



GIG HARBOR BOATSHOP

STRATEGIC PLAN 2017-2021

3805 Harborview Drive, Gig Harbor, WA 98332 | www.gigharborboatshop.org



“Few historic buildings in the Pacific Northwest are more perfectly a product of their place than Eddon Boatyard. In a community named for a small wooden boat, the Eddon Boatyard typifies Gig Harbor’s maritime connections to commercial fishing vessels, working boats, and pleasure craft.”

-historic structure expert Michael Sullivan



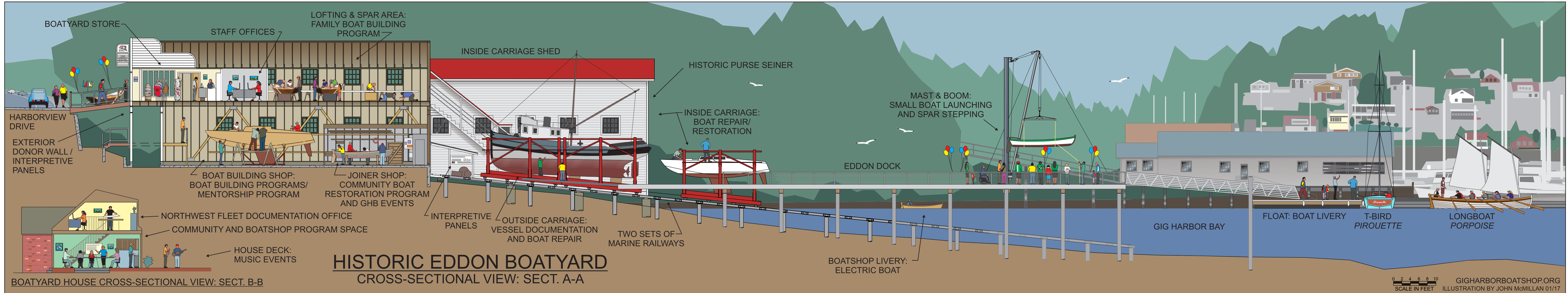


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We offer hands-on classes and workshops that focus on maritime skills or techniques taught by expert instructors.

This publication, including text, photos (except where noted), illustrations, graphics, and layout, was produced entirely by Gig Harbor BoatShop Board members, staff, and volunteers.



EXECUTIVE SUMMARY

Thanks to the Gig Harbor BoatShop 2017 - 2021 Strategic Planning Committee members for their commitment and insightful contributions to a long and thoughtful process. We are indebted to Betsy Davis, Executive Director for the Northwest School of Wooden Boatbuilding, for her willingness to guide us through the meetings and for her amazing ability to assimilate information.

The Gig Harbor BoatShop Strategic Planning Committee included Erik Carlson, Board Vice President; Stephanie Lile, Former Board Member; David Gaffney, Family Boat Building Leader; Sheri Lovrovich, Business Manager; Jaime Storkman, Board Member; Dave Higby, Volunteer Coordinator; John McMillan, Board Treasurer; and Guy Hoppen, Board President.

And thanks to our Community Development Director Ally Bujacich for stewarding the Strategic Plan to print and our Special Projects Director Susanne Regan for her budget expertise.

Gig Harbor BoatShop was formed to interpret and operate the historic Eddon Boatyard, and moved into the restored facility in 2010. We are a grassroots organization – community-based, passionate, and determined, with deep connections to the local working waterfront. Today we operate a financially solvent organization that delivers quality mission-related programming and is confident of continued success.

The Plan’s major next steps include the development and implementation of a fundraising plan. We are also committed to a fully functional boatyard. Eddon Boatyard restoration, a multi-million-dollar project, is 95% funded. A Plan priority is raising the remaining 5%, or \$400,000, to finish the half-completed marine railways capital project. We prioritized converting remaining volunteer administrative roles to paid positions, acknowledging that fundraising success would be a prerequisite for migrating to a sustainable staffing model. Our Historic Purse Seiner Initiative provides an exciting venue to interpret commercial fishing heritage, a vital component of our working waterfront mission.

We stepped back to evaluate and think critically about mission, vision, and purpose. The new mission, ***“perpetuate working waterfront skills, uses, and traditions at the historic Eddon Boatyard and aboard classic vessels of Puget Sound,”*** cuts directly to what we want to accomplish and where we want to accomplish it.

The revised vision, ***“provide authentic portals for experiences that teach the skills, traditions, and self-reliance inherent in the working waterfront community,”*** envisions Gig Harbor BoatShop on a steady course for authenticity in the places and experiences we provide. And, given that working waterfront ways of life are bastions of self-reliance, we envision that boatbuilders and fishermen and the programs they lead will naturally transmit that important life skill to participants.

Working waterfront heritage defines “place” for Gig Harbor. We aim to celebrate the ways of life that patterned our community and others, and to shine a light on an evolving working waterfront that is manifested by the dozens of fishing families that homeport in Gig Harbor and the two boatyards that continue to serve our community.

The Gig Harbor BoatShop Strategic Plan 2017 - 2021 sets a course for sustained growth and success. Our Board and executive leadership team are committed to using the Plan as a guide moving forward.



Guy Hoppen, Gig Harbor BoatShop President

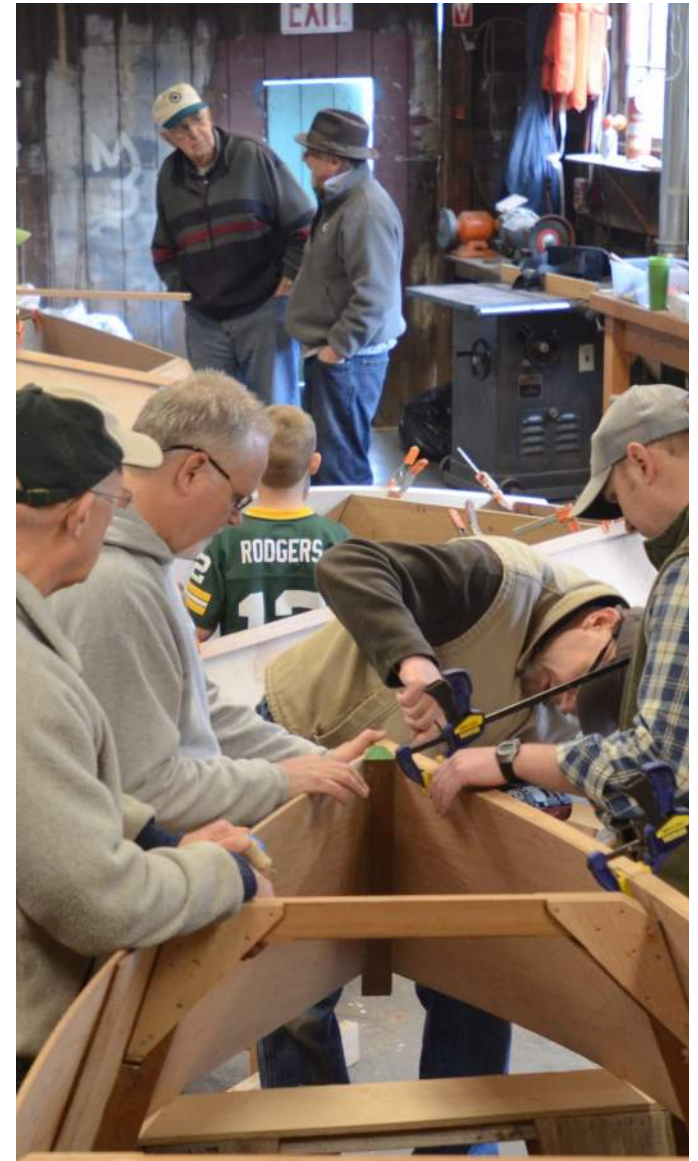


ORGANIZATION DESCRIPTION

Gig Harbor BoatShop is a non-profit organization dedicated to perpetuating working waterfront skills, uses, and traditions at the historic Eddon Boatyard and aboard classic vessels of Puget Sound. We are located at the historic Eddon Boatyard on Gig Harbor’s waterfront. We interpret and operate an authentic boatyard and engage the public through hands-on educational activities, boat restoration projects, an affordable classic boat rental service, special events, and other maritime programs. We celebrate, build awareness of, and provide access to long-standing working waterfront traditions, maritime heritage activities, and historically significant Puget Sound vessels that have played a strong role in shaping our community and small communities throughout the maritime Northwest.

Eddon Boatyard is a unique historic structures complex consisting of the boatyard building, dock and float, marine railways, and boatyard house. Boatbuilders have operated on the site for a century. The Eddon Boat Company, a family-operated boatbuilding company known for the design and construction of a Puget Sound classic, the Thunderbird sailboat, utilized the existing boatyard from 1950 through 1978. A 2004 grassroots effort to save the boatyard from the wrecking ball resulted in a community vote that preserved Eddon Boatyard and its traditional uses. In 2006, the City of Gig Harbor accepted a proposal from Gig Harbor BoatShop’s founder to use Eddon Boatyard for delivering authentic boatyard-inspired programs that focus on boat restoration and repair, boatbuilding, and boat use. Gig Harbor BoatShop was incorporated and gained non-profit status shortly thereafter. Since then, the BoatShop has observed steady growth in metrics such as number of visitors, program offerings, program participants, volunteer hours, and the annual budget.

Today Gig Harbor BoatShop is truly a community boatyard. We anticipate continued steady and sustainable growth during the next five years, including the continuation of our core programs and the intentional development of new initiatives that directly support our mission and vision. We will acknowledge our deep roots in Gig Harbor with an eye towards the future, poised to meet community demand for access to its authentic community boatyard and the maritime experiences provided by the Gig Harbor BoatShop.



After two days of working together, families “graduate” from the Family Boat Building program with new 12’ skiffs to enjoy forever.



MISSION and VISION



Hansa is launched in 1966 at Eddon Boatyard. Today Gig Harbor BoatShop launchings remain a celebrated community event.

OUR MISSION

Perpetuate working waterfront skills, uses, and traditions at the historic Eddon Boatyard and aboard classic vessels of Puget Sound.

OUR VISION

Provide authentic portals for maritime experiences that teach the skills, traditions, and self-reliance inherent in the working waterfront community.

WORKING WATERFRONT

We define *working waterfront* as the occupational trades and traditions, such as boatbuilding and commercial fishing, combined with the cultural landscapes on which they depend.



PURPOSE and VALUES

OUR PURPOSE:

We **CONSERVE** a vital community and regional cultural resource—the inherent maritime skills and uses of Gig Harbor’s working waterfront.

We **PRESERVE** the Eddon Boatyard and significant vessels of Gig Harbor and Puget Sound—securing Gig Harbor’s and Puget Sound’s built maritime heritage.

We **INSPIRE** hands-on learning of maritime skills by offering introductory to journeyman boatbuilding, boat restoration, and boat use experiences for all.

We **INTERPRET** a multiple-use waterfront gathering space by managing the Eddon Boatyard shops, marine railways, house, and dock for our community.

We **PROMOTE** economic health, vibrancy, and balance on Gig Harbor’s waterfront by operating a dynamic and collaborative community organization.

OUR VALUES:

BE AUTHENTIC— Provide dedicated staff and volunteers with working waterfront skills and knowledge.

CONSERVE OUR CULTURE— Secure and share the evolving traditions and uses of Gig Harbor’s historic working waterfront.

PROVIDE QUALITY EDUCATION— Invite people, young and old, to participate in hands-on maritime programming.

ANCHOR OUR COMMUNITY— Invigorate and encourage Eddon Boatyard’s historic role as a community gathering place.

EXHIBIT HOSPITALITY— Ensure a welcoming and friendly atmosphere for all.



Dedicated staff and volunteers ensure BoatShop programs are educational, high-quality, and relevant to our mission. *(Photo courtesy of William Goodpasture.)*



THE PLAN—PROGRAM SCOPE (CURRENT



Youth programs like BoatShop Adventures expose children to a working boatyard and its maritime heritage.

OUR CORE: BOATBUILDING, BOAT RESTORATION, BOAT REPAIR, and BOAT USE PROGRAMS

We build, repair, and restore boats, many of historic significance, using traditional and contemporary building methods and tools. We work in a traditional boatyard environment that will include marine railways to haul and launch vessels. We provide opportunities for people to get on the water in classic boats. We offer a range of training and experiences in boatbuilding, boat restoration, boat repair, and boat use, ranging from introductory workshops to longer-term internships for people entering the maritime trades.

- The **BoatShop Livery Service** offers the public restored Puget Sound launches re-powered with electric motors as well as a variety of other classic small craft. Each livery boat has been built or restored here at the Eddon Boatyard in our Community Boat Restoration Program.
GOAL: Provide people opportunities to get on the water aboard classic boats.
- Our youth programs develop and deliver maritime experiential education for kids. Children as young as four- and five-years-old assemble a toy boat in the **Santa's BoatShop** workshop. Early elementary aged children can participate in **BoatShop Adventures**, comprised of several distinct programs designed to provide exposure to maritime skills experiences.
GOAL: Provide hands-on maritime experiences to children ages four through 12.
- The **Family Boat Building** program brings families, often comprised of three generations, together to build a 12' rowing skiff in a weekend. This program provides a rare opportunity to gather a family for a weekend of hands-on learning in a boatbuilding environment.
GOAL: Teach families or groups of friends boatbuilding techniques and bring participants together for a two-day hands-on boatbuilding experience.
- The **Maritime Mentorship Program** provides a venue in which master craftsmen work one-on-one with paid postsecondary interns restoring or building a boat.
GOAL: Introduce, inspire, and pass on skills to a new generation which will care for our historically significant vessels in the future.



THE PLAN—PROGRAM SCOPE (CURRENT PROGRAMS)

WORKSHOPS

Gig Harbor BoatShop offers a range of hour- to day-long **classes and workshops**. Topics include Fancy Knotwork, Half Hull Modeling, First Aid at Sea (co-hosted with Washington Sea Grant), Greenland Paddle, and more.

GOAL: Offer a large variety of hands-on mission-related programs and maritime education learning opportunities through workshops that are typically eight hours or less in duration.

VOLUNTEER PROGRAMS

Volunteers are involved in all aspects of the BoatShop from administrative tasks to program development and implementation to boatyard maintenance. Volunteers can get involved by maintaining our fleet of small classic boats, interpreting the historic Eddon Boatyard for our visitors, planning events, and more. BoatShop volunteers accumulated over 5,000 volunteer hours annually in 2014, 2015, and 2016, providing over \$100,000 of in-kind value each year. We anticipate continuing to recruit, rely on, and nurture relationships with volunteers during the next five years.

GOAL: Engage volunteers with their community boatyard and spark passion for, and a vested interest in, Gig Harbor BoatShop and its purposes.

COMMUNITY EVENTS

Boatyards have always been natural gathering places for locals and visitors. People come to look at boats, to ask boat builders and shipwrights for advice, to observe craftsmen at work, or simply to get close to the water. Gig Harbor BoatShop will intentionally carry on the community gathering tradition by welcoming visitors at all times and by offering events for the public such as:

- The time-honored celebratory tradition of **boat launchings** hosted by boatyards for their new or restored boats.
- **Boat gatherings** such as the Thunderbird sailboat rendezvous and the Family Boat Building Program skiff rendezvous planned for 2017.
- We participate in, and contribute to, **community-wide events** that are relevant to our mission such as the Blessing of the Fleet and the Chum Festival.

GOAL: Perpetuate and celebrate working waterfront traditions for our community.



Gig Harbor BoatShop has a strong volunteer base, which is a critical element of completing projects like the *Pirouette* restoration.



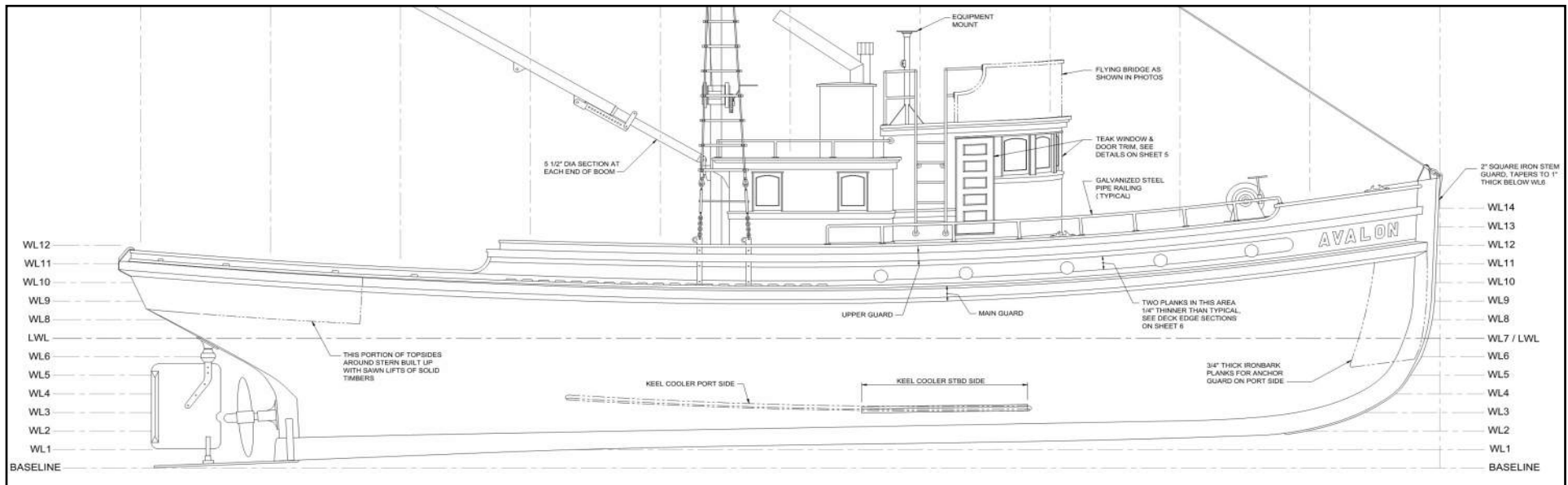
THE PLAN—PROGRAM SCOPE (CURRENT PROGRAMS)

HERITAGE PROGRAMS

Gig Harbor BoatShop intends to provide an important role in the physical documentation of historically significant vessels of the Northwest, and to record the stories of the boatbuilders that built them and the people that used the boats.

- The **Northwest Fleet Vessel Documentation** program records the shapes and construction details of historically significant vessels and researches the historic vessel narrative to Library of Congress specifications. Timing is critical, as historically significant vessels of the Northwest are rapidly disappearing. Until now there have been no large vessel documentation programs initiated in the Northwest. The Eddon Boatyard facility is uniquely suited for this endeavor by virtue of the in-progress marine railways that will enable the in-house out-of-the-water documentation of larger vessels, and by BoatShop staff who have long-term connections to the recreational and commercial boats of the region. Plans for the second floor of the boatyard house include workspace for the documentation program. The first vessel documentation project was the historic Skansie Shipbuilding Company-built purse seiner *Avalon*.

GOAL: Document the rapidly-disappearing historically significant vessels of Puget Sound.



The Northwest Fleet Vessel Documentation program prepared as-built design documents for purse seiner *Avalon* during deconstruction.



THE PLAN—PROGRAM SCOPE (CURRENT PROGRAMS)

HERITAGE PROGRAMS (CONTINUED)

- Gig Harbor BoatShop is developing a **Traveling Exhibit** called *The Avalon Project: Salmon, Seiners & Life on the Sea* based on artifacts and data recovered from the deconstruction of the *Avalon*. Gig Harbor BoatShop, after developing a first-ever third party contract with Washington’s Department of Natural Resources Derelict Vessel Program, managed the deconstruction of *Avalon*, slowing the process down so documentation procedures could be enhanced and artifacts could be recovered. We anticipate developing subsequent traveling exhibits and interpretive opportunities based on data, artifacts, narratives, and photographs associated with historic vessels and working waterfront related topics.

GOAL: Highlight the significance of working waterfront heritage in Puget Sound in venues that are widely accessible, likely museums.

- The BoatShop retains historically significant boats for on-the-water use and programming, two of which are samples of the most widely known Gig Harbor boat types, the Eddon Boat Company-built Thunderbird sailboat (over 1,000 built) and the Skansie Shipbuilding Company-built purse seiner (over 100 built). Gig Harbor BoatShop owns 26’ **Thunderbird #2, Pirouette**, built at Eddon Boatyard in 1958, and is taking ownership of the restored **63’ purse seiner Veteran**, built at the Skansie Shipyard in 1927.

GOAL: To have authentic working waterfront venues. Like Eddon Boatyard, these iconic vessels with deep connections to Gig Harbor and Puget Sound serve as venues to deliver Gig Harbor BoatShop mission-related programming.



Gig Harbor BoatShop restored Thunderbird #2 *Pirouette* in 2012. Following the restoration, community members attended a celebratory launching , a traditional activity at boatyards.



THE PLAN—PROGRAM SCOPE (FUTURE PROGRAMS)



Iconic Skansie Ship Building Company-built *Veteran*.

HISTORIC PURSE SEINER INITIATIVE

To further realize the BoatShop mission, we accepted the historic 63' purse seiner *Veteran* as a donation. The *Veteran* is a beautifully restored commercial fishing vessel built in Gig Harbor by Skansie Ship Building Co. in 1927. Gig Harbor's cultural foundation was, and continues to be, commercial fishing family heritage and boatbuilding family heritage. The **Historic Purse Seiner Initiative** rounds out the working waterfront mission of the BoatShop by adding a commercial fishing component to the existing boatbuilding, boat repair, and boat restoration boatyard programs and services.

We plan to retain the *Veteran's* traditional use, purse seining for salmon, as well as utilizing the *Veteran* for developing a broad range of on-the-water public programming including collaborative programs with other waterfront non-profits, purse seine crewmember training, large-vessel handling classes, historic excursions, touring Commencement Bay with a Puget Sound Ship's Pilot, vessel maintenance programs, and more.

This initiative is uniquely possible at the BoatShop because members of our board, staff, volunteers, and advisory committee include shipwrights, commercial fishermen, and United States Coast Guard licensed captains. Interpreting the purse seiner *Veteran* becomes a powerful tool for delivering authentic maritime learning experiences for visitors and those in our community.

GOAL: Fulfill the commercial fishing component of Gig Harbor BoatShop's mission by educating the public about commercial fishing and the role it plays in shaping our community and Puget Sound.



THE PLAN—PROGRAM SCOPE (FUTURE PROGRAMS)

ADVANCED BOAT REPAIR PROGRAM

After completion of the Boatyard’s marine railways, Gig Harbor BoatShop will have a fully functioning boat repair facility. This will allow for expansion of the Maritime Mentorship Program into a larger craft advanced boat repair master/apprentice program. To our knowledge, there is no educational facility that supports vessel haul-outs and offers a six-month to one-year boat repair program. The BoatShop intends to fill that void. We have had discussions with Northwest School of Wooden Boatbuilding and the Seattle Central College Wood Technology Center’s Marine Technology program staff regarding a post-graduate program at the BoatShop.

GOAL: Provide boat repair training opportunities for interns, engaging and educational projects for BoatShop visitors to view, and earned income potential.

MODEL BOATBUILDING

The Model Boatbuilding program envisions a class led by a key volunteer who has developed a model of our Family Boat Building skiff. Participants build from a kit and take their model skiffs home.

GOAL: Meet the needs of the model boatbuilding enthusiast and introduce new participants to the maritime craft.

CRUISE THE INSIDE PASSAGE TO ALASKA

This program will be an image intensive workshop designed for those that have never cruised the inside passage to Alaska.

GOAL: Inform the uninitiated to the practical considerations of the 1,000-mile-long journey from Puget Sound to Skagway.



Workshops, like the Building Wooden Cleats class pictured above, focus on practical applications of maritime-related skills.



THE PLAN—BUSINESS MODEL



Programs are specifically developed to serve a wide audience.

PHILOSOPHY FOR MANAGING GROWTH

Gig Harbor BoatShop will build on its history of being entrepreneurial, resourceful, and frugal. We have big ideas, but move forward thoughtfully in order to ensure a sustainable and stable organization. We have made tremendous progress, but pace our growth through a lens of realism. The organization will continue to grow incrementally, and will invest in new projects once funding is in hand, continuing its practice of only spending within its means. When taking on new projects, the BoatShop evaluates mission and revenue impacts through a thoughtful planning approach and implements programs once the funding for those programs is defined and secured. Building on a strong foundation, the organization will continue growing contributed and earned revenue to ensure a sustainable business model in the future.

CONTRIBUTED REVENUE

The organization plans to continue building contributions through its annual auction and annual appeal letter, as well as through a major focus in developing long-term relationships with individual donors. In the five years since its inception our annual auction has become a heralded community event. We have had success applying for and receiving foundation grants and will continue to seek appropriate grant opportunities.

GOALS: *Board and staff will increase attention to building and stewarding individual major gifts and business donations, and program sponsorships. We will add a second yearly fundraising event. We will grow our membership program. We will grow time contributions made by volunteers. We are developing and will implement a fundraising plan in early 2017.*



THE PLAN—BUSINESS MODEL

EARNED REVENUE

In the near-term we envision a modest increase in earned income through continued growth of our existing programs, increasing Boatyard store revenues, and through some minor small craft repair. We believe that by developing and offering mission-related products and services, we can augment organization fundraising, creating a more sustainable financial outlook.

GOALS: When the marine railways are completed and operational, larger vessel haul-out and repair can commence, adding a strong revenue stream. There are new facility and staffing expenses associated with the completed railways but our projections show a net positive contribution to our operations budget.

EXPENSES

As the organization grows, we will increase our spending on paid staff. The primary new expense will be converting some of the volunteer roles to paid positions either as consultants or staff. The timing will be based on success in building earned and contributed revenue.

GOALS: Migrate from the existing executive leadership team to a single or shared paid executive director position. Add development and communications staff. Add a skilled shipwright for boat repair and boat repair training once the marine railways are operational. Increase staff hours for Eddon Boatyard House management (pending timing of City-managed house restoration). Add staff, contractors, and equipment to support Northwest Fleet Program (pending timing of City-managed house restoration). Fund Veteran basic and programming expenses, including annual maintenance, moorage, insurance, fuel, lube oil, staff, materials, and outreach.

PRIORITY INVESTMENTS AND TIMING

The most urgent major project is the completion of the marine railways due to time constraints imposed by the various construction permits, and because this increases the BoatShop's capacity to provide large-scale marine repair and haul-out services.



By operating a community boatyard, Gig Harbor BoatShop provides avenues for community members to be a part of our evolving working waterfront heritage.



THE PLAN—MAJOR NEXT STEPS



A Family Boat Building skiff, surrounded by its builders, waits for its ceremonial first launch and row on Gig Harbor Bay.

BUILD FUNDRAISING CAPACITY

- Grow membership program.
- Build board capacity to help with fundraising and networking.
- Build business sponsorship program for events and programs.
- Develop major gifts program for individual giving.
- Create Planned Giving program.
- Design donor wall to recognize all significant gifts.
- Update Guidestar website.
- Add second fundraising event.

COMPLETE MARINE RAILWAY RESTORATION WITHIN PERMIT WINDOW

- Create and launch capital campaign to complete fundraising for the marine railways.
- Complete lower half of inside carriage.
- Complete full outside carriage.
- Complete outside rails.
- Complete containment system.
- Make the winch operational.

MAKE THE BOATYARD OPERATIONAL FOR LARGE BOAT RESTORATION AND REPAIR PROGRAMMING

- Build customer base by locating appropriate vessels to fit boat repair programs.
- Complete application for General Boatyard Permit with Department of Ecology.
- Obtain Maritime Coverage and US Longshore and Harbor Workers Coverage Endorsements.
- Hire skilled shipwright.



THE PLAN—MAJOR NEXT STEPS

IMPLEMENT AND FUND SUSTAINABLE STAFFING MODEL

- Build the volunteer program.
- Fund position for executive director(s).
- Fund positions for development and communication support.
- Identify resource to help develop safety policy and procedures.
- Identify person for shipwright position.

COMMUNICATIONS

- Disseminate Annual Report more widely.
- Initiate periodic newsletter for members, volunteers, civic organizations, and others.
- Continue to update the member/volunteer database.
- Create online volunteer coordination capability.
- Increase engagement with civic organizations.
- Continue to develop local government support.

DESIGN AND IMPLEMENT PROGRAMMING FOR THE BOATYARD HOUSE

- Finalize management agreement.
- Manage State of Washington Heritage Capital Projects Fund grant award.
- Help the City as required during house restoration.
- Establish procedures and begin activities.

DEVELOP PLAN FOR THE PURSE SEINE VESSEL INITIATIVE

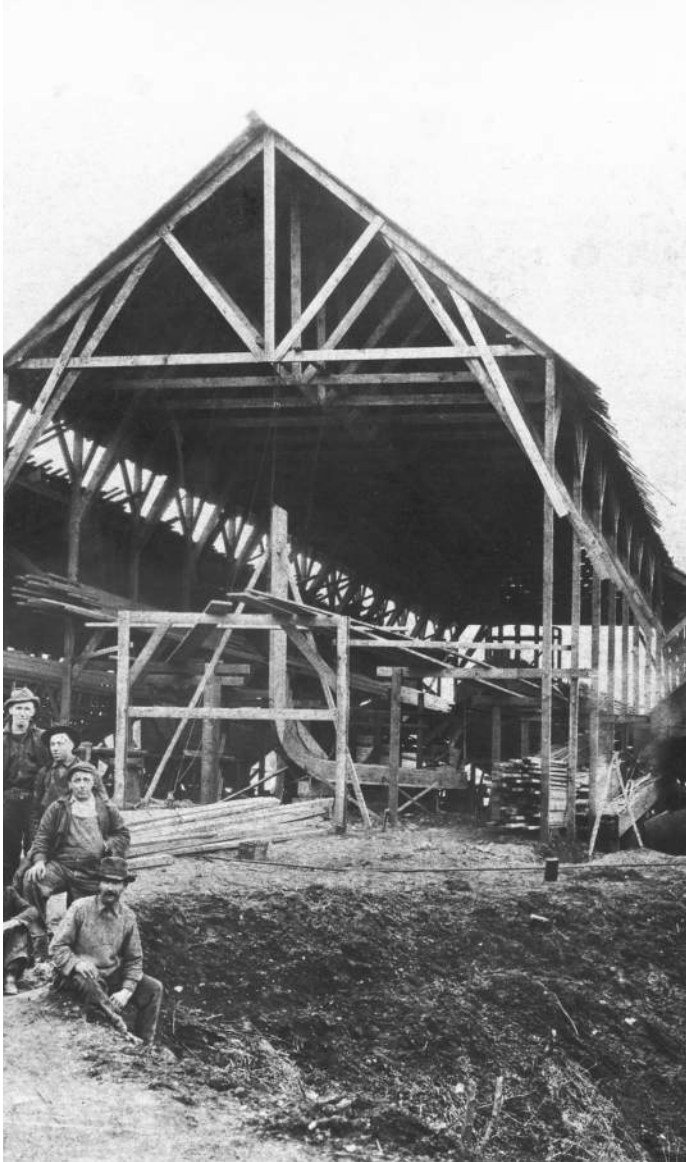
- Develop fundraising plan.
- Develop restoration and maintenance plan.
- Develop program and operations plan.



Activities and workshops allow people to learn maritime skills that are frequently transferable to other projects.



APPENDIX A—EDDON BOATYARD HISTORY



Anderson Boat Company, circa 1920s, on the site of what is now Eddon Boatyard. (Photo courtesy of Anderson family.)

1920—1945: Anderson Boat Company, founded by Conrad Anderson, was the first boatyard on the future Eddon site. The Anderson Boat Co. primarily built purse seiners and other commercial craft as well as small rowing skiffs. Conrad Anderson's sons subsequently founded boatyards from Tacoma, Washington to Petersburg, Alaska.

1945—1950: Glein Boat Company was founded by Art Glein who built the current boatyard buildings in 1945. Glein Boat Co. built yachts and commercial boats.

1950—1978: Eddon Boat Company, founded by Ed Hoppen and Don Harder and originally located on Tacoma's 6th Avenue, relocated to Gig Harbor's waterfront in 1950. The partnership dissolved a year later, with Ed and Marty Hoppen continuing to operate the Eddon Boat Company until 1978 when they sold the yard to Breck Adams. Eddon Boat Co. built pleasure and commercial boats designed by Edwin Monk, William Garden, Ben Seaborn, and Ed Hoppen. Hoppen collaborated with Seaborn on the design of a Puget Sound classic, the Thunderbird Sailboat. Thunderbird #1 was launched in November 1958.

1978—1984: Breck Adams purchased and operated the boatyard as **Blue Heron Yachts** until 1984.

1984 – 2004: Subsequent investors bought the property and it rented the boatyard to Hal Palmer, who operated it as **Northwest Yacht & Boatyard** until 2004.



Anderson Boat Company pictured from the water side.



Glein Boat Company launching *Nordot* in 1948. (Photo courtesy of Harbor History Museum.)



APPENDIX A—EDDON BOATYARD HISTORY

2003—2004: Gig Harbor citizens advocate for **saving Eddon Boatyard** from demolition, and voted to pay \$3.5 million in taxpayer dollars to preserve the Eddon Boatyard.

January 2006: Guy Hoppen delivered an **Eddon Boatyard proposal for use** to the City of Gig Harbor’s Eddon Boatyard visioning committee. The visioning committee recommended the Hoppen proposal to City Council, and Council voted to accept the proposal and to move forward with an Eddon Boatyard lease.

May 2006: **Gig Harbor BoatShop is formed**, and a State Certificate of Incorporation is granted.

August 2007: **A 20-year lease is executed** between the City of Gig Harbor and Gig Harbor BoatShop for the Eddon Boatyard.

March 2008: **501(c)3 tax status is granted** to the Gig Harbor BoatShop.

January 2010: **Gig Harbor BoatShop moved into the restored Eddon Boatyard.** A \$980,000 Washington State Heritage Capital Projects Fund grants funded restoration of the Eddon Boatyard Building.

August 2016: Gig Harbor BoatShop’s **lease is amended to include the Eddon Boatyard House.**



Thunderbird #2, *Pirouette*, is launched in 1958 with Eddon-built *Nautilus IV* anchored in the background.



Eddon Boatyard launching *Twinkle* after restoration, 1972.



62% of Gig Harbor voters supported preserving Eddon Boatyard and its traditional uses when faced with new development on its site.



APPENDIX B—EDDON BOATYARD FACILITIES



Designated as a historic structure, the functional Eddon Boatyard includes the boatyard building, railways, dock, and house. (Photo courtesy of Lita Dawn Stanton.)

FACILITY OVERVIEW

“Few historic buildings in the Pacific Northwest are more perfectly a product of their place than Eddon Boatyard. Constructed of native wood framing, the small industrial complex is carved into the protected shoreline of Gig Harbor and shaped entirely by its function as a boatbuilding shop constructed around a small marine railway. In a community named for a small wooden boat, the Eddon Boatyard typifies Gig Harbor’s maritime connections to commercial fishing vessels, working boats, and pleasure craft.” (Eddon Boatyard Historic Structures Report, Michael Sullivan, Artifacts Consulting Inc., May 2006)

And, few preserved historic structures are utilized for their original use, making Gig Harbor BoatShop’s stewardship of the historic Eddon Boatyard unique in the world of historic structures preservation. The Eddon Boatyard historic structures complex is comprised of the boatbuilding shops (boatyard building), the boatyard dock and float, the marine railways, and the boatyard house and deck. The sum of all of the structural boatyard components were necessary for the family-operated boatyard to function in the past and continue to be necessary for interpretation and operation by the Gig Harbor BoatShop going forward. Gig Harbor BoatShop is dedicated to maintaining the structural integrity of the complex and to conserving the uses of a traditional boatyard and the working waterfront.

SHOPS AND OFFICES

The Eddon Boatyard building’s first floor is comprised of a joiner shop, machine shop, boatbuilding shop, inside ways carriage shed, and boatyard office. The first floor shops are set up in a historic manner. The shops are utilized and interpreted for boatbuilding, boat repair, and boat restoration programming. The second floor is comprised of the boatyard loft, boatyard store, store office, and two classrooms. The loft is utilized for boat lofting and the Family Boat Building Program. The boatyard store is used for program intake and as a gift shop. The classrooms are used for programming and office use.



APPENDIX B—EDDON BOATYARD FACILITIES

MARINE RAILWAYS

When completed, the Eddon Boatyard marine railways will consist of an outside railway carriage and an inside railway carriage. The inside rails and carriage are nearly complete. The outside pilings are driven and cut to length. The carriage winch is under restoration. Remaining tasks to be completed include the outside rail system installation, installation of the outside carriage and half of the inside split-carriage, and the installation of a containment system.

DOCK AND FLOAT

The Eddon Boatyard dock and float are leased by the BoatShop from the City and are also accessible to the general public. The dock has a functioning mast and boom, completed in 2016 by BoatShop volunteers, and is capable of lifting spars and small craft to and from the water. Two of three faces of the float are used for BoatShop on-the-water programs and for BoatShop vessel moorage.

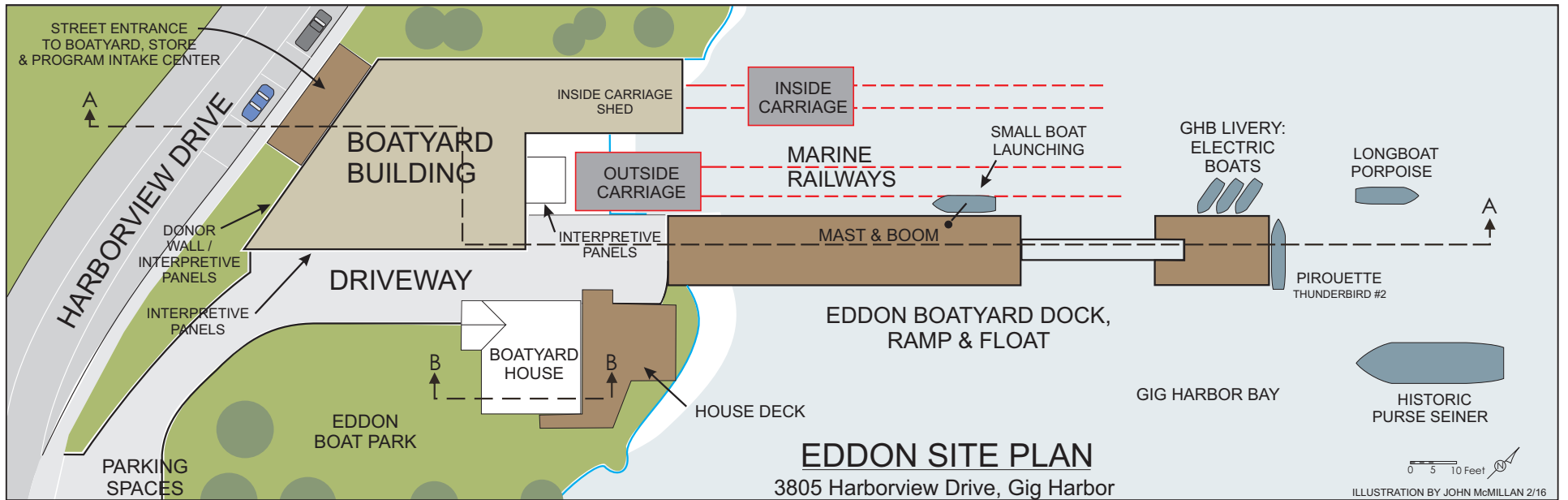
HOUSE AND DECK

The Eddon Boatyard house and deck was leased to the BoatShop by the City in August 2016. When the fully-funded restoration is complete, the house first floor will be shared equally by the BoatShop for public programming and by the community for scheduled use. The second floor will be used for the BoatShop's Northwest Fleet Vessel Documentation program offices. As part of the lease agreement Gig Harbor BoatShop is responsible for managing the boatyard house.



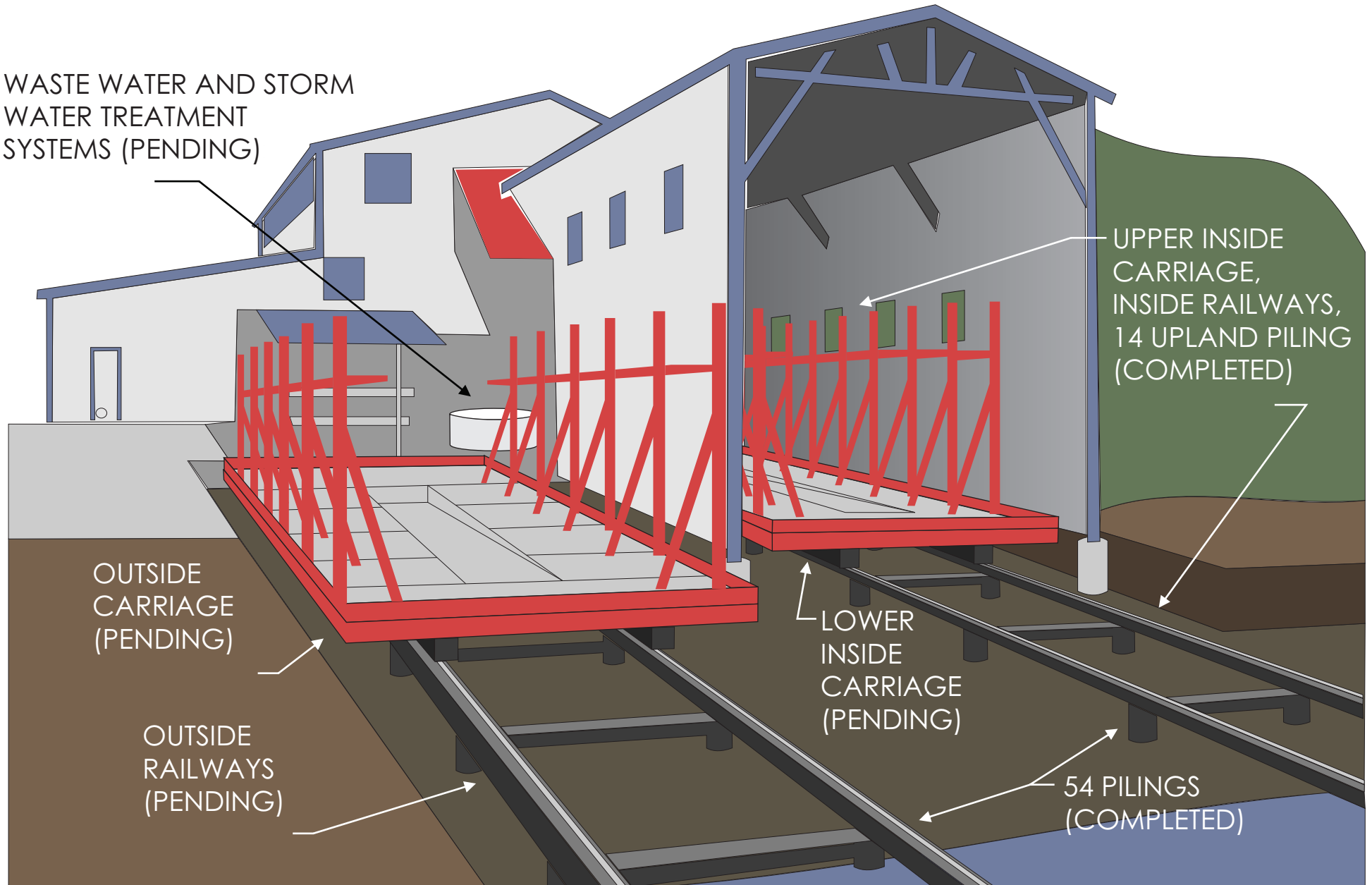
Completed in 2016, the mast and boom on the Eddon Boatyard dock enable the BoatShop to lift small vessels from the water.





Gig Harbor BoatShop at Historic Eddon Boatyard

Marine Railway, Railway Carriages, and Contamination Containment Systems



APPENDIX C—SWOT ANALYSIS

STRENGTHS

1. Authentic and unique historic waterfront site with public visibility and access.
2. Community-owned historic working boatyard is being operated and interpreted in a traditional manner by authentic staff.
3. Boatyard facility and BoatShop programs are already a magnet for visitors, volunteers, and participants.
4. Over 5,000 hours of volunteer time recorded annually.
5. Eight years of steady incremental growth with an effective track record of follow through.
6. Strong grassroots support from the community, including a vibrant volunteer base and local donors.
7. Have established social capital within the community and have good relations with local elected officials and Washington State DAHP and DOE.
8. Eddon Boat restoration project is over 95% complete.
9. Dedicated and talented leadership.
10. We own Thunderbird #2 and are acquiring the Skansie purse seiner *Veteran*—restored examples of two of the most important vessels designed and built in Gig Harbor.

WEAKNESSES

1. Need for increased funding, and fundraising expertise, to realize future growth and vision.
2. Need to develop a more sustainable staffing model, including paid positions for leadership, skilled boatyard management, and development staff.
3. Need to better distribute information about the organization’s activities, plans, and successes, both externally and internally.
4. Need to develop the capacity to systematically build and steward community relationships and partnerships.
5. On-the-water program growth is constrained by lack of vessel storage and limited moorage.
6. Need to further develop and refine shop and on-the-water policy and procedures.



APPENDIX C—SWOT ANALYSIS

OPPORTUNITIES

1. People who come to the Boatyard are enthralled with the site and intrigued to learn about the working waterfront culture of the community.
2. There are strong reasons for networking with other local waterfront non-profits.
3. Boat repair facilities in South Puget Sound are disappearing.
4. There is increased demand for experiential education for both adults and youth.
5. People crave authenticity.
6. Heritage tourism is the fastest-growing segment of the tourism industry.

THREATS

1. Continued waterfront redevelopment in Gig Harbor may cause constraints on the Boatyard's traditional working waterfront uses.
2. Increased competition for access to the water may impact the Boatyard's ability to operate.
3. Local political landscape changes regularly necessitating ongoing need for advocacy and education, given the reliance on a publically owned site.
4. Environmental regulations could constrain traditional boatyard activities.



APPENDIX D—FIVE-YEAR PROGRAM PLANNING

| | 1. Conserve a vital community and regional cultural resource - the inherent maritime skills and uses of Gig Harbor’s working waterfront. | 2. Preserve the Eddon Boatyard and significant vessels of Gig Harbor and Puget Sound - securing Gig Harbor’s and Puget Sound’s built maritime heritage. | 3. Inspire hands-on learning of maritime skills by offering introductory to journeyman boatbuilding, boat restoration, and boat use experiences for all. | 4. Interpret a multiple-use waterfront gathering space by managing the Eddon Boatyard shops, marine railways, house, and dock for our community. | 5. Promote economic health, vibrancy, and balance on Gig Harbor’s waterfront by operating a dynamic and collaborative community organization. |
|--|---|--|---|---|--|
| EDDON BOATYARD PROGRAMS | | | | | |
| Boatbuilding and repair | | | | | |
| Boat repair | X | X | X | X | X |
| Family Boat Building | X | X | X | X | X |
| Community Boat Restoration Program | X | X | X | | X |
| Building a new boat (eg: T-bird) | X | X | X | X | X |
| Maritime Mentorship Program | X | X | X | X | X |
| Community hub and events | | | | | |
| Music program | | | | X | X |
| Volunteer program | X | X | X | X | X |
| Scheduled Eddon Boatyard and vessel tours | | X | X | X | X |
| Interpretation and wayfinding (includes signage and docents) | X | | X | X | X |
| The Boatyard Store (and information center) | X | X | X | X | X |
| Programming the house | X | X | | X | X |



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|--|---|--|---|---|--|
| Telling the story | | | | | |
| Northwest Fleet Vessel Documentation program | X | X | | X | X |
| BoatShop Livery Service | X | X | X | X | X |
| <i>Porpoise</i> - a travelling exhibit and volunteer/member use | X | X | X | | X |
| <i>Avalon</i> exhibit (wheelhouse, artifacts, documentation drawings developed into a travelling exhibit - anticipated completion in 2018) | X | X | X | | X |
| | | | | | |
| On the water | | | | | |
| Pirouette - free | X | X | X | X | X |
| <i>Porpoise</i> longboat - volunteer/member operated | X | X | X | X | X |
| Maritime tour of the harbor in the electric boat (Livery) | X | X | X | X | X |
| Historic Purse Seiner Initiative | X | X | X | X | X |
| | | | | | |
| Eddon Boatyard capital projects | | | | | |
| Complete marine railways | X | X | X | X | X |
| Restore Boatyard house | | X | X | X | X |



APPENDIX E—CHARTING ANALYSIS

CHARTING IMPACT (WINTER/SPRING 2016 STRATEGIC PLANNING SESSION)

What is your organization aiming to accomplish?

- Conserve a vital community and regional cultural resource—the inherent maritime skills and uses of Gig Harbor’s working waterfront.
- Preserve the Eddon Boatyard and significant vessels of Gig Harbor and Puget Sound—securing Gig Harbor’s and Puget Sound’s built maritime heritage.
- Inspire hands-on learning of maritime skills by offering introductory to journeyman boatbuilding, boat restoration, and boat use experiences for all.
- Interpret a multiple-use waterfront gathering space by managing the Eddon Boatyard shops, marine railways, house, and dock for our community.
- Promote economic health, vibrancy, and balance on Gig Harbor’s waterfront by operating a dynamic and collaborative community organization.

What are your strategies for making this happen?

- Solidify funding strategy.
- Create endowment.
- Further activate the boatyard.
- Networking within community / community outreach.
- Enhanced communication (internal and external).
- Add more mission related programming.
- Finish the facility infrastructure.
- Robust volunteer program.



APPENDIX E—CHARTING ANALYSIS

What are your organization's capabilities for doing this?

- Elbow grease.
- We have, and look for, creative board, staff, and volunteers.
- Enthusiasm.
- Committed volunteers.
- Developing social capital.
- 95% of the way to our capital goals.
- \$100k of volunteer service each year.
- Government support.
- Volunteer expertise.
- Authentic site and vessels.
- Authentic and capable working waterfront people.
- Unique place/project/organization.
- Local talent.



APPENDIX E—CHARTING ANALYSIS

How will your organization know if you are making progress?

| Purpose | Measurement |
|---|--|
| Conserve a vital community and regional cultural resource—the inherent maritime skills and uses of Gig Harbor’s working waterfront. | Number of boats built, restored and repaired. Number of participants participating in boatbuilding, boat restoration, and repair programs. Skill level of shipwrights/boatyard staff. |
| Preserve the Eddon Boatyard and significant vessels of Gig Harbor and Puget Sound—securing Gig Harbor’s and Puget Sound’s built maritime heritage. | Number of historic boats restored and repaired. Advocate for Eddon Boatyard maintenance. On-the-water and in-the-shop program growth. Number of visitors at the Eddon Boatyard and aboard historic vessels. |
| Inspire hands-on learning of maritime skills by offering introductory to journeyman boatbuilding, boat restoration, and boat use experiences for all. | Growth in program participation. Participant satisfaction in program evaluations. |
| Interpret a multiple-use waterfront gathering space by managing the Eddon Boatyard shops, marine railways, house, and dock for our community. | Growth in program participation. Growth in number of passive visitors. Number of days the Boatyard House is utilized. Growth in volunteer hours. Increased membership. Growth in event attendance. |
| Promote economic health, vibrancy, and balance on Gig Harbor’s waterfront by operating a dynamic and collaborative community organization. | Success of gathering place goals - site use. Number of new BoatShop jobs created. Adhering to mission related programs and events. Recognition by the community by counting articles in the media, program and event attendance, collaborations with other community organizations. Auction success and attendance. Fundraising growth. |



APPENDIX E—CHARTING ANALYSIS

What has Gig Harbor BoatShop accomplished so far?

- Capital marine railways project is 50% complete.
- Multi-million dollar Eddon Boatyard project is 95% complete.
- Gig Harbor BoatShop has survived and steadily grown as a nonprofit org for eight years.
- Auction is a coveted community event.
- Good working relationship with City Council and City staff.
- Have successful ongoing programs.
- Restored classic boats - two Puget Sound launches, as well as half dozen other small craft.
- Restored T-Bird No. 11 and T-Bird No. 2.
- Gone from a grassroots nonprofit to activating the historic Eddon Boatyard and site.
- Have an engaged and talented board, management team, and volunteers.

What haven't we accomplished?

- Need to further address safety, risk management, and other logistics.
- Need for financial/fundraising plan.
- Strengthen financial situation; place more reserve money in the bank.
- Community outreach tends to be reactive more than proactive.
- Capital Marine Railways project is 50% complete.
- Require more successful programming.
- Convert remaining volunteer positions to paid staff positions.



