

PORT OF PORT TOWNSEND

Strategic Plan Background

CASCADIA Community Planning Services





Meeting Agenda & Purpose:

- Introductions
- Port Role & Authority – RCW (Revised Code WA)
- Strategic Planning Overview
- Financial Overview
- Commissioner's Current View
- Next Steps & Public Involvement Process
- Process Questions & Answers
- Finish



Sources of Ports' Authority:

- The State Constitution and Legislature have recognized the unique role of ports in relation to harbors and industrial development on the State's shorelines
- The Port District Act of 1911 allowed the people to establish port districts and elect commissioners to run and operate port districts



Authority for Harbor Improvements:

- Ports are public owned and operated municipal corporations authorized by state law to construct, operate and maintain harbor improvements within their district (RCW Title 53)





Port Purposes:

- Ports are the only public agencies whose primary purpose is economic development
- Ports also provide an associated transportation mission





Specific Port Powers:

- Develop marine terminals and airports
- Buy and improve property for lease
- Provide air and water pollution control facilities
- Build, operate, or lease marinas and related facilities
- Provide environmental enhancement, protection and public access
- Promote tourism as an economic stimulus



Governance of Ports:

- Port commissions establish long-term strategies for a port district, and create policies to guide development, growth and operation of the port
- Port commissions are also responsible for an annual budget, approving tax levy rates, and hiring professional staff to run the port's daily functions



Port Planning - Generally:

- Ports have comprehensive planning powers for their facilities under state law (RCW 53.20.010, .020, and RCW 53.25.090)





Preferred Shoreline Uses:



- The uses that a port will plan for on its shoreline properties or harbor areas will likely be limited to water-dependent, water-related uses and water-enjoyment uses



Planning Requirements for Ports:

- Port statutes (RCW 53.20.010 and .020) require adoption of a Comprehensive Scheme of Harbor Improvements by the Port as a guide for harbor areas
- State law provides a port district more options and greater flexibility regarding the extent of necessary comprehensive planning than general purpose government (city or county)

The Port “Comprehensive Scheme”:



- The distinction between a port’s comprehensive scheme and the comprehensive plan of a county or city is important; comprehensive schemes are more flexible and less detailed than comprehensive plans
- Comprehensive schemes are not subject to as many planning requirements as plans - a comprehensive scheme is essentially only required to include a map of port lands and facilities along with a narrative describing present and future anticipated facilities and land uses



Port Planning - Generally:



- **The state does not provide guidelines for developing port lands and use of port properties**
- **There are no public involvement requirements except for a public hearing to adopt or amend the comprehensive scheme**



Port Planning and the GMA:



- **Ports must coordinate their efforts with city and county GMA plans and are subject to the land use authority of local government**
- **Some port facilities (e.g., airports) are Essential Public Facilities under the GMA and are entitled specific siting and regulatory protections**



Strategic Planning:

- Assists the Port in better meeting the needs and expectations of stakeholders
- Emphasizes the assessment of changes taking place in the Port's internal and external environment
- Places a greater emphasis on process versus a product



Key Considerations in Strategic Planning:



- **Emphasis is on an in-depth evaluation of current status, trends with a focus on gaining agreement on strategies or priorities that the Port will take over the next 5 to 10 years**
- **To build consensus and public understanding regarding the Port's mission and vision for the future**
- **To provide annual goals and objectives and ways to measure and achieve them**





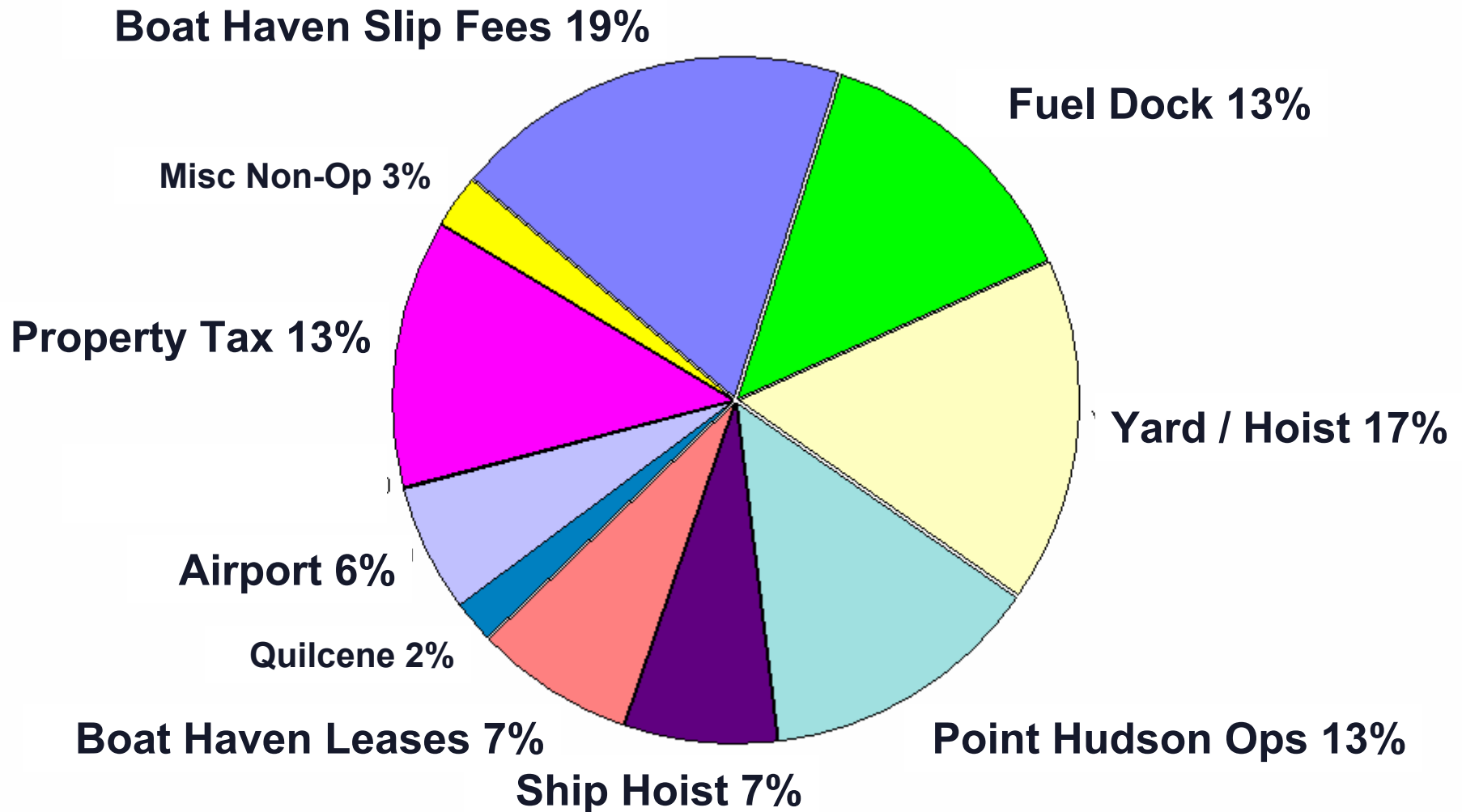
Expectations of the Process:

- **It will help the Port to explain its mission and role to the community and key stakeholders**
- **It will give the Port an opportunity to listen to its constituents**
- **It will provide a process to prioritize what the Port does**
- **It will create a short-term financial plan for capital improvements**
- **It will help the Port to prioritize facility replacement issues**
- **It will generate strategies to improve county/city relationships**
- **It will build a committed team that can work together**

Financial Overview

2008 Sources of Funds

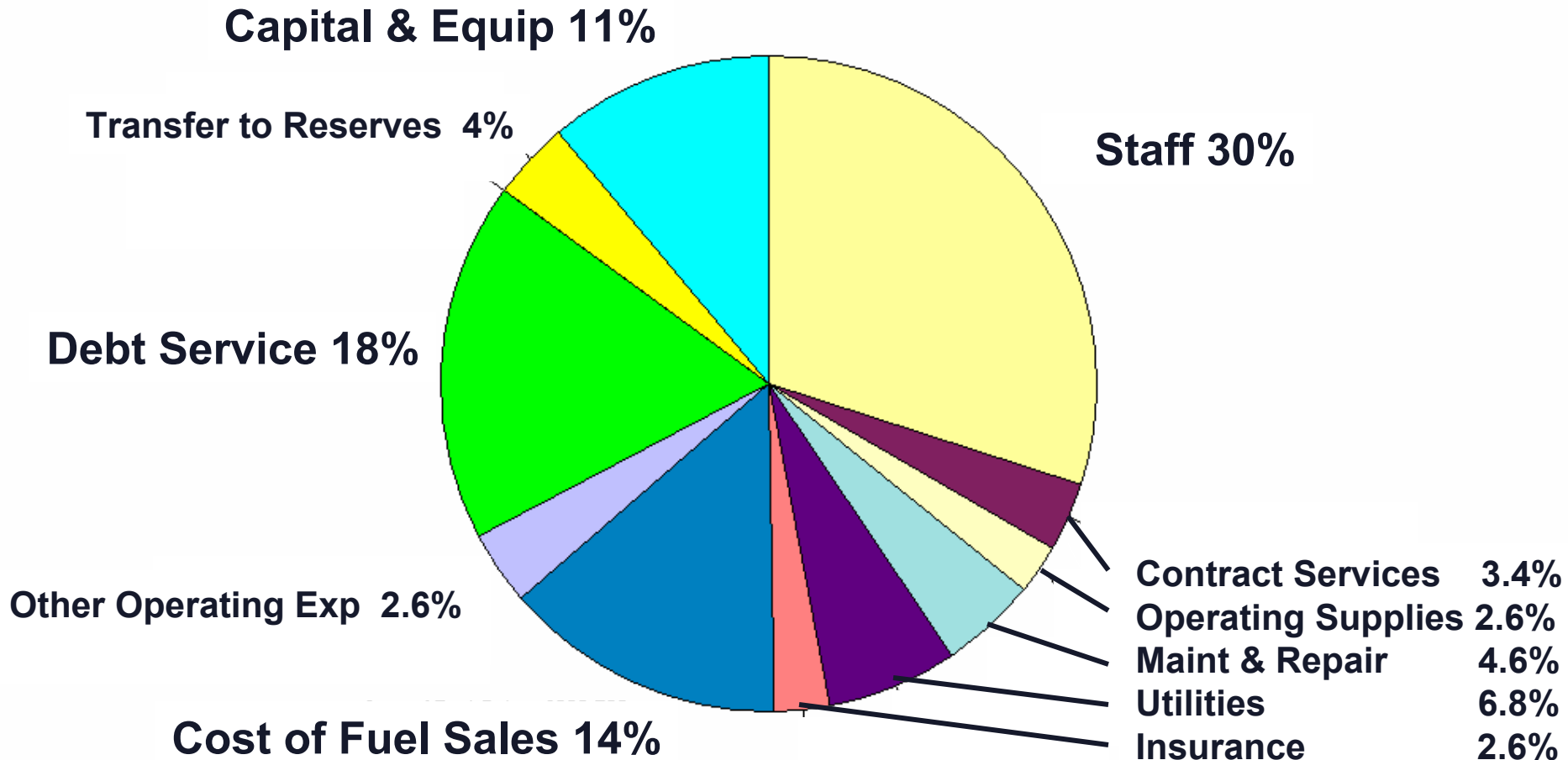
Total = \$6,581,310



Financial Overview

2008 Uses of Funds

Total = \$6,581,310

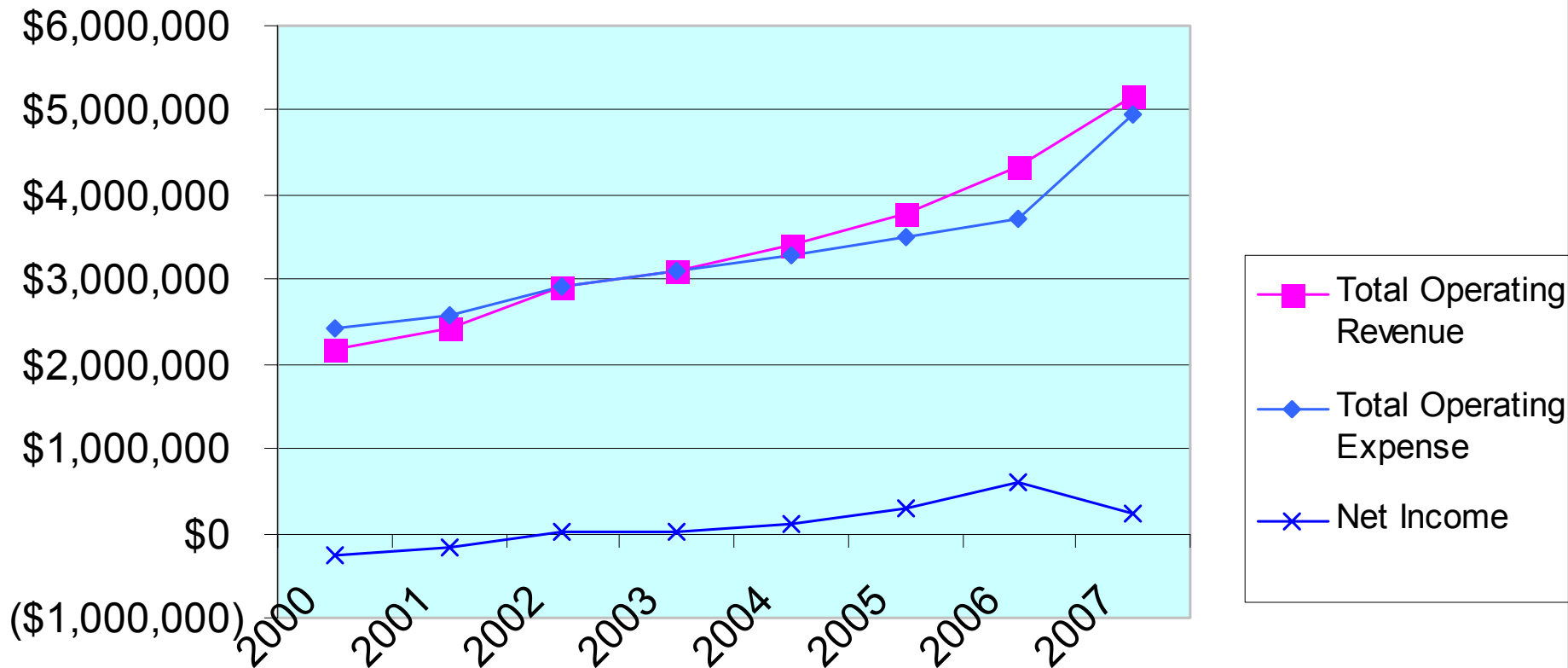


Financial Overview

2000 – 2007 Actuals

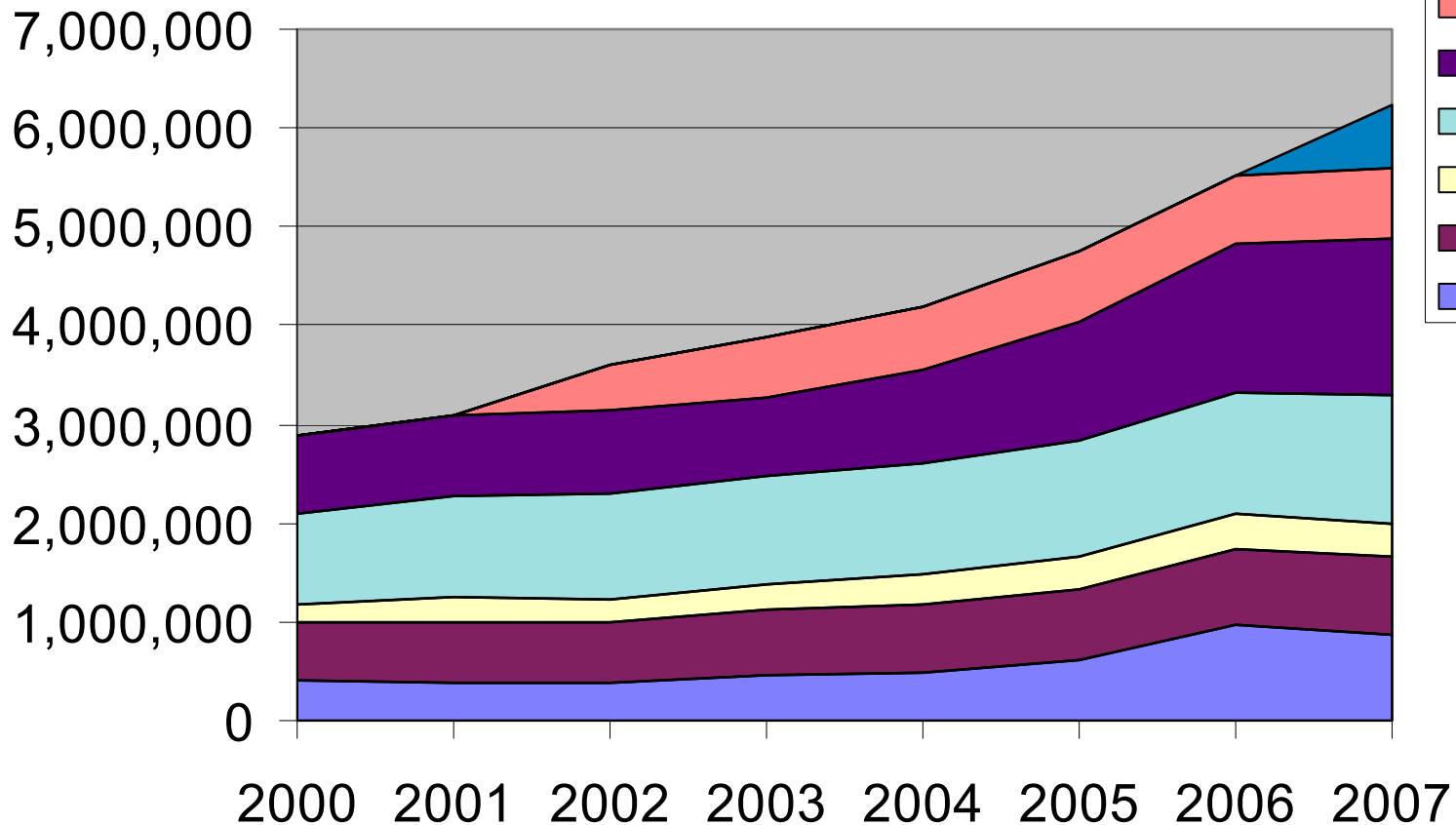
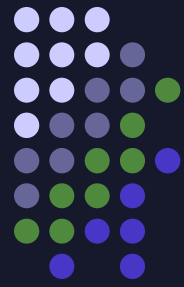


Port of Port Townsend Summary of Revenue, Expense & Net Income



Financial Overview

Sources of Revenue 2000 - 2007



- Fuel Dock
- Point Hudson Ops
- Yard & Hoist
- Boat Haven Moorage
- Airport
- Property Tax
- Other Revenues

Financial Overview

Debt Capacity



PORT OF PORT TOWNSEND	
LIMITATION OF INDEBTEDNESS - LTGO DEBTS	
AS OF MAY 12, 2008	
Total Assessed Property Value of Port District (Same as Jefferson County)	\$ 4,727,493,467
Maximum LTGO Indebtedness Without A Public Vote (.25% of Total Taxable Property Value)	\$ 11,818,734
Current Port Indebtedness - LTGO Debt Issues	\$ 8,183,941
Margin of Indebtedness Available	\$ 3,634,793
Notes:	
LTGO = Limited Tax General Obligation	
As Assessed Value increases, and we continue to make principal payments on the outstanding debts, Available Margin will increase.	



Financial Comments

- Moving From Net Loss To Financial Stability
- Improved Bond Rating
- Limited Debt Capacity
- Tax Levy Capacity (\$0.45 Per \$1,000) Vs Actual (\$0.17 Per \$1,000)



Top 6 Issues facing the Port

- Financial Constraints
- Agreed Upon County-wide Economic Development Strategy
- More Stringent Land Use & Environmental Standards
- Availability Of Suitably Zoned And Located Land
- Improved Public Relations & Communication
- Maintenance Of Aging Infrastructure

Port facilities seen as high priority for Commission today



- A & B Dock
- Expansion Of Boat Haven
- Sandblast Containment Facility
- Expansion Of Ship Hoist
- Point Hudson Buildings
- Upland Business Space (Provide Turnkey Facilities)

How Commission will define success in 5 years



- More Family-wage Jobs – County Wide
- Financially Stable Port
- Better Community And Tenant Relationships
- Sustainable Infrastructure & Maintenance Plan
- Boat Haven Marina Expansion Underway



Top 3 Commission Priorities

- Create More Family-wage Jobs
- Improve Customer Service And Public Relations
- Address Aging Infrastructure Concerns

Workplan – See Handout



Public Involvement Plan											
Activity	April 2008	May 2008	June 2008	July 2008	August 2008	Sept. 2008	October 2008	November 2008	December 2008	January 2009	February 2009
Port Team Meetings and Port Commission Meetings	<ul style="list-style-type: none"> Port Team Session 1 - 4/17 Port Team Session 2 - 4/25 	Commissioner Workshop - Key Issues (May 27)	Port Team Session 3- Review Stakeholder Key Issues (June 27)	Session 4 - Establish CAC Review preliminary SWOT analysis	Session 5 – Review SWOT analysis and survey questions	• Session 6 - Review draft plan policies and capital projects	• Session 7 - Review survey results	Session 8- Work Session on draft Plan	Session 9— Review Community Input from 3 open houses	Port Commission Hearing on Draft Strategic Plan	Port Commission Hearing on Draft Strategic Plan
Stakeholder Groups and CAC Meetings	<ul style="list-style-type: none"> Identify groups Work plan Meeting dates Presentations needed Products 		Individual stakeholder group meetings (4 days)	CAC reviews ground rules, public process and key issues	CAC reviews SWOT analysis and survey questions	CAC reviews draft policies and capital improvement priorities	CAC work session-- reviews survey results	CAC work session on draft Strategic Plan	CAC Work Session	CAC recommendation on Final Draft Strategic Plan	
Community Presentations and Open Houses		<ul style="list-style-type: none"> County-wide stakeholder community meeting & open house (May 21) 			Community survey			Hold three community open houses: <ul style="list-style-type: none"> PT Port Ludlow Quilcene 		(Public Hearing)	(Public Hearing)
Issues to Be Addressed	<ul style="list-style-type: none"> Mission statement Public involvement strategy 	<ul style="list-style-type: none"> Port Overview Financial Review Public Involvement Process 	Key Issues	Key Issues Internal SWOT analysis		Mission and vision statement					
Assignments And Products	<ul style="list-style-type: none"> PowerPoint Meeting Notes Finalize workplan and public involvement strategy 	Public Involvement Plan Stakeholder Questions	Stakeholder key issues report Prepare questions for SWOT analysis	Port Newsletter on Plan Process Perspective article on key issues	SWOT analysis report	Capital Improvements Priorities Draft Report Mission statement	Newspaper insert	Press Release	Preliminary Plan prepared for CAC review	Final Draft Plan Released for public review Press Release	Adopt Final Strategic Plan



Process Questions