



# Port of Kingston Strategic Plan 2024-2030





### Introduction & Purpose of the Strategic Plan

*The Port's Strategic Plan 2025-2030 was developed by the Port's Board of Commissioners and its management team. It was formally adopted on October 22, 2024.*

*At its core, the Strategic Plan establishes the Port's immediate and longer-term goals and defines WHY the Port exists in serving the greater Kingston area. The Plan is a guiding document that prioritizes the Ports efforts for the next several years. It is intended to be reviewed annually and updated as needed at an annual 'Strategic Workshop' in the third quarter.*

*The Strategic plan is a companion keystone document to the Port's Comprehensive Scheme of Harbor Improvements (CSHI) and its annual operating and capital budgets. The CSHI identifies the capital projects the Port is scheduling and the budget allocates funds to complete those projects in a given fiscal year. Both of these keystone documents are adopted by the Commission following a public hearing.*

*To energize the Port's strategic direction the Port will utilize an annual 'Action Plan' that defines the lead responsibility for each of the goals as well as defines additional strategy details to successfully accomplish those priorities.*



## Plan Contents

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# Message from the Commission and the Executive Director

*Since 1919 the Port of Kingston has served the greater Kingston area by connecting the community to the waterfront, to the Washington mainland, and points beyond. 'Strategic Plan 2024 – 2030' prioritizes our planned initiatives and projects to continue to serve the community. The plan was prepared through a series of Commission – Staff workshops and captures our vision for the future, which builds on our long history as a maritime port.*

*Our work for the next several years will require that we collaborate with the other local, state, and tribal organizations that also serve our community. We are committed to those relationships and supporting them in achieving their priorities as well.*

*One of the greatest challenges facing the Port of Kingston is to bring the future alive while exercising responsible fiscal management. Our success relies on creative approaches to our challenges as well as relying on strong partnerships with both the private and public sectors, our tenants and customers. This Strategic Plan 2024 – 2030 has a focus on the fiscal management of the Port to ensure its viability for decades to come.*

*Please join us on this journey. We appreciate your feedback and encourage you to explore the priorities we have outlined in this Strategic Plan.*

*We look forward to a prosperous future and building a strong local economy while preserving the unique character of the 'Kingston Experience'. May thanks to the Port staff for their commitment to our shared goals.*

Commissioner District 3, Laura Gronnvoll  
Commissioner District 1, Steve Heacock  
Commissioner District 2, Mary McClure  
Executive Director- Greg Englin



Laura Gronnvoll  
Chair 2024



Steve Heacock  
Vice Chair 2024



Mary McClure  
Secretary 2024

# Our Mission



*“The mission of the Port of Kingston is to enhance the economic and social well-being of the Port District residents.”*



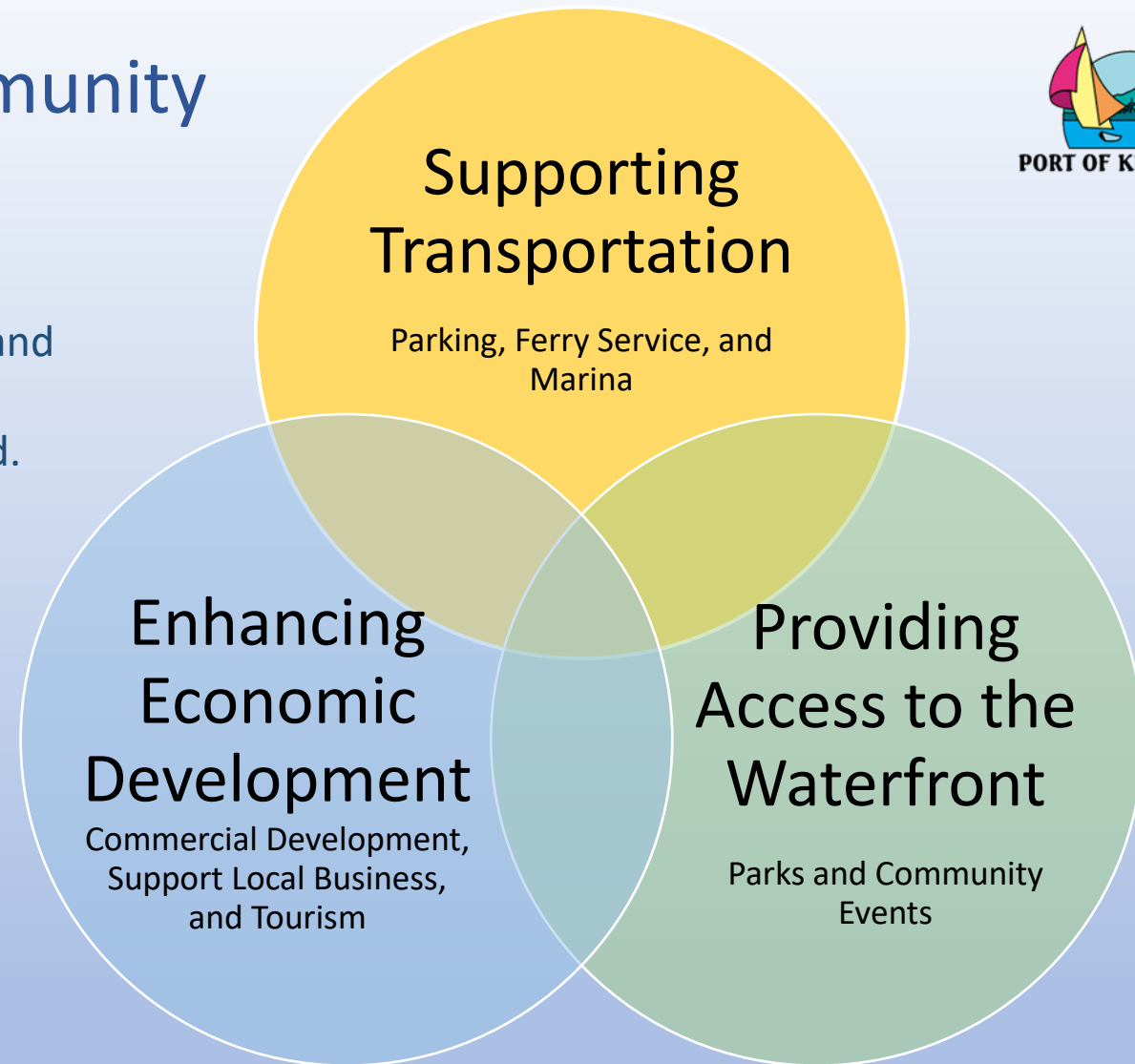
# Our Vision



*‘Serving what matters today, with a view for tomorrow.’*

# The Port's Role in the Community

The Port of Kingston serves its community in a number of ways as it works to enhance the local economy, support connections to the mainland, and provide a sense of the *'Kingston Community'* through special events and access to Puget Sound.





## Our Values

**Integrity** : We act with integrity and **take responsibility for our actions**.

**Empathy**: We **understand and support one another internally**; we also understand our community members and district voter perspectives and incorporate it into our culture and goals.

**Dependability**: We set challenging goals and **hold each other accountable** for achieving them. We **honor our commitments** to each other, our customers, and stakeholders.

**Hard Work**: We work hard and with determination in the pursuit of our goals. We go the extra mile to **find solutions to problems** and take the trouble to **get the details right**.

**Stewardship**: We are stewards of our community, economy and environment; we take a **long view to improve our environment** with immediate and ongoing action to achieve the idea of sustainability; this effort includes culturally, environmentally and economically.



## Port of Kingston – History

*The Port of Kingston is one of 12 port districts in Kitsap County, Washington. It encompasses nearly 11,000 acres — about 17 square miles — at the northeastern end of the Kitsap Peninsula.*

*The Port District was established in 1919 in order to provide a locally owned ferry docking facility for Puget Sound’s so-called “Mosquito Fleet.” The Mosquito Fleet, comprised of private vessels, provided car and passenger service to the Port until 1951.*

*In 1951, the Washington State Department of Transportation (WSDOT) created the Washington State Ferry System (WSF) and leased Port of Kingston property to operate a public car/passenger ferry between Kingston and Edmonds. Under the terms of the lease, the Port provides the property, and the state maintains and upgrades the facilities.*

*The Port’s current marina facilities were constructed in the late 1960’s. Because of its location at the northern mouth of Puget Sound and the amenities it offers, the Port has always been a popular destination for regional boaters, attracting over 20,000 boaters a year.*

*The Port began its major expansion of public green spaces on the waterfront in the late 1990s. This included the purchase of Saltair Beach (also known as “North Beach”) in 1997. The Port also acquired the Hill House and adjacent upper parking area.*

*In 2013, the Port purchased the Toth property for future development. The Toth property is the land adjacent to the Hill property that fronts Washington Boulevard and the waterfront.*

*In 2013, the Port also purchased the former Kingston Inn Restaurant property (which had burned and declared a total loss) from the Moga family and formally converted it to open space in 2019 to serve as a public park. In 2019 a regional study identified the need and secured funding for surface traffic improvements serving Kingston.*



Above: The mosquito fleet at the Kingston wharf, circa 1900.

Kingston Historical Society



WSF dock, circa 1960, prior to the creation of the breakwater, landfill and Kingston Marina.

Kingston Historical Society



PORT OF KINGSTON



# Port of Kingston – Overview & Governance

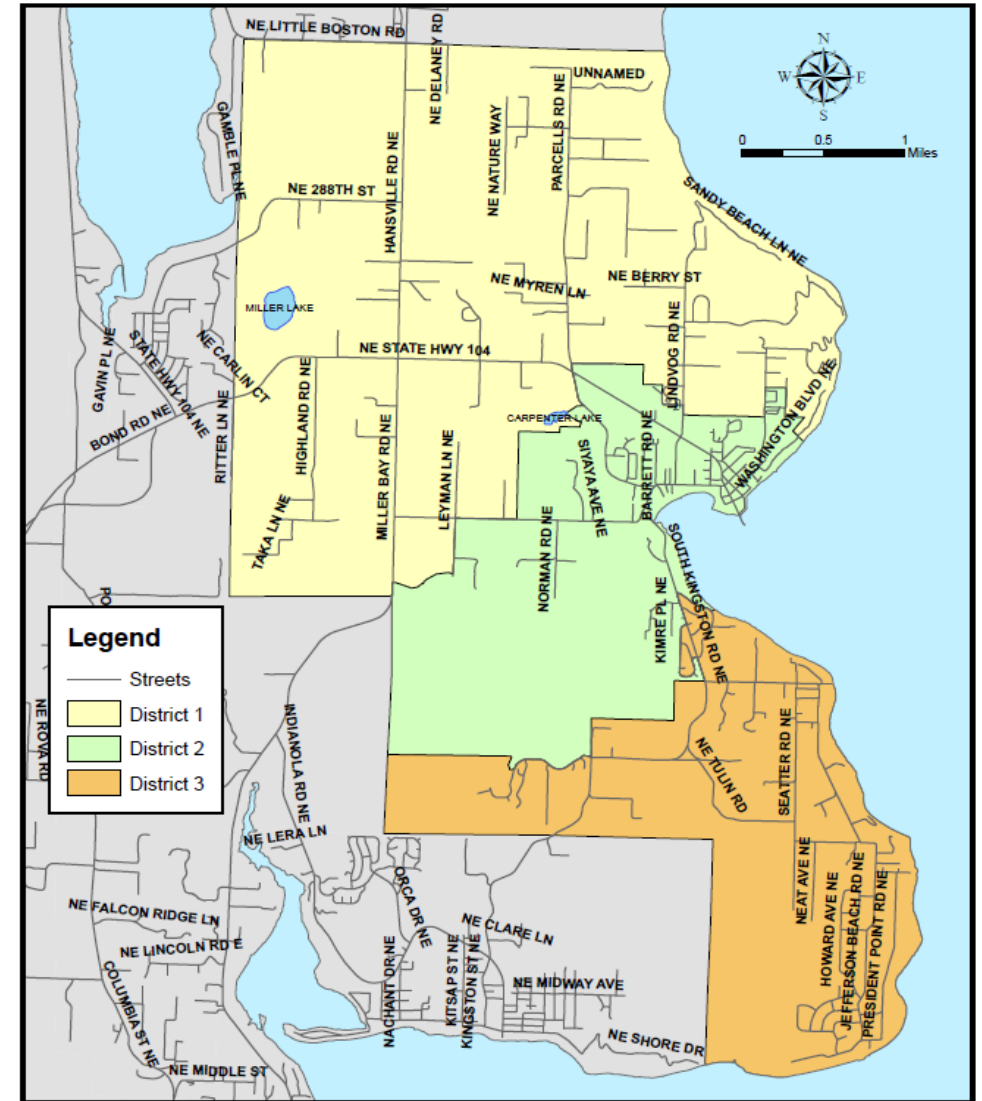
The Port of Kingston is governed by three elected Commissioners that represent distinct geographic districts. The commissioners are elected to 6 year terms.

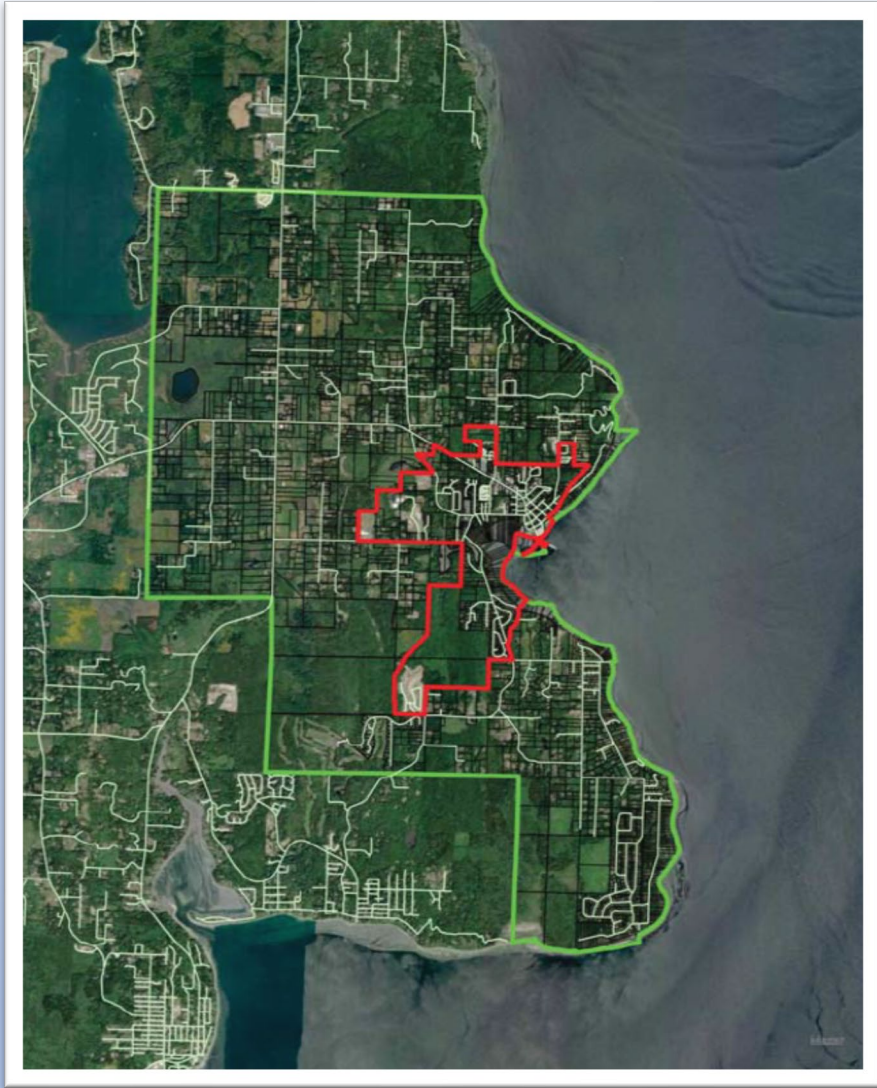
The Port district has nearly 7,000 residents in its district. Ports can levy taxes up to \$0.45 per \$1,000 of property value. The Port currently taxes at just under \$0.12 per thousand dollars of property value. In 2024, the current annual tax revenue is \$235K per year out of the annual budget of \$3.6M.

The Commission appoints the Executive Director who manages the staff and oversees the operation of the Port's facilities and programs.

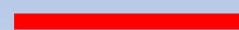
The Port operates within the authorities it is granted through the Revised Code of Washington (RCW 53). Under RCW 53, the purpose of special districts (ports) is to promote economic development, job creation, and create public access. The purpose of ports has been expanded to include tourism, environmental stewardship, residential development, parks and open space by port commissioners. Ports are audited by the State of Washington State Auditors Office (SAO) at a minimum of every other year.

## Port of Kingston Commissioner Districts





Port District Boundaries



Urban Growth Area Boundary

# Lines of Business

*The operates several 'Lines of Business' that serve a local market need and generate operating revenue for the Port.*

**LOB Permanent Moorage.** The Port has three lines of business related to moorage. All three segments of moorage also serve all three market sectors – recreational, commercial and government though recreational comprises the largest portion of demand by far. The Port has 266 permanent moorage slips. Occupancy in the marina has been at 100% for years.

**LOB Guest & Seasonal Moorage.** The Port has 49 guest moorage slips, 200 lineal feet of seasonal or guest capacity, and two boat ramps.

**LOB Fuel Sales.** The Port supplies vessels with both unleaded gas and diesel fuel. The Port has two underground storage tanks that each hold approximately 10,000 gallons each and is installing two new fuel dispensers in 2024.

**LOB Parking.** The Port has over 300 parking stalls that serves its moorage customers, tenants, commuters, visitors, tourists, and residents visiting nearby businesses.

**LOB Real Estate.** The Port leases approximately 5 acres of waterfront property to the Washington State Ferries to serve as part of their marina highway system. The Port also has a long term, 80-year lease with Kitsap Transit for use of the Public Fishing Pier and barge to serve both commuters and tourists to and from Seattle. The Port rents the uplands properties and is in the process of rezoning all properties to Urban Village Center (UVC) to better align with their commercial use and Port goals. Conversion of these properties to revenue generators is a significant opportunity for the community.



*Above: The mosquito fleet at the Kingston wharf, circa 1900.  
Kingston Historical Society*



*WSF dock, circa 1960, prior to the creation of the breakwater, landfill and Kingston Marina.  
Kingston Historical Society*



**PORT OF KINGSTON**

# Traditional Governmental Activities



*In addition to its five Lines of Business the Port operates more traditional governmental activities that provide community facilities and events that reinforce the Kingston experience.*

**Parks.** The Port owns and operates key community properties including Mike Wallace Park, Saltair Beach, Port of Kingston - Kiwanis Park, and the Public Fishing Pier. These assets provide public benefit in the form of open access and enjoyment for the public. These facilities do not generate operating revenue, and as a result, they must be financially supported from the Port's Lines of Business and property taxes.

**Events:** In addition to providing public access to the waterfront the Port's parks and open space often serve as venues for special community events such as Christmas in the Cove, Fourth of July, Kitsap Public Market, and Concerts in the Park.



# Our Priorities

The Port has established its priorities to support the Port’s Mission in serving the community. Those priorities include an overriding ‘Initiative’ that is fundamental to the Port’s lasting success, as well as specific goals that prepare the Port for the future.

The Port’s goals will be accompanied by an ‘Annual Action Plan’ that details strategies that further energize its goals. The Port’s ability to successfully accomplish these goals is a function of its commitment to alignment within both the Commission and the staff team.



# Sustainable Asset Management Initiative

*The Port of Kingston Commission and management team identified a number of priorities to be included in its 2024-2030 Strategic Plan. Fundamental to its success in accomplishing those priorities is the need to make further progress in its efforts to manage its operating assets. In recent years, the Port has made great strides in managing its traditional assets such as its marina, open space, and real estate investments. However, as operating and maintenance costs continue to rise; the facilities physically mature; and the regulatory environment becomes increasingly more complex there is the need to embrace a priority initiative to stabilize predictable funding and embrace consistent long-term operating standards.*

*That need is at the core of the Port's **'Sustainable Asset Management Initiative'** which is supported by immediate strategies and longer-term goals. Those immediate strategies include:*

- ✓ *Determine the long-term capital, maintenance and operating cost associated with each line of business to inform the 'target pricing model'.*
- ✓ *Adopt a long-term 'target pricing model' for each line of business and implement within one to two years. In doing so, consider consolidation of certain lines of business such as the fuel dock and guest moorage.*
- ✓ *Define the ultimate approach to funding the operation of the Port's traditional governmental activities, such as parks and open space that typically do not have dedicated revenue streams.*
- ✓ *Identify innovative capital funding approach for the marina and associated marine facilities replacement and/or reconstruction to extend their useful life, safety and utility, including the exploration of regional and federal grant funding.*
- ✓ *Develop the parking line of business and allocate expenses and revenues associated with and between various lines of business.*
- ✓ *Undertake a real estate portfolio analysis including property utilization analysis to activate underutilized and idle properties which include Toth and Hill properties and all parks*
- ✓ *Develop a condition assessment for all assets, and also design and engineering for replacement plan over the life cycle of each asset and incorporate into the Cash Flow Model*

# Near Term Goals FY 2024 – FY 2025

- ❑ Initiate an **intergovernmental affairs approach** that identifies issues, desired outcomes, and next steps for federal, tribal, state, county, and metropolitan park district issues including such matters as the proposed regional sports facility, certain ‘municipal services’, traffic solutions, and the like.
- ❑ In response to the port’s ‘**systems audit**’ implement new marina and accounting software to increase operational effectiveness, moving to a more pro-active management style.
- ❑ Complete **Capital Projects** including the **new Guest Restroom**, replacement of the **Sail Float**, repair of the **Hill House dock**, and replacement of the **Fuel System and Dispensers**.
- ❑ Keep moving forward on all due diligence to assess all infrastructure especially hard features such as the Breakwater, Marina fire suppression system, docks, pilings, seawall, Fishing Pier, and building structures and determine capacity for growth



# Mid Term Goals FY 2025 – FY 2026



- ❑ Develop a timeline and strategy **for the commercial development** investment with the intent of maximizing the Port's net income; minimizing Port risk; and ensure harmony with the 'Kingston waterfront character'.
- ❑ Adopt policies regarding the Port's approach to its **tax levy philosophy, investment of idle funds management**, and the merits of **utilizing the Industrial Development District tax levy opportunity**.
- ❑ In consideration of changing market conditions annually explore the **expansion of port assets** in the preparation of the annual budget.
- ❑ Explore **possible expansions of lines of business** and develop business plans for those that offer increased revenue potential and acceptable risk.





# Longer Term Goals FY 2026 and beyond...



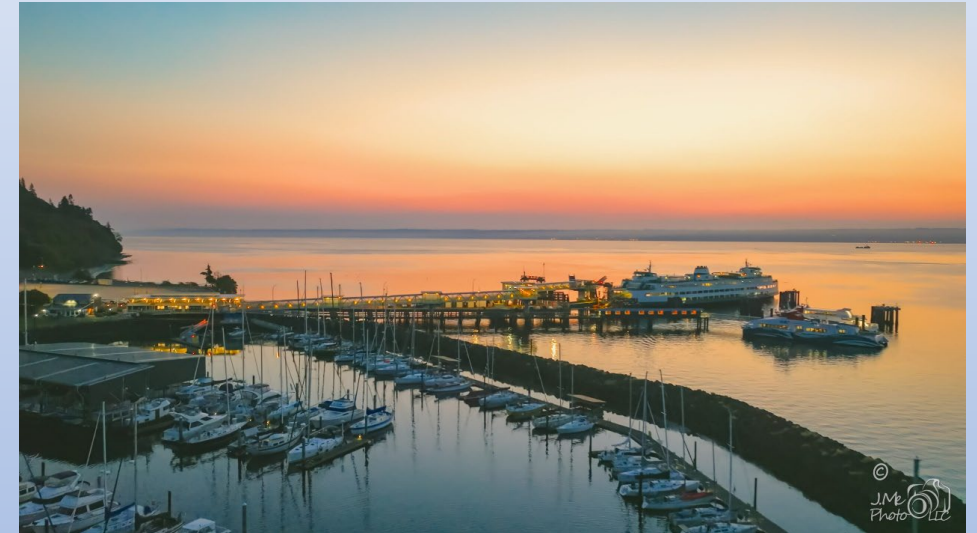
- ❑ Develop a **business plan for the parking line of business** accompanied by an action plan for the next five years with an overall approach to parking within the downtown Kingston business district.
- ❑ Undertake a feasibility study, including a market analysis and plan of finance, to support the **reconstruction and upgrade of the Port's marina facilities and upland boat storage.**
- ❑ Consider the Port's potential expanded **role in programmatic economic development** in context with other regional and local efforts.



# Longer Term Goals FY 2026 and beyond...



- ❑ Examine opportunities for job creation and economic development throughout the port district including real estate acquisitions to support existing or new lines of business.
- ❑ Complete the adoption of **updated environmental policies** that govern the Port's work in the sensitive environments in which it operates.
- ❑ Assess the value and **potential of expanding the Port district boundaries** for inclusion in the 2027 Port budget.





Goal	Fiscal Year	Transportation	Economic Development	Waterfront Access
Sustainable Asset Management Initiative	Ongoing			
Enhance Intergovernmental Affairs and Relationships	Ongoing			
Systems Audit	2024			
New Capital Projects	2024			
Timeline & Strategy Development - Commercial Property	2025			
Affirm the Port's Financial Policies	2025			
Expand the Port's Portfolio of Real Property Port Assets	2025			
Explore expansion of Lines of Business	2025			
Create Business Plan for Parking Facilities	2026			
Complete feasibility study and Plan of Finance for the Port's Marina	2026			
Explore an expanded role for the Port in local economic development efforts	2026			
Explore expansion of the Port's Jurisdictional boundaries	2026			
Update the Port's Environmental Policies	2026			

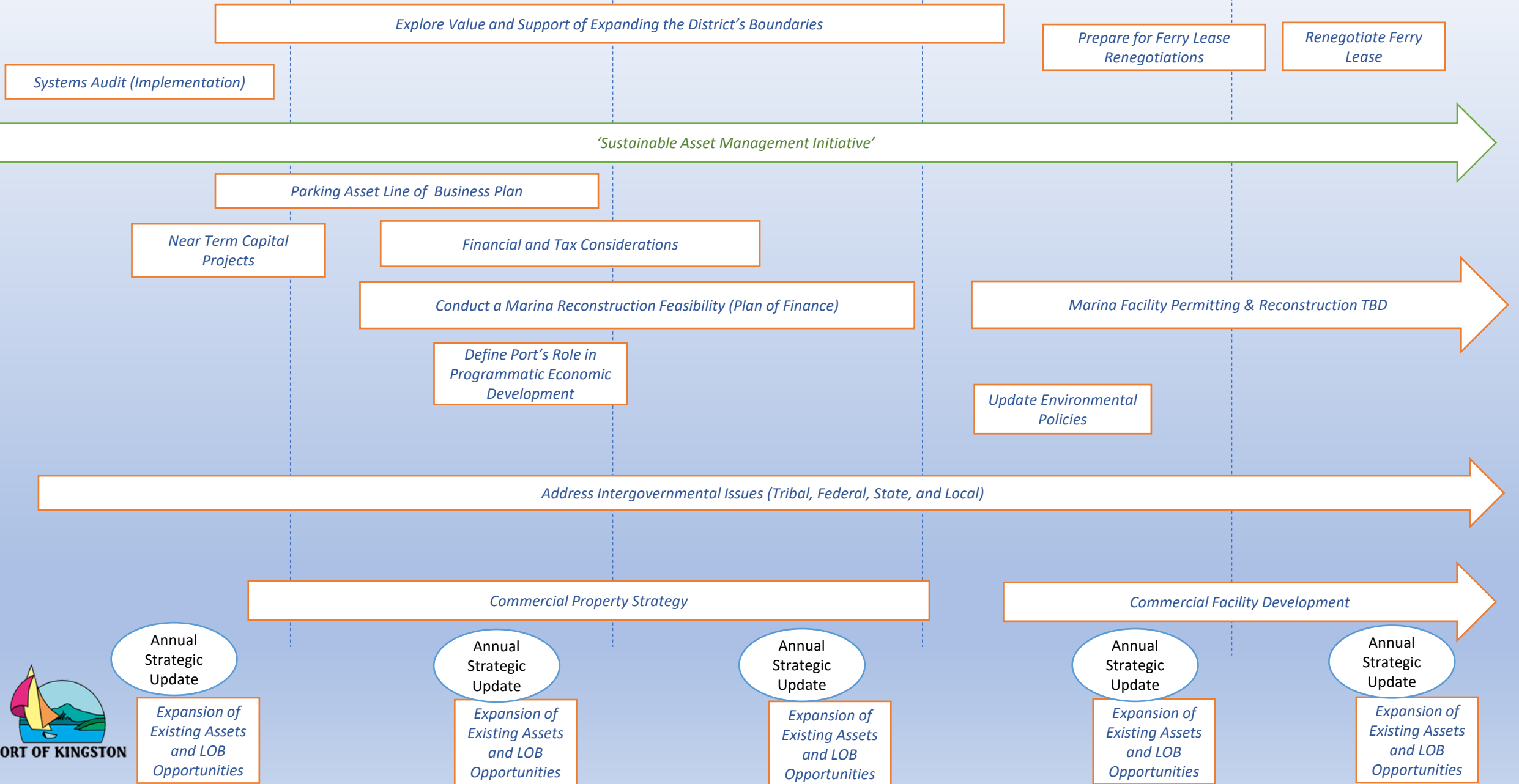
2024

2025

2026

2027

2028



**PORT OF KINGSTON**

Annual Strategic Update

Expansion of Existing Assets and LOB Opportunities

Annual Strategic Update

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Expansion of Existing Assets and LOB Opportunities

# Commercial Redevelopment – Tent Pad Washington Blvd



- Concept and renderings are done for the hotel & restaurant development along with due diligence for site work
- Major shortfall in funding.
  - Estimate is in excess of \$15M.
  - Port bonding capacity is \$5.4M.
- Perfect project for KPFD but KPFD would have to receive legislative extension and also vote to fund.

## Obstacles:

- Construction costs have risen dramatically and tariffs will only increase these costs.
- Costs of borrowing have increased with Fed Rate; inflationary pressures will not help cut interest rates
- Market demand was just starting to strengthen post COVID; tourism is improving in Seattle; now demand is expected to take another hit under the current administration
- Permitting needs to be guaranteed before development will attract investment; no one will risk tying up capital unless we can deliver a result

# Commercial Redevelopment – Tent Pad Washington Blvd



## PATH FORWARD:

**OPTION A:** Persevere until the State legislature extends the statutory life of KPFD. Then we apply for funding.

**OPTION B:** Change approach to a “phsed” implementation. Market permitted development.

**OPTION C:** Ground lease the property to developer.

**IT WILL WHEN – NOT IF – MARKET CONDITONS WILL IMPROVE AND DEVELOPMENT WILL OCCUR**

# ADA Access & Survey



The survey was conducted using the ADA checklist for Existing Facilities, Priority 1- Approach and Entrance & Fishing Piers & Platforms.

- All parking and access routes were found to be in compliance with ADA standards, with the exception of the sidewalk entrance in the public parking lot near the Port of Kingston entrance sign. This location presents a six-inch curb, creating a significant barrier to individuals using wheelchairs or other mobility devices. (photos A1 & A2)
- Port Administration Office access has two barriers. A 6 inch curb and a stairway. (photos B1 & B2)

## Recommendations:

- When the parking area is resurfaced install an ADA-compliant ramp with appropriate ramp flares at the identified sidewalk entrance in the public parking lot near the Port of Kingston entrance sign including slope, width, and surface requirements.
- Provide clear and visible signage indicating the location of the accessible Office entrance
- Meetings requiring ADA access can be held at the front office or Village Green.

# WSDOT Seismic Trestle



WSDOT is conducting a project to retrofit the passenger loading ramp so it is seismically upgraded.

This project will take about 13 months.

The Port is working with WSDOT to accomplish this work.

WSDOT will also be rolling the restroom upgrade into this project is our understanding.

We will share more information on our website as it unfolds.



PORT OF KINGSTON  
CAPITAL AND RECREATIONAL PLAN  
2025-2029



CAPITAL PROJECT	2025	2026	2027	2028	2029	TOTAL COSTS
RCO Middle Restroom - Construction	200,000					200,000
Fire Suppression System	70,000	70,000	70,000	70,000	70,000	350,000
Sailing float - Replacement	50,000					50,000
Parking - Add Parking Stalls to Hill Property	50,000					50,000
Parking Improvements - Crack Seal, Stripe	37,000					37,000
Washington Blvd. Properties Development - Design	20,000					20,000
Bathymetric Survey	15,000					15,000
New Lawn Mower	12,000					12,000
Aquatic Lands Development - PMA Survey and Modification	10,000					10,000
Washington Blvd. Properties Development - Permitting	10,000					10,000
Backup Response Boat	9,282					9,282
Tenant (Office) Restrooms - Immediate Upgrades		75,000				75,000
Dredge Plan - Design & Engineer		45,000				45,000
Hill House - Foundation, Roof		35,000				35,000
EV Chargers		15,000				15,000
Piling Replacements - Annual		50,000	50,000	50,000	50,000	200,000
4 Door Electric Vehicle			19,000			19,000
Mooring Buoys		20,000		20,000		40,000
Float R&M - Float Leveling		20,000		20,000		40,000
Underground Storage Tank Replacement				10,000		10,000
Fast Ferry Barge (R&R)					300,000	300,000
Dredge Permitting						0
<b>TOTAL</b>	<b>483,282</b>	<b>330,000</b>	<b>139,000</b>	<b>170,000</b>	<b>420,000</b>	<b>1,542,282</b>



Contact us at [portofkingston.org](http://portofkingston.org)