



## AAPA 2022 Communications Awards Submittal

**Submitting Port:** Port of Everett

**Entry Classification:** Special Events

**Entry Title:** **Port of Everett:** *Pacific Ice* — Seasonal Outdoor Community Ice Rink

### Descriptive Summary

*Last year, the Port of Everett launched a NEW wintertime event at the heart of its emerging destination waterfront. The event dubbed “Pacific Ice” featured a one-of-a-kind seasonal outdoor community ice rink — a first of its kind experience in our area — focused on the ultimate goal of expanding off-season attractions for locals and visitors alike to keep the waterfront abuzz year-round. The Port team worked creatively to forge a multi-year partnership with Blue Line Sports & Entertainment to bring this vision to life and kick-start a new holiday tradition for families for years to come. At Pacific Ice, visitors enjoyed the unique experience of skating on real ice at a covered outdoor rink overlooking the Port of Everett Marina with views of Port Gardner Bay. Festive lights, music, and concessions added more wintry fun and holiday cheer. Available programming included open public skating sessions, as well as private skating lessons, birthday party rentals and private events. The community response to this new waterfront attraction blew us out of the water in its inaugural year, seeing thousands of skaters over a two-month period and providing a COVID-conscious outdoor recreation option at a time when our community needed it most.*





## 1. Communications Challenges/ Opportunities

The Port of Everett owns and operates a 100+ acre transforming destination waterfront located 25 miles north of Seattle, just steps from the downtown core in Everett, Washington. The heart of this area is home to the Port of Everett Marina — the largest public marina on the West Coast — with 2,300 boat slips, 10 guest moorage docks and a marine Craftsman District that caters its business and service offerings to meet the needs of Everett's thriving boating community, from boatyard services and repair to marine retail and supplies. In addition to the boating amenities, the uplands surrounding the Marina offer a quaint mix of uses and attractions for locals and visitors alike, including casual to mid-range dining and hospitality, to more than 1,500 acres of public access and recreation opportunities. Some highlights include the Port's two-mile-long Jetty Island (the longest sandy beach in the Puget Sound), the NEW Pacific Rim Plaza Splash Fountain, four miles of connected waterfront trails, a new public dock walk, parks and open spaces, 75+ annual waterfront events and more.

While this area features staple restaurants and key public attractions that bring tourism down to the waterfront each year; historically, the bulk of traffic to the waterfront has been seasonal, yielding higher foot traffic during the good weather months of spring and summer, and typically, seeing this foot traffic being somehow tied to boating and in-water uses. In an effort to curb seasonality at the waterfront (which makes it difficult for businesses to thrive year-round) and to activate the site to its fullest potential to support area business and tourism growth, the Port has been strategically phasing redevelopment of a 65-acre vacant upland area surrounding the Marina. This area, known as Waterfront Place, represents a new 1.5 million square foot mixed-use project that at full

build out is set to include up to 63,000 square feet (sf) of new retail/restaurant space, another 20,000 sf of marine retail, 447,500 sf of office, two waterfront hotels, and up to 660 waterfront housing units. Featured amenities include new trails and regional parks together with public gathering spaces, a variety of fine and casual dining, housing, retail shops and services, and more. The project's expected \$650+ million in public/private investment is expected to support nearly 2,100 family-wage jobs and generate \$8.6 million annually in state and local sales taxes through business and tourism growth.

To date, as part of this effort, the Port has facilitated more than \$150 million in public/private investment in the first phase of development now underway; the second phase of development is set to break ground later this summer. The overarching goal of the new development is to unify the Marina and uplands to create a community where you can do five things year-round — eat, drink, sleep, work and recreate. Recent developments include the new 142-room Hotel Indigo and Jetty Bar & Grille, and the new 266-unit Waterfront Place Apartments that brought housing to the waterfront for the first time in its history. Projects in development now include a new “restaurant row” along the marina promenade, and a new destination “wine walk” that is establishing in a cluster of tasting rooms featuring wineries, breweries and distilleries.

With all of this said, in addition and complimentary to all the new development taking place here, the Port has seen opportunity in creating continued activation at the waterfront in its traditionally slower seasons by expanding events and attractions. The Port team has been focused on creating “shoulder season attractions” that drive tourism and traffic to waterfront businesses, specifically in the wintertime. When brainstorming ways to meet this need an idea was sparked to offer an outdoor seasonal ice rink that overlooks the Marina, creating a unique and whimsical waterfront experience that no one else in the area has. The ice rink



would provide a one-of-a-kind, family-friendly opportunity to bring visitors to the waterfront November to January, and also, bring those visitors to the local restaurants and businesses during their visit.

We saw this offering to be a perfect extension of the Port's existing holiday festivities, which include a one-day Holiday on the Bay event that has grown over the years into a major community kickoff to the holidays with drive-in movies, a lighted boat parade, a tree-lighting ceremony, visits from Santa, kids' holiday arts and crafts, a Touch-a-Truck event, an artist's market, toy drive and restaurant specials. We were also in the process of exploring new holiday lighting installations that would attract visits throughout the holiday season.

**So, an ice rink...where do we start?** One obvious challenge we faced in bringing an ice rink to life was that the Port of Everett isn't an "ice" expert. We knew we wanted a "real" ice rink vs. synthetic panels that had become popular at various pop-up rinks. We wanted to provide an authentic feel to it. We also knew we didn't have the staffing capacity or expertise to run an ice rink. We reached out to the local ice-skating clubs and built some momentum on the potential of a rink at the waterfront, but the complexity and startup costs of standing up a limited-time rink proved to be a major barrier in garnering any real movement. The dream of a rink stalled out for about three years after multiple attempts to find a partner. But, the work was not lost; in the midst of 2021 one of the ice-skating club contacts reached out to our team and said they knew of a company — Blue Line Sports & Entertainment — that may be interested in pulling together a rink. We met with the company, and we were able to sell the vision and form a partnership. The company licensed the space at the Port, and the Port providing access to power and water. With our promise to help market and brand the event, they were willing to take the risk of startup costs (estimated between \$100k - \$150K) because they could see the potential of what we were working to create here at Waterfront Place and our other shoulder season offerings, including the new lighting display.

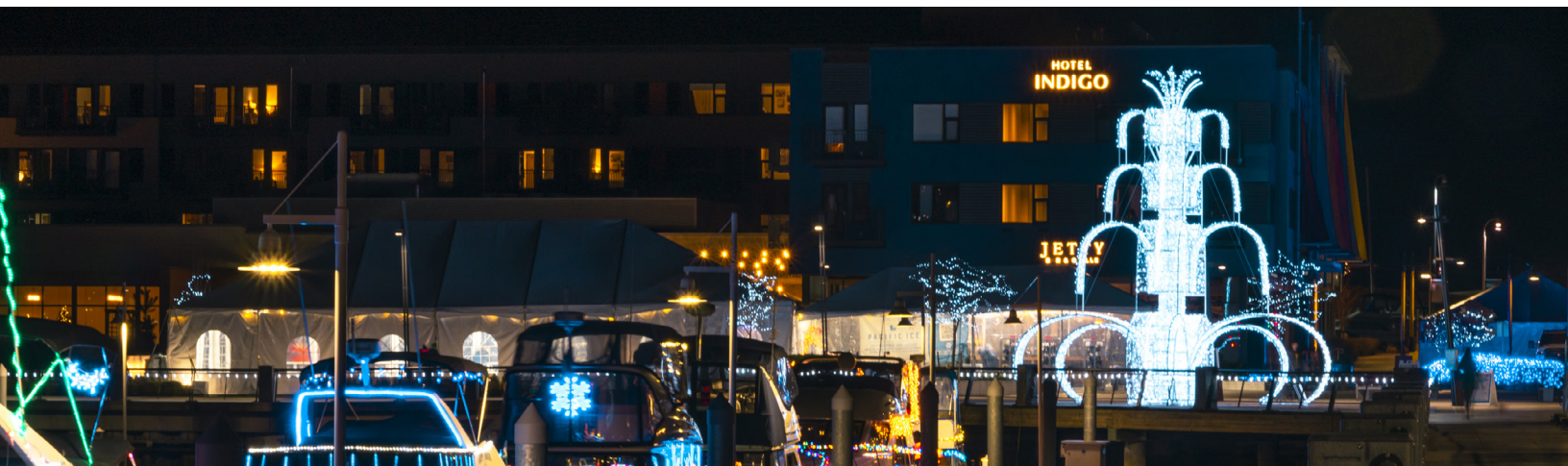
We hit the ground running because time was of the essence. We inked our deal in late summer and the rink — officially

dubbed "*Pacific Ice*" was born. We branded and marketed while our partner worked to procure the equipment necessary to build the rink. Creating the rink itself brought on its own set of unforeseen challenges, from logistics and complexity of the site, procuring a chiller unit to create and maintain the ice, and learning the power at the site was not enough to support the equipment and having to source a quick turn upgrade. This was among the many nuanced challenges that always come with a new event.

We also found ourselves up against the same challenges being faced nationwide — COVID-19 and supply chain impacts. Challenges related to COVID-19 were primarily the unknowns of variants, changes in phasing and public health guidance and what that would mean for events and the rink when it was time to open. While COVID-19 created challenges, it also provided an opportunity in that we had seen a major increase and desire for outdoor recreation — this provided a perfect fit (and ultimately proved to be extremely popular). As far as supply chain impacts, the critical chiller unit that was needed to create the ice didn't arrive until one week before the event was to kick off. Ideally it would have been there three weeks in advance. We thought we could still pull it off, but ultimately, we were forced to push the opening a week while the ice needed time to cure.

Overall, the experience was quite the learning curve in its first year, but the success we saw in taking this leap of faith to create something unique paid off. It helped us reach our goal of creating more activation at the waterfront in the winter, and created real buzz about the waterfront development.

*Pacific Ice* ended up timing nicely with the delivery of our first major holiday lighting installation as well, which ended up becoming an extension of this event. The new "frozen fountain tree" lighting display is the first and main installation as part of a 5+ year plan to add more water-themed illuminations at Waterfront Place. Many that visited the rink took photos at the lighting display or those that came down for the display also happened upon the rink. They created opportunity for each attraction to thrive.



## 2. Complement to Overall Mission

The mission of the Port of Everett reads: “Enhancing maritime commerce, jobs and a healthy community.” The Port meets its mission through the operation of international shipping terminals, the largest public marina on the West Coast, real estate development ventures, and by acting as a public access and environmental leader for its waterfront.

The Port Commission adopts a Strategic Plan that guides how the Port is to fulfill this mission to the community. The plan establishes six strategic focus areas, one of which is titled **Destination Waterfront, Boating & Recreation**. Related to the Port’s transforming Waterfront Place and Marina destination, this strategic assessment states: “As a vital component of a vibrant balanced waterfront, the intent is to provide access to the water, living wage jobs, boating facilities and recreational amenities on the waterfront. The strategy is to unify the marina and surrounding property as one economic unit to create a sustainable and unique commercial, recreation and residential community. The new community is pedestrian-oriented and takes full advantage of its attractive and livable waterfront and recreational boating setting.” Two of the 10 listed Strategic Action Items identified to fulfill this portion of the Port mission state:

- ✓ Working with the private sector, expand tourism amenities at the waterfront, including, but not limited to, boat rentals, harbor tours, whale watching, fishing charters, boat shares, and other non-motorized land and water rentals.
- ✓ Continue to allow for, and promote, public events and activities at the waterfront in a financially sustainable manner that is appropriately balanced with available space.

The Port of Everett’s partnership to establish and bring *Pacific Ice* to life at the waterfront supports the Port’s mission, tying back to both Strategic Action Items in the Port’s Strategic Plan.

## 3. Planning & Programming Components

### GOALS

The Port of Everett’s goals for *Pacific Ice* were to:

- ✓ Promote Waterfront Place as a year-round destination with this new anchor event/attraction
- ✓ Attract more visitors and tourism base to the waterfront in the wintertime



- ✓ Cultivate continued awareness of Waterfront Place and what’s to come (i.e., new restaurants, retail, housing, etc.)
- ✓ Establish Waterfront Place as a “need to be at” destination for potential developers and businesses

### OBJECTIVES

When the Port team set out to plan and execute *Pacific Ice*, we identified what success would look like for the first year. We didn’t set the bar too high, knowing that this was the first year. The set objectives were to:

- ✓ Cover initial events startup costs in the first season
- ✓ Sell at least 8,000 ice skating sessions
- ✓ See a 5% increase in geofenced foot traffic numbers
- ✓ Earn at least 15 media mentions
- ✓ Generate a minimum of 50 social media mentions for *Pacific Ice*



## AUDIENCES

### Primary Audiences

**Port District Residents (Local Waterfront Visitors)** — The Port District encompasses just over 100,000 people about 53,000 households. This audience represents taxpayers of the Port District and are a direct beneficiary of Port offerings, including waterfront public access and recreation. It was important to communicate to this group that this new attraction was available in their local community.

**Regional Waterfront Visitors (Beyond Port District/ Snohomish County Area)** — The Port of Everett's Waterfront Place is Snohomish County's destination waterfront. It is one of the top 10 sites visited by people coming into Snohomish County, particularly in the spring/ summer months. We wanted to attract new visitors coming from out of town who may have or may not have ever visited Everett or the Everett waterfront before.

**Boating Community** — Between the 2,300+ slipholders that moor at the Port of Everett Marina, the active yacht and boating clubs and the visiting boaters, the ice rink offered a unique and fun new option for boaters and their families. Many of our boaters liveaboard their vessel or they stay overnight (if they aren't fair-weather boaters) and could take advantage of this as a benefit to their moorage.

### Secondary Audiences

**Business Community** — The Everett and greater Snohomish County area has a very engaged and active business community, including the more than 100 businesses operating in and around the waterfront. We wanted to make sure word about the new attraction was shared with local and regional businesses, with the hope that they would take advantage of the ice rink to promote their businesses, and also, consider the space for their holiday parties or for employee engagement.

**Potential Developers/Businesses** — *Pacific Ice* provided a great opportunity to put our best foot forward for promotion of Waterfront Place. Telling the story of *Pacific Ice*, we hoped that potential developers and potential future businesses that could site at our new mixed-use waterfront would hear about our shoulder season offerings and understand that we are a year-round destination where businesses thrive.



*In addition to ice skating, visitors were treated to a variety of amenities at Pacific Ice including hot cocoa, treats and donuts. At the adjacent Hotel Indigo, the patio was transformed into a covered, open air seating area that overlooked the rink, allowing direct viewing access to skaters while enjoying food, drinks, and fire pits.*



## PACIFIC ICE

AT PORT OF EVERETT'S WATERFRONT PLACE

## 4. Actions & Outputs

### STRATEGIES

The strategies put in place for *Pacific Ice* were to:

- ✓ Establish a private partnership to divide and conquer development of this new event
- ✓ Create an attractive brand for the ice rink (naming, look and feel, etc.), complimentary to Waterfront Place
- ✓ Leverage the story of the ice rink in all Waterfront Place development and brand marketing so they could be used to support each other's goals/successes

### TACTICS

Once we had our goals, objectives and strategies set, the Port team identified the specific steps to take to pull off creation of a seasonal ice rink event:

- ✓ Reach out to ice skating clubs/community to identify potential partnership opportunities
- ✓ Meet with potential private partner; ink a deal with partner willing to invest in this opportunity
- ✓ Divide tasks with private partner to develop the rink and event (i.e., private partner to procure all necessary equipment, materials, etc. to build and operate the rink; Port to ready the rink venue site, brand and promote the event)
- ✓ Establish estimated timeline for procuring equipment/supplies and building the rink, as well as site preparation
- ✓ Create a name, logo, brand standards and all new creative collateral for the ice rink

- ✓ Seek and secure naming sponsor
- ✓ Announce partnership and heavily promote the rink using a variety of means and methods (i.e. print, digital, radio, TV, word of mouth, fliers, on-site signage, etc.)
- ✓ Identify concessionaire/vendor opportunities to add to the experience
- ✓ Coordinate all event logistics from infrastructure, preparation for inclement weather, COVID plans, set up ticketing site infrastructure, etc.

### IMPLEMENTATION

Once we had our rink partnership with Blue Line Sports & Entertainment in place, we immediately got to work. Time was already ticking since the agreement was established in August 2021 and we were to have the rink opening on Nov. 27, 2021. Blue Line had to quickly procure of all the necessary equipment and supplies to build and operate the rink including a chiller unit, insulation, railing, benches, tent structure, ice skates, mats, point-of-sale system, among many other items. They also worked to stand up an online ticketing system, which the Port helped brand out. The upfront costs to build and run the rink in the first year was about \$100,000 - 150,000 all taken on by our private partner.

While the procurement effort was underway, the Port team established a name — *Pacific Ice* — as a nod to the location of the rink situated in the Port's Pacific Rim Plaza. We then developed a logo, a brand look and feel, graphic elements and sourced the best stock photography we could find until a photoshoot could be coordinated upon rink opening. We also branded out Blue Line Sports & Entertainment's sponsorship packet to begin soliciting event sponsorship interest.



*From the ground up: Building the rink was a multi-step process that took an experienced crew to complete.*



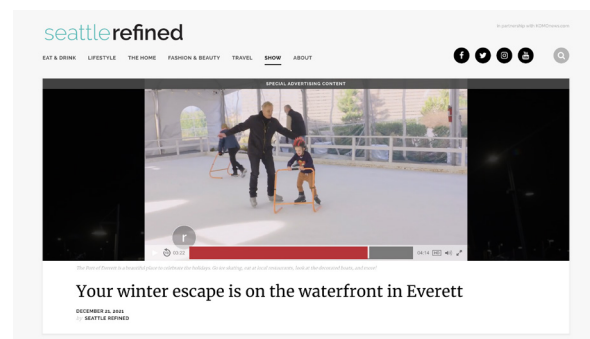
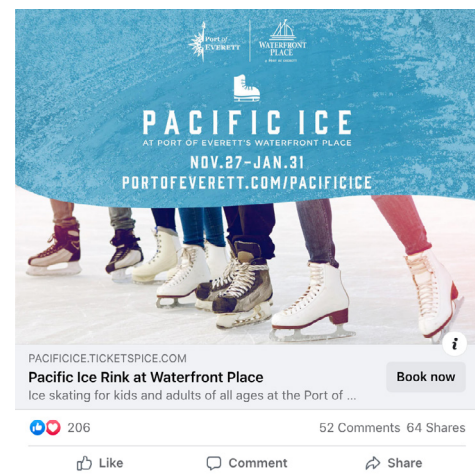
Once the name, logo and brand were developed, the Port issued a press release announcing the partnership and then began heavy promotion. We used a multi-faceted approach that included collateral developed specifically for *Pacific Ice*, as well as incorporation of *Pacific Ice* promotion and listings throughout all of the Port's regular outreach avenues to increase event awareness.

The following is a list of the Port's promotional efforts for the event (may not be inclusive of all efforts):

- ✓ Developed all *Pacific Ice* collateral, including banners, fliers, graphics, A-boards, etc.
- ✓ Posted banners, fliers and signage around all Waterfront Place and Marina facilities
- ✓ Website presence (added to events calendar, added as a news item, created a *Pacific Ice* information page); also helped Blue Line brand their ticketing website to stay on brand and message
- ✓ Issued a total of two press releases; one announcing *Pacific Ice* and one announcing the opening of *Pacific Ice*
- ✓ Paid Media – Seattle Refined: [Hosted video that aired on regional TV station](#) as well as online, accompanied by an online hosted article and sponsored social share
- ✓ Direct outreach to Waterfront Place businesses seeking support and cross promotion to their customers
- ✓ Direct outreach to various audiences via e-blast (boaters, business community, media lists, etc.)
- ✓ Heavy promotion on social media, both from the Port's account and Blue Line Sports & Entertainment “*Pacific Ice*” accounts
- ✓ Paid advertising; print and digital
- ✓ Promoted *Pacific Ice* in Port publications and newsletters with articles and ticket link, included: Port Side (two issues; mailed to 53,000 households), bi-monthly marina newsletters (2,300+ marina customers), Port Report newspaper insert (local business journal)
- ✓ Promoted in all Port of Everett community outreach, i.e., neighborhood and community meetings/events

***PLEASE SEE PACIFIC ICE MARKETING EFFORTS POST-EVENT RECAP REPORT THAT IS ATTACHED FOR MORE DESCRIPTION OF THESE EFFORTS AND COLLATERAL EXAMPLES OF THE VARIOUS EFFORTS.***

As the date to open the rink drew near, there were a few unanticipated impacts that affected the event opening schedule. It was identified by our partner that the power



[Click here to watch the video](#)



to the site was not the capacity needed to support the chiller unit as they had previously thought it was. The parts needed to upgrade power at the site were back-ordered and could not be sourced. Our electrical contractor worked creatively to source the materials from another project that was on a less-defined timeline and was able to complete the upgrade. We hit another snag when supply chain impacts delayed the arrival of the chiller unit — the most important piece to build ice. A lot for the rink elements could not be built until the chiller and connected ice mat were in place. It did eventually arrive one week prior to our original *Pacific Ice* open date, but ideally we needed at least three weeks given we had never installed a rink here before, and the unanticipated warm weather working against the freezing process. With all the cards stacked against the looming open date, Blue Line worked in overdrive to try to keep on schedule.

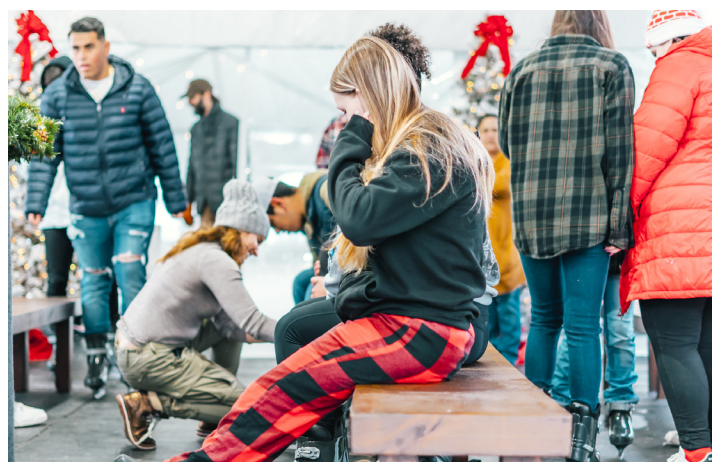
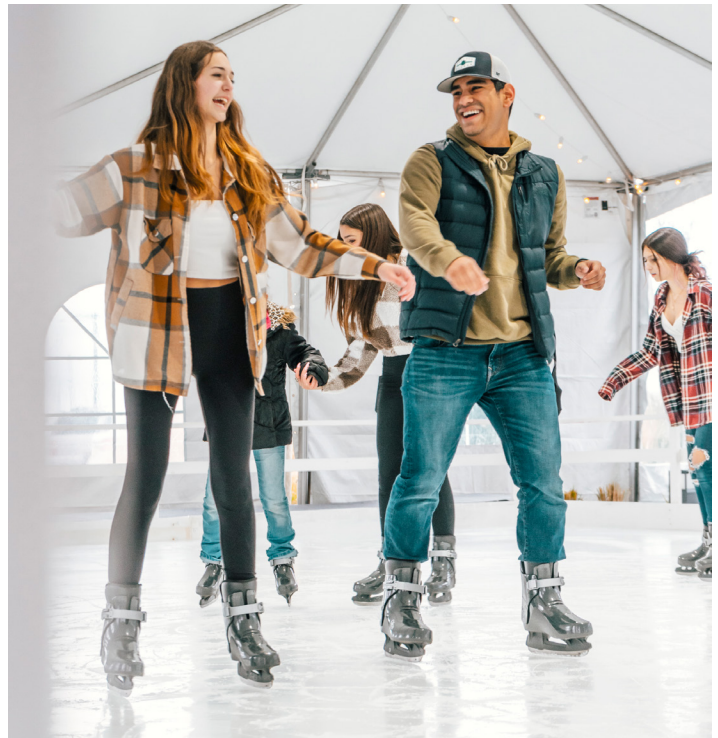
Ultimately, the day of the planned opening, the ice had still not cured and we needed to alert all of the ticket holders, offering an apology, a refund and an invite to skate with us for free the following day. But the following day, we still didn't have solid ice. We had to postpone the opening a week, as well as a planned paid video shoot we had scheduled with Seattle Refined. Some folks were expectedly unhappy as they had made plans with their families, but safety was our top priority and it just wasn't ready.

When the rink could finally open, we made a big splash, pulling together a last minute photo shoot to make sure people knew we were open for business. Once we were open, things operated smoothly for the rest of the season and we regularly meet with the operator.

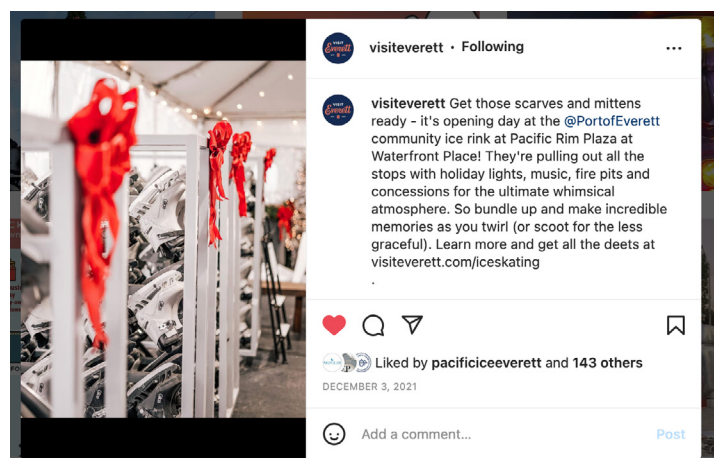
## BUDGET & STAFFING

On the Port's end, pulling off this effort was very cost effective. Because we were able to secure a private partner to build and operate the rink, all of the major startup costs were covered by Blue Line Sports & Entertainment. Total cost was about \$150,000. Our agreement provided for a revenue share on net revenue, which ultimately resulted about \$3,000 back to the Port. We did have unexpected costs associated with the inadequate power at the site. The cost to upgrade the power was about \$20K. This power is now ready to service the rink next year as well as other seasonal uses in spring/summer, so this was a one-time expense. All of the branding and marketing was completed in-house by our team, so our out-of-pocket cost, not including staff time, was about \$10,000.

In terms of staffing the event, we also didn't have to be on-site each day thanks to the operating agreement with Blue Line; however, we did frequently visit the rink and meet with Blue Line weekly (sometimes daily) as we had a lot of pre- during- and post-event logistics to work together closely on. We also had our Marina Maintenance team pitch in during install of the rink and demobilization as well.



[Click here to view pictures from the photoshoot](#)



*First to hit the ice; a group of skaters came for a quick photoshoot and we were able to have a blitz marketing campaign that picked up support from our partners at the City of Everett and two local blogs, Live in Everett and My Everett News.*



## 5. Outcomes & Evaluation Methods

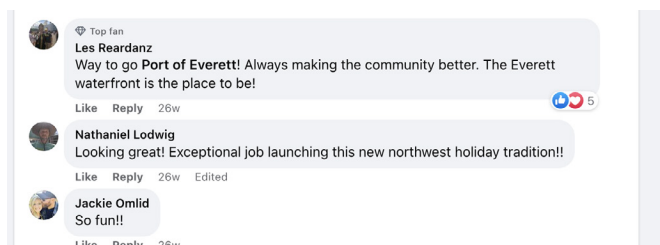
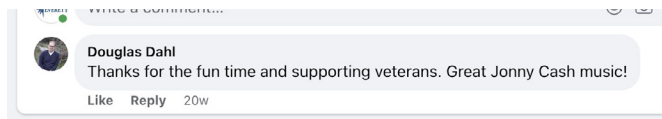
### ATTENDANCE

In our first season we are happy to report that there were about 11,000 ice skating sessions sold, with a mix of adults and kids. If you consider the parents that came to watch their kids and not skate, we likely had about 13,000 people visit.



### ANACDOTAL FEEDBACK

The response to *Pacific Ice* was extremely positive. Here are some snippets of feedback and anecdotal feedback received. We also received in person comments during events. One of the events the Port hosted in early 2022 on supply chain (nothing to do with the destination waterfront) there were more than 20 comments in the chat (this was a Zoom meeting) praising the rink and new lighting display.



Leigh Buchan Harvey - Managing Broker at Windermere Real Estate

December 16, 2021 · Everett, WA · 🌐

Exciting news--there is a new seasonal outdoor ice rink at the Port of Everett! The rink is located at the Port's Pacific Rim Plaza in Fisherman's Harbor, just in front of Hotel Indigo's Jetty Bar & Grille and steps from the new Grand Avenue Park Bridge. Enjoy public skate sessions, private lessons, birthday parties and special events. Bring your family and get into the festive spirit this holiday season!

— at Port of Everett.

### TICKETING WEBSITE

Blue Line Sports & Entertainment utilized a ticketing website to process all the ticket sales online. While we had about 11,000 official skate sessions sold (not including birthday/holiday parties and special events) we saw about 36,000 visitors to the ticketing website as a direct result of our marketing efforts.



Join us at the Ice Rink!

The 'Pacific Ice' community ice rink will be located at the Port's Pacific Rim Plaza in Fisherman's Harbor, just in front of Hotel Indigo's Jetty Bar & Grille and steps from the new Grand Avenue Park Bridge. The family-friendly program runs daily from November 27, 2021 through January 31, 2022 with open ice skating public sessions, skating lessons, birthday parties select and special events to be announced soon.

At Pacific Ice, guests will enjoy a truly unique experience of skating on real ice at a covered, open air rink overlooking the Port of Everett Marina. Holiday lights, music, fire pits, and a handful of concessionaires will add to the whimsical atmosphere!

#### LOCATION

Pacific Rim Plaza at Waterfront Place

1028 13th Street, Everett, WA 98201

(Pacific Rim Plaza is located on the south side of Hotel Indigo)

#### HOURS OF OPERATION

Monday-Friday 3pm-10pm

Saturday & Sunday 10am-11pm

#### HOLIDAY HOURS

December 24th-January 2nd 10am-11pm

Tickets for:

Please Choose a Date

Select date

Coupon Code

APPLY

Total \$0.00

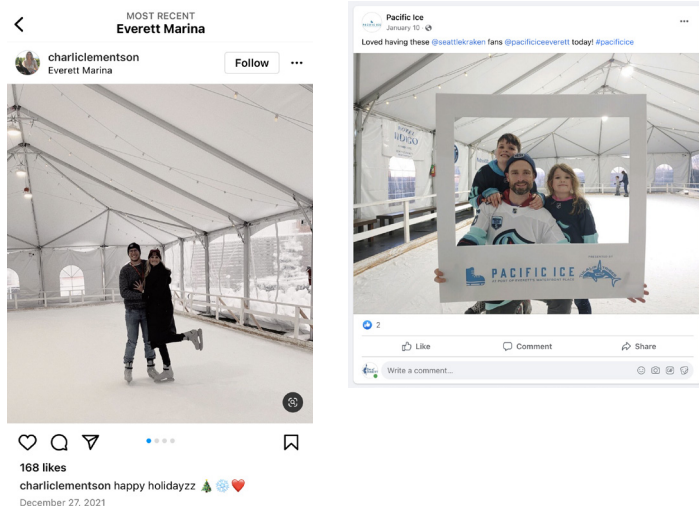
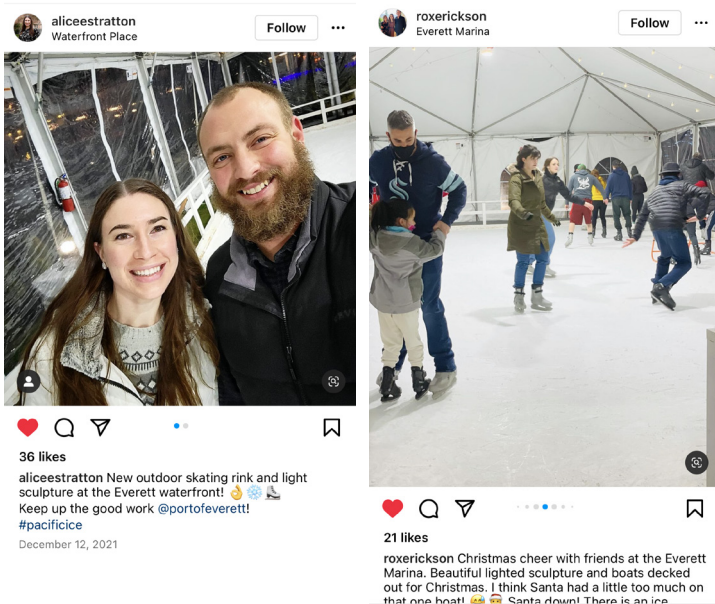
## SOCIAL MEDIA

We had a lot of social media buzz surrounding the *Pacific Ice*, both on the Port of Everett's general social media platforms, but also the new *Pacific Ice* social media accounts that were established in the first season. We saw a lot of engagement from social media users sharing their experiences as well. Blue Line Sports & Entertainment launched their social media platforms, and these efforts resulted in 445 followers across Facebook & Instagram.

Total Reach  
**19,000+**

Link Clicks  
from Port Social  
**250+**

Total Shares  
**150+**

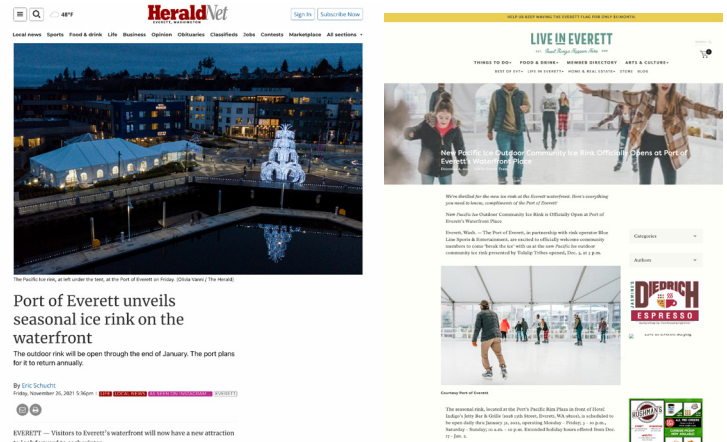


## EARNED MEDIA

The *Pacific Ice* branding, paired with public relations and marketing efforts by our team resulted in a lot of earned media. We saw coverage from full articles in advance of the new rink, to news briefs and community event calendar mentions. Coverage spanned various print and digital formats.

We well exceeded our goal of 15 media mentions, being mentioned in at least 24 times in digital in print mediums including the Everett Herald, My Everett News, Seattle Times, Snohomish Tribune, local TV and radio, and more.

### Samples of media coverage highlights



### Everett Herald

[Port of Everett unveils seasonal ice rink on the waterfront](#)

### Live in Everett

[New Pacific Ice Outdoor Community Ice Rink Officially Opens at Port of Everett's Waterfront Place](#)

### My Everett News

[Outdoor Ice Rink Coming To Port Of Everett For The Holidays](#)  
[Port Of Everett's Outdoor Ice Rink Now Open](#)

## EVENT SPONSORSHIPS

The event was successful in attracting a naming sponsor — the Tulalip Tribes and a community partner sponsorship with neighboring Hotel Indigo. In total this generated \$60,000 in sponsorship funding to greatly offset the initial start up costs for Blue Line Sports & Entertainment. These sponsors also provided good visibility for the rink.

## TREND SETTING

The rink was a popular attraction that had other organizations wondering if they should stand up similar programs in their communities. We had three Washington ports reach out asking how to go about setting up a rink, as well as two neighboring jurisdictions.



## UNIQUE MEMORIES

I don't think it had crossed any of our minds that the rink could become a place not only for new family-traditions and getting some kids out on the ice for the first time, but also, a place for life milestones. We had one couple get engaged on the ice!



Tying success back to our objectives, the following were our objective outcomes:

- ✓ We were successful in finding a private partner that was able to front, and ultimately cover the initial rink start up costs of about \$150,000. Next year the cost will be minimal as they have procured all major equipment and supplies, which is a plus!
- ✓ We exceeded our attendance/ticket sales goal of 8,000 skating sessions by 3,000
- ✓ We earned well over the 15 media mention goal, at about 40 media mentions of varying levels (a few full articles, some radio and TV plugs, a lot of holiday event listings and briefs)
- ✓ We generated well over the goal of 50 social media mentions, and our social reach hit 19,000+
- ✓ The only objective we could not measure at the date of this application was the geofence foot traffic data to show increase in waterfront visitor traffic; however, based on the local restaurant feedback and witnessing the uptick in people visiting the rink and area restaurant, we know there was a positive impact in this respect.

## Summary

In summary, the first season of our annual *Pacific Ice* outdoor community ice rink was a success! We were thrilled by the community response and the attendance numbers in this first year — especially given the ongoing COVID-19 pandemic and associated public health/events guidance that came along with that aspect of planning and executing this new event. The overwhelmingly positive feedback from attendees ranging from community members and out-of-area visitors to boaters and the greater business/development community, truly exceeded our expectations. We were happy to be able to meet the Port's mission by activating the waterfront in a fun and unique way. This step in expanding our shoulder season offerings really set the stage for not only this event to continue into the future and provide a new family tradition, but for more holiday season festivities to continue to build here at Waterfront Place. The Port team and our partner put in a lot of work in this first year, and while there were challenges and lessons learned, the hard work is behind us and this coming winter season we can focus on continuing to grow the program and the momentum we have built.

