



THE CENTER FOR WOODEN BOATS

STRATEGIC PLAN 2013 - 2017

Changing lives one boat at a time







A SUCCESS STORY

The Center for Wooden Boats (CWB) is a community success story--a creative idea begun on the back deck of a Seattle houseboat by the founders Dick and Colleen Wagner. CWB has been nurtured over three decades by a wide community of volunteers and members to become one of the signature icons and cultural resources in the region serving over 100,000 people each year.

CWB is a home to learning and a spot where people build authentic community. It's an environment where individuals find their own place in history from the platform of traditional small boats. And it's a place like no other.

At The Center for Wooden Boats we recognize that Strategic Planning is both essential and never complete. This plan articulates our vision for the future and sets clear goals and objectives to focus the energy of individuals and groups in that

common direction. It will help us balance limited resources and take advantage of new opportunities, while keeping us alert to changes in our environment and our stakeholders' interests.

We consider this plan a living document, used to both monitor progress toward our goals, and to track changing circumstances and the deliberate course corrections that result. The plan is on-hand at Board, Board Committee and senior staff meetings as a framework for ongoing conversation.

In pursuing the goals and objectives outlined in this plan, CWB will rely on our mission and vision to keep us focused on what we do and why we do it. We will look to our values as a lens through which to examine our actions and behaviors in pursuit of our goals.

We welcome the intent and input of all our stakeholders.

"CWB is the national leader in museums integrating programs with traditional boats. Whether it's using or building, whether it's underserved youth or married retirees, CWB has shown the way."

- Ben Fuller, Curator of Penobscot Marine Museum, Past Chief Curator at Mystic Seaport Museum, and past Secretary General of the International Congress of Maritime Museums

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**AVAILABLE SEPARATELY
AT [CWB.ORG/ORGANIZATIONAL- DOCUMENTS](http://CWB.ORG/ORGANIZATIONAL-DOCUMENTS)**

Annual Report

Program Catalogue

Audited Financial Statements

Organizational Documents

CWB at Cama Beach State Park - Strategic Plan

PHOTO: ANITA NOWACKA



MISSION

The Center for Wooden Boats (CWB) provides a gathering place where maritime history comes alive through direct experience and our small craft heritage is enjoyed, preserved and passed along to future generations.

VISION

CWB exists to impact our community in six ways.

PRESERVATION

CWB envisions a future where lives are enriched with the knowledge of where we fit into the continuum of history and human experience. We nourish this awareness by collecting, preserving and telling the story of Northwest wooden small craft and maritime culture.

YOUTH

CWB envisions a future where every child has the confidence to pursue their full potential. We inspire young people by providing challenging physical and mental experiences in wooden small craft.

LIFELONG LEARNING

CWB envisions a future where people of all ages use their hands and minds to connect to their culture and their physical world. We promote participation by making maritime craft and skills education available as a lifelong experience.

COMMUNITY

CWB envisions a future where people form connections that strengthen society. We encourage contact by providing an oasis and gathering place at the water's edge.

ACCESS

CWB envisions a future without barriers to enjoying our waterways. We make it easy by making boats on the water accessible to all.

INSPIRATION

CWB envisions a future where communities around the world are inspired by CWB as a model for community-based, hands-on maritime experience. We foster this through community leadership and inclusiveness. At CWB, our values guide the spirit and manner in which we pursue our mission. By testing our actions against our values, we can assure those actions are in keeping with the strong character of CWB.

OUR BOATS

Traditional small craft serve as the centerpiece of all CWB's programs. Preservation and care of these boats is of paramount importance and CWB's Boatshop is an incredible resource central to the mission of the organization. Its primary purpose is to facilitate the ongoing maintenance of the working fleet of sailboats, rowboats and powerboats and to ensure that these boats float into the next century. CWB preserves craftsmanship and traditional maritime skills as boatwrights provide "Working Exhibits" for visitors, skills demonstrations, training for volunteers and workshops for the public.

CWB's primary focus continues to be on providing access to the experience of using and maintaining these traditional boats, however when other caretakers are not available, CWB will preserve some original "artifact" boats for future exhibits, study and reference.



A Blanchard Junior Knockabout sailing on Lake Union

Blanchard Jr. Knockabout (Hull No. 7)

Seattle, Washington

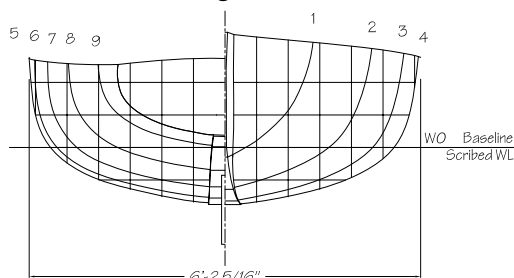
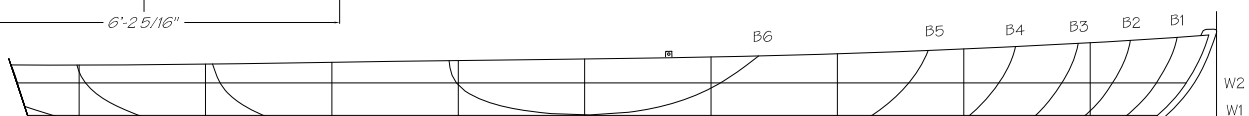


TABLE OF OFFSETS
OFFSETS IN FEET-INCHES-EIGHTS OFFSETS ARE TO OUTSIDE OF SKIN

STATIONS	1	2	3	4	5	6	7	8	9
BUTTOCK 1	2'-0-0	4'-0-0	6'-0-0	8'-0-0	10'-0-0	12'-0-0	14'-0-0	16'-0-0	18'-0-0
BUTTOCK 2	0'-1-2	0'-6-2	0'-9-0+	0'-10-0+	0'-9-7+	0'-8-7+	0'-6-7	0'-5-5+	0'-6-7
BUTTOCK 3	0'-6-6+	0'-4-14	0'-7-6	0'-9-0	0'-8-7+	0'-8-0	0'-6-0	0'-2-4+	0'-2-1
BUTTOCK 4		0'-1-4	0'-5-7+	0'-7-5	0'-7-5	0'-6-5+	0'-4-5	0'-0-7+	0'-4-4+
BUTTOCK 5		0'-5-1	0'-3-1	0'-5-4+	0'-5-7+	0'-4-7+	0'-2-4+	0'-2-1	1'-2-0+
BUTTOCK 6			0'-2-5+	0'-2-0+	0'-2-7	0'-1-6	0'-1-7+		
BUTTOCK 7			0'-11-0+	0'-6-0+	0'-11-5+				
SHEER									
RABBIT									
KEEL									
SHEER AT RABBIT	SHEER AT TRANSOM								
WL 1'-0-0	1'-2-0	2'-2-5+	2'-9-1	3'-0-1	3'-0-7	3'-0-0	2'-9-4+	2'-5-3+	1'-11-5+
WL 0'-6-0	0'-11-2+	2'-0-3+	2'-7-4	2'-11-0	3'-0-0	2'-11-1	2'-8-3	2'-3-4	1'-8-0+
WL 0'-0-0	0'-3-7+	1'-7-5+	2'-4-0+	2'-8-0+	2'-9-1	2'-7-7	2'-4-1	1'-8-3	
WL -2'-6-0	0'-6-7	1'-5-6+	1'-10-7	1'-11-6	1'-8-6+	0'-11-7+			
SHEER									
RABBIT									
KEEL									

Notes:
Measurements were taken using a Leica "Total Station" and developed in AeroHydro MultiSurf Software.
Stations offset 2'-0", Buttock Lines offset 6", Waterlines offset 6". Drawn as is. Accuracy is +/- 1/8"



Lines

Scale: 1-1/2" = 1'-0"

WHO WE SERVE

CWB provides experiential programs for regional residents, employees of neighboring businesses, and visitors from around the world. We serve all ages, from toddlers attending “Tugboat Storytime” through people in their nineties who have a lifelong affinity for boats and maritime activities. We place a high priority on outreach to

underserved youth – providing job skills training, school programs, and enrichment courses.

A 2009 survey of our visitors found that nearly 66% of our visitors live within 60 miles of Seattle. This is a significantly higher percentage than other similar museums which have on average approximately 41% of their visitors from the local area. At the same

time, fully one quarter of our visitors come from outside the region, and half of them indicated they chose Seattle in part because of an interest in visiting CWB. Sixty nine percent of visitors to The Center for Wooden Boats are on a repeat visit. The average for comparable institutions is only 35%.

Target audiences for CWB programming include the broadest spectrum of the community.

LOCAL FOLKS

CWB serves people from our own communities, both neighbors at Lake Union and Cama Beach, and others from around the Northwest. With the rapid development of South Lake Union and its new streetcar, CWB serves as a destination from downtown Seattle, and the campus on the north shore of Lake Union opens connections with the Fremont, Wallingford and University communities. Cama Beach State Park is growing as a vibrant community center for its neighbors.

TOURISTS

CWB, MOHAI, the historic ships and United Indians of All Tribes together form a vibrant new civic resource that is certain to draw tourists to Seattle. We envision Cama Beach developing as a national destination due to its unique location and historical setting.

YOUTH

CWB partners with schools, summer camps, youth service organizations and other cultural institutions like the Pacific Science Center and MOHAI to offer programs for toddlers through 20-year olds.

ADULTS & FAMILIES

CWB uniquely provides opportunities for families to learn and play together – whether building a boat together, learning to sail, going for a free boatride, or staying overnight in a rustic cabin.

SUPPORTERS

CWB is fueled by members of our community who make possible our year-round programs. Volunteers, a dedicated Board of Trustees, and committed CWB staff, work side by side with government agencies and allied civic, maritime and community partners. CWB’s community includes our valued members, and other important providers of in-kind or financial support, including individuals, businesses, foundations and government.







WHAT WE DO

YOUTH PROGRAMS

ADULT & FAMILY PROGRAMS

ENGAGING VISITORS

PRESERVING BOATS & SKILLS



Bold and italicized text indicates future plans.



YOUTH PROGRAMS

YOUTH SAILING

Students take the tiller and sheet of 8' dinghies and learn the fundamentals of sailing in beginner classes. CWB also offers more advanced sailing and racing lessons and sprit and gaff rig sailing. Learning to sail helps students develop self-confidence and decision-making skills while teaching patience, observation and teamwork. *CWB will keep growing "Science of Sail" classes in partnership with the Pacific Science Center, engage more underserved youth in sailing, and expand to full day summer program offerings blending youth boatbuilding and youth sailing.*

YOUTH BOATBUILDING

Boatbuilding gives students a sense of pride and accomplishment in creating something of value while helping them to develop woodworking and communication skills. Programs include kayak building, model boat building, pond boat building, and week-long boatbuilding intensives. *CWB will keep expanding the footie pond boat building program, re-start Pirate pond boat building*

once the new Education Center is built, and continue growing youth boatbuilding offerings at all campuses.

YOUTH FIELD TRIPS

CWB offers field trips for various ages in which young people learn to build toy boats or pond boats, work together to paddle a boat, or learn buoyancy, Lake Union history or Native American history while exploring on-the-water. *CWB is expanding its field trip offerings in conjunction with MOHAI and is working with school teachers to map new field trip curriculum to learning requirements.*

JOB SKILLS TRAINING PROGRAM

This unique program works with underserved teens who work at CWB while learning job skills. *CWB will keep building partnerships with both youth service agencies and the maritime industry, and will also participate in the Youth Program Quality Initiative to develop*

strong evaluation practices.

VOYAGING AND DAY EXPEDITIONS

For three hours or up to five days students explore the natural environment and focus on leadership, teamwork and communication while gaining technical skill in sailing, rowing or paddling. *CWB will continue growing partnerships with youth service agencies for its day sailing program and will re-start voyaging with recent recertification by the Coast Guard.*





ADULT & FAMILY PROGRAMS

ADULT AND FAMILY SAILING

Adults and families of all kinds can enjoy learning together on-the-water. *CWB will add more sailing lessons geared towards inter-generational participation and will pilot additional low cost family sailing and educational days throughout the year.*

MARITIME SKILLS WORKSHOPS

CWB offers hands-on maritime skills workshops ranging from boatbuilding to bronze casting to sail making, and produces an annual “Program Catalogue” each year. *CWB will be able to extend its workshop program in the new Education Center at Lake Union Park providing workshops and woodworking classes focused on new audiences from the South Lake Union and downtown Seattle communities. Workshops at both North Lake Union and Cama Beach campuses will continue to grow as community awards builds. More of CWB’s maritime skills workshops will use CWB boats, incorporating*

essential maintenance with learning a skill.

LIVERY

CWB offers the public an opportunity to use traditional wooden small craft – rowboats, sailboats, pedaled boats, paddled boats, electric boats. *CWB will increase education of volunteers and visitors through increased training of livery volunteers and providing docents on the docks talking with the public. CWB will also offer mini-workshops/demos teaching things like ropework, rigging, and seamanship.*

MARITIME EVENTS

CWB produces a variety of on-the-water events each year, large and small. Two signature events include the Lake Union Wooden Boat Festival held over 4th of July weekend and the Saturday sail on Mother’s Day Weekend at Cama Beach. *CWB will continue extending partnerships for the Lake Union Wooden Boat Festival as the*

event draws increasing numbers and will increase awareness of The Center for Wooden Boats by Festival attendees. CWB will also expand the roving docents during larger events -- making more people available to answer questions and engage with visitors, so they feel more welcomed and included. At Cama Beach, CWB will increasingly coordinate with the other organizations at Cama Beach State Park on events developed by any of the partners.

BOATSHOP

Skilled CWB boatwrights maintain, repair and restore all CWB’s traditional small craft on-site which creates multiple learning opportunities for the public, “Working Exhibits” where visitors can ask questions of the boatwrights and watch them in action, and also a structured volunteer program. *CWB will increase education for shop volunteers on skills like painting, varnishing, and tool demos, and teach traditional skills to Boatshop volunteers and engage them to help create exhibits and merchandise.*



ENGAGING VISITORS

VISITOR SERVICES

CWB works hard to maintain its core values and activities while growing from a grass-roots organization to a major cultural attraction. *CWB will re-define and reinvigorate its Docent program to bring vessels and heritage to life for visitors and groups, including docents and interpretation of skills being demonstrated in the Boatshop. CWB will continue to evaluate visitor experience using the national model developed for the American Association for State and Local History.*

VOLUNTEER PROGRAM

A phenomenal amount of the public service CWB provides is accomplished through volunteers. *As described above, CWB will grow its Docent Program which will create more opportunities for volunteers to engage more deeply with our stories and exhibits. CWB will also develop a more consistent and robust Internship and Service Learning program and will invite more group volunteering by corporate and social service groups. CWB will continue to grow its training programs for volunteers to learn new skills.*

SHARING HISTORY

CWB develops exhibits that tell the history of the region's small craft in a way that combines both interpretive information to read, along with working exhibits, examples of the historic boats, and first hand experience using them. *CWB will increase "traditional" forms of onsite interpretation to convey our values, activities and interpretive themes to new audiences. and will update its existing publications on Lake Union and the history of northwest small craft. CWB will continue to build partnerships with the University of Washington and will continue to document unique historic watercraft for inclusion in the Historic American Engineering Record (HAER). CWB will continue leading the underwater archeology research project to identify the boats that lie on the bottom of Lake Union. CWB will lead the development of indoor/outdoor collaborative "Boat Shows/Exhibits" in partnership with the other groups at Lake Union Park.*

INTERPRETIVE THEMES 2013-2017

CWB set the visitor experience as its first priority with the ideal that every visitor has the opportunity for a positive learning experience. To better focus the organization's resources on this goal, CWB's Collection Committee and Board identified the following themes that it will use to prioritize the design of exhibits, selection of collections, curriculum for classes, and historic research.

Theme #1: The history of Pacific Northwest small craft.

Theme #2: Boats as objects of design and engineering excellence.

Theme #3: How small boats reflect and influence the cultures of the Pacific Northwest, past and present.

Theme #4: Why Wood?



DOUG EARLY

PRESERVING BOATS AND SKILLS

HANDS-ON

The Center for Wooden Boats offers opportunities for students of all ages to learn skills—new to them, but centuries old. Direct experience is at the heart of our mission because we believe history is more meaningful when you become part of it. *CWB will develop a five-year interpretation and exhibits plan to incorporate key themes across CWB's youth, adult, and visitor programming, workshops and festivals.*

PRESERVING THE BOATS

CWB's primary focus continues to be on providing access to the experience of using and maintaining these traditional boats. CWB's Boatshop uses and teaches traditional skills associated with building and maintaining these boats. *CWB will build its investment in boat repair staff to maintain CWB's boats and will also grow Boatshop resources to support educational goals and objectives related to the care of the boat collection.*

THE BOAT COLLECTION

CWB holds one of the most diverse and active collections of historic watercraft in

the country. These boats serve as a reference for people interested in the design of historic small craft. *CWB will continue building intellectual control of CWB's collection of historic boats and related material, updating records and the Collections Catalogue, refining the boat collection to reflect and communicate CWB's priorities and developing a Collection Acquisition policy.*

ARTIFACT BOATS

When other caretakers are not available, CWB will preserve some original "artifact" boats for future exhibits, study and reference. *CWB will continue building physical control of the collection by building or securing permanent housing for boats not in the water.*



"CWB is a unique institution...the result is that CWB has become an artifact in its own right; a place where history is simultaneously experienced and written through visitor engagement. It represents the epitome of preservation through active practice."

- JONATHAN TAGGART & EVELYN ANSEL Taggart
Objects Conservation



WHERE WE ARE

SOUTH LAKE UNION

NEW EDUCATION CENTER AT LAKE UNION PARK

NORTH LAKE UNION

CAMA BEACH STATE PARK ON CAMANO ISLAND



DEAN FORBES

SOUTH LAKE UNION

South Lake Union, the neighborhood in which CWB operates its original Seattle location, is exploding with economic, transportation and civic development. CWB is poised at a watershed moment as this original grass-roots Seattle organization becomes a cultural anchor for a thriving area of downtown Seattle.

CWB's original floating home sits directly east of the newly revitalized Lake Union Park, home to several cultural organizations with which CWB works closely. The City of Seattle has selected CWB to lead this collaborative Working Group, and to provide programming in the park at the Historic Ships Wharf and new Model Boat Pond.

CWB plans to continue partnering with all the other organizations in the park, rolling out a new Ambassador Program to guide visitors through the park, continuing to develop shared events such as the 4th of July Lake Union Wooden Boat Festival or Holiday Lights over Thanksgiving weekend, partnering with United Indians of All Tribes on the The Canoe Project, partnering with MOHAI on shared field trips, and piloting new events centered on a northwest historical theme such as

“the northwest halibut fleet” which will be interpreted both indoors and outdoors, with historic vessels large and small, interpretive information, speakers, field trips and hands-on programs related to that topic.

CWB partnering with MOHAI on field trips and events.

CWB partners with historic ships on programs and events and coordinates visiting historic ships at the wharf.

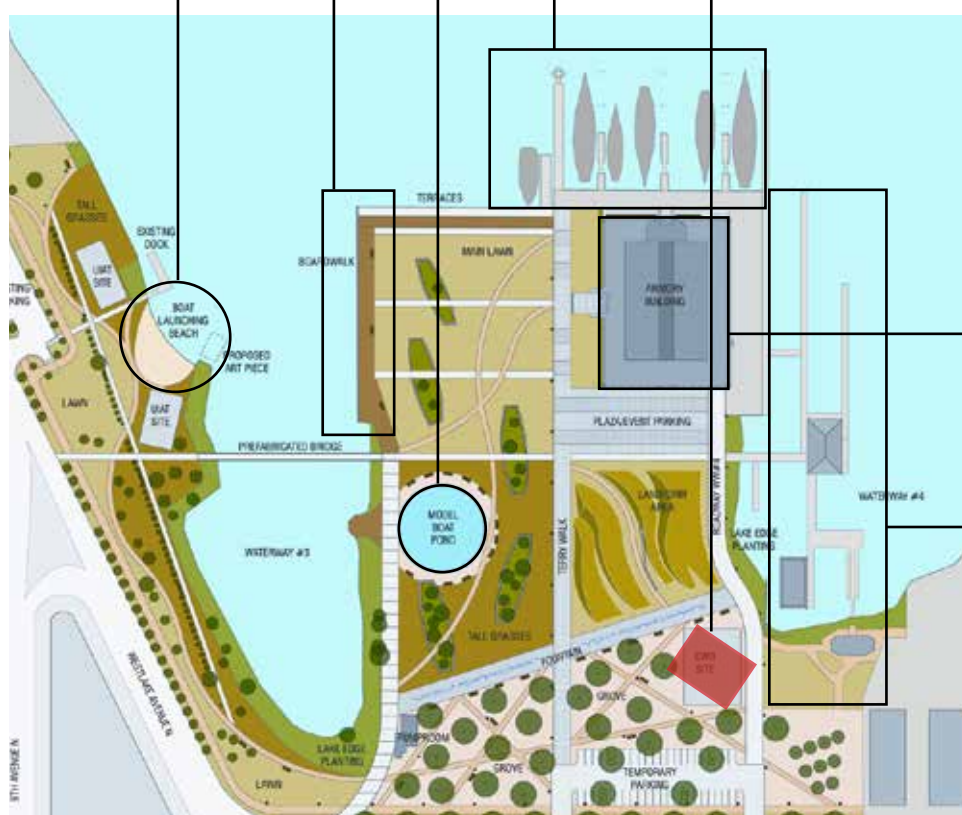
CWB works with United Indians of All Tribes on Programs (Future Home of Northwest Native Canoe Center)

CWB coordinates visiting vessels at Seawall

CWB's Original Campus

Programs at Model Boat Pond

Future site of Wagner Education Center





STEPHANIE BOWER

NEW EDUCATION CENTER

While its community impact has been growing dramatically CWB has actually lost Boat Shop, classroom and administrative space with the redevelopment of Lake Union Park and MOHAI's move into the Naval Reserve building. Lack of space has become an impossible constraint and CWB is now bursting at the seams. Fortunately CWB has signed a long-term agreement with the City of Seattle to build a new Education Center at Lake Union Park which includes a much needed Boat Shop and a dedicated Youth Classroom. The community has already shown strong support for the project, with leadership gifts coming from both foundations and individuals.

CWB's education programs occur throughout Lake Union Park, encompassing the Model Boat Pond, the Historic Ships Wharf, the seawalls, and CWB's original floating boathouses and docks in Waterway Four (on the east side of the park). The new Education Center at Lake Union Park will tie together these various components and serve as a cohesive 'center of gravity' for the various activities. From the Education Center, CWB will host field trips, boatbuilding classes, sailing classes, boat maintenance projects, lectures, community meetings, a range

of exhibits, and serve as a welcoming place for park visitors. The new spaces will include a Restoration Boat Shop with a safe viewing area for the public to watch traditional craftspeople in action maintaining the boats in CWB's rental fleet; a free Library with a wealth of resources on boats and the region's maritime heritage; administrative space for staff and volunteers; and a dedicated Youth Classroom & Sail Loft that is close to the water, kid-friendly, and easy to access.

During 2013 CWB will push forward with the fundraising and design work in anticipation of construction of the new Wagner Education Center beginning in early 2014. The Education Center is being designed by Olson Kundig Architects and will be built by George Schuchart Construction. The new building, the Wagner Education Center, is being named for CWB's Founders, Dick and Colleen Wagner.



"This is an important project for me, for Olson Kundig Architects, and most importantly for Seattle and our region. The Center for Wooden Boats has played a critical role in educating the public not just about boats, but about the value of craft and the forces of nature that surround us. There is simply nothing else like it. The site is incredible and we are thrilled and honored to have the opportunity to work with such a great organization on such an exciting project."

- Tom Kundig



STEPHANIE BOWER

NORTH LAKE UNION

For over a decade, King County's maritime heritage community has aspired to create a heritage vessel repair facility at the north end of Lake Union as recommended by the Seattle/King County Maritime Heritage Taskforce in 2005. The opening of CWB's Workshop and Warehouse in May 2012 is the first step toward this larger vision. With the new site for storage and restoration of our collection CWB is now able to work on boats more efficiently and get them back into the water and available for people to use faster. What's more, the new site has easy access to Wallingford and Fremont and makes it easier for more people there who are interested in working on historic boats to volunteer to help us.

CWB is exploring options with the property owners to extend its current 5-year lease and to explore long term access to the water, replacing the cresote piers with floats, improving the shoreline and adding walking paths to the water. CWB has defined a phased approach to this project to ensure strong cooperation with all the affected parties and a patient approach to allow time for the complex environmental issues to be addressed. For example,

the pre-existing offshore sediments associated with this project are part of two ongoing sediment cleanup study areas. These cleanups may limit uses of the aquatic areas of the site pending their completion and final cleanup.

CWB envisions improvements to the building such as bathrooms (sewer and water), seismic improvements, solar panels and a new deck and ampitheater overlooking the lake. CWB also envisions environmental restoration of the shoreline.

Current loction of CWB Workshop and Warehouse. Future location of floats and waterfront access (envisioned).

Adjacent to Gas Works Park, park visitors could walk over to get on the water.





CAMANO ISLAND

While Puget Sound was once dotted with waterfront resorts that provided affordable family access to the water, Cama Beach State Park is now the region's only remaining resort from the mid-20th century still open to the public. The story of this region's boathouses is unique to the Northwest and nationally significant. CWB will install permanent interpretation during 2013 thanks in part to a grant from the National Trust for Historic Preservation.

The CWB at Cama Beach project began in the early 1990s with a unique collaboration between the family then owning the property, Washington State Parks and CWB. Fueled by

volunteers from the Camano community, CWB now uses five of the historic buildings and provides boat rentals, exhibits and educational programs to the public.

In the next five years, CWB will continue to invest in stewardship of its historic boats at Cama Beach, and build a safety boat appropriate to the waters of Saratoga Passage. CWB will work towards having a fulltime Boatwright on site for at least six months of the year – working on the boats, leading volunteers who help with

boatbuilding, providing working exhibits to visitors, and teaching boatbuilding classes. CWB is also researching and piloting the use of an electric outboard in its rental fleet.

A major challenge at Cama Beach for CWB is getting its boats in and out of the water. CWB will continue to work with State Parks on development of the railway and mooring buoys that have been in the planning for many years.

CWB Instructor Cabin.

CWB Gift Shop, Meeting Room, Workshop and Boathouse.

CWB Boatsmen's Cabin for overnight stays.



OUR CULTURE & VALUES

At CWB, our values guide the spirit and manner in which we pursue our mission. By testing our actions against our values, we can assure those actions are in keeping with the strong character of CWB.

COLLABORATION

We value cooperative effort, promote teamwork within CWB and collaboration with other organizations, maritime and otherwise, to create partnerships that will enhance the quality of life in our community.

COMMUNICATION

We value communication that is honest, respectful, authentic and accessible, believe that opposing ideas can coexist successfully, and seek to exemplify interactions that acknowledge the value of the human spirit.

ENTREPRENEURSHIP

CWB values the spirit of experimentation and welcomes creative ideas and calculated risk-taking in presenting dynamic educational programs and experiences.

HANDS-ON LEARNING

We value hands-on learning because it is effective, inspirational, increasingly less common in this day and age and because it is fun.

INCLUSION

CWB values diversity and actively seeks to create a safe and friendly environment where the broadest spectrum of the community can connect with each other and maritime heritage.

INDIVIDUAL GROWTH

CWB values personal and professional growth and seeks to provide a stimulating, vibrant environment that encourages self-confidence and individual development for staff, volunteers and visitors.

LEADERSHIP

CWB values leadership in preserving our maritime history, commitment to our community and public service, and the stewardship of our environment. We seek to encourage all these through our programs and activities.

ORGANIZATIONAL LEARNING

CWB learns from its experiences, evaluates how we deliver on our mission and makes improvements along the way. We welcome new perspectives that help us operate effectively and sustainably and increase our impact for our community.

PASSION

CWB values maritime history and heritage and believes it is an important, exciting story and activity.

VOLUNTEERISM

Volunteers are a reflection of community involvement and our volunteer program is a key component of our educational opportunities. Volunteers are not a substitute for paid staff; they are a highly desirable supplement to paid staff.



MAJOR GOALS

CWB's highest priority is to pursue our mission faithfully by prioritizing three major goals to guide us over the next five years.

1. Build on stakeholder experience and impact.

Expand *audiences served* with emphasis on underserved youth, neighborhood residents and businesses, and park visitors.

Continue to grow *opportunities for families* to learn together.

Increase the *historic context* around the activities people engage in at CWB by defining an interpretation and exhibit plan.

Continue to measure *visitor experience* against prior results and museum benchmarks.

Refine our *boat collection* to reflect and communicate our key themes and their role in the ideal visitor experience.

2. Secure permanent residence and required space to safely carry out programming.

Complete *capital campaign* to raise the funds necessary to:

- Build Education Center in Lake Union Park.
- Purchase and own "Boulevard" dock at CWB's original home in South Lake Union.
- Build long-term site control at North Lake Union site; continue building and site improvements.

Secure long-term *storage location* for a portion of the CWB Collection.

Complete *railway and mooring buoys* at Cama Beach State Park.

3. Improve operating sustainability for CWB and its programs.

CWB is presented with many opportunities for growth and expansion. We choose among these carefully to ensure our organization fulfills its core mission as a healthy, *financially stable* organization.

CWB will continue to explore *new earned revenue streams* and grow its existing ones.

CWB will continue to *grow contributed income* by enhancing stewardship of supporters.

CWB will increase the number of friends making "*Planned Gifts*" to CWB through wills and estate planning.

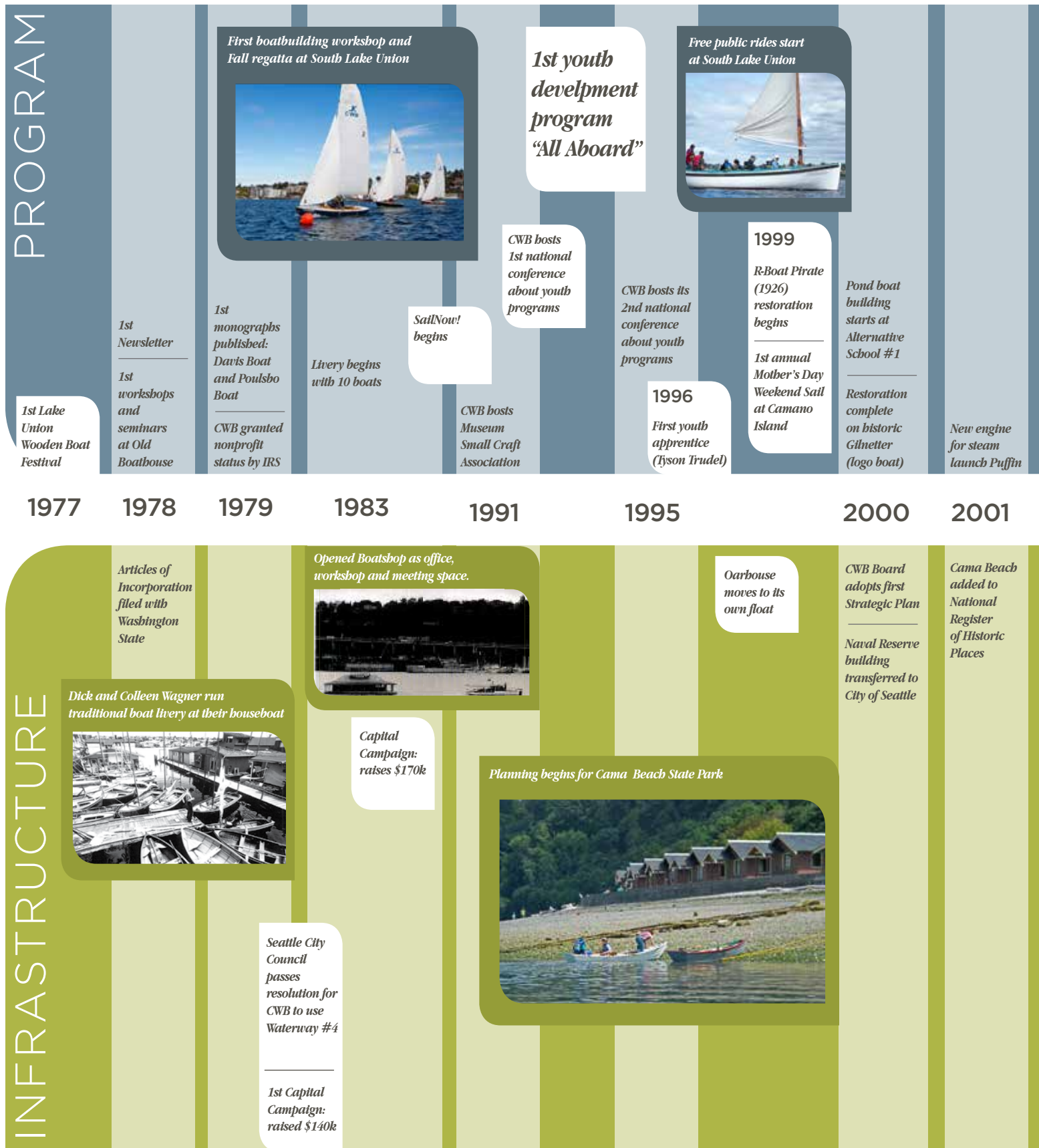
CWB will continue to *develop and grow its professional staff*, through training, mentoring, and implementing a three-year compensation plan.

CWB will ensure that it has the capacity to maintain its boats to promote safety and the life of the boats.

CWB welcomes the challenge of harmonizing entrepreneurial spirit with sustainable ideals. For CWB, this means ensuring revenue streams exist to support our operations, programs and activities and to scale only as appropriate to increase our audience and impact.



A HISTORY OF ACCOMPLISHMENT



El Toro dinghy sailing program for youth begins



Spirit of Peace Haida canoe launched and gifted to Klawock

R-Boat Pirate (1926) relaunched after extensive restoration

"Ted Geary" Boat Show.

CWB participates in Conservation Assessment Program with Institute of Museum and Library Services

First AmeriCorps members

Tugboat Storytime program begins

Honor Pole gifted from Klawock

Launched Haida Canoe Steve Philipp

Published Dick's essays "Legends of the Lake"

Led formation of Working Group at Lake Union Park

Hosted Pacific Challenge for Northwest youth in longboats

2,565 youth served.



Documented Blanchard Junior Knockabout for Library of Congress

Honor Pole gifted from Klawock

Hosted Museum Small Craft Association annual meeting

1st Collections Catalogue published

CWB provides pond boat sailing for the public at Lake Union Park

3,275 youth served

Canoe gifted to Nisqually nation

More than 4,000 sail model boats at pond

Hired first Historical Projects Manager

3,408 youth served

Hosted Teaching with Small Boats conference

2003 2004 2005 2006 2007 2008 2009 2010 2011 2012

CWB hires Milbun to assess long-term facility needs

Strategic Planning Committee polls members, volunteers, partners

New Executive Director hired

King County's Maritime Heritage Task Force recommends leadership from CWB and a campus at North Lake Union.



CWB adopts updated Strategic Plan

300' of dock donated from Foss Waterway

New "front porch" for Boathouse

Hired to manage visiting slips at Historic Ships Wharf

Signed agreement with State Parks for Cama Beach

First year with over \$1 million in revenue.

Completed \$300k capital project at Cama Beach

Hired Clark Nuber to complete first financial audit

\$1 million of grants awarded

First year with over \$2 million in assets

Constructed new portable pavilions

Held focus groups to discuss ideas and feasibility of CWB involvement at North Lake Union

Agreement signed with DNR for continued use of Waterway #4

CWB opens at Cama Beach



Cama Beach State Park opens

US Sailing names CWB #1 Year-round community sailing center in the country

CWB Founder Dick Wagner recognized by Washington Museum Association and Port Townsend's "Wooden Boat Lifetime Achievement" awards

King County Council passes resolution supporting discussions with CWB about North Lake Union site

Lake Union Park opens

CWB recognized nationally for institutional excellence by American Association for State and Local History

CWB and King County Metro execute 5-year lease for uplands at North Lake Union

CWB recognized by King County for Lake Union archeology project

CWB completes property repairs at North Lake Union and starts using for boat maintenance, sail repair and storing artifact boats

MOHAI opens

CWB opens at North Lake Union



CWB BOARD OF TRUSTEES & STAFF

BOARD OF TRUSTEES

Mark Barnard, co-Vice President

Director, Onboard Revenue
Holland America
Serving since 2005

Alex Bennett

Real Estate Development
Kennedy Wilson
Serving since 2001

Ros Bond

CEO and Insurance Executive (retired)
Serving since 2012

Chris Butler, co-Vice President

Architect
MITHUN
Serving since 2007

Chad Cohen

Chief Financial Officer
Zillow.com
Serving since 2010

Jim Compton

Freelance Writer
Former Seattle City Council
Serving since 2006

Kay Compton

Principal
NBBJ Architects
Serving since 2012

Caren Crandell

Biologist and Educator
University of Washington
Serving since 1986

Mike Hendrick

Project Lead, Information Technology
Nordstrom
Serving since 2012



Elsie Hulsizer

Environmental Professional
(retired)
Currently Author, Photographer
Serving since 2009

"CWB doesn't just preserve our maritime heritage, we keep it alive! We help people focus on what's important in this fast-paced world: enjoying the water, learning new skills, helping children develop their potential."

Adam Karpenske

Owner
Karpenske Marine Carpentry
Serving since 2012

David Loretta, Past President

President
Nordstrom Bank
Serving since 2006

Sue McNab

VP Chief People Services Officer
PEMCO Insurance
Serving since 2012

Mark Nowlan

Marketing and Communications
Microsoft
Serving since 2010



Lori O'Tool

President
Partner, Preg O'Donnell & Gillett PLLC
Serving since 2003
"It's all about community access, both physical and economical access to get out on the water."



Walt Plimpton

Secretary
Airline Pilot (retired)
Serving since 2005
"Where else can you have this much fun?"

Rob Sendak

Retail Supervisor
REI Seattle Flagship
Serving since 2012

Johnathan Smith, Treasurer

Certified Public Accountant, Associate
Marcus & Millichap
Serving since 2009

Denise Snow

School Psychologist (retired)
Serving since 2004

Suzanne Zonneveld

School District Finance Manager (retired)
Serving since 2012

STAFF

Betsy Davis, Executive Director

Dick Wagner, Founding Director

Eldon Tam, Deputy Director

Amy Arrington, Sailing Instructor

Shane Bishop, CWB Cama Beach Livery & Facilities Manager

Lucy Blue, Youth Education Coordinator

Oliver Davis, Sailing Instructor

Charles Fawcett, Bookkeeper

Steve Greaves, Boat Donations/Sales Manager

Joe Green, Lead Boatwright

Diana Hennick, Visitor Services Manager

Kyle Hunter, Livery & Boatshop Manager

Christian Holtz, Sailing Instructor

Andrea Kinnaman, Staff Accountant

Dan Leach, Community Engagement Lead/Boatwright

Chris Maccini, Youth Education Coordinator

Edel O'Connor, Skills Workshop Program Manager & Wharf Manager

Aislinn Palmer, Event Manager & Working Group Lead

Judith Rickard, Member/Donor Relations

John Riley, Nightwatch

Mindy Ross, Sailing Education Director

Lara Schmidt, Volunteer Manager & Communications Coordinator

Sarah Szabo, Development Assistant

Saaduuts, Artist-in-Residence

Tyson Trudel, Youth Education Manager

Andrew Washburn, Historical Projects Manager

WHAT MAKES CWB UNIQUE

The Center for Wooden Boats is located in a region unique nationally for its inland waterways. CWB is part of a regional renaissance that is seeing the development of innovative waterfront projects throughout the Puget Sound region. Each project is shaped by its specific natural environment and local community. CWB can be characterized in several ways.

- ▶ CWB provides hands-on activities for the public
 - Free Public Rides
 - Livery Rentals
 - Boat Festivals
 - Maritime Workshops
 - Field Trips
 - Sailing Lessons
 - Free Skills Demonstrations
 - Boat Restoration Activities
 - Vibrant Volunteer Program
 - Pond Boat Rentals
- ▶ CWB provides shore-based programs.
- ▶ CWB focuses on small watercraft.
- ▶ CWB integrates traditional museum activities such as offering interpretation and exhibits and caring for a collection of historic artifacts with the hands-on activities of a community waterfront center.
- ▶ CWB tells the story of Lake Union.
- ▶ CWB preserves the stories and experiences of Puget Sound's last, intact waterfront fishing resort.
- ▶ CWB provides programs in both fresh and saltwater environments.

*Northwest Maritime Center,
Port Townsend*

*The Center for
Wooden Boats,
Camano Island*

*Northwest School of Wooden
Boatbuilding, Port Hadlock*

*The Center for Wooden
Boats, North Lake Union*

*The Center for Wooden
Boats, South Lake Union*

Also at South Lake Union:

- *United Indians of All Tribes*
- *Northwest Seaport*
- *Virginia V Foundation*
- *Museum of History & Industry (MOHAI)*
- *Puget Sound Maritime Historical Society*

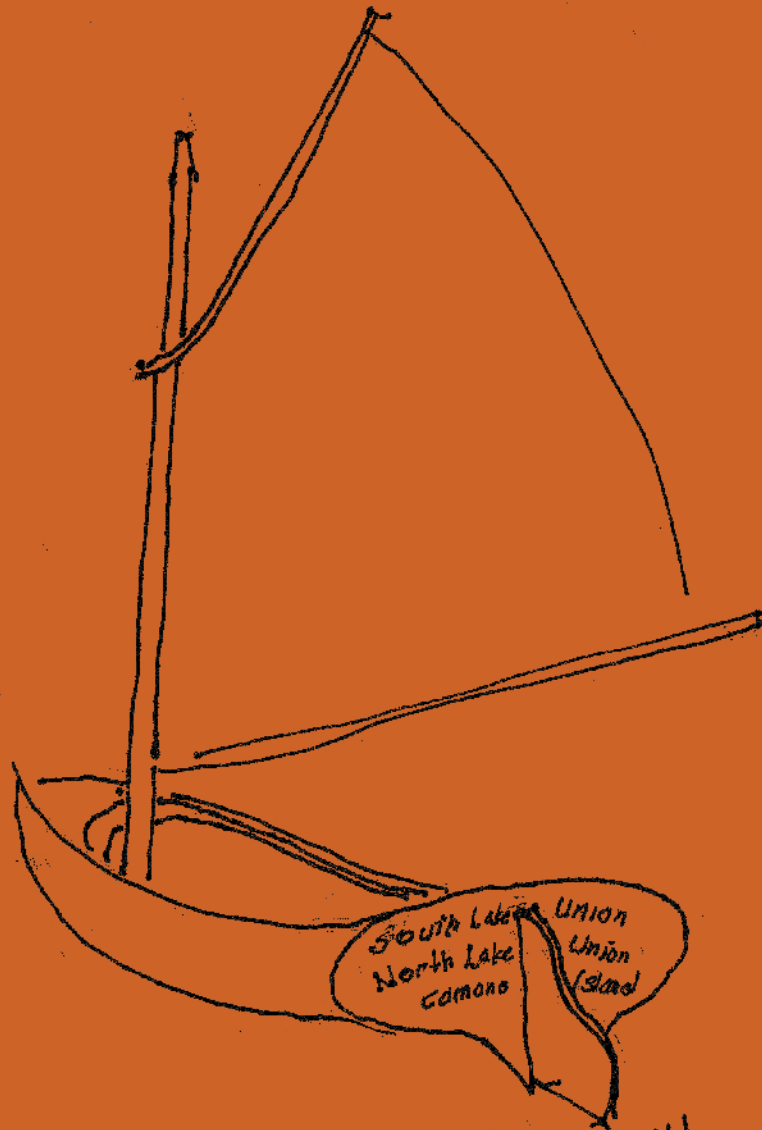
*The Gig Harbor BoatShop
at the Eddon Boatyard*

The Skanee Net Shed.

*Foss Waterway Seaport Working
Waterfront Museum, Tacoma*

Puget Sound

YOUR BOAT IS WAITING
AT CWB



PRESERVATION • YOUTH
LIFE LONG LEARNING • COMMUNITY
ACCESS • INSPIRATION

D.W.



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