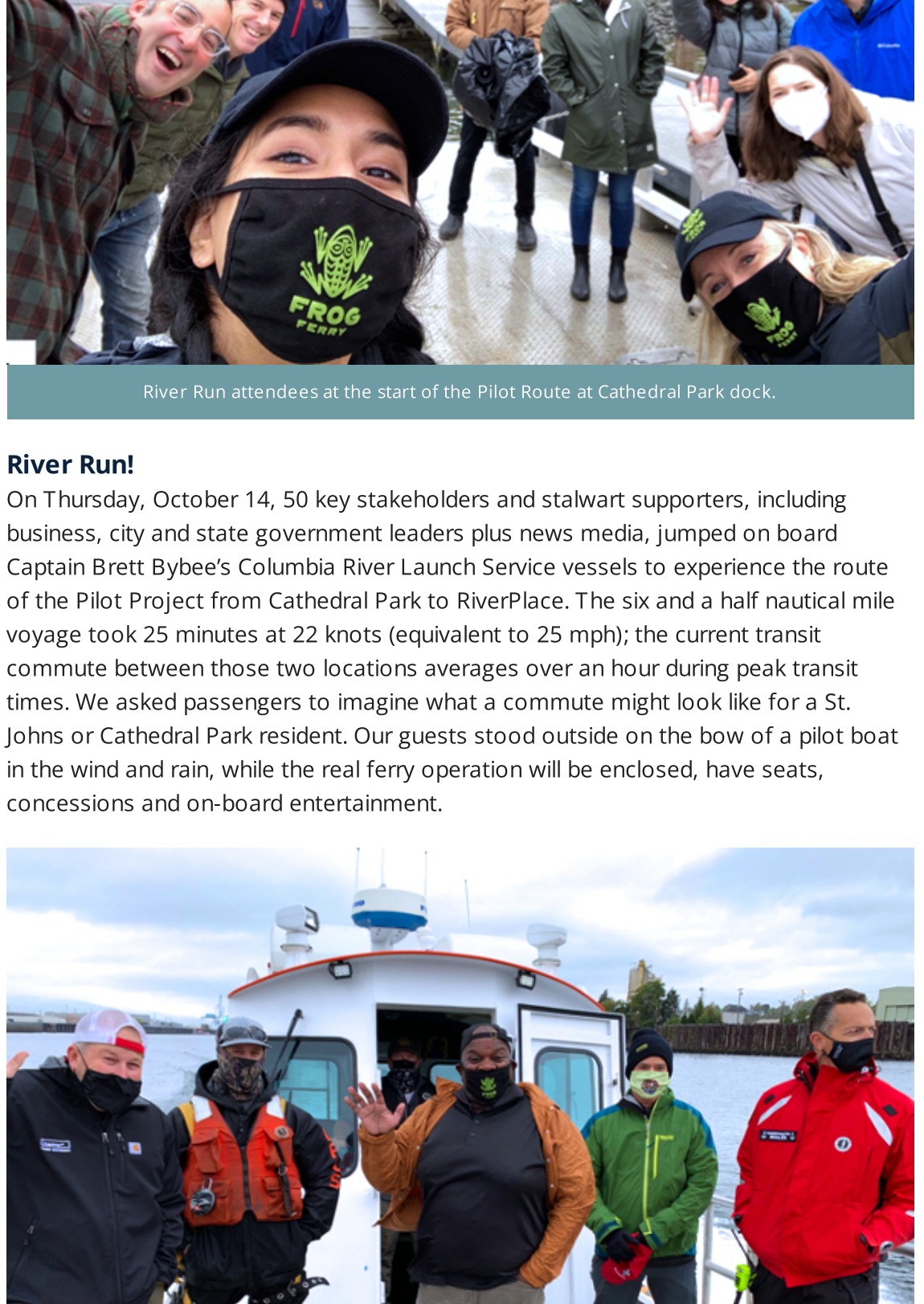


Frog Ferry Year-End Open House and Progress Update

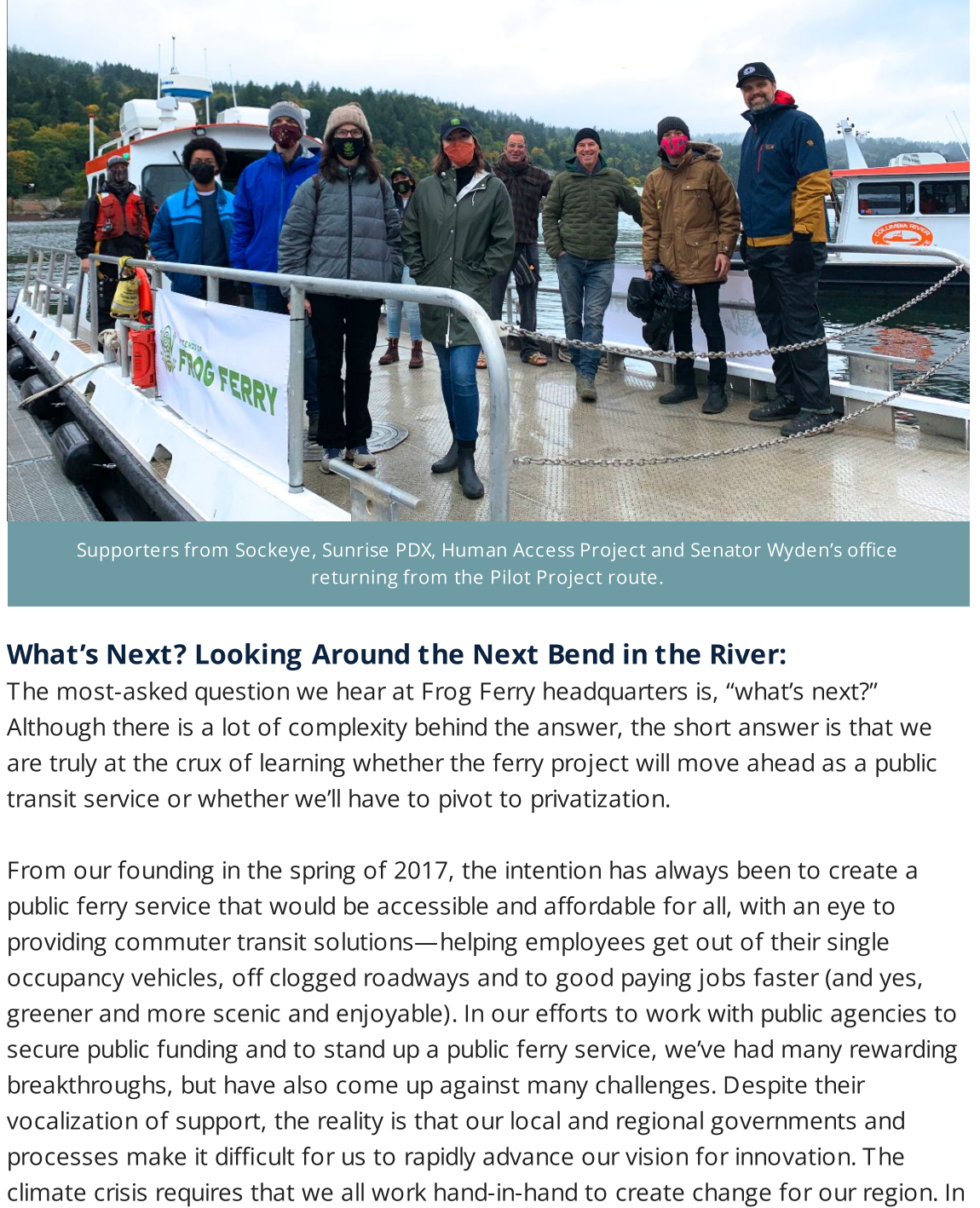
Please join the Frog Ferry Leadership team for a virtual Open House on Wednesday, Dec. 1, from 5:00 - 6:00 p.m. We will be providing an update on Frog Ferry's success over the past year as well as sharing highlights from our Marketing and Customer Experience plans. Please RSVP to amys@frogferry.com to receive Zoom details.



River Run attendees at the start of the Pilot Route at Cathedral Park dock.

River Run!

On Thursday, October 14, 50 key stakeholders and stalwart supporters, including business, city and state government leaders plus news media, jumped on board Captain Brett Bybee's Columbia River Launch Service vessels to experience the route of the Pilot Project from Cathedral Park to RiverPlace. The six and a half nautical mile voyage took 25 minutes at 22 knots (equivalent to 25 mph); the current transit commute between those two locations averages over an hour during peak transit times. We asked passengers to imagine what a commute might look like for a St. Johns or Cathedral Park resident. Our guests stood outside on the bow of a pilot boat in the wind and rain, while the real ferry operation will be enclosed, have seats, concessions and on-board entertainment.



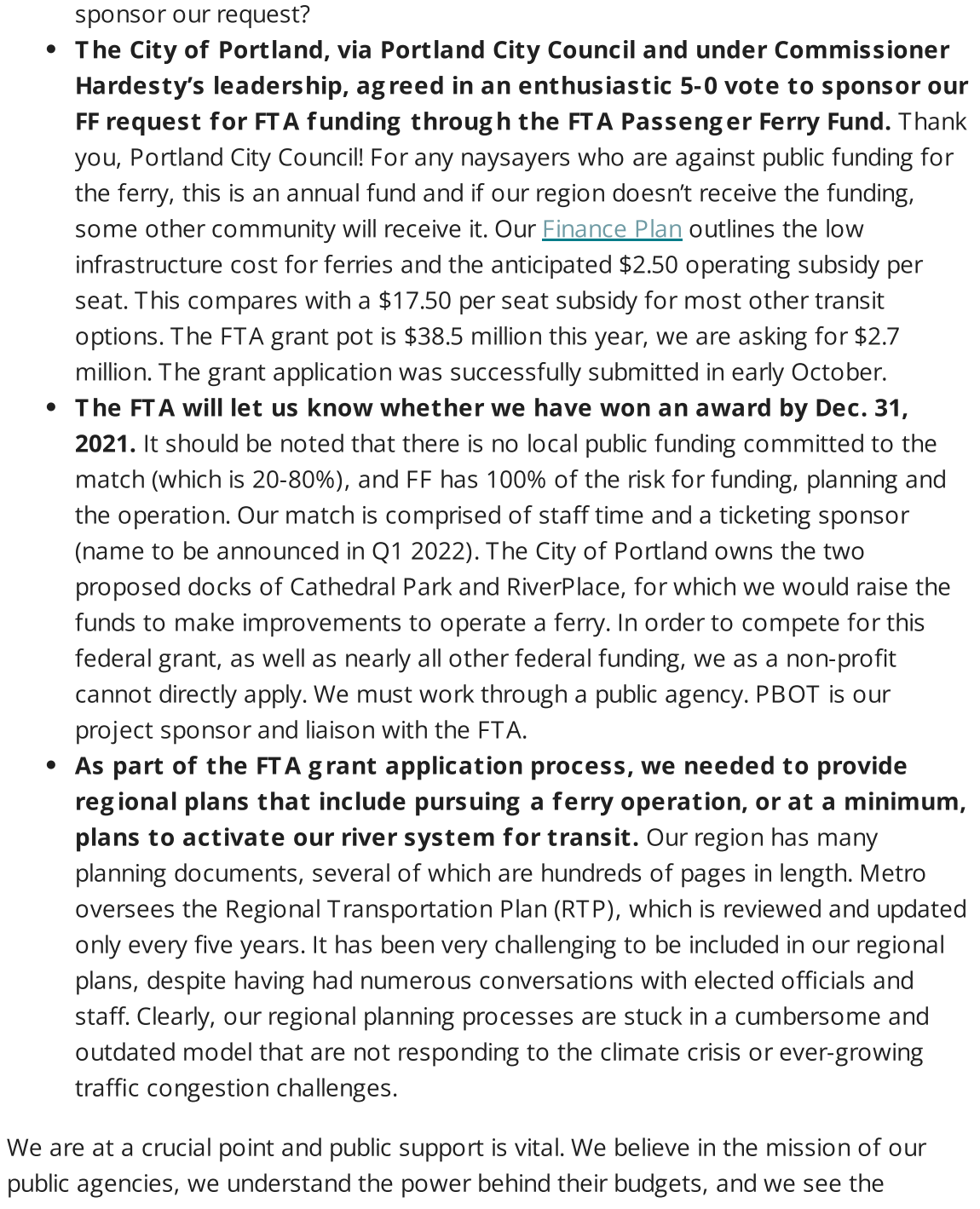
Frog Ferry Board Chair James Paulson (center), along with Frog Ferry supporters from left to right: Brett Dodson of OHSU, Matt Zaffino of Channel 8, and Portland Harbormaster Sean Whalen, on the Willamette River.

Experiencing the river and viewing downtown Portland truly is a marvel. Here are a few of the comments we heard:

"I moved to Vancouver in 2001. The commute to downtown Portland has gone from 15 minutes to over an hour during commute times. It's crazy! The Frog Ferry solution is the only thing I have seen that will reduce not only the time of the commute, but the stress as well. I can't imagine a better way to get from Vancouver to Portland than a beautiful, scenic, relaxing ride along the Columbia and Willamette rivers." — **Dave Barcos, Vancouver Business Leader**

"It was one for the books. Despite the bluster, everyone I saw and spoke with was exhilarated and smiling from ear to ear after their run on the river." — **Allison Tivnon, Frog Ferry Board and Beaverton City Councilor**

Russell Sneddon, CEO of Moonstruck Chocolate, provided Frog Ferry/Moonstruck branded chocolate bars for passengers. Frog Ferry VP of Marketing, Amy Snyder and VP of Customer Experience, Heather Linn narrated the tours, pointing out future dock locations and bridge clearances. Customer insights will be collected for St. Johns and Cathedral Park residents (especially OHSU employees) through a series of commuter surveys this fall and winter. If you live in the area and would like to participate, reach out to heatherl@frogferry.com.



Supporters from Sockeye, Sunrise PDX, Human Access Project and Senator Wyden's office returning from the Pilot Project route.

What's Next? Looking Around the Next Bend in the River:

The most-asked question we hear at Frog Ferry headquarters is, "what's next?" Although there is a lot of complexity behind the answer, the short answer is that we are truly at the crux of learning whether the ferry project will move ahead as a public transit service or whether we'll have to pivot to privatization.

From our founding in the spring of 2017, the intention has always been to create a public ferry service that would be accessible and affordable for all, with an eye to providing commuter transit solutions—helping employees get out of their single occupancy vehicles, off clogged roadways and to good paying jobs faster (and yes, greener and more scenic and enjoyable). In our efforts to work with public agencies to secure public funding and to stand up a public ferry service, we've had many rewarding breakthroughs, but have also come up against many challenges. Despite their vocalization of support, the reality is that our local and regional governments and processes make it difficult for us to rapidly advance our vision for innovation. The climate crisis requires that we all work hand-in-hand to create change for our region. In order to be considered for federal funding opportunities, we need to have a seat at the table and be included in city and regional planning now, not five years from now.

That said, individual citizens, business leaders and community coalitions have been strong backers of Frog Ferry—based on a belief that the Portland region can and should have a new mode of green transit. That belief is grounded in facts and data collected through the [reports](#) our team has collected as well as our participation in hundreds of conversations with ferry supporters or by participating in ferry, transportation and green tech conferences.

The big answer to "what's next" is learning whether we'll receive public funding to invest in a public ferry operation. "Radical transparency" and "Clarity is kindness" are two of our brand attributes, and we offer the following points in that spirit—thinking of Frog Ferry as a case study. We believe it's in the collective best interest of our community to be disciplined and honest about our interactions with key agencies thus far. At Frog Ferry, we want to be held accountable, and we would like to see more accountability among our public agency partners. Here are a few facts and observations:

The "short" of it:

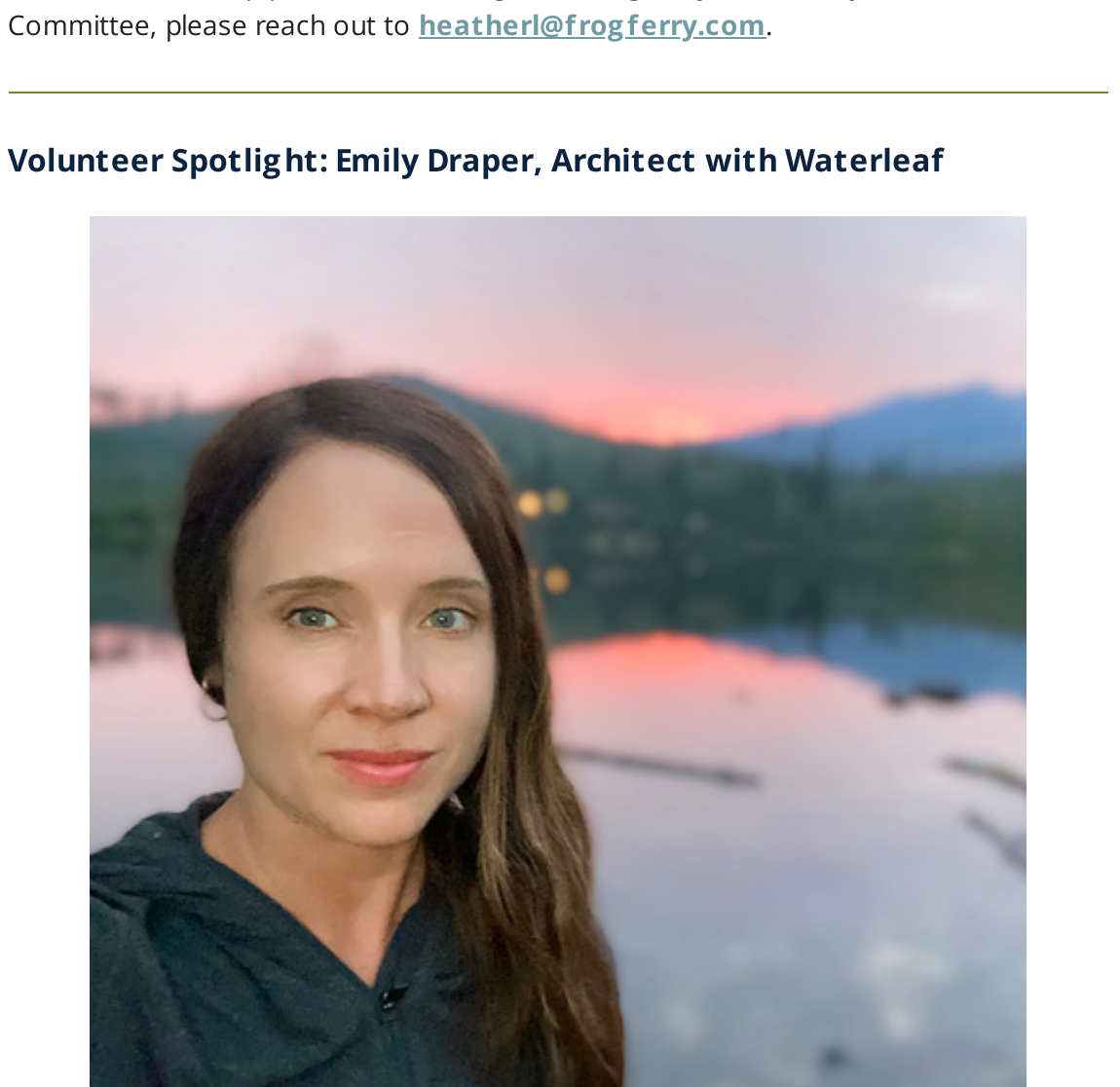
- **The FTA will award ferry grant funding to ferry operations around the country by the end of 2021. If Frog Ferry does not receive a share of that funding, it is highly unlikely we will proceed with a public ferry operation.** We'll likely have to pivot to a privatized model, using venture capital funding. Fundamentally, without public funding in— to keep ticket prices low—we can't run a public ferry service. It's estimated that in spring 2022, an additional \$348 million will be allocated for ferry services as part of the federal infrastructure bill. That funding is another opportunity for our region if our agencies want to seek it out so we can fast-track the build out of a ferry service.
- **Our region is not acting on climate with a sense of urgency.** In budgeting discussions, there is very little talk of innovation, best practices, or looking forward. Portland's recovery table positioning is from a defensive posture of getting Portland "back" rather than building a "better future for Portland." In the past two weeks, three major national economic development grant programs announced awards; Portland and Oregon were not included in any of them.
- **The private sector has lifted up and carried Frog Ferry to date. On our current track, it will be on the private sector to help fund the Pilot Project through corporate sponsorships moving forward (with or without public funding) and we have several conversations under way with prospective sponsor partners.** Our tally as of June, 2021 revealed that more than \$7 million in private pro bono professional services had been provided to Frog Ferry. Our pro forma calls for \$2.25-\$4 million (this number is variable based on other funding pending with foundations, state legislature in 2022, and other pro bono contributions to off-set costs) in sponsorships for the Pilot Project.

The "long" of it:

- **There is a lot of federal funding coming down the pipeline for green transportation infrastructure.** During a recent meeting with the U.S. Department of Transportation, there were five different agencies outlined for which the ferry service likely is a good fit. Through the FTA, it's estimated that in addition to the annual ferry grant program, an additional \$342 million will be made available in spring 2022. Which local public agency is poised and ready to sponsor our request?
- **The City of Portland, via Portland City Council and under Commissioner Hardesty's leadership, agreed in an enthusiastic 5-0 vote to sponsor our FF request for FTA funding through the FTA Passenger Ferry Fund.** Thank you, Portland City Council! For any naysayers who are against public funding for the ferry, this is an annual fund and if our region doesn't receive the funding, some other community will receive it. Our [Finance Plan](#) outlines the low infrastructure cost for ferries and the anticipated \$2.50 operating subsidy per seat. This compares with a \$17.50 per seat subsidy for most other transit options. The FTA grant pot is \$38.5 million this year, we are asking for \$2.7 million. The grant application was successfully submitted in early October.
- **The FTA will let us know whether we have won an award by Dec. 31, 2021.** It should be noted that there is no local public funding committed to the match (which is 20-80%), and FF has 100% of the risk for funding, planning and the operation. Our match is comprised of staff time and a ticketing sponsor (name to be announced in Q1 2022). The City of Portland owns the two proposed docks of Cathedral Park and RiverPlace, for which we would raise the funds to make improvements to operate a ferry. In order to compete for this federal grant, as well as nearly all other federal funding, we as a non-profit cannot directly apply. We must work through a public agency. PBOT is our project sponsor and liaison with the FTA.
- **As part of the FTA grant application process, we needed to provide regional plans that include pursuing a ferry operation, or at a minimum, plans to activate our river system for transit.** Our region has numerous documents, several of which are hundreds of pages in length. Metro oversees the Regional Transportation Plan (RTP), which is reviewed and updated only every five years. It has been very challenging to be included in our regional plans, despite having had numerous conversations with elected officials and staff. Clearly, our regional planning processes are stuck in a cumbersome and outdated model that are not responding to the climate crisis or ever-growing traffic congestion challenges.

We are at a crucial point and public support is vital. We believe in the mission of our public agencies, we understand the power behind their budgets, and we see the priorities and pressures they face. However, in light of every agency's social and climate equity-based objectives—these agencies should be looking at shovel-ready projects that can actually help accomplish their goals. Grants and awards from ODOT and the City of Portland/PBOT to date have helped position us for our Pilot Project. We want to ensure that we are part of the longer-term vision for our regional planning. We truly hope our public agencies will scrutinize their processes and hold themselves accountable to their own goals—to help our Portland.

CX: Informing the Heart of the Frog Ferry Experience



Our goals for the Frog Ferry Customer Experience (CX) are to keep it simple, keep it local, and maximize the humanity. We are hard at work bringing our CX plan to life for the Pilot Project and beyond, and have been working through how the crew, emergency responders, community leaders, and more will experience the river and Frog Ferry.

We are fully immersing ourselves in the key elements of the customer experience: how people will decide when to take a trip and purchase a ticket, how they will feel when they are seated and watching the shore go past, how they will find connecting transportation options, and more. No matter when and how people interact with Frog Ferry, we want it to be accessible, comfortable, safe, and fun.

Over the next few months, we are starting some preliminary research to inform the CX plan. This includes the following:

- Traveling on other ferry systems as well as other Portland area public transportation services. This includes meeting with management and employees about working in the industry.
- Distributing an OHSU employee survey to learn how people from the St. John's and Cathedral Park neighborhoods would use the ferry to commute to OHSU.
- Conducting a digital audit to understand how people use technology to plan and ride ferries as well as other transportation options.
- Attending the 34th Annual Ferries Conference in the New York area November 9-10, 2021. This will be an opportunity to learn about national trends in the ferry industry - information we can certainly leverage.

The momentum leading up to the Pilot Project of Frog Ferry is extremely exciting and we can't wait to deliver a stellar customer experience.

DC/Seattle Trips

Susan Bladholm, Nina Byrd, Amy Snyder, and Paul Brodeur on a King County Ferry in Seattle.

In the month of October, Frog Ferry leadership made visits to Washington, DC, and Seattle, WA, to gain insights into successful ferry operations. Susan Bladholm, FF Founder and President, met with Mary Rinaldo of City Cruises Potomac in D.C., and Susan, VP of Marketing, Amy Snyder, and FF Board Member, Nina Byrd, were hosted in Seattle by incoming FF Board Member and King County Marine Division Director Paul Brodeur.

The DC service is privately operated and features an outer deck space, concessions and narrated tours. They have a contactless ticket scan process under development and chose a bright yellow color because "taxis are yellow." In Seattle, King County water taxis are operated by King County Metro Transit and are primarily used for commuter service, with occasional promotional events for tourists and city residents in summer months. Riders are able to pay with an ORCA transit card, cash, or through an app.

The leadership team will next head to NYC for the Marine Log Ferry Industry Conference in November and will ride several ferry routes in the area.

The Frog Ferry Crew: Meet Naureen, Amy, and Heather

As we continue to gain momentum towards our Pilot Project and beyond, Frog Ferry has brought on new team members to ensure we are poised for future growth and an exceptional customer experience.

From left to right: Naureen Khan, Amy Snyder, Susan Bladholm, and Heather Linn.

Naureen Khan, Contact Management & Social Media

Naureen is an Oregon native and graduate of Portland State University. She is currently a PR Associate at Gard Communications. Naureen has been instrumental in leading our contact management and social media efforts, helping to increase our reach and engagement with the community. Her interest in working with Frog Ferry stems from wanting to help revitalize our downtown core, learning more about our different neighborhoods, and helping with our emergency preparedness.

Amy Snyder, VP of Marketing

Amy has over 20 years of marketing and consulting experience, specializing in brand positioning, brand strategy, market research and insights, digital transformation, and content creation. She began her experience with Frog Ferry as a volunteer, where she helped to redesign the brand's website. Since then, she has led the brand's platform development work in collaboration with agency partners Sockeye and Sparkloft Media, and has become more involved in securing public funding and corporate sponsorships. In her role, Amy will oversee all marketing and communications initiatives, including branding, website development, social media, public relations, and corporate partnerships and sponsorships. Amy recently moved back to Oregon, where she went to high school in Corvallis, and is excited to be part of such a transformational project for our region. If you would like to join the Marketing Committee, please contact Amy at amys@frogferry.com.

If you wish to keep up to speed with Frog Ferry, please follow us on [Facebook](#), [Twitter](#), [YouTube](#), [LinkedIn](#), and [Instagram](#).

Heather Linn, VP of Customer Experience (CX)

Heather brings a deep experience in managing brand, marketing and digital programs with a focus on the intersection of brand, technology and business. She is an experienced Customer Experience (CX) leader who builds successful, collaborative, innovative and diverse teams to solve complex business and operational challenges by harnessing the power of data-driven and human-centered design solutions. She started her career as a Sales Executive and Event Planner for the Portland Spirit and migrated to the brand and digital agency world in client services. In her role as VP of Customer Experience, she will combine her love of Portland, experience of getting people out on the water, and deep passion for strategic CX design. If you wish to join the CX Committee, please reach out to heatherl@frogferry.com.

Volunteer Spotlight: Emily Draper, Architect with Waterleaf

Why were you drawn to Friends of Frog Ferry?

Back in 2019, my colleague Abigail Bokman at Waterleaf cornered me when she came across a newsletter for the Frog Ferry - I had not heard about the movement but the idea of a passenger ferry in Portland sounded both amazing and entirely overdue. As a grad student focused on urban architecture, more than a few of my design studio projects were development adjacent to the hypothetical passenger ferry stops on the Willamette based on studies done in the '90s. I created urban design schemes connecting transportation by water to other modes of transit and imagined the kind of development and public space that would be supported by it. I had experienced some great passenger ferries in Scandinavia and Canada and always kept the hope that Portland would have this form of transit as well. Abby and I met with Susan Bladholm to see how we could help, and we came away with the impression that Susan will be the one to finally pull this off!

Waterleaf Architecture does a lot of transit design and transit-oriented architecture - we call this sector of our design work "Livable Communities." We are a B Corp firm, which means as a business we work towards a triple bottom line, where social, environmental and financial impacts are all measures of our success. The Frog Ferry project was well aligned with these values, so we wanted to plug in and help move the project forward.

What role do you play on the team?

I created "visualizations" - 3D sketches and renderings that show what being on a Frog Ferry vessel would look and feel like, and what a pilot station at one of the proposed stops could look like. Basically, illustrating what a rider would experience.

Read the full interview with Emily on our website [here](#).

Donate Today to Help Propel Frog Ferry Forward

2021 has been a tremendous year for Frog Ferry. Help us continue to realize our goal of bringing a passenger ferry service to our region by donating today. A contribution now will help us build our project management capabilities heading into 2022. With a donation today of \$150 or more (\$140 is tax deductible) we will send you a Friends of Frog Ferry baseball cap or mask.

[Donate](#)