



329 Harbor Drive, Suite 212 * Sitka, Alaska 99835

Creating Jobs and Business Opportunities

Sawmill Cove Industrial Park Strategic Plan June 2009

The Mission

It is the mission of the Sawmill Cove Industrial Park board and management, by direction of the Sitka Assembly, to strategically develop the park in a fiscally responsible manner that maximizes its economic benefit to the community through creation of meaningful jobs in conformance with established community plans and policies.

Introduction

This Strategic Plan was initially formulated by the SCIP Board at a planning session held in May, 2008 worked on and formally adopted by the board in August 2008. Adjustments to the plan have been made as plan priority items have been completed. The Plan was updated by the SCIP Board June 2009 for presentation to the City Borough Assembly for review and comment.

The Sawmill Creek Industrial Park has been improved, marketed and developed with several businesses. There are still large areas of opportunity for continued development. The project is fairly well defined and we are moving into a time of transition where we expect to accelerate park development and use within the private sector. Our goal is to dispose of the lands in a manner consistent with our mission. This updated plan calls for three significant strategies enumerated in the following attachments with appropriate action plans.

- Strategy 1 - We will develop a comprehensive land use and marketing program for the park.
- Strategy 2 - We will develop a plan to build a multi-purpose dock at the park.

Strategy 3 - We will continue to monitor market and local conditions to determine if the development, marketing, and management of the Saw Mill Cove Industrial Park is appropriate or needs adjusting.

These strategies and related action plans are outlined for Assembly review and approval or comment. They are made based on the following guiding principles.

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.

See also attached

1. Land Use Plan
2. Sawmill Cove Subdivision
3. Sawmill Cove Overlay Map

Action Plan

Strategy No. 1
 Plan No. A
 Date: June 1, 2009

Strategy: We will develop a comprehensive land use and marketing program for the Park.

Specific Result: To create a detailed property information base to be used in land use decision-making.

#	ACTION STEP (Number each one)	Assigned To:	Start Date:	Due Date:	Completed Date:
1	Develop detailed property information for each parcel/building including dimensions, physical characteristics, and location of utilities and other infrastructure.	ED	6/08	ongoing	
2	Identify the possible highest and best use for all uncommitted parcels and buildings, utilizing recently approved plat and waterfront development plan.	Board	6/08	ongoing	
3	Using the Guiding Principals, determine priorities regarding sale versus lease for each property.	Board	6/08	ongoing	
4	Actively promote the sale or lease of the former administration building.	ED	6/08	11/09	
5	Actively promote the sale or lease of the former maintenance/stores building.	ED	6/08		5/09
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Action Plan

Strategy No. 1
 Plan No. B
 Date: June 1, 2009

Strategy: We will develop a comprehensive land use and marketing program for the Park.

Specific Result: To create a plan for a marine service industry at the Park.

#	ACTION STEP (Number each one)	Assigned To:	Start Date:	Due Date:	Completed Date:
1	Identify properties within Plan A that would appropriately serve an expanded marine services industry.	Boards	8/08		4/09
2	Develop and release an RFP for a marine haul out facility to serve the marine services offered at the Park.	ED	8/08		4/09
3	Solicit from current Sitka marine service providers considerations to accommodating their needs at the Park.	ED 3 Board	6/09	ongoing	
4	Review other marine service facilities outside of Sitka to determine necessary components of a successful marine services industry.	ED	6/09	ongoing	
		Responsible:			

Action Plan

Strategy No. 1
 Plan No. C
 Date: June 1, 2009

Strategy: We will develop a comprehensive land use and marketing program for the Park.

Specific Result: To develop a Marketing Plan for the Park.

#	ACTION STEP (Number each one)	Assigned To:	Start Date:	Due Date:	Completed Date:
1	Research successful marketing plans currently in use in marine industrial parks in Alaska and USA.	ED	ongoing		
2	From Plan A and the research of other marketing plans, develop lease rates and land value estimates and other pertinent information to be used in marketing the Park through either lease or sales.	ED	ongoing		
3	Present the Park to local, regional and national markets with a web-based advertising program, supplemented with other media as appropriate.	ED	ongoing		
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Action Plan

Strategy No. 2
 Plan No. A
 Date: June 1, 2009

Strategy: We will develop plan to build a multi-purpose dock at the Park.

Specific Result: To develop a comprehensive plan for the construction, use and management of a multi-purpose dock.

#	ACTION STEP (Number each one)	Assigned To:	Start Date:	Due Date:	Completed Date:
1	<p>List all of the potential uses of a multi-purpose dock at the Park to include, but not limited to, the following uses:</p> <ul style="list-style-type: none"> • Bulk Water shipment. • Ocean-going freight, in or out of Sitka. • Container transshipment facility tied to Prince Rupert. • Shipment of bottled water • Shipment of fish processed at SCIP • Export of rock. • Bio-fuel projects using fish waste, wood products, and recycled materials • Scientific and Marine/Fishing Research vessels • Cruise Ships 	Board	8/08	ongoing	
2	Determine which of these or other potential uses are viable for Sitka and the Park.	ED	6/08	ongoing	
3	Design a multi-purpose dock that would meet the determined needs.	ED	11/09	ongoing	
4	Seek funding or private/public partnerships and build an agreed-upon multi-use dock that would meet as many of the needs as possible as well as generated sufficient income that the dock could be fiscally viable.	ED + CBS staff	11/09	ongoing	
5	Develop a management plan for the use of the multi-purpose dock if it is to remain in the ownership and control of the City and Borough of Sitka or the Saw Mill Cove Industrial Park.	ED + CBS staff			
		Responsible:			

Action Plan

Strategy No. 2
 Plan No. B
 Date: June 1, 2009

Strategy: We will develop plan to build a multi-purpose dock at the Park.

Specific Result: To develop an information program regarding the multi-purpose dock.

#	ACTION STEP (Number each one)	Assigned To:	Start Date:	Due Date:	Completed Date:
1	Develop specific informational materials that will accurately describe the intended and potential uses of a multi-purpose dock.	ED	4/08	11/09	
2	Prepare and disseminate accurate information to voters regarding the intended and potential uses of a multi-purpose dock (This effort will not be lobbying or advocacy; it will be the presentation of factual information that will allow the Assembly and voters to make informed decisions).	Board	6/06	ongoing	
		Responsible: _____			

Action Plan

Strategy No. 3

Plan No. A

Date: June 1, 2009

Strategy: We will continue to monitor market and/or local conditions to determine if the development and management of the Saw Mill Cove Industrial Park is appropriate or needs adjusting.

Specific Result: To maintain continuing efforts on long-term projects at the Park.

#	ACTION STEP (Number each one)	Assigned To:	Start Date:	Due Date:	Completed Date:
1	Maintain a comprehensive plan for marketing bulk water and managing bulk water export information requests.	ED	6/09		
2	Continue to pursue the development of a private marina in Herring Cove.	ED			
3	Improve cell phone coverage at the Park and provide high speed internet access to all areas of the Park.	ED & CBS staff	6/09	ongoing	
4	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.	ED	6/8		6/10
5	Continue to research the development of a rock quarry in the vicinity of the Park.	ED			
		Responsible: _____			

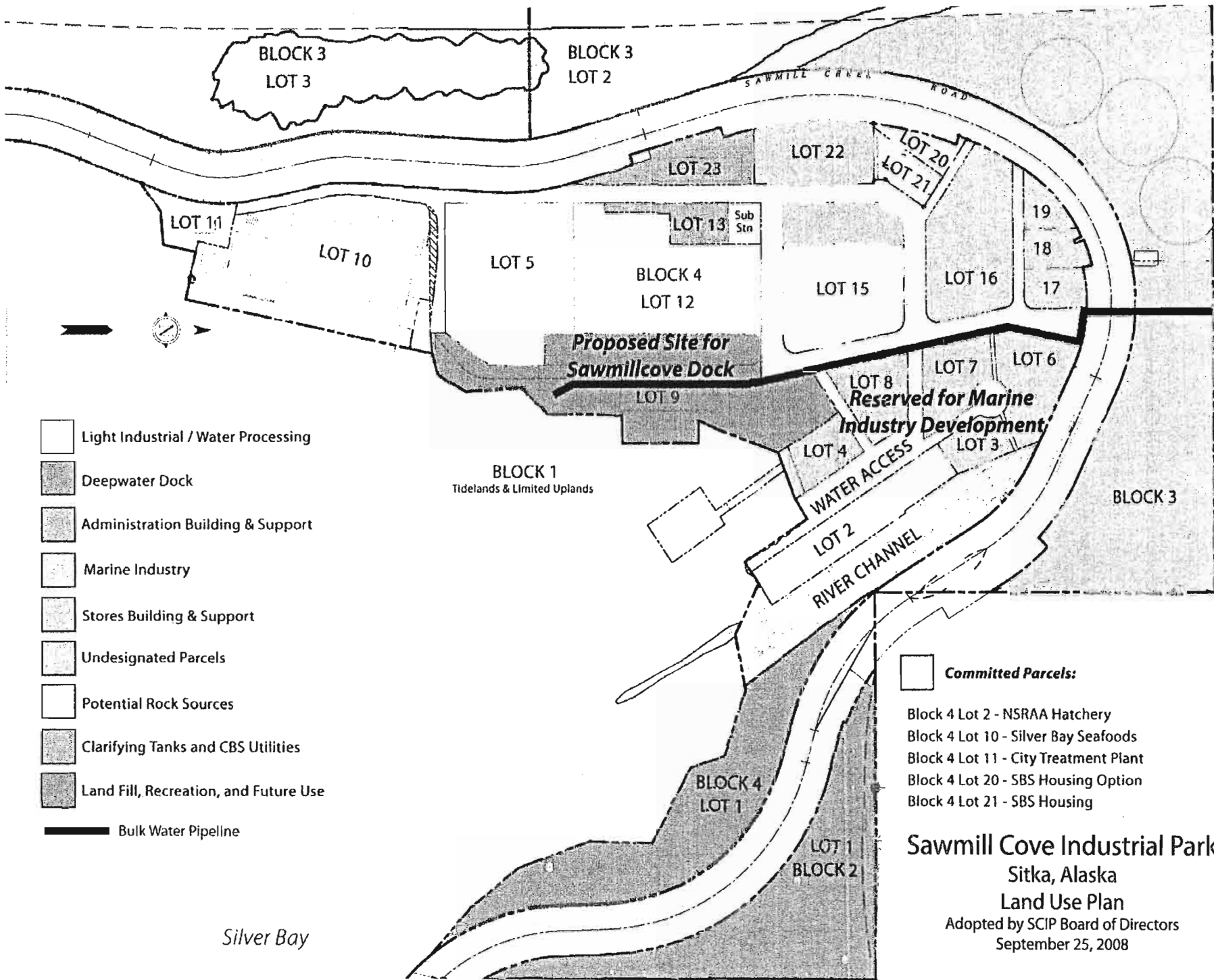
Action Plan

Strategy No. 3
 Plan No. B
 Date: June 1, 2009

Strategy: We will continue to monitor market and/or local conditions to determine if the development and management of the Saw Mill Cove Industrial Park is appropriate or needs adjusting.

Specific Result: To monitor and adjust internal Saw Mill Cove Industrial Park Board and Executive Director relationships, internally and with the City and Borough staff and Assembly.

#	ACTION STEP (Number each one)	Assigned To:	Start Date:	Due Date:	Completed Date:
1	Meet with CBS Administrator and staff to clarify roles in the management and operation of the Park, and to develop an authority matrix.	ED	6/08		7/08
2	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.	ED	4/09	6/09	
3	Examine the possibility of inviting SEDA to relocate their office to the Park.	ED			
		Responsible: <input type="text"/>			



Sawmill Cove Industrial Park
 Sitka, Alaska
 Land Use Plan
 Adopted by SCIP Board of Directors
 September 25, 2008