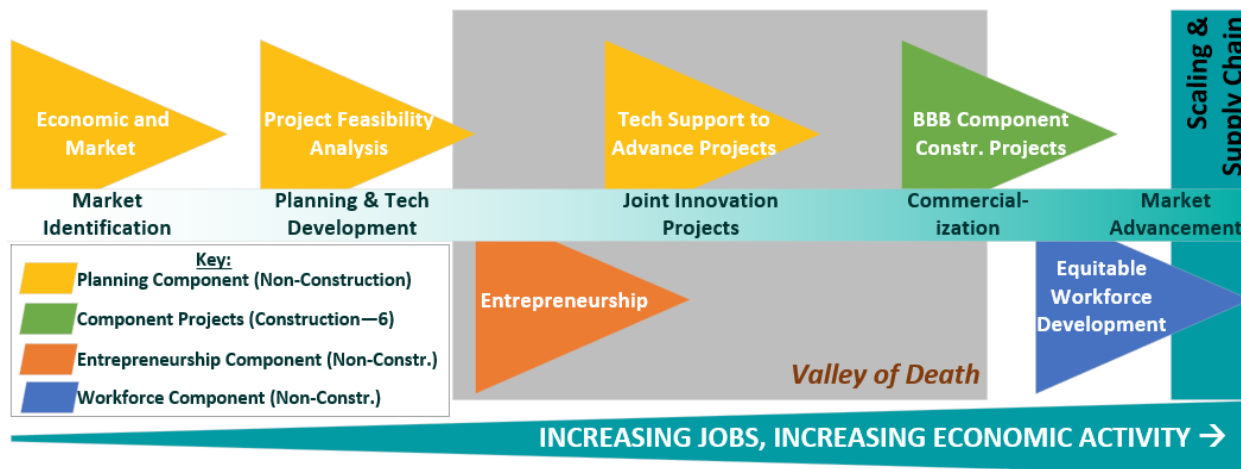


## OVERARCHING PROPOSAL NARRATIVE

### Build Back Blue: Green Energy to Charge the Blue Economy

#### 1.0 Synopsis

**Vision for Regional Economic Development.** Washington Maritime Blue (Maritime Blue) - in collaboration with the Washington State Department of Commerce (WA Commerce), CH<sub>2</sub>ARGE, CleanTech Alliance (CTA), Confederated Tribes of the Umatilla Indian Reservation (CTUIR), Douglas Public Utility District (DPUD), Impact Washington, Tacoma Power, Port of Benton, EDGE, and VertueLab, (collectively the *Build Back Blue Coalition* or *Coalition*) and 85+ public, industry, and NGO Support Partners (Partners)—seeks to deploy the Pacific Northwest (PNW) Regional Growth Cluster (Cluster). The Cluster will sustainably leverage our unique regional Blue and Green Economy energy sector, and innovation assets; address critical regional economic constraints; bolster and greatly expand equity-oriented programming; and solidify and expand industry leadership to drive commercialization, decarbonization, and significant jobs growth for the region. When fully executed, *Build Back Blue: Green Energy to Charge the Blue Economy* (Proposal) will leverage significant regional, state, and federal assets and investments—including resources from six regional cluster organizations—to transform Washington and northern Oregon into a resilient, equity-focused, national leading global hub for green tech development across the regional and global Blue Economy.



**Figure 1.** The Coalition will execute a proven, scalable economic engine to drive Blue-Green industry development across our region. From market identification and planning (left) to commercialization, market advancement, and scaling (right), the Proposal will deploy planning, construction, entrepreneurship, and workforce components to drive equity, jobs, and economic development.

**Problem.** How do we leverage our region's expertise in clean energy and technology to meet the challenges of growing a low carbon, equitable, and sustainable blue economy while remaining competitive and ensuring the transition supports good, union jobs and healthy communities? The Coalition seeks to regionalize this global challenge to decarbonize and address the climate crisis while at the same time lifting up communities and seeking equitable solutions to the economic disparities exacerbated by the COVID-19 pandemic. Our target region suffers significant and growing disparities between urban, rural, and tribal lands, and within urban areas between high-tech sectors and those struggling to make ends meet. These crises are especially visible where a rapidly expanding homeless crisis is relegated to the doorsteps of our most successful IT Industries.

In urban and rural areas alike, our BIPOC (Black, Indigenous and People of Color) communities often lack access to well-paying jobs, and suffer limited access pathways to high-tech, cleantech and Blue Economy opportunities. Lack of quality Blue-Green Economy<sup>1</sup> education / workforce training opportunities means these gaps will continue to widen.

The **Coalition's Vision** is to execute and expand a proven concept-to-commercial scale Blue-Green Economic engine (Figure 1) that will enable our region to capture the environmental, economic, and equity benefits of achieving zero-emissions by 2045.<sup>2</sup> Rather than viewing these emissions reduction commitments as a barrier to economic growth, the Coalition seeks to transform our region into a national and global leader providing critical GHG reduction and elimination technologies and solutions. Advancing, accelerating, commercializing, and scaling these solutions will generate a competitive advantage in global markets across the Blue-Green economy. Moreover, economic and workforce development ensuing from the Proposal carries vast opportunity to benefit BIPOC and rural communities that have been traditionally excluded.

The proposed **Blue-Green economic engine** leverages a proven, nationally-leading process for developing and up-scaling new blue and green technologies to full commercialization, while supporting significant economic development opportunities, jobs and workforce development, new domestic manufacturing potential—all through an equity lens. Maritime Blue builds on its existing, comprehensive development process that advances new Blue-Green concepts and technologies through market identification, planning and tech development, joint innovation projects (JIPs), commercialization, and—ultimately—market advancement and supply chain scale-up (Figure 1, central horiz. bar). The Proposal methodically invests in this process at six critical points (Figure 1, triangle shapes) where industry development stall-outs are most common:

- **Economic and Market studies (planning and pipeline development: Maritime Blue)** to identify and quantify the magnitude of specific regional Blue-Green economy needs and opportunities, forming a basis for planning and investment;
- **Project Feasibility Analyses (planning and pipeline development: Maritime Blue)** targeting specific, vetted, and viable early-stage technologies and businesses / opportunities that will address identified economic and market needs;
- Equity-focused **Entrepreneurship (venture acceleration: CTA, Vertue Lab and Maritime Blue)** support and expand the regional Hub and Spoke model with regional assets, shared entrepreneurial training modules, and programs to ensure a continued supply of new viable technologies and processes ready for commercialization
- **Technical Support (planning and pipeline development: Maritime Blue and CH<sub>2</sub>ARGE)** to develop and strategically execute JIPs to help ford the Valley of Death;
- **Six key Construction Projects (construction: EDGE, CTUIR, Twin Transit, DPUD, Port of Benton, Tacoma Power)** to rapidly advance technologies through early-stage commercialization and generate revenue; and

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<sup>1</sup> Blue-Green Economy: The combined Blue Economy—which includes the maritime sector and shoreside activities related to ports, shipping, trade, the movement of goods, vessels, marine energy, and shoreside industry—and Green Economy—which includes low- and zero emission solutions for clean energy, clean fuels, clean transport, clean buildings, renewable generation and storage, and other clean technologies.

<sup>2</sup> Washington State has committed to an electricity supply free of greenhouse gas (GHG) emissions by 2045 under the Clean Energy Transformation Act (SB 5116, 2019); Oregon's Climate Protection Plan targets a 90% reduction in greenhouse gas emissions from transportation fuels and natural gas by 2050.

- **Equitable Workforce Development (workforce: CTA and Maritime Blue)** to address access inequities to Blue-Green economy jobs, fuel market advancement, scaling, supply chain development, enable manufacturing ramp-up, and train workers for new, well-paying jobs.

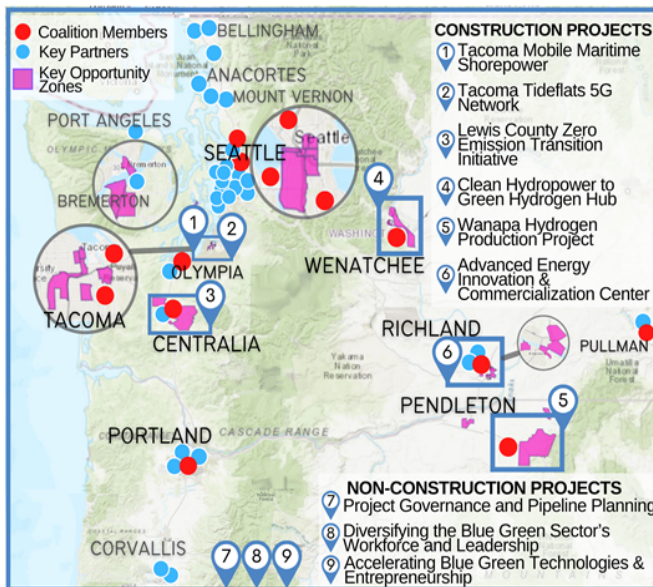
**Partners and Initiatives.** *Maritime Blue* will serve as lead institution for the proposal, which includes execution of all Governance / oversight activities, and development of the pipeline development activities identified in the bullets above. *WA Commerce* is the state government entity that originally developed Maritime Blue, currently leads the Innovation Cluster Accelerator program that sparked many of the participating clusters, and has facilitated state level match fund development to support the Proposal. *CH<sub>2</sub>ARGE* is an eastern WA cluster organization targeting hydrogen related economic and technical development that will support project governance, execution, and hydrogen related projects. *CTA* represents 1100+ member organizations, develops cleantech companies and jobs, and will provide leadership for the proposed Workforce Development and Entrepreneurship projects. *VertueLab* will provide holistic entrepreneurial support to cleantech startups plus equity focused support and training in the Entrepreneurship project. *CTUIR* encompasses 3,100+ tribal members and will develop a hydrogen production hub on its lands. *DPUD* provides power to 17,000 customers, and will deploy a 5MW H<sub>2</sub> electrolyzer to generate renewable H<sub>2</sub> for local economic development and to Twin Transit. *Twin Transit*—located in our region’s only coal community (Lewis County)—is a transportation agency which will develop hydrogen fueling stations and expand a hydrogen valley economic development concept to help transition the county away from reliance on coal. *Port of Benton* will develop its Advanced Energy Innovation and Commercialization (AEICC) facility to support regional entrepreneurship / commercialization. *EDGE* in collaboration with industry partners such as Microsoft, Dell and T-Mobile will execute a 5G-enabled Edge computing network to support port operations and local tech development. *Tacoma Power* provides green electricity to the City and Port of Tacoma; it will initiate a multi-use portable hydrogen power production/storage system for energy resiliency. The Proposal will also leverage industry, public, and NGO partners to support operation and sustainability (Sections 3, 4).

**Anticipated Outcomes.** Upon full implementation, the Proposal will deliver on the following goals as a measure of success: 1) Advance 5+ large-scale Blue-Green tech developments to full market scale; 2) Advance 100+ projects/technologies from concept to entrepreneurship and project planning; 3) commercialize 30-50 new mid-stage innovations; 4) incubate and accelerate 200+ entrepreneurs and innovators, including at least 40% women or BIPOC owned companies; 5) generate 71,434 new direct and indirect Blue-Green jobs over 9 years; 6) develop \$5.43B in sustainable direct and indirect economic activity/investments by 2031; 7) drive economic and social benefits to opportunity zones, working waterfronts, coal communities, tribes, and historically disadvantaged and underserved communities; 8) measure economic, jobs, workforce, equity impacts over 9 years, and 9) measure GHG, carbon, and climate/justice impact reductions.

## 2.0 Description of Geographical Region(s) Served

The proposed effort covers Washington State and Northern Oregon, with site-specific construction targeting rural areas of the Columbia River basin, rural western-central WA, and the urban working waterfronts of Puget Sound (primary service area, Figure 2). Refer to the SF424 attachments for counties and FIPS codes. The overall Pacific Northwest Region (PNW Region) targeted by the Proposal is home to 8.8 million people, a 12.3% poverty rate, a median income of \$34,400, and a total workforce of 4.8 million. The region is a significant global trade hub; its ports are the nation’s third largest by cargo throughput, supporting regional/national economies.

Large urban areas of the region—Seattle and Portland—have experienced moderate to strong top-level economic growth in the last decade. But these aggregate numbers are deceiving, primarily reflecting wage growth among upper middle to high earners, while lower and lower-middle wages have stagnated. This trend has resulted in a huge challenge for affordable housing, alongside a growing gap between well-paying high-tech jobs and those struggling to make ends meet. Lower income workers are increasingly relegated to living in areas plagued by air pollution and environmental justice concerns. The COVID-19 pandemic has only exacerbated these issues. Unemployment claims just three months into the pandemic surpassed 450,000—hitting low-wage workers hardest, while higher earning workers experienced less disruption. While many lower-wage jobs have returned, the income gap remains and continues to widen. Outlying areas, including Tacoma, rural areas, and population centers in eastern Washington and Oregon, have been even harder hit by the pandemic. With a need to diversify their economies from the traditional natural resource base, they also face fast growing populations with a growing need for well-paying jobs and services. Similarly, Tribal casino revenues dropped precipitously under COVID-19 and



**Figure 2.** Project Region.

remain significantly depressed. These lost revenues normally support critical Tribal social and economic programs, therefore leaders seek economic diversification to avoid similar future scenarios.

While high-wage / high-tech jobs have primarily benefited only a segment of the Region’s population, the Blue-Green economy provides strong potential for economic diversification that will benefit all workers. Critically, Blue-Green economy workers represent a mix of well-paying, often unionized blue- and white-collar jobs, presenting a significant opportunity to help equalize wage disparities—particularly among the underserved. Blue-Green jobs also tend to be geographically diversified, with key facilities and Blue-Green hubs located both in urban and rural areas, presenting strong opportunities for growth across the Region. Finally, Blue-Green development directly supports reductions in harmful GHG and air pollutant emissions, thereby helping to achieve our clean energy transformation goals and alleviate key environmental justice issues. As of 2021, the region’s Blue-Green Economy directly employed 143,000 workers, generated \$12+ billion in labor income, and \$50+ billion in business revenues—the latter totaling roughly 9.5% of the region’s total economic output.<sup>3</sup> The regional Blue-Green Economy is poised for exceptional growth.<sup>4</sup> Nationwide, the blue economy alone exceeded growth in the overall US economy by a factor of 1.9 in 2019 (e.g., 4.2% annual growth rate)<sup>5</sup>. Preliminary estimates indicate that the Region,

<sup>3</sup> <https://maritimeblue.org/wp-content/uploads/2022/03/CAI.Maritime-Blue.Maritime-and-Clean-Economy-Economic-Analysis-DRAFT-2022-0304.docx.pdf>

<sup>4</sup> The WA State Strategy for the Blue Economy envisions Washington State as home to a world-class, thriving, and sustainable maritime industry by 2050; <https://maritimeblue.org/strategy/>

<sup>5</sup> <https://www.commerce.gov/news/blog/2021/06/americas-strong-marine-economy-vital-building-back-better>

heavily influenced by the Blue-Green Economy, could significantly exceed this rate. With carefully targeted EDA and Consortium investments, the Region’s Blue-Green Economy could grow at rates of 6.5% to 10%+ per year during 2025 to 2030, adding at least \$14 billion in new revenue by 2025, and at least \$43 billion versus business as usual by 2031 (at 6.5% growth).

**CEDS Consistency.** The Proposal is consistent with CEDS and state level economic planning in the Region. Refer to component project narratives for a consistency review for locally applicable CEDS. This overview focuses on major sub-regional CEDS promulgated by the Central Puget Sound Economic Development District, the Benton-Franklin Council of Governments, the North Central Washington Economic Development District, the CTUIR, and the Washington State Department of Commerce. Briefly, the CEDS and approved economic guidance strategies adopted by each of these agencies reference and support the following elements that are consistent with the Proposal: support for projects and actions that support economic development relating to clean energy, green, low emissions, and energy sector improvement projects and infrastructure needs (addressed by all Component Projects); support for technical assistance or technology transfer (addressed by the proposed Non-Construction Projects); increasing economic diversification through innovation and other means (addressed by all Component Projects); improvements to family, low income, and/or equity-focused wages and job creation (addressed by all Component Projects and especially by the proposed Non-Construction Projects); increases in broadband connectivity (addressed by the EDGE 5G Project); and improved integration of DEI elements in economic development (addressed by all Component Projects).

	2022	2023	2024	2025	2026
Tacoma Green Shorepower					X
Tacoma Tideflats 5G			X		
Clean Hydro to Green H2 Hub				X	
Lewis County Zero Emission			X		
Wanapa Hydrogen					X
AEICC					X
Governance and Pipeline					
Workforce					
Entrepreneurship					
Key:	Construction	Operation	Constr. Complete: X		

**Figure 3.** Implementation Timeline

GDP. Refer to Section 7 and Component Project narratives for additional detail. **Implementation Timeline** is shown in Figure 3.

### 3.0 Detailed Overview of Private-Sector Engagement

Private sector engagement will be critical to the successful execution and long term success of the Proposal including its sustainability. To date, the Proposal has extensive and exceptional support and commitment from regional stakeholders, including private, public, and non-profit entities across maritime, aerospace, trucking & logistics, clean tech, information technology, and multiple adjacent industries—forming a collaborative regional ecosystem. Several coalition members are part of the new Innovation Cluster Accelerator program (ICAP) being led by WA Commerce with support from the Washington State Safe Start Economic Recovery and Resilience Initiative EDA Award. This enables our Consortium to leverage the members of these Cluster organizations and other associations across industry, government, research/academia and community organizations. The Coalition will have unparalleled access to industry leaders in the

**Complementary initiatives** at the state level are summarized in the attached support letter from Governor Inslee. **Metrics of Success** will include regional reductions in unemployment, job creation, wage growth, growth in tribal revenues, wage / jobs / workforce training benefits to key underserved demographics; and a notable incremental increase in regional

PNW region; it will assemble members of Maritime Blue (125 members), and other participating organizations including CTA (1,100), Aerospace Futures Alliance (1,400), Renewable Hydrogen Alliance (75), Blue Sky Maritime Coalition (55), Impact WA NIST-MEP, and asset partners—totaling 3,000+ collective members.



Figure 3: Key Industry Members and Employers Engaged

### Specific Commitments.

Highlighting the strength of private sector engagement—even on the short timeframes associated with the development of this Proposal—the Coalition has secured the following private and public sector commitments that will support the Proposal and the component projects; refer to the attached letters and forms ED-900B for additional information and details: **CH<sub>2</sub>ARGE** commits \$300,000 in in-kind match; **DPUD** commits \$3.5 million in

direct, all-cash match, personnel time to operate its project over five years, and an existing Green Hydrogen Facility for project expansion (\$20M invested to date), and will hire 4 staff; **Bonneville Environmental Foundation** commits \$10,000/yr in-kind staffing; **Port of Benton** commits \$2,000,000 in cash match; **OCOchem** commits to leasing 10,000+ sqft in the Port of Benton AEICC facility and commits \$40,000 in cash match plus \$18,000 in-kind lab equipment to the AEICC, 19 new jobs, and will invest \$14M in equipment and personnel; **Tri-Cities Diversity & Inclusion Council** will engage on DEI support at the AEICC; **WSU Tri-Cities** and **Columbia Basin College** commit to leasing up to 2,500 sf at the AEICC; **Twin Transit** commits \$5,027,850 in cash match plus \$3,000 in in-kind time for tours and networking support; **Centralia Airport** will hire 3 positions and invest \$500K for maintenance and operation to support Twin Transit; **Port of Chehalis** will hire 100 positions to support Twin Transit; **VertueLab** commits \$180,128 in-kind match; **WA Commerce** commits in-kind match totaling \$296,366 plus \$1,500,000 cash match to support the Tacoma Power project; **Tacoma Power** commits \$1,019,614 in total cost share; **Toyota** commits fuel cells needed to supply the Tacoma Power project (~\$200,000 value); **CSF** will create 4 jobs for the CTUIR project; **EDGE** commits equipment valued at \$1,582,379; **Avanade** commits in-kind services totaling \$120,000 for EDGE; **Intel** commits up to \$144,000 of in-kind services for EDGE; **Dell** commits MEC nodes and software valued at \$810,112.63 for EDGE; **Spirent** commits \$539,550 in in-kind cost share for EDGE; **Microsoft** commits cloud based IT services valued at \$150,000 per startup for EDGE; **University of Washington -Tacoma** commits \$50,000 in in-kind cost share for EDGE; **City of Tacoma** commits \$10,000 in cash match and \$40,000 in kind match, and entrepreneur mentorship for EDGE; **CTA** commits \$31,740 in cash match plus \$31,195 in in-kind match; **Impact WA (NIST-MEP)** commits \$400,000 in in-kind cost share; **Maritime Blue** commits \$1.16 million in in-kind cost share; **ABS** commits \$1250,000 in in-kind cost share to the Governance and Pipeline Development Project; **Blue Sky Maritime Coalition** commits \$200,000 in in-kind cost share; and **First Mode** commits to 200 direct, long-term, jobs and investments that will inject at least \$200 million in new capital investment into Washington (indirectly linked to the Proposal).

#### 4.0 Detailed Plan for Regional Growth Cluster Sustainability

Coalition lead Maritime Blue has established multiple sources of revenue that will support long term sustainability of its operations and of the Cluster. Maritime Blue itself was established as a non-profit, independent Cluster organization in 2018, after an extensive stakeholder driven strategy development process that leveraged support from both EDA and WA Commerce. The organization was established as the central hub of a hub and spoke model. In just four years, Maritime Blue has already proven sustainable and is growing rapidly. As of submission of this application, Maritime Blue has grown to include 10+ FTE staff, 125 members, with offices in WA and OR. Leveraging active member participation and engagement, guidance from its Board of Directors, committees, Joint Innovation Projects and programmatic activities, Maritime Blue has had considerable success with fundraising and sustainability. Table 1 summarizes revenue sources anticipated during 2022 through 2027.

Member dues and sponsorships, philanthropic, local contracts and public sector funding (including

Expected Revenue	FY2022	FY2023	FY2024	FY2025	FY2026
Membership / Sponsorship	\$375,000	\$410,000	\$510,000	\$550,000	\$610,000
Joint Innovation Projects	\$150,000	\$260,000	\$440,000	\$880,000	\$1,500,000
Federal Grants	\$275,000	\$2,075,000	\$2,910,000	\$3,310,000	\$2,910,000
State Grants	\$550,000	\$610,000	\$670,000	\$710,000	\$750,000
Local Contracts	\$509,000	\$550,000	\$610,000	\$670,000	\$690,000
Rental Income	\$90,000	\$90,000	\$90,000	\$90,000	\$90,000
Events	\$25,000	\$30,000	\$55,000	\$60,000	\$60,000
Philanthropic Support	\$250,000	\$350,000	\$550,000	\$750,000	\$900,000
<b>Revenue Total</b>	<b>\$2,224,000</b>	<b>\$4,375,000</b>	<b>\$5,835,000</b>	<b>\$7,020,000</b>	<b>\$7,510,000</b>

**Table 1. Sustainability / Project Operational Revenues 2022 to 2026.**

previous EDA awards), and state commitments to programmatic funding contribute to the diversity of funding that make up the annual budget. This ensures that we are leveraging investments to make

the most of potential EDA support through Build Back Better. This also ensures that Maritime Blue will continue to provide support to the regional ecosystem and new growth cluster beyond the years of the Build Back Better Regional Challenge.

The sustainability of the regional growth cluster is further ensured by the assembly of a diverse coalition that goes well beyond Maritime Blue’s assets. “Unprecedented levels of collaboration” are needed to enable the energy transition and decarbonization of a multitude of industry sectors connected through heavy-duty transportation. The ecosystem of members and services that will be brought to bear through this proposal can achieve this critical collaboration. Build Back Blue combines forces with associations and Clusters, including the new awardees for WA Commerce’s Innovation Cluster Accelerator program—alongside the cities, ports, public utilities and state entities that comprise our Coalition members, and industry supporters. EDA’s funding for this proposal will strengthen the Coalition member and supporter commitments that comprise this regional ecosystem, supporting re-investment of the growing revenues identified in Table 1.

Our Coalition is also positioned to take advantage of several forthcoming federal and state investment monies that will further support Blue-Green Economic development in the next 5+ years. For example, other projects being considered by Maritime Blue and CH<sub>2</sub>ARGE (separate from the Proposal) will help the Coalition to assemble a stronger proposal to secure up to \$2 billion in funding from the US Department of Energy’s Hydrogen Hub program. CH<sub>2</sub>ARGE has taken a leadership role in organizing to pursue these funds, and the governance structure, programs, and workforce elements under the Proposal will directly feed the Hydrogen Hub development process. Moreover, state leadership supporting clean fuels standards is poised to allocate significant new

funding to Washington’s Blue-Green sector. Modeled after California’s clean fuels standard—which has directed billions in funding back into California’s Cleantech economy—the WA program is expected to push hundreds of millions of dollars in GHG emission reduction funds into the state. JIPs represent a key potential outlet for these funds. Moreover, state leadership and support expressed in Governor Inslee’s support letter and legislative bills (just passed) reflect the state’s strong commitment to Blue-Green sector growth. Refer to the Governance and Pipeline Planning Component Project for additional detail including information on how the Proposal supports long term Blue-Green Economic development.

### **5.0 Detailed Plan for Engaging Specific Organizations**

Maritime Blue already operates highly successful engagement programs that support industry, communities, local governments, nongovernmental organizations, ports and airports, and diversity-oriented partners including multiple local community-based organizations. Maritime Blue’s existing program includes: 1) Hosting Blue Forums that engage multiple stakeholders and partners on key topics areas, i.e.: battery safety, maritime electrification for utilities, equity in maritime transportation, impacts of global, national and local regulation for decarbonization, coastal community impacts from marine energy, etc.; 2) Conference attendance, presentations, and speaking engagements to learn and share about industry leading projects and programs; 3) Articles, new releases, blog posts, and social media; 4) Reciprocal membership with like Cluster organizations and associations to provide and receive access to a vast amount potential partners and stakeholders across the globe; and 5) Facilitation of local, regional and national processes to explore solutions and address barriers to innovation, sustainability, and equity across communities affected by and/or engaged in the Blue Economy.

To date, these engagement elements have been highly successful, and have helped Maritime Blue to develop its existing ecosystem of 125+ members. The Proposal will increase the resources dedicated to each of these activities to serve the entire Region, and will share the organizational process for these elements with CTA, CH<sub>2</sub>ARGE, and other Coalition partners to enhance their own, respective outreach processes. Additionally, the Cluster organization cuts across industry, academia/research, public sector and workforce/community entities, and the Proposal will actively engage these entities in targeted activities such as our JIPs (Governance and Pipeline Development Component Project), Workforce and Venture Programs (Workforce and Entrepreneurship Component Projects), educational forums, and development of key stakeholder driven studies and strategy processes. The Proposal will include direct engagement through its Build Back Better Advisory Committee; Justice, Equity, Diversity, and Inclusion Committee; Industry Advisory Committee, and JIP Committee (Governance/Pipeline Component Project). Engagement will target industry, community, equity, Tribal, institutional partners to support cross-cutting projects.

### **6.0 Detailed Plan on Engaging Equitably**

The Coalition is strongly committed to ensuring that Cluster benefits are shared equitably across all communities, including urban, rural, historically excluded populations, racial minorities, and women. All are welcomed, supported, respected, and valued. The Cluster commits to centering equity so that people of color, tribal communities, and other underrepresented groups can all share in the benefits of the significant investment made into this region. First and foremost, the component projects developed for the Proposal reflect this commitment, with strong support for tribal communities, equity focused transportation support, diversity-oriented workforce and jobs development, and support for equity incorporated into all component projects. In addition to these elements, the Proposal includes the following equity-focused strategies:



**Governance for All Component Projects:** The Coalition will engage a Build Back Blue Advisory Board (BBBAB), a Justice, Equity, Diversity, and Inclusion (JEDI) Committee, and an Industry Advisory Committee (IAC). See the Governance and Planning Component Project. **Equity and Inclusiveness:** 1) Capacity building for organizations / industry stakeholders to serve, train, recruit, hire, promote a diverse / inclusive workforce; 2) Incentivize youth participation, leadership, involvement; 3) Foster / promote opportunities to recruit and hire a diverse talent pool in all staff and leadership levels; 4) Monitor / evaluate data to determine equitable and inclusive growth. **Workforce Development:** 1) Develop equity training to address bias in clean technology and maritime workplaces and to facilitate a welcoming and supportive environment for people (including youth) of color and low-income community residents 2) Provide workforce development opportunities for diverse demographic groups in Washington and northern Oregon to build careers in the Blue-Green Economy; 3) Design and deploy culturally responsive career awareness presentations, Blue Economy education training programs, experiential events, and paid internships with employers; 4) Foster innovation by providing networking and career-building opportunities with Maritime Blue and partner cluster organization’s industry, and accelerator and incubator programs. **Community Engagement:** 1) Build trust through community-centered engagement rooted in respect and acknowledgment of the history of exclusion; 2) Significant and consistent opportunities for partner engagement and feedback through regularly held meetings, one on one interactions, and open channels of communication; 3) Proactive listening and engagement to develop solutions to reduce barriers; 4) Community briefings, webinars or live-streamed public meetings, place-based engagement, with multi-lingual and accessibility accommodations. **Metrics and Accountability.** Each Component Project tracks progress for an equitable workforce, strengthening networks, and equitable business, and will report back to Maritime Blue quarterly. Maritime Blue will then compile this information with its own tracking and submit to EDA quarterly. Key metrics include: number of jobs to Diversity, Equity, and Inclusion (DEI) beneficiaries; diversity and equity statistics for workforce trainees; tracking of equity-targeted outreach; tracking of community partner collaborations and DEI-focused outreach; number of mentor participants; number of meetings held with disadvantaged business enterprise (DBE) stakeholders and meeting outcomes; actions taken/outcomes based on DEI stakeholder input; funds allocated to DBEs; DEI trainings, and other metrics as warranted.

## 7.0 Detailed Overview on Expected Outcomes

The Proposal targets the following evidence- and data-based goals, outputs, and outcomes:

Component Project	Goals and Outcomes			
	Jobs: direct (indirect)	Econ. Activity: direct (indir. <sup>6</sup> )	Equity	Sustainability and Other
Pipeline Development (Maritime Blue)	7,100 (23,169)	\$4.94 billion direct + participant investments and revenue	JEDI Committee oversight & leadership	Creating a pipeline of projects for continued investment and jobs
Wanapa H2 (CTUIR)	11 (12)	\$14,000,000 (\$18,200,000)	Tribal and rural jobs, Tribal revenues, future Tribal reinvestments	\$2,200,000 new Tribal revenue (9-yr) reinvested in econ development/ diversif.
Clean Hydropower to Green Hydrogen Hub	100 (direct + indirect)	\$17,000,000 (\$22,100,000)	Rural jobs, DEI jobs, reduced emissions	Revenues will be reinvested in economic development

<sup>6</sup> Indirect; leverages direct spending multiplier of 1.3 for green energy projects consistent with [2021 IMF guidance](#)

Lewis County Zero Emission Transition	7 (133)	\$9,150,000 (\$11,895,000)	Coal transition; equit. transit; DEI jobs	Revenues will be reinvested in economic development
Tacoma Tideflats 5G (EDGE)	7,000 (direct + indirect)	\$12,289,719 (\$15,976,635)	Equitable jobs, env justice, comm. benefits	Revenues reinvested in economic development; industry engagement
Tacoma Mobile Power System (Tacoma Power)	8 (37)	\$18,468,878 (\$24,009,541)	Emissions reduction, env justice benefits	Revenues reinvested in economic development; targets mid-term manufacturing development
AEICC (Port of Benton)	63 (19)	\$10,000,000 (\$13,000,000)	Equitable jobs, DEI integration	Revenues reinvested in economic development; rental space revenues
Entrepreneurship (CTA)	4,050 (10,125)	\$3,156,848 (\$300,000,000)	40% underrepresented participation	\$300M private investments in ventures
Workforce Development (CTA)	1,300 retained; 18,300 trained	\$3,393,043	Exceptionally strong JEDI workforce focus	2,500 companies engaged JEDI training + workforce resources
<b>Total</b>	71,434 (dir. + indirect)	\$5.43B (dir. + indirect)	JEDI leadership across the sector	Will be leveraged by exponential private and public investment

**Table 2.** Component Project Goals and Outcomes.

## 8.0 Overview of Work conducted in Phase 1

The Proposal team completed the following specific elements under Phase 1: 1) project development activities to complete Phase 2 component project applications; 2) facilitated preliminary environmental reviews and engineering reports for each construction component project; 3) feasibility studies for incubator/accelerator elements of the Proposal; 4) completed agreements with two Phase 1 sub awardees: VertueLab and Clean Tech Alliance; 5) engaged and connected new consortium partners to support work through Phase 2 and new specific projects; 6) [completed a preliminary economic analysis](#) that updated Washington State’s Maritime Sector economic impacts and added a Green Economy analysis; 7) Advanced project roadmapping with a Request for Information led by CH<sub>2</sub>ARGE that identified hundreds of projects to date; 8) planning activities for governance and Proposal execution; 9) equity planning and integration for the Proposal and all component projects; 10) sustainability and outreach elements: coalition member meetings, press release and media coverage numbers, integration planning for additional Federal funding opportunities like the DOE’s Hydrogen Hub; 11) coordination with EDA and Proposal team members; 12) activities completed by the Phase 1 Regional Economic Coordinating Officer: EDA coordination; resource sharing with Coalition Members / partners; Coalition vision, draft goals, reporting metrics; developing relationships, broadening consortium, aligning projects with Coalition vision; brokered personal visit by WA Governor Inslee to discuss Coalition, meet Coalition Members / start-up companies engaged in entrepreneurship programming.

## 9.0 Detailed list of changes to the vision/proposal to Phase 1 Concept Proposal

The Proposal incorporates the following changes in comparison to the original Phase 1 Concept Proposal: 1) The Kitsap Transit / Fast Foil Ferry component project was removed from the list of projects requested for funding because an alternate source of funding was identified. 2) Coyote Steals Fire (CSF) was removed as a potential component applicant because that entity was found to be ineligible to act as an applicant or co-applicant. CTUIR has stepped in to carry the project in the absence of CSF. 3) Multiple additional partners were identified and will contribute to the Proposal. 4) Budget numbers, including cost and match, have been updated for all component projects and the overarching Proposal; details are provided in the attached budget documentation, commitment letters, and component Project applications. 5) Jobs and economic development numbers were revised per above, based on Phase 1 analysis. 6) Individual projects are now presented by project, rather than as nodes, as they were presented in the Phase 1 application. 7) Governance and Pipeline Development component project added to support these functions.