

# Sawmill Cove Industrial Park

Strategic Planning Session

May 22, 2008

## Strategic Plan – May 2008

### Guiding principles:

1. Always preserve public access and marshalling areas to the waterfront because it is the most commercially viable waterfront left in Sitka.
2. Make lease, buy/sell or other land use decisions based on the mission of the Park – to create family wage jobs for Sitkans in a financially responsible manner.
3. Consistent with principles 1 & 2, identify and minimize negative cash flows to the City from the operation of the Park.

### Priorities over the **next year**:

1. Develop a multi-purpose dock at the Park for:
  - a. Bulk water shipments
  - b. Cruise dock
  - c. Ocean going freight
  - d. Barge landing

**Action Items: See #2 below.**

2. Prepare ballot initiative for assembly approval that would permit the construction of the multipurpose dock at Sawmill Cove with funding sources to be identified later. Funding cannot be pursued until voter approval granted. Funding to be state or federal grants or other sources that we not burden Sitka citizens. The dock can also be self funding through income generated from users.

If the ballot initiative is successful, then begin the process of securing funding.

**Action Items: Board to prepare language for assembly approval prior to July 1, 2008. Prepare educational (but not lobbying or advocacy) program regarding the multi-purpose dock for voter information.**

3. Repair or dispose of the pulp warehouse dock.

**Action Item: Finalize and approve purchase/sale agreement with Silver Bay Seafoods by June 2008.**

4. Clarify the roles of the SCIP Executive Director and City staff with regard to the management and operation of the park. Develop a responsibility and authority matrix to delineate said roles.

**Action Item: New SCIP Executive Director to meet with administrator and City staff to develop the matrix for eventual approval by the SCIP board. \*\*  
To be completed by mid-June (13<sup>th</sup>-16<sup>th</sup>)**

5. Prepare for possible transition from TAB to City marketing of bulk water.

**Action Item: Continue to monitor TAB situation. Arrange a face-to-face meeting with principals after consultation with the City Attorney to determine their plans and to attempt to work cooperatively with them if possible. \*\* Gary White will contact the primary TAB stakeholder(s) and invite them to meet with the Sawmill Cove Board of Directors.**

6. Develop a comprehensive marketing and management program for the Park, the components of which will address the following:

- a. Identification of highest and best use for all uncommitted parcels/buildings, that is, the development of a land use plan utilizing recently approved plat. Identify strategies and priorities for sale versus lease decisions. Answer question: What does the Park look like in the future?
- b. Develop detailed property information for each parcel/building including dimensions, physical characteristics, location of utilities and infrastructure, lease rates and all other pertinent information to be used in marketing and leasing/sales efforts.
- c. Once "b" above is complete, move forward with an RFP for a **marine haul out facility**.
- d. The plan will pay particular attention to accommodating the **marine service sector**.
- e. The plan will address the sale or lease of the former **administration building** and the former **maintenance/stores building**.
- f. A marketing plan that presents the park to the local, regional and national markets with a web-based advertising program, supplemented with other media as appropriate. Use information developed in 6 (b) to best advantage in educating and informing potential tenants/purchasers about the characteristics and economics of each parcel/building.

- g. Utilize the marketing plan to educate local citizens regarding the Park's attributes and asset to increase awareness, understanding and support.

**Action Item: New ED to work with the board in developing the plan.**

**\*\* Scott Brylinsky will work with Warren Lee to identify the current infrastructure at SCIP including utilities and create a map of their location as per the individual development areas on the "draft suggested land use plan" by Charles Horan (5-22-08)**

7. Improve cell phone coverage and provide high speed internet access to the park area. Both services are integral to businesses being able to operate successfully at the Park.

**Action Item: ED to work with City and service providers to attempt to secure these services. \*\* Gary White will report to the Board**

8. Pull together existing studies that have been conducted over the years and identify areas that need further study to fully take advantage of the potential of the Park.

**Action Item: Assigned to ED. \*\* Assigned to Hugh Bevan before his departure. (see attachment)**

9. Encourage the development of a rock quarry in the Sawmill Cove vicinity. This quarry would generate revenue for the City as well as provide less expensive rock for use on Park projects, particularly the multipurpose dock.

**Action Item: Board to monitor progress of lease sales and offer help/encouragement as appropriate.**

10. Work with the Public Works department during the upcoming paving project to insure that pavement is placed in locations that will least likely need to be disturbed in the future.

**Action Item: Assigned to ED**

11. Examine the possibility of moving the SEDA offices to the Park

**Action Item: SCIP board chair to discuss with SEDA president for ultimate consideration by the SEDA board.**

12. Continue to pursue the development of a private marina in Herring Cove through web-based advertising.

**Action Item: Assigned to ED.**