



Photo by Steven Roberts



# Strategic Plan

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# Port Mission and Roles

*The mission statement adopted by the Port Commission is as follows:*

*The Port of Friday Harbor will help create and maintain a healthy, Island-wide economy by promoting long-term economic development in balance with environmental stewardship and sustainability. The Port shall provide outstanding service to our customers, tenants, and the general public.*

## Economic Development

Pursuant to the laws of Washington State, a port's primary function is to facilitate the development of business opportunities in support of a vibrant community-wide economy. The Port of Friday Harbor acts as a powerful catalyst for economic growth in our community. Not only is the Port a significant area employer, but it owns land providing space for established and start-up businesses of all kinds.

The Port also attracts visitors who support local businesses. The Port has long been the center of waterfront development, and the Friday Harbor marina has helped the Town of Friday Harbor develop into a major visitor center.

The Port's mandate to spur critically-needed family-wage jobs must also be tempered by a focus on fiscal responsibility, strong partnerships with stakeholders and a deep connection to—and shared responsibility for—our island's sensitive environment.

## Quality Service to Our Customers

The Port is actively involved in improving and maintaining the quality services and facilities offered at the Friday Harbor Marina, Jensen's Marina and Shipyard, Shipyard Cove Marina, the Friday Harbor Airport, and the downtown Friday Harbor waterfront.

## Community and Regional Involvement

Port staff and Commissioners are also a partner in the activities of the Friday Harbor and San Juan Island communities. Port staff and Commissioners are engaged in discussions and activities with other public agencies, property owners, the business community, and civic organizations. Port representatives also serve the greater community and region through active participation on marine and environmental committees.



Friday Harbor Marina, Photo by Scott Powell

# Summary of Port Facilities

## Port of Friday Harbor Marina

The Port of Friday Harbor Marina is one of the busiest small boat harbors in the Pacific Northwest. The Port hosts approximately 15,000 guest boat nights each year and offers lease space to many successful waterfront businesses.

Fairweather Park on the shoreline of the marina is a popular spot that also showcases world-class sculptures and hosts a summer music program.

Adjacent to the Marina, the Spring Street Landing complex provides a variety of commercial and public spaces. Our current tenants include a whale and wildlife cruise business, restaurants, and a pub. The SSL complex also offers the public multiple places to experience the waterfront, including a small sand beach, a pier with picnic tables and a small aquarium, sculpture, and a plaza.

In addition to Washington State Ferries, the Port of Friday Harbor is the water-based transportation center for San Juan Island, accommodating passenger ferry service at Spring Street Landing and providing a floating seaplane dock.

## Friday Harbor Airport

The Friday Harbor Airport is the central aviation hub in the San Juan Islands. It serves both private pilots and commercial airlines that maintain scheduled service to Seattle, Anacortes, Bellingham, and other islands. The airport also offers lease property for air charter, freight businesses, and other commercial aviation. A helipad provides a location for emergency medical evacuation to mainland hospitals and a private company operates a fixed-wing ambulance service. U.S. Customs provides clearance for private aircraft entering the country at both the airport and sea-plane base.

Airport parcels outside the airfield fence include areas for aviation use expansion and for non-aviation, revenue-producing uses. These parcels

host a variety of small commercial businesses and a community college. Vacant parcels remain available for lease.

## Albert Jensen & Sons Marina/Boatyard and Shipyard Cove

The Port of Friday Harbor's Albert Jensen & Sons Marina and Shipyard Cove facilities include two permanent moorage marinas, a 35-ton boat lift and boatyard, a commercial barge landing, and marine industrial space. These facilities represent the majority of the working waterfront on San Juan Island.

## Jackson Beach Public Park and Boat Launch

Approximately 1 mile south of downtown Friday Harbor the Port owns and maintains a 10-acre waterfront public park, which includes a boat launch and vault toilets. The Park is heavily used by the local community and by visitors.



*Newly Constructed Boardwalk, Fairweather Park*



# Strategic Planning for the Port's Future: Scheme of Harbor Improvements

*A port district in Washington State is required by state law to have a strategic plan or "Scheme of Harbor Improvements", which guides facility construction and improvements for upcoming years. Plans are routinely updated every five years. The Plan must be adopted by the Port Commission following an opportunity for the public to comment. See, generally, RCW 53.20.020.*

The Port of Friday Harbor "Scheme of Harbor Improvements" is comprised of:

- General Strategic Plan (this plan)
- Waterfront Master Plan
- Jensen/Shipyards Cove Master Plan
- Friday Harbor Airport Master Plan
- Airport Non-aeronautical Lands Master Plan Addendum

## Purpose

This general plan strives to provide overarching guidance and general context for the Port's strategic direction. Specific facility goals and projects are described in greater detail in facility master plans. The general projects discussed in those facility master plans are intended to be further discussed and finalized by the Port Commission and staff in the annual budgeting process. This document, together with the facility master plans, therefore gives a general direction to the Port, the details of which will be decided each year.

## Public Involvement

The public is invited to participate in all stages of the Port's decision-making process, including but not limited to the adoption of and revisions to this General Plan and the facility master plans. All strategic plan documents are developed through a series of regular and/or special port commission meetings open to the public. Public comments can be made in person or via correspondence at the meetings. Once draft plan documents are available, an advertised public hearing will be held to gather public input before the adoption of any strategic plan. The Port of Friday Harbor Commission encourages the public to participate in the creation and review of our strategic plans to ensure they best reflect and benefit the community of San Juan Island.



Revamped Fountain, Fairweather Park



New Picnic Area, Fairweather Park

# Statutory Authority and Governance for Ports

A port district is a municipal corporation governing a geographical area, which was voted into being by an election of the people who live in the district. The Port of Friday Harbor district is comprised of San Juan Island. It is governed by three commissioners who serve six-year terms. The commissioners are elected by the port district as a whole but run for election based on three San Juan Island residency districts. The port commission is the legislative body responsible for making the policies and major decisions of the district. The commission hires an executive director, who employs staff, including an auditor approved by the commission. The executive director is delegated the power to run the day-to-day operations of the port and its facilities in a manner that achieves the goals established by the port commission.

A port is an economic development tool in that it provides locations for transportation and trade to occur. Under state law, ports are empowered to purchase, develop, and lease property, build docks and marinas, airports, industrial sites, and facilities for recreation, promote tourism, and provide general economic development programs.



*Friday Harbor Marina, Photo by Holly Dink*



# Facilities, Associated Visions, & Project Priorities

## ■ *Friday Harbor Marina*



The Friday Harbor Marina is the highest revenue producing facility for the Port of Friday Harbor. The present-day marina includes 690 wet moorage slips of which more than 120 are guest moorage slips for overnight and short-term stays. The Port provides showers, restrooms, and fuel for both tenants and guests. In addition to regular tenants, there are numerous short-term guests at the marina year-round.

Friday Harbor is a preferred Salish Sea destination for guest moorage due to its stunning location, and the convenience of water and shoreside facilities. The economic benefits of these visitors extend far beyond the Port, as many guests enjoy restaurants and shops along the shoreline and in the downtown core.

**The Vision:** A self-sustaining, aesthetically pleasing, and highly functional marina, which provides economic opportunities in an environmentally sensitive way while providing convenience and stellar service to customers.

### **Friday Harbor Marina Project Goals**

- Short-term priority projects:
  - o Guest showers and bathrooms remodel
  - o Replacement and repair of older dock fingers
  - o Utility upgrades
- Long-term priority projects:
  - o Replace older walkways

## ■ *Spring Street Landing and Friday Harbor Waterfront Properties*



*Spring Street Landing*

These properties span over 1,000' of urban waterfront and accommodate commercial buildings and businesses, Port offices and maintenance shops, parking, waterfront public access areas, and commercial passenger ferry services.

**The Vision:** A fully occupied facility that enhances locals and visitors experience of the Friday Harbor waterfront.

### **Spring Street Landing and Waterfront Property Project Goals**

- Short-term priority projects:
  - o HVAC upgrades
- Long-term priority projects:
  - o Add sculpture to the park or plaza
  - o Look for options that would improve parking and land use around the terminus of Front Street



## ■ Friday Harbor Fuel Pier



*Photo by Alexandria Van Voris*

### Fuel Pier Property Project Goals

- Short-term priority projects:
  - o Maintain pier, ramp, and float
  - o Monitor and test underground tanks
- Long-term priority projects:
  - o Replace underground tanks

The Port has four 10,000-gallon fuel tanks, two for unleaded fuel and two for diesel. Fuel dispensers are managed by a private company leasing the Port-owned fuel pier.

In addition to fueling, the fuel pier lessee sells fuel-related products, ensures safety of the facilities, helps boaters with tie up, and answers questions about the marina. There are no plans to change the operations model of this facility during the planning period.

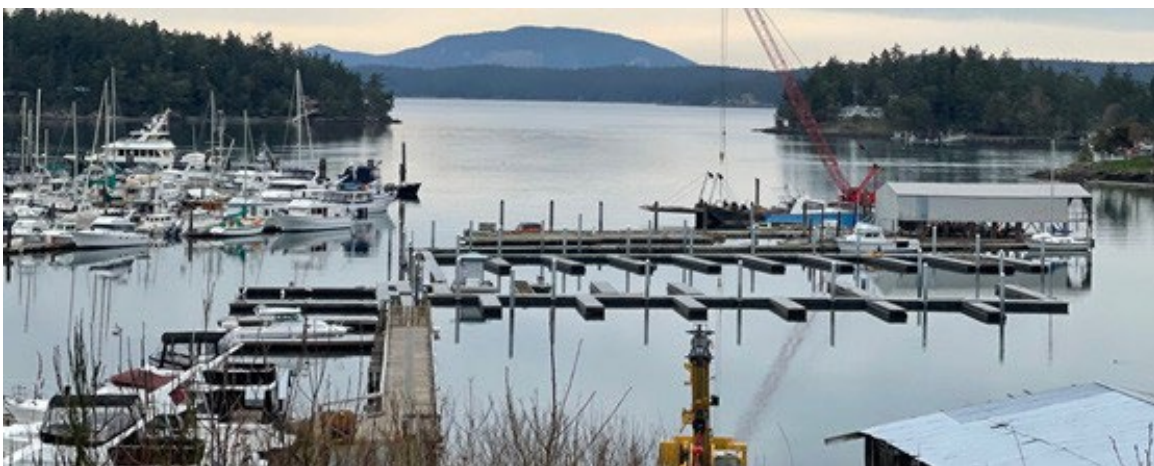
**The Vision:** A convenient, environmentally responsible operation serving the fueling needs of local and visiting boaters.



## ■ *Albert Jensen and Sons Marina*



*2020, Prior to Reconstruction*



*March 2022, During Reconstruction of Docks & Boat Sheds*

The Port acquired the Jensen property in 2018 with the goal of redeveloping the facility to retain existing marine related services and jobs, and to expand maritime-related business opportunities, while restoring portions of the shoreline and providing public waterfront access.

The Jensen Marina is currently undergoing a complete replacement and partial reorganization for better utilization of space and revenue generation. The rebuild is scheduled for completion during this planning period and will result in a marina with 70 permanent moorage slips. The Port manages the moorage program with the goal of achieving maximum utilization of existing moorage. This is accomplished through permanent leases, subleasing, and loan-a-slip programs. The Port maintains a waiting list for most size categories and ensures that slips are quickly reassigned if there is turnover.



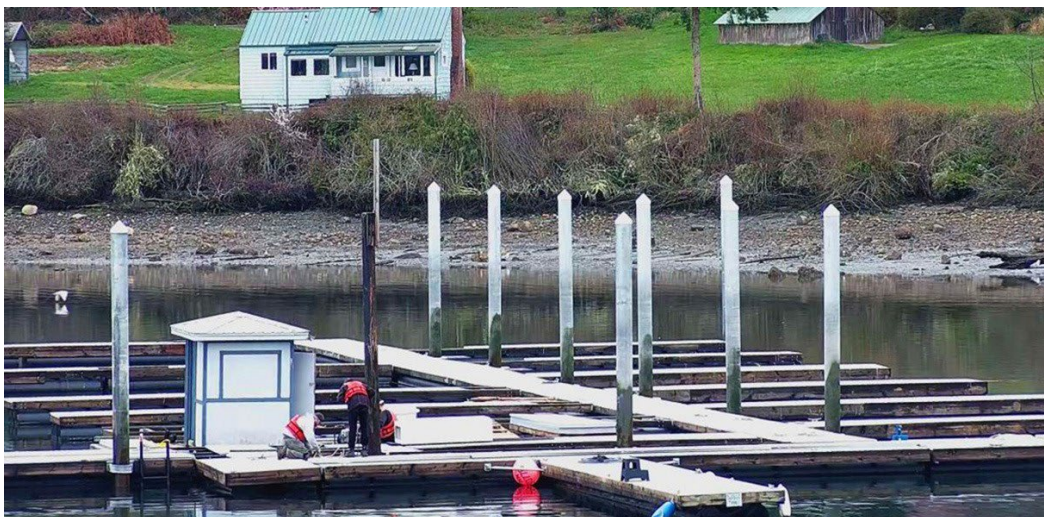
## ■ *Plans for the Jensen Marina*

The current plan for this facility is to maintain it as a permanent moorage facility including replacing the covered moorage which was damaged and removed in the winter of 2021.

**The Vision:** A state-of-the-art, environmentally responsible marina that accommodates permanent moorage customers in slips. The marina should be organized and permitted in such a manner as to add to the total number of slips.

### **Jensen Marina Project Goals**

- Short-term priority projects:
  - o Complete the total reconstruction of the marina including a replacement of the covered moorage and a complete replacement of the electrical system
  - o Replace the breakwater
  - o Shower and bathroom repairs and improvements
- Long-term priority projects:
  - o Add moorage capacity
  - o Environmental cleanup
  - o Redevelopment to expand working waterfront
  - o Shoreline restoration and improved public waterfront access



*Port Staff Reinstalling Docks During the Rebuild*

## ■ *Jensen Property/Shipyard Cove* *- Travelift & Boat Work Yard*



Adjacent to the Jensen Marina is a working boat yard, chandlery, upholstery company, and various shop buildings and kiosks. Some of the structures are leased and some used by port staff. Port staff runs the boat yard area, which is approximately 2 acres and can accommodate approximately 27 boats on the hard. Port staff is skilled to operate the boatlift for hauling, washing, and blocking boats in the work yard. Boat repair and maintenance, however, is performed by private vendors. The Travelift equipment is a 35-ton unit and is capable of hauling boats up to 44 feet in length, and up to 14 feet wide.

The Port has conducted preliminary contamination surveys and determined a cleanup action is required. We are currently working with the Washington State Department of Ecology to conduct a Remedial Investigation and Feasibility Study (RIFS). The RIFS will determine the full extent of the contamination and what actions are required to remove it.



*Chandlery*



*Kiosks for Marine Contractors*



## ■ *Plans for the Boatyard Area*

The near future plan for this site to maintain it as a working, highly efficient boat yard that permits self-work while fostering marine trade businesses. If business conditions warrant it, we will consider an expansion of the boatyard. The long-term plan is under discussion at the Commission level and will be added to this document when determined. The vision and goals for this facility are subject to change in the upcoming combined Jensen/Shipyard Cove Master Plan update.

**The Vision:** A working waterfront, offering an outstanding full-service boat maintenance and haul-out facility supporting the Island's vibrant marine trades sector.

### **Boatyard Area Project Goals**

- Short-term priority projects:
  - o Storm water and process water system upgrades
  - o Utility upgrades
- Long-term priority projects:
  - o Environmental cleanup
  - o Shoreline restoration and improved public waterfront access
  - o Relocate Travelift pier to achieve full 35-ton capacity and all tide lifting capability



35-Ton Travelift

## ■ Shipyard Cove



*Shipyard Cove Marina*

In 2019 the Port acquired the Shipyard Cove property/marina adjacent to the Jensen property/marina in order to maintain and increase the supply of publicly available boat slips, protect and improve the critical barge landing, and to expand the opportunities for new marine trade businesses.

Shipyard Cove Marina has 125 private and commercial slips. In addition, the uplands include marina support infrastructure such as offices, public laundry, bathrooms, showers, and parking. Uplands also include port fabrication shops, private marine industrial contractors, boat dry storage, and a commercial barge landing.

The entire facility is serviceable but aging and must undergo a phased rebuild process. The Port maintains a waiting list for most size categories and ensures that slips are quickly reassigned if there is turnover.



*Barge Landing at Shipyard Cove*



## ■ *Plans for Shipyard Cove Marina*

During the current planning period, the plan is to maintain the marina for permanent moorage only. The Port will continue with the design and permitting for a new breakwater and marina expansion project. Construction of these improvements is envisioned during the planning period but will be dependent on further financial analysis and funding capability.

**The Vision:** A state-of-the-art, environmentally responsible, expanded Shipyard Cove and Jensen's Marina which accommodates permanent moorage, and uplands supporting marina amenities, adequate parking capacity, and expanded boatyard capacity. The vision and goals for this facility are subject to change in the upcoming combined Jensen/Shipyard Cove Master Plan update.

### **Shipyard Cove Project Goals**

- Short-term priority projects:
  - o Design, permitting, and construction of new breakwater and marina expansion
  - o Begin programmatic replacement of existing marina docks and utilities
  - o Shower and bathroom repairs and improvements
- Long-term priority projects:
  - o Continued expansion and replacement of existing marina infrastructure

### **Shipyard Cove Upland Project Goals**

- Short-term priority projects:
  - o Expand and improve working waterfront configuration and infrastructure
  - o Improve, consolidate, and/or relocate shoreside marina services (bathrooms, showers, laundry, offices, parking)
  - o Design, permitting, and construction for the barge landing repair
  - o Design, permitting, and construction for the Travelift pier rebuild
  - o Create a combined Facility Master Plan for the Shipyard Cove and Albert Jensen and Son's properties and marinas
- Long-term priority projects:
  - o Relocate most of the Port dock manufacturing to a non-waterfront property
  - o Redevelopment to expand working waterfront and shoreside marina services
  - o Shoreline restoration and improved public waterfront access

## ■ Jackson Beach

One of the goals of the Port of Friday Harbor is to enhance the experience of residents and visitors by providing recreation facilities. The Jackson Beach site is operated as a public park and public boat ramp. The park is primarily maintained as a natural beach for the benefit of island residents and visitors. Park amenities include vehicle parking, a picnic shelter with fire pit, open air fire pits, pathways, and a vault toilet. The boat ramp has two launch lanes, a loading float, a building used by the Sailing Foundation, and vehicle and trailer parking.

**The Vision:** A natural beach setting that provides recreational opportunities.

### Jackson Beach Project Goals

- Short-term priority projects:
  - o Improve vehicle and trailer parking at the boat ramp
  - o Replace the vault toilet with a new corrosion resistant model
  - o Relocate commercial kayak use to the County parcel immediately to the east of Jackson Beach Park
- Long-term priority projects:
  - o Maintain the existing feel and character of the park and boat ramp areas



*Picnic Shelter, Jackson Beach*



*Net Shed and Boat Ramp, Jackson Beach*



## ■ *Friday Harbor Regional Airport*



*The Friday Harbor Airport Runway*

The Friday Harbor airport has a 3,402' long by 75' wide runway. The airport properties cover just over 200 acres, of which, 35 acres have been designated as non-aviation revenue producing properties. The airport includes 74 aircraft parking spaces, 87 private hangars on land leases, and 42 Port owned hangars for rent. Currently the airport is home to San Juan Fire District 3, Skagit Valley Community College, and over a dozen private businesses.

An Airport Master Plan was adopted in April 2020. The 2020 Master Plan uses a B2 airplane (49' – 79' aircraft wingspan) as the design standard for airport upgrades. The Master Plan details moving the taxiway further away from the runway necessitating the relocation of the airport's terminal to achieve the B2 design standard, however, it is the intent of the Port of Friday Harbor to pursue, and maintain indefinitely, a Modification to Standard allowing us to keep the current runway, taxiway, and terminal configuration.

**The Vision:** A facility that complies with the FAA Capital Improvement Program requirements, and maximizes benefits and space for businesses, pilot tenants and supports community needs.

### **Friday Harbor Airport Project Goals**

- Short-term priority projects:
  - o Complete the A & B hangar replacement project
  - o Construct port shop and snowplow storage building
  - o Build and lease, or provide ground leases, to suitable tenants
- Long-term priority projects:
  - o Balance actions to create sustainable funding and needed aeronautical infrastructure with competing portions of the Port's mission

## ■ *Friday Harbor Airport Non-Aeronautical Lands*



The Friday Harbor airport includes approximately 35 acres of lands released by the FAA for non-aeronautical purposes. Any leases of these lands must be at market value and revenues must be directed exclusively to the maintenance, improvement, or operations of the airport.

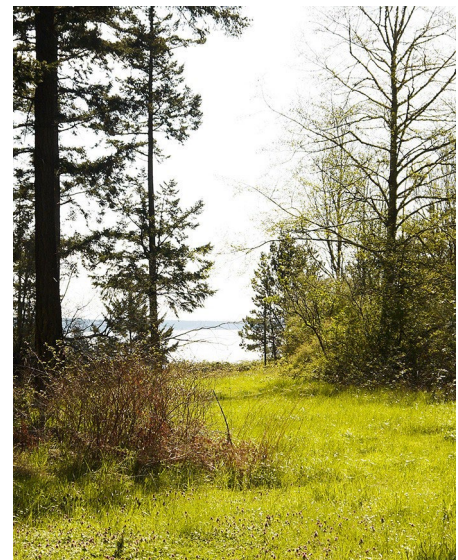
**The Vision:** A source of revenue for airport operations that is in alignment with the Port's mission.

### **Airport Goals**

- Create long term revenue streams to support airport maintenance and operations
- Seek projects that require large parcels to meet community challenges

### **Non-Aeronautical Lands Project Goals**

- Short-term priority projects:
  - o Increased occupancy of Weber Way and Spring Street parcels
  - o Conduct market value reappraisals every five years
  - o Create a detailed vision of the best land use for the southerly parcels along Cattle Point Road
  - o Create a Master Plan
- Long-term priority projects:
  - o Under development by the Port Commission



*Non-Aeronautical Lands*

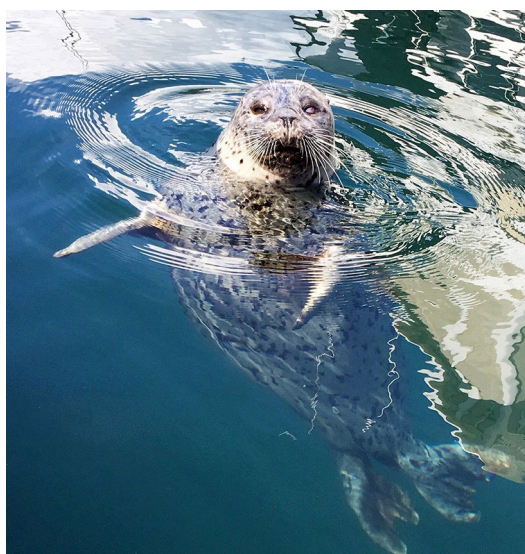


# Communications Plan

*A key part of the Port's service model is to ensure that projects, programs, and priorities are well communicated to the community.*

## Communication Vision

An informed public that has easy access to Port plans, agendas, meetings, service and facility information, and convenient ways to communicate with a responsive Port staff and commission.



*Popeye the Seal, Photo by Jillian Weedman*

## Communication Goals

- Provide information through the media, port website, at public meetings, and/or appropriate written and electronic communication
- Invite the public to provide feedback and ask questions at the Port Commission meetings and through other avenues for communication
- Create a responsive website to allow browsers and mobile devices to display the Port's website correctly and promote search engine optimization
- Communicate with Port District residents on a regular basis. This may include a wide spectrum of communication strategies, including meetings with groups, distribution of an annual report, public workshops, newsletters, and social media
- Publish meeting agendas in a timely manner to allow for comment



*Photo by Scott Powell*

# Community Economic Development

*Pursuant to the laws of Washington State, a port's primary function is to facilitate economic development. The Port of Friday Harbor acts as a powerful catalyst for economic development in our community. The Port is a significant area employer, provides space for established and start-up businesses, and is a boating and aviation gateway to the island.*

*The Friday Harbor Port District is comprised of San Juan Island. Neighboring ports exist for Lopez and Orcas Islands. San Juan Islands ports work together for economic development through the San Juan County Economic Development Council and the San Juan Islands Visitors Bureau. The Port of Friday Harbor also works with the San Juan Island Chamber of Commerce in support of local businesses and tourism development. The Port's economic vision is informed by the economic element in the County's Comprehensive Plan.*

## Economic Vision

Port infrastructure supports a resilient economy with a skilled workforce supporting year-round living wage jobs, while respecting the natural world.



Coast Salish House Posts by Susan Point at Fairweather Park

## Economic Development Goals

- Foster public and private partnerships
- Promote the Port as a visitor destination in support of Port and local business sales revenues and town and county sales tax revenue
- Continue to support economic development organizations within the community
- Continue to explore potential redevelopment of the Jensen, Shipyard Cove, and non-aeronautical airport parcels to continually improve their economic contribution consistent with the Port's mission
- Stay alert to other opportunities within the district boundaries that fit within the Port's mission, this could include acquisition and development of waterfront or upland sites



# Financial Element

*The Port is required to produce an annual budget detailing operating revenue, expenditures, and capital projects. The Port develops a draft budget in the fall of each year which must be adopted following a public hearing prior to the end of the preceding year.*

*Although the Port of Friday Harbor is a governmental entity, it differs in that, similar to a private business, it may earn profits from its operations. Port profits are used to achieve its mission of community economic development.*

*The Port relies on revenue from operating the marinas and the airport to fund its operations and many capital improvement projects. Approximately 93% of total Port revenues are generated through business activities and grant funding. Annually the Port receives approximately \$500,000 in tax revenues.*

The Port's programs and capital improvements are funded from four sources:

- Operating Revenues
- Grant Funds
- Loans (Bonds)
- Property Taxes

The Port also may establish an Industrial Development District and levy for the benefit of the community. This may be a potential funding strategy for critical infrastructure projects of island-wide importance, and environmental cleanup and restoration projects.

## Financial Stewardship Goals

- Operate and develop marina facilities with the goal that they be fully self-funded
- Ensure commercial activities and facilities that provide appropriate financial return consistent with the Port's mission, commercial marketplace, and applicable regulations
- Levy and use any tax revenue for capital projects benefitting the general public consistent with the Port's mission and environmental values

# Environmental Stewardship

The Port of Friday Harbor is committed to acting as an environmental leader among business and government organizations in San Juan County, continuing current work on environmental remediation and catalyzing new initiatives to meet community need.

**The Vision:** Excellent environmental stewardship is a Port of Friday Harbor value. The work of the Port is informed by the importance of protecting the Island's environment, while continuing its mission of family-wage jobs creation.

The Port is committed to restoring contaminated lands and water; protecting and improving water and air quality outcomes; creating partnerships with other organizations for the benefit of the island's environment; incorporating environmental resiliency planning into our operations, projects, and plans; implementing programs that help reduce the impact of our footprint on the environment; and partnering with community entities to develop environmental assets such as recycling facilities.

## Environmental Stewardship Project Goals

- Continue the Port's strong commitment to pollution mitigation and to Best Management Practices, including the removal of creosote and derelict vessels
- Continue strong partnerships with entities like the Island Oil Spill Association (IOSA) and the University of Washington Friday Harbor Laboratories
- Continue to be active in environmental programs through participation in professional organizations, in the local and state legislative process, in the evaluation and communication of the Port's own programs, in the County's resiliency plan process, and through maintaining knowledge of environmental issues that affect Port facilities and constituents
- Prioritize jobs creation that benefits the local community and environment
- Communicate potential environmental impacts and remediation to the Port's constituents and stakeholders
- In partnership with community entities, consider feasibility of sustainability facilities such as for yard waste composting and construction materials recycling
- Explore opportunities to protect and restore habitats at Port facilities



## Environmental Stewardship Project Goals

- Short-term priority projects:
  - o Environmental cleanup effort at Jensen's Shipyard
  - o Add single stream recycling collection at Port properties
  - o Explore opportunities to expand interpretive signage in support of environmental stewardship objectives
- Long-term priority projects:
  - o In conjunction with the County's plan create a Climate & Resiliency plan for the Port
  - o Continue work on energy and water efficiency of Port facilities
  - o Strive for net-zero emissions by 2040
  - o Economically feasible solar installations
  - o Prepare for sea-level rise by exploring cost-effective and environmentally friendly options for all Port facilities.



*Photo by Thomas Ashcraft*



PO Box 889  
Friday Harbor, WA 98250  
(360) 378-2688  
[www.portfridayharbor.org](http://www.portfridayharbor.org)