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### Responsible Agency:

CBS – City and Borough of Sitka  
AK – State of Alaska  
US – Federal Government  
AC – Agency Collaboration  
PR – Private

### Time Frame:

ST – Short Term  
MT – Mid Term  
LT – Long Term  
OG – Ongoing

### Capital Funds Needed:

U – Unknown  
L – Low – \$0 - \$100,000  
M – Mid - \$100,000 - \$1,000,000  
H – High - \$1,000,000+  
GF – Grant Funded

## Economic Development

Number	Action	Responsible Agency	Time Frame	Capital Funds Needed
<b>ED 1</b>	<b>Objective - Maintain Sitka's Vibrant Downtown</b>			
ED 1.1	Create visitor-friendly walking routes and public spaces.	CBS, AK, AC	MT	U
ED 1.2	Invest in iconic features, outdoor attractions, and placemaking that complements service sectors.	AC, CBS	ST	L
ED 1.3	Encourage off-season window front displays in closed downtown stores.	AC	ST	L
ED 1.4	Encourage revitalization and redevelopment of dilapidated structures and vacant lots.	CBS, PR	ST	L
ED 1.5	Monitor parking needs for commercial uses, set requirements at lowest level to meet needs.	CBS	ST, OG	L
<b>ED 2</b>	<b>Objective - Leverage Natural and Municipal Assets</b>			
ED 2.1	Develop city-owned land management plan.	CBS	MT	L
ED 2.2	Sustainably develop natural resources to create jobs and investments.	CBS, AC, PR, AK, US	OG	U
ED 2.3	Structure utility rates to incentivize high-using businesses to Sitka.	CBS	ST	L
ED 2.4	Support conversions from fuel oil to electric heat.	CBS, AK, US	OG	L
ED 2.5	Install electric vehicle charging stations in municipal parking lots.	CBS	MT	GF
ED 2.6	Encourage public and private sector vehicle fleets to convert to electric.	CBS, PR	OG	L
ED 2.7	Limit amount of residential development in the commercial, industrial, and waterfront zones to preserve economic lands for economic uses.	CBS	ST	L
ED 2.8	Support research and development, for products made from local resources.	CBS	OG	L
<b>ED 3</b>	<b>Objective - Develop Sitka's Workforce</b>			
ED 3.1	Participate in career technical training and mentoring opportunities.	CBS, AC, PR	ST, OG	L
ED 3.2	Strengthen collaboration among entities working on economic development and business initiatives.	CBS, AC	ST, OG	L
<b>ED 4</b>	<b>Objective - Promote Innovation, Entrepreneurship, and Partnerships</b>			
ED 4.1	Encourage local start-ups and entrepreneurship.	CBS, AC	ST, OG	L
ED 4.2	Support public-private partnerships to achieve economic objectives and business growth.	CBS, AK, AC, PR	OG	L

Number	Action	Responsible Agency	Time Frame	Capital Funds Needed
ED 4.3	Participate in small business and entrepreneurship networking, events, and education.	CBS	ST	L
ED 4.4	Encourage the sharing economy among individuals, businesses, non-profits, and government. NEEDS DEFINITION			
ED 4.5	Encourage conduct of a regional freight study and identify initiatives to lower rates (e.g. cost sharing, back haul, and coordination among users).	CBS	ST	L
ED 4.6	Use a Triple Bottom Line approach to prioritize projects, permitting and land sales. Seek a balance among economic, social-cultural, and environmental attributes and return.	CBS	ST, OG	L
<b>ED 5</b>	<b>Objective 5 – Maintain Essential Infrastructure</b>			
ED 5.1	Modernize and expand services at the airport, one of the City’s highest-value economic development assets and essential to almost every business in town.	AK, US, CBS	LT	H
ED 5.2	Position the airport to be a more productive regional hub for passenger and freight services. Cross reference with action T 1.1	AK, US, CBS	MT	H
ED 5.3	Maintain well-functioning infrastructure upon which commerce and economic activity depend.	CBS, AK	OG	U
	Advocate for faster, more reliable cell and internet services.	CBS	OG	L
<b>ED 6</b>	<b>Objective 6 – Support and Grow Existing Businesses</b>			
Marine Resources				
ED 6.1	Conduct joint planning between the Harbor Commission, city Port and Harbor staff, and the GPIIP board and staff on efficient use and development for city ports and harbors, GPIIP, and the Marine Service Center.	CBS	MT	L
ED 6.2	Provide a range of services to support commercial and charter fishing and marine tourism.	CBS, PR	OG	U
ED 6.3	Develop a Marine Center at Gary Paxton Industrial Park to support Sitka’s fishing and marine transportation fleets and business.	CBS, AK, US, PR	LT	U, GF
ED 6.4	Leverage Sitka’s marine environment to best advantage for commercial fishing, processing, and manufacturing at a variety of scales. ***	AK, CBS		
ED 6.5	Identify a schedule for future infrastructure investment needed to support growth of	CBS	MT	L

Number	Action	Responsible Agency	Time Frame	Capital Funds Needed
	maritime industries and businesses as well as provide moorage for Sitka's permanent and transient vessel fleets. Cross reference with action T 2.1(H) and BF			
Tourism				
ED 6.6	Support growth of Sitka's independent and cruise-related tourism work and enterprises.	AC, CBS	OG	L-M
ED 6.7	Minimize negative impacts to tourism.***			
ED 6.8	Market the newly renovated Harrigan Centennial Hall nationwide for conferences and conventions. Cross reference with action HCA 4.1	CBS	ST	L
ED 6.9	Support cultural and heritage tourism. Cross reference with Historic, Cultural, and Arts action HCA 5.1	AC, CBS	OG	L, GF
Manufacturing and Food				
ED 6.10	Support growth of manufacturing businesses that add value to sustainably developed local resources..	AC, CBS	ST, OG	U
ED 6.11	Facilitate discussion on local manufacturing of small homes and/or cabins.	CBS	ST	L
ED 6.12	Support ship building and vessel construction enterprises.	CBS	OG	U
ED 6.13	Enhance local food security; support local food production.	AC, PR, CBS	ST, OG	L-M, GF
History, Culture and the Arts				
ED 6.14	Respect the intrinsic value of the mix of Tlingit, Russian and Alaskan history. Diversity creates economic opportunities.	ALL	OG	L
ED 6.15	Explore policies, programs, and design guidelines that protect historical sites and local character.	CBS	MT	L
ED 6.16	Support arts because they drive economic activity, bring in resources, enhance quality of life, strengthen cultural identity, and educate Sitkans and visitors.***			
Health Care				
ED 6.17	Leverage Sitka's position as a regional healthcare leader by focusing on efficiencies, filling specialty care gaps and preparing for increasing senior population.	AC, PR	OG	U
ED 6.18	Preserve and increase the healthcare workforce.	AC, PR	OG	U
ED 6.19	Expand availability of assisted living and long-term care in Sitka.	ALL	LT	U, GF
Education				

Number	Action	Responsible Agency	Time Frame	Capital Funds Needed
ED 6.20	Increase use of Sitka's educational campuses, facilities, faculty, assets and programs which both enrich our community and strengthen the economy.	ALL	OG	L
ED 6.21	Attract and retain young individuals and families by supporting health care, science, and ocean related research opportunities and programs. ***			
<b>ED 7</b>	<b>Objective - Respond effectively to changes in the Economic Climate</b>			
ED 7.1	Monitor economic conditions and respond accordingly to remain flexible, adaptable, and resilient.	ALL	OG	U
ED 7.2	Minimize debt. ***			
ED 7.3	Foster a positive business climate with consistent regulations, permitting, and taxes.	CBS	OG	L

## Housing

Number	Action	Responsible Agency	Time Frame	Capital Funds Needed
<b>H 1</b>	<b>Objective 1 - Increase Range of Housing and Affordability.</b>			
H 1.1	Revise zoning codes to:			
H 1.1.a	Allow Accessory Dwelling Units (ADUs) by right in more zones.	CBS	ST-MT	L
H 1.1.b	Minimize prevalence of variances by amending development standards, such as setbacks.	CBS	ST-MT	L
H 1.1.c	Reduce minimum lot sizes.	CBS	ST-MT	L
H 1.1.d	Reduce residential parking requirements.	CBS	ST-MT	L
H 1.1.e	Encourage higher density development.	CBS	ST-MT	L
H 1.1.f	Reduce aesthetic and design standards in float home regulations.	CBS	ST-MT	L
H 1.1.g	Develop or amend codes to allow tiny homes on wheels in certain zones	CBS	ST-MT	L
H 1.1.h	Allow hostels, boardinghouses, bunkhouses, and co-housing developments as a permitted use with standard conditions in residential zones.	CBS	ST-MT	L
H 1.1.i	Create clear development standards for Planned Unit Developments (PUD) and Cluster Home Subdivisions, to include density bonuses in exchange for such features as open space and inclusionary zoning.	CBS	ST-MT	L
H.1.2	Encourage and incentivize the development of permanently affordable housing.	CBS, AC	OG	U, Range
H.1.2.a	Define terms to qualify for incentives.			
H.1.2.b	Support mechanisms to increase permanently affordable homes, such as deed restrictions, targeted financing programs, and community land trusts.			
H.1.2.c	Seek or initiate sweat equity housing development programs, such as homesteading and Habitat for Humanity.			
H.1.2.d	Create an affordable housing advisory group.			
H.1.2.e	Create an affordable housing fund to offer development incentives.			
H.1.2.f	Consider requiring a range of housing options to be provided when disposing of municipal land for development.			
H.1.2.g	Increase sales tax on short-term rentals and dedicate new portion to the affordable housing fund.			
H.1.2.h	Seek grant funding to support affordable housing development.			
H.1.2.i	Develop a small lot subdivision.			
H 1.2.j	Create housing for the homeless through public-private partnerships.			

Number	Action	Responsible Agency	Time Frame	Capital Funds Needed
H 1.3	Participate in public-private collaborations to design and build developments that include a mix of housing types and target markets.	ALL	OG	H
H 1.4	Increase the number of long-term rentals.	CBS, PR, AC	OG	L
H 1.4.a	Establish an annual baseline count of the number of short-term and long-term rentals in Sitka so change can be measured.	CBS, PR, AC	OG	L
H 1.4.b	Identify a desired target number of additional long term rentals.	CBS, PR, AC	OG	L
H 1.4.c	Support housing development to meet the needs of Sitka's growing senior population.	CBS, PR, AC	OG	L
H 1.4.d	Support change to state regulations and funding that is preventing full occupancy at the Pioneer Home, a public assisted-living facility.	CBS, PR, AC	OG	L
H 1.4.e	Identify possible locations for new apartment buildings.	CBS, PR, AC	OG	L
H 1.4.f	Identify barriers to apartment building development and determine if city action can reduce or eliminate any obstacles.	CBS, PR, AC	OG	L
<b>H 2</b>	<b>Objective 2 – Promote Housing Quality.</b>			
H 2.1	Collaborate with mobile home owners and park owners to find options and incentives to encourage park upkeep in a manner that does not cause undue hardship to homeowners. Options include forming park co-ops, offering utility upgrade programs, and offering low-interest loans for park upgrades.	CBS, PR	MT	L
H 2.2	Encourage use of LEED or similar design standards by the public and private sectors.	CBS	OG	L
H 2.3	Create programs and partnerships to rehabilitate or replace substandard or unsafe housing units (e.g., small or tiny homes on wheels for certain residential areas, manufactured home parks, etc.).	CBS	MT	M-H
H 2.4	Encourage housing stock rehabilitation.	CBS	OG	U
<b>H 3</b>	<b>Objective 3 – Share Housing Information.</b>			
H 3.1	Use website and Facebook pages to host rental and home sales information. Delete or qualify	ALL	OG	L
H 3.2	Sponsor or co-sponsor annual housing fairs.	ALL	OG	L
H 3.3	Create educational materials and campaigns to encourage property owners to build accessory dwelling units (ADUs) and use the Planned Unit Development (PUD) subdivision tool.	CBS	OG	L

## Historical, Cultural, and Arts Resources

Number	Action	Responsible Agency	Time Frame	Capital Funds Needed
<b>HCA 1</b>	<b>Objective 1 – Celebrate Sitka’s Rich and Diverse Heritage.</b>			
HCA 1.1	Acknowledge and celebrate Sitka’s historic, archaeological, architectural, traditional, cultural, and scenic heritage by recognizing and preserving sites, structures, and districts with significant value.			
HCA 1.1.a	Develop, adopt, and implement a Sitka Historic Preservation Plan.			
HCA 1.1.b	Facilitate and support CLG grants to obtain National Register Historic District status for eligible districts.			
HCA 1.1.c	Coordinate and collaborate with interested parties to compile cemetery information.			
HCA 1.1.d	Integrate AHRS map into project review. **			
HCA 1.1.e	Develop a checklist to use in the planning stage of all city projects, and projects needing city approval, to integrate consideration of cultural and historic values.			
HCA 1.1.f	Consult with the adopted Sitka Historic Preservation Plan on issues and development that could affect preservation and enhancement of the unique character of downtown Sitka.			
HCA 1.1.g	The City and Borough of Sitka supports, as appropriate, efforts to: <ul style="list-style-type: none"> <li>• Return any future tribal artifact discoveries to Sitka Tribe of Alaska.</li> <li>• Support STA, BIHA, and property owners in the rehabilitation of clan houses.</li> </ul>			
HCA 1.1.h	Create a memorial and naming policy to integrate place names that are representative of Sitka’s diverse history into community facilities, services, places, and streets. <i>Cross reference with Economic Development action ED 6.7</i>			
HCA 1.1.i	Develop a Master Plan for the Katlian/ Kaagwaantaan area in collaboration with Sitka Tribe of Alaska, Alaska Native Brotherhood & Sisterhood, property owners, and local business owners, and other interested parties. <i>Refer and cross reference Land Use action LU 3.5, which includes a list of elements for the master plan, and with the Katlian Avenue Future Growth Focus Area.</i>			
<b>HCA 2</b>	<b>Objective 2 - Promote availability of funding for Historic Property Renovation.</b>			

Number	Action	Responsible Agency	Time Frame	Capital Funds Needed
HCA 2.1	Advertise historic preservation opportunities, tax incentives, and grants available to rehabilitate historic properties, sites, and within districts.	CBS	OG	L
HCA 2.2	Look for funding opportunities for downtown revitalization.	ALL	OG	L
<b>HCA 3</b>	<b>Objective 3 - Support visual and performing (V&amp;P) arts in Sitka.</b>			
HCA 3.1	Support development of pop-up shops for local vendors.	CBS, PR, AC	ST, OG	L
HCA 3.2	Encourage public art displays, when appropriate (murals, etc.).	CBS	OG	L
HCA 3.3	Develop temporary use permits that promote opportunity for V&P arts.	CBS	ST	L
HCA 3.4	Work with V&P groups and interested parties in developing community wide V&P events.	CBS. AC	OG	L
<b>HCA 4</b>	<b>Objective 4 –Fully Utilize and Market Arts Performance Facilities.</b>			
HCA 4.1	Maintain and improve community facilities where historic, cultural, and arts programming and performances occur, are taught, and where art and artifacts are archived and stored.			
HCA 4.1.a	Market and promote use of Harrigan Centennial Hall and Sitka History Museum. <i>Cross reference with Economic Development action ED 6.7</i>			
HCA 4.1.b	Market and promote the Performing Arts Center. Support agreements and public/private partnerships to diversify financial support and promote use to the highest degree.			
HCA 4.1.c	Create an historical zoning district or overlay for the Sheldon Jackson Campus allowing for a broader range of uses.			
HCA 4.1.d	Support efforts to develop a Sitka Tribal Museum.??			
<b>HCA 5</b>	<b>Objective 5 – Promote Cultural Heritage Tourism</b>			
HCA 5.1	Support cultural heritage tourism. Cross reference with Economic Development action ED 6.8.			
HCA 5.1.a	Pursue grant funding for cultural and heritage tourism advertising project (maps, guidebooks, etc.).			
HCA 5.1.b	Install interpretative/historic signage on city and other publicly owned buildings and lands.			
HCA 5.1.c	Encourage the display of interpretive signs for historic structures through zoning code provisions and other appropriate means.			

Number	Action	Responsible Agency	Time Frame	Capital Funds Needed
HCA 5.1.d	Support grants and projects that promote, protect, or educate public on historic, cultural, and arts resources/or promote heritage tourism.			
HCA 5.1.e	The City encourages public educational institutions to promote the importance of Sitka's history and historic landmarks.			

## Borough Facilities and Services

Number	Action	Responsible Agency	Time Frame	Capital Funds Needed
<b>BFS 1</b>	<b>Objective 1 – Enhance Public and Private Cooperation.</b>			
BFS 1.1	Public, private, and nonprofit providers of publicly used facilities, infrastructure, and services are encouraged to cooperate in order to efficiently and effectively enhance the economy and the enjoyment of life for the residents and visitors of Sitka.	ALL	OG	U
<b>BFS 2</b>	<b>Objective 2 – Maintain Communication, Outreach, and Notice to assure awareness of pending borough actions that are significant to community well-being.</b>			
BFS 2.1	Continue to provide easy-to-understand information and opportunities for Assembly and public discussion of Sitka’s utilities, harbors, streets, recreation, and buildings annual operations and maintenance costs and expected Capital Project needs and financing.	CBS	OG	L-M
BFS 2.2	Continue to provide public notice on pending matters and explore new opportunities to increase public awareness and involvement.	CBS	ST, OG	M
BFS 2.3	Make available copies of relevant documents prior to a meeting or event at which a hearing is to be held and a decision made.	CBS	OG	L
BFS 2.4	Maximize government to government relations between the City and Borough of Sitka and Sitka Tribe of Alaska.	CBS, AC	OG	L
BFS 2.5	Include Sitka Tribe of Alaska in City and Borough of Sitka project reviews on relevant matters.	CBS, AC	OG, ST	L
<b>BFS 3</b>	<b>Objective 3 - Develop a Capital Projects Strategic Plan.</b>			
BFS 3.1	Develop a Capital Projects Strategic Plan to provide predictable improvement and maintenance funding for CBS facilities, infrastructure, and utilities. This will assist with department planning, and provide predictable rates for home and business budgeting.	CBS	ST-MT	M
BFS 3.2	Prepare a low, medium, and high revenue forecast and use to identify 3 to 5 year capital project funding levels under each scenario for General Fund maintenance and improvements (street and sidewalk maintenance, paving, and	CBS	ST	L

	improvements; local trails, parks, ballfields and playgrounds; and city offices). For predictability and planning, consider creating a formula that links funding levels to available undesignated general fund balance and revenue.			
BFS 3.3	Continue to regularly update a list of realistic medium and long term maintenance and capital needs with costs.	CBS	LT	L
BFS 3.4	Generate funding for infrastructure development by using development review fees that are comparable to similar locales. Consider new funding mechanisms such as development impact fees, local improvement districts for system-wide problem areas, organizing a citywide storm water utility, and similar ideas.	CBS	ST-MT	L-M
BFS 3.5	Base utility rates on an equitable and true assessment of the costs to operate, maintain, and contribute to an equipment replacement fund. Periodically perform rate studies of utility fees and adjust fees as needed based on results. **			
BFS 3.6	Monitor Legislative and Congressional support for critical revenue sources and lobby for Sitka's fair share of funding (e.g. Harbor Facility Grants, School Debt Reimbursement, PERS/TRS debt support, Secure Rural Schools funding, Payment-in-lieu-of-Taxes (PILT), Federal highway funds and federal transportation legislation, funding to the Statewide Transportation Improvement Program (STIP) etc.	CBS	OG	L
BFS 3.7	Host an annual Assembly-Enterprise Fund staff/board work session to review and discuss annual operations, revenue, and capital needs.	CBS	ST, OG	L
<b>BFS 4</b>	<b>Objective 4 – Efficiency. Maximize use of existing infrastructure before building new by promoting infill. Cross reference with Land Use Objective x, and Transportation Objective x</b>			
<b>BFS 5</b>	<b>Objective 5 – Capacity. Ensure Sitka's utilities have the capacity to reliability meet the demand for water, wastewater, storm water, solid waste, and electricity.</b>			
BFS 5.1	Add a 3 <sup>rd</sup> water storage tank with at least 1.15 million gallons to ensure capacity to provide for one day of average water consumption plus maximum fire flow demand.			
BFS 5.2	Improve water pressure at higher elevations such as the Jarvis and Lance Drive areas and at high points on Sawmill Creek Road.			

BFS 5.3	Design and construct a dedicated water supply line from Blue Lake.			
BFS 5.4	Continue a systematic program to replace aging water pipe infrastructure.			
BFS 5.5	Maintain communication with ADEC and EPA to ensure 301(h) waiver for Sitka's waste water treatment remains in place.			
BFS 5.6	Continue systematic repair of wastewater collection segments in poor condition including: Jamestown Drive; Wolff Drive; Lance Drive; Princess Way, Seward Street, and Barracks Street; Tlingit Way, Marine, and Seward Streets; Observatory, Seward, and American Streets; New Archangel Sewer Upgrade; Kimsham, Tilson, and Petersen Streets; Old Harbor Mountain Road; Viking Way and Valhalla Drive			
BFS 5.7	Replace the wastewater treatment facility's HVAC and replace/upgrade the building envelope in order to extend the facility's useful life.			
BFS 5.8	<p>Inventory the following larger areas to complete the CBS storm water infrastructure inventory:</p> <p><b>NOTE: some of these may be completed</b></p> <ul style="list-style-type: none"> <li>• Mills Street and Georgeson Loop (pipe and ditch drainage system).</li> <li>• Edgecumbe drainage basin (trace and survey several large open water and pipe systems across Halibut Point Road to salt water).</li> <li>• Lake Street (near 703 Lake Street, 42-inch CMP crossing).</li> <li>• Cascade Creek Road (pipe and ditch drainage system).</li> <li>• Katlian Street and Olga Street (piped drainage system was partially mapped using infrastructure observed through photographs).</li> <li>• Lake Street and Lincoln Street (piped drainage network was drawn using as-built drawings).</li> <li>• Monastery Street, Baranof Street, Jeff Davis Street, and Park Street (piped drainage systems were drawn partially using as-built drawings, and infrastructure was observed through photographs).</li> <li>• Japonski Island (piped and open channel drainage systems).</li> </ul>			

	<ul style="list-style-type: none"> <li>• College Drive and Lincoln Street (piped drainage system).</li> <li>• Jamestown Way (piped drainage system).</li> </ul> <p>Knutson Drive and Sawmill Creek Road (piped and open channel drainage system).</p>			
BFS 5.9	Develop a one-site, one-stop consolidated recycle facility on city land for sorting, weighing, consolidating, baling, recyclable solid waste. Include updated equipment so a tighter, heavier bale can be created.			
BFS 5.10	<p>Continue systematic completion of drainage improvements in following high priority areas identified in Sitka Storm water Improvement Plan:</p> <ul style="list-style-type: none"> <li>• Hillside Subdivision Drainage System</li> <li>• Davidoff Street Drainage System to Halibut Point Road (funding now budgeted)</li> <li>• Peterson Avenue Culvert Crossing (funding now budgeted)</li> <li>• Barracks Street and Lincoln Street Drainage System Realignment (funding now budgeted)</li> <li>• Viking Way and Valhalla Drive Drainage Improvements</li> <li>• Shotgun Alley/Rands Drive/Winchester Way Drainage System</li> <li>• Tlingit Way – Install New Drainage System</li> </ul> <p>Granite Creek Road Detention and Retention Pond Improvements</p>			
<b>BFS 6</b>	<b>Objective 6 - Enhance Resilience. Use low impact design, construction, operations and maintenance techniques to reduce air, noise, and water pollution and lower the cost of operations. Cross reference with Land Use objective 9 and Transportation objective 7</b>			
BFS 6.1	Protect water supplies and watersheds from the adverse effects of development.			
BFS 6.2	Complete site identification, design and cost estimates to develop a secondary drinking water source for the community. Potential back-up sources include Starrigavan well field and Green Lake.			
BFS 6.4	Develop a 1-2 page handout for both developers and internal use on when a drainage plan is			

	required and what elements it should include in order to ensure consistent and efficient review of project development permits and construction documents.			
BFS 6.5	Increase public education and training on why and how to recycle, how consumers should sort property, and why proper sorting is important.			
<b>BFS 7</b>	<b>Objective 7 – Civic Facilities. Maintain and as feasible improve Sitka’s Civic Facilities, which contribute to resident and visitor quality of life and experience.</b>			
BFS 7.1	Ensure use and success of Sitka Public Library, Harrigan Centennial Hall, and Sitka History Museum by protecting onsite parking and ensuring land use in the immediate area is compatible.			
BSF 7.2	Institute systematic documentation of seasonal use of Sitka Public Library facilities and internet.			
BSF 7.3	Stay current on computer software, hardware, fast internet connection, and digital media subscriptions to ensure use and success of the Sitka Public Library and Harrigan Centennial Hall.			
BSF 7.4	Track the number of out-of-town attendees at conferences and other events at Harrigan Centennial Hall to better demonstrate its economic benefit.			
<b>BFS 8</b>	<b>Objective 8 – Public Safety. Provide public safety services to Sitka’s diverse community in a fair and equitable manner. This includes police, jail, fire, ambulance and EMS, search and rescue, and animal shelter services.</b>			
BFS 8.1	Plan, site, budget, and construct a multi-agency Public Safety Facility to replace police and jail at city-state building.			
BFS 8.2	Establish and fund (\$5,000/year) a public safety capital equipment fund for future major equipment purchases by the fire and police departments.			
BFS 8.3	Develop a strategy to hire additional staff to reach levels proposed in the December 2014 “General Fund Efficiency Audit & Comprehensive Management Plan” (Municipal Solutions) and as recommended by the Chief of Police. Compared to 2017 levels, this will include: A. Two fulltime employees to perform a variety of essential functions to include, Records Management, Property and Evidence			

	<p>Technician, Crime Prevention and a backup 911 Dispatcher.</p> <p>B. Three new police officer raising the authorized strength to 19. Specifically: an additional Investigator, Patrol Officer, and School Resource Officer.</p> <p>C. One Fulltime Detention Officer</p>			
BFS 8.4	Facilitate and partner to create adequate detoxification facilities for both youth and adults.			
BFS 8.5	Facilitate and partner to create an appropriate facility to house people experiencing a mental health emergency.			
BFS 8.6	Facilitate and partner to develop temporary safe housing for homeless persons.			
BFS 8.7	Facilitate and partner to create a safe, clean, and secure place for juveniles in crisis or that are under arrest.			
BFS 8.8	Facilitate and partner to achieve the following prevention and early intervention programs in order to reduce social problems in the community:			
BFS 8.8.a	Home-based detention programs.			
BFS 8.8.b	Problem Oriented Policing, which is police recognizing recurring or developing crime and safety issues, and then work with other agencies to resolve the problem.			
BFS 8.8.c	Enhanced city support for Sitka Counseling, Prevention and Treatment Services.			
BFS 8.8.d	A School Resource Officer (SRO) who works collaboratively with school personnel to prevent the victimization of school age children.			
BFS 8.8.e	Ongoing crime prevention and personal safety education, including bicycle and pedestrian safety programs for children, driver's education, and crime prevention through community and environmental design.			
BFS 8.8.f	Community wide substance abuse education and improved access to treatment programs.			
BFS 8.8.g	Comprehensive, integrated health education curriculum in the public schools.			
BFS 8.8.h	Coordinated domestic abuse prevention and intervention systems.			
<b>BFS 9</b>	<b>Objective 9 - Educational Excellence. Recognize the link between excellent youth and adult education, a strong economy and workforce, and quality of life.</b>			

BFS 9.1	Strive to fund the Sitka School District “to the cap” (maximum the state allows) as well as to fund items “outside the cap” but that make important contributions to both schools and the community.			
BFS 9.2	Continue to provide diverse and strong educational offerings through partnerships among the Sitka School District, Mt. Edgecumbe School District, Sitka Arts Council, Sitka Fine Arts Camp, Sitka Sound Science Center, Sitka Tribe of Alaska, UAS, and others.			

## Transportation

Number	Action	Responsible Agency	Time Frame	Capital Funds Needed
<b>T 1</b>	<b>Objective 1 - Maintain and improve Sitka's air-based transit infrastructure.</b>			
T 1.1	Position the Sitka Airport to be a productive regional hub for passenger and freight services. <i>Cross reference with action ED 5.2</i>			
T 1.1.a	Develop more lease lots to address economic and transportation needs and demand.			
T 1.1.b	Expand the airport terminal to address safety and operational deficiencies and meet current and future passenger and business demands.			
<b>T 2</b>	<b>Objective 2- Maintain and improve Sitka's water-based transit infrastructure.</b>			
T 2.1	Maintain quality harbor and port facilities and services to support marine commerce and accommodate the needs of the commercial and charter fleets, recreational vessels, transient boats, seaplanes, and cruise ship tenders.			
T 2.1.a	Develop a sustainable funding strategy to meet harbors and port maintenance and capital improvement needs.			
T 2.1.b	Provide predictable harbor rates to assist with business and home budgeting.			
T 2.1.c	Replace Sitka's deteriorating seaplane base to maintain the economic and transportation benefits Sitka residents, businesses, and visitors depend upon. <i>Cross reference with PTR 3.8</i>			
T 2.1.d	Increase visitor/transient vessels by installing security at lightering facility under O'Connell Bridge and by more aggressive marketing of Sitka's facilities and amenities. <b>CHECK WITH STAN</b>			
T 2.1.e	Identify options and costs to accommodate the 200+ vessels on the harbor moorage waitlist, which if moored permanently would generate an estimated \$100,000-\$350,000 in revenue annually. <b>CHECK WITH STAN</b>			
T 2.1.f	Perform critical repairs on the city's bulkhead port wall.			

Number	Action	Responsible Agency	Time Frame	Capital Funds Needed
T 2.1.g	Develop a Marine Center at Gary Paxton Industrial Park to support Sitka's fishing and marine transportation fleets and businesses. <i>Cross reference with ED 6.3</i>			
T 2.1.h	Given the GPIIP drive-down, powered, floating work ramp with transient moorage, conduct joint planning between the city Harbor Commission, city Docks and Harbor staff, and the GPIIP board and staff on efficient use and development for city ports and harbors, GPIIP, and the Marine Service Center.			
T 2.1.i	Identify a schedule for future infrastructure investment needed to support growth of maritime industries and businesses as well as provide moorage for Sitka's permanent and transient vessel fleets. <i>Cross reference with action ED 6.4</i>			
T 2.1.j	Urge business or community organizations (e.g. Southeast Conference, Alaska Municipal League, Chamber of Commerce) to conduct a review of transshipment rates to Southeast Alaska's hub cities (Juneau, Ketchikan, and Sitka), and between villages and hub cities. Identify opportunities to reduce rates (e.g. consolidators, coordination, facility improvements, competition, other).			
T 2.1.k	Investigate whether a Port Authority to manage Sitka's harbors, airport, the Gary Paxton Industrial Park, the Marine Service Center, and specific municipally owned waterfront parcels would be a more responsive and efficient management structure.			
T 2.1.l	Set a fiscally appropriate fee structure at the Baranof Warm Springs dock.			
<b>T 3</b>	<b>Objective 3 - Maintain and improve Sitka's land-based transit infrastructure, such as streets and sidewalks.</b>			
T 3.1	Develop a funding formula that allocates a predictable annual baseline amount for street system capital projects that Sitka can maintain. The formula should identify factors that would allow funding above the baseline.			
T 3.2	Articulate criteria to prioritize street network maintenance and improvements. Also, identify			

Number	Action	Responsible Agency	Time Frame	Capital Funds Needed
	if there are road segments that do not need pavement, or less frequent paving.			
T 3.3	Reduce road wear and tear and enhance pedestrian and bicyclist safety by lowering the speed limit from 25 to 20 miles per hour on streets without sidewalks, in denser residential areas, and through downtown.	CBS	MT	L
T 3.4	Encourage increased use of public transit in order to reduce wear and tear on roads.			
T 3.5	Monitor Legislative and Congressional support for critical revenue sources and lobby for Sitka's fair share of funding. <i>Cross reference with BFS 3.6</i>	CBS	OG	L
<b>T 4</b>	<b>Objective 4 – Efficiency. Maximize use of existing infrastructure before building new.</b> <i>Cross reference with Land Use objective 8 and Borough Facilities and Services objective 4.</i>			
T 4.1	Maximize development along existing roads and utility lines.	CBS	OG	L
T.4.1.a	Support high density residential and mixed use development along transit routes.			
T 4.2	Make efficient use of existing infrastructure and reduce vehicle miles traveled through use of cluster and nodal zoning.	CBS	LT	L
T 4.3	Require a fair share of infrastructure and service costs be borne by developers to account for increased public costs linked to private development through such structures as impact fees, local improvement districts, and service areas. Amend development standards and fees as needed to implement.	CBS	MT	L
<b>T 5</b>	<b>Objective 5 - Adopt and implement a Sitka Complete Streets policy. Reword – this sounds like an action</b>			
T 5.1	Use Context Sensitive Design for street improvements, recognizing that streets are an important part of Sitka's public and civic realm.	CBS, AK, US	OG	H
T 5.2	Adopt a Complete Streets policy which will help achieve a healthy resilient community with safer and more useable streets, sidewalks, and multi-modal transportation options for all users including drivers, bikers, and pedestrians of all abilities.			

Number	Action	Responsible Agency	Time Frame	Capital Funds Needed
T 5.3	Create a memorial and naming policy to integrate place names that are representative of Sitka's diverse history into community facilities, services, places, and streets. <i>Cross reference with HCA 1.1.h</i>	CBS	ST	L
T 5.4	Continue to systematically implement the 2003 Sitka Nonmotorized Transportation Plan. **	CBS		
T 5.5	Design and construct bicycle and pedestrian facilities to minimize conflicts between transportation modes.	CBS, AK, US	OG	M-H, GF
T 5.6	Maintain and improve Sitka's walking and biking transportation routes.	CBS, AK, US	OG	H
T 5.6.a	Identify criteria to prioritize walking/biking route improvements; for example most-used routes to schools, filling in network gaps, those that connect residential areas with schools and employment centers, and access to the Cross Trail.			
T 5.6.b	Develop a walking/biking path from Moller Park to Lake Street.			
T 5.6.c	Urge the State of Alaska to develop multi-use pathways along Halibut Point Road and Sawmill Creek Road, from Katlian Bay to Herring Cove.			
T 5.6.d	Separate by curbs or green space whenever feasible.			
T 5.6.e	Support a pedestrian/bicycle underpass at the Indian River Bridge.			
T 5.7	Initiate periodic bicycle and pedestrian counts, using the National Bicycle and Pedestrian Documentation project methodology to assist with planning and prioritizing improvements and strengthen funding requests.	CBS	ST	L
T 5.8	Improve gravel and snow removal on road shoulders, sidewalks, and bike paths to permit safe use by pedestrians and cyclists.			
T 5.9	Keep painted lines and signage in good repair. Consider initiating a neighborhood-city partnership for sidewalk/path maintenance.			
T 5.10	Through partnerships, provide regular education and information about safe bicycle and pedestrian practices for cyclists, walkers, and motorists.			

Number	Action	Responsible Agency	Time Frame	Capital Funds Needed
T 5.11	Through partnerships, establish and promote a program for reporting of, and responding to, bicycle and pedestrian hazards.			
T 5.12	Ensure safe visibility at intersections; update code as needed to accomplish. **			
T 5.13	Revise parking requirements to set standards for bicycle parking spaces and use as part of development parking equations. Require bicycle parking at new multifamily residential, commercial, recreational, and public facilities.	CBS	LT	H, GF
T 5.14	Install covered bicycle parking at all city buildings and parks.			
T 5.15	Support programs to increase the number of bicyclists using transit.	CBS, AT	ST, OG	L
T 5.16	Advocate for the installation of electronic speed limit signs for Halibut Point Road north of Seamart to reduce speeding.	CBS	OG	L
T 5.17	Pursue grants to make transportation infrastructure safer, including but not limited to the federal Highway Safety Improvement Program. **			
T 5.18	Continue timely maintenance and repair of sidewalks, complying with the Americans with Disabilities Act (ADA).			
<b>T 6</b>	<b>Objective 6 - Support and promote public transit.</b>			
T 6.1	The City and Borough of Sitka will regularly participate in coalition meetings to develop, manage, and fund Sitka's public transit system. This will ensure that Sitka receives its fair share of public transit operational and capital funding from state and federal agencies.	CBS	OG	L-M
T 6.2	Strive to provide Saturday public transit service and longer weekday hours.	AC	MT	M
<b>T 7</b>	<b>Objective 7- Implement an evidence-based parking strategy.</b>			
T 7.1	Conduct a downtown parking inventory and periodic use counts.	CBS	ST	L
T 7.2	Explore reducing parking requirements for Accessory Dwelling Units and multifamily housing.			
T 7.3	Explore reducing parking requirements for areas close to downtown to encourage walkability, denser development, and			

Number	Action	Responsible Agency	Time Frame	Capital Funds Needed
	pedestrian oriented development versus car-centric oriented development.			
T 7.4	Study and adopt parking mechanisms that promote and encourage efficient use of existing parking facilities to best meet demand as indicated by local data.			
<b>T 8</b>	<b>Objective 8 - Enhance Resilience.</b> <i>Cross reference with Land Use objective 9 and Borough Facilities &amp; Services objective 6</i>			
T 8.1	Use low impact design, construction, operations and maintenance techniques to reduce air, noise, and water pollution and lower the cost of operations. <b>Private or gov?</b>			
T 8.2	Where possible design, build, and maintain vegetation and use bio-swales, wetlands, permeable concrete and similar techniques to reduce storm water runoff and filter pollutants. Consider these during development project reviews as conditions of approval.			
T 8.3	Consider changes to minor and major subdivision standards for road and utility construction to incorporate items listed above, weigh higher construction cost against reduced life cycle costs.			
T 8.4	Maintain Sitka's Clean Harbors certification.			

## Parks, Trails, and Recreation

Number	Action	Responsible Agency	Time Frame	Capital Funds Needed
<b>PTR 1</b>	<b>Objective 1 – Maintenance is Top Priority.</b>			
PTR 1.1	Maintaining existing parks, trails, fields, and recreation facilities is a higher priority than building new.	CBS	OG	L-H
<b>PTR 2</b>	<b>Objective 2 – Access for all Abilities to Recreation Facilities and Programming</b>			
PTR 2.1	Design and operate recreation programs and facilities to accommodate the interests of all ages, abilities, and income levels.	CBS, AK, US	OG	L-H
PTR 2.1.a	Existing facilities should be modified where feasible to provide access to persons of various ages, abilities, and income levels.			
PTR 2.1.b	Install physical fitness stations at parks.			
PTR 2.1.c	Maintain open space.			
PTR 2.1.e	Maintain existing and add more dog parks.			
PTR 2.1.f	Maintain small pocket parks/green space in neighborhoods and encourage more.			
PTR 2.1.g	Allow community gardens in undeveloped municipal park space.			
PTR 2.1.h	Ensure sufficient parking at locations regularly used for on and offloading and riding snow machines, ATVs, and motorcycles.***			
<b>PTR 3</b>	<b>Objective 3 - Coordinate and communicate regularly with recreation providers about funding, programming, and maintenance. Parties to include the City and Borough of Sitka, Sitka and Mt. Edgecumbe School Districts, state and federal agencies, Sitka Tribe of Alaska, and local non-profits, clubs, and businesses.</b>			
PTR 3.1	Collaborate and seek service efficiencies to keep parks, trails, and recreation sites safe, useable, and well-landscaped. Think creatively.	ALL	OG	L
PTR 3.2	Advocate for State Parks to resume management of the state parks and marine state parks located in the City and Borough of Sitka.	CBS	OG	L
PTR 3.3	Advocate for protection of remote areas for dispersed and wilderness recreation, subsistence access, and to maintain remote cabins, hiking trails, and mooring buoys.	CBS	OG	L
PTR 3.4	Promote new recreation opportunities at Katlian Bay.	AK, US	ST	L
PTR 3.5	Advocate and coordinate among Mt. Edgecumbe High School, State of Alaska, the Sitka School District, Barracuda Swim Club, the Sitka Trooper Academy, healthcare providers, and the US Coast Guard to identify sustainable operations funding for the Mt. Edgecumbe Aquatic Center.	ALL	ST	L

Number	Action	Responsible Agency	Time Frame	Capital Funds Needed
PTR 3.6	Collaborate with federal, state, and private entities to ensure provision of appropriate types and quantities of camping facilities.	CBS, AK, US	OG	L
PTR 3.7	Maintain public access to Sitka's remote recreation areas via City and Borough of Sitka's boat launches and fishing piers, harbors, and the seaplane base.	CBS	OG	L-H
PTR 3.8	Pursue funding and grant opportunities for development of a new seaplane base. <i>Cross reference with T 2.1.c</i>	CBS	OG	L, GF
PTR 3.9	Support interagency cooperation to maintain, fund, and improve saltwater and freshwater access facilities (from boat launches and to old log haul outs) and recreation sites including shoreside picnic areas, shelters, and parks (especially near harbors and other public facilities).	ALL	OG	L-H
PTR 3.10	Maintain municipal ownership of waterfront land and tidelands. <i>Cross reference with LU 1.7</i>	CBS	OG	L
<b>PTR 4</b>	<b>Objective 4 – High Value on Recreation. Acknowledge the high value Sitkans place on recreation when budgeting for operations and maintenance of city-owned recreation facilities and assets, public trees, and landscaping.</b>			
PTR 4.1	Identify which budget items are part of recreation spending and annually report on the percentage of the city's general fund and capital project spending that is for recreation.	CBS	OG	L
<b>PTR 5</b>	<b>Objective 5 - Recognize the high use of Sitka Trails both for recreation and as secondary routes.</b>			
PTR 5.1	Continue to implement the 2003 Sitka Trail Plan and maintain an interagency Memorandum of Understanding.	ALL	OG	L, GF
PTR 5.2	Support Sitka Trail Works trail maintenance and trail expansions.	CBS	OG	L
PTR 5.3	As subdivision and platting in Sitka occurs, retain rights-of-way, trail access, and easements to provide future access to trails, recreation, and open space. <i>Cross reference with LU 7.5</i>	CBS	ST, OG	L
<b>PTR 6</b>	<b>Objective 6 - Expand and facilitate community use of park, trail, and recreation.</b>			
PTR 6.1	Expand recreation-related commercial uses and economic opportunities at certain park, trail, and recreation facilities. Specify recreation facilities where this is encouraged.	CBS	MT	L
PTR 6.2	Encourage food and recreation-oriented vendors to locate and lease/rent in parks and on city land (e.g. canoe, paddle boat, and kayak rentals; fishing pole and skate rentals; pop-up food vendors and food trucks, etc.).	CBS	MT	L
PTR 6.3	Develop Use Permits for parks, trails, and recreational assets to encourage, promote, and expand enjoyment and promote recreation as a builder of healthy communities. Use Permits may include vending, food, music, sport clubs, visual and	CBS	ST	L

Number	Action	Responsible Agency	Time Frame	Capital Funds Needed
	performing arts, education, and other business or nonprofit community missions or projects.			
PTR 6.4	Increase revenue generated by commercial and non-profit use of parks, trails and recreation facilities. Collect fees or in-lieu-of fees, identifying maintenance requirements for commercial use of parks, trails, and recreational facilities.	CBS	ST	L
PTR 6.5	Support efforts by the Sitka School District to jointly develop school-park sites to meet both neighborhood and school recreation needs.	CBS	MT-LT	M-H

## Land Use and Future Growth

Number	Action	Responsible Agency	Time Frame	Capital Funds Needed
<b>LU 1</b>	<b>Objective - Strategically Manage Municipal Land</b>			
LU 1.1	Prepare a Municipal Land Management Plan to: Include an inventory of municipal land and make recommendations to retain, lease or dispose.	CBS	MT-LT	M
LU 1.1.a	Provide for an adequate supply of land to meet community needs.	CBS	MT-LT	M
LU 1.1.b	Consider social, cultural, environmental, and economic factors to support decisions to retain or dispose of land.	CBS	MT-LT	M
LU 1.1.c	Prioritize acquisition of state lands adjacent to road system, such as Millersville on Japonski Island, North Indian River area, Starrigavan/Katlian Bay, and Seward Avenue.	CBS	MT-LT	M
LU 1.1.d	Outline a process for the annual selection of parcels available for sale and lease. Disposal methods may include competitive bid, lottery, and donation for causes to benefit the public at large.	CBS	MT-LT	M
LU 1.1.e	Protect and retain tidelands and prime waterfront locations in municipal ownership. <i>Cross reference with Parks, Trails and Recreation action PTR 3.7</i>	CBS	MT-LT	M
LU 1.1.f	Require dedication of land for conservation, public and community utilities or facilities, and recreational and open space opportunities in new development areas.	CBS	MT-LT	M
<b>LU 2</b>	<b>Objective - Maintain downtown's Central Business District (CBD) compact, walkable, charm.</b>			
LU 2.1	Promote multi-story development in the CBD with retail and commercial uses on lower floors and residential or office uses upstairs.	CBS	OG	L
LU 2.2	Encourage light commercial uses, dining, accommodations, public open space, nightlife, and other community events in the CBD through place-making, private and public partnerships, and financial incentives (e.g. community block grants, rehabilitation grants, tax credits or abatements for certain periods of time, and reduction in permit fees).	CBS	MT	L
LU 2.3	Use regulatory change, private and public partnerships, and financial incentives to promote	CBS, AC, PR	MT, OG	L

Number	Action	Responsible Agency	Time Frame	Capital Funds Needed
	housing development in the CBD and greater downtown (see future growth focus areas).			
<b>LU 3</b>	<b>Objective - Development in Greater Downtown and Beyond (refer to Future Growth Focus Areas)</b>			
LU 3.1	Support light commercial-professional services development along Halibut Point Road and Lake Street, from Marine Street to DeGross Street.	CBS	MT	L
LU 3.2	In the former Sheldon Jackson College campus area, encourage uses that support Sitka's education, arts, and sciences economy, while preserving and enhancing the historic character.	CBS	ST, OG	L
LU 3.3	Promote 2-3 story townhomes and multi-family homes along Marine Street to encourage higher density.	CBS	ST	L
LU 3.4	Encourage multi-family higher density mixed use along Seward Street.	CBS	ST	L
LU 3.5	Develop a Master Plan for the Katlian/ Kaagwaantaan area in collaboration with Sitka Tribe of Alaska, Alaska Native Brotherhood & Sisterhood, property owners, local business owners, and other interested parties. <i>Cross reference with Historic, Cultural, and Arts Resources action HCA 1.10 and the Katlian Avenue Future Growth Focus Area.</i> Elements may include: <ul style="list-style-type: none"> <li>A. Recognition and celebration of area cultural and historic resources including interpretive signage, and rehabilitation of some historic structures</li> <li>B. Promoting mixed-use development along Katlian Avenue (commercial on 1st floor, residential in 2-3rd stories)</li> <li>C. High value to connectivity, walkability, and enhancing pedestrian use while allowing slow moving commercial and industrial vehicles</li> <li>D. Phase III of the seawalk (from Totem Square to Siginaka Way)</li> <li>E. Discrete places to reconnect Sitka Indian Village with the waterfront.</li> <li>F. Identification of code changes, discrete development projects, and public infrastructure improvements needed to implement Master Plan</li> </ul>	ALL	LT	M
<b>LU 4</b>	<b>Objective - Promote Social Interaction</b>			

Number	Action	Responsible Agency	Time Frame	Capital Funds Needed
LU 4.1	Promote social connectedness through activities in public spaces, development of a series of small destinations connected by a network of quality sidewalks, bike lanes, multi-use paths, meeting places and social nooks along paths and playgrounds. <i>Cross reference with action LU 7.5 and T 7.X</i>	ALL	MT	L
LU 4.2	Identify existing multi-modal transportation options, and plan for connection of gaps between key segments and centrally located districts/areas.	ALL	MT	L
LU 4.3	Land use planning and actions will consider and help implement the aspects of other approved plans that promote social interaction and community connectivity.	CBS	OG	L
<b>LU 5</b>	<b>Objective– Maintain Environmental Quality</b>			
LU 5.1	Maintain clean air, water, and soil to support healthy flora and fauna populations.	ALL	OG	L-H
LU 5.2	Create design and development standards that incentivize green building materials and techniques, and other low impact design features such as LEED. <b>CROSSREFERENCE</b>	CBS	MT	M
LU 5.3	Preserve natural resources through conservation easements, conditions placed on developments, and designation of open space districts.	CBS	ST	L
LU 5.4	Protect scenic resources including viewsheds. <b>ELABORATE</b>	CBS		
<b>LU 6</b>	<b>Objective 6 – Prevent Incompatible Land Use</b>			
LU 6.1	Transition to more harmonious land use in the Price/Smith Street area and Granite Creek-No Name Mountain area. Use zoning map amendments, buffers, screening, setbacks, density, sidewalk development, and transitional zoning, while attempting to remove spot zoning. <i>Refer to and implement Future Growth Focus Areas.</i>	CBS	LT	L
LU 6.2	Prevent future incompatible land use by recognizing that light commercial and heavy commercial land uses have different impacts and manage land accordingly.	CBS	MT	L
LU 6.3	Prevent future incompatible land use by reducing residential use in heavy commercial and industrial areas.	CBS	MT	L
<b>LU 7</b>	<b>Objective - Strategically Plan for Future Growth</b>			
LU 7.1	Establish desired future growth patterns and zoning for all developable land in the borough.	CBS, AK, US	MT-LT	M

Number	Action	Responsible Agency	Time Frame	Capital Funds Needed
LU 7.2	Establish a purposeful holding zone with limited uses allowed.	CBS	ST	L
LU 7.3	Identify areas for infill and redevelopment.	CBS	ST, OG	L
LU 7.4	Maintain an inventory of vacant land.	CBS	ST, OG	L
LU 7.5	Seek funding, partnerships, financial incentives (grants, loans, rehabilitation tax credits, tax breaks, etc.) to rehabilitate and revitalize neighborhoods and accomplish Future Growth Focus Area and master plan concepts.	ALL	MT-LT	M, GF
LU 7.6	Periodically review purposes of variance requests to determine if changes to zoning or subdivision codes are warranted to eliminate need for variances.	CBS	ST	L
LU 7.7	Plan for technology-heavy industry and businesses. **			
LU 7.8	Review zoning code to explore changes to allow urban horticultural and agricultural uses more broadly in existing zoning districts.	CBS	ST	L
<b>LU 8</b>	<b>Objective 8 – Efficiency. Maximize use of existing infrastructure before building new. Cross reference with Transportation objective 8 and Borough Facilities &amp; Services objective 4.</b>			
LU 8.1	Maximize development along existing roads and utility lines. Use Local Improvement Districts (LIDs) for new infrastructure. Match Cross Reference			
LU 8.2	Support high density residential and mixed use development along transit routes.			
LU 8.3	Amend development standards to promote affordable development including increasing height, decreasing minimum lot size and width, establishing lot and structure maximums in specific zones, and reducing parking requirements as appropriate.			
LU 8.4	Cluster and nodal zoning should be developed to make efficient use of existing infrastructure and reduce vehicle miles traveled.			
LU 8.5	Require a fair share of costs be borne by developers to account for increased public costs linked to private development. An exaction or impact fee could be for utility infrastructure; a road, sidewalk, or multi-use path improvement; public and community facilities; or open space. Amend development standards and fees as needed to implement.			

Number	Action	Responsible Agency	Time Frame	Capital Funds Needed
<b>LU 9</b>	<b>Objective 9 - Enhance Resilience.</b> Enhancing resilience is multi-faceted. Actions to enhance resilience are found in chapters on economic development, housing, transportation, borough facilities and services, and historic, cultural and arts resources. Actions here focus on the natural environment. <i>Cross reference with Borough Facilities &amp; Services objective 6 and Transportation objective 7</i>			
LU 9.1	Use low impact design, construction, operations and maintenance techniques to reduce air, noise, and water pollution and lower the cost of operations.			
LU 9.2	Maintain an up-to-date Hazard Mitigation Plan that identifies response plans for a variety of disasters and emergencies such as earthquake, tsunami, flood, landslide, and other emergencies.	CBS, AK, US	ST, OG	L, GF
LU 9.3	Anticipate and provide for changes in sea level along waterfront as well as increased frequency/severity of storms.	ALL	MT, OG	L-H
LU 9.4	Support geotechnical assessment and mapping of landslide and mass wasting hazards and determine whether this information should be included in GIS and other land management tools. **			
LU 9.5	Consider how to best address development in moderate to high risk areas via means such as increased geotechnical analysis, mitigation, and other risk allocation or mitigation measures.			
LU 9.6	Identify and disseminate public information resources to assist the public in knowing to the best degree possible the existing risks associated with potential hazards or events that may increase the probability of an occurrence.	ALL	OG	L
<b>LU 10</b>	<b>Objective - Special Focus on Waterfront</b>			
LU 10.1	Protect the working waterfront for marine-dependent industrial and commercial uses and harbors.	ALL	OG	L
LU 10.2	Provide for public waterfront access, enjoyment, and the ocean views that define Sitka's sense of place.			
LU 10.3	Limit non-water dependent uses along key waterfront locations.			