

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. Repair or dispose of the pulp warehouse dock.
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.
4. Market bulk water.
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.
 - 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
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.
 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.
 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.
 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.
 10. Examine the possibility of moving the SEDA offices to the Park
 11. Continue to pursue the development of a private marina in Herring Cove through web-based advertising.