

The Port Ludlow Village Council

Dear Port Ludlow Residents and Property Owners:

In October 2009, the Port Ludlow Village Council directed a subcommittee of the Board to further explore strategies dealing with the future planning of the Port Ludlow community. This assignment was to continue and expand upon earlier efforts such as the PLVC Long-range plan, One Port Ludlow Town Meeting, and the Port Ludlow 20/20 Committee.

The Board subcommittee agreed that rather than a onetime meeting or single document, a process of planning and implementation would be recommended to the Port Ludlow Village Council Board as a whole.

Attached to this cover letter you will find the outcome of the first step in reaching out to the community to engage and inform. It was our intent to bring together a representative sample of community residents and business owners to brainstorm their vision of what could be the future of Port Ludlow. As you will note from the report, the wish list focused on (1) community unity, and (2) community governance. What may have driven these priorities is an awareness that the Port Ludlow community is halfway through the 20 year Development Agreement, and it will be the community that must take the leadership in the viability of Port Ludlow.

Having taken this initial step in bringing together community representatives the Village Council subcommittee recognizes the importance of reaching out to a broader segment of the community to validate or refine the brainstorming session and add to the vision of what they want for the future of Port Ludlow. To meet that objective, we are scheduling a Port Ludlow Town Meeting on Tuesday, April 20, 2010, at the Bay Club from 7:00 – 9:00 pm. We will again be utilizing Dr. Kent Matheson as a meeting facilitator for the brainstorming session. Your attendance and participation in the process is encouraged.

Sub Committee “Future of Port Ludlow”

Art Zoloth, Chair

Jim Boyer, Jack McKay, Dean Mosier, Larry Nobles, Diana Smeland, Tom Stone

PS: Ongoing information on the “Future of Port Ludlow” will be made available on the following websites: www.plvc.org, www.portludlowtoday.com, and www.plvoice.org

Port Ludlow Village Council Officers and Members

Tony Simpson, President - Tom Stone, Vice President - Jack McKay, Secretary - Don Thompson, Treasurer
Members

Laury Hunt - Jim Boyer - Howard Koester - Larry Nobles - Dean Mosier – Shane Seaman
Elizabeth Van Zonneveld - Art Zoloth

A Report to the Port Ludlow Village Council

Brainstorming about the Future of Port Ludlow

Held on Saturday, February 27, 2010, at the Inn at Port Ludlow

Presented to the Port Ludlow Village Council by Dr. Kent Matheson
March 4, 2010

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Participants: Janet Barnes, Karen Best, Beverly Browne, Jim Boyer, Bill Browne, Gene Carmody, Don Cooper, John Cragoe, Dan Darrow, Martha Dawson, Mike Derrig, Val Durling, Bill Hanson, Laury Hunt, Linda Karp, Howard Koester, Joe Kelly, Pat Lohrey, Clydene Lloyd, Jack McKay, Dan Meade, Doris Monti, Paul Moseley, Jane Navone, Larry Nobles, Bob Olbrych, Phil Otness, Dana Petrick, David Pike, Jack Rikken, Lanny Ross, Larry Scott, Shane Seamon, Tony Simpson, Diana Smeland, Mary Staurt, Tom Stone, Elizabeth Van Zonneveld, Barbara Wagner, Dewayne Wilcox, Art Zoloth and Kent Matheson.

Background

On February 27, 2010, the Port Ludlow Village Council (PLVC) invited 60 residents to a daylong workshop to discuss the future of Port Ludlow, and 42 attended. The purpose of the meeting was to generate a level of interest and commitment to move beyond the discussion stage and actually make and take some action steps to impact the future of the Village in a positive manner. I believe interest and commitment were generated during the day; however, it remains to be seen if any action steps will be taken.

The History of the Port Ludlow Village Council

The first portion of the agenda included a historical review of the Village presented by Mike Derrig. Mike has enough experience and knowledge with the development of Port Ludlow to present some insight and perspective on how and why the Village is the way it is today. Mike presented a very thoughtful and coherent picture of the politics, business decisions, and personalities that have impacted this area over the past 30 years

Port Ludlow Associates – The Developer

We also had a report from Diana Smeland regarding the Developer's plans. Diana talked about the scheduled build-out in certain areas within the Village and future plans with a commitment to provide opportunities for residents to provide input. She also made it very clear that the Developer does not have any excess funding to support special amenity projects that are of interest to the residents. Diana also addressed the question regarding the developer's assets and whether they may be up for sale in the near future. Her message was yes, as any of the owner's assets may be in the future.

The Purpose of the Brainstorming Activities

After those two reports, the remainder of the day was committed to a brainstorming session to consider three questions. The Facilitator shared with the group the definition of brainstorming and the four basic rules in brainstorming; focus on quantity, withhold criticism, welcome unusual ideas, and combine and improve ideas. The participants had been pre-assigned to groups of five or six members to address the morning questions.

The rest of the morning was devoted to the following two questions: **1) What could be the future of Port Ludlow? Describe the characteristics or elements of that future. 2) In considering your priorities from question 1, What are some of the opportunities before you over the next 10-15 years? Discuss how you will make decisions and follow through on those opportunities.**

Results of the Brainstorming Activities

From the input there emerged several common themes (See addendum 1). For example:

- 1) the concept of "one village;"

- 2) “unified community;”
- 3) “Centralized government,” and
- 4) “Unification”.

Another common theme dealt with the issue of local government with taxing authority: Related questions included:

- 1) What funding sources are available?
- 2) Could there be a changed role and function for the PLVC?

Incorporation was another topic that was frequently mentioned. The question was raised about how this concept would directly impact Port Ludlow and what venues of communication are available to inform the community. Finally, there was much discussion regarding funding sources such as taxation, local improvement districts (LIDs), grants, personal funds, etc.

Possible Organizational Structures

For the afternoon session, the groups were reshuffled and introduced to the key question of the day “**What organizational structure should be developed and implemented to ensure a positive future for Port Ludlow?**” Each group was allowed 60 minutes to discuss the question and 15 minutes to prioritize their responses. In developing their response to the question, the groups were required to include the following concepts in their discussion:

- ★ The ideas and opportunities discussed during the morning session,
- ★ A description of what the decision making process would look like,
- ★ Consider how the appropriate stakeholders would be represented and involved in the process, and
- ★ Describe how this process will be credible to the residents and other appropriate organizations and political entities. .

After the break, each group selected a spokesperson and those seven individuals participated in a panel presentation of the top priorities from each group. Each group did an exemplary job in thoughtfully considering the question and recommending action.

Emerging Themes

Some common themes evolved from the comprehensive list of priorities reported out from the groups.

- 1) The Village Council.
 - a. Some suggested that its’ size be reduced.
 - b. Should be reconstituted to have taxing authority
 - c. Some positions on the Village Council be filled with a lottery process and those folks serve as an at-large member.

It should be noted that with all of the comments regarding the Council, none were offered in a critical or negative manner, rather they were offered to empower or enhance their ability to have more authority and impact.

- 2) Raising revenue to meet the needs of the residents and the community.
 - a. Incorporation, with the suggestion of using the zip code as the boundary for raising revenue.
 - b. Create higher visibility with Jefferson County in order to request financial support that currently doesn't exist.
 - c. Create a relationship with the Chamber of Commerce and other County organizations for revenue/financing (LTAC and other funds.)
 - d. Formation of a multi-purpose district to support recreation and parks, sewer and water and economic development.

- 3) Communication was another topic that was identified as critical to our success in creating a positive future for Port Ludlow.
 - a. Need to become more effective in developing awareness on key issues through out the community.
 - b. Consider the acronym RIP in our relationship with friends and neighbors. RIP stands for REMIND, INFORM, PRESUADE. What a creative and unusual way to communicate.

The entire group agreed that we needed to capture the excitement and energy created as a result of the workshop and we needed to take a next step ASAP. In other words, we need an early victory.

Recommendations

- 1) Publication of the workshop's summary report to the entire community. Everyone would then have an opportunity to see what was discussed during the day.
- 2) Initiate the "RIP" campaign to spread the word of the plans for Port Ludlow's future.
- 3) Announce the preliminary plans to revamp or reconstitute the Village Council. During the feedback process there were a substantial number of comments regarding the size, breadth of responsibilities, and the need to have the authority to raise revenue that demand the Council review it's current Mission, Vision, and Belief System.
- 4) Creation of a series of focus groups through out the community to share the results of the workshop and request feedback from those residents who did not participate on February 27.

Addendum - Report of the Groups

Exploring Ideas

Question #1: **What could be the future of Port Ludlow? What could our community look like?**

Question #2: **How are we going to involve residents**

<p>Group #1 Q #1 One Village Create a Destination (A spot to stop, Micro Brewery, Winery, Charter school) County Representation/Town Council (bridging community support with County) Q#2 Grass Roots Program Create Awareness, Excitement, Social Events (breakdown committees, social events, voice, word of mouth, Port Ludlow Today, constant communication, joint effort between North and South Create New Avenues of Revenue (sell outside membership, promote business within the businesses/community, food coop – farmers, stop taxes from leaving this County</p>	<p>Group #2 Q #1 Have a Unified Community Central governance Controlling our Destiny Q#2 More Power at County Level Persevere Quality of life Strong Governance Assessment capability</p>
<p>Group #3 Q #1 Unified Community, One Club Mentality Incorporation Resident ownership of some or all developers assets, explore options with/without developer Performing arts center and community meeting, etc... Inn conversion/sale to assisted living Address needs of all “groups” of residents – age/activities Q#2 Empower PLVC to asses residents to finance priorities Better communication on issues and benefits Force the PLVC to develop a process to implement a process to meet our goals,</p>	<p>Group #4 Q #1 Centralized Governance Centralized Ownership and Management Retain environmental quality Recreation access (between owners, trails, waterfront, healthy Marina) Expand Revenue sources (ie tech conferences, commercial development) Q#2 Start Now – Present it as a Crisis Talk about incorporation Use the communication tools, voice, PL Today, Town Meetings Long Range Effort</p>

<p>cohesive and well functioning, community unified, the way it si, emphasis on charachristics that make Port Ludlow, combination of common use of facilities, 1 club mentality, 98365, outside PL box, larger to attract, More use of Town Hall Meetings to communicate and receive immediate feedback</p>	
<p>Group #5 Q #1 Bring the Buzz Back as a vibrant resort Have a community center for all Village green/park area for entire community, Performance Arts center Capabilities to live here longer (more elderly services, meals on wheels, assisted living facility) Upgraded Village Center for commercial/professional Unified PL Q#2 Communication for All Funding Sources Create enthusiasm and sell it Break down the barriers to create a unified PL</p>	<p>Group #6 Q #1 Unification of PL – some form of governance Autonomy – unifying vision One community project (one step at a time –like water/sewer) Q#2 LID Legal Structure</p>
<p>Group #7 Q #1 Local Government with taxing power Things could get worse amenities could get tired Buy out PLA Expand facilities to attract outside Q#2 Central Theme PLVC restructure to concentrate on this vision, not every thing Have people concentrate on the Harbor Emphasize Business</p>	

Organizational Structure

Q#1 What organizational structure should be developed to ensure a positive future for PL?

Include the following in the discussion: How will the appropriate stakeholders be represented and involved in the organizational structure. What will make this process credible to the residents and other appropriate organizations and political entities?

<p>Group #1 Incorporate local government County commissioners elected by District PLVC – focus on governing PL Restructure PLVC in the following – reduce # of directors, focus on long term development, asset acquisition, build out, need a recurring revenue stream Concentrated PR effort Graduated consolidation of social and recreational facilities</p>	<p>Group #2 Stay the same Form City Government Modify PLVC, Articles/By laws, change representation (more inclusive), Revenue source, taxing or financing Transition to a City Stakeholders – Residents, business community, county (sheriff, fire , Public works, etc...), and contracted if move to a City format How do we get buy-in – give them benefits, like the ability to retain the amenities that are present, increased influence with the County, credibility with residents – property taxes Be transparent in the communication process</p>
<p>Group #3 Organization Structure Maintain PLVC/Modify PLVC A new structure A change in County Government where our district is support by a PL resident Modify PLVC – reduce numbers, part time paid executive director Modification of the PLVC – increase the power Stakeholders – residents, voters, county, other organizations New structure – Incorporation, LID, Parks District Incorporation idea – go to the zip code not just the MPR Communication – Town Hall Meetings RIP = remind, inform and persuade</p>	<p>Group #4 Create mgmt co to lease both clubs and operate community wide Form a multi purpose district – recreation and parks, sewer and water, economic development Incorporation Amalgamation in some new form – Could all entities become one Do Nothing</p>

<p>Group #5 PLVC empowerment with financing capability with promoting or investing for future growth Work with Chamber of Commerce and other County organizations for revenue/financing (ie LTAC and other funds) Community support to enhance unity by taking on special projects like education/events/tourism</p>	<p>Group #6 Central Government, representing all of PL and empowered for financial assessment PLVC could be with changes What is the MPR, what is required, what can be changed, vehicle for #1 above Increased visibility with County. Seen as more than “cash cow” Central Organization must own the clubs and other assets, exercise the CC&R power or equivalent and control amenities (golf, marina, trails, etc...), generate revenue Decision making process - ample time must be allowed for dialogue Full participation to all if anyone feels that they have a stake Start with something relatively non-controversial Stakeholders – Residents, owners, developer, businesses, maybe guests, maybe County At large seats on the Council by lottery, even if not wanting to serve Credible to stakeholders One spokesman on key issues Demonstrated form of competence on some key task. Could be ensuring County is more responsive to Port Ludlow Desirable assets that the organization could control, Developer “contributions” or willingness to sell, something that the stakeholders want or need</p>
<p>Group #7 Overall governing body of reduced size Village wide constituency, need 2-3 people to pick from for each position Representative for BOCC meetings, facilitate unifications Need empowerment – revenue raising ability Communication Village discussions leading to Town Hall meetings, communication Create the PL Buzz</p>	

Define flavor of community Create visions and results Allow existing organizations to run as is with their current expertise	
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