



329 Harbor Drive, Suite 212 \* Sitka, Alaska 99835

*Creating Jobs and Business Opportunities*

## **Sawmill Cove Industrial Park Strategic Plan**

Adopted by the SCIP Board  
August, 2008

### **Introduction**

This Strategic Plan was initially formulated by the SCIP Board at a planning session held in May, 2008. Adjustments to plan have been made as plan priority items have been completed.

### **Guiding principles**

1. Always preserve public access and marshalling areas to the waterfront as 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.

### **Plan Priority Items**

The SCIP Board plans to address the following items over the next year. (Items are listed in random order)

**1. Develop a multi-purpose dock at the Park to include, but not limited to the following uses:**

- Bulk Water Shipment
- Ocean going freight
- Shipment of bottled water, fish, fish waste, wood products, rock, recycled materials, and other items
- Research and other vessels
- Cruise ships

Actions Items:

- A. Develop comprehensive plan for the construction, use, and management of the dock.
- B. Prepare educational (but not lobbying or advocacy) program regarding the multi-purpose dock for voter information.

**2. Market Bulk Water**

Action Items:

- A. Prepare for possible transition from TAB bulk water marketing contract back to CBS if Tab does not meet their contract requirements.
- B. Continue to monitor TAB bulk water marketing efforts and overall situation.

**3. Develop a comprehensive marketing and management program for the Park.**

Action Items:

- A. Identification of highest and best use for all uncommitted parcels and buildings utilizing recently approved plat and waterfront development plan.
- B. Identify strategies and priorities for sale versus lease decisions. Answer question: What does the Park look like in the future?
- C. 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.

- D. Once “B & C” above is complete, move forward with an RFP for a **marine haul out facility**
- E. The plan will pay particular attention to accommodating the **marine service sector**.
- F. Actively promote the sale or lease of the former **administration building** and the former **maintenance/stores building**.
- G. Develop 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 “B & C” to best advantage in educating and informing potential 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. Clarify the roles of the SCIP 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. SCIP Director to meet with CBS Administrator and staff to develop an authority matrix.

**5. 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. SCIP Director to work with CBS and service providers to secure these services

**6. 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.**

**7. Research 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.





- 8. 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.**
  
- 9. Examine the possibility of moving the SEDA offices to the Park.**
  
- 10. Continue to pursue the development of a private marina in Herring Cove through web-based advertising.**



# DRAFT

## Suggested Land Use Plan

by C. Horan, May 22, 2008

-  **Administration Building** - High priority to dispose of through long term lump sum lease. Note: Grant funds spent on building may preclude an outright sale.
-  **Open Common Area** for parking and other possible associated uses with the Administration Building or other nearby development. Consider mid-term lease if needed to assist development of Administration Building property.
-  **Store's Building** - High priority to dispose of through sale or long term lease.
-  **Open Common Area** for support of Store's Building or other nearby development. Consider long term lease, if necessary for developments within the Store's Building.

**Water Processing or other industrial use** dependant on or related to Blue Lake water and proximity to ocean going freight access/deep water dock. Lot 5, 3 AC sale to TAB, subject to reverters. Lot 12, 3.1 AC had been planned for additional development of 50,000 SF bulk water processing facility.

Lot 15's remaining ~1.8 AC would be available for additional industrial development or open storage for staging, freight for ocean-going vessels.


**Decision Point** Should we reserve enough land to stage one ship load of ocean-going freight/containers to supplement the 4.5 AC on the upland dock site? In the past, there had been discussion of the possibility of connecting to Prince Rupert's port or for back shipment to the Orient for water, fish, etc.




**Deep Water Ocean-Going Dock.** This could be owned and operated by the City or a port authority. A contract for management for the port could also be considered.

These lands include 4.5 AC of uplands plus associated tidelands which could be developed with a large ocean-going dock plus a smaller boat loading facility.

These lands should remain open for public use through port management and/or tariffs.

 **Marine Services.** Primarily, these lands should be open to the public through some type of tariff structure or short to mid-term leases that would provide public access.

They should remain in the ownership of the City, but could be operated under contract or other use agreement, especially for the 2.7 AC of uplands. Note: These lands include 0.6 AC of uplands lease to The Boat Company and other lands dedicated for access.

 **Marine Services Support Lands.** These could be disposed of through long term leases or sales with conditions on use to encourage long term investment.

**Decision Point** Lots 7, 8 and 9 and related right-of-ways total approximately 2.7 AC. Is this enough for staging or for boat haulout and short term upland uses related to the haulout?

There are two additional sites, 1 AC plus 3.7 AC with related right-of-ways that would be available for upland support. This totals 7.4 AC, not including the 0.6 AC of The Boat Company lease? Is this enough or too much for the marine services facility?

Should we designate certain lands for certain uses (work areas, dry storage, shop structures, work areas, etc.)?

Could some of the land within Lots 16, 17, 18 and 19 be considered as excess and available for other uses such as for the tannery, etc.?



## **Rock Source**

Lots 2 and 3 of Block 3 contain steep lands with falling rock hazards. If these lands could be quarried and the rock used for waterfront fill/development, they would represent a close source of rock, a potential of cleaning up the rock falling hazard and potential for creating additional level land for future development across the Sawmill Creek Road. Adjacent lands owned by the University of Alaska would likely have to be involved with a long term operation scheme.

## **Decision Point**

Is it feasible to develop a quarry here? Are there better locations?

## **Additional Suggestions**

- Draw in utilities and the Blue Lake water line.
- Each of the finally designated areas should be described for their availability of access, utilities, topography, site encumbrances, buildings and other features of the sites that would augment or hinder development.
- An abstract or summary for each of the properties or portions thereof, should be made with description and exhibits for ease of understanding. These summaries could also include disposal and marketing plans for each element of the site.
- Publish the strategic development plan to circulate to the public and decision makers.