to Access	Key Site	Address
<b>Bainbridge Island Filipino Community Hall</b>	Theme One: People (Communities Shaped by Water)		National Register of Historic Places, Washington Heritage Register			7566 NE High School Road, Bainbridge Island, WA 98110
<b>Bainbridge Island Historical Museum</b>	Theme Two: Movement (Water Highways)	Theme One: People (Communities Shaped by Water), Theme Three: Resources (Working Waterfronts)			Y	215 Ericksen Ave NE, Bainbridge Island, WA 98110
<b>Bainbridge Island Japanese American Exclusion Memorial</b>	Theme One: People (Communities Shaped by Water)		National Park (unit of Minidoka National Historic Site)		Y	4195 Eagle Harbor Dr NE, Bainbridge Island, WA 98110
<b>Bay View State Park</b>	Theme One: People (Water and Recreation)		Washington State Park			10901 Bay View-Edison Road, Mount Vernon, WA 98273
<b>Belfair State Park</b>	Theme One: People (Water and Recreation)		Washington State Park			3151 NE State Route 300, Belfair, WA 98528
<b>Bellingham Cruise Terminal</b>	Theme Two: Movement (Water Highways)		Located within the Fairhaven National Historic District			355 Harris Avenue, Bellingham, WA 98225
<b>Bellingham Shipping Terminal</b>	Theme Two: Movement (Trade and Shipping)					661 Cornwall Ave, Bellingham, WA 98225
<b>Bellingham's Central Waterfront Marine Trades Area</b>	Theme Three: Resources (Working Waterfronts)					Bellingham, WA 98225
<b>Bellingham's Waterfront District</b>	Theme Three: Resources (Working Waterfronts)	Theme One: People (Water and Recreation, Communities Shaped by Water)				Bellingham, WA 98225
<b>Bellwether on the Bay</b>	Theme One: People (Communities Shaped by Water)					Bellingham, WA 98225
<b>Ben Ure Island Marine State Park</b>	Theme One: People (Water and Recreation)		Washington State Park			267 Ben Ure Is, Oak Harbor, WA 98277

Resource Name	Primary Theme and Topic	Secondary Theme(s) and Topic(s)	Designations	Restrictions to Access	Key Site	Address
<b>Billy Frank Jr. Nisqually National Wildlife Refuge and Nisqually Delta National Natural Landmark</b>	Theme One: People (Water and Recreation)	Theme Three: Resources (Natural Resources & Human Impacts)	National Natural Landmark, National Wildlife Refuge		Y	100 Brown Farm Rd NE, Olympia, WA 98516
<b>Birch Bay State Park</b>	Theme One: People (Water and Recreation)		Washington State Park			5105 Helweg Road, Blaine, WA 98230
<b>Birthplace of Seattle Monument</b>	Theme Two: Movement (Voyages of Exploration)					Seattle, WA 98116
<b>Black Ball Ferry Line and MV Coho</b>	Theme Two: Movement (Water Highways)				Y	Port Angeles to Victoria
<b>Blaine Harbor Boat Launch, Boating Center, and Public Fishing Pier, linked by the Blaine Promenade</b>	Theme One: People (Water and Recreation)	Theme Three: Resources (Natural Resources & Human Impacts)				235 Marine Dr #2, Blaine, WA 98230
<b>Blake Island Marine State Park</b>	Theme One: People (Water and Recreation)		Washington State Park			Manchester, WA 98353
<b>Blau Oyster Farm</b>	Theme Three: Resources (Natural Resources & Human Impacts)					11321 Blue Heron Rd, Bow, WA 98232
<b>Blessing of the Fleet (Gig Harbor)</b>	Theme One: People (Communities Shaped by Water)			Public event		Gig Harbor, WA
<b>Blessing of the Fleet (Seattle)</b>	Theme One: People (Communities Shaped by Water)			Public event		Seattle, WA
<b>Blind Island Marine State Park</b>	Theme One: People (Water and Recreation)		Washington State Park			Eastsound, WA 98245
<b>Bottle Beach State Park</b>	Theme One: People (Water and Recreation)		Washington State Park			33 Ocosta 3rd Street, Aberdeen, WA 98520
<b>Boundary Marker No. 1 (Point Roberts)</b>	Theme Two: Movement (Voyages of Exploration)		National Register of Historic Places			Marine Drive at U.S.-Canada Border, Point Roberts, WA

Resource Name	Primary Theme and Topic	Secondary Theme(s) and Topic(s)	Designations	Restrictions to Access	Key Site	Address
<b>Brady's Oysters Seafood Market</b>	Theme Three: Resources (Natural Resources & Human Impacts)					3714 Oyster Pl, Aberdeen, WA 98520
<b>Breazeale Padilla Bay Center</b>	Theme Three: Resources (Natural Resources & Human Impacts)					10441 Bayview Edison Rd, Mount Vernon, WA 98273
<b>Bremerton Ferry Terminal</b>	Theme Two: Movement (Water Highways)					10 Washington Ave, Bremerton, WA 98337
<b>Browns Point Lighthouse and Keeper's Cottage</b>	Theme Two: Movement (Water Highways)		National Register of Historic Places, Washington Heritage Register			201 Tulalip St NE, Tacoma, WA
<b>Buffalo Soldiers Museum, Tacoma</b>	Theme Two: Movement (Securing Our Shores)	Theme One: People (Communities Shaped by Water)				1940 S Wilkeson St, Tacoma, WA 98405
<b>Burke Museum of Natural History and Culture</b>	Theme One: People (Communities Shaped by Water)	Theme Three: Resources (Natural Resources & Human Impacts)			Y	4300 15th Ave NE, Seattle, WA 98105
<b>Burrows Island Lighthouse</b>	Theme Two: Movement (Water Highways)		Determination of Eligibility to National Register of Historic Places, Washington Heritage Register			West Shoreline, Anacortes, WA
<b>Burrows Island Marine State Park</b>	Theme One: People (Water and Recreation)		Washington State Park			Anacortes, WA 98221
<b>Bush Point Lighthouse</b>	Theme Two: Movement (Water Highways)					Freeland, Whidbey Island
<b>Cabin No. 97 (Walter Crooks Cabin)</b>	Theme One: People (Communities Shaped by Water)		National Register of Historic Places	Private property		97 North Salmon Beach, Tacoma, WA
<b>Cama Beach Historical State Park</b>	Theme One: People (Water and Recreation)		National Historic District, Washington State Park		Y	1880 SW Camano Drive, Camano Island, WA 98282

Resource Name	Primary Theme and Topic	Secondary Theme(s) and Topic(s)	Designations	Restrictions to Access	Key Site	Address
<b>Camp Sealth Dock</b>	Theme Two: Movement (Water Highways)					Vashon, WA 98070
<b>Camp Yeomalt</b>	Theme One: People (Water and Recreation)	Theme Two: Movement (Securing Our Shores)	National Register of Historic Places			900 Park Ave NE, Bainbridge Island, WA 98110
<b>Cape Alava</b>	Theme One: People (Water and Recreation)					Neah Bay, WA 98357
<b>Cape Flattery Lighthouse, also known as Tatoosh Island Light Station (see: Cape Flattery Trail)</b>	Theme Two: Movement (Voyages of Exploration, Water Highways, Securing Our Shores)	Theme One: People (Canoe Cultures)	National Register of Historic Places, Washington Heritage Register	Cape Flattery Lighthouse and Tatoosh Island not open to the public. Visible from Cape Flattery Trail.		Visible from Cape Flattery Trail, Neah Bay, WA
<b>Cape Flattery Trail with views of Cape Flattery Lighthouse on Tatoosh Island</b>	Theme Two: Movement (Voyages of Exploration, Water Highways, Securing Our Shores)	Theme One: People (Canoe Cultures)		Cape Flattery Lighthouse and Tatoosh Island not open to the public. Visible from Cape Flattery Trail.	Y	Cape Flattery Trail, Washington 98357
<b>Capt. Enoch S. Fowler House</b>	Theme One: People (Communities Shaped by Water)		National Register of Historic Places			Corner of Polk and Washington Sts., Port Townsend, Washington
<b>Carlisle II Ferry</b>	Theme Two: Movement (Water Highways)				Y	Moving vessel. Port Orchard, WA 98366
<b>Cascadia Marine Trail</b>	Theme One: People (Water and Recreation)					Regionwide



Resource Name	Primary Theme and Topic	Secondary Theme(s) and Topic(s)	Designations	Restrictions to Access	Key Site	Address
<b>Cattle Point Lighthouse</b>	Theme Two: Movement (Water Highways)					Friday Harbor
<b>Center for Wooden Boats (Seattle)</b>	Theme Three: Resources (Working Waterfronts)	Theme One: People (Water and Recreation)			Y	1010 Valley St, Seattle, WA 98109
<b>Centerville/Stanwood, First Wharf</b>	Theme One: People (Communities Shaped by Water)					27112 102nd Ave NW, Stanwood, WA 98292
<b>Central Whidbey Island National Historic District</b>	Theme One: People (Communities Shaped by Water)	Theme Two: Movement (Securing Our Shores)	National Historic District			S of Oak Harbor, roughly 6 mi. either side of Coupeville, WA
<b>Chance A La Mer Ocean Beach Access (OBA) State Park Property</b>	Theme One: People (Water and Recreation)		Washington State Park			Ocean Shores, WA 98569
<b>Cheshiahud Cabin</b>	Theme One: People (Canoe Cultures)					Seattle, WA 98112
<b>Cheshiahud Grave</b>	Theme One: People (Canoe Cultures)					Evergreen-Washelli Memorial Park, Seattle, WA, 98133
<b>Chief Sealth (Seattle) Grave</b>	Theme One: People (Canoe Cultures)					Suquamish, WA 98392
<b>Chilean Memorial</b>	Theme Two: Movement (Voyages of Exploration)		Within Olympic National Park			Forks, WA 98331
<b>Chimacum Creek Estuary</b>	Theme One: People (Canoe Cultures)	Theme Three: Resources (Natural Resources & Human Impacts)				Port Hadlock, WA 98339
<b>Chuckanut Bay Shorelands</b>	Theme One: People (Water and Recreation)					Corner of Fairhaven Avenue and 16th Street, Bellingham, WA 98225
<b>čičmōhán Trail</b>	Theme Two: Movement (Voyages of Exploration)					18 sites throughout Port Townsend, WA 98368

Resource Name	Primary Theme and Topic	Secondary Theme(s) and Topic(s)	Designations	Restrictions to Access	Key Site	Address
<b>City of Bellingham Waypoint Park</b>	Theme One: People (Water and Recreation)	Theme Three: Resources (Natural Resources & Human Impacts, Working Waterfronts)				1145 Granary Avenue, Bellingham, WA 98225
<b>Clallam Bay State Park Property (Clallam Bay Spit Community Beach County Park)</b>	Theme One: People (Water and Recreation)		Washington State Park			16716 Frontier St, Port Angeles, WA 98363
<b>Clark Island Marine State Park</b>	Theme One: People (Water and Recreation)		Washington State Park			Olga, WA 98279
<b>Classic Workboat Show (Seattle)</b>	Theme One: People (Water and Recreation)			Public event		Seattle, WA
<b>Clinton Ferry Terminal</b>	Theme Two: Movement (Water Highways)					64 S Ferry Dock Rd, Clinton, WA 98236
<b>Coast Guard Museum Northwest</b>	Theme Two: Movement (Water Highways, Securing Our Shores)				Y	1519 Alaskan Way S, Seattle, WA 98134
<b>Coastal Interpretive Center</b>	Theme Three: Resources (Natural Resources & Human Impacts)	Theme One: People (Communities Shaped by Water, Canoe Cultures), Theme Two: Movement (Water Highways)			Y	1033 Catala Ave SE, Ocean Shores, WA 98569
<b>Community Boating Center</b>	Theme One: People (Water and Recreation)					555 Harris Avenue, Bellingham, WA 98225
<b>Cone Island State Park Property</b>	Theme One: People (Water and Recreation)		Washington State Park			Anacortes, WA 98221
<b>Coupeville Ferry Terminal</b>	Theme Two: Movement (Water Highways)					1400 State Route 20, Coupeville, WA 98239
<b>Coupeville Historic Waterfront</b>	Theme One: People (Communities Shaped by Water)		Designated Main Street Community			Front Street, Coupeville, WA 98239
<b>Coupeville Wharf</b>	Theme Two: Movement (Trade and Shipping, Water Highways)	Theme One: People (Communities Shaped by Water)			Y	24 Front St NW, Coupeville, WA 98239

Resource Name	Primary Theme and Topic	Secondary Theme(s) and Topic(s)	Designations	Restrictions to Access	Key Site	Address
<b>Cove Wharf</b>	Theme Two: Movement (Water Highways)					Vashon, WA 98070
<b>Cruise Terminal Dome Room (Event Space)</b>	Theme One: People (Water and Recreation)	Theme Two: Movement (Water Highways)				Bellingham Cruise Terminal, 355 Harris Avenue, Bellingham, WA 98225
<b>Cushman Hydroelectric Project Historic District</b>	Theme Three: Resources (Natural Resources & Human Impacts)		National Historic District			21451 N Hwy 101, Hoodsport, WA 98584
<b>Cutts Island State Park Property</b>	Theme One: People (Water and Recreation)		Washington State Park			Gig Harbor, WA 98335
<b>Cypress Island Natural Resources Conservation Area</b>	Theme Three: Resources (Natural Resources & Human Impacts)	Theme One: People (Water and Recreation)				San Juan Islands, Skagit County
<b>Damon Point</b>	Theme One: People (Water and Recreation)	Theme Three: Resources (Natural Resources & Human Impacts)				Ocean Shores, WA 98569
<b>Dash Point State Park</b>	Theme One: People (Water and Recreation)		Washington State Park			5700 SW Dash Point Road, Federal Way, WA 98023
<b>Daybreak Star Indian Cultural Center</b>	Theme One: People (Canoe Cultures)					5011 Bernie Whitebear Way, Seattle, WA 98199
<b>Deception Island State Park Property</b>	Theme One: People (Water and Recreation, Canoe Cultures)		Washington State Park			Island County
<b>Deception Pass Bridge</b>	Theme Two: Movement (Water Highways)		National Register of Historic Places, Washington Heritage Register			Route 20, Oak Harbor, WA
<b>Deception Pass State Park</b>	Theme One: People (Water and Recreation, Canoe Cultures)		Washington State Park, includes numerous National Register of Historic Places and Washington Heritage Register properties		Y	41229 State Route 20, Oak Harbor, WA 98277

Resource Name	Primary Theme and Topic	Secondary Theme(s) and Topic(s)	Designations	Restrictions to Access	Key Site	Address
<b>Deer Harbor Dock</b>	Theme Two: Movement (Water Highways)					Deer Harbor, WA 98243
<b>Des Moines Beach Park</b>	Theme One: People (Water and Recreation, Communities Shaped by Water)		Includes numerous National Register of Historic Places properties			Des Moines, WA 98198
<b>Destruction Island Lighthouse</b>	Theme Two: Movement (Water Highways)		Determination of Eligibility to NR, Washington Heritage Register			Salmon Beach, Kalaloch, WA
<b>Doe Bay General Store and Post Office</b>	Theme One: People (Communities Shaped by Water)		National Register of Historic Places, Washington Heritage Register			107 Doe Bay Rd, Olga, WA 98279
<b>Doe Island Marine State Park</b>	Theme One: People (Water and Recreation)		Washington State Park			Olga, WA 98279
<b>Dofflemyer Point Lighthouse</b>	Theme Two: Movement (Water Highways)		National Register of Historic Places, Washington Heritage Register			211 NE 73rd, Olympia, WA 98506
<b>Dosewallips State Park</b>	Theme One: People (Water and Recreation)		Washington State Park			306996 Highway 101, Brinnon, WA 98320
<b>Downtown Aberdeen</b>	Theme One: People (Communities Shaped by Water)		Designated Main Street Community			210 South "I" Street-Aberdeen, WA 98520
<b>Downtown Bellingham</b>	Theme One: People (Communities Shaped by Water)		Designated Main Street Community			114 W Magnolia St, Unit 503, Bellingham, WA 98225
<b>Drayton Harbor Oyster Company</b>	Theme Three: Resources (Natural Resources & Human Impacts, Working Waterfronts)					685 Peace Portal Dr, Blaine, WA 98230
<b>Dugualla State Park Property</b>	Theme One: People (Water and Recreation)		Washington State Park			799 E Sleeper Rd, Oak Harbor, WA 98277



Resource Name	Primary Theme and Topic	Secondary Theme(s) and Topic(s)	Designations	Restrictions to Access	Key Site	Address
<b>Dungeness National Wildlife Refuge</b>	Theme One: People (Water and Recreation)	Theme Three: Resources (Natural Resources & Human Impacts)	National Wildlife Refuge			554 Voice of America Rd W, Sequim, WA 98382
<b>Dungeness River Audubon Center</b>	Theme Three: Resources (Natural Resources & Human Impacts)	Theme One: People (Water and Recreation)				2151 W. Hendrickson Rd, Sequim, WA 98382
<b>Dungeness Wharf</b>	Theme One: People (Communities Shaped by Water, Water and Recreation)	Theme Two: Movement (Trade and Shipping, Water Highways)				End of Sequim-Dungeness Way in Sequim, WA, 98382
<b>Duwamish Longhouse and Cultural Center</b>	Theme One: People (Canoe Cultures)				Y	4705 W Marginal Way SW, Seattle, WA 98106
<b>Dyes Inlet</b>	Theme One: People (Water and Recreation)					Bremerton, WA 98312
<b>E.S. Fowler Building</b>	Theme One: People (Communities Shaped by Water)					Port Townsend, WA 98368
<b>Eagle Harbor Maintenance Facility</b>	Theme Two: Movement (Water Highways)	Theme Three: Resources (Working Waterfronts)				Bainbridge Island, WA 98110
<b>Eagle Harbor Waterfront</b>	Theme One: People (Communities Shaped by Water, Water and Recreation)	Theme Two: Movement (Water Highways), Theme Three: Resources (Working Waterfronts)				Bainbridge Island, WA 98110
<b>Eagle Island State Park Property</b>	Theme One: People (Water and Recreation)		Washington State Park			Anderson Island, WA 98303
<b>Eastsound Dock, Orcas Island</b>	Theme Two: Movement (Water Highways)					Eastsound, WA 98245
<b>Ebey's Landing National Historical Reserve</b>	Theme One: People (Communities Shaped by Water)	Theme Two: Movement (Voyages of Exploration)	National Historical Reserve, located within Central Whidbey Island National Historic District		Y	126-146 Cemetery Rd, Coupeville, WA 98239

Resource Name	Primary Theme and Topic	Secondary Theme(s) and Topic(s)	Designations	Restrictions to Access	Key Site	Address
<b>Ebey's Landing State Park Heritage Site</b>	Theme One: People (Water and Recreation)		Washington State Park, within Ebey's Landing National Historical Reserve			Ebey's Landing Rd, Coupeville, WA 98239
<b>Ediz Hook Lighthouse</b>	Theme Two: Movement (Water Highways)		Washington Heritage Register			Tip of Ediz Hook, Port Angeles, WA
<b>Edmonds Ferry Terminal</b>	Theme Two: Movement (Water Highways)					199 Sunset Ave S, Edmonds, WA 98020
<b>Edmonds Underwater Park</b>	Theme One: People (Water and Recreation)	Theme Two: Movement (Voyages of Exploration)				Brackett's Landing Shoreline Sanctuary Conservation Area, 50 Railroad Ave, Edmonds, WA 98020
<b>El Centro de la Raza</b>	Theme One: People (Communities Shaped by Water)		National Register of Historic Places, Washington Heritage Register			2524 16th Avenue S, Seattle, WA 98144
<b>Elliott Bay Marina</b>	Theme One: People (Water and Recreation)					2601 W Marina Pl, Seattle, WA 98199
<b>FV <i>Western Flyer</i></b>	Theme One: People (Communities Shaped by Water)	Theme Three: Resources (Natural Resources & Human Impacts)	National Register of Historic Places, Washington Heritage Register			Moving vessel. Currently at: 919 Haines Place, Port Townsend, WA 98368
<b>Fairhaven Boat Launch</b>	Theme One: People (Water and Recreation)					Bellingham Cruise Terminal, 355 Harris Avenue, Bellingham, WA 98225
<b>Fairhaven Historic District</b>	Theme One: People (Communities Shaped by Water)		National Historic District			Roughly bounded by 10th and 13th Sts., Columbia and Larrabee Aves, Bellingham, WA 98225
<b>Fairhaven Station</b>	Theme Two: Movement (Water Highways)	Theme Three: Resources (Working Waterfronts)				401 Harris Ave, Bellingham, WA 98225
<b>Fauntleroy Ferry Terminal</b>	Theme Two: Movement (Water Highways)					4829 SW Barton St, Seattle, WA 98136

Resource Name	Primary Theme and Topic	Secondary Theme(s) and Topic(s)	Designations	Restrictions to Access	Key Site	Address
<b>Fay Bainbridge Park &amp; Campground</b>	Theme One: People (Water and Recreation)					15446 Sunrise Drive NE, Bainbridge Island, WA 98110
<b>Filson Flagship Store, formerly the Filson manufacturing plant</b>	Theme One: People (Communities Shaped by Water)				Y	1741 1st Ave S, Seattle, WA 98134
<b>Filucy Bay Preserve</b>	Theme Three: Resources (Natural Resources & Human Impacts)	Theme One: People (Water and Recreation)				Longbranch, WA 98351
<b>Fireboat <i>Duwamish</i></b>	Theme Three: Resources (Working Waterfronts)		National Historic Landmark		Y	860 Terry Ave N, Seattle, WA 98109
<b>Fireboat <i>No. 1</i></b>	Theme Three: Resources (Working Waterfronts)		National Historic Landmark			3427 Ruston Way, Tacoma, WA 98402
<b>First Beach</b>	Theme One: People (Water and Recreation)		Olympic National Park			Olympic National Park, Pacific Coast south of La Push, WA 98350
<b>Fisherman's Tribute Statue (Everett)</b>	Theme Three: Resources (Natural Resources & Human Impacts, Working Waterfronts)					1205 Craftsman Way, Everett, WA 98201
<b>Fishermens' Memorial (Squalicum Harbor, Bellingham)</b>	Theme Three: Resources (Natural Resources & Human Impacts, Working Waterfronts)					2600 N Harbor Loop Dr, Bellingham, WA 98225
<b>Fishermen's Memorial (Ballard)</b>	Theme Three: Resources (Natural Resources & Human Impacts, Working Waterfronts)					Seattle, WA 98117
<b>Fishermen's Terminal at Salmon Bay</b>	Theme Three: Resources (Natural Resources & Human Impacts, Working Waterfronts)				Y	3919 18th Ave W, Seattle, WA 98119

Resource Name	Primary Theme and Topic	Secondary Theme(s) and Topic(s)	Designations	Restrictions to Access	Key Site	Address
<b>Fort Casey Historical State Park</b>	Theme Two: Movement (Securing Our Shores)		Washington State Park within Ebey's Landing National Historical Reserve, contributing resource to Central Whidbey Island National Historic District		Y	1280 Engle Road, Coupeville, WA 98239
<b>Fort Ebey State Park</b>	Theme Two: Movement (Securing Our Shores)		Washington State Park within Ebey's Landing National Historical Reserve and Central Whidbey Island National Historic District.			400 Hill Valley Drive, Coupeville, WA 98239
<b>Fort Flagler Historical State Park</b>	Theme Two: Movement (Securing Our Shores)		National Historic District, Washington State Park		Y	10541 Flagler Road, Nordland, WA 98358
<b>Fort Lawton (Discovery Park)</b>	Theme Two: Movement (Securing Our Shores)		National Historic District		Y	734 Oregon Ave, Seattle, WA 98199
<b>Fort Nisqually Granary and Factor's House</b>	Theme Two: Movement (Voyages of Exploration, Trade and Shipping)	Theme Three: Resources (Natural Resources & Human Impacts)	National Historic Landmark			5519 Five Mile Dr, Tacoma, WA 98407
<b>Fort Nisqually Living History Museum</b>	Theme Two: Movement (Voyages of Exploration, Trade and Shipping)		Washington Heritage Register, National Historic Landmark (Granary and Factor's House)		Y	5519 Five Mile Dr, Tacoma, WA 98407
<b>Fort Núñez Gaona Monument</b>	Theme Two: Movement (Voyages of Exploration)				Y	Neah Bay
<b>Fort Steilacoom</b>	Theme Two: Movement (Securing Our Shores, Voyages of Exploration)		National Historic District			9601 Steilacoom Blvd SW, Lakewood, WA 98498



Resource Name	Primary Theme and Topic	Secondary Theme(s) and Topic(s)	Designations	Restrictions to Access	Key Site	Address
<b>Fort Townsend Historical State Park</b>	Theme Two: Movement (Securing Our Shores, Voyages of Exploration)		Washington State Park			1370 Old Fort Townsend Rd, Port Townsend, WA 98368
<b>Fort Ward Park</b>	Theme Two: Movement (Securing Our Shores)	Theme One: People (Water and Recreation)	National Historic District		Y	2241 Pleasant Beach Dr NE, Bainbridge Island, WA 98110
<b>Fort Whitman</b>	Theme Two: Movement (Securing Our Shores)					La Conner, WA 98257
<b>Fort Worden Historical State Park</b>	Theme Two: Movement (Securing Our Shores)		National Historic Landmark, Washington State Park		Y	200 Battery Way, Port Townsend, WA 98368
<b>Foss Waterway Seaport (including Balfour Dock Building)</b>	Theme Three: Resources (Working Waterfronts)	Theme Two: Movement (Voyages of Exploration)	National Register of Historic Places, Washington Heritage Register		Y	705 Dock Street, Tacoma, WA 98402
<b>Fossil Bay</b>	Theme Three: Resources (Natural Resources & Human Impacts)					Eastsound, WA 98245
<b>Fox Island Museum</b>	Theme One: People (Communities Shaped by Water)	Theme Two: Movement (Water Highways)				1017 9th Avenue Court, Fox Island, WA 98333
<b>Fox Island West Wall Dive Site</b>	Theme One: People (Water and Recreation)	Theme Two: Movement (Voyages of Exploration)				1049 Rainier Rd, Fox Island, WA 98333
<b>Friday Harbor Ferry Terminal</b>	Theme Two: Movement (Water Highways)					91 Front St S, Friday Harbor, WA 98250
<b>Gas Works Park</b>	Theme Three: Resources (Working Waterfronts)		National Register of Historic Places			2000 N. Northlake Way, Seattle, WA 98103
<b>German Club/Assay Office</b>	Theme Two: Movement (Voyages of Exploration)	Theme One: People (Communities Shaped by Water)	National Register of Historic Places, Washington Heritage Register			613 Ninth Avenue, Seattle, WA 98104
<b>Gig Harbor Boatshop at the Historic Eddon Boat Building</b>	Theme Three: Resources (Working Waterfronts)					3805 Harborview Dr, Gig Harbor, WA 98332

Resource Name	Primary Theme and Topic	Secondary Theme(s) and Topic(s)	Designations	Restrictions to Access	Key Site	Address
<b>Gig Harbor Downtown Waterfront</b>	Theme One: People (Communities Shaped by Water)		Designated Main Street Community			3311 Harborview Drive #101, Gig Harbor, WA 98332
<b>Gig Harbor Lighthouse</b>	Theme Two: Movement (Water Highways)					7512 1/2 Goodman Dr NW, Gig Harbor, WA 98332
<b>Gig Harbor's historic netsheds</b>	Theme Three: Resources (Natural Resources & Human Impacts)		Individual sheds on National Regsiter			Gig Harbor waterfront 98332
<b>Gold Beach</b>	Theme One: People (Communities Shaped by Water)					East side of Maury Island. WA 98070
<b>Grand Avenue Park</b>	Theme One: People (Water and Recreation)					1720 Grand Avenue, Everett WA 98201
<b>Grayland Beach Ocean Beach Access (OBA) State Park Property</b>	Theme One: People (Water and Recreation)		Washington State Park			925 Cranberry Beach Rd, Grayland, WA 98547
<b>Grays Harbor Historical Seaport</b>	Theme Two: Movement (Voyages of Exploration)	Theme Three: Resources (Working Waterfronts)				500 N Custer St, Aberdeen, WA 98520
<b>Grays Harbor Lifesaving Station</b>	Theme Two: Movement (Water Highways)					Westport, WA 98595
<b>Grays Harbor Lighthouse and Westport Light State Park</b>	Theme Two: Movement (Water Highways)		National Register of Historic Places, Washington Heritage Register, Washington State Park		Y	1020 West Ocean Ave, Westport, WA 98595
<b>Grays Harbor National Wildlife Refuge</b>	Theme One: People (Water and Recreation)	Theme Three: Resources (Natural Resources & Human Impacts)	National Wildlife Refuge		Y	Hoquiam, WA 98550
<b>Griffiths-Priddy State Park</b>	Theme One: People (Water and Recreation)		Washington State Park			Ocean Shores, WA 98569
<b>H.J. Carroll State Park Property</b>	Theme One: People (Water and Recreation)		Washington State Park			9884 WA-19, Chimacum, WA 98325

Resource Name	Primary Theme and Topic	Secondary Theme(s) and Topic(s)	Designations	Restrictions to Access	Key Site	Address
<b>Hahobas Shoreline Preserve</b>	Theme Three: Resources (Natural Resources & Human Impacts)	Theme One: People (Water and Recreation)				Tahuya, WA 98588
<b>Haley State Park Property</b>	Theme One: People (Water and Recreation)		Washington State Park			Vaughn, WA 98394
<b>Haller House</b>	Theme One: People (Communities Shaped by Water)	Theme Two: Movement (Voyages of Exploration)		Under development		Coupeville, WA 98239
<b>Hama Hama Oyster Saloon</b>	Theme Three: Resources (Natural Resources & Human Impacts)					35846 N. U.S. Highway 101, Lilliwaup, WA 98555
<b>Harbor History Museum</b>	Theme Three: Resources (Working Waterfronts, Natural Resources & Human Impacts)	Theme One: People (Communities Shaped by Water)			Y	4121 Harborview Drive, Gig Harbor, WA 98332
<b>Harbor WildWatch (Gig Harbor Visitor Center)</b>	Theme Three: Resources (Natural Resources & Human Impacts)				Y	Gig Harbor, WA 98335
<b>Harper Pier</b>	Theme Two: Movement (Water Highways)	Theme One: People (Water and Recreation)				Port Orchard, WA 98366
<b>Harstine Island State Park</b>	Theme One: People (Water and Recreation)		Washington State Park			E Yates Rd, Shelton, WA 98584
<b>Hastings Building</b>	Theme One: People (Communities Shaped by Water)		Washington Heritage Register			839 Water Street, Port Townsend, WA 98368
<b>Hibulb Lookout at Legion Park</b>	Theme One: People (Communities Shaped by Water, Water and Recreation, Canoe Cultures)					145 Alverson Blvd, Everett, WA 98201
<b>Hidden Cove Park</b>	Theme One: People (Water and Recreation)					Bainbridge Island, WA 98110

Resource Name	Primary Theme and Topic	Secondary Theme(s) and Topic(s)	Designations	Restrictions to Access	Key Site	Address
<b>Hiram Chittenden Locks/Ballard Locks</b>	Theme Two: Movement (Water Highways)	Theme Three: Resources (Natural Resources & Human Impacts)			Y	3015 NW 54th St, Seattle, WA 98107
<b>Historic Dorothy Anderson Cabin</b>	Theme One: People (Communities Shaped by Water)					165 Meriweather St, Copalis Crossing, WA 98536
<b>Historic Ships Wharf</b>	Theme Three: Resources (Working Waterfronts)					860 Terry Ave. N, Seattle, WA 98109
<b>Hoko River State Park Property</b>	Theme One: People (Water and Recreation)		Washington State Park			11234 Highway 112, Sekiu, WA 98381
<b>Hope Island (Mason) Marine State Park</b>	Theme One: People (Water and Recreation)		Washington State Park			Mason, WA 98502
<b>Hope Island (Skagit) Marine State Park</b>	Theme One: People (Water and Recreation)		Washington State Park			La Conner, WA 98257
<b>Howarth Park</b>	Theme One: People (Water and Recreation)					1127 Olympic Blvd, Everett, WA 98203
<b>Howell Park</b>	Theme One: People (Water and Recreation)					1740 Howell Pl, Seattle, WA 98122
<b>Iceberg Island State Park Property</b>	Theme One: People (Water and Recreation)		Washington State Park			Lopez Island, WA 98261
<b>Illahee Ferry Dock</b>	Theme Two: Movement (Water Highways)	Theme One: People (Water and Recreation)				Bremerton, WA 98311
<b>Illahee State Park</b>	Theme One: People (Water and Recreation)		Washington State Park			3540 N.E. Sylvan Way, Bremerton, WA 98310
<b>Indianola Ferry Dock</b>	Theme Two: Movement (Water Highways)	Theme One: People (Water and Recreation)				Indianola, WA 98342
<b>Indianola Waterfront Preserve</b>	Theme One: People (Water and Recreation)	Theme Three: Resources (Natural Resources & Human Impacts)				Poulsbo, WA 98370



Resource Name	Primary Theme and Topic	Secondary Theme(s) and Topic(s)	Designations	Restrictions to Access	Key Site	Address
<b>International District (Seattle Chinatown Historic District)</b>	Theme One: People (Communities Shaped by Water)		National Historic District			Roughly bounded by Yesler, Rainier, Dearborn, and Fourth, Seattle, WA, 98104
<b>International Mermaid Museum</b>	Theme One: People (Water and Recreation)					7 S Arbor Rd, Aberdeen, WA 98520
<b>Iron Dale Rolling Mill (Irondale Beach County Park)</b>	Theme Three: Resources (Natural Resources & Human Impacts, Working Waterfronts)					562 Moore St, Port Hadlock, WA 98339
<b>Irondale Historic District</b>	Theme Three: Resources (Natural Resources & Human Impacts, Working Waterfronts)	Theme One: People (Communities Shaped by Water)	National Historic District			Port Townsend Bay and Admiralty Inlet, Port Townsend (vicinity)
<b>Island County Historical Society &amp; Museum</b>	Theme One: People (Communities Shaped by Water)				Y	908 NW Alexander St, Coupeville, WA 98239
<b>Ivars</b>	Theme Three: Resources (Natural Resources & Human Impacts)					Regionwide
<b>Jacob and Sarah Ebey House</b>	Theme One: People (Communities Shaped by Water)		Within Ebey's Landing National Historical Reserve, contributing resource to Central Whidbey Island National Historic District			1784 W Rebecca Dr, Coupeville, WA 98239
<b>James Island Marine State Park</b>	Theme One: People (Water and Recreation)	Theme Three: Resources (Natural Resources & Human Impacts)	Washington State Park	Only designated recreational areas and 1.5 miles of high bluff trails are open to the public		Blakely Island, WA 98222

Resource Name	Primary Theme and Topic	Secondary Theme(s) and Topic(s)	Designations	Restrictions to Access	Key Site	Address
<b>Jamestown S'Klallam Library</b>	Theme One: People (Canoe Cultures)			Under renovation	Y	1070 Old Blyn Hwy, Sequim, WA 98382
<b>Japanese Gulch Park (Japanese Gulch Site)</b>	Theme One: People (Communities Shaped by Water)	Theme Three: Resources (Natural Resources & Human Impacts)				1099 Mukilteo Ln #1029, Mukilteo, WA 98275
<b>Jarrell Cove State Park</b>	Theme One: People (Water and Recreation)		Washington State Park			E. 391 Wingert Road, Shelton, WA 98584
<b>Jefferson Museum of Art &amp; History</b>	Theme One: People (Communities Shaped by Water)				Y	540 Water St, Port Townsend, WA 98368
<b>Jetty Island</b>	Theme One: People (Water and Recreation)	Theme Two: Movement (Water Highways)			Y	Everett, WA 98201
<b>Jevick Fishing Cabin</b>	Theme Three: Resources (Natural Resources & Human Impacts)		Washington Heritage Register			1492 Mackaye Harbor Road, Lopez Island, WA
<b>Joemma Beach State Park</b>	Theme One: People (Water and Recreation)		Washington State Park			20001 Bay Road SW, Lakebay, WA 98349
<b>John Wayne Marina</b>	Theme One: People (Water and Recreation)					Sequim, WA 98382
<b>Jones Island Marine State Park</b>	Theme One: People (Water and Recreation)		Washington State Park			Eastsound, WA 98245
<b>Joseph Whidbey State Park Property</b>	Theme One: People (Water and Recreation)		Washington State Park			1755 Crosby Rd, Oak Harbor, WA 98277
<b>Kalaloch Beaches</b>	Theme One: People (Water and Recreation)		Within Olympic National Park			Olympic National Park, Highway U.S. Highway 101 along Pacific Coast between Oil City and Queets, WA 98331
<b>Kayak Point Regional County Park</b>	Theme One: People (Water and Recreation)					15610 Marine Drive, Stanwood, WA 98402

Resource Name	Primary Theme and Topic	Secondary Theme(s) and Topic(s)	Designations	Restrictions to Access	Key Site	Address
<b>Kenmore Air</b>	Theme Two: Movement (Water Highways)					Destinations in San Juan Islands, Vancouver BC, Victoria BC, Inside Passage, and Seattle
<b>Keyport Ferry Dock</b>	Theme Two: Movement (Water Highways)	Theme One: People (Water and Recreation)				Keyport, WA 98345
<b>Keyport Naval Undersea Warfare Center</b>	Theme Two: Movement (Securing Our Shores)					610 Dowell Rd, Keyport, WA 98345
<b>Keystone Jetty Dive Site</b>	Theme One: People (Water and Recreation)	Theme Two: Movement (Voyages of Exploration)				Coupeville, WA 98239
<b>Kingston Ferry Terminal</b>	Theme Two: Movement (Water Highways)					Kingston, WA 98346
<b>Kinney Point State Park Property</b>	Theme One: People (Water and Recreation)		Washington State Park			Marrowstone, WA 98358
<b>Kitsap County Historical Society Museum</b>	Theme One: People (Communities Shaped by Water)					280 4th St, Bremerton, WA 98337
<b>Kitsap Memorial State Park</b>	Theme One: People (Water and Recreation)		Washington State Park			202 N.E. Park Street, Poulsbo, WA 98370
<b>Kitsap Peninsula National Water Trails</b>	Theme One: People (Water and Recreation)		National Water Trail			Kitsap Peninsula, WA
<b>Klondike Gold Rush National Historic Park</b>	Theme Two: Movement (Voyages of Exploration, Trade and Shipping)	Theme Three: Resources (Natural Resources & Human Impacts)	National Park		Y	319 2nd Ave S, Seattle, WA 98104
<b>Kopachuck State Park</b>	Theme One: People (Water and Recreation)		Washington State Park			10712 56th Street N.W., Gig Harbor, WA 98335
<b>Kukutali Preserve State Park Heritage Site</b>	Theme Three: Resources (Natural Resources & Human Impacts)	Theme One: People (Water and Recreation, Canoe Cultures)	Washington State Park		Y	Kiket Island Rd, La Conner, WA 98257
<b>La Merced Breakwater</b>	Theme Two: Movement (Water Highways, Trade and Shipping)	Theme Three: Resources (Working Waterfronts)	National Register of Historic Places, Washington Heritage Register			Anacortes Waterfront off Oakes Avenue, Anacortes, WA

Resource Name	Primary Theme and Topic	Secondary Theme(s) and Topic(s)	Designations	Restrictions to Access	Key Site	Address
<b>Lady Washington</b>	Theme Two: Movement (Voyages of Exploration, Water Highways)		Official state ship of Washington		Y	500 N. Custer St, Aberdeen, WA 98520
<b>Lake Union Wooden Boat Festival</b>	Theme One: People (Water and Recreation, Communities Shaped by Water)			Public event		Seattle, WA
<b>Lakebay Marina</b>	Theme One: People (Communities Shaped by Water)		Washington Heritage Register			15 Lorenz Road, Lakebay, WA 98394
<b>Langley Main Street</b>	Theme One: People (Communities Shaped by Water)		Designated Main Street Community			195 Second Street, 2nd Floor, Langley, WA 98260
<b>Langley Whale Center</b>	Theme Three: Resources (Natural Resources & Human Impacts)					105 Anthes Ave, Langley, WA 98260
<b>Larrabee State Park</b>	Theme One: People (Water and Recreation)		Washington State Park			245 Chuckanut Drive, Bellingham, WA 98229
<b>Lewis Army Museum (Red Shield Inn)</b>	Theme Two: Movement (Securing Our Shores)		National Register of Historic Places			4320 Main St. and Constitution Dr, Joint Base Lewis-McChord, WA 98433
<b>Liberty Bay Waterfront Park (historical Poulsbo Ferry Dock)</b>	Theme One: People (Water and Recreation)	Theme Two: Movement (Water Highways)				18809 Anderson Pkwy, Poulsbo, WA 98370
<b>Lighthouse Marine Park</b>	Theme One: People (Communities Shaped by Water)	Theme Two: Movement (Voyages of Exploration)				811 Marine Drive, Point Roberts, WA 98281
<b>Lightship 83 Swiftsure</b>	Theme Two: Movement (Water Highways)		National Historic Landmark		Y	Historic Ships Wharf, 860 Terry Ave. N, Seattle, WA 98109
<b>Lilliwaup Tidelands State Park Property</b>	Theme One: People (Water and Recreation)		Washington State Park			29371 Highway 101, Lilliwaup, WA 98555
<b>Lily Point Marine Park</b>	Theme One: People (Water and Recreation, Canoe Cultures)	Theme Two: Movement (Voyages of Exploration), Theme Three: Resources (Natural Resources & Human Impacts)			Y	2315 A.P.A. Road, Point Roberts, WA 98281



Resource Name	Primary Theme and Topic	Secondary Theme(s) and Topic(s)	Designations	Restrictions to Access	Key Site	Address
<b>Lime Kiln Lighthouse and Lime Kiln Point State Park</b>	Theme One: People (Water and Recreation)	Theme Two: Movement (Water Highways), Theme Three: Resources (Natural Resources & Human Impacts)	National Register of Historic Places, Washington Heritage Register, Washington State Park		Y	1567 Westside Road, Friday Harbor, WA 98250
<b>Lisabuela Dock/ Hammersmark Landing (Lisabuela Park)</b>	Theme Two: Movement (Water Highways)	Theme One: People (Water and Recreation)				Western end of 220th Rd, Vashon, WA 98070
<b>Little Red Schoolhouse - Shaw Island</b>	Theme One: People (Communities Shaped by Water)		National Register of Historic Places, Washington Heritage Register			Corner of Hoffman Cove and Neck Point Cove Road, Shaw Island, WA 98286
<b>Little Squalicum Beach</b>	Theme One: People (Water and Recreation)					Northeast of 2929 Roeder Ave, Bellingham, WA 98225
<b>Lopez Island Ferry Terminal</b>	Theme Two: Movement (Water Highways)					1 Ferry Rd, Lopez Island, WA 98261
<b>Lopez Island Historical Museum</b>	Theme One: People (Communities Shaped by Water, Canoe Cultures, Water and Recreation)	Theme Three: Resources (Natural Resources & Human Impacts)			Y	28 Washburn Pl, Lopez Island, WA 98261
<b>Lummi Island Heritage Trust Aiston Preserve</b>	Theme Three: Resources (Natural Resources & Human Impacts)					1100 Smugglers Cove, Lummi Island, WA 98262
<b>Lummi Island Reefnet Fishing Sites</b>	Theme Three: Resources (Natural Resources & Human Impacts)					Lummi Island, WA 98262
<b>MV Indianapolis pilot house</b>	Theme Two: Movement (Water Highways)					Port Townsend, WA 98368
<b>MV Lotus</b>	Theme One: People (Water and Recreation)		National Register of Historic Places, Washington Heritage Register			Seattle, WA 98109
<b>MV Plover (Ferry)</b>	Theme Two: Movement (Water Highways)	Theme Three: Resources (Working Waterfronts)	National Register of Historic Places, Washington Heritage Register			245 Marine Drive, Blaine Harbor Berth A-11, Blaine, WA 98230

Resource Name	Primary Theme and Topic	Secondary Theme(s) and Topic(s)	Designations	Restrictions to Access	Key Site	Address
<b>MV Westward</b>	Theme One: People (Water and Recreation)		National Register of Historic Places, Washington Heritage Register			1010 Valley Street, Seattle, WA 98109
<b>Makah Cultural &amp; Research Center</b>	Theme One: People (Canoe Cultures)	Theme Three: Resources (Natural Resources & Human Impacts)			Y	1880 Bayview Ave, Neah Bay, WA 98357
<b>Manchester Dock (Pomeroy Park)</b>	Theme Two: Movement (Water Highways)	Theme One: People (Water and Recreation)				8067 E Main St, Port Orchard, WA 98366
<b>Manchester State Park</b>	Theme One: People (Water and Recreation)		Washington State Park			7767 E. Hilldale Road, Port Orchard, WA 98366
<b>Manis Mastodon Site</b>	Theme Three: Resources (Natural Resources & Human Impacts)		National Register of Historic Places, Washington Heritage Register			Address Restricted, Sequim, WA
<b>Maple Beach/ Boundary Bay</b>	Theme One: People (Communities Shaped by Water, Water and Recreation)					Boundary Bay Road, Point Roberts, WA 98281
<b>Marina Beach Park</b>	Theme One: People (Water and Recreation)					470 Admiral Way, Edmonds, WA 98020
<b>Marine Life Center (Bellingham)</b>	Theme Three: Resources (Natural Resources & Human Impacts)					1801 Roeder Ave, Bellingham, WA 98225
<b>Marine Park (Bellingham)</b>	Theme One: People (Water and Recreation)					100 Harris Ave, Bellingham, WA 98225
<b>Marine Park (Blaine)</b>	Theme One: People (Water and Recreation)					200 Marine Drive, Blaine, WA 98230
<b>Marine Supply and Hardware Complex</b>	Theme Three: Resources (Working Waterfronts)		National Register of Historic Places, Washington Heritage Register			202 Commercial Ave, Anacortes, WA 98221
<b>Maritime Gig Festival</b>	Theme One: People (Water and Recreation)			Public event		Gig Harbor, WA

Resource Name	Primary Theme and Topic	Secondary Theme(s) and Topic(s)	Designations	Restrictions to Access	Key Site	Address
<b>Maritime Heritage Park</b>	Theme One: People (Water and Recreation)	Theme Three: Resources (Natural Resources & Human Impacts)				500 W. Holly Street, Bellingham, WA 98225
<b>Marlyn Nelson County Park (former Port Williams)</b>	Theme One: People (Water and Recreation)		Washington Heritage Register			Port Williams County Park, 2499 Port Williams Rd, Sequim, WA 98382 98382
<b>Marrowstone Point Lighthouse</b>	Theme Two: Movement (Water Highways)		Determination of Eligibility to NR			616 Marrowstone Point Road, Nordland, WA 98358
<b>Mason County Historical Society Museum</b>	Theme One: People (Communities Shaped by Water)					427 West Railroad Avenue, Shelton, WA 98584
<b>MaST Center Aquarium</b>	Theme Three: Resources (Natural Resources & Human Impacts)					28203 Redondo Beach Dr S, Des Moines, WA 98198
<b>Matia Island Marine State Park</b>	Theme One: People (Water and Recreation)		Washington State Park			1567 Westside Road, Friday Harbor, WA 98250
<b>McAlmond House</b>	Theme One: People (Communities Shaped by Water)		National Register of Historic Places			242 Twin View Drive, Sequim, WA 98382
<b>McMicken Island Marine State Park</b>	Theme One: People (Water and Recreation)		Washington State Park			Eastsound, WA 98245
<b>Memorial Park (Friday Harbor)</b>	Theme One: People (Communities Shaped by Water)	Theme Two: Movement (Securing Our Shores)				Front and Spring Streets, Friday Harbor, WA 98250
<b>Miike Maru (first regularly scheduled steamer service between Asia and Seattle) Arrival Site Marker</b>	Theme Two: Movement (Trade and Shipping, Water Highways)	Theme One: People (Communities Shaped by Water)	Washington Heritage Register			On Alaskan Way street end between Union and University, Seattle, WA
<b>Mill District Cedar Stump Folly</b>	Theme One: People (Communities Shaped by Water)	Theme Three: Resources (Natural Resources & Human Impacts, Working Waterfronts)				Mill District Neighborhood, Seabrook, WA 98571

Resource Name	Primary Theme and Topic	Secondary Theme(s) and Topic(s)	Designations	Restrictions to Access	Key Site	Address
<b>Miller Peninsula State Park Property</b>	Theme One: People (Water and Recreation)		Washington State Park			Diamond Point Rd, Sequim, WA 98382
<b>Millwright Loop Trail</b>	Theme One: People (Water and Recreation)	Theme Three: Resources (Natural Resources & Human Impacts, Working Waterfronts)				1205 Craftsman Way, Everett, WA 98201
<b>Misery Point Preserve</b>	Theme Three: Resources (Natural Resources & Human Impacts)	Theme One: People (Water and Recreation)				Seabeck, WA 98380
<b>Moclips State Park Property</b>	Theme One: People (Water and Recreation)		Washington State Park			Moclips, WA 98562
<b>Monument Park</b>	Theme Two: Movement (Voyages of Exploration)	Theme One: People (Water and Recreation)				25 Marine Drive, Point Roberts, WA 98281
<b>Moran State Park</b>	Theme One: People (Water and Recreation)		Washington State Park			3572 Olga Road, Olga, WA 98279
<b>Mud Bay State Park Property</b>	Theme One: People (Water and Recreation)		Washington State Park			San Juan County, WA
<b>Mukai Cold Process Fruit Barrelling Plant</b>	Theme One: People (Communities Shaped by Water)	Theme Three: Resources (Natural Resources & Human Impacts)	National Register of Historic Places, Washington Heritage Register			18005 107th Avenue SW, Vashon, WA 98070
<b>Mukilteo Ferry Terminal</b>	Theme Two: Movement (Water Highways)	Theme One: People (Canoe Cultures)			Y	910 Front St, Mukilteo, WA 98275
<b>Mukilteo Lighthouse and Park</b>	Theme Two: Movement (Voyages of Exploration, Water Highways)	Theme One: People (Water and Recreation)	National Register of Historic Places, Washington Heritage Register		Y	609 Front St, Mukilteo, WA 98275
<b>Museum of History and Industry (MOHAI)</b>	Theme Two: Movement (Voyages of Exploration, Securing Our Shores, Water Highways)	Theme One: People (Communities Shaped by Water), Theme Three: Resources (Working Waterfronts)	National Register of Historic Places, Washington Heritage Register		Y	860 Terry Ave N, Seattle, WA 98109
<b>Museum of Northwest Art</b>	Theme One: People (Communities Shaped by Water)					121 N 1st St, La Conner, WA 98257

Resource Name	Primary Theme and Topic	Secondary Theme(s) and Topic(s)	Designations	Restrictions to Access	Key Site	Address
<b>Museum of the North Beach</b>	Theme One: People (Canoe Cultures, Communities Shaped by Water, Water and Recreation)	Theme Two: Movement (Voyages of Exploration, Securing Our Shores, Water Highways, Trade and Shipping)				4658 State Route 109, Moclips, WA 98562
<b>MV Skansonia</b>	Theme Two: Movement (Water Highways)					205 NE Northlake Way #6855, Seattle, WA 98105
<b>Mystery Bay State Park Property</b>	Theme One: People (Water and Recreation)		Washington State Park			7875 Flagler Road, Nordland, WA 98358
<b>National Nordic Museum</b>	Theme One: People (Communities Shaped by Water)				Y	2655 NW Market St, Seattle, WA 98107
<b>Naval Air Station Whidbey Island</b>	Theme Two: Movement (Securing Our Shores)			Not open to the public		3730 N Charles Porter Ave, Oak Harbor, WA 98278
<b>Naval Base Kitsap Bangor</b>	Theme Two: Movement (Securing Our Shores)			Not open to the public		Silverdale, WA 98315
<b>Naval Base Kitsap Bremerton</b>	Theme Two: Movement (Securing Our Shores)			Not open to the public		Bremerton, WA 98337
<b>Naval Guns From USS Boston (Hamlin Park)</b>	Theme Two: Movement (Securing Our Shores)					16006 15th Ave NE, Seattle, WA 98155
<b>Naval Lodge Elks Building</b>	Theme One: People (Communities Shaped by Water)		National Register of Historic Places			131 East First Street, Port Angeles, WA 98362
<b>Naval Magazine Indian Island</b>	Theme Two: Movement (Securing Our Shores)			Not open to the public		Port Hadlock, WA
<b>Naval Station Everett Neah Bay Lifesaving Station (U.S. Coast Guard Station Neah Bay)</b>	Theme Two: Movement (Securing Our Shores)			Not open to the public		2000 W Marine View Dr, Everett, WA 98201
	Theme Two: Movement (Water Highways)					31 Coast Guard Dr, Neah Bay, WA 98357



Resource Name	Primary Theme and Topic	Secondary Theme(s) and Topic(s)	Designations	Restrictions to Access	Key Site	Address
<b>New Dungeness - Old Town</b>	Theme One: People (Communities Shaped by Water)		Washington Heritage Register			End of Clark Road, Base of Dungeness Spit, Dungeness, WA
<b>New Dungeness Lighthouse</b>	Theme Two: Movement (Water Highways)	Theme One: People (Water and Recreation, Communities Shaped by Water)	National Register of Historic Places, Washington Heritage Register			Dungeness Spit, Sequim, WA 98382
<b>Nihon Go Gakko (now Japanese Cultural and Community Center of Washington)</b>	Theme One: People (Communities Shaped by Water)		National Register of Historic Places			1414 S Weller St, Seattle, WA 98144
<b>Nordland General Store</b>	Theme One: People (Communities Shaped by Water, Water and Recreation)	Theme Two: Movement (Voyages of Exploration)				Mystery Bay, Marrowstone Island, WA
<b>North Jetty State Park Property</b>	Theme One: People (Water and Recreation)		Washington State Park			E Ocean Shores Blvd SW, Ocean Shores, WA 98569
<b>North Olympic History Center research library</b>	Theme Two: Movement (Securing Our Shores, Water Highways)				Y	933 W 9th St, Port Angeles, WA 98363
<b>Northwest African American Museum</b>	Theme One: People (Communities Shaped by Water)					2300 S Massachusetts St, Seattle, WA 98144
<b>Northwest Maritime Center</b>	Theme Three: Resources (Working Waterfronts)	Theme One: People (Communities Shaped by Water, Water and Recreation), Theme Two: Movement (Water Highways)			Y	431 Water St, Port Townsend, WA 98368
<b>Northwest School of Wooden Boatbuilding</b>	Theme Three: Resources (Working Waterfronts)	Theme One: People (Communities Shaped by Water)				42 N. Water Street, Port Hadlock, WA 98339
<b>Northwest Seaport Maritime Heritage Center</b>	Theme Three: Resources (Working Waterfronts)	Theme Two: Movement (Water Highways)				Historic Ships Wharf, 860 Terry Ave. N, Seattle, WA 98109
<b>Norwegian Memorial</b>	Theme Two: Movement (Voyages of Exploration)		Within Olympic National Park			Clallam Bay, WA
<b>Norwegian Point Park</b>	Theme One: People (Water and Recreation)					38800-38952 Hansville Rd NE, Hansville, WA 98340

Resource Name	Primary Theme and Topic	Secondary Theme(s) and Topic(s)	Designations	Restrictions to Access	Key Site	Address
<b>Oak Harbor Main Street</b>	Theme One: People (Communities Shaped by Water)		Designated Main Street Community			830 SE Pioneer Way #105, Oak Harbor, WA 98277
<b>Obstruction Pass State Park</b>	Theme One: People (Water and Recreation)		Washington State Park			860 Trailhead Rd, Olga, WA 98279
<b>Ocean City Ocean Beach Access (OBA) State Park Property</b>	Theme One: People (Water and Recreation)		Washington State Park			37 2nd Ave, Ocean City, WA 98569
<b>Ocean City State Park</b>	Theme One: People (Water and Recreation)		Washington State Park			148 State Route 115, Hoquiam, WA 98550
<b>Old Cannery Building/ The Old Cannery Workers ILWU Local 37 Union Building</b>	Theme Three: Resources (Natural Resources & Human Impacts, Working Waterfronts)	Theme One: People (Communities Shaped by Water)				213 S Main St, Seattle, WA, 98104
<b>Old Cannery Park</b>	Theme Three: Resources (Natural Resources & Human Impacts)					Hoquiam, WA
<b>Old Highway 109</b>	Theme One: People (Communities Shaped by Water, Water and Recreation)	Theme Two: Movement (Voyages of Exploration, Water Highways)				Pacific Beach, WA 98571
<b>Old Man House State Park</b>	Theme One: People (Canoe Cultures)					Suquamish, WA 98392
<b>Old Spruce Heritage Tree</b>	Theme One: People (Communities Shaped by Water)	Theme Two: Movement (Voyages of Exploration)				Pacific Beach, WA 98571
<b>Olga State Park Property</b>	Theme One: People (Water and Recreation)	Theme Three: Resources (Natural Resources & Human Impacts)	Washington State Park			Olga Rd, Olga, WA 98279
<b>Olga Store</b>	Theme One: People (Communities Shaped by Water)		Washington Heritage Register			7034 Olga Rd, Olga, WA 98279
<b>Olympia Downtown</b>	Theme One: People (Communities Shaped by Water)		Designated Main Street Community			115 State Ave NW, Suite 104, Olympia, WA 98501

Resource Name	Primary Theme and Topic	Secondary Theme(s) and Topic(s)	Designations	Restrictions to Access	Key Site	Address
<b>Olympia Downtown Historic District</b>	Theme One: People (Communities Shaped by Water)		National Historic District			Roughly bounded by State Ave, 8th Ave, Columbia St, and Franklin St, Olympia, WA
<b>Olympia Harbor Days</b>	Theme One: People (Water and Recreation, Communities Shaped by Water)					Olympia, WA
<b>Olympia Historical Society and Bigelow House Museum</b>	Theme One: People (Communities Shaped by Water)				Y	918 Glass Ave NE, Olympia, WA 98506
<b>Olympic Coast Discovery Center</b>	Theme Three: Resources (Natural Resources & Human Impacts)					Wharf, 115 E Railroad Ave #208, Port Angeles, WA 98362
<b>Olympic Coast National Marine Sanctuary</b>	Theme Three: Resources (Natural Resources & Human Impacts)	Theme One: People (Canoe Cultures), Theme Two: Movement (Water Highways)	National Marine Sanctuary		Y	3,189 sq. mile region off coast off western Olympic Peninsula
<b>Olympic National Park (Port Angeles Visitor Center)</b>	Theme Three: Resources (Natural Resources & Human Impacts)		National Park		Y	3002 Mt Angeles Rd, Port Angeles, WA 98362
<b>Olympic National Park and Olympic Coast National Marine Sanctuary beaches and trails, such as Ozette Triangle; Rialto Beach; First, Second, and Third Beaches; Ruby Beach; and the Kalaloch Beaches</b>	Theme One: People (Water and Recreation, Canoe Cultures)		Within Olympic National Park and Olympic Coast National Marine Sanctuary		Y	Western coast of the Olympic Peninsula
<b>Orcas Hotel</b>	Theme One: People (Communities Shaped by Water)		National Register of Historic Places, Washington Heritage Register			Hotel Road, Orcas, WA 98280
<b>Orcas Island Ferry Terminal</b>	Theme Two: Movement (Water Highways)					8368 Orcas Rd, Orcas, WA 98280

Resource Name	Primary Theme and Topic	Secondary Theme(s) and Topic(s)	Designations	Restrictions to Access	Key Site	Address
<b>Orcas Island Historical Museum</b>	Theme One: People (Communities Shaped by Water)				Y	181 N Beach Rd, Eastsound, WA 98245
<b>Oyhut Ocean Beach Access (OBA) State Park Property</b>	Theme One: People (Water and Recreation)		Washington State Park			Ocean Shores, WA 98569
<b>Oysterfest (Shelton)</b>	Theme Three: Resources (Natural Resources & Human Impacts)	Theme One: People (Communities Shaped by Water)		Public event		Shelton, WA
<b>Ozette Triangle</b>	Theme One: People (Water and Recreation, Canoe Cultures)		Within Olympic National Park			Area between Ozette Lake and Pacific Coast, Clallam Bay, WA 98326
<b>Pacific Beach State Park</b>	Theme One: People (Water and Recreation)		Washington State Park			49 Second Street, Pacific Beach, WA 98571
<b>Panama Hotel and Tea House</b>	Theme One: People (Communities Shaped by Water)		National Historic Landmark			605 S Main St, Seattle, WA 98104
<b>Parthia (Tugboat)</b>	Theme Three: Resources (Working Waterfronts)	Theme Two: Movement (Water Highways)				Near Percival Landing, 217 Thurston Ave NW, Olympia, WA 98501
<b>Patos Island Lighthouse</b>	Theme Two: Movement (Water Highways)		National Register of Historic Places, Washington Heritage Register			North of Eastsound on Patos Island, Eastsound, WA
<b>Patos Island Marine State Park</b>	Theme One: People (Water and Recreation)		Washington State Park			Eastsound, WA 98245
<b>Peace Arch Historical State Park</b>	Theme Two: Movement (Voyages of Exploration)		National Register of Historic Places, Washington Heritage Register, Washington State Park		Y	19 A Street, Blaine, WA 98231
<b>Penn Cove</b>	Theme Two: Movement (Voyages of Exploration)					Coupeville, WA 98239
<b>Penrose Point State Park</b>	Theme One: People (Water and Recreation)		Washington State Park			321 158th Avenue SW, Lakebay, WA 98349

Resource Name	Primary Theme and Topic	Secondary Theme(s) and Topic(s)	Designations	Restrictions to Access	Key Site	Address
<b>Percival Landing</b>	Theme Three: Resources (Working Waterfronts)	Theme One: People (Water and Recreation)				217 Thurston Ave NW, Olympia, WA 98501
<b>Peter Roose Homestead</b>	Theme One: People (Communities Shaped by Water)		National Register of Historic Places, Olympic National Park			About 0.4 miles (0.64 km) north of Cape Alava Trail, 1.9 miles (3.1 km) west of Ozette, in Olympic National Park
<b>Pier 1 (Friday Harbor)</b>	Theme Two: Movement (Water Highways)	Theme One: People (Water and Recreation)				Friday Harbor, WA 98250
<b>Pier 62 Waterfront Park (Seattle)</b>	Theme One: People (Water and Recreation)	Theme Two: Movement (Trade and Shipping), Theme Three: Resources (Working Waterfronts)			Y	1951 Alaskan Way, Seattle, WA 98101
<b>Pike Place Market</b>	Theme Three: Resources (Natural Resources & Human Impacts)		National Historic District, City of Seattle Historic District		Y	85 Pike Street, Seattle, WA 98101
<b>Pioneer Square - Skid Road Historic District</b>	Theme One: People (Communities Shaped by Water)	Theme Two: Movement (Voyages of Exploration)	National Historic District			roughly bounded by Columbia St, Elliot Bay, Second Ave S, Fourth Ave S and Fifth Ave N, Seattle, WA 98104
<b>Pirate (R-class sloop)</b>	Theme One: People (Water and Recreation)		National Register of Historic Places			Center for Wooden Boats, 1010 Valley St, Seattle, WA 98109
<b>Pleasant Harbor State Park Property</b>	Theme One: People (Water and Recreation)		Washington State Park			U.S. Highway 101, Brinnon, WA 98320
<b>Point Defiance Ferry Terminal</b>	Theme Two: Movement (Water Highways)					5810 North Pearl St, Tacoma, WA 98405
<b>Point Defiance Park</b>	Theme One: People (Water and Recreation)					5400 N Pearl St, Tacoma, WA 98407
<b>Point Elliott Treaty Monument</b>	Theme Two: Movement (Voyages of Exploration)	Theme One: People (Canoe Cultures)	National Register of Historic Places, Washington Heritage Register	Currently missing		Junction of Lincoln Avenue and 3rd Street, Mukilteo, WA



Resource Name	Primary Theme and Topic	Secondary Theme(s) and Topic(s)	Designations	Restrictions to Access	Key Site	Address
<b>Point Hudson</b>	Theme Two: Movement (Securing Our Shores)	Theme One: People (Communities Shaped by Water, Water and Recreation), Theme Three: Resources (Working Waterfronts)	Within Port Townsend National Historic Landmark District		Y	Point Hudson, Port Townsend, WA 98368
<b>Point No Point Lighthouse</b>	Theme Two: Movement (Water Highways)		National Register of Historic Places, Washington Heritage Register		Y	9009 NE Point No Point Rd, Hansville, WA 98340
<b>Point of Arches State Park Property</b>	Theme One: People (Water and Recreation)		Washington State Park			Clallam Bay, WA 98326
<b>Point Roberts Marina</b>	Theme One: People (Communities Shaped by Water, Water and Recreation)	Theme Two: Movement (Water Highways), Theme Three: Resources (Natural Resources & Human Impacts)				713 Simundson Dr, Point Roberts, WA. 98281
<b>Point Robinson Lighthouse</b>	Theme Two: Movement (Water Highways)		National Register of Historic Places, Washington Heritage Register			3705 SW Point Robinson Rd, Vashon, WA 98070
<b>Point Ruston Historic Ferry</b>	Theme One: People (Communities Shaped by Water)	Theme Two: Movement (Water Highways)				Moving vessel. Moors at 4901 to 4905 Main St, Tacoma, WA 98407
<b>Point White Beach</b>	Theme One: People (Water and Recreation)					Bainbridge Island, WA 98110
<b>Point Wilson Lighthouse</b>	Theme Two: Movement (Water Highways)		National Register of Historic Places, Washington Heritage Register			On a point of land between Juan De Fuca Strait and Admiralty Inlet, Port Townsend, WA
<b>Polson Museum</b>	Theme Two: Movement (Trade and Shipping)	Theme Three: Resources (Natural Resources & Human Impacts)	National Register of Historic Places, Washington Heritage Register		Y	1611 Riverside Ave, Hoquiam, WA 98550
<b>Port Angeles Boat Haven</b>	Theme One: People (Water and Recreation)	Theme Two: Movement (Water Highways), Theme Three: Resources (Working Waterfronts)				Port Angeles, WA 98363

Resource Name	Primary Theme and Topic	Secondary Theme(s) and Topic(s)	Designations	Restrictions to Access	Key Site	Address
<b>Port Angeles City Pier and Floating Docks</b>	Theme One: People (Water and Recreation)	Theme Two: Movement (Water Highways), Theme Three: Resources (Working Waterfronts)				Port Angeles, WA 98362
<b>Port Angeles Civic Historic District</b>	Theme One: People (Communities Shaped by Water)		National Historic District			207, 215, 217, and 319 South Lincoln Street, Port Angeles, WA 98362
<b>Port Angeles Harbor Historical Marker</b>	Theme Two: Movement (Voyages of Exploration)					Port Angeles, WA 98362
<b>Port Angeles Platypus Marine Shipyard</b>	Theme Three: Resources (Working Waterfronts)	Theme Two: Movement (Trade and Shipping)				518 Marine Dr, Port Angeles, WA 98363
<b>Port Angeles West End Park and Waterfront Esplanade</b>	Theme One: People (Water and Recreation)					Port Angeles, WA 98362
<b>Port Gamble Forest Heritage Park</b>	Theme One: People (Water and Recreation)	Theme Three: Resources (Natural Resources & Human Impacts)				Olympic Resources Trails, Kingston, WA 98346
<b>Port Gamble Historic Museum</b>	Theme One: People (Communities Shaped by Water, Water and Recreation)	Theme Three: Resources (Natural Resources & Human Impacts, Working Waterfronts)				32400 N Rainier Ave, Port Gamble, WA 98364
<b>Port Gamble National Historic Landmark District</b>	Theme Three: Resources (Natural Resources & Human Impacts, Working Waterfronts)	Theme One: People (Communities Shaped by Water)				Port Gamble, WA
<b>Port of Allyn</b>	Theme Two: Movement (Water Highways)					18560 State Route 3, Allyn, WA 98524
<b>Port of Anacortes</b>	Theme Two: Movement (Water Highways)					100 Commercial Ave, Anacortes, WA 98221
<b>Port of Bellingham</b>	Theme Two: Movement (Water Highways)					1801 Roeder Ave, Bellingham, WA 98225

Resource Name	Primary Theme and Topic	Secondary Theme(s) and Topic(s)	Designations	Restrictions to Access	Key Site	Address
<b>Port of Bremerton</b>	Theme Two: Movement (Water Highways)					8850 SW State Hwy 3, Bremerton, WA 98312
<b>Port of Brownsville</b>	Theme Two: Movement (Water Highways)					9790 Ogle Rd NE # 1, Bremerton, WA 98311
<b>Port of Coupeville</b>	Theme Two: Movement (Water Highways)					765 Wonn Rd, Greenbank, WA 98253
<b>Port of Dewatto</b>	Theme Two: Movement (Water Highways)					2501 NE Dewatto Holly Rd, Tahuya, WA 98588
<b>Port of Edmonds</b>	Theme Two: Movement (Water Highways)					336 Admiral Way, Edmonds, WA 98020
<b>Port of Eglon Beach</b>	Theme Two: Movement (Water Highways)					33000 Eglon Rd NE, Kingston, WA 98346
<b>Port of Everett</b>	Theme Two: Movement (Water Highways)					PO Box 538, Everett, WA 98206
<b>Port of Friday Harbor</b>	Theme Two: Movement (Water Highways)					204 Front St, Friday Harbor, WA 98250
<b>Port of Grapeview</b>	Theme Two: Movement (Water Highways)					5061 E Grapeview Loop Rd, Allyn, WA 98524
<b>Port of Grays Harbor</b>	Theme Two: Movement (Water Highways)					326 Lamb St, Westport, WA 98595
<b>Port of Hoodspport</b>	Theme Two: Movement (Water Highways)					24113 US Highway 101 A, Hoodspport, WA 98548
<b>Port of Illahee</b>	Theme Two: Movement (Water Highways)					Illahsee Dock, Bremerton, WA 98311
<b>Port of Indianola</b>	Theme Two: Movement (Water Highways)					19830-19840 Indianola Rd NE, Indianola, WA 98342

Resource Name	Primary Theme and Topic	Secondary Theme(s) and Topic(s)	Designations	Restrictions to Access	Key Site	Address
<b>Port of Kingston</b>	Theme Two: Movement (Water Highways)					25864 Washington Blvd NE, Kingston, WA 98346
<b>Port of Manchester</b>	Theme Two: Movement (Water Highways)					8079 E Main St, Port Orchard, WA 98366
<b>Port of Olympia</b>	Theme Two: Movement (Water Highways)					606 Columbia St NW, Ste 300, Olympia, WA 98501
<b>Port of Olympia Billy Frank Jr. Waterfront Trail</b>	Theme One: People (Water and Recreation, Canoe Cultures)				Y	Olympia, WA 98501
<b>Port of Port Angeles</b>	Theme Two: Movement (Water Highways)					202 N Cedar St, Port Angeles, WA 98362
<b>Port of Port Angeles Log Yard</b>	Theme Two: Movement (Water Highways)					Port Angeles, WA 98363
<b>Port of Port Townsend</b>	Theme Two: Movement (Water Highways)					2701 Jefferson St, Port Townsend, WA 98368
<b>Port of Poulsbo</b>	Theme Two: Movement (Water Highways)					18809 Front St NE, Poulsbo, WA 98370
<b>Port of Seattle</b>	Theme Two: Movement (Water Highways)					2711 Alaskan Way, Seattle, WA 98121
<b>Port of Shelton</b>	Theme Two: Movement (Water Highways)					21 W Sanderson Way, Shelton, WA 98584
<b>Port of Silverdale</b>	Theme Two: Movement (Water Highways)					3550 NW Byron St, Silverdale, WA 98383
<b>Port of Skagit</b>	Theme Two: Movement (Water Highways)					613 S Second St, La Conner, WA 98257
<b>Port of South Whidbey Island</b>	Theme Two: Movement (Water Highways)					1804 Scott Rd #101, Freeland, WA 98249

Resource Name	Primary Theme and Topic	Secondary Theme(s) and Topic(s)	Designations	Restrictions to Access	Key Site	Address
<b>Port of Tacoma</b>	Theme Two: Movement (Water Highways)					One Sitcum Plaza, Tacoma, WA 98421
<b>Port of Tracyton</b>	Theme Two: Movement (Water Highways)					701 NW Tracy Ave, Bremerton, WA 98311
<b>Port Orchard Marina Park</b>	Theme One: People (Water and Recreation)					Port Orchard, WA 98366
<b>Port Townsend Ferry Terminal</b>	Theme Two: Movement (Water Highways)					4375 Erin St, Port Townsend, WA 98368
<b>Port Townsend Foundry</b>	Theme Three: Resources (Working Waterfronts)				Y	251 Otto St, Port Townsend, WA 98368
<b>Port Townsend Main Street</b>	Theme One: People (Communities Shaped by Water)		Designated Main Street Community			211 Taylor St, Ste 3, Port Townsend, WA 98368
<b>Port Townsend Marine Science Center</b>	Theme Three: Resources (Natural Resources & Human Impacts)					532 Battery Way, Port Townsend, WA 98368
<b>Port Townsend National Historic Landmark District</b>	Theme One: People (Communities Shaped by Water)	Theme Two: Movement (Securing Our Shores, Trade and Shipping)	National Historic Landmark District			Roughly bounded by Scott, Blaine, Walker, and Taft Streets and the waterfront, Port Townsend, WA
<b>Port Townsend Public Library Maritime Collection Center</b>	Theme One: People (Communities Shaped by Water)					1220 Lawrence Street Port Townsend, WA 98368
<b>Port Townsend Quincy Street Dock</b>	Theme Two: Movement (Water Highways)					Port Townsend, WA 98368
<b>Port Townsend Shipwrights Co-op</b>	Theme Three: Resources (Working Waterfronts)					919 Haines Pl, Port Townsend, WA 98368
<b>Port Townsend Union Wharf</b>	Theme Three: Resources (Natural Resources & Human Impacts, Working Waterfronts)					Port Townsend, WA 98368



Resource Name	Primary Theme and Topic	Secondary Theme(s) and Topic(s)	Designations	Restrictions to Access	Key Site	Address
<b>Posey Island Marine State Park</b>	Theme One: People (Water and Recreation)		Washington State Park			Pearl Island, Friday Harbor, WA 98250
<b>Possession Point State Park Property</b>	Theme One: People (Water and Recreation)		Washington State Park			8343 S Franklin Rd, Clinton, WA 98236
<b>Potlatch State Park</b>	Theme One: People (Water and Recreation)		Washington State Park			21020 N. US Highway 101, Shelton, WA 98584
<b>Poulsbo Maritime Museum</b>	Theme One: People (Communities Shaped by Water, Water and Recreation)	Theme Two: Movement (Trade and Shipping, Water Highways), Theme Three: Resources (Working Waterfronts, Natural Resources & Human Impacts)			Y	19010 Front Street NE, Poulsbo, WA 98370
<b>Pritchard Park</b>	Theme One: People (Water and Recreation, Communities Shaped by Water)					Eagle Harbor Dr NE, Bainbridge Island, WA 98110
<b>Puget Sound Estuarium</b>	Theme Three: Resources (Natural Resources & Human Impacts)					309 State Ave NE, Olympia, WA 98501
<b>Puget Sound Maritime Historical Society exhibits at the Museum of History and Industry (MOHAI)</b>	Theme Three: Resources (Working Waterfronts)	Theme One: People (Communities Shaped by Water), Theme Two: Movement (Securing Our Shores, Water Highways)			Y	860 Terry Ave N, Seattle, WA 98109
<b>Puget Sound Naval Shipyard</b>	Theme Two: Movement (Securing Our Shores)		National Historic Landmark	Not open to the public, but interpreted at the Puget Sound Navy Museum	Y	1400 Farragut St, Bremerton, WA 98314
<b>Puget Sound Navy Museum</b>	Theme Two: Movement (Securing Our Shores)				Y	251 First Street, Bremerton 98337

Resource Name	Primary Theme and Topic	Secondary Theme(s) and Topic(s)	Designations	Restrictions to Access	Key Site	Address
<b>Puyallup Tribal Museum</b>	Theme One: People (Canoe Cultures)			Under development	Y	Exact location TBD, Tacoma, WA
<b>Quillayute River Lifesaving Station (U.S. Coast Guard Station Quillayute River)</b>	Theme Two: Movement (Water Highways)					2-24 River Dr, La Push, WA 98350
<b>Quinault Cultural Center and Museum</b>	Theme One: People (Canoe Cultures)				Y	807 5th Ave, Taholah, WA 98587
<b>Quinault National Fish Hatchery</b>	Theme One: People (Canoe Cultures)	Theme Three: Resources (Natural Resources & Human Impacts)				3 Sockeye Rd, Humptulips, WA 98552
<b>Qweng7qwengila7 (Guemes Island)</b>	Theme One: People (Canoe Cultures)				Y	Guemes Island, WA 98221
<b>Race to Alaska</b>	Theme One: People (Water and Recreation)			Registered event		Port Townsend to Alaska
<b>Redondo Beach Pier, Boat Launch, and Boardwalk</b>	Theme One: People (Water and Recreation)					Des Moines, WA 98198
<b>Reil Harbor DNR Kayak Campsite</b>	Theme One: People (Water and Recreation)					Lummi Island, WA 98262
<b>Rialto Beach</b>	Theme One: People (Water and Recreation)		Within Olympic National Park			Olympic National Park, at the north edge of the mouth of the Quillayute River, WA 98331
<b>Richmond Beach Saltwater Park</b>	Theme One: People (Water and Recreation)					2021 NW 190th Street, Shoreline, WA 98177
<b>Right Smart Cove State Park Property</b>	Theme One: People (Water and Recreation)		Washington State Park			422 Wawa Point Rd, Brinnon, WA 98320
<b>Roche Harbor</b>	Theme Three: Resources (Natural Resources & Human Impacts, Working Waterfronts)	Theme One: People (Water and Recreation)	National Historic District			Roche Harbor, WA 98250

Resource Name	Primary Theme and Topic	Secondary Theme(s) and Topic(s)	Designations	Restrictions to Access	Key Site	Address
<b>Rockaway Beach</b>	Theme One: People (Water and Recreation)					Camano Island, WA 98282
<b>Rosario Estate (Rosario Resort and Spa)</b>	Theme One: People (Communities Shaped by Water)		National Register of Historic Places			1400 Rosario Rd, Eastsound, WA 98245
<b>Rothschild House State Park Heritage Site</b>	Theme One: People (Communities Shaped by Water)		National Register of Historic Places, Washington State Park			418 Taylor St, Port Townsend, WA 98368
<b>Ruby Beach</b>	Theme One: People (Water and Recreation)		Within Olympic National Park			Olympic National Park, WA 98331
<b>Saddlebag Island Marine State Park</b>	Theme One: People (Water and Recreation)		Washington State Park			Anacortes, WA 98221
<b>Salish 100</b>	Theme One: People (Water and Recreation)			Registered event		Olympia to Port Townsend
<b>Salt Creek Recreation Area</b>	Theme Two: Movement (Securing Our Shores)	Theme One: People (Water and Recreation)	Washington Heritage Register (Fort Hayden)		Y	Tongue Point Marine Life Sanctuary, 3506 Camp Hayden Rd, Port Angeles, WA 98363
<b>Saltwater State Park</b>	Theme One: People (Water and Recreation)		Washington State Park			25205 8th Place S, Des Moines, WA 98198
<b>San Juan Historical Museum</b>	Theme Three: Resources (Working Waterfronts, Natural Resources & Human Impacts)	Theme Two: Movement (Trade and Shipping)			Y	405 Price St, Friday Harbor, WA 98250
<b>San Juan Island National Historical Park</b>	Theme Two: Movement (Securing Our Shores)				Y	4668 Cattle Point Rd, Friday Harbor, WA 98250
<b>Scenic Beach State Park</b>	Theme One: People (Water and Recreation)		Washington State Park			9565 Scenic Beach Road NW, Seabeck, WA 98380
<b>Schooner Adventuress</b>	Theme One: People (Water and Recreation)		National Historic Landmark			Moving vessel. Sound Experience headquarters: 211 Seton Rd, Port Townsend, WA 98368

Resource Name	Primary Theme and Topic	Secondary Theme(s) and Topic(s)	Designations	Restrictions to Access	Key Site	Address
<b>Schooner <i>Equator</i> (Hull)</b>	Theme Two: Movement (Water Highways, Trade and Shipping)		National Register of Historic Places, Washington Heritage Register			1205 Craftsman Way, Everett, WA 98201
<b>Schooner <i>Martha</i></b>	Theme One: People (Water and Recreation)		National Register of Historic Places, Washington Heritage Register			Port Townsend, WA 98368
<b>Schooner <i>Suva</i></b>	Theme One: People (Water and Recreation)					24 Front St, WA, Coupeville, WA 98239
<b>Schooner <i>Zodiac</i></b>	Theme One: People (Water and Recreation)		National Register of Historic Places, Washington Heritage Register			Bellingham Cruise Terminal, 355 Harris Ave, Bellingham, WA 98225
<b>Seafarers' Memorial Park</b>	Theme Two: Movement (Voyages of Exploration)					601 Seafarers Way, Anacortes, WA 98221
<b>SeaFeast</b>	Theme Three: Resources (Natural Resources & Human Impacts)	Theme One: People (Communities Shaped by Water)		Public event		Bellingham, WA
<b>Seattle Aquarium</b>	Theme Three: Resources (Natural Resources & Human Impacts)					1483 Alaskan Way Pier 59, Seattle, WA 98101
<b>Seattle Ferry Terminal</b>	Theme Two: Movement (Water Highways)					801 Alaskan Way, Seattle, WA 98104
<b>Seattle Seafair</b>	Theme One: People (Communities Shaped by Water)			Public event		Seattle, WA
<b>Seattle Yacht Club - Main Station</b>	Theme One: People (Water and Recreation)		National Register of Historic Places, Washington Heritage Register			1807 E Hamlin St, Seattle, WA 98112
<b>Second Beach</b>	Theme One: People (Water and Recreation)		Within Olympic National Park			Olympic National Park, Pacific Coast south of La Push, WA 98350
<b>Seiner <i>Shenandoah</i></b>	Theme Three: Resources (Natural Resources & Human Impacts)		Washington Heritage Register			4121 Harborview Dr, Gig Harbor, WA 98332

Resource Name	Primary Theme and Topic	Secondary Theme(s) and Topic(s)	Designations	Restrictions to Access	Key Site	Address
<b>Semiahoo Park</b>	Theme One: People (Water and Recreation, Communities Shaped by Water)	Theme Three: Resources (Natural Resources & Human Impacts)				9261 Semiahmoo Parkway, Blaine, WA 98230
<b>Sequim Bay State Park</b>	Theme One: People (Water and Recreation)		Washington State Park			269035 US Highway 101, Sequim, WA 98382
<b>Sequim Museum &amp; Arts</b>	Theme One: People (Communities Shaped by Water, Water and Recreation)	Theme Two: Movement (Voyages of Exploration)				544 N Sequim Ave, Sequim, WA 98107
<b>Seventy48</b>	Theme One: People (Water and Recreation)			Registered event		Tacoma to Port Townsend
<b>Shaw Island Ferry Terminal</b>	Theme Two: Movement (Water Highways)					Blind Bay Rd, Shaw Island, WA 98286
<b>Shi Shi Beach and Point of Arches National Natural Landmark</b>	Theme One: People (Water and Recreation, Canoe Cultures)		National Natural Landmark, within Olympic National Park		Y	Shi Shi Beach Rd, Clallam Bay, WA 98326
<b>Shine Tidelands State Park Property</b>	Theme One: People (Water and Recreation)		Washington State Park			Shine Tidelands State Park Rd, Port Ludlow, WA 98365
<b>Ship Harbor Interpretive Preserve</b>	Theme One: People (Water and Recreation)	Theme Three: Resources (Natural Resources & Human Impacts)				Edwards Way, Anacortes, WA 98221
<b>Silverdale Waterfront Park</b>	Theme One: People (Water and Recreation)					3337 NW Bryon Street, Silverdale, WA 98383
<b>Skagit County Historical Museum</b>	Theme One: People (Communities Shaped by Water, Canoe Cultures)	Theme Three: Resources (Natural Resources & Human Impacts)			Y	501 S 4th St, La Conner, WA 98257
<b>Skagit Island Marine State Park</b>	Theme One: People (Water and Recreation)		Washington State Park			Skagit County, WA 98221
<b>Skansie Brothers Net Shed</b>	Theme Three: Resources (Natural Resources & Human Impacts, Working Waterfronts)		National Register of Historic Places, Washington Heritage Register		Y	3211 Harborview Dr, Gig Harbor, WA 98335



Resource Name	Primary Theme and Topic	Secondary Theme(s) and Topic(s)	Designations	Restrictions to Access	Key Site	Address
<b>Skokomish Tribal Museum</b>	Theme One: People (Canoe Cultures)				Y	80 N Tribal Center Rd, Skokomish, WA 98584
<b>Skull Island State Park Property</b>	Theme One: People (Water and Recreation, Canoe Cultures)		Washington State Park			Eastsound, WA 98245
<b>Skunk Bay Lighthouse</b>	Theme Two: Movement (Water Highways)					Hansville, WA
<b>Slater Museum of Natural History</b>	Theme Three: Resources (Natural Resources & Human Impacts)					1517-1565 N Union Ave, Tacoma, WA 98416
<b>Slip Point Light Station Keeper's Residence</b>	Theme Two: Movement (Water Highways)		Washington Heritage Register			North end of Frontier Street, Clallam Bay, WA
<b>Smith Island Lighthouse</b>	Theme Two: Movement (Water Highways)		National Register of Historic Places, Washington Heritage Register			Salish Sea north of Port Townsend and West of Oak Harbor, Smith Island, WA
<b>South Capitol Neighborhood Historic District</b>	Theme One: People (Communities Shaped by Water)		National Historic District			Roughly bounded by Capitol Lake, US 5 and 16th Ave., Olympia
<b>South Whidbey Historical Museum</b>	Theme Two: Movement (Water Highways)	Theme Three: Resources (Natural Resources & Human Impacts, Working Waterfronts)				312 Second Street, Langley, WA 98260
<b>South Whidbey State Park</b>	Theme One: People (Water and Recreation)		Washington State Park			4128 S. Smugglers Cove Road, Freeland, WA 98249
<b>Southworth Ferry Terminal</b>	Theme Two: Movement (Water Highways)					11564 SE State Highway 160, Southworth, WA 98386
<b>Spencer Spit State Park</b>	Theme One: People (Water and Recreation)	Theme Three: Resources (Natural Resources & Human Impacts)	Washington State Park			521 A. Bakerview Road, Lopez Island, WA 98261
<b>Squalicum Harbor and Boat Launch</b>	Theme One: People (Water and Recreation)					Bellingham, WA

Resource Name	Primary Theme and Topic	Secondary Theme(s) and Topic(s)	Designations	Restrictions to Access	Key Site	Address
<b>Squalicum Harbor, home to an interpretive walking trail, Fishermen's Memorial, and the Bellingham Dockside Market</b>	Theme Three: Resources (Natural Resources & Human Impacts, Working Waterfronts)				Y	2600 N Harbor Loop Dr, Bellingham, WA 98225
<b>Squaxin Island Tribe Museum, Library, and Research Center</b>	Theme One: People (Canoe Cultures)				Y	150 SE Kwuh-Deegs-Altsw, Shelton, WA 98584
<b>Steilacoom Historical Museum</b>	Theme Two: Movement (Voyages of Exploration, Trade and Shipping)	Theme One: People (Communities Shaped by Water, Water and Recreation)			Y	1801 Rainier St, Steilacoom, WA 98388
<b>Steilacoom Tribal Cultural Center and Museum</b>	Theme One: People (Canoe Cultures)				Y	1515 Lafayette St, Steilacoom, WA 98388
<b>Steilacoom Historic District</b>	Theme One: People (Communities Shaped by Water)		National Historic District			Between Nisqually Street and Puget Sound, Steilacoom, WA
<b>Stimson-Green Mansion</b>	Theme One: People (Communities Shaped by Water)	Theme Three: Resources (Natural Resources & Human Impacts)	National Register of Historic Places, Washington Heritage Register			1204 Minor Avenue, Seattle, WA
<b>Strawberry Island State Park Property</b>	Theme One: People (Water and Recreation)		Washington State Park			Oak Harbor, WA 98277
<b>Stretch Point State Park Property</b>	Theme One: People (Water and Recreation)		Washington State Park			780 E Eckert Rd, Grapeview, WA 98546
<b>Stuart Island Marine State Park</b>	Theme One: People (Water and Recreation)		Washington State Park			Stuart Island, WA 98250
<b>Sucia Island Marine State Park</b>	Theme One: People (Water and Recreation)	Theme Three: Resources (Natural Resources & Human Impacts)	Washington State Park		Y	Sucia Island, WA 98245
<b>Sunken Ship Breakwater</b>	Theme Two: Movement (Water Highways, Securing Our Shores)	Theme Three: Resources (Working Waterfronts)				Everett, WA 98201

Resource Name	Primary Theme and Topic	Secondary Theme(s) and Topic(s)	Designations	Restrictions to Access	Key Site	Address
<b>Sunrise Beach Park</b>	Theme One: People (Water and Recreation)		Washington Heritage Register			10015 Sunrise Beach Dr NW, Gig Harbor, WA 98332
<b>Suquamish Museum and Cultural Center</b>	Theme One: People (Canoe Cultures)				Y	6861 NE South St, Suquamish, WA 98392
<b>Suquamish Tribal Dock</b>	Theme Two: Movement (Water Highways)	Theme One: People (Water and Recreation, Canoe Cultures)				Suquamish, WA 98392
<b>Sv Nikolai Memorial</b>	Theme Two: Movement (Voyages of Exploration)				Y	5333 Upper Hoh Road, Forks, WA 98331
<b>Swadabs Waterfront Interpretive Park</b>	Theme One: People (Canoe Cultures)				Y	16969-16999 Reservation Rd, La Conner, WA 98257
<b>Swinomish Tribal Archives</b>	Theme One: People (Canoe Cultures)			Open by appointment only		17647 Snee Oosh Rd, La Conner, WA 98257
<b>Tahlequah Ferry Terminal</b>	Theme Two: Movement (Water Highways)					13247 SW Tahlequah Rd, Vashon, WA 98070
<b>Taylor Dock and over-water walkway</b>	Theme Three: Resources (Natural Resources & Human Impacts, Working Waterfronts)	Theme One: People (Water and Recreation)				Bayview Dr, Bellingham, WA 98225
<b>Taylor Shellfish Samish Oyster Bar and Shellfish Market</b>	Theme Three: Resources (Natural Resources & Human Impacts)					2182 Chuckanut Drive, Bow, WA 98232
<b>The Ferry House</b>	Theme One: People (Communities Shaped by Water)	Theme Two: Movement (Water Highways)	Within Ebey's Landing National Historical Reserve, contributing resource to Central Whidbey Island National Historic District			455 Ebey's Landing Rd, Coupeville, WA 98239
<b>The Hydroplane and Raceboat Museum</b>	Theme One: People (Water and Recreation)					5917 South 196th Street, Kent, WA 98032

Resource Name	Primary Theme and Topic	Secondary Theme(s) and Topic(s)	Designations	Restrictions to Access	Key Site	Address
<b>The Maiden of Deception Pass</b>	Theme One: People (Canoe Cultures)	Theme Three: Resources (Natural Resources & Human Impacts)	Within Deception Pass State Park			Fidalgo Island, Anacortes, WA 98221
<b>The Spit at Fishermen's Harbor</b>	Theme One: People (Water and Recreation)					Quilcene, WA 98376
<b>The Tree of Life - Kalaloch</b>	Theme Three: Resources (Natural Resources & Human Impacts)		Within Olympic National Park			Forks, WA 98331
<b>The Whale Museum (Friday Harbor)</b>	Theme Three: Resources (Natural Resources & Human Impacts)	Theme One: People (Communities Shaped by Water)			Y	62 First Street N, Friday Harbor, WA 98250
<b>Third Beach</b>	Theme One: People (Water and Recreation)		Within Olympic National Park			Olympic National Park, Pacific Coast south of La Push, WA 98350
<b>Thompson House (Port Gamble)</b>	Theme One: People (Communities Shaped by Water)					31799 State Route 104, Port Gamble, WA 98370
<b>Tin Slag Rock</b>	Theme Three: Resources (Natural Resources & Human Impacts, Working Waterfronts)					Bellingham, WA 98225
<b>Titlow Beach Marine Sanctuary</b>	Theme One: People (Water and Recreation)	Theme Two: Movement (Voyages of Exploration)				Tacoma, WA 98465
<b>Toandos Peninsula State Park Property</b>	Theme One: People (Water and Recreation)	Theme Three: Resources (Natural Resources & Human Impacts)	Washington State Park			Quilcene, WA 98376
<b>Tolmie State Park</b>	Theme One: People (Water and Recreation)		Washington State Park			7730 61st Ave. N.E., Olympia, WA 98506
<b>Tom Glenn Common</b>	Theme One: People (Water and Recreation)					One Bellwether Way, Bellingham, WA 98225
<b>Tommy Thompson Trail</b>	Theme One: People (Water and Recreation)					Anacortes, Washington 98221

Resource Name	Primary Theme and Topic	Secondary Theme(s) and Topic(s)	Designations	Restrictions to Access	Key Site	Address
<b>Tordenskjold halibut schooner</b>	Theme Three: Resources (Natural Resources & Human Impacts, Working Waterfronts)		National Register of Historic Places		Y	Historic Ships Wharf, 860 Terry Ave. N, Seattle, WA 98109
<b>Treaty of 1908 Marker</b>	Theme Two: Movement (Voyages of Exploration)					Stuart Island, WA 98250
<b>Triton Cove State Park Property</b>	Theme One: People (Water and Recreation)	Theme Three: Resources (Natural Resources & Human Impacts)	Washington State Park			Brinnon, WA 98320
<b>Tugboat <i>Sand Man</i> at Percival Landing</b>	Theme Three: Resources (Working Waterfronts)	Theme Two: Movement (Water Highways)	National Register of Historic Places, Washington Heritage Register		Y	217 Thurston Ave NW, Olympia, WA 98501
<b>Tulalip Tribes Hibelb Cultural Center</b>	Theme One: People (Canoe Cultures)				Y	6410 23rd Ave NE, Tulalip, WA 98271
<b>Turn Island Marine State Park</b>	Theme One: People (Water and Recreation)		Washington State Park			Turn Island, WA 98250
<b>Turn Point Lighthouse</b>	Theme Two: Movement (Water Highways)					Turn Island, WA 98250
<b>Twanoh State Park</b>	Theme One: People (Water and Recreation)	Theme Three: Resources (Natural Resources & Human Impacts)	Washington State Park			12190 E. State Route 106, Union, WA 98592
<b>Twin Harbors State Park</b>	Theme One: People (Water and Recreation)		Washington State Park			3120 Highway 105, Westport, WA 98595
<b>U.S. Marine Hospital (Pacific Tower or Pacific Medical Center)</b>	Theme One: People (Communities Shaped by Water)	Theme Two: Movement (Securing Our Shores)	National Register of Historic Places			1131 14th Ave S, Seattle, WA 98122
<b>U.S. Naval Hospital Chapel</b>	Theme One: People (Communities Shaped by Water)	Theme Two: Movement (Securing Our Shores)	King County Landmark			Shoreline, WA 98155
<b>U.S. Naval Undersea Museum</b>	Theme Two: Movement (Securing Our Shores, Voyages of Exploration)				Y	1 Garnett Way, Keyport, WA 98345



Resource Name	Primary Theme and Topic	Secondary Theme(s) and Topic(s)	Designations	Restrictions to Access	Key Site	Address
<b>USS Turner Joy</b>	Theme Two: Movement (Securing Our Shores)				Y	300 Washington Beach Ave, Bremerton, WA 98337
<b>University of Washington School of Oceanography</b>	Theme Two: Movement (Voyages of Exploration)					1501 NE Boat St, Seattle, WA 98195
<b>U.S. Quarantine Station Surgeon's Residence</b>	Theme One: People (Communities Shaped by Water)	Theme Two: Movement (Securing Our Shores)	National Register of Historic Places			101 Discovery Way, Diamond Point, Sequim, WA 98382
<b>U.S.C.G. Port Angeles Base</b>	Theme Two: Movement (Water Highways)			Not open to the public		Ediz Hook Rd, Port Angeles, WA 98362
<b>Useless Bay State Park Property</b>	Theme One: People (Water and Recreation)		Washington State Park			Clinton, WA 98236
<b>Vashon Island Ferry Terminal</b>	Theme Two: Movement (Water Highways)					10800 Vashon Hwy SW, Vashon, WA 98070
<b>Victim Island State Park Property</b>	Theme One: People (Water and Recreation)		Washington State Park			Victim Island, San Juan County, WA 98245
<b>Virginia V</b>	Theme Two: Movement (Water Highways)		National Historic Landmark		Y	Historic Ships Wharf, 860 Terry Ave. N, Seattle, WA 98109
<b>W.T. Preston &amp; Maritime Heritage Center</b>	Theme Two: Movement (Water Highways)	Theme Three: Resources (Working Waterfronts)	National Historic Landmark		Y	703 R Ave, Anacortes, WA 98221
<b>Wa Na Wari</b>	Theme One: People (Communities Shaped by Water)					911 24th Ave, Seattle WA 98122
<b>Wagner Houseboat</b>	Theme One: People (Communities Shaped by Water)		National Register of Historic Places, Washington Heritage Register			2770 Westlake Avenue North, Seattle, WA 98109
<b>Washington State History Museum</b>	Theme One: People (Communities Shaped by Water, Canoe Cultures)	Theme Two: Movement (Trade and Shipping, Voyages of Exploration), Theme Three: Resources (Natural Resources & Human Impacts, Working Waterfronts)			Y	1911 Pacific Ave, Tacoma, WA 98402

Resource Name	Primary Theme and Topic	Secondary Theme(s) and Topic(s)	Designations	Restrictions to Access	Key Site	Address
<b>Washington State Parks with access to the Seashore Conservation Area</b>	Theme One: People (Water and Recreation)	Theme Three: Resources (Natural Resources & Human Impacts)	Washington State Parks		Y	Southwestern coast of the Olympic Peninsula
<b>Washington Street Public Boat Landing Facility</b>	Theme One: People (Water and Recreation)		National Register of Historic Places, Washington Heritage Register			199 Alaskan Way, Seattle, WA 98104
<b>Waterman Dock</b>	Theme Two: Movement (Water Highways)					Port Orchard, WA 98366
<b>West Point Lighthouse</b>	Theme Two: Movement (Water Highways)		National Register of Historic Places, Washington Heritage Register			Seattle, WA 98199
<b>West Sound Marina</b>	Theme One: People (Water and Recreation)	Theme Two: Movement (Water Highways)				525 Deer Harbor Rd, Eastsound, WA 98245
<b>Westport Aquarium</b>	Theme Three: Resources (Natural Resources & Human Impacts)					321 E Harbor St, Westport, WA 98595
<b>Westport Light State Park</b>	Theme Two: Movement (Water Highways)		Washington State Park			1595 Ocean Avenue, Westport, WA 98595
<b>Westport Marina loading/unloading piers and seafood markets</b>	Theme Three: Resources (Natural Resources & Human Impacts)				Y	Westhaven Dr, Westport, WA 98595
<b>Westport Maritime Museum</b>	Theme Two: Movement (Water Highways, Securing Our Shores)	Theme Three: Resources (Natural Resources & Human Impacts)			Y	2201 Westhaven Dr, Westport, WA 98595
<b>Westport Viewing Tower</b>	Theme Two: Movement (Water Highways)					Westhaven Dr, Westport, WA 98595
<b>Westport Yachts</b>	Theme Three: Resources (Working Waterfronts)	Theme One: People (Water and Recreation)				637 Marine Dr, Port Angeles, WA 98363
<b>Weyerhaeuser Everett Office Building</b>	Theme Three: Resources (Natural Resources & Human Impacts)		National Register of Historic Places, Washington Heritage Register			1200 Millwright Loop West, Everett, WA 98201

Resource Name	Primary Theme and Topic	Secondary Theme(s) and Topic(s)	Designations	Restrictions to Access	Key Site	Address
<b>Whatcom Maritime Heritage Museum</b>	Theme Three: Resources (Natural Resources & Human Impacts, Working Waterfronts)					355 Harris Ave, Bellingham, WA 98225
<b>Whatcom Museum</b>	Theme One: People (Canoe Cultures)	Theme Two: Movement (Trade and Shipping), Theme Three: Resources (Working Waterfronts)	National Register of Historic Places, Washington Heritage Register (Old City Hall Building)		Y	250 Flora Street and 121 Prospect Street, Bellingham, WA 98225
<b>White River Valley Museum</b>	Theme One: People (Canoe Cultures)					918 H St SE, Auburn, WA 98002
<b>Wilkes Observatory Marker</b>	Theme Two: Movement (Voyages of Exploration)					Dupont, WA 98327
<b>Wing Luke Museum of the Asian Pacific American Experience</b>	Theme One: People (Communities Shaped by Water)		National Park affiliated area, Smithsonian affiliate		Y	719 S King St, Seattle, WA 98104
<b>Woodard Bay Natural Resources Conservation Area (Weyerhaeuser South Bay Log Dump Rural Historic Landscape)</b>	Theme Three: Resources (Natural Resources & Human Impacts, Working Waterfronts)	Theme One: People (Water and Recreation)	National Historic District			Olympia, WA 98506
<b>Wooden Boat Festival</b>	Theme One: People (Water and Recreation)	Theme Three: Resources (Working Waterfronts)				Port Townsend, WA
<b>Yama and Nagaya village sites</b>	Theme One: People (Communities Shaped by Water)		National Register of Historic Places, Washington Heritage Register			Bainbridge Island, WA
<b>Zuanich Point Park, including the Fishermen's Pavilion and Squalicum Boathouse</b>	Theme One: People (Water and Recreation)	Theme Three: Resources (Natural Resources & Human Impacts)				2600 N Harbor Loop Dr, Bellingham, WA 98225
<b>ʔiʔiṇəs: Ennis Creek village site</b>	Theme One: People (Canoe Cultures)				Y	Port Angeles, WA 98362

# Appendix C: Detailed Overview of Planning Process

### MARITIME WASHINGTON NATIONAL HERITAGE AREA BY THE NUMBERS

- 1 Steering Committee
- 5 Working Groups
- 67 planning team members
- 398 attendees at 17 public workshops, focus groups, and virtual office hour sessions
- 369 respondents to values survey
- 211 maritime sites submitted by the public
- 125 public comments on draft Management Plan
- 180+ individual interviews and meetings
- 40 Anchor Organizations
- 1,500+ volunteer hours

## INTRODUCTION

The Maritime Washington National Heritage Area was designated by Congress in 2019 with P.L. 116-9, the John Dingell, Jr. Conservation, Management, and Recreation Act, which both created the heritage area and outlined the requirements for this Management Plan. In addition to requirements for the plan's content (which can be found in [“Chapter Two: Directional Guidance” on page 50](#)), the legislation also provided guidelines for how this plan should be created. It specified that the planning process should “consider the interests of diverse units of government, businesses, organizations, and individuals in the National Heritage Area” and afford “adequate opportunity, including public hearings, for public and governmental involvement in the preparation of the Management Plan.”

As the local coordinating entity, the Washington Trust for Historic Preservation had three years to lead this cooperative and collaborative process to create a plan for the future of the Maritime Washington National Heritage Area (“Maritime Washington”). After that time, the Management Plan is to be reviewed by the National Park Service and Secretary of the Interior. The approval is considered to be a federal action and is subject to federal environmental laws and other requirements. Therefore, as part of the creation of this Management Plan, the planning team worked with the National Park Service and



Figure: High-level timeline of planning activities.

Washington's State Historic Preservation Officer to ensure compliance with the National Environmental Policy Act (NEPA) and Section 106 of the National Historic Preservation Act. Once the Management Plan is approved by the Secretary of the Interior, Maritime Washington will officially "launch," beginning implementation of this plan.

The planning period for the Maritime Washington Management Plan spanned from spring 2019 through spring 2022. The creation of this plan included the work and input of hundreds of community members. Efforts were led by a 67-person planning team—including a Steering Committee, five Working Groups, and Washington Trust staff—who contributed more than 1,500 volunteer hours to the endeavor. 638 unique participants with 1265 individual engagements through virtual workshops, surveys, and other activities also contributed greatly to charting the course ahead for Maritime Washington. Throughout the three-year planning period, Maritime Washington hosted 17 regional workshops, focus groups, summits, and virtual office hour sessions; met with more than 150 local organizations, community leaders, government officials, and individuals; presented about the heritage area to more than 1,000 people; and conducted a comprehensive virtual public review of this Management Plan document.

Beginning in spring 2020, the COVID-19 pandemic presented a major roadblock to planning efforts. Public safety measures and emergency regulations required that nearly all planning meetings and engagement activities be conducted virtually. The virtual environment provided some benefits, minimizing travel costs and enabling frequent cross-regional meetings of the Steering Committee, Working Groups, and local stakeholders. However, it also precluded most in-person presentations, public meetings, surveying, and focus groups. In addition, it made it more difficult to reach those without reliable internet access or those who prefer non-digital communication. The pandemic also required significant attention from Native American Tribes, local and state government agencies, businesses, nonprofits, and tourism-reliant organizations. As these groups scrambled to keep their organizations and communities afloat, many did not have additional time to engage with planning for the heritage area. Nonetheless, the Maritime Washington planning team was able to pivot, taking presentations and public workshops to a virtual format, moving hands-on engagement activities to an online setting, and testing many new web-based meeting tools on ever-patient committee members.



Despite the major upheavals caused by the COVID-19 pandemic, Washington’s maritime community rallied around this planning effort, working across industries and geographies to chart a course for Maritime Washington. While this Management Plan is the end-product of those planning efforts, the more valuable result of this collaborative process is a foundation of partnerships that will serve Maritime Washington and the broader community moving forward.

## **GUIDANCE FROM THE NATIONAL PARK SERVICE NATIONAL HERITAGE AREAS PROGRAM**

The **National Heritage Areas Program of the National Park Service** (NPS) supported planning efforts for Maritime Washington from the 2019 designation onwards. NPS staff provided technical assistance, review of both conceptual frameworks and draft sections of the Management Plan, and overall guidance, counsel, and support throughout the duration of the planning process. Specifically, Liz Vehmeyer, Assistant Coordinator of the National Heritage Areas Program, and Katie Durcan, Acting National Program Manager, diligently responded to inquiries regarding process and program requirements, while also providing strategic insight to the overall direction of the Management Plan. And the Maritime Washington planning team extends special thanks to Linda Stonier, National Heritage Areas Program Regional Staff Coordinator, for the many hours spent shepherding us through the process. Linda frequently attended Steering Committee meetings, participated in public outreach activities, engaged in monthly virtual meetings directly with Washington Trust staff, and reviewed several iterations of all elements included in this Management Plan. Linda ensured that Maritime Washington remained on track and focused on the program requirements. Maritime Washington is indebted to both Linda and Liz for the invaluable roles they played in bringing this Management Plan to fruition.

## **PLANNING TEAM**

Although many more individuals and organizations contributed greatly to the development of this Management Plan, the core planning team for the Maritime Washington National Heritage Area was made up of:

- Washington Trust staff
- A Steering Committee
- Five individual Working Groups
- Several consultants

## **WASHINGTON TRUST STAFF**

Washington Trust staff led coordination and outreach efforts for the creation of this Management Plan. This included general project oversight, management of the planning team, and drafting of the plan itself. Washington Trust staff also led public outreach efforts, including interviews of key individuals, presentations, meetings with potential partners, public workshops and focus groups, surveys and other input tools, and analyzing public input. Staff also performed administrative functions for the heritage area, managed funding, and coordinated with the National Park Service throughout the planning period.

“The planning process for the new Maritime Washington National Heritage Area brought together a wide range of maritime and community interests in a new way. As a former Port Commissioner, it was a joy to be part of a strong collaborative process to create a forward-looking vision for our future.”—Clare Petrich, Chair of Steering Committee, Petrich Marine Dock and the Washington Trust for Historic Preservation



*Image: Screenshot from joint virtual meeting of the Maritime Washington planning team in November 2021.*

Throughout this Management Plan, Washington Trust staff members focused specifically on the Maritime Washington program are often referred to as “Maritime Washington staff” for clarity.

## STEERING COMMITTEE

An initial ad hoc committee was convened in the spring of 2020 to begin strategizing for the Maritime Washington Management Plan. This committee was comprised of individuals who had been involved in the original 2010 feasibility study for the National Heritage Area, as well as several other community members who had expressed an interest in participating. The ad hoc committee included two members of the Washington Trust Board of Directors. This informal group laid the groundwork for planning efforts by outlining the roles and responsibilities of the Management Plan Steering Committee and assisting in identification and recruitment of members. The ad hoc committee also worked with staff to hire a planning consultant, responsible for creating an implementable work plan for developing the Management Plan and crafting a public engagement strategy for the next two years.

The Management Plan Steering Committee was first convened in July 2020 and met regularly throughout the development of this plan. The committee was tasked with:

- Guiding the collaborative process to develop a Management Plan
- Providing advice and recommendations on the plan’s direction
- Ensuring the public had plenty of opportunities to provide input

Within the Management Plan itself, the Steering Committee dedicated particular attention to the directional guidance, governance model, and partnership structures—although they contributed to and guided all elements of the plan. The committee provided input

on multiple drafts of the plan, reviewing and approving the final Management Plan for submittal to the Washington Trust Board of Directors for their final approval.

The Steering Committee is made up of 16 members and two advisors affiliated with the National Park Service. Selection of Steering Committee members was influenced by guidelines in the 2010 feasibility study for the Maritime Washington National Heritage Area, input from the ad hoc committee and Washington Trust Board of Directors, and discussions with local stakeholders. Members were selected to represent a range of interests from public agencies, private industries, heritage organizations, Native American Tribes, local governments, military groups, and others with a stake in the heritage area. Members were also chosen to represent multiple geographic regions, diverse perspectives, and varied skillsets from education to fundraising to administration.

## STEERING COMMITTEE MEMBERS



**Clare Petrich**, Committee Chair (non-voting), is a small business owner of Petrich Marine Dock, with strong ties to Tacoma's maritime heritage. She served for 24 years on the Tacoma Port Commission and led efforts to establish the Northwest Seaport Alliance with the Port of Seattle. Co-founder and former chair of the Commencement Bay Maritime Fest in Tacoma, Clare currently serves on the boards of the Youth Marine Foundation, World Affairs Council, and Washington Trust for Historic Preservation. She is also President of Tacoma Sister Cities and Washington State Representative for Sister Cities International. She is a past

President of the Puget Sound Regional Council's Economic Development District Board and Secretary of the Trade Development Alliance of Greater Seattle and Sister Cities International. Previously, Clare was the Board President of the Tacoma Historical Society. Clare is a graduate of Manhattanville College in New York and received her master's degree from the University of Virginia.

**Lance Bailey**, former Development Services Director, City of Port Townsend



**Jake Beattie** is the Executive Director of the Northwest Maritime Center (NWMC) and creator of the Race to Alaska. At the NWMC, his work has been focused on growing the mission and impact of the organization to a regionally serving organization—from helping school districts holistically embrace maritime education, to growing new and existing programs and signature events, and the acquisitions of both for-profit and not-for-profit organizations. In its 10th year, the NWMC now has programs and mission impact that span from Tacoma to Ketchikan, Alaska. Beattie grew up in Bellingham, then graduated from the George Washington University

with a degree in international politics and economics. After graduation, he spent a number of years sailing on the East Coast on various educational tallships. Beattie has been professionally connected to the water for more than 20 years in sail training, U.S. sailing instruction, as a licensed captain, instructing for Outward Bound, and has spent time as a mate on tugs and coastal freighters serving remote Alaskan villages. He came to the Northwest Maritime Center in 2010 after a six-year stint as Deputy Director for Seattle's Center for Wooden Boats.





**Les Bolton**, a member of the Pacific Northwest Maritime Heritage Council since 1990, has spent more than 35 years working in the maritime heritage field. During his 24-year tenure as Executive Director of Grays Harbor Historical Seaport in Aberdeen, he served 10 years on the board of Tall Ships America and was the West Coast Chair of their Ship Operations and Safety Committee. He also served on the Olympic Coast National Marine Sanctuary Advisory Council for nine years and on the Grays Harbor Economic Development Council Government Affairs Committee for 10 years. An alumnus of the Seminar of Historical Administration in

Colonial Williamsburg and the Nonprofit Executive Leadership Institute at University of Washington, Les has been an active participant and planner of West Coast maritime events since the 1980s. He has worked with numerous Tribes and individuals to help organize cross-cultural welcoming and healing ceremonies from southern California to British Columbia. Les lives in Aberdeen with his wife Liz and splits his time between personal projects and working with nonprofits on project management and strategic planning.



**Dr. Allyson Brooks** is the State Historic Preservation Officer and Executive Director of the Washington State Department of Archaeology and Historic Preservation. She has been appointed to this position by three consecutive governors. As the Agency Director, Dr. Brooks is the CEO, CIO, and CFO of the department, as well as the Tribal liaison to 36 Native American Tribes. She supervises staff in the areas of archaeology, physical anthropology, historic preservation, grants and contracts administration, information technology, and policy development. In addition to this role, Dr. Brooks has served as an instructor for the National

Preservation Institute since 2004. Previously, she held positions with the Minnesota Department of Transportation, BRW Inc., the South Dakota State Historical Preservation Center, and USDA Black Hills National Forest. Dr. Brooks holds her PhD in Anthropology from the University of Nevada, her MPA from the Daniel J. Evans School of Public Affairs at the University of Washington, her MSc in Industrial and Historical Archaeology from Rensselaer Polytechnic Institute, and her BA from McGill University. She is active with Preservation Action, the National Conference of State Historic Preservation Officers, the National Academy of Sciences, the Thurston County League of Women Voters, and Temple Beth Hatfiloh. She currently serves as an ex-officio board member for the Association of Washington Archaeologists and the Washington Trust for Historic Preservation.

**Catherine Collins**, Executive Director, Sound Experience/Schooner *Adventuress*



**Kate Dean** was elected to join the Jefferson County Board of County Commissioners in 2017 and represents District 1, Port Townsend. Kate moved to Jefferson County in 1999 and spent 10 years farming and working to grow the local food economy through businesses she co-founded including FinnRiver Farm and Mt. Townsend Creamery. Her experience as an entrepreneur is critical to her understanding of the local economy and community. Kate left the farm but didn't go far; she started a consulting business that had her working on natural resources issues locally and regionally.

Kate coordinated the Jefferson Landworks Collaborative, a farmland preservation and enterprise development initiative; managed Washington State University Extension's Small Farm Program; worked for the Washington Department of Labor and Industries; and was the Regional Director for the North Olympic Development Council. Kate holds her master's in Public Administration from the Evans School of Public Policy and Governance at the University of Washington. Her publications include "USDA Farmland Changing Hands" and "Preparing for Climate Change on the North Olympic Peninsula." In her spare time, Kate can be found gardening, riding her bike, or in the mountains with her two children.

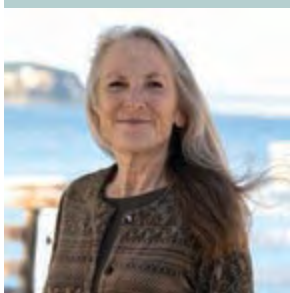
**Lindy Doshier**, Executive Director, Naval Undersea Warfare Museum and Puget Sound Navy Museum



**Fred Goldberg** is the Managing Partner of Goldberg Investments and Vice Chairman of the Board of Trustees for The Evergreen State College. He is currently a board member for the Gates Foundation Advisory Board, Supply Chain. Fred is the Co-Founder, Principal, and retired Director of Saltchuk Resources, Inc. He has formerly served as a board member for the Initiative for Global Development and St. Peter Hospital. Fred is the retired Director of Columbia Bank and Key Bank of Washington, retired Chair of Tollycraft Yachts and the Civil Service Commission in Olympia, and previous advisor to USP, a pharmacological not-for-profit group that is a watchdog for world drug safety. Fred is a member of the Olympia Rotary Club, Founding Director of the Washington Center for Performing Arts and the Governors Festival of Arts, Founding President of POSSCA (Patrons of South Sound Cultural Activities), and a board member for the Washington State Historical Association. Fred has also published in *Nature Reviews* magazine with a focus on developing incentives for new antibiotic development.



**Peter Herzog** is the Assistant Director of Parks Development for Washington State Parks. Peter's early career included jobs as a ski patroller, park aide, interpretive assistant, and park ranger in Washington's state park system. His interests then shifted to park planning, and he helped develop State Parks' Classification and Management Planning Program, which is now the agency's standard for park planning. Peter has held positions managing the agency's stewardship and park planning programs and in 2013 was appointed Assistant Director for the Parks Development Division, where he oversees the agency's technical programs including capital development, resource stewardship, real estate, park planning, and business development. In his free time, he likes to travel with his wife and children, fly model airplanes, and serve as chief groundskeeper for his family home. Peter has been State Parks' designee on the Recreation and Conservation Funding Board since 2014.



**Lynn Hyde** is the Executive Director of Historic Whidbey, a Coupeville preservation nonprofit "committed to the protection, preservation, and promotion of historic sites on Whidbey Island through education and advocacy." She is currently managing the rehabilitation of the 1866 Granville Haller House. Lynn is also the



former Board Vice President of the Coupeville Historic Waterfront Association, the town's Main Street organization. A former high school English teacher in Seattle Public Schools, she furthered her love of regional history in interpretation and education at North Cascades National Park, Ebey's Landing National Historical Reserve, and San Juan Island National Historical Park from 2011 through 2017. She organized the 2017 Tall Ships Parade through Admiralty Inlet in commemoration of the 225th anniversary of George Vancouver's expedition in the Salish Sea. An avid hiker and kayaker, Lynn is co-author (with her subject) of *Crags, Eddies, and Riprap: The Sound Country Memoir of Wolf Bauer*, about the Northwest's pioneering climber, kayaker, and shoreline ecologist for more than 70 years.



**Philip H. Red Eagle** was born in 1945 in Tacoma. His mother, Marian Steilacoom, of Salish decent, was born near Port Angeles. His father, Philip Red Eagle, a member of the Dakota Tribe, was born near the Missouri River on the Fort Peck Indian Reservation in Montana. Phillip spent the first 14 years of his life in Tacoma, attending Stanley and McCarver schools before moving to Sitka, Alaska, with his family in 1959. Philip joined the Navy shortly after graduating from high school, serving in Vietnam for five years from 1969 to 1973. After Vietnam, Philip returned to Washington and began undergraduate studies at the University of Washington where he earned two bachelor's degrees. Nearly from the beginning, Philip played an important role in the annual Tribal Canoe Journeys, a tradition started in 1989 by Emmett Oliver of the Quinault Nation. Within the next few years, Philip found himself intimately involved in a cultural renaissance that involved multiple generations of a still-growing number of Indigenous nations. Philip is also the Director of the Carvers' Camp which was formed in 2004 to teach carving to the people of the Canoe Nations. A publisher and a writer, Philip organized The Raven Chronicles, a Seattle-based nonprofit literary arts magazine, in the early '90s. Philip's writings have since been published by various journals, magazines, and newspapers, and his book, *Red Earth: A Vietnam Warrior's Journey*, is in its second printing. Through his poetry, writings, art, community engagement, and myriad other ways, Philip promotes the revival of and respect of Indigenous cultures.

**Tim Stapleton** is the Natural Areas and Natural Heritage Assistant Division Manager for the Washington Department of Natural Resources (DNR), a new husband and dad, dog co-manager to Genepi and Wes Paul, and Kentucky transplant. While swabbing the decks in the environmental remediation industry for nearly a decade, Tim also served as mayor in the small, charming eastern Kentucky town of Worthington, where he fell in love with working directly with the public and stakeholders to solve problems collaboratively. Although there was no shortage of opportunities to work through challenges for a private company and weather the seas, it was the public-driven processes, learned through baptism by fire as the executive of a city, that taught Tim how to manage competing interests and set sail in a direction that people can believe in. This experience helped him tremendously in his environmental remediation days and continues to influence the way Tim steers his ship through stormy seas. With a love for conservation and recreation, Tim completed his MA in Sport Management and set sail towards a career in outdoor recreation. After filling in some crew gaps for the agency, Tim dropped anchor in the coolest job at DNR as Conservation Program Manager.



**Peter Steinbrueck** is a former Commissioner for the Port of Seattle. Born and raised in Seattle, he graduated from Bowdoin College with a major in government and earned his master's degree in architecture from the University of Washington. As a former three-term Seattle city council member from 1997 to 2007, Peter led numerous legislative efforts to advance innovative programs and policies in comprehensive planning, land use and development, parks and open space, affordable housing, climate protection and renewable energies, water conservation, municipal waste reduction, and urban mobility. In 2008, Peter founded Steinbrueck

Urban Strategies, a mission-driven professional consulting practice with an emphasis on driving best practices for greening cities. Peter volunteers and has served on the boards and advisory councils of many organizations locally and nationally, including AIA Center for Civic Leadership, Harvard University Working Group for Sustainable Cities, Walkable Livable Communities Institute, National Alliance to End Homelessness, Washington Environmental Council, Seattle Library Foundation, Market Foundation, Feet First, United Indians of All Tribes Labateyah Youth Home, and Green Seattle Partnership. Peter is the proud father of two fine young men, Ben and Mason.



**Monique Valenzuela** serves as the Executive Director of the Youth Marine Foundation (YMF), an organization dedicated to serving youth by providing hands-on maritime and marine science programs year-round at their campus in the Foss Waterway. Her current role at the Youth Marine Foundation has combined her experience of providing teenagers with life-changing opportunities through on-water programs using vessels as a training and leadership development platform. Her goal is to identify and remove barriers that underserved youth traditionally face that prevent them from participating in maritime and marine science

programs provided on Puget Sound. Monique is a servant leader dedicated to community through service on various boards, involvement in business organizations, and commitment to nonprofit endeavors. She was appointed by the Tacoma City Council to serve for five years as a member of the Tacoma Public Utility Board, is an inaugural founding officer of the Washington Tourism Alliance, served as the Honorary Vice Commander of the Western Air Defense Sector at Joint Base Lewis-McChord, and advocated for military families in the Puget Sound area in Washington, DC. A tireless Tacoma advocate, Monique takes advantage of the urban scene and enjoys the recreational opportunities of the Foss Waterway.

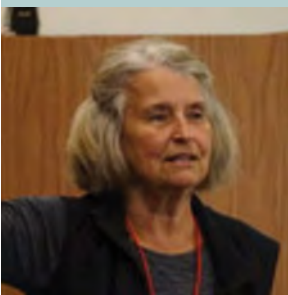


**Steve Walker** currently serves on the board of the Working Waterfront Coalition of Whatcom County and resides in Bellingham. His career in recreation and land management includes stints as a ranger with Washington State Parks, the adviser for Western Washington University's Outdoor Center, the steward for Whatcom Land Trust, and two terms as the Executive Director for the Community Boating Center.



**Linda Stonier** is Maritime Washington's National Park Service (NPS) liaison and a non-voting member of the Steering Committee. As the Regional Coordinator for the National Heritage Areas Program of the National Park Service in Interior Regions 8, 9, 10, and 12 (formerly the Pacific West Region), Linda serves the designated and emerging National Heritage Areas in California, Nevada, Washington, Oregon, and Hawaii. She is also on the staff of the Rivers, Trails, and Conservation Assistance Program of NPS, providing planning and technical assistance to community-based conservation and outdoor recreation projects throughout California.

Linda began her career as a city planner in New Haven, Connecticut. She joined the National Park Service in 1988. Linda holds a master's in city and regional planning from the University of California, Berkeley. She loves teamwork and helping communities discover, enjoy, and steward their own unique places.



**Dr. Stephanie Toothman** is a technical advisor to the Maritime Washington National Heritage Area and non-voting member of the Steering Committee. Stephanie retired in June 2017 as Associate Director of Cultural Resources, Partnerships, and Science after 39 years with the National Park Service (NPS). In May 2018, she returned to NPS as a Special Assistant to the Acting Associate Director under a special appointment authority for retired employees whose skills and knowledge can continue to benefit NPS. Before serving as Associate Director, Stephanie was the Chief of Cultural Resources for the Pacific West Region and also served

as Regional Historian and Chief of Cultural Resources for the Pacific Northwest Region. She entered NPS as a historian with the National Register of Historic Places and spent two years with the Heritage Conservation and Recreation Service before it was folded back into NPS in 1981. Stephanie brings a multi-disciplinary perspective to resource management, with degrees in American Studies from Smith College and American Civilization from the University of Pennsylvania. She received the Distinguished Service Award in 2017. She is a member of the Washington Trust Board of Directors.

## WORKING GROUPS

Five Working Groups assisted the Steering Committee in the creation of this Management Plan, with each focusing on a specific element of the heritage area. With the exception of the Tribal Working Group (discussed in greater detail below), these Working Groups were responsible for guiding, advising, and contributing to individual sections of this Management Plan, including the Interpretive, Branding and Marketing, Business, and Implementation Plans. These Working Groups were created in late 2020 and early 2021, meeting monthly for the majority of 2021, and contributing expertise and guidance into the spring of 2022. Given the overlap of their respective subjects, individual Working Groups regularly received updates from one another and occasionally met collectively with each other or with the Steering Committee.

Overall, the Working Groups included 60 members, representing a wide range of geographies and sectors. Working Group members were selected and recruited with guidance from the Steering Committee, advice from key individuals and organizations within the maritime community, and research conducted by Maritime Washington staff. Some members of the Steering Committee also opted to join Working Groups to offer additional support and assist with communication between the planning bodies. In addition to geographic and organizational diversity, Working Group members were selected based on their expertise and skillsets relevant to their assigned section of the Management Plan.

Working Groups included:

- **Interpretation:** Focused on the Interpretive Plan, this group helped determine interpretive themes and subthemes, identify key resources, and craft strategies for sharing sites and stories within the heritage area.
- **Branding and Marketing:** This group worked closely with a consultant to craft the Branding and Marketing Plan. In collaboration with the Tribal Working Group and Steering Committee—as well as their own outreach efforts—members of this group advised on the creation of the Maritime Washington brand and contributed to the development of a communication strategy.
- **Business:** Focused on the Business Plan, this group provided substantial input and advice regarding financial planning, funding models, and potential subgranting programs. In combination with the Steering Committee, they also contributed to the governance, partnership, and staffing structures.
- **Implementation:** Responsible for the Implementation Plan, this group focused the programs and actions of the heritage area, using public input and knowledge of their own communities to determine how Maritime Washington could provide the most value to the region. They spent significant time brainstorming and evaluating potential program ideas and determining when and how the heritage area could implement them.
- **Tribal:** This Working Group provided input and advice on all elements of the Management Plan—from key sites to logos—with a particular focus on ongoing Tribal collaboration frameworks. For more information on the Tribal Working Group and specific Tribal outreach, see the “Tribal Engagement” section below.

## **WORKING GROUP MEMBERS**

### **Interpretation Working Group**

- Joe Dolan, San Juan Island National Historic Park
- Brandon Cadwell, San Juan Island National Historic Park
- Danelle Feddes Eaton, Puget Sound Navy Museum
- Gideon Cauffman, City of Oak Harbor
- Jerald Weaver, Olympic National Park
- Lynn Hyde, Historic Whidbey
- Maria Batayola, Filipino American National Historical Society, Jump Start Consulting
- Nathaniel Howe, Cutwater Archaeology Maritime Heritage Consulting Services
- Saxon Thomas Bisbee, Northwest Seaport
- Stephanie Toothman, Washington Trust for Historic Preservation
- Theresa Trebon, Swinomish Indian Tribal Community

### **Business Working Group**

- Alicia Barnes, Puget Sound Maritime Historical Society
- Colleen Browne, Northwest Seaport
- Fred Goldberg, Saltchuk Industries
- Kelly Clark, Washington Trust for Historic Preservation
- Samuel Shogren, Shogren Consulting Group LLC/Pacific Northwest Maritime Heritage Council

### **Branding & Marketing Working Group**

- Amy Nesler, San Juan Islands Visitors Bureau
- Carol Riley, Olympia Harbor Days Festival
- Catherine Collins, Sound Experience and Schooner *Adventuress*
- Chuck Fowler, South Sound Maritime Heritage Association
- Feliks Banel, KIRO Radio, editor of *Columbia* magazine
- Jake Beattie, Northwest Maritime Center
- Jennifer Mortensen, Washington State Historical Society
- Kelly Hart, Allied Arts of Whatcom County
- Mike Moe, Washington Tourism Alliance
- Patti Gobin, Tulalip Tribes
- Philip Red Eagle, Tribal Canoe Journeys, Artist, Writer
- Sara Sarmiento Ruiz, Salish Sea Sciences



- Shelly Leavens, Jefferson County Historical Society

### **Implementation Working Group**

- Anneka Olson, Stepherson & Associates Communications
- Charles Beall, Seattle Area National Park Sites
- Debra Alderman, *Virginia V* Foundation
- Greg Griffith, formerly of the Washington State Department of Archaeology and Historic Preservation
- Jackie Ferry, Samish Indian Nation
- Kate Dean, Jefferson County
- Les Bolton, Pacific Northwest Maritime Heritage Council
- Michelle Hannum, Cardno
- Robert Steelquist, Trust Board of Ebey's Landing National Historical Reserve
- Steve Walker, Working Waterfront Coalition of Whatcom County

### **Tribal Working Group**

- Annette Bullchild, Nisqually Indian Tribe
- Frances Charles, Lower Elwha Klallam Tribe
- Gail Chehak, American Indian Alaska Native Tourism Association (AIANTA)
- Jackie Ferry, Samish Indian Nation
- Janet Smoak, Suquamish Tribe
- Janine Ledford, Makah Tribe
- Jeffrey Thomas, Puyallup Tribe of Indians
- Leonard Forsman, Suquamish Tribe
- Lorraine Lewis, American Indian Alaska Native Tourism Association (AIANTA)
- Luke Strong-Cvetich, Jamestown S'Klallam Tribe
- Patti Gobin, Tulalip Tribes
- Philip Red Eagle, Tribal Canoe Journeys, Artist, Writer
- Rebekah Monette, Makah Tribe
- Stormy Purser, Port Gamble S'Klallam Tribe
- Theresa Trebon, Swinomish Indian Tribal Community
- Tina Jackson, Suquamish Tribe
- Tootie James, Quinault Indian Nation
- William White, Lower Elwha Klallam Tribe

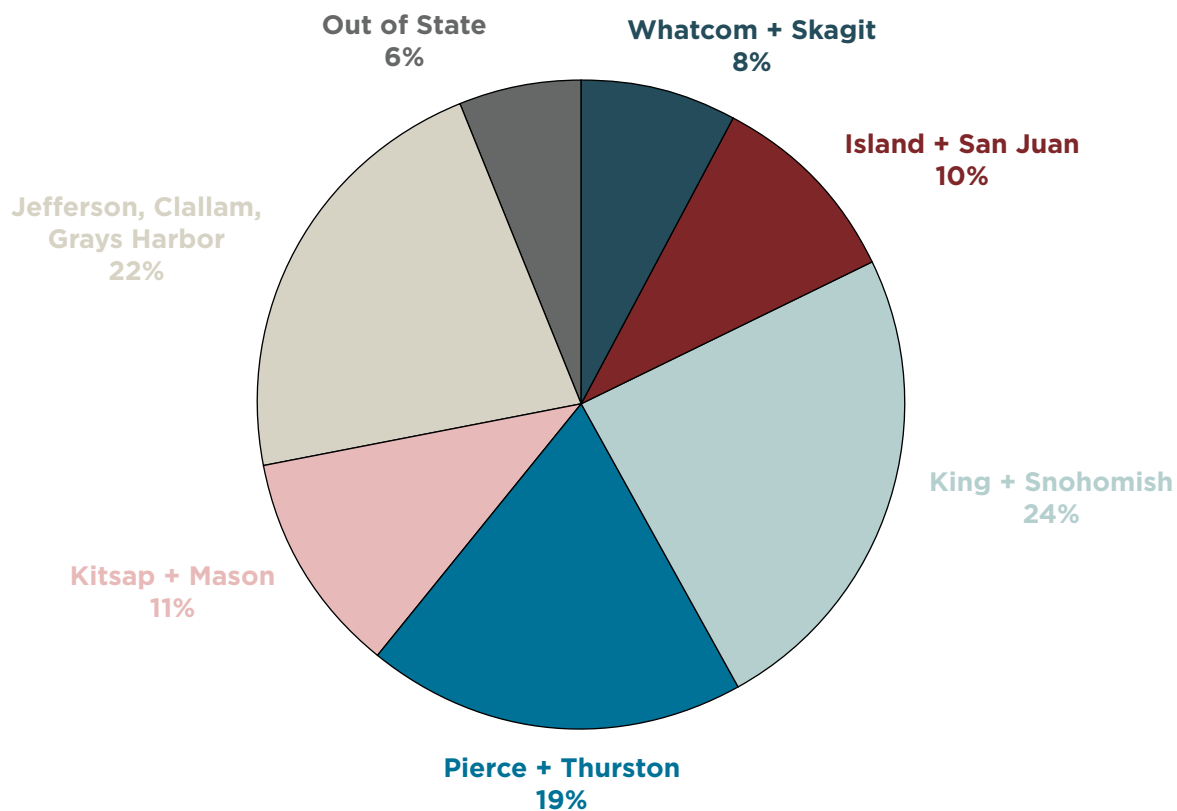
## Consultants

External consultants were engaged as advisors and subject matter experts at strategic points in the creation of this Management Plan. BERK Consulting, a Seattle-based firm with expertise in community planning and outreach, helped craft public engagement strategies, timelines, and a workplan for the process of creating this Management Plan. Their talented team also provided planning and facilitation support for public engagement activities in the fall of 2021. JayRay, a Tacoma firm specializing in branding, advertising, and strategic communication, was engaged as a branding consultant and skillfully navigated the complex waters of crafting a brand identity and marketing strategy in collaboration with a large planning team. Renowned public historian and expert in Washington State history Dr. Lorraine McConaghy provided detailed review of the Historical Overview (see [“Chapter Three: Interpretive Plan: Historical Overview” on page 82](#)), contributing greatly to its accuracy and nuance.

## Full planning team efforts

Overall, the planning team included 67 volunteer members of Working Groups and the Steering Committee, and four Washington Trust staff. The team contributed invaluable expertise, guidance, and nearly 1,500 volunteer hours towards the creation of this Management Plan. They represented 52 different organizations, Native American Tribes, government agencies, and private businesses, providing a range of perspectives that mirrors the diversity of interests within the heritage area. They also reflected the large geographic size of Maritime Washington, drawing from all corners of the heritage area to provide unique regional knowledge and interests.

**Figure: Geographic Distribution of Planning Team**



Above all, however, the planning team represented the shared desire of the maritime community to come together towards a common goal. Despite their diverse needs and backgrounds, the planning team united around the aim of celebrating, maintaining, and sharing Washington's maritime heritage. The connections and relationships formed through this planning effort are just the beginning of the collaboration that Maritime Washington hopes to catalyze moving forward.

“Through my involvement in the Working Groups and Steering Committee and as an Anchor Organization, I was struck that complexity is the strength of Maritime Washington... You and your team built a network of diverse organizations and interests and created something that will provide support and resources that will underpin the preservation of our region's maritime identity.”—Jake Beattie, Northwest Maritime Center

## TRIBAL ENGAGEMENT

There are 18 federally recognized Tribes whose lands and waters are included in the Maritime Washington National Heritage Area. Each of these Tribes is a sovereign nation and, while there are some commonalities among them, each has its own unique customs, culture, interests, and concerns related to the resources and histories in the heritage area. As such, Washington Trust approached engagement with Tribes differently than its general outreach to the public. The goal for working with Tribes in the development of this Management Plan was to build a foundation for long-term relationships and collaboration.

Throughout the management planning period, Maritime Washington staff and leadership conducted regular outreach to the 18 federally recognized Tribes of the area, including:

- Formal letters of introduction
- A joint Tribal kick-off meeting
- Invitations to send representatives to the Tribal Working Group
- Written updates on planning efforts
- Invitations to regional workshops, focus groups, and virtual summits
- Individual meetings with Tribal leaders, Tribal Historic Preservation Officers, cultural resource staff, and other representatives
- Outreach specific to the Resource Inventory and identification of key sites

In June 2020, staff sent a formal letter to Tribal Chairs in June 2020 introducing the heritage area and inviting Tribal involvement at all levels. This outreach led to several initial conversations with Tribal leaders and staff members, who provided helpful guidance and introductions for future engagement. In addition, staff and the Steering Committee worked through existing relationships to identify and connect with appropriate contacts, as the preferred point of contact and engagement process varies by Tribe. Staff also contacted the Tribal Historic Preservation Officers (THPOs) for those Tribes who have them.

In February 2021, with the assistance from Tribal leaders, Maritime Washington convened

a virtual meeting for Tribal members to introduce the heritage area, answer questions, and collaboratively discuss how the program could address the needs and goals of Tribes. All Tribal Chairs received formal invitations to the meeting, and emails were also sent to THPOs and other cultural resource staff members. 13 members from seven Tribes, as well as a representative from the American Indian Alaska Native Tourism Association, attended the meeting. Those present for the meeting recommended the creation of a Working Group specifically for Tribal members, in addition to inviting Tribal members to join the existing Working Groups.

In March 2021, a Tribal Working Group was established to advise, direct, and guide the development of the heritage area. This group was unique from other Working Groups both in scope and membership. Unlike the Interpretation, Branding, Business, and Implementation Working Groups, the Tribal Working Group provided input and advice on all elements of the Management Plan—from key sites to logos—with a particular focus on ongoing Tribal collaboration frameworks. Each Tribe was invited to send as many representatives as they wished to the Working Group, and the door was kept open for additional members to join at any time. Members of the Tribal Working Group were identified from formal invitations to Tribal Chairs, informal networking, and connections from those already in the group. Overall, the group included 17 members representing 11 of the region's 18 Tribes, as well as two representatives from the American Indian Alaska Native Tourism Association. Several members of the Tribal Working Group went on to join other Working Groups as well.

The Tribal Working Group met monthly throughout most of 2021 and continued to provide input on the Management Plan into 2022. The Tribal Working Group advised on overall vision and services, branding efforts, the refinement of interpretive themes, identification of key sites, potential partnership models, and ongoing strategies for Tribal collaboration. Members of the Tribal Working Group—including Dennis Lewarch, Tribal Historic Preservation Officer for the Suquamish Tribe, and Theresa Trebon, Archivist, Records



Image: Screenshot from virtual meeting of the Tribal Working Group in March 2021.





*Image: Welcoming ceremony for the umiak Octopus, Lummi Nation Stommish Grounds, September 2021.*

Manager, and Historian for the Swinomish Indian Tribal Community—also provided reviews of and revisions to this document, with particular attention to the Interpretive Plan.

In discussions with this team, it was determined that the Working Group was a valuable collaborative tool and should be continued beyond the period of developing the Management Plan. Moving forward, Maritime Washington will maintain and grow a Tribal Working Group that will continue to serve as a communications bridge to Tribal councils, advise on the setting of annual goals, contribute content and ideas for partner workshops, and assist in the identification of resources for partners to learn more about Tribal heritage and collaboration. For more details on the future of the Tribal Working Group, see [“Chapter Six: Business Plan: Governance Structure” on page 220](#).

While many Tribes participated in the Working Group, some preferred to participate in planning efforts via other channels, such as focus groups, site visits, or one-on-one meetings. Other Tribes did not engage substantially in the planning process. Regardless of their level of participation, all Tribes received regular written updates on the heritage area and received individual invitations to public engagement activities. Additionally, all Tribes were contacted during the development of the Resource Inventory (see [“Appendix B: Resource Inventory” on page 354](#)) and selection of key sites (see [“Chapter Four: Key Sites from Resource Inventory” on page 132](#)) to determine which sites they might like to highlight and which they would prefer to keep private. Throughout the creation of public materials and this Management Plan, staff made concerted efforts to respect those sites and resources that are private to Tribes and not appropriate for public knowledge.

The Washington Trust recognizes that it operates within the ancestral homelands and Indigenous communities that preceded European settlement and that building relationships with Tribes and Tribal members requires ongoing, sustained collaboration. Maritime Washington staff will continue outreach to those not yet involved with the Tribal Working Group. In collaborating with these 18 sovereign nations, as well as Tribal groups that are not federally recognized, the Washington Trust will remain flexible, respectful, and focused on listening and relationship-building rather than directives.



## PUBLIC ENGAGEMENT ACTIVITIES

Summary of Engagement Activities			
Activity	Date(s)	Number of Participants	Publicity/invites
Steering Committee	June 2020-present	18	Individual outreach
Working Groups	Winter 2021-present	60	Individual outreach
Meetings	2019-2022	150 (estimated)	Individual outreach
Key individual interviews	December 2020-February 2021	33	Individual outreach
Presentations	2019-2022	1,330	Outreach to various local groups, participation in regional conferences or government meetings
Survey	February-June 2021	369	Postcard, emails, social media, Anchor Organizations, press release
Maritime Mapper	March-December 2021	71 (contributing 211 submissions)	Postcard, emails, social media, Anchor Organizations, press release
Regional Workshops	April-May 2021	338	Postcard, emails, social media, Anchor Organizations, press release
Focus Groups	April-May 2021	127	Individual invitations, Anchor Organization recommendations
Virtual summits	September-October 2021	87	Individual invitations, Anchor Organization recommendations
Public review of Management Plan	February 2022	125	Emails, social media, Anchor Organizations, individual outreach, press release

## RESEARCH AND PREPARATIONS

In addition to the Steering Committee, Working Groups, and Tribal outreach, the creation of this Management Plan was driven by public input. To guide this engagement process, Maritime Washington staff began by researching the audience for Maritime Washington: all those who live, work, and play along our state's saltwater shores.

This included commissioning a **demographic profile** of the engagement region, defined by the planning team as 10 miles inland from the heritage area's formal boundaries. This profile included statistics on where populations are concentrated, average ages, races and ethnicities, languages spoken, levels of internet access, and household incomes. This information helped shape outreach strategies: should translators be hired for public meetings? Where would digital-only outreach be insufficient? Were our stakeholders more likely to read the Sunday paper or browse TikTok? This profile also served as a helpful benchmark throughout the engagement period.

Staff also created an **audience map**, or database of potential stakeholders, with the goal of identifying all those who should be contacted throughout the public outreach period. With guidance from the Steering Committee, staff researched and collected contact information for:

- Tribal governments, museums, and preservation-related staff
- Elected officials and administrators for local cities, counties, and port districts
- State-level elected officials and agencies
- Maritime heritage organizations
- Museums, historical societies, and preservation groups
- Community groups and cultural centers
- Environmental organizations and land trusts
- Educational and marine science institutions
- Maritime-related businesses, trades, and industries
- Recreational groups
- Tourism agencies
- Other entities and organizations that might have an interest in the future of Maritime Washington

This research—augmented by networking and additional conversations throughout the planning period—guided the development of audience-specific engagement strategies, with different outreach strategies tailored to different types of stakeholders. The audience was split into five cohorts to help organize those outreach strategies. While each cohort included a wide range of individuals and organizations with a similarly wide range of interests in the heritage area, the cohort model guided the methods of outreach that would be used to reach each group. For example, members of “Cohort C: Heritage, Cultural, Environmental, and Educational Organizations” might be more willing to put in the time and effort required to join a Working Group than members of “Cohort B: Community Members,” who might prefer to give input via a short survey.



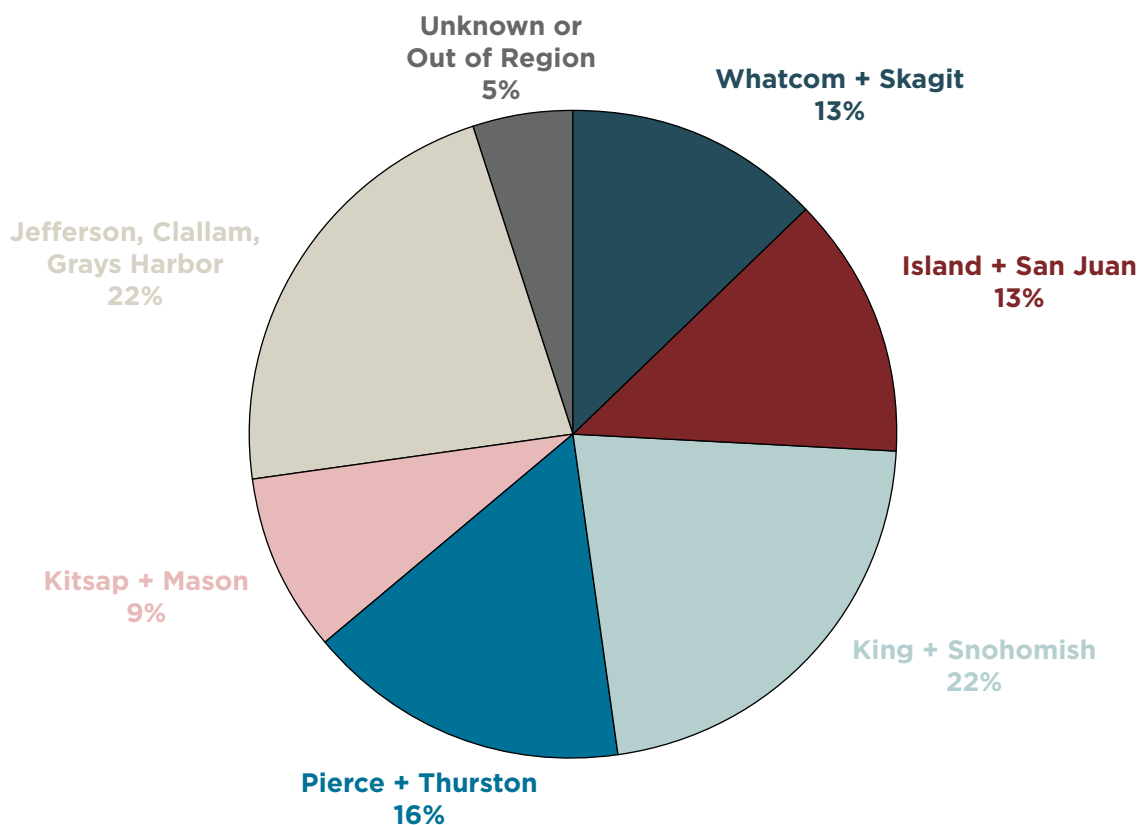
*Image: Screenshot from virtual regional workshop for the Olympic Peninsula in April 2021.*

Management Planning Engagement Cohorts			
Cohort	Audience Types	Audience Subtypes	Cohort Description
A	Tribes	<ul style="list-style-type: none"> <li>• Tribal Historic Preservation Officers</li> <li>• Tribal Coalitions</li> <li>• Tribal Government</li> <li>• Tribal Heritage Orgs</li> </ul>	Sovereign nations with jurisdiction over lands that overlap Maritime Washington boundaries. Tribes should be engaged individually, not as a group. While there may be some commonalities among Tribes, each Tribe will have unique interests or concerns. The appropriate point of contact and engagement process will vary by Tribe.
B	Community Members	N/A	As they constitute a population, individual community members cannot be identified in advance. However, a Community Profile will help identify types of communities to engage. Contact information for interested individuals must be collected during the communications and engagement process through opt-in methods.
C	Heritage and Cultural Organizations	<ul style="list-style-type: none"> <li>• Arts &amp; Culture Orgs</li> <li>• Historical Societies</li> <li>• Maritime Orgs</li> <li>• Museums</li> <li>• Neighborhood Groups</li> <li>• Preservation Groups</li> </ul>	Non-governmental entities, many of which are not-for-profit, that likely have paid staff, a clear organizational structure, and identifiable points of contact. Many have missions that are aligned with the focus of Maritime Washington and are likely to be supportive of its mission. Likely have limited resources and staff time, though some can play a role in engaging their members and communities. Some were engaged in the feasibility study process and will have familiarity with the heritage area as a result.
	Environmental Organizations	<ul style="list-style-type: none"> <li>• Land Trusts</li> <li>• Not-For-Profit Orgs</li> <li>• Scientific Research Orgs</li> </ul>	
	Educational Institutions	<ul style="list-style-type: none"> <li>• Higher Ed Institutions</li> <li>• School Districts</li> </ul>	
D	Business, Industry, and Economic Development	<ul style="list-style-type: none"> <li>• Chambers of Commerce</li> <li>• Economic Development Entities</li> <li>• Main Street Orgs</li> <li>• Maritime Trades and Industries</li> </ul>	Non-governmental entities, many of which are for-profit or support for-profit industries, that likely have paid staff, a clear organizational structure, and identifiable points of contact. Many were not engaged in feasibility study process. It may be hard to get their attention, and some may not see benefit of Maritime Washington to their interests.
	Tourism and Recreation	<ul style="list-style-type: none"> <li>• Recreational Organizations</li> <li>• Tourism</li> </ul>	
E	Local Governments	<ul style="list-style-type: none"> <li>• Cities and Towns</li> <li>• Counties</li> <li>• Historic Preservation Commissions</li> <li>• Ports</li> </ul>	Known entities with jurisdiction over lands that overlap Maritime Washington boundaries. During the COVID-19 pandemic, many jurisdictions may not feel they have capacity to engage in a new initiative such as the heritage area. One way to overcome this challenge is to work through personal networks and connections.
	Public Lands Agencies	<ul style="list-style-type: none"> <li>• Lighthouses</li> <li>• National Natural Landmarks</li> <li>• National Parks</li> <li>• National Wildlife Refuges</li> <li>• State Parks</li> </ul>	

The heritage area audience was also divided into **engagement regions** to facilitate data tracking and ensure equitable geographic outreach. Engagement regions included:

- North Coast: Whatcom and Skagit Counties
- Islands: San Juan and Island Counties
- East Sound: Snohomish and King Counties
- South Sound: Pierce and Thurston Counties
- Hood Canal: Mason and Kitsap Counties
- Olympic Peninsula: Jefferson, Clallam, and Grays Harbor Counties

**Figure: Geographic Distribution of Outreach Activity Participants (By Counties)**



The planning team also worked with consultants specialized in public planning and outreach to develop a set of principles to guide public engagement, including:

1. **Approach the effort with a long-term ramp in mind** that extends beyond the development of the Management Plan into launch and administration of the heritage area. Engage audiences both regionally and topically to establish local communities and area-wide networks that will support the long-term facilitation of Maritime Washington.
2. **Activate partners in the engagement effort**, with the Washington Trust as a coordinator but not necessarily the direct facilitator of all engagement tactics. Work with partners to decentralize engagement and build organizations' sense of ownership in the heritage area.



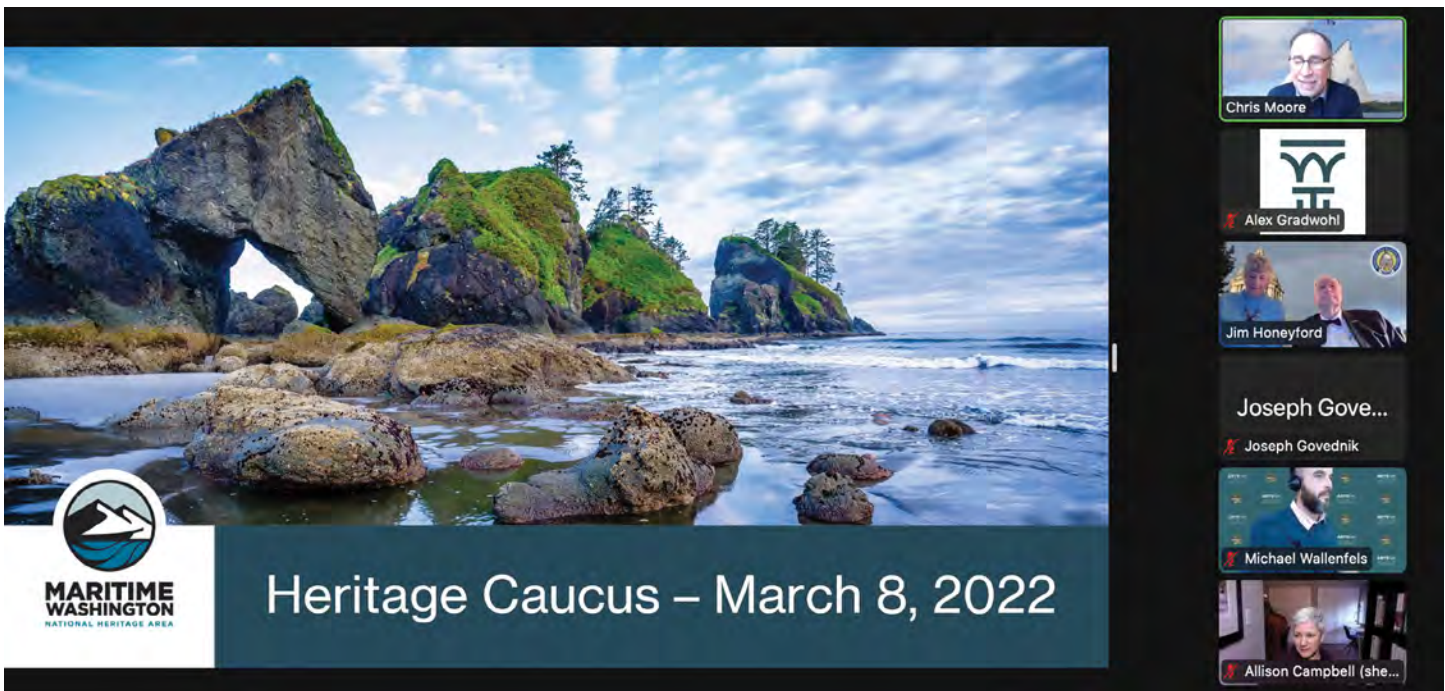


Image: Screenshot of Maritime Washington staff virtually presenting to Washington State legislators at Heritage Caucus in March 2022.

3. **Practice two-way engagement** activities that both inform stakeholders and solicit input.
4. **Recognize members of the public as key stakeholders.**
5. **Ensure equitable opportunity and ability for stakeholders to engage.** Maritime Washington should be forward-looking and inclusive of all voices with ties to maritime culture in Washington, not just those voices that have historically dominated the space. To achieve this inclusivity, staff should design outreach and engagement opportunities that proactively seek out and uplift perspectives from communities that have been historically excluded from mainstream maritime culture. These communities include communities of color, women, immigrants, and more. Maritime Washington will need to overcome systemic barriers in this effort and should avoid overburdening any communities, especially Tribes and under-resourced communities, by avoiding transactional engagement and instead focusing on building relationships, offering options for light-effort and non-time-intensive participation, and clearly communicating value propositions for communities who engage.
6. **Practice flexibility to overcome COVID-19-related restrictions** and other foreseeable and unforeseeable challenges. Take advantage of the strengths of online engagement if that is the primary mode of engagement.

Using these guidelines and engagement frameworks, the planning team developed distinct strategies for working with the diverse audiences of Maritime Washington. To refine those strategies, the Steering Committee and Maritime Washington staff identified a number of individuals who could help provide insight and guidance on engagement with specific communities. Through **33 key individual interviews**, the planning team learned more about what value Maritime Washington could bring to individual groups, what concerns certain communities may have about the heritage area, and how we could best engage with our diverse audiences.



### Key Individual Interviews:

- American Indian Alaska Native Tourism Association (AIANTA)
- Amy Nesler, San Juan Island Visitors Bureau
- Andrea Imler, Washington Trails Association
- Andrée Hurley, Washington Water Trails Association (WWTA)
- Betsy Davis, Northwest School of Wooden Boatbuilding
- Brent Mason, Foss Waterway Seaport
- Bruce Skinner, Washington Festivals & Events Association
- Caroline Grauman-Boss, Salish Sea Sciences
- Cassie Chinn, Wing Luke Museum
- Chuck Fowler, South Sound Maritime Heritage Association
- David Blandford, Washington Tourism Alliance
- Denise Frey, Bremerton Chamber of Commerce
- Directors of Washington State Main Street Programs within the heritage area
- Erik Kingfisher, Jefferson Land Trust
- George Galasso, Olympic Coast National Marine Sanctuary (NOAA)
- Guy Hoppen, Gig Harbor Boat Shop
- Jo Wolfe, Skagit County Historical Museum
- Joe Cline, *48 North* magazine
- John Floberg, Washington State Parks Foundation
- Joseph Govednik and Samuel Shogren, Pacific Northwest Maritime Heritage Council
- Josh Anderson, Center for Wooden Boats
- Joshua Berger, Maritime Blue Initiative
- Karen Affeld, North Olympic Peninsula Development Council
- Leonard Garfield, Museum of History & Industry (MOHAI)
- Lisa Lefeber, Port of Everett
- Maria Batayola, Filipino American National Historical Society, Jump Start Consulting
- Nicholas Carr, Forterra
- Pete Langley, Port Townsend Marine Trades Association
- Peter Schrappen, Northwest Marine Trades Association
- Saxon Bisbee, Northwest Seaport
- Shelly Leavens, Jefferson County Historical Society
- Stephanie Lile, Harbor History Museum
- The Honorable Leonard Forsman, Suquamish Tribal Council

## Anchor Organizations

Additionally, Maritime Washington identified influential regional organizations that could help expand the reach of the planning team. These organizations, called **Anchor Organizations**, were recruited to help spread the word about the heritage area and engage their communities in the visioning process for Maritime Washington. They helped encourage their own audiences to participate in Maritime Washington planning activities, such as surveys, workshops, and focus groups, and also provided advice about outreach methods and messaging. Additionally, these Anchor Organizations grew to be trusted advisors for the planning team, providing input on Management Plan content and reviewing drafts of this document.

Anchor Organizations were originally identified by recommendations from the Steering Committee and key individual interviews. However, as the planning period continued, more organizations volunteered and joined as Anchor Organizations. By the time the planning period concluded, the planning team was supported by 40 Anchor Organizations, representing communities from Bellingham to Blaine. Anchor Organizations included a wide range of entities, from local governments and ports to tourism agencies and Main Street organizations, local historical societies and maritime heritage groups, and military museums and youth education organizations. For more detailed information on each of the Anchor Organizations, please visit [www.preservewa.org/anchors](http://www.preservewa.org/anchors).

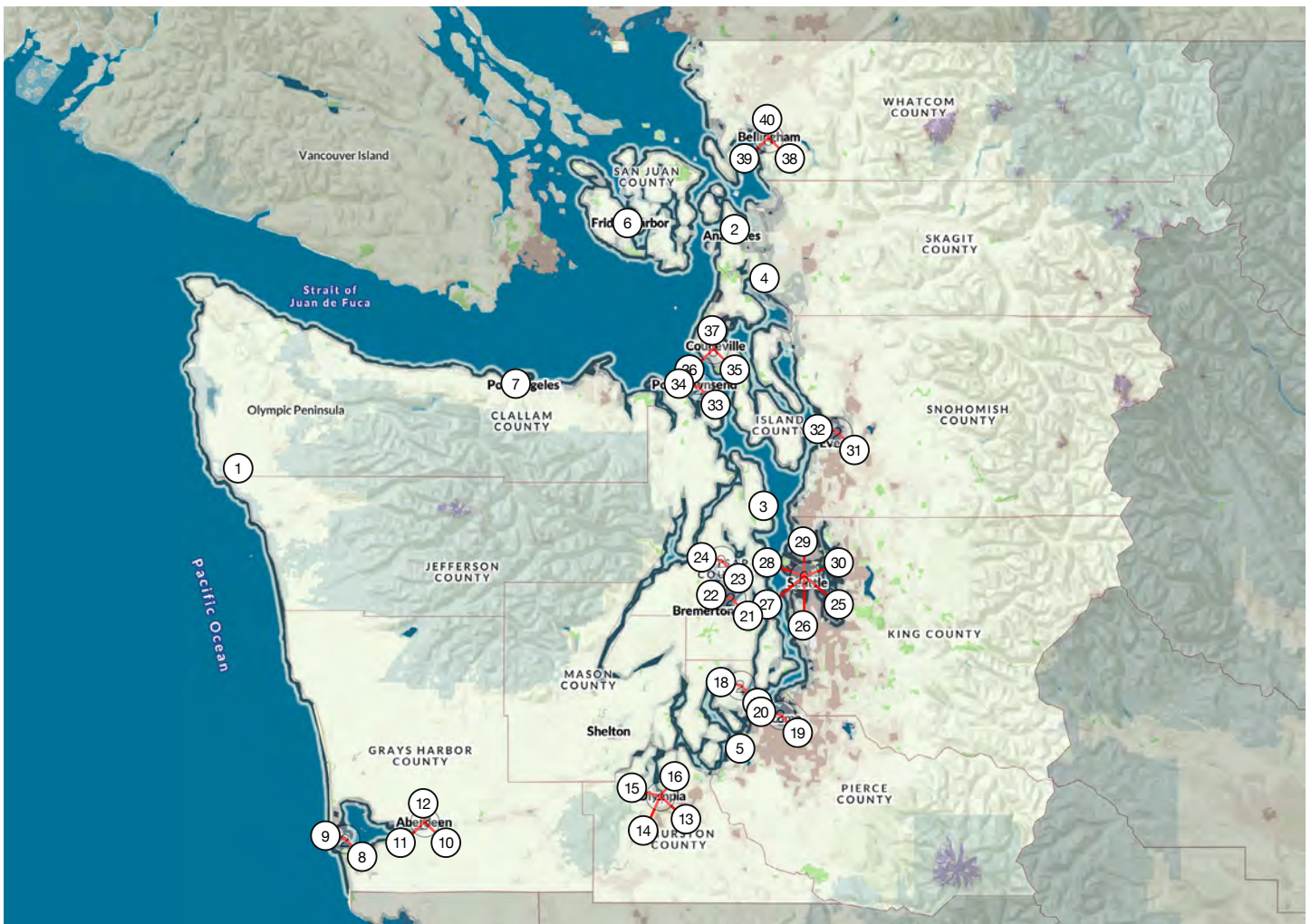


Figure: Map of Anchor Organizations for Maritime Washington management planning. Please note that regionwide organizations have been represented with pins in the locations of their main offices.

List of Anchor Organizations		
Map No.	Anchor Organization	County
1	Olympic Coast National Marine Sanctuary (NOAA)	Clallam
2	Anacortes Museum, Maritime Heritage Center and <i>W.T. Preston</i>	Skagit
3	Kingston Historical Society	Kitsap
4	Skagit County Historical Museum	Skagit
5	Town of Steilacoom	Pierce
6	Salish Sea Sciences	San Juan
7	North Olympic History Center	Clallam
8	Westport Maritime Museum/Westport South Beach Historical Society	Grays Harbor
9	Coastal Interpretive Center	Grays Harbor
10	Grays Harbor Historical Seaport	Grays Harbor
11	Greater Grays Harbor	Grays Harbor
12	Pacific Northwest Maritime Heritage Council	Regionwide
13	Experience Olympia & Beyond	Thurston
14	Olympia Historical Society and Bigelow House Museum	Thurston
15	Port of Olympia	Thurston
16	South Sound Maritime Heritage Association	Thurston
17	Harbor History Museum	Pierce
18	Gig Harbor Downtown Waterfront Alliance	Pierce
19	Foss Waterway Seaport	Pierce
20	Youth Marine Foundation	Pierce
21	Bremerton Chamber of Commerce	Kitsap
22	Puget Sound Navy Museum	Kitsap
23	U.S. Naval Undersea Museum	Kitsap
24	Visit Kitsap Peninsula	Kitsap
25	Center for Wooden Boats	King
26	Washington Tourism Alliance (State of Washington Tourism)	Regionwide
27	Forterra	Regionwide
28	Museum of History & Industry (MOHAI)	King
29	Recreational Boaters Association of Washington (RBAW)	Regionwide
30	Seattle Office of the Waterfront and Civic Projects	King
31	Port of Everett	Snohomish
32	Historic Everett	Snohomish
33	Port Townsend Main Street Program	Jefferson
34	Northwest Maritime Center	Jefferson
35	Coupeville Historic Waterfront Association	Island
36	Island County Historical Society & Museum	Island
37	Trust Board of Ebey's Landing National Historical Reserve	Island
38	Bellingham Whatcom County Tourism	Whatcom
39	Northwest Straits Foundation	Regionwide
40	Working Waterfront Coalition of Whatcom County	Whatcom



## Awareness raising and education

From the beginning of the 2010 feasibility study process, Washington Trust staff, partners, and champions of Maritime Washington have long worked to raise awareness of the heritage area. Upon designation of Maritime Washington in 2019, those outreach efforts increased, including a public celebration of the new heritage area in August 2019, at which the Washington Trust joined the Washington State Department of Archaeology and Historic Preservation, Congressman Derek Kilmer, and representatives from the offices of Senator Patty Murray, Senator Maria Cantwell, and Congressman Denny Heck at Foss Waterway Seaport in Tacoma.



*Image: Congressman Derek Kilmer cuts the ribbon to officially launch the new Maritime Washington National Heritage Area in August 2019, as State Historic Preservation Officer Allyson Brooks and Washington Trust Executive Director Chris Moore look on. Photo by Susan White.*

During the management planning period, Maritime Washington staff and partners presented about the heritage area to more than 45 groups, totaling approximately 1,390 individuals. While a handful of these **presentations** were convened by Maritime Washington, most were held by outside organizations, who invited our planning team to come speak. In this way, we were able to reach new audiences not yet in Maritime Washington's direct circle. The planning team presented for groups ranging from the Rotary Club of Olympia to the Affiliated Tribes of Northwest Indians, from the Squalicum Yacht Club to Washington State Legislature's Heritage Caucus.



*Image: Screenshot of Maritime Washington planning team members (clockwise from top left) Alex Gradwohl, Monique Valenzuela, Stephanie Lile, and Gideon Cauffman present about the heritage area at the virtual RevitalizeWA conference, October 2021.*

Summary of Outreach Presentations during Management Planning				
Presentations	Date	Attendees	Cohort	Region
Pacific Northwest Maritime Heritage Council	5/10/19	25*	C	Olympic Peninsula
Rotary Club of Olympia	6/10/19	100*	C	South Sound
Foss Waterway Seaport	7/16/19	20*	C	South Sound
Puget Sound Maritime Historical Society	9/11/19	30*	C	East Sound
Affiliated Tribes of Northwest Indians	10/7/19	20*	A	All
Port Angeles Presentation	11/7/19	10*	C	Olympic Peninsula
Olympic Coast National Marine Sanctuary	11/8/19	25*	A, C	Olympic Peninsula
WA State Association of Counties	11/20/19	10	E	All
Harbor History Museum	11/21/19	15*	C	South Sound
Experience Olympia (VCB)	11/25/19	40*	C	South Sound
WA State Heritage Caucus	2/12/20	30*	C	All
WA State Association of Counties	2/12/20	20*	E	All
4Culture Board	3/25/20	20*	C	East Sound
North Olympic Development Council	4/23/20	20*	D	Olympic Peninsula
Pacific Northwest Maritime Heritage Council	5/22/20	15*	C	All
Working Waterfront Coalition of Whatcom County	6/9/20	25*	C	North Coast
Recreational Boating Association of WA	9/10/20	20*	C	All
Buffalo Soldiers Museum	9/18/20	5*	C	East Sound
WA Festivals Association	10/13/20	5	D	All
Cultural Resources Summit	10/21/20	100*	A, C, E	All
WA State Main Streets	12/8/20	10*	C	All
Pacific Northwest Maritime Heritage Council	12/11/20	31	C	All
Lake Union Park Working Group	1/8/21	12*	C	East Sound
Virtual Info Session	1/19/21	154	All	All
Stewardship Network of the San Juans	1/20/21	8	C	Islands
Trust Board of Ebey's Landing National Historical Reserve	2/9/21	15	C	Islands
Harbor History Museum	2/11/21	22	C, E	South Sound
Whatcom County & Maritime Washington NHA Info Session	2/23/21	51	All	North Coast
Northwest Straits Commission	2/26/21	20	C	All



Northwest Maritime Trades Association Gov't Affairs Committee	3/4/21	9	D	All
Bremerton Chamber of Commerce	3/16/21	24	D	Hood Canal
Olympia Heritage Commission	3/24/21	12	C, E	South Sound
Seattle Historic Waterfront Association	3/31/21	25	D	East Sound
Foss Waterway Seaport All Hands	3/31/21	14	C	South Sound
Skagit County Marine Resources Committee	4/8/21	17	C	North Coast
Northwest Maritime Trades Association Superyacht Committee	4/13/21	16	D	All
WA State Parks & Recreation Commission	4/15/21	20	E	All
Council of American Maritime Museums Conference	4/20/21	85	C	All
Connected Conservation Webinar, National Park Service	4/20/21	50	B, C, E	National
WA State Heritage Caucus	4/21/21	30	C	All
Port Townsend Yacht Club	5/11/21	35*	D	Olympic
Historic Everett	6/16/21	12	C	East Sound
Seattle 2030	6/17/21	8	C	East Sound
Thurston County Historical Commission	9/20/21	30	C	South Sound
Panel at RevitalizeWA Conference	9/28/21	45*	D	All
Squalicum Yacht Club	10/27/21	20*	B	North Coast
Washington State Legislature Heritage Caucus	3/8/22	60*	E	All
<b>Presentations TOTAL</b>		<b>1,390</b>		
*estimated				

The Maritime Washington team also took more than 150 individual **meetings** with interested parties from throughout the region, providing information about the heritage area and discussing how the new program could be of most value to their organization and community. These meetings provided insight on how the heritage area could best serve the region and created a foundation of relationships that Maritime Washington will build on moving forward.

As planning efforts for the heritage area ramped up in the winter of 2020-2021, staff also established multiple **communication channels** to keep those with a stake in the future of Maritime Washington up to speed. These included:

- **E-newsletters:** Staff compiled an email list that grew to more than 1,300 contacts which received frequent updates on the heritage area's progress and opportunities to get involved. These newsletters enjoyed an average of 25-30% open rates. Sign-ups for the email list were encouraged at engagement events, in promotional materials, and by Anchor Organizations.
- **Social media:** Throughout the planning period, Washington Trust social media accounts shared information about the heritage area and how interested members of the public

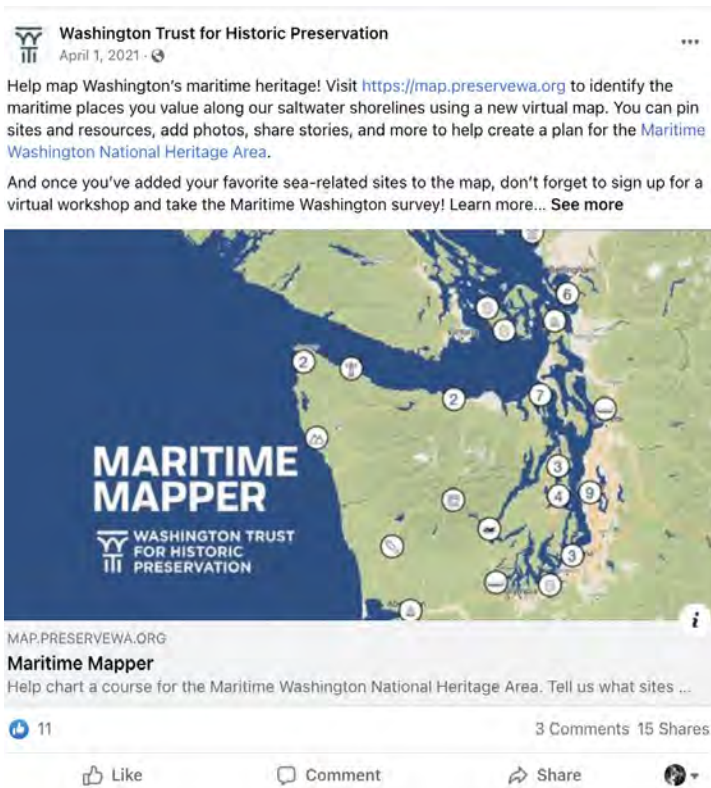


Image: Example of social media post promoting engagement opportunity on Washington Trust Facebook page, April 2021.

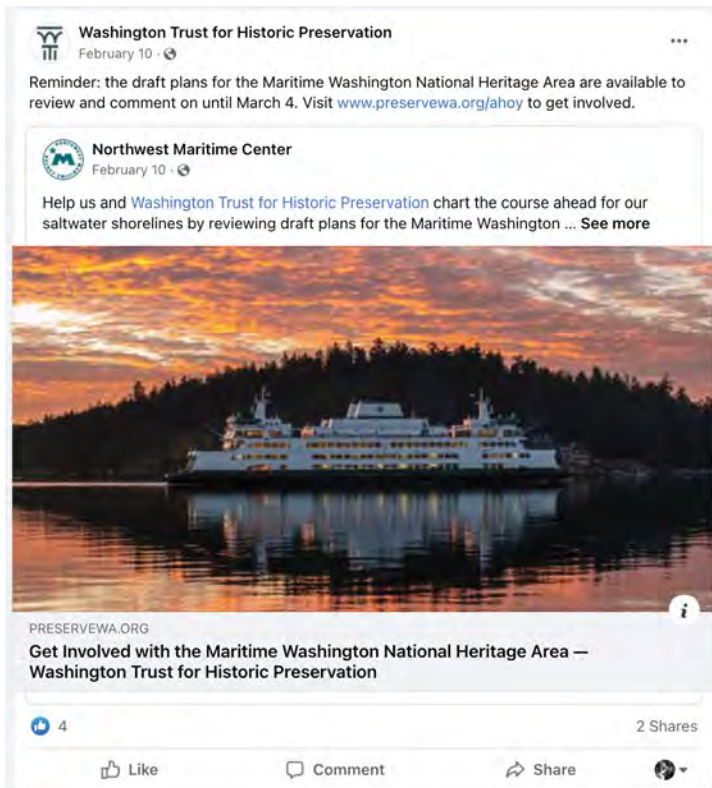


Image: Example of Anchor Organization amplification of engagement opportunities on Facebook, February 2022.

could contribute to planning efforts. The Washington Trust Facebook (@preservewa, 3,500+ followers), Twitter (@preservewa, 1,500+ followers), and Instagram (@preservewa, 1,300+ followers) accounts regularly amplified messaging about Maritime Washington, including stories and news from partners.

- **Press releases:** At several important junctions in the planning period, Maritime Washington issued press releases to targeted media outlets, which led to a number of news items about the heritage area, ranging from [The Aberdeen Daily World](#) to [The Port Townsend Leader](#) to [The Seattle Times](#)—and even [The Stranger](#).
- **Amplification in general Washington Trust messaging:** Maritime Washington updates were also shared with the general Washington Trust membership via monthly e-newsletters received by more than 4,500 contacts, *This Place* magazine (which dedicated a full issue to the heritage area in Fall 2020), virtual events, and other channels.
- **Amplification by Anchor Organizations:** Information about the heritage area and opportunities to participate in planning activities were shared by Anchor Organizations on their own communication channels, including social media accounts, newsletters, email lists, and internal meetings. Before any major public input activity, Anchor Organizations were provided with a communication toolkit (including suggested text and graphics) to easily promote the opportunity.

## Public input

To ensure that diverse audiences had an opportunity to provide input on the development of the heritage area, the planning team offered many different ways to get involved in

shaping Maritime Washington. These activities ranged in participation level and time commitment from a 10-minute survey to two-hour meetings to year-long Working Groups. The range of engagement activities also offered the public the chance to provide input at different stages in the planning process: from high-level visioning at the outset to nitty-gritty review of implementation plans as this Management Plan was finalized. The majority of public input occurred in 2021 and early 2022.

**Values survey:** At the beginning of the public engagement period, from February through June 2021, Maritime Washington implemented an online values survey to better determine what people within the heritage area appreciated about their region, their hopes for the future, and what they would like to see from the new heritage area. The survey was publicized via the communication channels listed above, including by Anchor Organizations. For respondents who preferred to remain offline, we offered a mail-in paper option of the survey. In total, 369 individuals participated in the survey, providing the planning team with a helpful snapshot of the opportunities and issues facing our saltwater shores.

Prominent themes from the survey included:

- Participants consistently ranked Native heritage and culture, history, and nature/weather/wildlife as the top factors that make Washington's maritime heritage unique.
- Respondents valued low-intensity coastal activities like walking, hanging out on the beach, and enjoying scenic views.
- Words like "diverse," "unique," "varied," and "rich" were often used to describe Washington's maritime culture.
- When asked which goals are most important for our coastal region, respondents ranked "supporting Tribes and local organizations in sharing their maritime heritage" and "drawing connections between maritime heritage and healthy shorelines" significantly higher than "promoting heritage tourism."
- Looking to the future of their coastal communities, participants were excited about restoring ecosystems and preserving or sharing culture and history.
- Respondents identified a wide variety of projects they'd like to see Maritime Washington take on, but popular responses included: Support for existing maritime organizations and museums, a centralized map with travel itineraries, support for natural resources, and public interpretation.
- People were more intrigued by themes of "Canoe Cultures" and "Communities Shaped by Water" than "Navigation and Lifesaving."

**Maritime Mapper:** Beginning in March 2021, Maritime Washington hosted a website known as the "Maritime Mapper," where members of the public shared maritime places important to them and their communities. Using the interactive online map, people could identify resources and sites related to the heritage area, uploading photos, historical details, personal stories, and other details related to their own locations. Users could also explore and add content to sites submitted by others. Overall, 71 individual users submitted 211 sites, ranging from the historic Grays Harbor Lighthouse in Westport to a beloved general store on Marrowstone Island to Point Roberts' Monument Park, marking the Canadian border.



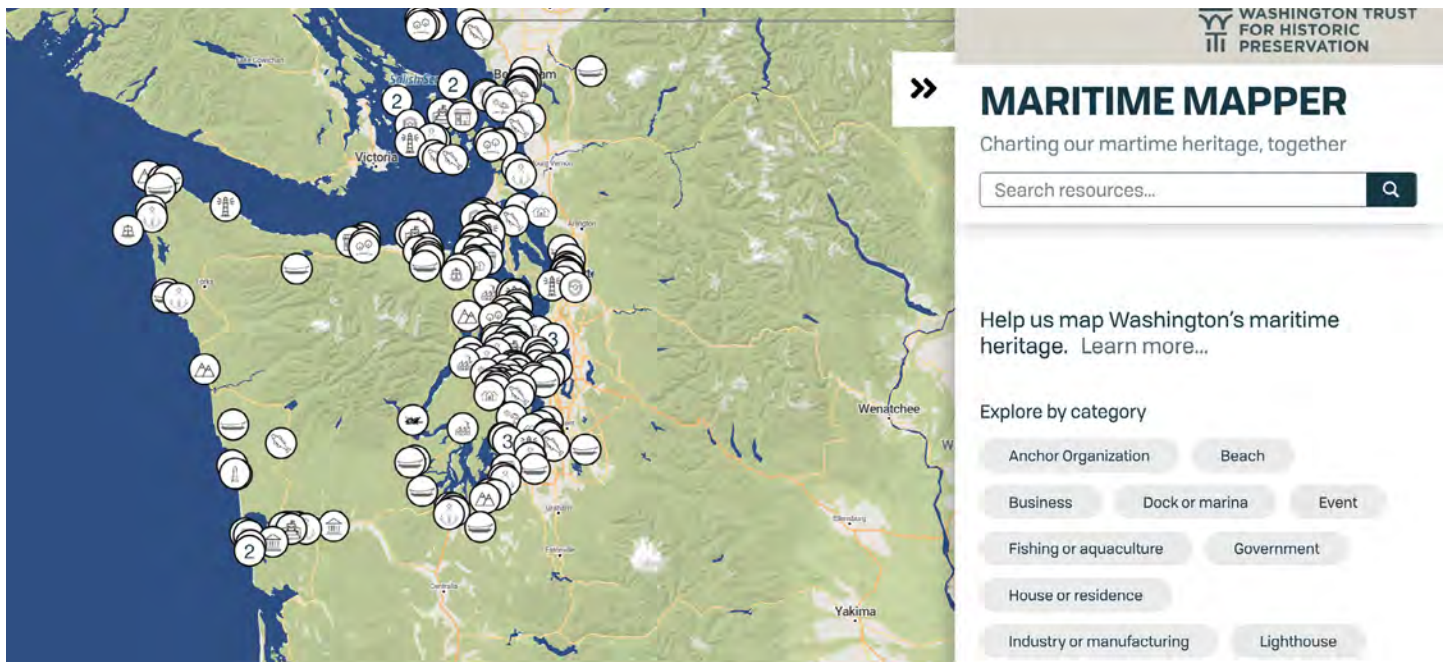


Image: Screenshot from Maritime Mapper outreach tool, with all sites submitted by the public.

Maritime Mapper submissions contributed greatly to this Management Plan's [“Appendix B: Resource Inventory” on page 354](#), as well as [“Chapter Three: Interpretive Plan” on page 76](#). In the future, these lists will be used to create collateral and materials, travel itineraries, and storytelling projects for the heritage area. Additionally, the map helped the planning team understand what types of sites were most meaningful to those who live, work, and play in the heritage area, influencing the direction and programs of Maritime Washington as a whole. Like the survey, the Mapper was promoted via the communication channels listed above and was also demoed during public presentations throughout the year.

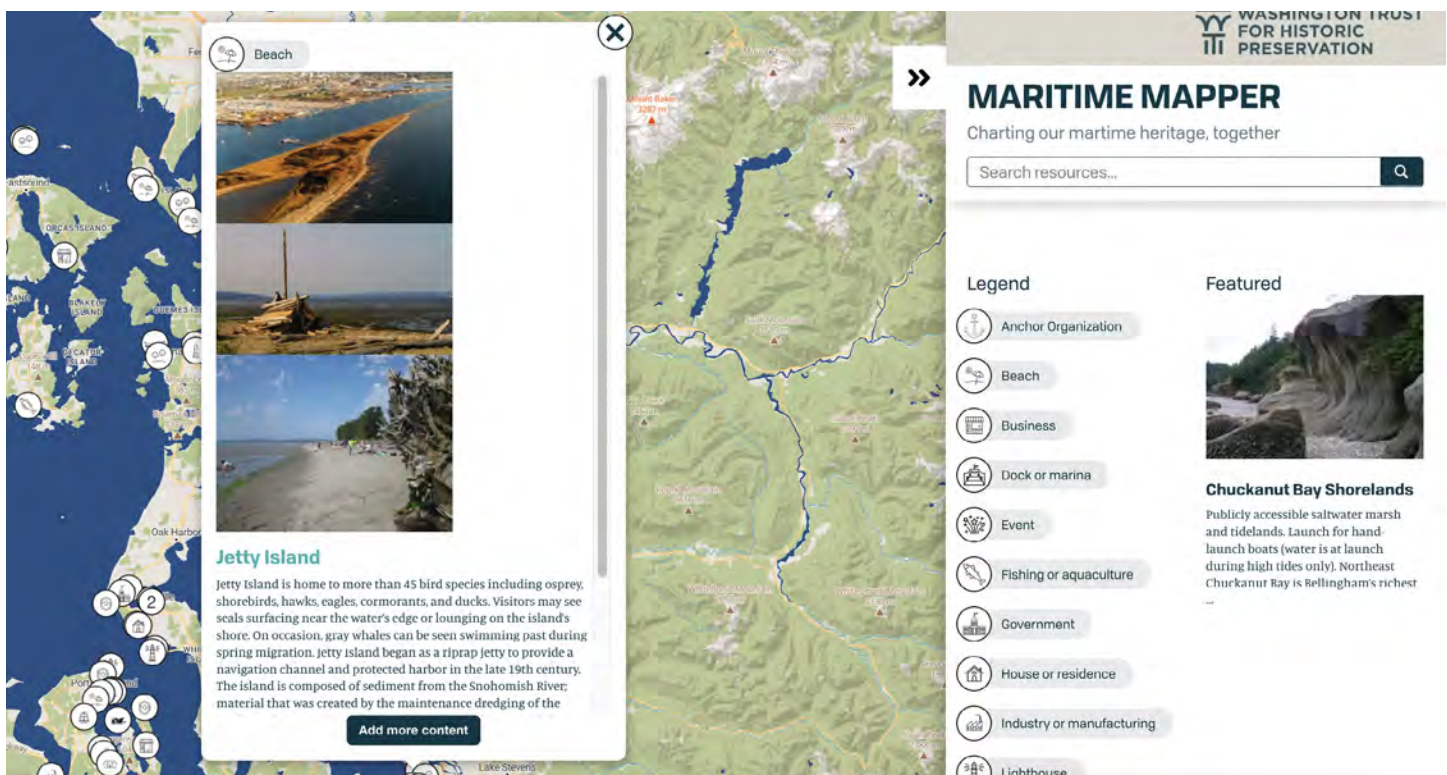


Image: Example of an individual submission to the Maritime Mapper.

**Regional workshops:** In April and May 2021, Maritime Washington hosted a series of regional workshops. These virtual public meetings included introductory information about the heritage area, participants polls, and discussion-based breakout sessions, where participants provided input on their hopes and vision for the heritage area. Over the course of three weeks, the planning team hosted six workshops, each for a different region of the heritage area. These workshops were promoted heavily by Anchor Organizations in their respective regions and by the Washington Trust using geo-targeted email blasts to its mailing lists.

Additionally, these workshops were publicized with a **postcard mailing** to roughly 39,000 households in the heritage area region. The postcard (which also promoted the survey and Maritime Mapper) was targeted to areas with limited internet access at their homes, particularly around the Hood Canal and Olympic Peninsula, where people were less likely to receive digital alerts about the heritage area. For those who could not access the internet at all—or simply preferred offline communication—the postcard offered a paper copy of the survey upon request, an option that was utilized by a number of individuals.

#### **Snapshot of regional workshop input in response to “What will be different in 3-5 years for you and your community if Maritime Washington is successful?”**

- More people (including both locals and visitors) are visiting and experiencing the area
- There is a strong network with more collaboration
- The heritage area is a well-known, trusted source of information about the area and what to do along the coasts
- Visitors and residents alike are more responsible and respectful of the area
- There is a stronger pride of place for both locals and visitors
- More people have access to the water
- More partnerships between environmental and heritage organizations, working together to preserve natural and cultural resources
- Stronger relationships and understanding between Tribes and non-Tribal groups
- There are more opportunities to share best practices
- Local maritime communities are more connected with each other
- There is a broader audience for maritime heritage and more stories are shared with more people
- Tribes have more opportunities to tell their stories and there are more Native voices in maritime heritage/history
- Strengthened sense of connection between residents and maritime culture
- There is a more diverse understanding of maritime heritage/history
- Modern maritime culture/activities are more diverse





*Image: Screenshot from May 2021 virtual regional workshop for Island and San Juan Counties.*

Overall, 184 attendees participated in the virtual workshops, providing valuable information about what communities across the heritage area would most like to see from Maritime Washington.

**Focus Groups:** The regional workshops were accompanied by a series of invitation-only virtual focus groups, aimed at those whose work directly overlaps with the purpose of Maritime Washington—including Tribes; heritage and cultural organizations; environmental organizations; educational institutions; business, industry, and economic development groups; tourism and recreation organizations; local governments; and public lands agencies. Six virtual focus groups were also divided geographically, with each region's focus group immediately preceding its corresponding workshop. These meetings aimed to bring together a range of private and public perspectives for a conversation about the current state of cross-sector collaboration around maritime projects and where there may be room for growth. To keep discussions manageable and on-topic, attendance was capped at around 20 people per focus group and invitations were strategically coordinated with Anchor Organizations. 106 total attendees participated over the course of six focus groups, representing a broad range of Tribal, public, private, and nonprofit perspectives. These professionals provided many valuable insights on successful partnership strategies and opportunities for collaboration around maritime heritage. Key takeaways from these focus groups included:

- There is a strong interest in developing a bigger network. All focus groups discussed how good ecosystem of partnerships and relationships is the key getting things done and accomplishing missions.
- People want to collaborate but often lack the time or resources to do so effectively.
- Many non-Tribal groups want to increase collaboration with Tribes.
- Partnerships provide opportunities for funding.

- Collaborative efforts should start with clear goals, vision, and measurements of success.
- Successful partnerships depend on clear, open, and consistent communication, transparency, and trust.
- There must be clear benefits to participating in a collaboration.
- Cooperative programs need a clear leader or facilitator, with staff and resources dedicated to managing the project.

**Site visits:** As feasible amidst ongoing COVID-19 concerns, Maritime Washington staff conducted several site visits throughout the heritage area to meet with current and potential partners, learn about ongoing projects within the heritage area, and discuss ideas for collaboration. Locations ranged from museums to active fishing vessels, canoe landings to cliffside hikes, historic marinas to Main Street communities.

Members of the Steering Committee and Working Groups also conducted



*Image: Maritime Washington staffer Alex Gradwohl (left) with Steering Committee member Philip Red Eagle in September 2021 at the welcoming ceremony for the umiak Octopus, Lummi Nation Stommish Grounds.*



*Image: Maritime Washington staffer Chris Moore (right) receives a tour of the San Juan Historical Museum from Executive Director Kevin Loftus in August 2021.*



site visits within their own regions, meeting with local government officials, Tribes, and potential partners on behalf of Maritime Washington. Although site visits were limited in scope due to public health concerns throughout the planning process, they provided rich opportunities for discussion and relationship-building. Moving forward, staff and leadership will continue to conduct site visits to cultivate relationships, provide technical support, and discuss new projects.



*Image: Maritime Washington staff meet with Trust Board of Ebey's Landing National Historical Reserve, August 2021.*



*Image: Maritime Washington staff visit a reef net fishing rig on Lummi Island in September 2021.*



## Development and review of draft Management Plan

Through the survey, Mapper, workshops, focus groups, and site visits, hundreds of Washingtonians helped determine the future of this new heritage area by sharing their thoughts and ideas about the past, present, and future of our state's saltwater shorelines. This provided information about what our community values regarding its coastal areas, the threats and opportunities facing our shorelines, and how this new heritage area could support organizations, communities, and Tribes in maintaining and sharing their unique maritime heritage. In short, this public input helped determine how Maritime Washington could be of most use to the region. The planning team used this input to determine the high-level vision for the heritage area, including mission, goals, and key functions.

**Virtual summits:** This vision for the heritage area was then “truth tested” with another round of public meetings. In September and October 2021, Maritime Washington hosted three virtual summits to present key stakeholders with findings from public input to date and share the emerging plans for the heritage area. The goal was to solicit initial feedback on the direction of the heritage area and foster community understanding and ownership of Maritime Washington's goals. These invitation-only summits were aimed towards a range of heritage, tourism, educational, Tribal, and other organizations with significant work related to the heritage area. Invitations were also extended to all Tribal governments, cities, counties, port districts, state agencies, and state legislators.

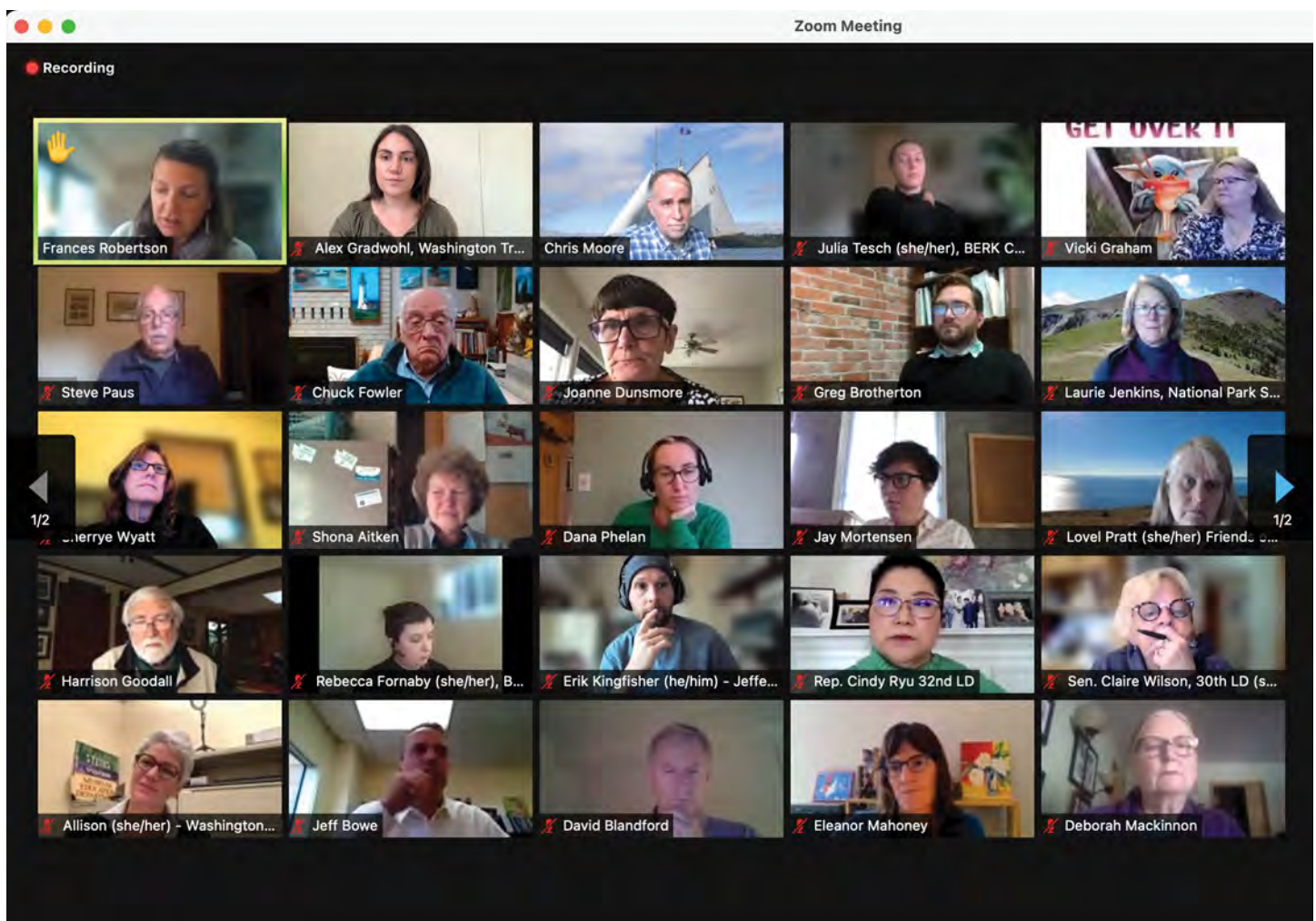


Image: Screenshot from an October 2021 virtual summit.

87 individuals participated in the three summits, which included robust discussions on how Maritime Washington could support existing work within the region, what types of benefits partners would most appreciate, and how organizations might like to partner and collaborate with the heritage area. This input heavily influenced the partnership model outlined in [“Chapter Two: Directional Guidance: Partnership Structure” on page 59](#).

**Drafting of the Management Plan.** Input from the summits assisted the Steering Committee and Working Groups in refining plans for the heritage area and finalizing content for the Management Plan. After months of individual Steering Committee and Working Group meetings and contributions, the full team met for a virtual planning convention in October 2021 to present outlines of their respective sections, gain a better understanding of the full vision, and provide feedback on each other’s ideas. Then, based on input from the summits and planning convention, Maritime Washington staff prepared the first draft of this Management Plan. In late 2021, the Steering Committee, Working Groups, and Anchor Organizations collaborated virtually to review, edit, and provide input on the initial draft, contributing more than 850 individual comments and suggestions. Input provided during this review process was critical to refining and preparing the subsequent draft of the Management Plan for public review.

**Public Review:** Once the planning team had provided input on the initial draft of the Management Plan, staff prepared a second draft for public review. From February 1 through March 4, 2022, 125 members of the public commented on a draft Management Plan via email, virtual office hours sessions, and an online survey that highlighted key points from the plan and invited input. Public response was generally quite positive, and suggestions from participants were very helpful in refining and augmenting the Management Plan for the final draft. For example, a number of commenters felt there was insufficient discussion of natural resources and environmental concerns. The final draft of this Management Plan incorporates a stronger focus on these aspects in response to these helpful comments and suggestions. This plan also includes several specific projects that arose from this public comment period, such as the creation of subregional brochures.

**Overall, there were 1,265 individual engagements and 638 unique participants** through surveys, the Maritime Mapper, workshops, focus groups, summits, and virtual office hours. These participants represented every corner of the heritage area and a diverse range of backgrounds and perspectives. Compared to the four million people who live within 10 miles of the heritage area, this represents a very small percentage of individuals, and the views gathered through this outreach should not be considered representative of the overall population of the region. However, the input provides a snapshot into the views and opinions of those who care deeply about Washington’s maritime heritage and many whose work overlaps with Maritime Washington. It provides Maritime Washington with guidance based on the hopes and needs of its future partners, collaborators, and audience.



# Appendix D: Communications Road Map by Year

### YEAR ZERO: CALENDAR YEAR 2022

#### **Brand Goals: Establish the communication foundation**

- Create a base of awareness and understanding among partner and potential partner organizations.
- Engage Anchor Organizations as initial partners.
- Demonstrate value to potential partners and show that their peers are involved.

In Year Zero, Maritime Washington will focus mostly on the Tier One stakeholders closest to us (see [“Chapter Five: Branding and Marketing Plan” on page 178](#) for information on tiered stakeholder groups) as we submit the Management Plan to the National Park Service and await its approval, using this year to prepare to go public.

Communication tactics for Year Zero include:

- Develop overall key messages for Maritime Washington, refining the “elevator pitch” found in the Brand Identity Guide and crafting value statements for different stakeholder groups.
- Develop a multi-year strategy for branded social channels and launch those channels. The strategy will include which social channels will be used and why (such as to strengthen relationships with the closest stakeholders or introduce visitors to destinations) for the intended audiences, as well as evaluation metrics, frequency and cadence, types of content, strategies for monitoring engagement, approaches for resharing content, and policies for responding to comments.
- Develop an initial content management plan. The plan will be in the form of a calendar with topics and formats for posts, calls to action, cadence, and how posts coordinate with other activities such as a conference or communications such as a web update.
- Create overview collateral and materials for the heritage area. These materials may be used with all stakeholders. They include an overview one-pager, social graphics, and a PowerPoint presentation.

- Support the recruitment of the Advisory Board and Tribal Working Group members with customized one-pagers for each.
- Support the recruitment of Maritime Washington partners with customized one-pagers.
- Build a database of stakeholders that functions as a coded contact list. Code the list so that it may be sorted easily for sending targeted communications. For example, sending emails to all Tier One stakeholders encouraging them to review this Management Plan versus targeted updates to Anchor Organizations and partners about progress in creating the Advisory Board and Tribal Working Group.
- Share stories developed through an initial storytelling partnership project on our social media channels.

See the chart on the following page for communication tactics for Year Zero.

	Year 0: CY 2022			
	Q1	Q2	Q3	Q4
	PROGRAM MILESTONES			
<b>Branding and Communication Plan</b>	Public review of Implementation Plan	Submit Management Plan	Recruit Advisory Board members Recruit Tribal Working Group	Publish storytelling partnership project
	BRAND GOALS YEAR 0: Establish the communication foundation			
	Create base of awareness and understanding among partner and potential partner organizations			
	Engage Anchor Organizations as initial partners			
	Demonstrate value to potential partners and show that their peers are engaged			
<b>ACROSS STAKEHOLDERS</b>				
MESSAGING	Develop standard key messages, including elevator pitch and one-sentence answer to "What is Maritime Washington?"			
OWNED CHANNELS	Develop a strategy for branded social channels and launch channels			
CONTENT	Develop content management plan with goals (how much to push tourism, etc.)			Create series of social graphics introducing Maritime Washington
COLLATERAL/MATERIALS			Create overview of Maritime Washington one-pager	Create overview of Maritime Washington PowerPoint
OTHER			Create guideline sheet for acknowledging Maritime Washington's partnership	Create newsletter database
<b>SPECIFIC STAKEHOLDER</b>				
	<b>TIER 1 STAKEHOLDERS: Partners and potential partner organizations</b>			
OWNED CHANNELS	Begin sharing partner content on social	Send update email, encourage review of Management Plan	Send update email, news of recruitment	Send update email, link to one-pager
COLLATERAL/MATERIALS		Create branded Management Plan document	Create Advisory Board one-pager Create Tribal Working Group one-pager	Create partner one-pager
EVENTS				
CAMPAIGNS				
	<b>TIER 2 STAKEHOLDERS: Those who live, work, and play in the heritage area</b>			
NEWSLETTER				
CAMPAIGNS				
	<b>TIER 3 STAKEHOLDERS: Visitors to the heritage area</b>			
NEWSLETTER (same as tier 2)				
EARNED CHANNELS				
CAMPAIGNS				Create social campaign featuring stories

## YEAR ONE: CALENDAR YEAR 2023

### Brand Goals: Showcase our purpose

- Broaden the base of partners and tools to share our purpose and stories.
- Create interest in and reinforce the brand through storytelling.

Year One is the launch year, focused on drawing more stakeholders into the Maritime Washington circle, using communications to connect them and share their stories.

Communication tactics for Year One include:

- Launch Maritime Washington with events for Tier One stakeholders, including related materials as needed such as a save-the-date announcement, invitation, program, and a branded giveaway item.
- Introduce two e-newsletters: one for formal partners and a second for interested local residents and visitors. Promote the e-newsletters with social media campaigns to get people to sign up to receive them.
- Create a toolkit of materials specifically for partners to introduce Maritime Washington to their own organizations and stakeholders. Include the Brand Identity Guide and logo files, sample messaging, social graphics and posts, and the overview one-pager.
- Regularly share updated messaging toolkits (including web and social copy and graphics) that partners can use to amplify Maritime Washington messaging and campaigns on their own channels.
- Create materials for an online, on-demand launch. Include a “This is Maritime Washington” showcase video (two to three minutes) that demonstrates collaboration and connection and celebrates the communities and cultures of the heritage area.
- Establish a new website as “communication central” for sites and experiences, activities and itineraries, and news and stories from the heritage area. Use the e-newsletters, social media, and paid advertising to drive website visits.
- Build out a social media content plan to complement programs with more frequent original content and sharing of partner content, reaching potential visitors within the area and from nearby. Encourage partners to reshare the posts.
- Publish and run campaigns for two new storytelling projects.

- Support plans as they are developed for co-hosted experiences and branded merchandise.

See the chart on the following page for possible tactics to be refined during annual planning.



	Year 1: CY 2023			
	Q1	Q2	Q3	Q4
	<b>PROGRAM MILESTONES</b>			
<b>Branding and Communication Plan</b>	Kick-off event Recruit partners	Launch website Publish storytelling partnership project	Begin quarterly affiliation groups Host annual branded experience	Launch grant program Publish storytelling partnership project Launch branded merchandise
	BRAND GOALS YEAR 1: Showcase our purpose			
	Broaden the base of partners and tools to share our purpose and stories.			
	Raise awareness and understanding of Maritime Washington among those who live, work, and travel in the area			
	Create interest and reinforce the brand through storytelling			
<b>ACROSS STAKEHOLDERS</b>				
MESSAGING	Update standard key messages			
OWNED CHANNELS		Website		Standup online store or partnership
CONTENT	Create "This is Maritime Washington" video  Update content management plan	Launch website - Mapper - stories - visitation guide - travel itineraries  Create web content maintenance plan		
COLLATERAL/ MATERIALS		Produce tri-fold brochure and create distribution strategy		Create branded merchandise and sales strategy
OTHER				
<b>SPECIFIC STAKEHOLDER</b>				
	<b>TIER 1 STAKEHOLDERS: Partners and potential partner organizations</b>			
OWNED CHANNELS	Launch partner newsletter, include kick-off event, video	Publish newsletter, include website launch, link to brochure, storytelling projects	Publish newsletter, include branded experience	Publish newsletter, include merchandise as holiday gifts
COLLATERAL/ MATERIALS	Launch partner toolkit including messages and social graphics			
EVENTS	Create kick-off save-the-date, invitation, program, branded giveaway, etc.			
CAMPAIGNS				Create email campaign for branded merchandise for holiday gifts
	<b>TIER 2 STAKEHOLDERS: Those who live, work, and play in the heritage area</b>			
NEWSLETTER	Launch public newsletter, include video	Publish newsletter, include website launch, link to brochure, storytelling projects	Publish newsletter, include branded experience, responsible tourism	Publish newsletter, include merchandise as holiday gifts
CAMPAIGNS	Create paid and organic campaign with video to get sign ups for newsletter	Invite contributed stories, events, itineraries	Create social campaign to invite public to branded experience	Launch social campaign to drive visits to online store for merchandise
	<b>TIER 3 STAKEHOLDERS: Visitors to the heritage area</b>			
NEWSLETTER (same as Tier 2)				
EARNED CHANNELS	Hold media event, seek coverage of kick-off	Publicize website and itineraries		
CAMPAIGNS	Create social campaign get newsletter signups	Launch paid media campaign about itineraries to drive web traffic	Launch organic social campaign about responsible tourism	Launch shoulder season digital campaign about itineraries to drive web traffic

## **YEAR TWO: CALENDAR YEAR 2024**

### **Brand Goals: Build community**

- Strengthen community among partners.
- Continue to foster awareness and understanding of Maritime Washington among those who live, work, and travel in the area.
- Grow interest in and reinforce the brand through storytelling.

Year Two will build on the momentum of Year One, growing the size and strength of the Maritime Washington community and brand. In Year Two, materials introduced the previous year will be reviewed and updated to reflect changes, events, programming, and new goals. This includes updating the content management plan, key messages, website, tri-fold brochure, and partner toolkit.

New options for Year Two include adding new sections to the website aimed at partners and educators, creating a National Park Service unigrid brochure, and purchasing paid advertising to support shoulder season tourism.

See the chart on the following page for possible tactics to be refined during annual planning.

	Year 2: CY 2024			
	Q1	Q2	Q3	Q4
	<b>PROGRAM MILESTONES</b>			
<b>Branding and Communication Plan</b>	Begin annual all-partner meeting Begin annual awards program Publish a storytelling partnership project	Launch annual photo contest	Launch educator and partner section of website	Publish NPS unigrid brochure
	BRAND GOALS YEAR 2: Showcase our purpose			
	Strengthen community among partners			
	Continue to foster awareness, understanding among those who live, work, and travel in the area			
	Grow interest in and reinforce the brand through storytelling			
<b>ACROSS STAKEHOLDERS</b>				
MESSAGING	Update standard key messages			
OWNED CHANNELS	Update website			
CONTENT	Update content management plan (how many and when to share itineraries, etc.)		Create educator sections of website	
COLLATERAL/MATERIALS		Update tri-fold		Publish NPS unigrid brochure
OTHER				
<b>SPECIFIC STAKEHOLDER</b>				
	<b>TIER 1 STAKEHOLDERS: Partners and potential partner organizations</b>			
OWNED CHANNELS	Publish newsletter, include storytelling project, annual meeting, award winners	Publish newsletter, include photo contest, toolkit, updated itineraries	Publish newsletter, include educator and partner web content	Publish newsletter, include NPS brochure
COLLATERAL/MATERIALS		Update partner toolkit to include photos and social graphics		
EVENTS	Create annual meeting invitation, program, materials			
CAMPAIGNS				
	<b>TIER 2 STAKEHOLDERS: Those who live, work, and play in the heritage area</b>			
NEWSLETTER	Publish newsletter, include storytelling project, annual meeting, award winners	Publish newsletter, include photo contest, toolkit, updated itineraries	Publish newsletter, include responsible tourism	Publish newsletter, include NPS brochure
CAMPAIGNS	Create award entry and promotional materials	Launch photo contest and share winners	Create social campaign to celebrate communities	
	<b>TIER 3 STAKEHOLDERS: Visitors to the heritage area</b>			
NEWSLETTER (same as Tier 2)				
EARNED CHANNELS	Publicize award winners		Publicize maritime careers	
CAMPAIGNS	Campaign to increase newsletter signups	Create social campaign for submitting and sharing photos	Launch organic social campaign about responsible tourism	Launch shoulder season digital campaign about itineraries to drive web traffic

## **YEAR THREE: CALENDAR YEAR 2025**

### **Brand Goals: Expand reach**

- Increase visibility of Maritime Washington in shoreline communities.
- Deepen understanding of the heritage area among those who live, work, and travel in the area.
- Increase engagement inside and outside the area.

In Year Three, heritage area communications will support the planned first annual Maritime Washington conference and maritime career panels using all communication channels. Maritime Washington will also design, launch, distribute, and promote a National Park Service passport stamp. Included in the regular cycle of updates, the Maritime Washington introductory video will also be refreshed and updated.

See the chart on the following page for more possible tactics to be refined during annual planning.

	Year 3: CY 2025			
	Q1	Q2	Q3	Q4
	<b>PROGRAM MILESTONES</b>			
<b>Branding and Communication Plan</b>	Begin annual conference	Second annual photo contest	Launch stamp for NPS passport	Begin maritime career panels
	BRAND GOALS YEAR 3: Expand reach			
	Increase visibility in shoreline communities			
	Deepen understanding among those who live, work and travel in the area			
	Increase engagement inside and outside the area			
<b>ACROSS STAKEHOLDERS</b>				
MESSAGING	Update standard key messages			
OWNED CHANNELS				
CONTENT	Update "This is Maritime Washington" video  Update content management plan	Update social graphics		
COLLATERAL/ MATERIALS		Update tri-fold		
OTHER		Create signage design standards		
<b>SPECIFIC STAKEHOLDER</b>				
	<b>TIER 1 STAKEHOLDERS: Partners and potential partner organizations</b>			
OWNED CHANNELS	Publish newsletter, include annual conference, video	Publish newsletter, include partner signage input	Publish newsletter, include NPS passport stamp	Publish newsletter, include maritime careers
COLLATERAL/ MATERIALS		Update partner toolkit to include photos and social graphics		
EVENTS	Create annual conference invitation, program, materials			
CAMPAIGNS				
	<b>TIER 2 STAKEHOLDERS: Those who live, work, and play in the heritage area</b>			
NEWSLETTER	Publish newsletter, include video	Publish newsletter, include updated itineraries	Publish newsletter, include NPS passport stamp, responsible tourism	Publish newsletter, include maritime careers
CAMPAIGNS				
	<b>TIER 3 STAKEHOLDERS: Visitors to the heritage area</b>			
NEWSLETTER (same as Tier 2)				
EARNED CHANNELS				
CAMPAIGNS	Launch social campaign about availability of NPS brochure	Create social campaign for submitting and sharing photos	Launch social campaign about availability of NPS passport stamp	Launch shoulder season digital campaign about itineraries to drive web traffic



## **Appendix E: Letters of Support**



Allyson Brooks Ph.D., Director  
State Historic Preservation Officer

April 25, 2022

Frank Lands  
Regional Director  
DOI Regions 8,9,10,12  
Legacy Pacific West Region  
National Park Service  
333 Bush Street, Suite 500  
San Francisco, CA 94104

Re: Maritime Washington Management Plan  
Log No.: 2022-04-02588-NPS

Dear Frank Lands;

We have been provided and have reviewed the *Maritime Washington Management Plan* for the Maritime Washington National Heritage Area by the Washington Trust for Historic Preservation.

We appreciate the opportunity to review this plan and believe this comprehensive approach will greatly benefit the maritime cultural heritage of Washington. We concur with a Determination of No Historic Properties Affected. We look forward to its successful implementation.

We would appreciate receiving any correspondence or comments from concerned tribes or other parties that you receive as you consult under the requirements of 36CFR800.4(a)(4).

These comments are based on the information available at the time of this review and on the behalf of the State Historic Preservation Officer in conformance with Section 106 of the National Historic Preservation Act and its implementing regulations 36CFR800. Should additional information become available, our assessment may be revised.

Thank you for the opportunity to comment and a copy of these comments should be included in subsequent environmental documents.

Sincerely,

A handwritten signature in blue ink, appearing to read 'R. Whitlam', followed by a long horizontal line.

Robert G. Whitlam, Ph.D.  
State Archaeologist  
(360) 890-2615  
email: [rob.whitlam@dahp.wa.gov](mailto:rob.whitlam@dahp.wa.gov)



United States Senate  
WASHINGTON, DC 20510-4704

COMMITTEES:  
APPROPRIATIONS  
BUDGET  
HEALTH, EDUCATION, LABOR,  
AND PENSIONS  
VETERANS' AFFAIRS

April 26, 2022

The Honorable Deb Haaland  
Secretary  
Department of the Interior  
1849 C Street NW  
Washington, DC 20240

Dear Secretary Haaland:

I write in support of the Management Plan submitted by the Washington Trust for Historic Preservation (Washington Trust) in coordination with the Maritime Washington National Heritage Area (Maritime Washington) for the National Park Service's *National Heritage Area program*.

The Maritime Washington National Heritage Area was designated by Congress in 2019 and spans 3,000 miles of Washington State's saltwater shoreline from Grays Harbor to the Canadian border. The Maritime Washington National Heritage Area supports a network that strengthens the maritime community and connects people with the stories, experiences, resources, and cultures of our state's saltwater shores and waterways. The Washington Trust has worked with the National Park Service, Tribes, government entities, nonprofits, businesses, industries, and individual residents to plan the way forward for the Maritime Washington. This work has culminated in a Management Plan that outlines what the heritage area would do and how that would be accomplished.

With the approval of this plan, Washington Trust would protect and preserve Washington State's unique maritime resources, landscapes, and lifeways. This plan would support local partners through increased organizational sustainability, increased funding opportunities, stronger cross-sector and cross-regional relationships, broadened networks, and more visibility, as well as more visitors and financial support from the public. Maritime Washington would help to grow public understanding of and appreciation for working waterfronts and would support efforts to increase awareness of careers in the maritime industry. Additionally, the National Heritage Area would promote heritage tourism, supporting not just individual organizations and sites, but the overall tourism economy of the region, particularly highlighting communities looking to increase their heritage tourism.

Thank you for your consideration of the Washington Trust for Historic Preservation's Management Plan. Please contact Bree Rabourn in my Seattle office at 206-553-0724 with any questions.

Sincerely,



Patty Murray  
United States Senator

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WAYS AND MEANS COMMITTEE, VICE CHAIR  
SUBCOMMITTEE ON SELECT REVENUE MEASURES  
SUBCOMMITTEE ON TRADE

Congress of the United States  
House of Representatives

May 2, 2022

The Honorable Deb Haaland  
Secretary  
United States Department of the Interior  
1849 C Street NW  
Washington, DC 20240

Dear Secretary Haaland,

I write in support of the Maritime Washington National Heritage Area's proposed management plan.

As a member of Congress representing Washington's First District, my constituency includes the Washington coast from Bellingham north to the Canadian border—an area located within Maritime Washington's 3,000-mile stretch of saltwater coastline.

I can attest to the importance of maritime to this region. In Whatcom County, waterfront communities spearhead infrastructure repairs and improvements, support marine trades, and conduct apprenticeship and educational programs which create thousands of jobs and support maritime-based ways of life that have existed in this area for generations. Access to the water via sailboats, cruises, kayaks, and other vessels is a critical part of the region's recreation and tourism industries. The cultures of local Tribes like the Lummi and the Nooksack were built around fishing and shellfish harvesting, and these Tribes continue to play a major role in our state's policies, culture, and land management. Much of our region's environmental priorities focus on preserving these maritime resources—ensuring clean water and shorelines, protecting species like salmon and orcas—in order to sustain them for the future.

I was proud to join my colleagues in supporting the passing of the legislation which created the Maritime Washington National Heritage Area in 2019, and I have met with Washington Trust staff to keep abreast of their work and strategies. Furthermore, in their management planning process and public outreach, they have engaged as Anchor Organizations and partners two prominent organizations within my district, the Working Waterfront Coalition of Whatcom County and Bellingham Whatcom County Tourism.

Given the strong network they have established and guidance they have sought for the creation of their management plan, I have high hopes for its successful implementation in the future and for the achievement of their objectives to bring together Washington State's maritime community, across counties and sectors, in celebration of our shared maritime heritage.

I encourage your full and fair consideration of their proposed plan, consistent with applicable laws and regulations.

Sincerely,

A handwritten signature in black ink, appearing to read "Suzan K. DelBene". The signature is fluid and cursive, with a long horizontal stroke extending to the right.

Suzan K. DelBene  
Member of Congress



PRAMILA JAYAPAL  
7TH DISTRICT, WASHINGTON

2346 RAYBURN HOUSE OFFICE BUILDING  
WASHINGTON, DC 20515  
(202) 225-3106  
1904 3RD AVENUE  
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HOUSE COMMITTEE ON  
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MEMBER, SUBCOMMITTEE ON  
HIGHER EDUCATION AND WORKFORCE INVESTMENT

MEMBER, SUBCOMMITTEE ON  
WORKFORCE PROTECTIONS

Congress of the United States  
House of Representatives  
Washington, DC 20515-4707

February 2, 2022

The Honorable Deb Haaland  
Secretary of the Interior  
U.S. Department of the Interior  
1849 C Street, N.W.  
Washington DC 20240

Dear Secretary Haaland:

I am writing to express my support for the Washington Trust for Historic Preservation and its partners' effort in launching the Maritime Washington National Heritage Area (NHA).

The Washington Trust for Historic Preservation, a nonprofit headquartered in my district, was designated by Congress as the local coordinating entity for the Maritime Washington National Heritage Area. The Washington Trust has been an active and dedicated advocate for preserving our state's historic places. Through inclusive, proactive, empowering, and approachable work, the people-centered organization uplifts and adapts to the needs of local communities.

The Maritime Washington National Heritage Area spans 3,000 miles of Washington State's saltwater shoreline. It is the first and only National Heritage Area focused entirely on maritime heritage. Our region's unique maritime landscape is invaluable to the histories and heritages of the many Tribes and communities along the shoreline. The natural and cultural resources of the Maritime Washington National Heritage Area tell the story of Washington's unique water-based way of life and economy. The Washington Trust for Historic Preservation has engaged many partners in its outreach and planning for the launch of the new National Heritage Area. The engagement demonstrates its prioritization of diverse perspectives in telling and protecting our shared regional heritage.

That is why I strongly support the Washington Trust for Historic Preservation and its partners' effort in launching the Maritime Washington National Heritage Area. Please do not hesitate to contact my office at (206) 674-0040 if you have any questions about my support for this important undertaking.

Sincerely,



PRAMILA JAYAPAL  
Member of Congress

Congress of the United States  
House of Representatives  
Washington, DC 20515-4706

February 14, 2022

The Honorable Deb Haaland  
Secretary of the Interior  
U.S. Department of the Interior  
1849 C Street NW  
Washington, DC 20240

Dear Secretary Haaland:

As you review the Washington Trust for Historic Preservation's proposed management plan for the Maritime Washington National Heritage Area, let me voice my full support for their efforts.

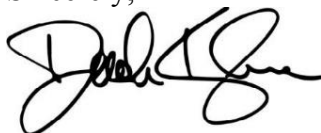
I was born and raised on the Olympic Peninsula, within the heritage area and within Washington's 6th Congressional District which I am honored to represent. I know well how distinctive an environment our shorelines are—topographically and culturally—and how deeply anchored maritime is in this region's identity.

Natural resources play an important role here--from the waters of Puget Sound, to the forests of Olympic National Park, and to the abundant wildlife that live in them. For the 11 federally recognized tribes who call the 6th District home, canoe culture is a traditional way of life, and salmon and orcas are deeply significant cultural symbols. Natural resources are also key to Washington's economy: the commercial and recreational fishing industry in our state supports more than 67,000 jobs and contributes over \$300 million in revenue. These resources must be responsibly stewarded and harvested for the future; that's why I helped found the Puget Sound Recovery Caucus, to bring increased focus and attention to the clean-up work that needs to be done to restore our region's waters.

With maritime so inextricably entwined with Washington State's industry, environment, tourism, recreation, culture, and peoples, I was proud to support the 2019 legislation which created the Maritime Washington National Heritage Area. This heritage area can bring together leaders from across various maritime-related sectors—local government, tribes, historical and cultural organizations, environmental and recreation groups, industry and economic development—to help not only celebrate our maritime roots but to chart a sustainable, collaborative course forward for this region.

I have worked with Maritime Washington's local coordinating entity, the nonprofit Washington Trust for Historic Preservation, on several occasions, and I have confidence their capability and dedication in leading these efforts. With them at the helm, I look forward to the future of maritime in Washington State.

Sincerely,



Derek Kilmer  
Member of Congress

ADAM SMITH  
9TH DISTRICT, WASHINGTON

COMMITTEE ON ARMED SERVICES  
CHAIRMAN

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**Congress of the United States**  
**House of Representatives**  
**Washington, DC 20515**

March 30, 2022

The Honorable Deb Haaland  
Secretary  
United States Department of the Interior  
1849 C Street NW  
Washington, DC 20240

Dear Secretary Haaland,

As a lifelong resident of the Puget Sound region, I know firsthand the role that maritime has played and continues to play in our rich history and culture. That is why I was proud to support the Congressional designation of the Maritime Washington National Heritage Area in 2019 and appreciate your consideration of their Management Plan.

The maritime ecosystem in Puget Sound region is about more than just proximity to the shoreline. For this region, it has meant thousands of maritime trades which are still practiced, bustling activity that makes the Port of Tacoma one of the 50 largest cargo ports in the world, and countless quality jobs supported by the industry. From boatbuilding and Tribal canoes to the most extensive ferry system in the continental United States, the transportation and infrastructure of the region has been shaped by maritime. Maritime in this region is also about history, culture, and community—encompassing 18 federally recognized tribes, historical societies and museums, and experiences like digging for clams on the beach or sailing aboard our state's official historic tall ship, the *Lady Washington*.

The Washington Trust for Historic Preservation has worked for years with organizations across the region to help preserve and interpret some of our state's most iconic maritime sites and structures. They have also engaged numerous organizations and stakeholders in my district, including the Port of Tacoma, the Foss Waterway Seaport, and the Youth Marine Foundation, to help them launch the National Heritage Area.

I lend my full support to these efforts to launch the Maritime Washington National Heritage Area and appreciate your full and fair consideration of their Management Plan.

Sincerely,

A handwritten signature in blue ink, appearing to read "Adam Smith".

Adam Smith  
Member of Congress

U.S. House of Representatives  
Washington, DC 20515

HOUSE ARMED SERVICES COMMITTEE  
SUBCOMMITTEE ON MILITARY PERSONNEL  
SUBCOMMITTEE ON READINESS  
HOUSE COMMITTEE ON  
TRANSPORTATION & INFRASTRUCTURE  
SUBCOMMITTEE ON HIGHWAYS AND TRANSIT  
SUBCOMMITTEE ON RAILROADS, PIPELINES  
AND HAZARDOUS MATERIALS (VICE CHAIR)

April 8, 2022

The Honorable Deb Haaland  
Secretary  
United States Department of the Interior  
1849 C Street NW  
Washington, D.C. 20240

Dear Secretary Haaland,

I am writing to you in support of the Washington Trust for Historic Preservation's proposed Maritime Washington Management Plan. Situated on the South Puget Sound, Washington's 10th Congressional District is maritime country. Rich in maritime history, it encompasses ports, estuaries, and watersheds, the Billy Frank Jr. Nisqually National Wildlife Refuge, seaside towns like Steilacoom and Shelton, the tribal lands of Puyallup, Chehalis, Nisqually, and Squaxin Island; and numerous conservation areas like the Woodard Bay Conservation Area.

The maritime backdrop of the district informs many of my focus areas in Congress. I serve on the House Transportation and Infrastructure Committee, which oversees maritime transportation and infrastructure. I am a member of the House Sustainable Energy and Environment Coalition, which works to advance policies addressing climate change and protecting our nation's clean air, water, and natural environment. With my colleague Representative Derek Kilmer, we serve as Co-Chairs of the Puget Sound Recovery Caucus, which focuses on environmental protection of Puget Sound through pollution prevention and habitat restoration.

With much of my work rooted in best serving the South Sound, I am happy that Washington's 10<sup>th</sup> is part of the new Maritime Washington National Heritage Area. The Washington Trust for Historic Preservation, as a local coordinating entity, has assembled a broad coalition of partners to help launch Maritime Washington. Including many organizations such as the South Sound Maritime Heritage Association, Experience Olympia, Olympia Historical Society, and the Town of Steilacoom. I know that Maritime Washington efforts will be the richer with the participation of these experienced and committed partners.

I'm confident in the goals as set forth in the Trust's proposed Maritime Washington Management Plan—to provide support and resources for maritime organizations, to share diverse stories across Washington's maritime heritage, and to encourage sustainable experiences of our maritime landscapes. Please give this project full and fair consideration.

Sincerely,



Congresswoman Marilyn Strickland (WA-10)



Tuesday, April 5, 2022

Chris Moore  
Executive Director  
Washington Trust for Historic Preservation  
1204 Minor Avenue  
Seattle, WA 98101

**RE: Support for Maritime Washington National Heritage Area Management Plan**

Dear Mr. Moore,

I'm writing to voice my support for the Washington Trust for Historic Preservation's Management Plan and inclusive strategies for the Maritime Washington National Heritage Area.

The Jamestown S'Klallam Tribe, located on the Northern Olympic Peninsula, have been stewards of our region's waterways since time immemorial. Jamestown staff have participated in the Maritime Washington National Heritage Area's Tribal Working Group and made contributions to the overall management plan that highlight some of our Tribe's priorities such as treaty resource protection, educational opportunities, cultural resource preservation, and economic development.

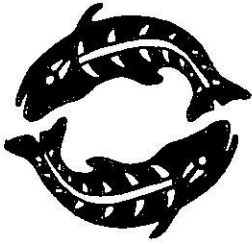
We feel the management plan did a good job bringing together Tribal stakeholders and adequately balances the wide range of Tribal perspectives and interests surrounding our shared maritime history. The Jamestown S'Klallam Tribe views the Washington Trust for Historic Preservation as a solid partner to many Tribes in Washington State and appreciates the importance they have placed on accurate portrayals of Tribal history.

We have worked with the Washington Trust for Historic Preservation's Youth Heritage Project and look forward to our continued relationship as Maritime Washington National Heritage Area takes form.

Sincerely,

W. Ron Allen, Tribal Chairman/CEO





# MAKAH CULTURAL AND RESEARCH CENTER

P.O. Box 160 • Neah Bay, WA 98357 • (360) 645-2711 • FAX (360) 645-2656 • [mcrcc@olypen.com](mailto:mcrcc@olypen.com)

April 25, 2022

Chris Moore  
Washington Trust for Historic Preservation  
1204 Minor Avenue  
Seattle, WA 98101

Dear Mr. Moore,

I write to express my support of the Maritime Washington National Heritage Area management plan.

It has been my pleasure to participate in the creation of the management plan over the past two years. I appreciated that you convened Tribal leaders from across the area for a meeting in February 2021 in order to connect with the various Tribal voices involved and to solicit further participation. In the Tribal Working Group that was established thereafter, and in the communications that have been exchanged between your staff and ours, I valued the openness and genuine enthusiasm with which you approached the collaborative aspect of Maritime Washington.

As you know, Tribes are such an indelible part of Washington's history and its present. Our Tribal heritage tells a story unlike anywhere else in the country. For the Makah, our way of life and our identity is inextricably linked to the ocean and its resources. These are stories that enrich our state's maritime tapestry and that deserve to be told more widely.

I am glad that it is your organization that has been tasked with these efforts. I saw your capability years ago, in the summer of 2019 when you brought your Youth Heritage Project students to Neah Bay to visit the Makah Cultural and Research Center, to hike to one of our remote beaches, to learn about our culture, and to participate in a salmon bake with us.

I know you will continue to respectfully share our words, stories, and culture to audiences across the state and beyond through Maritime Washington. I look forward to partnering with you in the years to come on this project and others.

Best,

Janine Ledford  
Makah Tribal Historic Preservation Officer  
Executive Director



# United States Department of the Interior



NATIONAL PARK SERVICE  
Klondike Gold Rush NHP - Seattle  
319 Second Ave S  
Seattle, WA 98104

April 1, 2022

Chris Moore, Executive Director  
Washington Trust for Historic Preservation  
1204 Minor Avenue  
Seattle, WA 98101

Dear Mr. Moore,

I am writing on behalf of the Seattle unit of Klondike Gold Rush National Historical Park to express my support of the Washington Trust for Historic Preservation's management plan and strategies for the Maritime Washington National Heritage Area. We are a small national historical park in Seattle's Pioneer Square neighborhood that connects people with the 1897-1898 Klondike Gold Rush and its impact on the city's people, culture, and environment. We also strive to connect people with the many National Park Service programs that support historic preservation, community recreation, and educational experiences. Therefore, we are delighted to be located within the boundary of the Maritime Washington National Heritage Area!

Each of the heritage area's five goals are relevant to our work:

- **Build a network** of cross-sector partners dedicated to advancing and honoring Washington's maritime cultures. Maritime routes are significant contributors to Klondike Gold Rush history and link Seattle to Skagway and Dyea, Alaska.
- **Provide support and resources** for communities and Tribes working to enhance and share maritime heritage. New and enhanced relationships with Tribes will help us identify and share more inclusive and accurate histories of the Klondike Gold Rush.
- **Share diverse stories** and increase visibility of Washington's maritime heritage, past and present. Our visitors are hungry for new stories about the Klondike Gold Rush that include context from the past and extrapolations for the future.
- **Encourage sustainable experiences** of maritime heritage for residents and visitors alike. Sustainability is always a consideration in the preservation and sharing of the sites and routes associated with the Klondike Gold Rush.
- **Preserve our region's unique maritime identity**, resources, and lifeways. Through its designation as a unit of the National Park System, the Klondike Gold Rush is recognized as a significant contributor to the region's maritime identity.

It was a pleasure being involved in the development of the management plan and we look forward to continued collaboration in support of its implementation.

Sincerely,

Charles Beall, Superintendent



**EBEY'S LANDING**  
NATIONAL HISTORICAL RESERVE

**Trust Board**

*Lisa Bernhardt, Chair*

*Sally Garratt, Vice Chair*

*Erin Borden, Treasurer*

*Andrew Ziehl, Secretary*

*Alan Hancock*

*Clark Bishop*

*David Louter*

*Chris Holm*

*Positions 7 - Open*

*Reserve Manager  
Marie Shimada*

**Trust Board Partners**

*National Park Service*

*Washington State Parks*

*Island County*

*Town of Coupeville*

162 Cemetery Rd.  
Post Office Box 774  
Coupeville, WA 98239  
Phone (360) 678-6084  
[www.EbeysReserve.com](http://www.EbeysReserve.com)  
[www.nps.gov/ebal](http://www.nps.gov/ebal)

January 13, 2022

Chris Moore  
Executive Director  
Washington Trust for Historic Preservation  
1204 Minor Avenue  
Seattle, WA 98101

Dear Chris,

The Trust Board of Ebey's Landing National Historical Reserve, currently chaired by Lisa Bernhardt, coordinates management of a unique and special place.

Ebey's Landing National Historical Reserve was established in 1978 in order to protect and preserve a rural community and its unbroken historical record of exploration and settlement in Puget Sound. It represents a unique model of preservation based on partnerships between government and citizens. The Reserve's history is in the town, the farms and fields, roads, historical buildings, and historic sites found throughout the Reserve. The story is not a thing of the past - it is kept alive by people who live, work, and maintain deep connections with this place.

As such, the work we do aligns well with that of Maritime Washington. We support the efforts to celebrate, maintain and share our state's maritime heritage.

Additionally, we support the five goals of building networks, providing support and resources, sharing diverse stories, encouraging sustainable experiences, and finally preserving our unique maritime identity.

Working closely with the Washington Trust on a variety of past preservation projects and youth programs, the Trust Board is excited to be an anchor organization for the Maritime Washington National Heritage Area. We are committed to the work and in providing whatever assistance needed in communicating the goals and the mission of MWNHA. It's an exciting time for all of us!

In summary, we support plans for the Maritime Washington National Heritage Area as outlined in the draft management plan. The Trust Board of Ebey's Landing National Historical Reserve looks forward to working with you in the future and supporting the launch of Maritime Washington.

Sincerely,

Lisa Bernhardt, Chair  
Trust Board of Ebey's Landing NHR

cc: file



# United States Department of the Interior

NATIONAL PARK SERVICE  
Olympic National Park  
600 E. Park Avenue  
Port Angeles, WA 98362-6798



IN REPLY REFER TO:

1.A.1 (OLYM-S)

January 20, 2022

Chris Moore, Executive Director  
Washington Trust for Historic Preservation  
1204 Minor Avenue  
Seattle, WA 98101

Dear Chris:

On behalf of the Olympic National Park, I would like to express our support for the Washington Trust for Historic Preservation's management plan and strategies for the Maritime Washington National Heritage Area. We acknowledge that the heritage will help the National Park Service continue to protect and preserve the natural and cultural resources for which the park was established. Olympic encompasses nearly a million acres, and the park protects a vast wilderness, thousands of years of human history, and several distinctly different ecosystems, including glacier-capped mountains, old-growth temperate rain forests, and over 70 miles of wild coastline. With this incredible range of resources and elevation, diversity is the hallmark of the park.

The Maritime Washington National Heritage Area advances our mission "*....to conserve the scenery and the natural and historic objects and the wild life therein and to provide for the enjoyment of the same in such manner and by such means as will leave them unimpaired for the enjoyment of future generations.*" (Organic Act 1916). Additionally, Olympic National Park receives approximately 3.25 million visitors each year. The park also provides access to Olympic National Forest, including six wilderness areas in this region that blanket the Olympic Mountains. Visitors would benefit from the additional interpretation of these marine resources.

Therefore, based on the Draft Maritime Washington Management Plan, we support MWNHA's goal to share and preserve our state's unique and nationally distinctive maritime heritage resources and stories. In short, we support your plans for leading the Maritime Washington National Heritage Area as outlined in the submitted management plan.

Olympic National Park looks forward to working with you in the future and supporting the launch of Maritime Washington.

Sincerely,

LEE  
TAYLOR

Digitally signed by LEE TAYLOR  
Date: 2022.01.20 15:12:34 -08'00'

Lee Taylor  
Acting Superintendent

# WING LUKE MUSEUM

January 21, 2022

Chris Moore  
Executive Director  
Washington Trust for Historic Preservation  
1204 Minor Avenue  
Seattle, WA 98101

Dear Chris,

It is with great enthusiasm that we write to express support for the Washington Trust for Historic Preservation's management plan and strategies for the Maritime Washington National Heritage Area (NHA).

The Wing Luke Museum of the Asian Pacific American Experience, the only museum in the nation dedicated to the Asian Pacific American community, is a National Park Service Affiliated Area and the first Smithsonian affiliate in the Pacific Northwest. Our mission is to connect everyone to the dynamic history, cultures, and art of Asian Pacific Americans through vivid storytelling and inspiring experiences to advance racial and social equity.

In this work, we have partnered with the Washington Trust over many years. In 2014, we were a key partner for the Trust's Youth Heritage Project (YHP), immersing high school students from across Washington State in the history of Asian Americans and Native Hawaiians/Pacific Islanders in the Pacific Northwest. By exploring the Wing Luke Museum, engaging with our historians, and visiting sites around Seattle's Chinatown-International District and our surrounding areas, students learned about such topics as immigration, maintaining cultural roots, World War II incarceration, and the importance of preserving cultural and heritage resources that tell these stories. More recently, in 2021, we embarked on a project to create a digital tour of the NPS Japanese American Remembrance Trail through the Trust's heritage tourism website *Revisiting Washington*. Featuring more than 40 Japanese American heritage sites in Seattle, the tour will enable website visitors to engage more profoundly with the history and significance of these sites through historic and contemporary photographs, oral histories, and audio and video excerpts when it launches in the first quarter of 2022.

Our staff also have participated in Maritime Washington National Heritage Area informational events over the past year, and we are excited about the course that is being charted for the future. We wholeheartedly support a key goal of the NHA to ensure that our many diverse communities are represented in maritime stories. The story of Washington's maritime heritage is incomplete without the stories of the Asian and Native Hawaiian/Pacific Islander immigrants and migrants who labored at the region's canneries and mills, the Black Americans who worked at the Puget Sound Naval Shipyard, or the many Tribes who have shaped our state's place names, culture, and laws. We applaud the NHA's efforts to ensure these many rich stories and their communities are integrated into the plan from the beginning.



In short, we support the Washington Trust's plans for leading the Maritime Washington National Heritage Area, as outlined in the submitted management plan. The Wing Luke Museum is looking forward to future partnerships with the Washington Trust to ensure that Asian American and Native Hawaiian/Pacific Islander perspectives and stories are woven into the Maritime Washington fabric, now and into the future.

Sincerely,

A handwritten signature in blue ink, appearing to read "Cassie C.", with a stylized flourish at the end.

Cassie Chinn  
Interim Executive Director



UNITED STATES DEPARTMENT OF COMMERCE  
National Oceanic and Atmospheric Administration  
NATIONAL OCEAN SERVICE  
OFFICE OF NATIONAL MARINE SANCTUARIES  
Olympic Coast National Marine Sanctuary  
115 East Railroad Avenue, Suite 301  
Port Angeles, WA 98362-2925

Charles F. Sams III  
National Park Service  
1849 C St NW  
Washington, DC 20240

April 19, 2022

Dear Director Sams,

I'm writing in support of the Washington Trust for Historic Preservation's management plan and strategies for the Maritime Washington National Heritage Area (MWNHA). Olympic Coast National Marine Sanctuary (OCNMS or sanctuary) includes 3,188 square miles of marine waters off the rugged Olympic Peninsula. In addition to important ecological resources, the sanctuary has a rich cultural and historical legacy. The vibrant contemporary communities of the Hoh Tribe, Makah Tribe, Quileute Tribe, and Quinault Indian Nation have forged inseparable ties to the ocean environment, maintaining traditions of the past while navigating the challenges of the present and future. Also, over 200 shipwrecks have been reported within OCNMS and are evidence of the extensive use of the area for fishing, transport of goods to support inland Washington, and transport of logging products from local markets.

OCNMS has been involved in the efforts to designate the MWNHA including reviewing and commenting on the draft management plan. Chris Moore, the Executive Director of the Washington Trust for Historic Preservation, presented on the MWNHA to the OCNMS Advisory Council (AC) on November 8, 2019, and further reached out to AC members to attend a workshop on the MWNHA management plan development on April 26, 2021. In addition, OCNMS was invited to participate as an Anchor Organization and we have kept the AC informed on how to provide comments on the draft management plan.

The MWNHA's goals align with those of OCNMS in the area of Maritime Heritage interpretation, and can be an important partner to NOAA and other AC member organizations. We are encouraged by the plans to provide support and resources for communities and Tribes working to enhance and share maritime heritage. We see advantages to OCNMS being part of a network of cross-sector partners dedicated to advancing and honoring Washington's maritime cultures.

In short, we support the Washington Trust's plans for leading the Maritime Washington National Heritage Area, as outlined in the submitted management plan.

Respectfully,

Kevin Grant, Superintendent  
Olympic Coast National Marine Sanctuary

cc: Chris Moore, Washington Trust for Historic Preservation





1911 Pacific Avenue  
Tacoma, WA 98402  
Tel: 253.272.3500  
Fax: 253.272.9519  
washingtonhistory.org

April 6, 2022

Chris Moore  
Executive Director  
Washington Trust for Historic Preservation  
1204 Minor Avenue  
Seattle, WA 98101

Dear Chris,

I'm writing to express my support for the Washington Trust for Historic Preservation's efforts to finalize the management plan for and move forward with implementing the Maritime Washington National Heritage Area (MW-NHA). The Washington State Historical Society's (WSHS) mission is to partner with our communities to explore how history connects us all, and we see the MW-NHA as an exciting initiative that will support that mission and help build important partnerships.

Our Heritage Outreach Department currently works to support the needs of history- and heritage-related organizations statewide by providing grants, online resources, professional development opportunities, technical services, networking opportunities, information sharing, and individual consultations. These efforts align with several of the MW-NHA's goals, particularly to build a network; provide support and resources; and share diverse stories.

The statewide history and heritage network overlaps with many of the partners interested or involved in the MW-NHA already, and we believe the MW-NHA will only add to our ability to offer support by providing more resources and encouraging more connections, both within and outside the heritage sector. It is our strong belief that history and heritage organizations must form a diverse array of local partnerships to remain relevant to the communities they serve and ensure their long-term sustainability.

Additionally, the WSHS, in collaboration with the Washington State Lieutenant Governor's office and many other state partners, is leading America250 efforts in Washington to commemorate the founding of the United States, as marked by the Declaration of Independence in 1776. Given the rich maritime legacy of our state, we look forward to working with the Washington Trust and other MW-NHA partners on exploring how we can partner on events or programs that share maritime history and heritage as part of America250.

WSHS applauds the work of the Washington Trust and your plans for the Maritime Washington National Heritage Area as outlined in the submitted management plan, and we look forward to supporting the launch of Maritime Washington in the near future!

Sincerely,

A handwritten signature in black ink, appearing to read "Jennifer Kilmer". The signature is fluid and cursive, with the first name "Jennifer" written in a larger, more prominent script than the last name "Kilmer".

Jennifer Kilmer  
Director



Don Hoch  
Acting Director

STATE OF WASHINGTON

## WASHINGTON STATE PARKS AND RECREATION COMMISSION

1111 Israel Road S.W. • P.O. Box 42650 • Olympia, WA 98504-2650 • (360) 902-8500

TDD Telecommunications Device for the Deaf: 800-833-6388

[www.parks.state.wa.us](http://www.parks.state.wa.us)

February 8, 2022

The Honorable Deb Haaland  
Secretary of the Interior  
United States Department of the Interior  
1849 C Street NW  
Washington, DC 20240

Dear Secretary Haaland,

On behalf of Washington State Parks, I am writing to express my support for the Maritime Washington National Heritage Area Management Plan, as submitted by the Washington Trust for Historic Preservation.

I have been involved with the management planning efforts for many months, having joined the Maritime Washington Steering Committee in July 2020. Though my participation has been remote due to the ongoing pandemic, I have attended regular Steering Committee meetings in which key strategic decisions have been made, including Maritime Washington's mission, vision, and values; proposed governance, staffing, and partnership structures; and public outreach efforts and agendas. Throughout my service on the Steering Committee, I have found Washington Trust staff to be organized and capable and my fellow committee members to be engaged and enthusiastic. I believe that the relationships and the network that have been formed through the management planning effort will serve Maritime Washington in good stead in the years to come.

Furthermore, I have worked to connect Maritime Washington to my own agency, Washington State Parks—a natural partner for the heritage area, given our overlapping goals of preserving Washington's cultural and natural maritime resources and encouraging sustainable tourism, recreation, and public access for our state's shorelines and waterways. Washington State Parks is the largest landowner within the heritage area, owning at least 95 properties within its boundaries, including many of the key sites listed in the Management Plan. We are also looking forward to partnership with Maritime Washington to advance a number of their objectives, including: elevating maritime stories in public spaces; collaborating with partners on new maritime storytelling projects; and advocating for policies and actions that encourage protection of natural, historical, and cultural maritime resources. My colleagues and I have met with Maritime Washington staff on several occasions to discuss potential joint programming and already have several ideas we're excited about.

In sum, I am proud to have been involved in the Maritime Washington planning efforts to date, and I hope to continue participating in their implementation and evolution in the years to come. I give the Maritime Washington Management Plan my full support, and I thank you for giving it your consideration.

Best regards,

Peter Herzog  
Assistant Director, Parks Development  
Washington State Parks and Recreation Commission





April 13, 2022

The Honorable Deb Haaland  
United States Department of the Interior  
1849 C Street NW  
Washington, DC 20240

Dear Secretary Haaland,

On behalf of the Washington State Department of Transportation and Washington State Ferries, I write to add my support to Washington Trust for Historic Preservation's Maritime Washington National Heritage Area management plan.

The Washington State Department of Transportation operates the largest ferry system in the United States, with nine routes serving 20 ferry terminals located around Puget Sound and the greater Salish Sea. Our routes act as a marine highway for businesses, tourists, and daily commuters, connecting many of Washington State's most vibrant communities, including Seattle, Tacoma, Port Townsend, and more. Altogether we serve nearly 24 million people every year.

But Washington State Ferries is about more than just a mode of transportation. We celebrate our history—the ferry system's origins in the “mosquito fleet” of the late nineteenth century; the many historic vessels that we have operated throughout the decades, like the MV *Kalakala*. We serve as a critical component of the state's contemporary tourism industry, driving economic development in many of our coastal communities. And through our Washington State Ferries' Sustainability Action Plan, we're working to protect the waters in which we work, in order to ensure a healthier Puget Sound for the generations to come.

In these ways, our values mirror those of the Maritime Washington National Heritage Area, which seeks to serve Washington residents and tourists alike by telling the stories of our past, honoring our maritime trades and industries today, and promoting sustainable experiences and visitation. I envision many opportunities for partnership between our two organizations in the future.

In summary, the Maritime Washington management plan has the support of Washington State Ferries—we think it will be an important document in charting the course of our region in the years to come. We appreciate you giving the plan your consideration.

Sincerely,

Patty K. Rubstello, P.E.  
Assistant Secretary, Washington State Ferries  
Washington State Department of Transportation





Friday, January 21, 2022

Chris Moore  
Executive Director  
Washington Trust for Historic Preservation  
1204 Minor Avenue  
Seattle, WA 98101

Dear Chris,

I'm writing to add our organization's support to the Washington Trust for Historic Preservation management plan and strategies for the Maritime Washington National Heritage Area. As you know, State of Washington Tourism is the destination marketing organization for Washington and our mission is to competitively market the state to visitors around the world.

Since 2020, we have supported Maritime Washington by serving as an Anchor Organization, participating in the brand steering committee and attending informational meetings. It has made sense for us to be involve and support this important development and we appreciate the depth of knowledge and diversity of the voices that contribute.

We are support the five goals outlined in the Maritime Washington management plan. There is good alignment with our organizational mission, especially your goal to encourage the sustainable experiences of maritime heritage for residents and visitors alike.

Again, we support your plans for leading the Maritime Washington National Heritage Area as outlined in the submitted management plan. State of Washington Tourism looks forward to working with you in the future and supporting the launch of Maritime Washington.

Sincerely,

A handwritten signature in dark ink, reading "David Blandford". The signature is fluid and cursive, with the first name "David" being more prominent.

David Blandford  
Executive Director  
State of Washington Tourism

April 12, 2022

Chris Moore, Executive Director  
Washington Trust for Historic Preservation  
1204 Minor Avenue  
Seattle, WA 98101

Dear Mr. Moore,

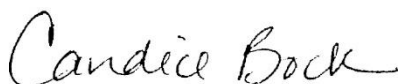
It is with pleasure that I write to express the Association of Washington Cities' support of the new management plan for the Maritime Washington National Heritage Area.

As you know, the AWC is a nonpartisan nonprofit organization that represents Washington's cities and towns before the state legislature, the state executive branch, and with regulatory agencies. We work to serve our members through advocacy, education, and services. We are the catalyst for promoting communication between cities and towns and for developing a broad public understanding of the important roles of cities and towns across the state. While we represent all cities and towns across Washington State, not just coastal Washington, we recognize the importance of Washington's maritime history and industries to the state as a whole. For this reason, we sought to join your efforts early on, nominating one of our members—Lance Bailey of the City of Port Townsend—to serve on your Maritime Washington Steering Committee back in 2020.

The mission of the Maritime Washington National Heritage Area is well-aligned with our own. Like us in our work with cities, Maritime Washington will help unite the many maritime communities along our coastlines and promote a broader public understanding and appreciation of maritime's central role in Washington's history, economy, and identity. Your goal of providing support and resources for maritime organizations and communities aligns with our own work of offering trainings and technical assistance to our network; doubtless there will be overlap in this area in the future, and we look forward to partnering with you when these opportunities present. Lastly, as a fellow advocacy organization, we have often worked alongside the Washington Trust in your own statewide advocacy work, supporting major policy decisions at the state legislative level, and we know that your advocacy experience is an asset you will bring to Maritime Washington as well.

Please count the Association of Washington Cities in as a partner in your efforts, for your submission of the Maritime Washington management plan and in your future endeavors.

Sincerely,



Candice Bock  
Government Relations Director  
Association of Washington Cities

January 14, 2022

Chris Moore  
Executive Director  
Washington Trust for Historic Preservation  
1204 Minor Avenue  
Seattle, WA 98101

**RE: Support for Maritime Washington National Heritage Area**

Dear Chris,

On behalf of the City of Port Townsend, I'm writing to add support to the Washington Trust for Historic Preservation's management plan and strategies for the Maritime Washington National Heritage Area. We have been strong and active partners with WTHP over many years.

The City of Port Townsend is a vibrant maritime seaport community with an active living history that is an expression of our unique identity. We have participated directly in the management plan process through our role on the steering committee as well as in interagency dialogue to build the case for the National Heritage Area. As one of the five goals of the heritage area, this network is critical in honoring maritime cultures and helps deliver on the other goals like supporting communities and Tribes, sharing diverse stories, encouraging sustainable experiences and preserving our unique identity.

The City and our community are excited about your plans for the Maritime Washington National Heritage Area outlined in the management plan. We look forward to working in partnership on this charted course to a future that nurtures, enhances and celebrates our historic maritime culture.

Please don't hesitate to be in touch to explore any additional ways we can support this important work.

Warm regards,

A handwritten signature in blue ink, appearing to read "John Mauro".

John Mauro, City Manager  
City of Port Townsend





## City of Seattle

Bruce Harrell, Mayor

Office of the Waterfront and Civic Projects

Marshall Foster, Director

Monday, January 31, 2022

Chris Moore  
Executive Director  
Washington Trust for Historic Preservation  
1204 Minor Avenue  
Seattle, WA 98101

Dear Chris,

Please consider this a letter of support for the Washington Trust for Historic Preservation's Draft Management Plan for the Maritime Washington National Heritage Area.

As the Director of the City of Seattle's Office of the Waterfront and Civic Projects, I oversee the City's Waterfront Seattle Program, which is in the process of transforming Seattle's central waterfront at the edge of Elliott Bay. With the removal of the Alaskan Way Viaduct, we are reconnecting the neighborhoods of Seattle's downtown core to its historic central waterfront, improving transportation and multi-modal access to the waterfront and key elements like Colman Dock, and creating an expansive park that will invite residents and visitors alike to our downtown shoreline. Working with community, city, state, and other partners, our approach to design and construction has been to not only retain the maritime activities currently on the waterfront, but to also enhance them with new cultural programming and recreational opportunities in more than 20 acres of new public spaces. We will have a major new interpretive program along the waterfront, bringing the area's long-standing maritime culture and history to life as we reinvest in once again connecting our city to Elliott Bay.

We are pleased to serve as an Anchor Organization for Maritime Washington. Members of our team have attended informational meetings, participated in workshops, and have met individually with staff of Washington Trust for Historic Preservation. We have been impressed with the collaborative approach and inclusive conversations that have characterized our interactions, and your approach to engaging the public and other stakeholders. We are particularly impressed with your recently published Draft Management Plan for the Maritime Washington NHA. The recommendations there are in alignment with Maritime Washington's goals and will help all of us engaged in this work do more to celebrate and maintain local maritime heritage.

There are many other aspects of the suite of projects that make up the Waterfront Seattle program that align with your work and goals, too many to list here. We support your proposals and recommendations as outlined in the Draft Management Plan for the Maritime Washington National Heritage Area. The Office of the Waterfront and Civic Projects looks forward to working with you in the future as Maritime Washington launches, and to continue to engage directly with you in this important work.

Sincerely,

*Marshall Foster*

Marshall Foster (Jan 31, 2022 17:07 PST)

Marshall Foster  
Director  
Office of the Waterfront and Civic Projects





March 3, 2022

Washington Maritime National Heritage Area Planning Team

The Washington State Association of Counties (WSAC) Coastal Caucus is comprised of 14 counties bordering Puget Sound, Strait of Juan de Fuca, and the Pacific Ocean. The Caucus is used as a forum for these Counties to interact, engage and recommend WSAC positions on issues relating to the waters of Puget Sound, Hood Canal and the Pacific Ocean.

The Caucus met with the Washington Trust for Historic Preservation in late January for a briefing on the Maritime Washington National Heritage Area Draft Management Plan. That presentation and executive summary was distributed to the coastal counties and were also encouraged to review and comment on the Plan. Some members of the Caucus convened to discuss the plan and collate comments for consideration by the Maritime Washington planning team.

Washington's National Heritage Area recognizes and promotes our state's natural, cultural, and historic resources bringing attention and support to our maritime communities and industries. While it is important to celebrate our heritage, it is equally important to demonstrate that support toward the active maritime industry by continuing to allow innovation and growth in the myriad of maritime sectors. Balancing these maritime activities, from recreation to commerce, and recognizing the diverse populations, geographies and development patterns will be challenging as the population continues to grow.

The Caucus commends the extensive collaboration with stakeholders in drafting the management plan. The Caucus appreciated the opportunity to have County representation on the Plan's Steering Committee and the attention given to local government coordination that is highlighted throughout the Plan. Counties hope to continue to be at the table as the plan unfolds, particularly when land use discussions (including shorelines) are occurring.

This Plan presents the many shared benefits that all the partners will enjoy with this national designation. This designation can be leveraged to amplify tourism and attract infrastructure investments that maritime communities desperately need. Please consider including local governments in planning as a "best practice" as the communities in the NHA start to put this new designation to work. Counties look forward to being a partner in implementing the non-regulatory goals, strategies, policies, and plans for the future of the Maritime Washington National Heritage Area.

Sincerely,



WSAC Executive Director





April 27, 2022

The Honorable Deb Haaland  
United States Department of the Interior  
1849 C Street NW  
Washington, DC 20240

Dear Secretary Haaland,

On behalf of the Washington Public Ports Association, I write to express my support for the Maritime Washington National Heritage Area and its proposed management plan.

Washington State's history is rooted in maritime, and so is its economy. At the intersection of maritime heritage and economic development are the ports, which support many traditional maritime industries while mapping out pathways to future growth and industry by promoting tourism and operating airports, marinas, railroads, and other major industrial centers. Washington boasts the largest locally controlled public port system in the world, including 75 port districts—33 of which are included in the Maritime Washington National Heritage Area.

The Washington Public Ports Association (WPPA) and its members have had the pleasure of working with the Washington Trust for Historic Preservation on many occasions over the past few years. Prior to launching maritime activities, the Washington Trust has partnered with the Port of Port Townsend on the redevelopment of the historic Point Hudson. Since being named as the local coordinating entity for the new NHA, the Washington Trust has further engaged WPPA members by installing two former port officials on their Maritime Washington Steering Committee (Port of Tacoma commissioner Clare Petrich and Port of Seattle commissioner Peter Steinbreuck), enlisting the Port of Everett and Port of Olympia as "Anchor Organizations" to help spread the word, and regularly soliciting feedback from our members on their progress. Moving forward, we look forward to continuing to work with Maritime Washington on increasing region-wide collaboration and preserving the heritage area's unique maritime identity.

I can attest to the importance of maritime heritage to Washington State, and I can furthermore vouch that the Washington Trust for Historic Preservation is an organization worthy of leading the efforts for the new Maritime Washington National Heritage Area. I look forward to seeing their accomplishments in the future and to the WPPA being a major partner in this work.

Sincerely,

A handwritten signature in black ink that reads "Victoria Lincoln". The signature is fluid and cursive, with the first name "Victoria" being more prominent than the last name "Lincoln".

Victoria Lincoln  
Deputy Director, Washington Public Ports Association



December 27, 2021

Chris Moore  
Executive Director  
Washington Trust for Historic Preservation  
1204 Minor Avenue  
Seattle, WA 98101

Dear Chris,

I'm writing to add my support to the Washington Trust for Historic Preservation's launch of the Maritime Washington National Heritage Area.

I serve as Executive Director of the Port of Coupeville, a bustling, vibrant historic town located on Whidbey Island in the Puget Sound. At the Port, we work to protect Whidbey Island's natural and historic resources, while supporting and enhancing a robust economic landscape as well. As such, our mission is well aligned with the Maritime Washington National Heritage Area, which seeks to preserve, interpret, and celebrate our state's unique maritime heritage. I have attended several the Washington Trust's public outreach sessions about the NHA and was thrilled to see the way in which they are bringing together voices from across the maritime community. It's truly an exciting initiative, and I look forward to partnering with the Trust in the future to represent Coupeville within the overall NHA.

Furthermore, I have appreciated our work with the Washington Trust and can vouch for your dedication to historic resources in Washington State. We were first introduced by Claudia Kiyama of Ebey's Landing National Historical Reserve. Together with Claudia and others, I have appreciated correspondence with you about efforts to preserve the historic Coupeville Wharf, the most iconic structure in Coupeville and a symbol of both the seafaring days of the past and the rural character surrounding Coupeville today. Currently, the Port of Coupeville is working to get National Marine Fisheries Service approval on permits for much-needed new piles on the east and west sides of the wharf, which are urgently needed to stabilize the building after storm damage. In these efforts, the Washington Trust has been responsive, supportive, and quick to offer additional resources and contacts.

In my opinion, the Washington Trust has shown the necessary capacity, leadership, and connections to steer the ship for the Maritime Washington National Heritage. I look forward to being involved with the NHA and to working with the Washington Trust for this and other projects around Coupeville's historic resources.

Sincerely,

A handwritten signature in black ink, appearing to read 'C. Michalopoulos', written over a light blue circular background.

Chris Michalopoulos  
Executive Director  
Port of Coupeville



April 4, 2022

Chris Moore  
Executive Director  
Washington Trust for Historic Preservation  
1204 Minor Avenue  
Seattle, WA 98101

Dear Chris:

I write to add my voice of support to your organization's launch of the Maritime Washington National Heritage Area.

As you know, I am the Executive Director of the Port of Port Townsend, one of the most remarkable maritime destinations not only in Washington but in the nation. Port Townsend is one of only three Victorian Seaports on the National Register of Historic Places; the waterfront district is a designated National Historic Landmark District. Not only our history but our modern identity is steeped in maritime, with a thriving marine-trades community practicing traditional boatbuilding and sailmaking.

At the Port, our mission is to serve the citizens of Jefferson County by responsibly maintaining and developing property and facilities to promote sustainable economic growth, to provide community access to Port facilities and services, and to protect and maintain our community resources and maritime heritage. We operate a number of facilities including Union Wharf and City Dock downtown, three marinas, a marine trades industrial area, and several boat launches. Given our role in stewarding many of Port Townsend's historic and contemporary maritime resources, our work is perfectly aligned with the Maritime Washington National Heritage Area, which seeks to preserve, interpret, and celebrate our state's unique maritime heritage.

Furthermore, I'm well acquainted with the Washington Trust for Historic Preservation and its work, having partnered with or encountered your organization on many occasions. The Trust has helped to fight for threatened historic sites in Port Townsend like the Hastings Building and the Jefferson County Courthouse. Through your work with the Washington State Main Street Program, you offer resources and assistance to our own Port Townsend Main Street Program. And most recently, your organization has been among the coalition of partners working alongside the Port to envision the redevelopment of the historic Point Hudson.

From my past experience with the Trust, I can attest to your organization's commitment to working with local partners to save and rehabilitate our state's important historic resources. I believe your organization has the right combination of statewide leadership and reach as well as local connections and collaboration to successfully launch and lead the Maritime Washington National Heritage Area. In doing so, you can count on the Port of Port Townsend as a partner. I look forward to working with you on this and other future projects.

Sincerely,

Eron Berg  
Executive Director



Saturday, January 29, 2022

Chris Moore, Executive Director  
Washington Trust for Historic Preservation  
1204 Minor Avenue  
Seattle, WA 98101

Dear Chris,

On behalf of the Working Waterfront Coalition of Whatcom County (Coalition), we wholeheartedly support the Washington Trust for Historic Preservation's Management Plan and strategies for the Maritime Washington National Heritage Area.

The Working Waterfront Coalition of Whatcom County, with over 140 members (companies, associations, and individuals) representing 6 sectors of our vital maritime sector, promotes the economic vitality of the working waterfront for all. We also recently formed the Whatcom Working Waterfront Foundation to support education/training, workforce development, maritime heritage, and more. Both organizations wholeheartedly support and work to advocate for the new Maritime Washington-NHA. Serving as an anchor organization along with the Bellingham-Whatcom Tourism Bureau, we have worked to facilitate several public information sessions and focus groups throughout Whatcom County. These information sessions have been productive and well-attended.

In addition to our role as an anchor organization, one of our Board of Directors, Steve Walker, serves on the Maritime Washington-NHA Steering Committee attending and reporting on a regular basis to all of our members. Additionally, we have hosted Alex Gradwohl, Program Manager, on Lummi Island during summer of 2021 and have introduced her to several Lummi Nation friends and colleagues. We have greatly appreciated the sensitivity demonstrated by the Washington Trust for Historic Preservation regarding the need to honor and respect Lummi Nation's desire for privacy and protection of their way of life in/on/around the waters of the Salish Sea.

The draft management plan developed by the large team of stakeholders represents a significant commitment to listening to hundreds of viewpoints, synthesizing many varied opinions and desires, and thousands of hours of writing/editing/re-writing. The Working Waterfront Coalition of Whatcom County and the Whatcom Working Waterfront Foundation are proud to have had a small part in this significant regional effort.

Whatcom County and its rich maritime heritage has many historic, cultural, recreational, and economic opportunities for the NWNHA to highlight and showcase to the State's citizens and visitors. ALL of the five goal areas are relevant to our region and our group and we look forward to being an active participant in the formal launch of this NHA to our region.

In short, we support your plans for leading the Maritime Washington National Heritage Area as outlined in the submitted management plan. Our entire membership looks forward to working with you in the future and supporting the launch of Maritime Washington National Heritage Area. We stand ready to participate in ways that will enhance your work and commit to working collaboratively to make this plan come alive for our residents and guests.

Sincerely,

A handwritten signature in black ink that reads "Pete Granger".

Pete Granger, President





February 14, 2022

Chris Moore  
Executive Director  
Washington Trust for Historic Preservation  
1204 Minor Avenue  
Seattle, WA 98101

Dear Chris,

As co-founder of Saltchuk Resources, maritime has been a fixture in my life for many decades. Marine services are a cornerstone of the work of Saltchuk's family of transportation and distribution companies. That family includes Foss Maritime, a Washington State legacy business founded in 1889 by Thea Foss—"Tugboat Annie" herself—which today owns and operates one of the nation's largest coastal tug and barge fleets.

I'm proud of this connection to Washington's maritime heritage, and I'm proud of the role that Saltchuk has played in Washington's maritime industry across the decades. Saltchuk is a values-driven organization that has striven to conduct its business with integrity. We care about protecting the marine environment in which we work; we care about giving back to the community; we care about the state and local heritage which we steward through brands like Foss Maritime.

In July 2020, I was introduced to your work in launching the new Maritime Washington National Heritage Area and invited to join the Maritime Washington Steering Committee. On the Steering Committee, I found myself serving alongside city and county elected officials, representatives from State Parks and the Department of Natural Resources, and cultural and heritage leaders from across the region, and I was encouraged to help shape this new heritage area's mission and direction. I attended Maritime Washington outreach events to listen to public feedback, joined the Business Plan Working Group to lend my business knowledge to governance structures and funding strategies for the heritage area, and I reviewed the first draft of the Maritime Washington management plan produced by your staff.

Having been involved with Maritime Washington now for 18 months, I have seen the process grow and evolve from project conception to launch. I have witnessed the number of stakeholders and thought leaders you have engaged in your efforts, through your committee recruitment, public outreach, and interviews. I have been impressed by the work of your staff in corralling the feedback from these various stakeholders into your strategies. I am amazed at the final product, the management plan, which seems to encompass and embrace so many different constituencies, political differences, and language nuances in order to represent the region as a whole.

You have my wholehearted support in the submission of this Maritime Washington management plan.

Best regards,

**Signature:**   
Fred Goldberg (Feb 15, 2022 16:58 PST)

**Email:** fred@saltchuk.com

Fred Goldberg  
Co-Founder, Shareholder  
Saltchuk Resources





February 1st, 2022

Dear Honorable Deb Haaland,

The Coastal Interpretive Center would like to express our support for the Maritime Washington National Heritage Area.

We are a small nonprofit organization located in Ocean Shores, Washington whose mission is to educate the public about the natural and cultural history of Washington's Pacific Coast and inspire the joy and wonder of nature. Our service area includes the entirety of Washington's Pacific Coast west of the Salish Sea as well, as the watersheds draining into the Pacific Ocean. Most of our service area is located within the MW-NHA.

Our area has a rich maritime history that our current displays, digital resources, and educational programs only scratch the surface of. As we share more of our more of our area's unique history, we are striving to share diverse stories and provide sustainable experiences. We greatly appreciate the MW-NHA for sharing these values.

We are one of the MW-NHA's anchor organizations and greatly look forward to partnering with them in future. We know we can help them achieve their goals and we believe that, with their assistance, they can help us grow into the world-class interpretive center we aspire to be.

Thank you in advance for supporting the Maritime Washington National Heritage Area.

Sincerely,

Laura Caldwell  
Center Administrator  
Coastal Interpretive Center



Tuesday, April 26, 2022

Charles F. Sams III  
National Park Service  
1849 C St NW  
Washington, DC 20240

Dear Director Sams,

The Filipino American National Historical Society National Office (FANHS NO) strongly supports the Washington Trust for Historic Preservation's management plan and strategies for the Maritime Washington National Heritage Area.

Our mission is "To promote understanding, education, enlightenment, appreciation and enrichment through the identification, gathering, preservation and dissemination of the history and culture of Filipino Americans in the United States". Founded in 1982, we have 40 chapters located in the continental USA, Alaska and Hawaii which includes 3 chapters in Washington state, namely Puget Sound, Seattle, and Yakima Valley FANHS Chapters. The FANHS National Office, Research Center, and Archives are co-located at 810 18<sup>th</sup> Avenue Suite 100, Seattle WA 98122.

We have invested in the Project with FANHS NO researcher Maria Batayola serving on the planning committee to help shape the Project and ensure that diverse stories such as our Filipino American immigration through various ports of entry, cannery industry participation, workers' and civil rights' advocacy are included in Washington state's maritime story of geology, use, community formation and global relations.

Please feel free to contact Maria Batayola at [mbjumpstart@msn.com](mailto:mbjumpstart@msn.com) or 206 293 2951 should you have any questions. We are committed to continuing our collaboration with the Washington Trust and support the launch of Maritime Washington. We look forward to a positive response from your agency.

Sincerely,

**Dr. Dorothy Cordova**

Dr. Dorothy Laigo Cordova  
FANHS NO Executive Director

c: Maria Batayola, FANHS NO Researcher & Digitization Project Lead  
Chris Moore, WA Trust for Historic Preservation Executive Director  
Alexandra Gradwhol, WA Trust for Historic Preservation Project Manager



705 Dock Street  
Tacoma, WA 98402  
P: 253 272 2750

[www.fosswaterwayseaport.org](http://www.fosswaterwayseaport.org)

Tuesday, January 18, 2022

Dear Chris,

I'm writing to add my support to the Washington Trust for Historic Preservation's management plan and strategies for the Maritime Washington National Heritage Area.

Founded in 1996, the mission of Foss Waterway Seaport is to celebrate the Puget Sound's rich maritime heritage past, present and future. Housed in the historic Balfour Dock Building located on the Thea Foss Waterway, the Seaport is the home to historic maritime exhibits, including hands-on activities for children; an operating Heritage Boat Shop; an education center highlighting marine and environmental science inquiry and exploration; and high-end event rental spaces for public and private events. In addition, there are over 1200 feet of docks and floats for educational and recreational use.

Tacoma has made great strides to successfully adapt many of its historic buildings for contemporary use to create modern spaces showcasing the state's history, the arts, and education. Despite these successes, residents and tourists can visit most of these venues and learn very little of the compelling history of the maritime cultural, commercial, and industrial roots of this region. The activity-based, lifelong learning programs which take place at the Seaport fill this void. The Seaport celebrates our maritime history – a history born from the fundamental need to get the Northwest's rich agricultural and natural resource commodities to global markets. As a showcase of Puget Sound's economic heritage, the Seaport brings the region's diverse native, ethnic, economic, technological and cultural history to life.

I believe it was Helen Keller, who once said that "Alone we can do so little; together we can do so much" and never has that quote rang so true as it has in this instance as the Washington Trust for Historic Preservation gathers together individuals and organizations, who represent 3,000 miles of Washington State's saltwater shoreline, to form a national heritage area that will play a huge role in helping preserve our region's unique maritime identity, our resources, and our lifeways. Based upon our past, our present, our future and in our role as an anchor organization we have a responsibility to work collaboratively with the Washington Trust in helping spread the word about the Maritime Washington NHA and the many opportunities to get involved in the ongoing visioning process.

This summer, we look forward to collaborating with the Maritime Washington NHA and fellow Anchor Organization the Youth Marine Foundation to co-host an educational boat tour of Commencement Bay in order to create deeper connections between the public and maritime heritage. We hope this will be just the first of many such collaborative projects.

In short, we support the Washington Trust's plans for leading the Maritime Washington National Heritage Area, as outlined in the submitted management plan. Foss Waterway Seaport looks forward to working with you and supporting the launch of Maritime Washington

Sincerely,

A handwritten signature in blue ink, appearing to read "Brent", is written over a faint blue circular stamp.

Brent Mason  
Executive Director



Thursday, April 7, 2022

Chris Moore  
Executive Director  
Washington Trust for Historic Preservation  
1204 Minor Avenue  
Seattle, WA 98101

Dear Chris,

It's exciting to see the Maritime Washington National Heritage Area coming to fruition. The Harbor History Museum in Gig Harbor, Washington, would like to express our support of the Washington Trust for Historic Preservation's management plan and strategies for the Maritime Washington National Heritage Area. Your team's efforts are greatly appreciated.

As an anchor organization for the MWNHA, the Harbor History Museum is looking forward to sharing our site and maritime content with visitors to the region. Located on the waterfront in downtown Gig Harbor, we preserve and share important histories of the South Puget Sound, including both Native and European boat building, commercial fishing, and recreational boating. Our work on the conservation and restoration of the FV *Shenandoah*, a 65-foot wooden fishing boat, is shared with thousands of visitors each year.

It's exciting to see the key work of the Trust coming together to build a network of cross-sector partners, provide support and resources for communities and Tribes, and create a platform for sharing the diverse stories of our coastline. So many organizations have spent and continue to spend countless hours, days, months, and years in concerted efforts to preserve our region's unique maritime identity—something that is both vastly different and yet similar across the NHA.

We are delighted to continue work with the Washington Trust as opportunities to connect, partner, and raise awareness increase. The Trust's grant programs, student experiences, and general support for local preservation efforts has been immensely important to us as a small-but-mighty museum.

We support your plans for leading the Maritime Washington National Heritage Area as outlined in the submitted management plan. The Harbor History Museum looks forward to working with you in the future and supporting the launch of Maritime Washington.

Sincerely,

Stephanie Lile  
Director | Curator  
director@harborhistorymuseum.org

January 19, 2022

Chris Moore  
Executive Director  
Washington Trust for Historic Preservation  
1204 Minor Avenue  
Seattle, WA 98101

Dear Chris,

We are writing to add our support to the Washington Trust for Historic Preservation's management plan and strategies for the Maritime Washington National Heritage Area.

Kingston Historical Society (KHS) is a volunteer organization whose mission is to preserve, record, interpret, and display the history of Kingston, WA. We have no physical building but work to display history in local businesses and to maintain a website. Kathy Sole has acted as President and De' Mackinnon as Treasurer for over six years. The Society published its local history through Arcadia Publishing in 2019.

Kingston is an unincorporated area in North Kitsap County located between the Suquamish and Port Gamble S'Klallam Reservations. The Kingston/Edmonds ferry comes into the public port of Kingston. KHS is an anchor organization of MWNHA and has participated in several virtual information sessions. Our work aligns with MWNHA especially in terms of the goals: "Build a Network," "Share Diverse Stories," and "Encourage Sustainable Experiences." We are committed storytellers and network with our Port, and neighboring historical societies, and other community organizations.

In short, we support your plans for leading the Maritime Washington National Heritage Area as outlined in the submitted management plan. Kingston Historical Society looks forward to working with you in the future and supporting the launch of Maritime Washington

Sincerely,

Kathy Sole, President  
D. Mackinnon, Treasurer  
Kingston Historical Society  
PO Box 263  
Kingston, WA 98346



## NORTHWEST MARITIME CENTER



January 18, 2022

Chris Moore  
Executive Director  
Washington Trust for Historic Preservation  
1204 Minor Avenue  
Seattle, WA 98101

Dear Chris,

I'm writing to add my support for the Washington Trust for Historic Preservation's management plan and strategies for the Maritime Washington National Heritage Area. I know this most likely will be read once then filed in a dark file in the basement of National Parks office, only to surface if a FOIA request from some rival agency trying to dig up dirt on you, but more than just adding our name to the list, I wanted you to know that I am both in support of what you are pulling off and deeply impressed and appreciative for how you've done it.

You know me as the ED of the Northwest Maritime Center, and you know the broad ways in which we engage and educate people of all ages in maritime opportunities- both up here in Port Townsend and broadly across the region. Magazines, schools, schooners, boat shops, simulators, summer camps, and now even a hotel that adds accommodation to our campus- our complexity is our strength. Through my involvement in the Working Groups and Advisory Board as an Anchor institution, I was struck that complexity is the strength of the Maritime Washington as well. You and your team built a network of diverse organizations and interests, and created something that will provide support and resources that will underpin the preservation of our region's maritime identity. Maritime Washington's complexity is its strength, but navigating that complexity was yours. Well the hell done.

The work of the NWMC is incredibly aligned with Maritime Washington, and I very much look forward to our two sets of complexities exploring all combinations of ways we can leverage those opportunities for the benefit of our region's maritime soul. Long way round to saying that NWMC supports and celebrates your efforts and plans for leading the Maritime Washington National Heritage Area as outlined in the management plan.

Sincerest thanks, ,



Jake Beattie, Executive Director

431 Water Street, Port Townsend, WA 98368  
nwmaritime.org | 360.385.3628



Chris Moore, Executive Director  
 Alexandra Gradwohl, Project Manager  
 Washington Trust for Historic Preservation  
 1204 Minor Avenue, Seattle, WA 98101

Chris and Alex -

It is with great pleasure that I write this letter of support for the Washington Trust for Historic Preservation and the Maritime Washington National Heritage Area (Maritime Washington)—the nation's first National Heritage Area (out of 55) focused solely on maritime cultural resources and maritime communities! An exciting future lies ahead for maritime heritage organizations as the Washington Trust charts a course for the future of maritime preservation, heritage, and cultural tourism along the saltwater coastline of the state.

For over thirty years the Pacific Northwest Maritime Heritage Council (PNWMHC) has brought together those individuals and institutions with a passion for maritime history and culture. Founded in 1989 in Seattle the Council's goals were to increase the dialog and cooperation between maritime heritage sites in Oregon, Washington, British Columbia, and Alaska. Among its activities, the Council organizes regional gambbs (meetings) 2 to 3 times per year on a rotating basis between member organizations and their respective states and provinces.

Initial support and development of the concept for forming a National Maritime Heritage Area is a direct outgrowth of the increased cooperation and understandings developed during all those Council member meetings between 1989 to 2009 (20 years). Council members working individually and together encouraged the Washington State's Department of Archaeology and Historic Preservation to fund an initial cultural resource inventory and feasibility study on the potential in forming such a broad regional designation. A successful study was funded and the report then became a blueprint for the establishment of Maritime Washington. An additional ten years (10) of advocacy with local, state, and federal leaders eventually led to the successful passage of enabling legislation by Congress in 2019.

The future of Maritime Washington is only limited by the resources dedicated to its development, and the imaginations and participation of the organizations and communities that lie within the boundaries of the National Heritage Area. Successful examples abound demonstrating the potential future impact Maritime Washington can have on local, regional and the state's economy. A few examples include the Oregon Cultural Trust, the Maine New Century Community Program and the other 54 federally recognized National Heritage Areas. A 2012 economic impact analyses of just six national heritage areas in the Northeast

**Pacific Northwest Maritime Heritage Council**  
**17613 NW Rolling Hill Ln | Beaverton OR | 97006 | 503-504-0770**

estimated the economic impact to be \$12.9 billion per year generating 148,000 jobs and over \$1.2 billion.

Let me encourage you to become an active supporter in the future of Washington's Maritime National Heritage Area. Through our shared efforts we can build a more engaged community, a better preserved built and cultural environment that tells the story of Maritime Washington, stronger museums, and increased support for our working waterfronts which so dominate the story of Washington and help drive our local economies.

Sincerely:



**Samuel W. Shogren**

Chair, Pacific NW Maritime Heritage Council  
Member, Business Plan Working Group, Maritime Washington NHA  
Principal, Shogren Consulting Group, LLC

Jan. 19, 2022

Mr. Chris Moore, Executive Director  
Washington Trust for Historic Preservation  
1204 Minor Ave.  
Seattle, WA 98101

***RE: Recreational Boating Association of Washington (RBAW) Marine Parks Conservancy – support for Trust’s Maritime National Heritage Area management plan***

Dear Chris:

I’m writing in my role as President of the RBAW Marine Parks Conservancy, going on the record with our organization’s support for the Trust for Historic Preservation’s Maritime National Heritage Area management plan.

As you know, our 501(c)3 organization just teamed up with the state Department of Natural Resources on the successful acquisition of the historic Lakebay Marina in South Pierce County. Aside from having a building on the historic register, Lakebay boasts a colorful past dating all the way back to the “Mosquito fleet” era of the 1880s.

This is the first historic marina that RBAW has helped to preserve as a public asset since the purchase of the iconic Sucia Island Marine State Park land back in the 1950s. We do *not* plan on it being the last.

We appreciate planks within the Maritime National Heritage Area management plan that seek to build a network of multiple partners across sectors to advance and honor Washington’s rich maritime heritage. We see Lakebay being a classic example of a facility that will attract such cross-network support. We also believe the Lakebay work is an ideal fit with portions of the management plan that stress the need to encourage sustainable maritime experiences and to preserve the unique maritime identity that makes our state stand apart from others.

In closing, please know that we fully support your management plan and look forward to working closely with your organization on important implementation and next-steps elements of the process!

Sincerely,

A handwritten signature in black ink, appearing to read "Bob Wise", with a stylized, cursive script.

Bob Wise, President  
RBAW Marine Parks Conservancy



April 13, 2022

To whom it may concern:

Sea Potential is pleased to work with the Maritime Washington National Heritage Area on a storytelling project in which BIPOC (Black, Indigenous, and People of Color) youth will collect and record stories about individuals' relationships to their local waters and maritime heritage.

Sea Potential's mission is to cultivate a full cycle of BIPOC representation in maritime. Through healing activities and ocean justice conversations, we focus on fostering youth appreciation and connection to marine ecosystems, in addition to transforming the maritime industry with inclusive workplace culture.

The Maritime Washington National Heritage Area has been supporting our vision to prioritize and share stories from BIPOC communities and how their relationship with water has changed over time. With kindness, resources, time and energy, they have been supporting this project as they realize it is valuable history that has been neglected to be preserved accurately. We look forward to working with Maritime Washington on this project to support marginalized communities to feel seen, heard, and valued.

Sincerely,

*Ebony Welborn*

Ebony Welborn  
Co-founder of Sea Potential/Director of Corporate Advancement





## UNIVERSITY OF WASHINGTON

College of Built Environments  
Department of Urban Design and Planning

Tuesday, April 12, 2022

Chris Moore  
Executive Director  
Washington Trust for Historic Preservation  
1204 Minor Avenue  
Seattle, WA 98101

Dear Chris:

On behalf of the University of Washington College of Built Environments (UW CBE), I would like to express enthusiastic support for the Washington Trust for Historic Preservation's management plan and strategies for the Maritime Washington National Heritage Area. As director of the CBE's Certificate Program in Historic Preservation, I envision a wide range of collaboration opportunities among UW students, faculty and the growing maritime heritage network in Western Washington.

UW has a strong tradition of community-based learning as the state's flagship public university, and my CBE colleagues in the departments of Urban Design and Planning, Architecture, and Landscape Architecture are already creating opportunities for students to undertake individual and group projects dedicated to maritime resources. Recent successful examples include completion of a draft National Register nominations for *FV Tjordenskold*, and a design and planning studio focused on one of the region's most significant maritime heritage sites, Fishermen's Terminal in Seattle.

Our Center for Preservation and Adaptive Reuse has worked with public and private sector partners to bring students into community-based survey and inventory projects that could serve as a model for future maritime heritage undertakings. In addition, our Graduate Certificate in Historic Preservation recently expanded to welcome students from all graduate programs university-wide, so we may be able to draw students from museum studies, history and geography in addition to the traditional fields associated with historic preservation to engage with multi-disciplinary maritime heritage projects.

I especially value the Washington Trust's inclusive approach to developing the Maritime Washington NHA management plan, including the high regard for maritime cultural traditions of Washington's Indigenous people, and outreach to our region's under-represented communities who have historically played significant roles in maritime industries.

The UW CBE looks forward to exploring opportunities for faculty and students to collaborate with the Washington Trust and the growing network of partner



## UNIVERSITY OF WASHINGTON

organizations on research and documentation of maritime heritage resources, interpretation, community engagement, technical preservation issues, and sustainable planning initiatives to support preservation of our region's unique maritime identity, resources, and lifeways. We support your plans for leading the Maritime Washington National Heritage Area as outlined in the submitted management plan, and we look forward to working with you in the future and supporting the launch of Maritime Washington.

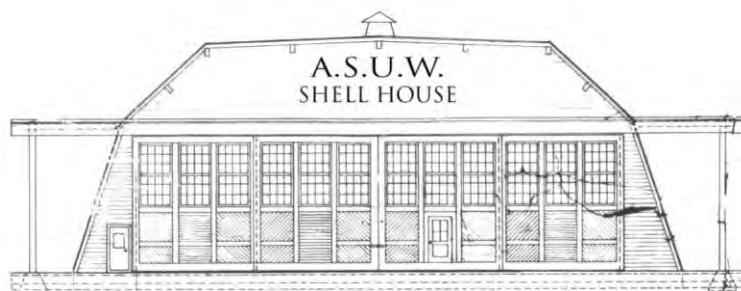
Sincerely,

A handwritten signature in cursive script that reads "M. Chalana".

Manish Chalana. Ph.D.  
Associate Professor: Urban Design and Planning  
Director: Graduate Certificate in Historic Preservation  
Co-Director: Center for Preservation and Adaptive Reuse (CPAR)

April 8, 2022

Chris Moore  
Executive Director  
Washington Trust for Historic  
Preservation  
1204 Minor Avenue  
Seattle, WA 98101



Dear Chris,

My letter today is in support of the Washington Trust for Historic Preservation's management plan and strategies for the newly designated Maritime Washington National Heritage Area.

Since our restoration project began fully in 2018 for the WWI hangar known as the ASUW Shell House, the Washington Trust staff of experts in the field of historic preservation have not just been helpful advocates, but have also led and encouraged trainings, access to other funding options and given statements of support to University of Washington leadership at critical times.

ASUW Shell House project background: [www.asuwshellhouse.uw.edu](http://www.asuwshellhouse.uw.edu)

Our project has many complex and unique characteristics – it is an archaeological site as it was a canoe portage since time immemorial for the Coast Salish people – when the 1916 Ship Canal was made, it forever changed our shorelines and remapped our waterways. When the hangar was built in 1918 to serve as a Naval Aviation training ground, it proudly served only a few short months on that newly created shoreline at the mouth of the Montlake Cut that opens to Lake Washington. After the war ended, its advantageous location was not only desirable for seaplanes, but also for our growing Washington Men's crew. From 1919-1949 it was the humble and gritty boathouse for Washington Rowing and the legendary shell builder, George Pocock – this includes 8 national titles, and two gold medal teams with the most famous being the 1936 'The Boys in the Boat' now a bestselling book, PBS documentary and soon to be Hollywood film (2023/4). After this period it became the Old Canoe House – and was the hub for water recreation for the UW campus and the community as well as the boathouse for our NCAA Sailing Team. In 1975, it became the UW's first building to be listed on the National Register – and is now one of two standing wood hangars from WWI. In 2018, it became UW's first building to be on the Seattle Landmark's list.

Our mission is to restore the building so that it can be a gathering place full of all of these authentic layers of our collective history for our campus and for the community. It sits nestled in the middle of UW's 2.1 miles of waterfront – and will become another entrance to our campus, via water. It will celebrate this longstanding connection to the water that

makes our city so beautiful, and industrious. After we complete our \$15.5M restoration – complete with an active boatbuilding workshop, exhibit space, classroom and deck – we will apply to become Washington’s 25<sup>th</sup> National Landmark.

#### Invaluable partnership with the Washington Trust for Historic Preservation

With all of this history on one site – and designations ranging from being an archaeological site, shoreline on an industrial ship canal under the management of Army Corps of Engineers, National Register status and local landmark status.... Our project needs help in navigating all of the requirements and procedures that are ahead of us. They have encouraged and helped us to explore all possible funding that could be offered to this unique site including the Federal Tax Credit program, the Save America’s Treasures grant and being a part of the weekly Heritage Caucus meetings with legislators and supporters within the State of Washington.

I have personally attended two online (due to Covid) week-long training and conferences in preparation for the National Historic Preservation advocacy week in DC. I had the opportunity to speak directly with my legislators and staffers. I was more than just prepared – I was inspired to do this work and was able to apply this knowledge in my everyday fundraising and planning.

The Washington Trust, and especially the leadership of Chris Moore has been an invaluable ally, partner and advocate for the ASUW Shell House restoration project. He and the team are tireless in their efforts to help and introduce partnerships – a key in getting big projects like this funded. Finally, they have offered the ASUW Shell House as the venue of choice for their annual Spring Gala fundraiser – Vintage Washington. Twice cancelled due to covid, all plans point to sharing this space on May 21, 2022 to bring attention to this critical work they do for all of us in the State of Washington – and to save and protect more buildings and sites that matter.

With our shoreline location, this project is also under the newly zoned jurisdiction for the National Heritage Area – with so many layers of history and stories to tell, we are excited to be a part of such a trusted and established partner as we grow and strengthen the future of our maritime history.

With Gratitude,



Nicole Klein  
Capital Campaign Manager, ASUW Shell House  
c/o 4432 46<sup>th</sup> Ave SW, Seattle WA 98116  
(425) 246-7373 cell  
[kleinn@uw.edu](mailto:kleinn@uw.edu)



Wednesday, April 13, 2022

Chris Moore  
Executive Director  
Washington Trust for Historic Preservation  
1204 Minor Avenue  
Seattle, WA 98101

Dear Chris:

I'm writing to add my support to the Washington Trust for Historic Preservation's management plan and strategies for the Maritime Washington National Heritage Area. Experience Olympia & Beyond (EOB) is very excited by the potential benefits and synergy this project brings to our region.

As the official destination marketing organization for Thurston County, the mission of EOB is to strengthen the region's economy by developing meaningful experiences and promoting travel to vibrant Thurston County. Our role is to inspire, inform and influence visitors to explore our remarkable region.

We depend on the collective efforts of partners like the Washington Trust for Historic Preservation to tell the story of our region. The Maritime Washington National Heritage Area will be an important way to highlight our region's culture and maritime history. We believe that the management plan complements many existing and planned strategies that we have to both package our region's assets for visitors and to promote them in a comprehensive way. The plan sets us up for positive economic and social impacts in our region and our \$321 million tourism industry in Thurston County.

In short, we support your plans for leading the Maritime Washington National Heritage Area as outlined in the submitted management plan. EOB looks forward to working with you in the future and supporting the launch of the Maritime Washington National Heritage Area. Feel free to refer any questions concerning the support of EOB to me at 360-704-7544 or by email at [jeff@experienceolympia.com](mailto:jeff@experienceolympia.com).

Sincerely,

Jeff Bowe  
Vice President, Sales and Development  
Experience Olympia & Beyond

**EXPERIENCEOLYMPIA.COM**

T (360) 704-7544

P.O. Box 1394, Olympia, WA 98507

*The Olympia-Lacey-Tumwater Visitor & Convention Bureau is the official destination marketing organization for Thurston County.*



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# *Sea & Story*



**MARITIME  
WASHINGTON**  
NATIONAL HERITAGE AREA