



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 26, 2008

### **Introduction**

This Strategic Plan was initially formulated by the SCIP Board at a planning session held in May, 2008. Adjustments to the 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. (Items are listed in random order)

## **1. Develop a comprehensive land use and marketing 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 considering the guiding principles above.
- 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 are 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 local, regional and national markets with a web-based advertising program, supplemented with other media as appropriate.

## **2. 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.

## **3. Market Bulk Water**

Action Items:

- A. Develop a comprehensive plan for marketing bulk water and managing bulk water export requests.

**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 the 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.**