

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 Short Term (12 months):

1. Develop a multi-purpose dock at Sawmill Cove Industrial Park for: Bulk water shipments; Cruise dock; Ocean going freight; Barge landing
2. Market bulk water.
3. 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.i." 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
 - G. Tenants/purchasers about the characteristics and economics of each parcel/building.

- H. Utilize the marketing plan to educate local citizens regarding the Park's attributes and asset to increase awareness, understanding and support.
 - I. Secure grant to rebuild shoreline
-
- 4. 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.
 - 5. 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.
 - 6. 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.
 - 7. 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.
 - 8. Examine the possibility of moving the SEDA offices to the Park
 - 9. Continue to pursue the development of a private marina in Herring Cove through web-based advertising.

Strategic Plan Matrix – 2008

| Plan Directive | Action Items | Assigned to | Status | Date |
|---|--|-------------------------------|---|--------|
| 1. Develop plan for a multi-purpose dock at SCIP | a. Prepare ballot initiative – advisory vote on construction of a multi-purpose dock at SCIP tied to City Charter amendment to prohibit competing retail at SCIP | Chris Fondell | Ordinance 2008-26 reviewed 7/7/08 and approved to go before Assembly 1 st reading 7/8/08 | 7/7/08 |
| | b. Prepare public educational campaign on MP dock at SCIP | | In progress | |
| 2. Market bulk water | a. prepare for TAB transition back to City | Garry White, ED | | |
| | b. meet with TAB principles | | TAB status report due SCIP 7/10/08 Dick Kearns via phone | |
| | c. continue to monitor TAB status | | | |
| 3. Marketing/management program for SCIP | | | | |
| 3.A. identify highest and best use of parcels and buildings | | | | |
| 3.B. detailed property marketing information abstracts | 5.B.i. Scott Brylinsky to work with Warren Lee to identify current infrastructure/utilities and create map of their location as per individual development areas on the draft land use plan (5-22-08 version by C. H.) | | | |
| 3.C. RFP for marine haul out | | | | |
| 3.D. develop plan for marine service sector use of SCIP | | | | |
| 3.E. sale/lease of admin and stores buildings | 5.E.i. amount/type of space needed for bio-brick project | | | |
| | 5.E.ii. description of properties (see 6.b.) including ID infrastructure and create map | Scott Brylinsky Warren Lee | | |
| | 5.E.iii. list of deficiencies and cost to fix | | | |
| 3.F. marketing plan: local, regional, national – web and other media | Develop marketing abstract for each parcel: need utilities mapped; need appraisal values for lease/sale; survey of other side of road | | aerial photo and plat overlay completed. | |
| 3.G. educate tenants/purchasers about characteristics and economics of each parcel/building | | | | |
| 3.H. use marketing plan to educate public re. SCIP and gain support | | | | |
| 3.I. secure grant to rebuild shoreline | | | | |

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|--------------------------------|---|-----------------|---|----------|
| 4. improve cell phone/internet | ED to work with City and Service Providers to secure services: Meet with ACS | Garry White | Garry met with Lori Blood, ACS representative | July 2nd |
| | NO NOTE: Active DSL line requires \$100-\$200 to add a transmitter to bring wireless service to targeted offices in Administration Building. About \$1,000 for an antenna on roof and transmitters to bring cell phone hotspot into the building. | | | |
| 5. studies/surveys needed | a. Make advisory list | Hugh Bevan | Done | May 08 |
| | b. Prioritize list | SCIP Board | Done | June 19 |
| | c. Contact to do bathemetric survey | Garry White | Talked to Eric | |
| 6. rock quarry at SCIP area | Monitor progress of lease sales | Board / ED | | |
| 7. paving project planning | Work with Public Works | Garry White, ED | | |
| 8. Move SEDA to SCIP? | Discussed with SEDA Board at July 10, 2008 SEDA meeting | Garry White, ED | Lease extended to July 2009 | July 10 |
| 9. Herring Cove marina | | Garry White, ED | | |
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3. Consistent with principles 1 & 2, identify and minimize negative cash flows to the City from the operation of the Park.

Priorities Short Term (12 months):

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

Action Items

a. 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. (Note: 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.)

**** an advisory vote on construction of multi-purpose dock tied to an amendment to City Charter to prohibit competing retail at SCIP**

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

b. Prepare educational (but not lobbying or advocacy) program regarding the multi-purpose dock for voter information.

2. Repair or dispose of the pulp warehouse dock.

Action Items

a. Finalize and approve purchase/sale agreement with Silver Bay Seafoods by June 2008. **DONE - Approved by Assembly on June 24, 2008.**

3. 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 Items

a. New SCIP Executive Director to meet with administrator and City staff to develop the matrix for eventual approval by the SCIP board. **DONE – FY09 MOU between City and SEDA signed end of June.**

4. Market bulk water.

Action Items

a. Prepare for possible transition from TAB to City

b. 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.**

5. 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.

Action Items

5.B.i. 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)

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.

Action Items

E.i. Contact bio-fuel/bio-brick parties and determine amount/type of space required for project.

E.ii. Create description of the properties (see 5.b.)

e.iii. Create list of deficiencies and the cost to fix

- 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
- G. Tenants/purchasers about the characteristics and economics of each parcel/building.
- H. Utilize the marketing plan to educate local citizens regarding the Park's attributes and asset to increase awareness, understanding and support.
- I. Secure grant to rebuild shoreline

- 6. 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 Items

a. ED to work with City and service providers to attempt to secure these services. ** Gary White meeting with Lori Blood, ACS on July 1, 2008

NOTE: Active DSL line requires \$100-\$200 to add a transmitter to bring wireless service to targeted offices in Administration Building. About \$1,000 for an antenna on roof and transmitters to bring cell phone hotspot into the building.

- 7. 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 Items

- a. Assigned to Hugh Bevan before his departure. **DONE end of May 2008**
- 8. 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 Items

- a. Board to monitor progress of lease sales and offer help/encouragement as appropriate.
- 9. 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 Items

- a. Assigned to ED
 - 10. Examine the possibility of moving the SEDA offices to the Park
- Action Items**
- a. SCIP board chair to discuss with SEDA president for ultimate consideration by the SEDA board. **Agenda item for SEDA Board meeting July 10, 2008.**
 - 11. Continue to pursue the development of a private marina in Herring Cove through web-based advertising.

Action Items:

- a. Assigned to ED.