

**Port of Port Townsend:
Strategic Planning Community Advisory Committee
Wednesday November 19, 2008, 6:30 p.m. – 8:30 p.m.
Port Commission Room – Point Hudson**

MEETING #3 SUMMARY

Prepared by Dave Robison & Eric Toews of *CASCADIA*

Meeting Attendance

STRATEGIC PLANNING COMMUNITY ADVISORY COMMITTEE			
Last Name	First Name	Representing	In Attendance?
Aase	Larry	Port Employees	Yes
Cronkite	Kaci	Non-Profit Orgs.	Yes
Hallinan	BJ	Airport Users	Yes
Hero	David	At Large - District #1	Yes
King	David	Marine Trades	Yes
Lawrence	Bob	Educational	No – excused
Levy	Bertram	Moorage Tenants	Yes
Little	Bob	Local Businesses	No – excused
Nightingale	Barbara	Environmental	No – excused
Pike	Ted	At Large – District #2	Yes
Rossov	Gary	Moorage Tenants	No – excused
Scalf	Al	Jefferson County	No – excused
Schnick	Les	Marine Trades	Yes
Sepler	Rick	City of Port Townsend	No – excused
Shively	Steve	Fort Worden State Park	Yes
Tucker	Steve	Small Boaters	Yes
PROJECT TEAM			
Robison	Dave	<i>CASCADIA</i>	Yes
Toews	Eric	<i>CASCADIA</i>	No
Wise	Bill	W.H. Wise & Assoc.	Yes
PORT TEAM & PORT COMMISSIONERS			
Beck	Herb	Commissioner – Dist. #3	No
Collins	John	Commissioner – Dist. #1	Yes
Thompson	David	Commissioner – Dist. #2	No
Crockett	Larry	Executive Director	No
Pivarnik	Jim	Deputy Director	No

Meeting Summary

This was the third meeting of the Strategic Planning Community Advisory Committee (CAC).

Lead facilitator Bill Wise welcomed the Committee and reviewed the agenda and obtained agreement from the CAC as to the order of business. Some CAC members did not receive the email announcing that the meeting notes were posted on the website. The Committee took several minutes to review the October meeting notes. Steve Shively made a motion to approve the meeting notes, which was seconded by Ted Pike. Motion to approve was unanimously passed.

The majority of the meeting was devoted to SWOT matrix presentations by CAC members.

SWOT Matrix Presentations

David Hero – At Large (District #1):

- Strengths:
 - Land near water is a strength
 - Land near the airport – surplus
- Threats:
 - Finite amount of land
 - Need to plan for the future
- Weaknesses:
 - Ability for community to reach consensus
 - County vs. city perspectives
 - Resources underutilized due to lack of coordination
- Opportunities:
 - Figure out how to work together

Betram Levy – Moorage Tenants:

- Strengths:
 - Great facility/location
 - Proximity to downtown Port Townsend
 - Good working yard
- Economy:
 - Fluid economic environment
 - Port is disconnected from its constituency economics and the economics of the Port
 - Fate of the Port is inseparable from its tenants
 - Yard is suffering/tourism is down, Port is vulnerable
 - Elitist view of the Port because it focuses on larger yachts
- Political will:
 - Most citizens have no interest in the Port
 - Need to build consensus w/stakeholder groups
 - Exploitive Port model – they behave like landowners
 - Tenants are treated like the “have-nots”
 - The Port is run like a military bureaucracy

- Cost shifting:
 - Moorage is exploited
 - 400 people (not cash cows)
 - Raise rates to cover debt
- Other consensus model
 - Acknowledge service to citizens – jobs + tenants
 - Stakeholders looking for fair/good service
 - Want a say in how facility is run from their cost center perspective
- A/B Dock Example:
 - No discussion on how Port Commission makes decisions (rubber stamped by the Commission)
- Opportunities:
 - Haul out every other year for boaters
 - Two year service trends
 - Think creatively to use our facilities

Les Schnick – Marine Trades:

- Strengths:
 - Marine trades jobs
 - Diverse and experienced
 - Location
 - NWSWBB/WBF – contributes to marine trades jobs and tourism
 - Reputation
 - Travel lifts
 - Owners can work on their own boats
 - Mild weather
- Weaknesses:
 - Aging infrastructure
 - Aging marine trades workforce
 - Limited training (e.g., welding)
 - Don't have a regional draw
 - Weather (wet and windy)
- Opportunities:
 - School/training could be here (e.g., composites)
 - Develop partnerships with manufacturers (e.g., bottom paint)
 - Affordable housing
- Threats:
 - Costs, materials, housing, insurance, etc.
 - Regulations – EPA
 - Availability of materials – lumber, etc.
 - Incompetent management of limited resources
 - Failing infrastructure/lack of maintenance

David King – Marine Trades:

- Strengths:
 - Strong political support
 - Working waterfront
 - Skilled workers
 - Great reputation
 - Maritime educational nonprofit organizations
 - Strong environmental values

- Weaknesses:
 - Marina is too small
 - Uplands are constrained
 - Need business from out of the area
 - Marine trades has a narrow focus
 - Port operations are perceived as opaque
 - Port only concentrates on its own bottom line – not the triple bottom line
- Opportunities:
 - Define what a port is – timber, tourism, trades (include nonprofits)
 - Leadership position/responsibility to influence local economy
 - Provide a career path for out youth
- Threats:
 - Need consensus and partnerships
 - Threats from other ports
 - Shrinking market economy

Steve Shively – Fort Worden State Park (tourism perspective):

- Strengths:
 - Publicly accessible and open Port
 - Historic niche/brand
- Weaknesses:
 - Lack of affordable housing
 - Seasonality
 - Finite capacity
 - Tourist shoulder season
 - Distance from population centers (cost to get here)
- Opportunities:
 - Port as innovator in economic development (e.g., new fuels, green jobs, wave energy)
 - City/partnership with Northwest Maritime Center
- Threats:
 - Fuel costs

Larry Asse – Port Employees:

- Strengths:
 - Quality marine trades
 - More positive attitude needed
 - Physical location
 - RCW 53 – other sources need to be developed
- Weaknesses:
 - Public expectations versus revenues – blue collar versus transient
 - Limited boat yard/moorage
 - Lack of a plan
- Opportunities:
 - Expansion
 - Partnerships
- Threats:
 - Environmental regulations – TSS – stormwater
 - Aging infrastructure – at odds with fair moorage rates
 - Rising costs of operations

B.J. Hallinan – Airport Users (focus on 5 year plan):

- Slow to change – inertia
- Development is monumental over the past few years
- GPS approach is needed at the airport – along with a weather station
- Need a terminal – public use terminal
- Need someone at Port to seek grant funding – matching funds
- Communication is one-way – no response from management staff
- Airport property is a huge opportunity
 - Problem is zoning
 - Need light manufacturing
- Potential for infighting between stakeholder groups (e.g., airport users and boat tenants)

Kaci Cronkite – Nonprofit Organizations:

- Strengths:
 - Huge network of people/local economy
 - Promotes partnerships – historic successes
 - Proximity of work yard to marina
 - Walkable end to end
 - Town is wed to the Port
 - Talented human capital
- Weaknesses:
 - Loss of port of entry status – visiting Canadian tourists, Tall Ships
 - Focus on current sources of revenues instead of creating new endeavors
 - Clarity in chain of command – access to management – lease negotiations
 - Competition of moorage for tall ships
 - Lack of staff resources to do everything
 - Lack of women in Port organization
- Opportunities:
 - Marketing
 - Volunteers
 - Business development ideas
 - Grant partnerships with nonprofits
 - A model for the world as a maritime community
 - Festival – other options
- Threat - Lease rates outpace ability to pay

Ted Pike – At Large (District #2):

- Strengths:
 - Huge area – Port serves entire County (a diverse and intelligent community)
 - Great branding
 - Wooden Boat Festival
 - Open port
- Weaknesses:
 - Economy – regional
 - Funding – lack of buildings
 - Mixed perception of the quality of local marine trades in other areas of Puget Sound

- Opportunities:
 - Partnerships
 - Grants
 - Temporary covered shelters
 - Marketing

Joe Baisch – At Large (District #3):

- Weaknesses:
 - Education (Port needs to take a leadership position)
 - Failure to take advantage of potential for tourism in south county
 - Largest producer of oyster seed in the world (Coast Oyster)
 - Lack of water/wastewater infrastructure
- Opportunities:
 - Support Coast Oyster
 - Partnerships – Black Point Development (green project)

Steve Turner was absent due to illness but provided SWOT comments that Dave Robison summarized.

Steve Turner –Small Boats

- Strengths:
 - Excellent location
 - Port Townsend well known for fishing resources
- Weaknesses:
 - Access to water has dramatically decreased
 - Weekly fish closures puts pressure on limited facilities
 - WDFW management policies
 - Redesign of A/B dock will further limited small boat access
- Opportunities:
 - Marketing of facilities/mid channel bank
 - Tourism potential with new facilities
 -
- Threats:
 - National economic policies
 - WDFW fisheries policies

General Discussion

SWOT presentations were completed at 8:15 pm. Dave Robison asked if the Committee wanted to continue the meeting and begin review of the draft mission, vision and core values document, or alternatively, schedule a meeting in December. There was general agreement from the committee to schedule a December meeting in order to have adequate time to review and discuss the draft vision document. Several committee members expressed that they were pleased with the amount of time spent reviewing and hearing each others' SWOT analyses and it helped them to better understand the Port's role as well as the different stakeholder groups' perspectives.

Robison and Wise encouraged CAC members to review the core values, revised mission and vision statement prior to the next meeting and to bring prepared comments or suggested edits to the meeting. The next meeting was scheduled for Wednesday, December 17 at 6:30 in the Port Commission room.

Summary of Next Steps:

1. David King requested that the Project Team give some more thought to the definition of community as expressed in the mission, vision document.
2. Ted Pike asked for more information or examples of the triple bottom line concept. Other members suggested that the terms affordable (ability to use) and open and accessible would still need to be addressed at the next meeting.
3. The Project Team was encouraged to follow up with CAC members who were absent to make sure that each CAC member completes the SWOT matrix handout.
4. Meeting notes and completed SWOT matrixes prepared by CAC members should be mailed out to members in advance of the next meeting.

Adjournment

The meeting was adjourned at 8:40 p.m.