



PORT OF EDMONDS

STRATEGIC PLAN 2024-2030

SERVING THE COMMUNITIES OF
EDMONDS AND WOODWAY

PORT OF EDMONDS, WA
COMMISSION DISTRICT MAP



JANELLE CASS

District 1



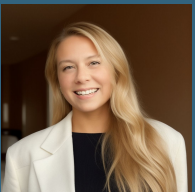
DAVID PRESTON

District 2



JAY GRANT

District 3



SELENA KILLIN

At Large

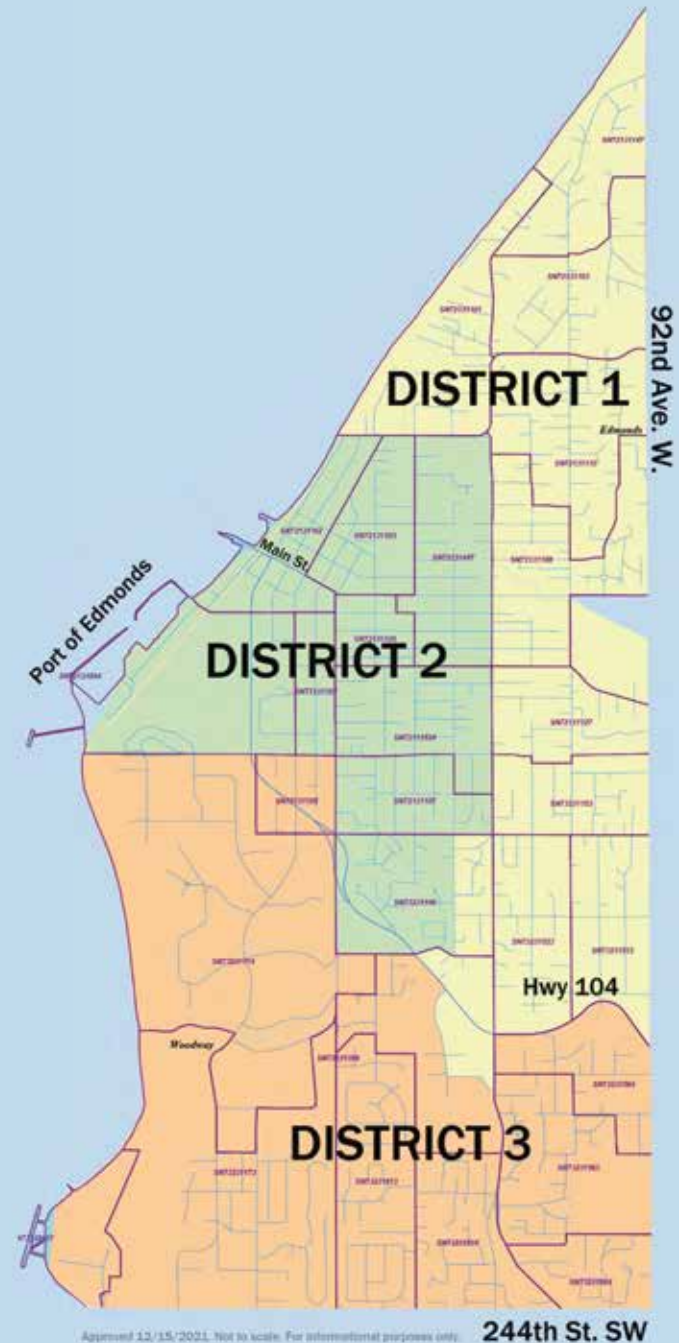
Position 4



ROSS DIMMICK

At Large

Position 5



FROM THE COMMISSION

Recognizing the trust that our community has placed in its Port Commissioners, this Strategic Plan 2024-2030 establishes a foundation that will continue to build on the Port's 75 years of service to the community. **The Strategic Plan charts a course for the Port to maintain its focus on waterfront access, economic development, environmental stewardship, and value added to our community and the public.**

Developed through a series of interactive commission/staff open public meeting workshops the Strategic Plan took into consideration the Port's available resources, assessment of its operational needs, and the interests of its customers, tenants, and the community.

This Strategic Plan will be used to prioritize the efforts of the Port Commission and Port staff and as a touchstone document to help measure the Port's progress. In developing the Plan, we focused on providing exceptional public access and applying innovative thinking as we maintain and improve the Port infrastructure that brings great value to our community.

Whether it be through boating, fishing, whale-watching, dining, or simply strolling the Portwalk, we hope you enjoy the beauty of the waterfront when visiting the Port.

Thank you for taking time to read the Strategic Plan 2024-2030.



THE PORT'S MISSION

“The mission of the Port of Edmonds is to provide value to our community through economic development, marina and commercial operations, waterfront public access, and environmental stewardship.”

THE PORT'S VALUES

The Port of Edmond's waterfront connects the greater Edmonds/Woodway community to Puget Sound and its rich natural resources. The Port takes pride in offering top quality facilities and outstanding customer service for its boaters, business tenants; community members; and the thousands of annual visitors who enjoy unapparelled access to the water.

The Port Protects the Environment. Paramount to the Port's connection and interaction with Puget Sound is a deeply held sense of responsibility to protect the region's fragile maritime environment.

The Port Connects to its Government Partners. None of this is possible without strong connections with the Port's government partners and dedicated community groups.

The Port Emphasizes Collaboration Amongst Commission and Staff. The underpinning of the Port's success relies on an internal Port culture of collaboration, trust and innovation with a strong commitment to taking individual responsibility for creative problem solving.

The Port Must be Safe and Secure. Public safety and security are always prioritized in Port planning, its projects, and in all operational considerations.

THE PORT'S BEGINNINGS

The Port of Edmonds was created in 1948 by the residents of Edmonds and Woodway with 96% voter approval to ensure local control over the waterfront, marking the beginning of a fascinating history of service.

After the closure of the last shingle mill on the waterfront in 1951, the Port of Edmonds embarked on a transformative journey, demonstrating remarkable adaptability, turning challenges into opportunities, and paving the way for substantial public access.

In 1952, with a signed lease from the State Ferry System, the Port began funding and building a new, modern Edmonds ferry terminal, which it maintained until its transfer to the State in 1990.

1957, the Port acquired additional property, allowing for a harbor marina that opened in 1962. Since then, it has doubled its size into today's recreational marina.

The Edmonds Fishing Pier opened in 1977, a mutual effort of the Port, the City, and Washington State Fish and

Wildlife; our Portwalk remains the gateway to the State Fishing Pier and a central focal point on the Edmonds waterfront.

The last major expansion came in 1978 when the Port acquired the 10-acre Harbor Square property, a project that required millions of dollars, significant building enhancements, and a concentrated ecological clean-up. In 1980, the Port, jointly working with the City, provided a walking path on the South end of the Port's Marsh property and the only public access to the Marsh.

Throughout the decades, the Port's commissioners and its' dedicated staff have remained steadfast in their commitment to responsible and sustainable practices.



1976 building of the Edmonds Fishing Pier



Original development of the marina

THE PORT TODAY

Governed by the five citizens elected to serve on the Port Commission and managed by an executive director, the Port of Edmonds, with 30 full time employees, provides value to community with a focus on marina services, commercial properties, public access, community collaboration and environmental stewardship. The Port today strives to be efficient, innovative and responsive.

Marina Services: Marina services include an award winning 667-slip marina, a dry storage facility for 224 vessels, two public boat launches, a boatyard with a 50-ton travel lift, a fuel dock, guest moorage, and parking facilities. Marina services customers are primarily recreational boaters and sport fishermen, but the Port also accommodates fishing charters, a boat club, and tourism vessels such as large whale watching vessels.

Commercial Properties: Commercial properties include the management of an eight-building business park complex, waterfront properties, and land leases. The Port's lease portfolio features 68 diverse tenants across

varying industries and company sizes. Land leases are available to businesses that wish to develop facilities on Port property. Significant land lease tenants include a hotel, an athletic club, three restaurants, a yacht broker, a boat repair facility, and a yacht club. The Port's commercial and land leases tenants account for over 600 jobs.

Portwalk: The Port proudly provides the Portwalk as its focal public access amenity. This beloved community asset meanders along the marina's edge while guiding visitors to the public waterfront plazas and connecting the City of Edmond's public parks. The Mary Lou Block Plaza on the Portwalk serves as a platform for environmental educational programs and community events, such as the Sea Notes Summer Music Program.

Community Collaboration: The Port collaborates with community groups and government partners at the local, state, federal, and tribal levels. Additionally, it works with state and national associations to coordinate legislative efforts, stay abreast of innovations, and track grant and other funding opportunities for essential infrastructure projects.



Environmental Stewardship: Environmental stewardship is embedded in all that the Port does. The Port embraces its responsibility to always consider the impact of its facilities and operations on the fragile marine environment.





THE PORT'S GOALS...

Through a collaborative effort, the Port of Edmonds Commission and staff have identified Goals to advance their agenda in supporting the Edmonds/Woodway community. “Goals” are an observable and measurable desired results that will focus the efforts of the Port Commission and the Staff.

Following the adoption of this Strategic Plan, the Port Commission will work with Port staff to prioritize goals, and, as appropriate, fix timelines for completion.

It is anticipated that prioritized goals will result in “Action Plans” created by the Executive Director which will identify financial and staff resources to achieve goals.



COMMUNITY PARTNERING GOALS

These “Community Partnering Goals” are a recognition and restatement of the significance of a solid relationship between the Port of Edmonds and the City of Edmonds, the Town of Woodway, and other key agencies and stakeholders. These agencies endeavor to serve their constituents and all that access the waterfront through a strong working relationship leading to mutual meaningful progress.

GOAL #CP1:

Develop a renewed working relationship with the City of Edmonds and Town of Woodway at the mayoral, the council, and the staff levels to pursue and collaborate, as appropriate, on projects and initiatives of key importance.

GOAL #CP2:

Develop a “Port Position” on the City of Edmonds planned reuse of the Unocal site the harmonizes the interests of all parties.

GOAL #CP3:

Identify key county, tribal, state and federal agencies that are critical to the Port’s success and develop working relationships with key representatives and select Port staff or Commission members.

GOAL #CP4:

Engage in the City of Edmonds Comprehensive Plan update to represent the Port’s critical interests and align the plan with the Port’s intentions on the waterfront.

GOAL #CP5:

Consider the expansion of the Port’s geopolitical boundaries.

SUSTAINABLE OPERATING GOALS

“Sustainable Operating Goals” represents a commitment of the Port to operate within a cultural framework that recognizes its governance oversight values its professional staff and their unique skills and embraces its charge to responsibly maintain the publicly owned facilities they operate and maintain.

GOAL #SO1:

Continue to improve the culture of the organization at all levels with a focus on creating an unwavering sense of trust; collaboration; openness to change; and a commitment to adaptability and overall job satisfaction.

GOAL #SO2:

Increase the capacity of internal maintenance through the funding of focused skill training, undertaking life cycle cost analysis and launch an overall funded maintenance program that does not defer critical maintenance needs.

GOAL #SO3:

Review and initiate a multi year staff training program that addresses among other topics cybersecurity and port operations.



FINANCIAL GOALS

As a faithful steward of public resources, the Port has adopted these Goals to keep the Port on a firm financial footing with accurate and transparent financial reporting.

GOAL #F1:

Prepare for growth opportunities and support of critical decisions develop a 20-year financial forecast that includes key performance indicators (KPIs), as well as a routine (quarterly) 'financial report out' to the Commission.

GOAL #F2:

Develop a 20-year capital investment forecast with identified funding for planned projects to be included in the Port's Comprehensive Scheme of Harbor Improvements.

GOAL #F3:

Annually update the Comprehensive Scheme of Harbor Improvements (CSHI) as a stand-alone document that affords the community and its leaders an opportunity to clearly understand the Port's investment intentions.

GOAL #F4:

Adopt a marina pricing model (policy) consistent with the Port's financial guidelines.

GOAL #F5:

Develop and adopt a business plan for the boatyard.

GOAL #F6:

Consider a multi-port policy initiative in conjunction with the Washington Public Ports Association (WPPA), Pacific Northwest Waterway Association (PNWA), and the Puget Sound Partnership 'Save Our Sound' Program to address industry-wide marina infrastructure needs.

GOAL #F7:

Undertake an economic development analysis (ie. IMPLAN- economic impact analysis for planning).

GOAL #F8:

Develop and adopt agreed upon criteria for evaluating new business opportunities.

ADMINISTRATIVE GOALS

The Port has a history of excellent administration and has adopted these Goals to further prepare it for a successful future.

GOAL #A1:

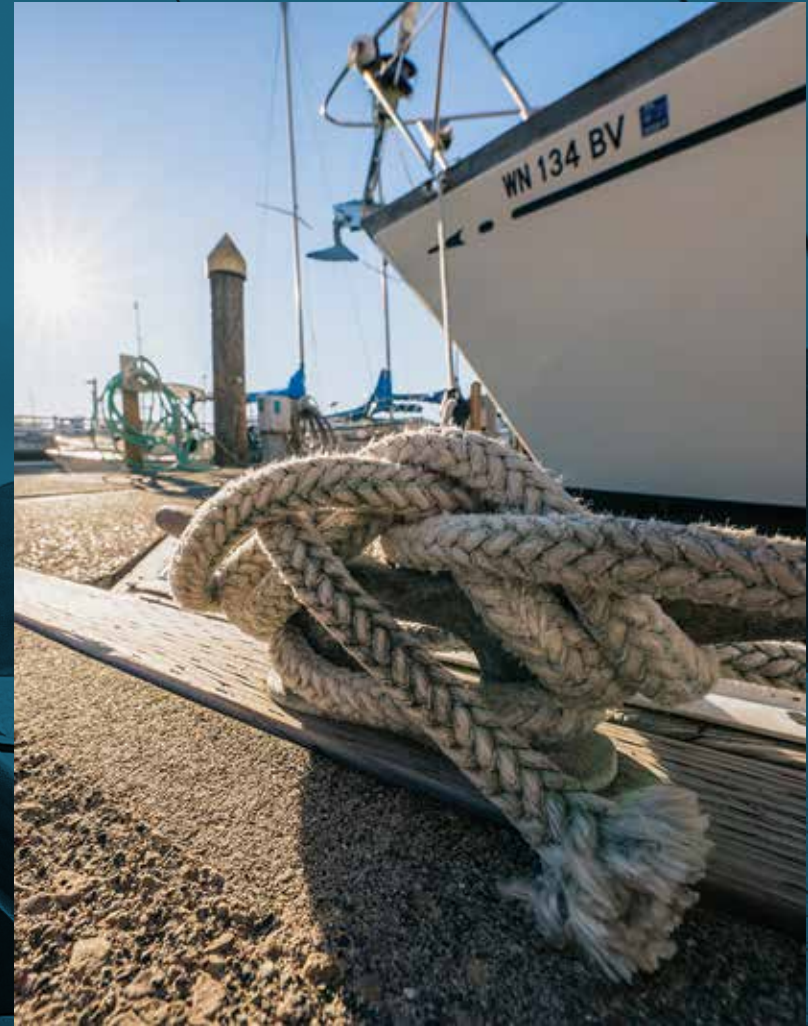
Annually review and/or create the Port's keystone documents and update as needed starting with financial guidelines (including leasing policies), interlocal agreements, and public records.

GOAL #A2:

Annually consolidate documents to create one Comprehensive Scheme of Harbor Improvementss (CSHI).

GOAL #A3:

Continue to build internal staff capacity and expertise to provide more sophisticated financial analysis.



REAL ESTATE GOALS

The Port continues to improve its real estate portfolio with these forward-looking goals.

GOAL #RE1:

Develop a financially sound long-term financial analysis and plan for east side assets.

GOAL #RE2:

Complete a focused parking master plan utilizing a 20-year planning horizon.

GOAL #RE3:

Develop clear priorities and approaches to managing the ports major waterfront real estate assets.



MARINE INFRASTRUCTURE GOALS

The Port has adopted these Goals as it recognizes the need to plan for refurbishment and/or replacement of aging essential marine infrastructure.

GOAL #MI1:

Complete an analysis that advances the renovation of the north Portwalk and supporting seawall infrastructure that includes a projected timeline, plan of finance, and project description to be used for community and regulatory outreach.

GOAL #MI2:

Pursue and secure external funding for the “refurbishment” of the existing mid-marina breakwater, including a projected timeline to complete the work.

GOAL #MI3:

Pursue and secure external funding for the “replacement” of the existing mid-marina breakwater, including a projected timeline to complete the work.





PORT OF EDMONDS

Port of Edmonds, a Washington municipal corporation.
To contact the Port call: 425-774-0549
www.portofedmonds.gov