

SEDA Strategic Plan 2010

**Adopted by the SEDA Board
(April 1, 2010)**

*NOTE: “CP” notations refer to sections of the 2007 CBS Comprehensive Plan
Updated data as of November 11, 2010*

Mission Statement

The Mission of the Sitka Economic Development Association is:

- ***Foster a business climate that is receptive and conducive to existing and new business.***
- ***Help promote the creation of family wage jobs.***
- ***Enhance the quality of life for Sitkans.***

PART ONE - INTRODUCTION

This Strategic Plan was initially formulated by the SEDA Board at a planning retreat held at the Sawmill Cove Industrial Park (SCIP) in February, 2010. The plan contains goals to be achieved within the next five years. The plan will be revisited each year. The meeting was facilitated by John Holst.

The Plan is divided into four parts:

- Part ONE is an introduction and a short summary of key indicators of the recent performance of Sitka's economy.
- Part TWO lists some of SEDA's recent activities and projects.
- Part THREE lists the SEDA Board's ten top priorities to accomplish.
- Part FOUR lists SEDA Action Items, as developed by the Board.

Part One - Sitka Economic Summary

Employment and Earnings

Employment 2000-2009

Year	Employed (avg annual)	**Unemployment (avg annual)
2000 Sitka	4,241	4.7%
2008 Sitka	4,336	5.8%
2009 Sitka	4,056	7.9%
2000 SE Region	36,250	N/A
2008 SE Region	36,950	8.36*
2009 SE Region	40,042	6.83*
2000 Alaska	299,324	6.2%
2008 Alaska	333,376	6.7%
2009 Alaska	322,761	8.3%
2000 U.S.		4.0%
2008 U.S.		5.8%
2009 U.S.		9.3%

*Source: Alaska DOL; **not seasonally adjusted; *JEDC*

2008 Per Capita Personal Income

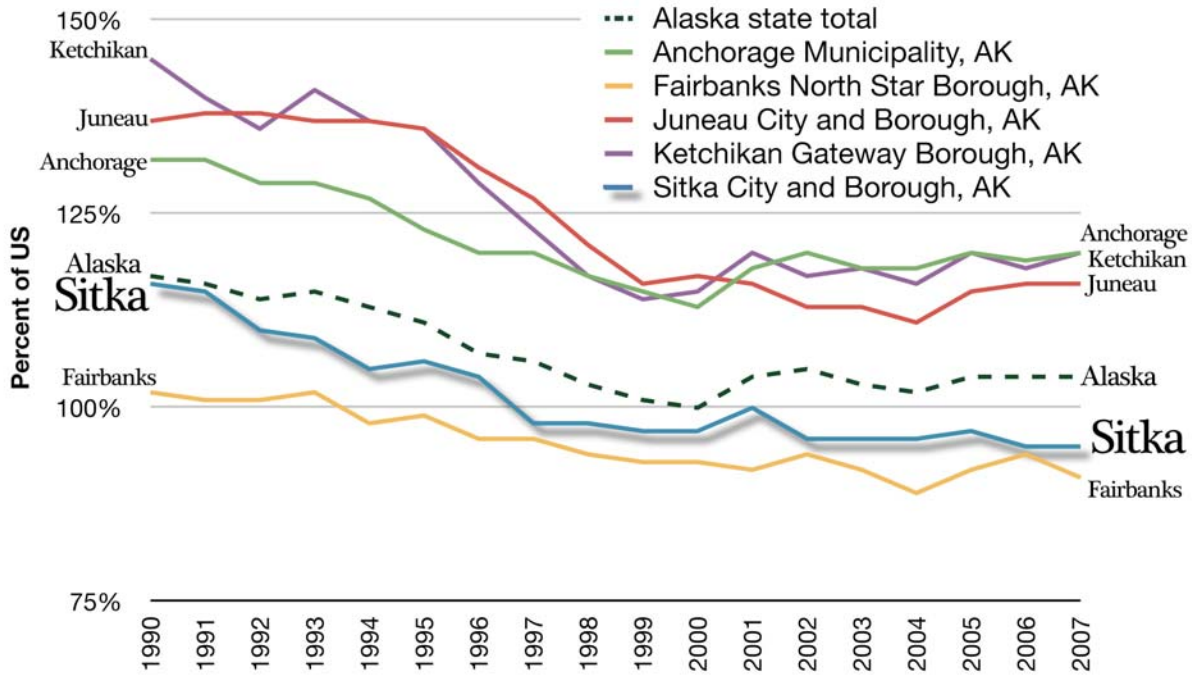
In 1990 Sitka's per capita personal income was 116% of the U.S. average, but this has been declining each year compared to that benchmark, and in 2008 was down to 105% of the U.S. average.

Region	Average PCPI
United States	\$39,751
Alaska	\$43,922
Anchorage	\$49,805
Juneau	\$48,435
Ketchikan	\$52,030
Skagway	\$62,685
Sitka	\$41,872

Source: Alaska DOL

Note that in 2006 Sitka's per capita income was just 95% of the U.S. average. In 2008 Alaskans received a record Permanent Fund dividend in the amount of \$3,269. This PFD payment included a one-time \$1,200 resource rebate. At the same time the recession began to take its toll on the U.S. per capita income.

Per Capita Personal Income: Percent of US Selected Alaska Cities and Boroughs



Source: Regional Economic Information System, Bureau of Economic Analysis
<http://www.bea.gov/regional/reis/>

Notes:

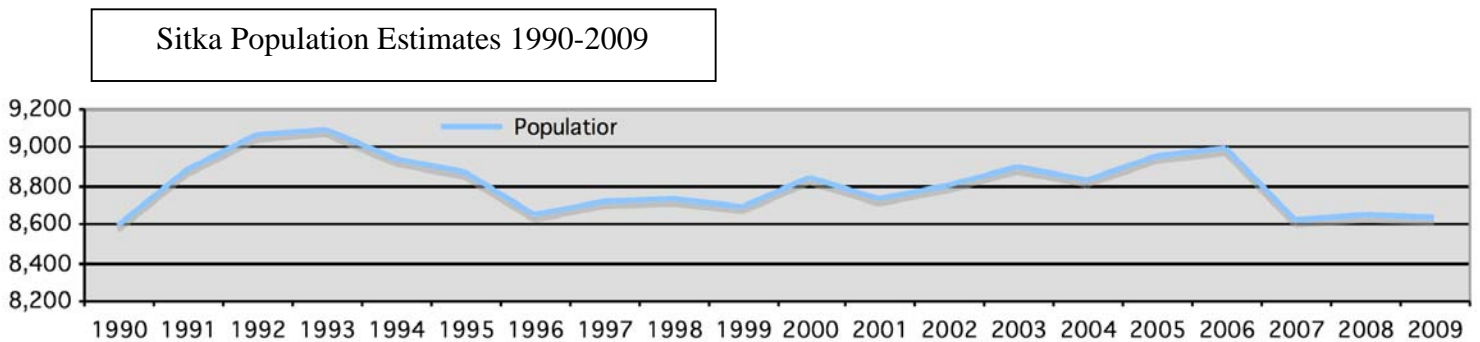
- Per capita personal income was computed using Census Bureau midyear population estimates. Estimates for 2000-2007 reflect county population estimates available as of April 2009.
- All state and local area dollar estimates are in current dollars (not adjusted for inflation).

Population 2000-2009

Sitka's population has been fairly consistent since 1990. In 1993 Sitka reached a peak population of 9,083. Between 1993 and 1996 Sitka lost 433 residents. This corresponds to the closure of the pulp mill in 1993 and the loss of approximately 400 jobs. A second decline is seen between the 2006 population estimate of 8,992 and the 2007 estimate of 8,621. This decline represents the loss of 371 residents and corresponds to the closure of Sheldon Jackson College with a loss of about 109 jobs. According to State of Alaska population estimates for Sitka, all but 10 of the 371 residents that left Sitka in 2007 were under the age of 60.

Year	Population Estimate
1990 Sitka	8,588
2000 Sitka	8,835
2006 Sitka	8,992
2007 Sitka	8,621
2008 Sitka	8,615
2009 Sitka	8,627
2000 SE Region	73,082
2008 SE Region	69,163
2009 SE Region	69,338
2000 Alaska	626,932
2008 Alaska	681,977
2009 Alaska	692,314

Source: Alaska DOL



PART TWO – SEDA Activities & Projects (2008-2010)

This is a partial list of SEDA's recent and on-going activities. If you would like to learn more about any of these projects or issues, please visit our website: www.sitka.net or call 747-2660.

NOTE: "CP" notations refer to sections of the 2007 CBS Comprehensive Plan

SEDA:

- Is participating in the Sustainable Outdoor Recreation Plan being developed by the U.S. Forest Service. (CP 2.4.14; 2.8.5; 2.13.)
- Collaborated with the Sitka Conservation Society to host an intern to identify sustainable capital flow opportunities for Sitka. (CP 2.1.2)
- Continues to conduct research and make contacts with target companies that may consider establishing a presence in Sitka. (CP 2.1.2; 2.1.10; 2.1.13; 2.2)
- Continues to market and manage development of the Sawmill Cove Industrial Park. (CP 2.1.2; 2.1.10; 2.1.13; 2.2; 2.6.5)
- Organized meetings and is participating with stakeholders to identify potential utilization of Sitka's fish waste. (CP 2.1.2; 2.1.10; 2.1.13; 2.2)
- Drafted and released a solicitation for proposals for the development of a marine industrial center at Sawmill Cove. (CP 2.1.13; 2.2.2; 2.2.9; 2.2.18; 2.2.20; 2.3.12; 2.6.2; 2.6.5)
- Is advocating for the development of the Benchlands and affordable housing projects throughout Sitka. (CP 2.1.2; 2.1.23; 2.2.15; 2.2.16; 2.4.8; 2.5.1; 2.5.11; 2.10.3.B)
- Facilitated meetings and provided staff support for the Sheldon Jackson Redevelopment Task Force. Provided staff support to the Sitka Sound Science Center in their effort to purchase the SAGE Building. (CP 2.1.10; 2.1.13; 2.2.6; 2.2.19; 2.9.A; 2.9.C; 2.9.E.)
- Drafted a Request for Proposals for the sale of Lot 22 (Stores Building) at Sawmill Cove Industrial Park resulting in purchase of the property by Silver Bay Seafoods. (CP 2.1.2; 2.1.10; 2.1.13; 2.2; 2.6.5)
- Is participating in development of a strategic energy plan for Sitka and continues to advocate for the expansion of Blue Lake dam and development of a hydro-electric facility at Takatz Lake. (2.1.16; 2.2.1; 2.2.2; 2.2.14; 2.2.18; 2.2.20)
- Continues to negotiate with companies for development of bulk water contracts with the City and Borough of Sitka. (CP 2.2.1; 2.2.9; 2.6.5.A; 2.6.5.D)

- Continues to advocate for sufficient and reliable ferry service for Sitka. (CP 2.2.14; 2.3.18)
- Is participating in discussion and planning regarding the airport terminal remodel and expansion. (CP 2.1.15; 2.2.1; 2.2.20; 2.3.16; 2.6.3)
- Actively pursues opportunities for public outreach and education related to economic development in Sitka. (CP 2.3.2; 2.9.C)
- Continues to provide information and statistical data to residents, businesses and organizations upon request.
- Conducted research on the need for senior housing and/or assisted living facilities. (CP 2.1.23; 2.5.2.D; 2.10.3.C.4)
- Published the "Sitka Community Profile," a brochure, providing information on Sitka's demographics, economy, quality of life, and labor force. (CP 2.1.2; 2.3.2; 2.9.C)
- Published "Sitka Marine Industries," a directory of local businesses providing marine parts and repair services. Also available on-line at: www.sitkamarine.com. (2.2.1; 2.2.2)
- Continues to provide information on Sitka's economy to the public via presentations and a quarterly newsletter "Sitka Trends." (CP 2.3.2; 2.9.C)
- Produces and maintains three web sites promoting Sitka as a location for business investment and providing information about Sitka:
 - www.sitka.net www.sawmillcove.com www.sitkamarine.com

PART THREE - SEDA STRATEGIC PLAN PRIORITIES

(listed in random order)

- Promote/Enhance Economic Enterprises
- Support Renewable Energy Projects in Sitka
- Community Economic Relationship Development
- Enhance Marine Facilities at SCIP
- Bulk Water Marketing
- Bulkhead Dock
- Open Benchland Property
- Support Development of Affordable Housing
- Support Airport Expansion
- SJC Redevelopment

PART FOUR - ACTIONS ITEMS

Action Items

NOTE: CP numbers reference sections of the *2007 City and Borough of Sitka Comprehensive Plan Update*

- Promote/Enhance Economic Enterprises
(CP 2.1.2; 2.1.10; 2.1.13; 2.2)
 1. Seafood Industry
 2. Visitor Industry
 3. Healthcare Industry
 4. Education
 5. Government
 6. Stewardship Collaborations
 7. Work with potential business to see how we can attract them to our community.
 8. Promote value of economic development.
 9. Quality of Life
- Support Renewable Energy Projects in Sitka
(2.1.16; 2.2.1; 2.2.2; 2.2.14; 2.2.18; 2.2.20)
 1. Short Term – Blue Lake Expansion
 2. Long Term – Takatz Hydro project
 3. Bio-fuel projects (Wood heating)
 4. Energy Efficiency Programs
- Community Economic Relationship Development

(CP 2.3.2; 2.9.C)

1. Community presentations on community issues.
2. Visit existing business on community topics.
3. Visit the Assembly table more often to discuss topics of economic development during persons to be heard.
4. Advertise in Sitka Sentential on economic topics.
5. Continue with Economics 101 and move towards Econ 102.

- Enhance Marine Facilities at SCIP

(CP 2.1.13; 2.2.2; 2.2.9; 2.2.18; 2.2.20; 2.3.12; 2.6.2; 2.6.5)

1. Work with Potential Marine Service Industry Professionals on the development of a Shipyard of Vessel Haul-out Facility.
2. Advocate for infrastructure funding.

- Bulkhead Dock

(CP 2.1.13; 2.2.2; 2.2.9; 2.2.18; 2.2.20; 2.3.12; 2.6.2; 2.6.5)

1. Advocate funding for Phase I construction to support upcoming State projects.
2. Educate Public on Bulkhead Dock (Phase I) versus Cruise Ship component (Phase II).

- Bulk Water Marketing

(CP 2.2.1; 2.2.9; 2.6.5.A; 2.6.5.D)

1. Research global Bulk Water market.
2. Market Sitka's Bulk Water Allocations
3. Manage existing and potential water contracts

- Open Benchland Property

(CP 2.1.2; 2.1.23; 2.2.15; 2.2.16; 2.4.8; 2.5.1; 2.5.11; 2.10.3.B)

1. Review/Revive decision flow chart developed by Hugh Bevan
2. Research concepts to get lots on the market
3. Provide direction to CBS in the development of Benchland Property
4. Develop a Plan B or CBS exit strategy

- Support Development of Affordable Housing

(CP 2.1.2; 2.1.23; 2.2.15; 2.2.16; 2.4.8; 2.5.1; 2.5.11; 2.10.3.B)

1. Research cost of rock in Sitka.
2. Assist CBS to increase Public access to rock.
3. Research CBS fees that affect housing/land development costs.
4. Support SCDC, BIHA, etc...

- Support Airport Expansion
(CP 2.1.15; 2.2.1; 2.2.20; 2.3.16; 2.6.3)

1. Maximize benefits to Sitka with runway expansion.
2. Advocate for Terminal upgrade/expansion.
3. Explore ways to increase air freight traffic.
4. Advocate for development of land near old Airport access road for business purposes

- SJC Redevelopment
(CP 2.1.10; 2.1.13; 2.2.6; 2.2.19; 2.9.A; 2.9.C; 2.9.E.)

1. Support SJC Board of Trustees' plans.
2. Assist with Trustee-community dialogue.
3. Support the efforts to attract Dubuque to the campus