

# Growing Local Economies and Strategic Land Use Planning

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# What is a Master Plan:

A dynamic long-term planning document that provides a conceptual layout to guide future growth and development

# Benefits of Master Planning:

- Allows highest and best use of resources (land, funding, management, facilities)
- Creates a long-term vision with implementation strategies
- Through community consensus and plan adoption becomes a funding tool

# The Process:

- Site inventory
- Programming
- Plan development (alternatives)
- Plan refinement (final plan)
- Construction costs
- Implementation plan
- Adoption

# Including Economics:

- Site inventory
- Economic trends and opportunities
- Programming
- Plan development (alternatives)
- Economic analysis
- Plan refinement (final plan)
- Construction costs
- Implementation plan
- Economic benefits
- Adoption

# Why Include Economics:

- Understand local and regional needs and trends
- Identify community benefits (revenue generation, job creation, other benefits)
- Rate of return on capital investments
- Support master planning effort resulting in strategic land use planning
- Grow local economy

# Two Projects:

- Wrangell Waterfront Master Plan
- Taku Dock to Marine Park Urban Design Plan

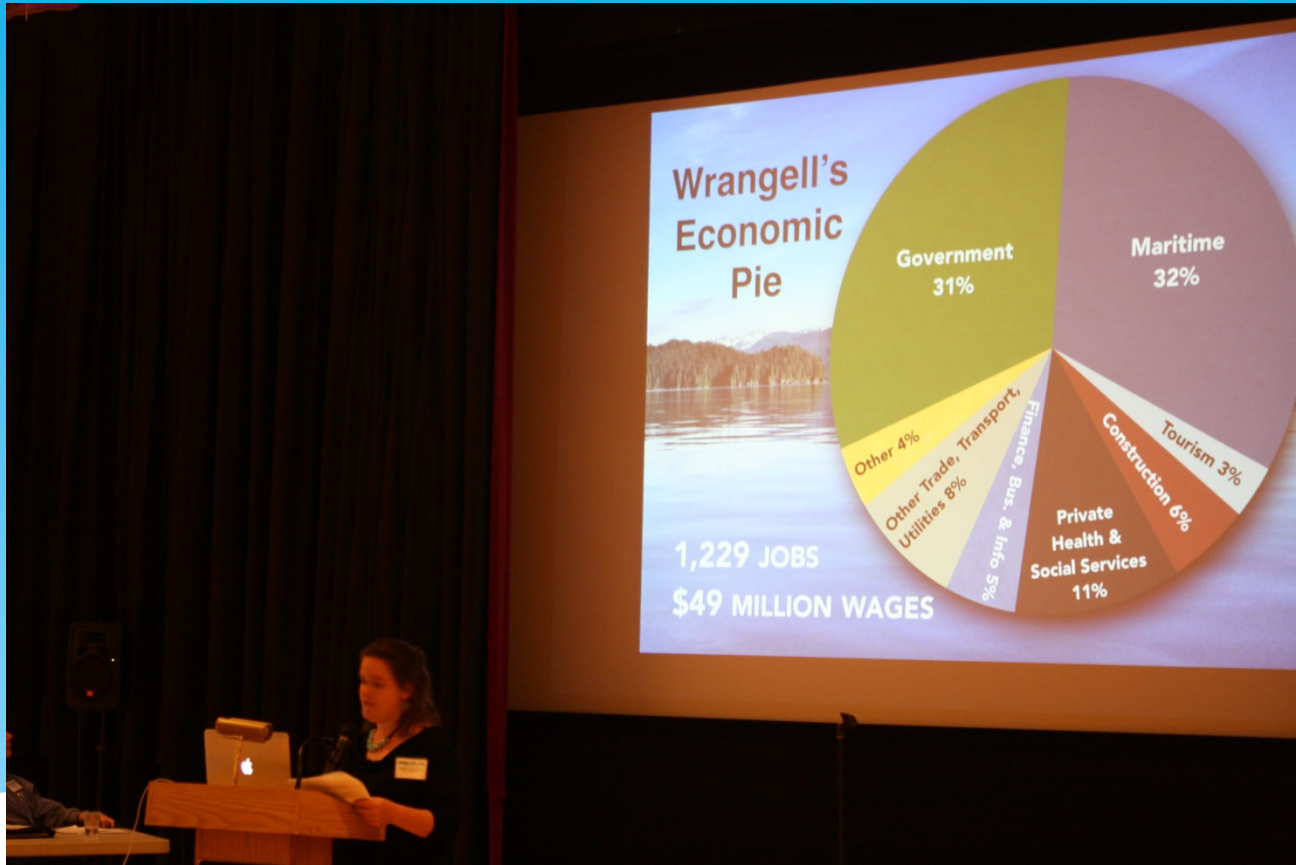
# Extensive public process



# Building consensus



# Economic analysis



# Open studio sessions



# Summary

## Executive Summary

The Preferred Wrangell Waterfront Master Plan is a four-phased approach to enhancing the Wrangell downtown waterfront area for several key user groups, including the Marine Service Center, the Nolan Center, the visitors industry, local businesses, and Wrangell residents. The plan includes actions that can occur immediately to incorporating aspects of a much longer-term vision.

- **Phase I - Immediate-term:** Expansion of the Marine Service Center. Nolan Center open space reconfiguration. (\$4.8 million)
- **Phase II - Short-term:** Development of an elevated Waterfront Heritage Walk. Create access to a natural beach. (\$3.7 million)
- **Phase III - Mid-term:** Construction of a pier and net shed adjacent to the Nolan Center. (\$2.8 million)
- **Phase IV - Long-term:** Creation of Wrangell Gateway Park following freight yard relocation. (\$4 million)

This plan was developed through the input of more than 100 Wrangell stakeholders and residents throughout four community workshops, two three-day open house events,

integrated design charrettes, stakeholder meetings, and intensive public outreach over a three month period.

All phases of the Plan will cost an estimated \$15.3 million to develop. An analysis of Wrangell's economic indicators and various elements of the waterfront plan, the development of the facilities into the master plan expected to attract an additional \$1.2 to \$2.0 million in increased economic activity to Wrangell on an annual basis.



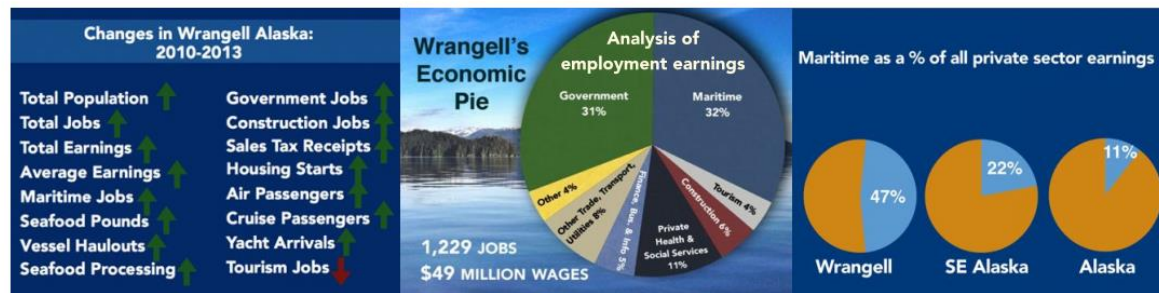
# Analysis

Today, Wrangell is one of Southeast Alaska's fastest growing communities. With some of the lowest electrical rates in the State, the highest school district test scores, a reemerging visitors industry, and a high level of entrepreneurship (nearly a third of all workers are self-employed), Wrangell continues to move in a positive direction.

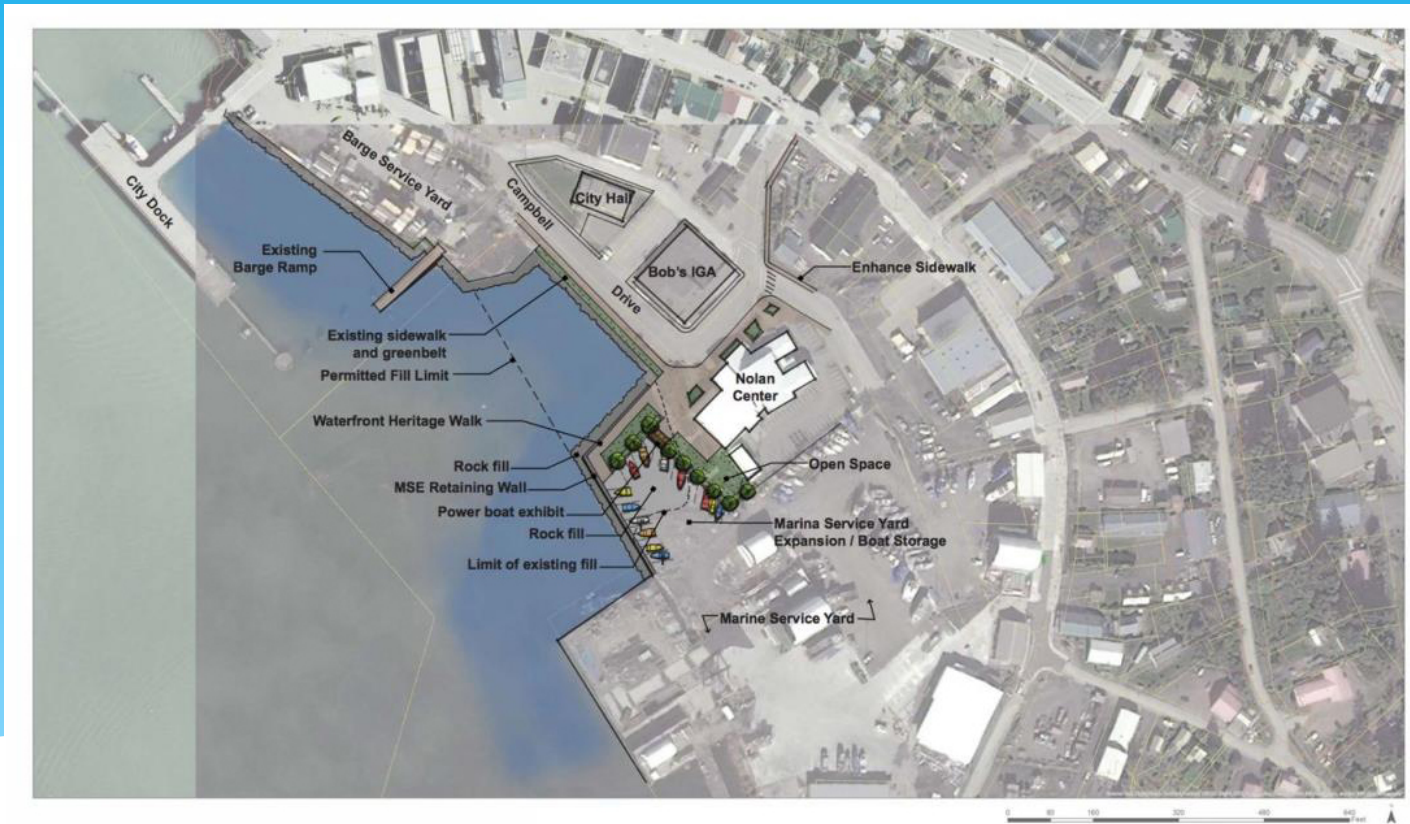
The analysis of Wrangell's economic indicators showed that the economic tide of the community turned in 2006, and between 2010 and 2013, nearly every economic indicator was up. In that period, population increased by 4%, jobs increased by 6%, total workforce earnings increased by 15%, total seafood pounds landed increased by 79%, sales tax receipts increased by 13%, and passenger arrivals increased by 23%.

Altogether, there were 1,229 jobs in Wrangell in 2013 with \$49 million in associated wages. This pie chart looks at the local economy in terms of wages. In 2013, maritime related wages (mostly the seafood industry) accounted for nearly a third of all workforce earnings, and accounted for more income than all government jobs combined.

The waterfront is clearly critical to Wrangell's economy. The Wrangell maritime sector (mostly seafood industry related) directly accounts for 47% of all employment-related income in Wrangell's private sector. In Southeast Alaska - maritime accounts for 22% of all employment earnings, while in Alaska as a whole - it accounts for 11% of the private sector earnings. While this is substantial, it is less than a quarter of Wrangell's percentage.



# Phase 1



Wrangell Waterfront Master Plan - Preferred  
PHASE 1



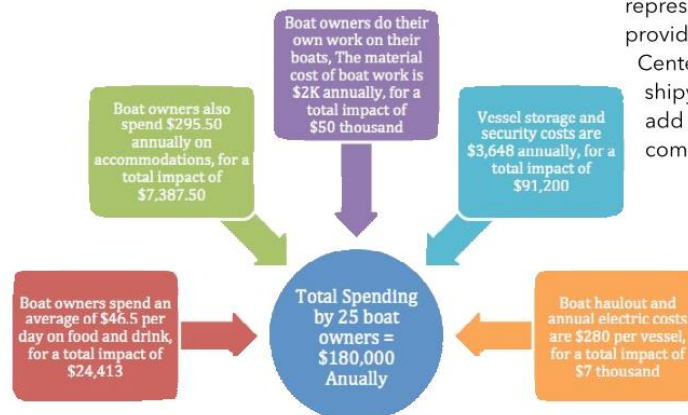
# Phase 1: Analysis

## Average Total Spending: Boat Owners Storing Vessels in the Wrangell Marine Service Center, Annually

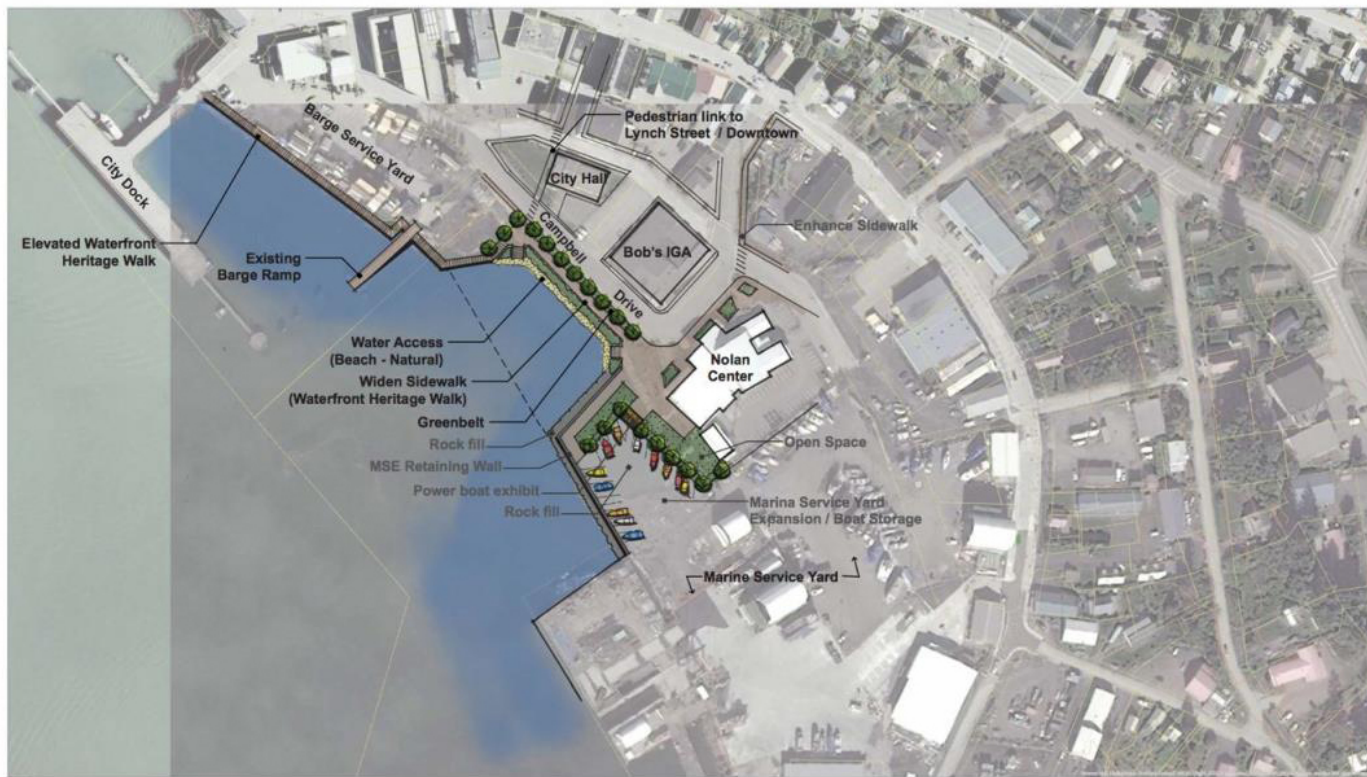
Spending Category	Annual Expenditures
Supplies	\$2,000
Storage	\$1,248
Hauling	\$60
Electricity	\$240
Vessel Security	\$2,400
Food & Beverages	\$975.50
Accommodations	\$295.50
<b>Total cost per person per year</b>	<b>\$7,200</b>
<b>Income generated by 25 boats annually</b>	<b>\$180,000</b>

A second possibility is that the new area developed under the Wrangell Waterfront Plan in the Marine Service Center will create new space for 10 new boats to be stored, as well as opening up 10 new service stations. Assuming each service station generates \$10,000 in annual work (including time and materials) this option would create \$100 thousand in economic activity associate with the new workstations, as well as \$72 thousand through spending by boat owners in conjunction with boat storage for 10 boats. Altogether this option would create \$172 thousand in economic activity in Wrangell on an annual basis.

In addition, expansion of the Marine Service Center represents an opportunity gain for the community. It provides the ability for the Wrangell Marine Service Center to continue to grow, in turn permitting the shipyard to continue to to be able to attract talent, add employees, and to be an economic engine of the community.



# Phase 2



Wrangell Waterfront Master Plan - Preferred  
PHASE 2



# Phase 2: Sketches

## *Water Access to Natural Beach*

Landscaping would enhance this segment and pedestrian access provided to the adjacent waterfront through a series of stairs or ramps. While a majority of Wrangell's downtown waterfront is structured as a barrier for practical and safety reasons, the project location would provide a natural beach setting connecting the public access from the park/walkway edge to the water.

The existing armor rock environment would be enhanced through restoration of the waterfront to a natural beach (while maintain the needed engineered armored slope) that could be used by the public during mid-level and low tides. Access to the water's edge would allow for many enjoyable activities.



**Sitka Seawalk: The proposed Wrangell Heritage Walk will have a similar look and feel.**



## **Beach Access**



# Phase 2: Analysis

## Economic Impact of developing Gateway Park and Heritage Seawalk

By improving the attractiveness and pedestrian access to the waterfront, Wrangell will also be able to attract additional visitors to the community. Moreover, the commercial buildings planned in Gateway Park as part of the Waterfront Plan would bring additional visitor products and options to arriving tourists. While it is difficult to determine the total potential of this change, the below analysis assumes that this dramatic change to the waterfront will grow the visitor industry by 35%. However, some local businesses feel that this is a conservative number, and should be 50% higher or more.

Between 2011 and 2014, the number of summer tourists to Wrangell grew by 26% as the national recession has begun to abate, reversing an earlier decline on tourism. This trend is expected to continue. Assuming the number of visitors arriving in Wrangell continues to increase by 19% over current levels, a 35% increase over those levels, the new waterfront development would attract an additional 6,140 tourists to Wrangell each year.

Not only would more visitors be attracted, but they would have more spending opportunities. Assuming that the new businesses in Gateway Park would cause each visitor to spend \$25 more per person per trip, an

annual impact of \$1.8 million in visitor spending would be expected (excluding inflation).

### Assumption 1: 35% New Summer Visitors to Wrangell Attracted by Gateway Park and Heritage Seawalk Development

Visitor Type	New Visitors Attracted	New Annual Expenditures
<b>Total New Visitors</b>	<b>6,140</b>	<b>\$1.8 million</b>
Cruise Passengers	3,500	\$498,000
Yachters	546	\$141,000
Visitors by Air	1,254	\$734,600
Ferry	840	\$418,900

New spending opportunities would also include rentals of the new net shed for outdoor events, such as weddings and festivals. Assuming a \$200 per rental fee (similar to the small conference room at the Nolan Center) and 10 to 20 annual rentals - the net shed could bring in \$2,000 to \$4,000 per year.

This additional level of visitor spending would add an additional 34 annual average visitor industry jobs to Wrangell and \$590,000 in additional annual earnings (inflation excluded). While this type of growth in the

# Phase 2: Analysis

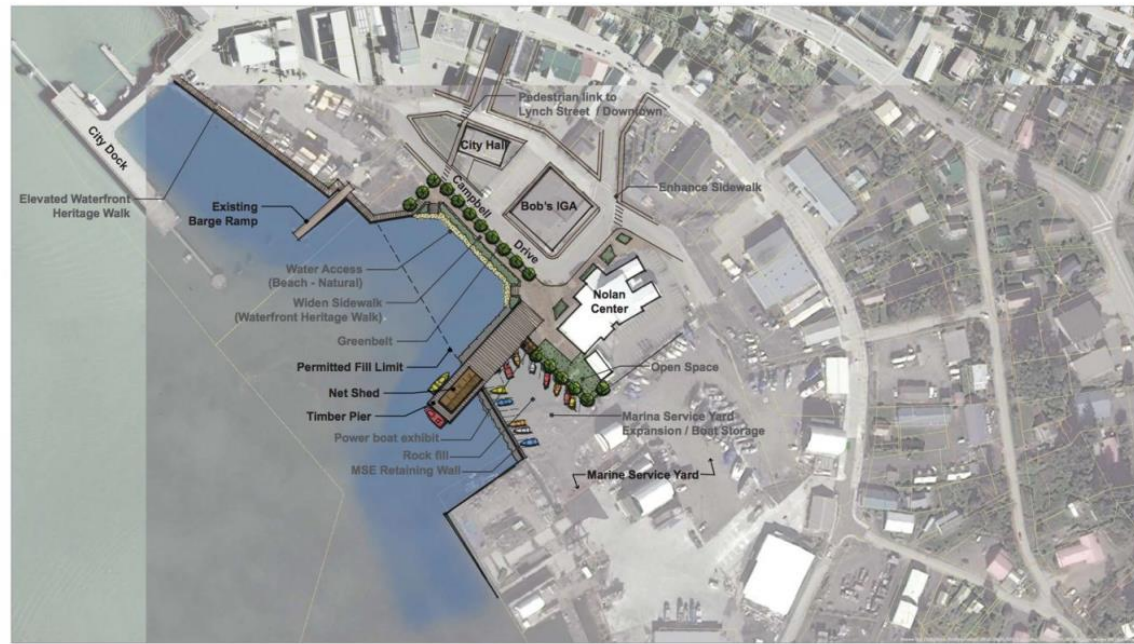
visitors industry might seem dramatic, it would still mean that the community of Wrangell would have a smaller visitor industry as a percent of all industry than the region as a whole.

If, on the other hand, a more conservative estimate of the impact of the Wrangell Waterfront Plan of a 20% increase and \$20 in addition per person spending opportunities would be expected, the impact to annual visitor spending would be \$1 million in new revenue to Wrangell on an annual basis.

## **Assumption 2: 20% New Summer Visitors to Wrangell Attracted by Gateway Park and Heritage Seawalk Development**

Visitor Type	New Visitors Attracted	New Annual Expenditures
<b>Total New Summer Visitors</b>	<b>3,500</b>	<b>\$1.0 million</b>
Cruise Passengers	2,000	\$274,570
Yachters	312	\$79,100
Visitors by Air	717	\$416,200
Ferry	480	\$237,000

# Phase 3



Wrangell Waterfront Master Plan - Preferred  
PHASE 3



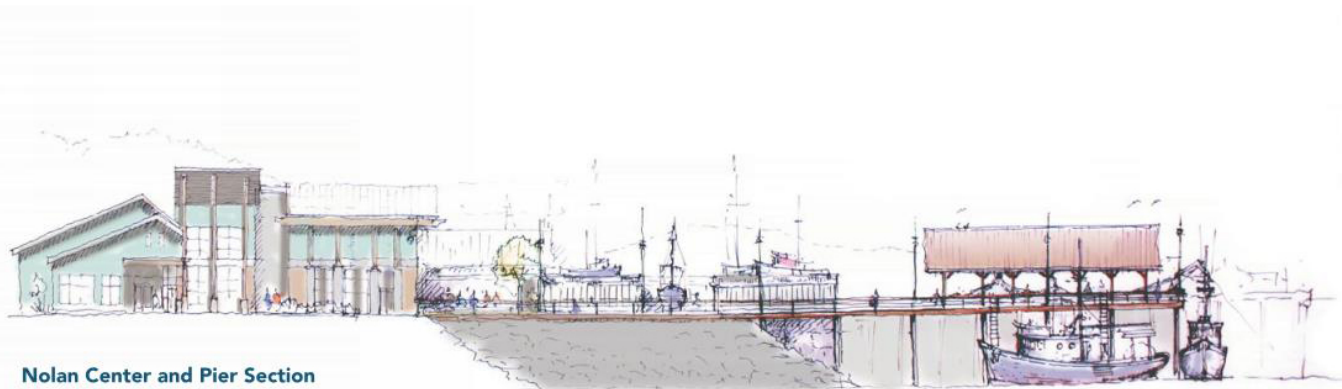
# Phase 3: Sketch

## Phase III – Pier and Net Shed

Phase III represents a mid-term plan to develop a fishing pier, vessel mooring, and a net shed to better service the fishing fleet and provide a focal point on the downtown waterfront. A 60' x 120' pile supported timber pier with a 40'x100 timber net shed is planned under Phase III.

### *Pier*

The pier will be constructed with galvanized steel piles and pile caps, timber decking, architectural safety rails and area lighting. The construction would permit vessels to moor and resupply at the downtown businesses and allow loading and unloading of gear from fishing vessels. This pier will provide local Wrangell residents and visitors alike an opportunity to interact with the waterfront and use it for recreation. Residents and visitors will be drawn to the pier to watch the activity, get over the water, and perhaps do some fishing from the pier. The net shed would provide the much needed gear sorting and net repair facility that is protected from the weather.



**Nolan Center and Pier Section**

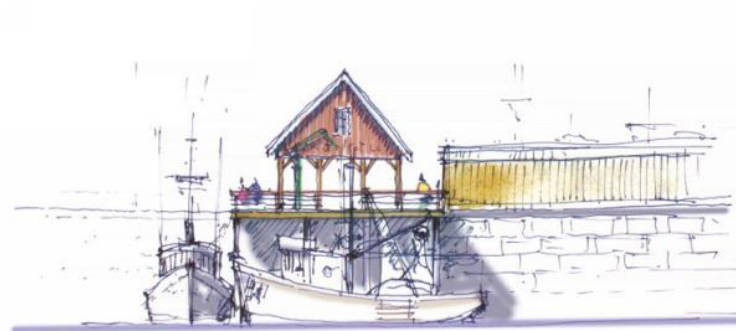
# Phase 3: Sketch

## *Net Shed*

The net shed will serve as an iconic waterfront structure connecting the downtown community to the water in a traditional “wharf” configuration. Its proximity between the existing Marine Service Center, the Nolan Center and the proposed expansion of the waterfront, the net shed serves the working aspects of the fishing industry as a covered utility building that could be used for net repair, sorting gear and other related activities in a sheltered location, something the industry currently needs. The net shed will be constructed with heavy timber columns and trusses and will feature open walls to allow moving nets into the shed from vessels moored alongside.

The net shed will also become an important community space that could be used for festivals, celebrations, weddings and just enjoying the waterfront during lunch. Sitka’s net shed at Crescent Harbor serves the same purpose for both the fishing industry and public use and is a focal point of its waterfront. The building is an extension of the proposed Heritage Waterfront Walk. The building form connects back to historic Southeast Alaska waterfront architecture, which at one point defined most of our coastal communities town character. The design depicts strong, bold and symbolic forms that connects the land to the water and has a very practical use.

**Pier Front**



**Net Shed Sketch**



# Construction Costs

## Total Costs of the Preferred Master Plan

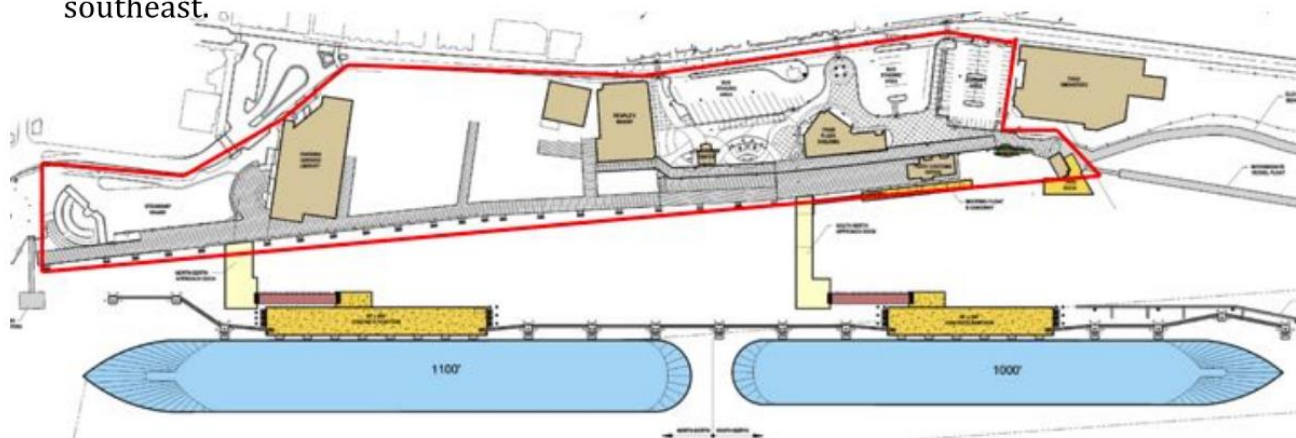
WRANGELL WATERFRONT MASTER PLAN										
PREFERRED MASTER PLAN										
						Phase 1	Phase 2	Phase 3	Phase 4	
						Marine Service Yard Expansion Fill & MSE Wall	Elevated Heritage Walk & Water Access to Natural Central Beach	Pier & Net Shed	Barge Terminal Deletion & Gateway Park	
BUDGET LEVEL ESTIMATE										
April 3, 2015										
Item	Item Description	Units	Quantity	Unit Cost	Amount					Subtotals
1	Mobilization	LS	All Req'd	10%	\$1,043,800	\$324,200	\$253,300	\$190,500	\$275,800	\$1,043,800
2	Demolition & Disposal - Barge Terminal & Campbell Drive	LS	All Req'd	\$900,000	\$900,000				\$900,000	\$900,000
3	Shot Rock Borrow - Intertidal Fill	CY	45,000	\$20	\$900,000	\$900,000				\$900,000
4	Armor Rock	CY	4,000	\$60	\$240,000	\$240,000				\$240,000
5	Concrete Block MSE Wall	SF	10,000	\$90	\$900,000	\$900,000				\$900,000
6	ACP Paved Parking Lot and Campbell Drive Reconfiguration	SF	35,000	\$20	\$700,000				\$700,000	\$700,000
7	Elevated Heritage Walk, 12'x700'	SF	8,400	\$160	\$1,344,000		\$1,344,000			\$1,344,000
8	Screen Fence	LF	1,200	\$150	\$180,000	\$72,000			\$108,000	\$180,000
9	On Grade Heritage Walk, 16'x400'	SF	6,400	\$60	\$384,000		\$384,000			\$384,000
10	Heritage Walk & MSE Wall Safety Rails	LF	1,500	\$400	\$600,000	\$200,000	\$400,000			\$600,000
11	Beach Access Concrete Stairway with Railings	EA	2	\$100,000	\$200,000		\$200,000			\$200,000
12	Concrete Sidewalks and Plazas	SF	30,000	\$20	\$600,000	\$300,000			\$300,000	\$600,000
13	Net Shed, 40'x100'	SF	4,000	\$100	\$400,000			\$400,000		\$400,000
14	Drainage Improvements	LS	All Req'd	\$350,000	\$350,000	\$175,000			\$175,000	\$350,000
15	Water & Sewer Service Extensions	LS	All Req'd	\$350,000	\$350,000	\$175,000			\$175,000	\$350,000
16	Top Soil, Landscaping & Plantings	AC	2.0	\$150,000	\$300,000	\$50,000	\$50,000			\$300,000
17	Construction Surveying	LS	All Req'd	\$150,000	\$150,000	\$30,000	\$30,000	\$15,000	\$75,000	\$150,000
18	Pile Supported Timber Dock, 60'x120'	SF	7,200	\$200	\$1,440,000			\$1,440,000		\$1,440,000
19	Power and Lighting	LS	All Req'd	\$500,000	\$500,000	\$200,000	\$125,000	\$50,000	\$125,000	\$500,000
<b>ESTIMATED CONSTRUCTION BID PRICE</b>					<b>\$11,481,800</b>	<b>\$3,566,200</b>	<b>\$2,786,300</b>	<b>\$2,095,500</b>	<b>\$3,033,800</b>	<b>\$11,481,800</b>
<b>CONTINGENCY (15%)</b>					<b>\$1,722,270</b>	<b>\$534,930</b>	<b>\$417,945</b>	<b>\$314,325</b>	<b>\$455,070</b>	<b>\$1,722,270</b>
<b>PLANNING, PUBLIC INVOLVEMENT, PERMITTING, SURVEYING &amp; GEOTECH INVESTIGATIONS</b>					<b>\$330,102</b>	<b>\$102,528</b>	<b>\$80,106</b>	<b>\$60,246</b>	<b>\$87,222</b>	<b>\$330,102</b>
<b>FINAL ENGINEERING DESIGN, CONTRACT DOCUMENTS &amp; BID PHASE (7.5%)</b>					<b>\$990,305</b>	<b>\$307,585</b>	<b>\$240,318</b>	<b>\$180,737</b>	<b>\$261,665</b>	<b>\$990,305</b>
<b>CONTRACT ADMINISTRATION &amp; CONSTRUCTION INSPECTION (6%)</b>					<b>\$792,244</b>	<b>\$246,068</b>	<b>\$192,255</b>	<b>\$144,590</b>	<b>\$209,332</b>	<b>\$792,244</b>
<b>TOTAL RECOMMENDED PROJECT BUDGET</b>					<b>\$15,316,721</b>	<b>\$4,757,311</b>	<b>\$3,716,924</b>	<b>\$2,795,397</b>	<b>\$4,047,089</b>	<b>\$15,316,721</b>

Note: Cost of commercial buildings is not included.

# Juneau Urban Design Plan

## Project Description:

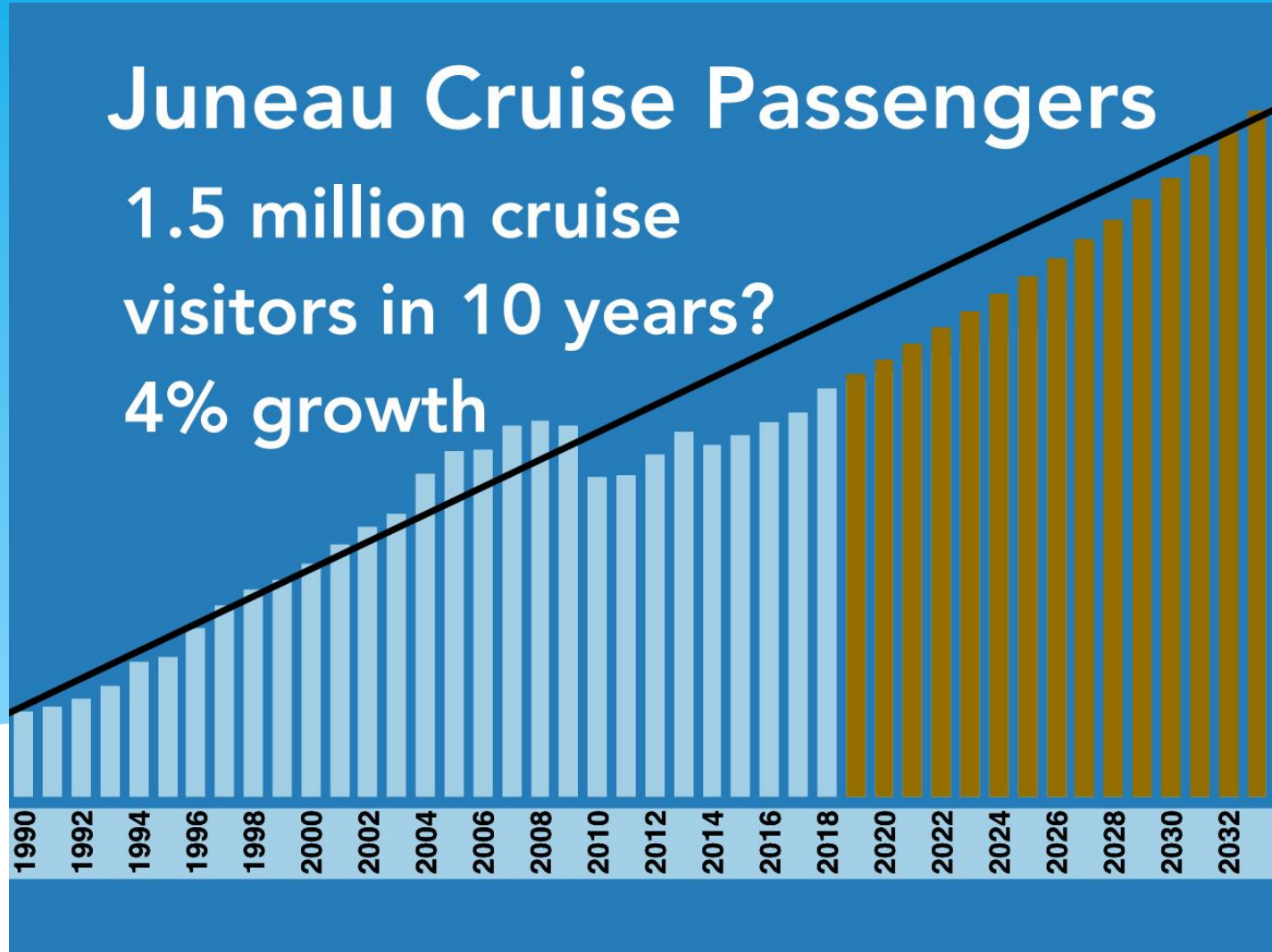
The Marine Park to Taku Dock project will create an urban design plan to provide direction for future uses and development of public and privately owned tidelands and uplands within the study area. The general study area is bound by the new cruise ship berths on Gastineau Channel side; South Franklin Street on the uplands side; Marine Park to the northwest; and Taku Dock to the southeast.



# Visitor Trends

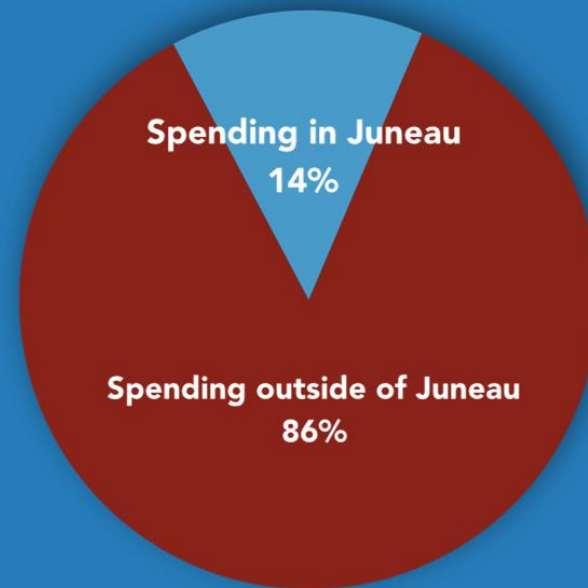
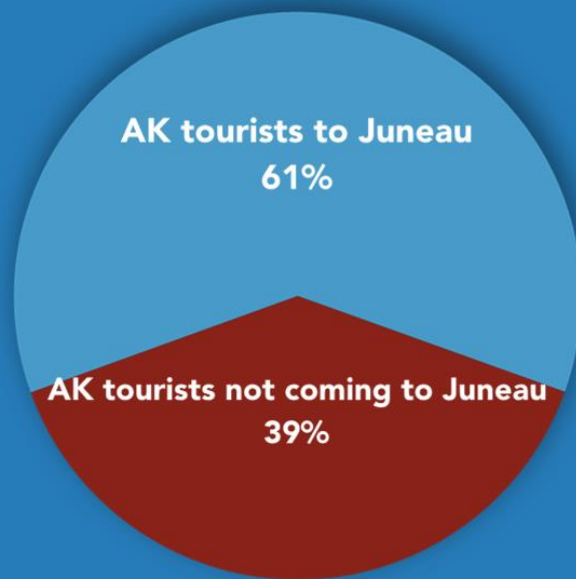
## Juneau Cruise Passengers

1.5 million cruise  
visitors in 10 years?  
4% growth



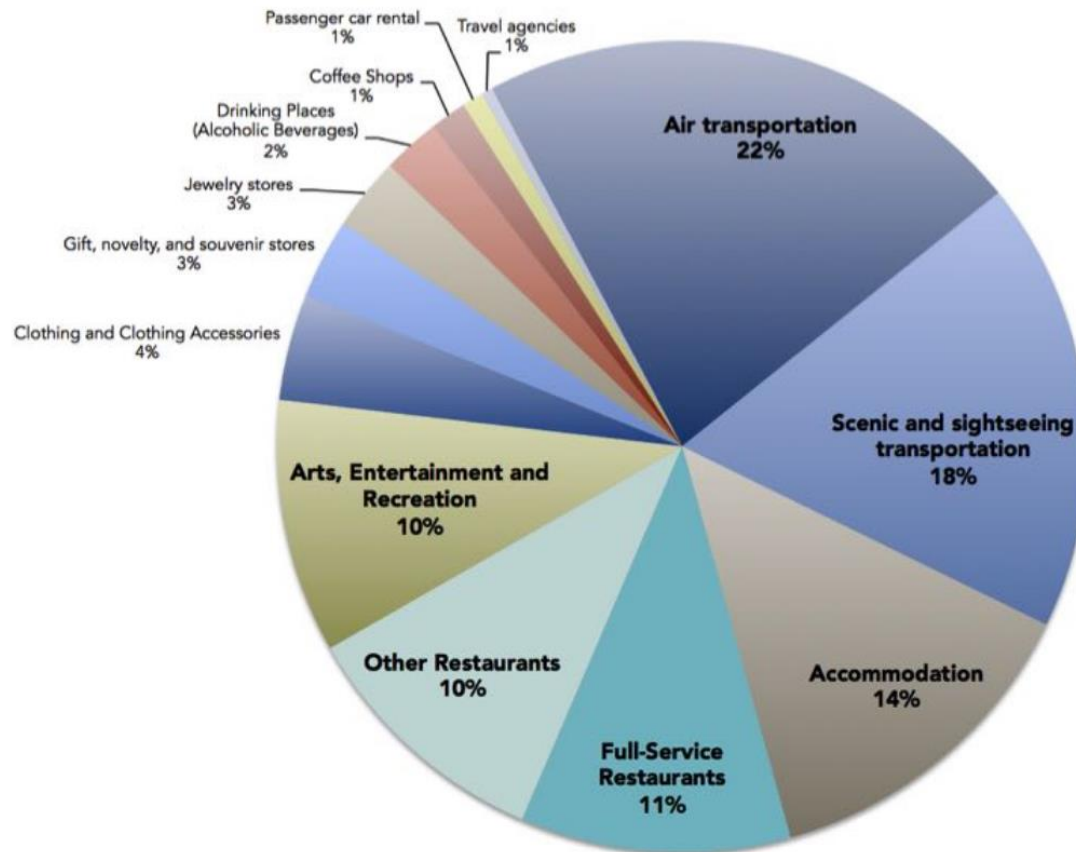
# Economic Analysis

## Tourist Spending 2016



# Economic Analysis

Total wages of businesses connected to Juneau's visitor industry



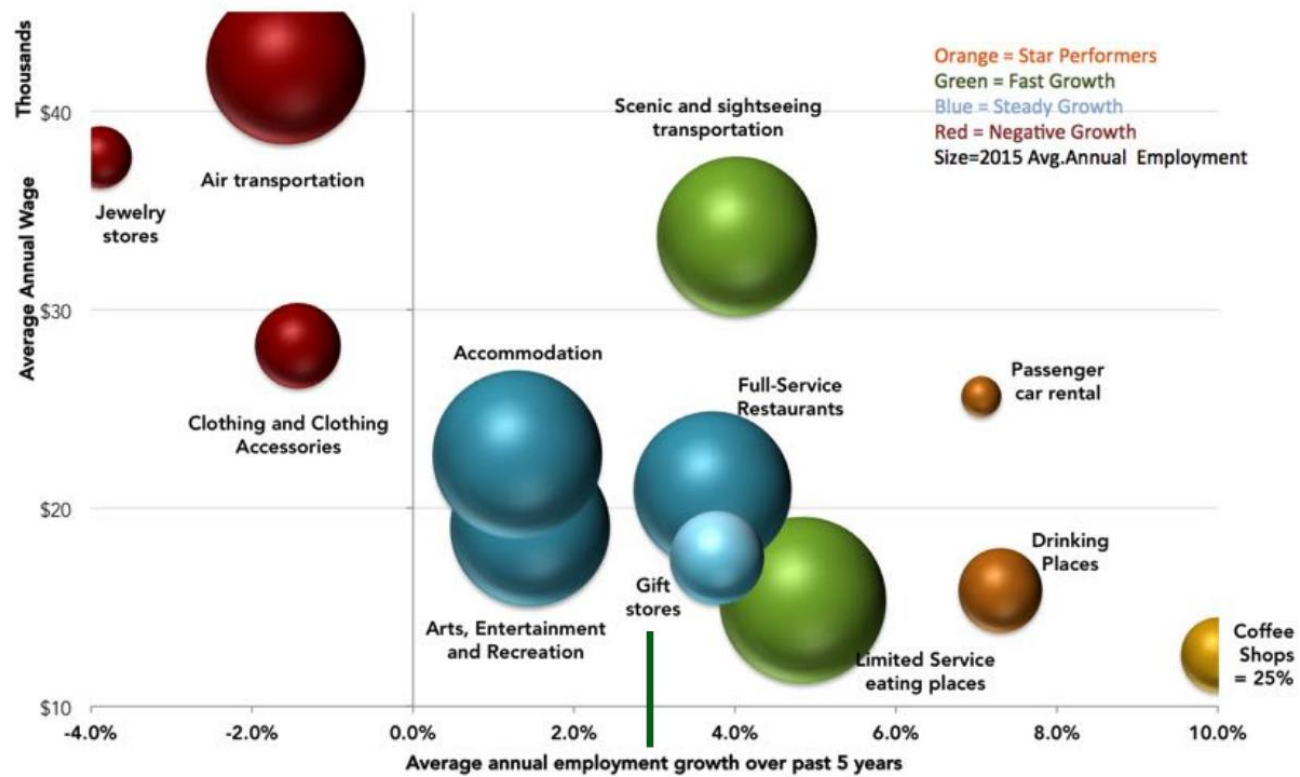
# Economic Trends

## Comparison of sector elements of the Juneau visitor industry

Industry	Businesses	Total Wages	Total Sales	Avg. Annual Sales	Jobs	Avg Wages	total wages	Avg. jobs	5 yr job growth	Sales per square foot annually
Air transportation	10	\$15,282,128	\$24.5 million	\$2.45 million	361	\$42,333	\$1,528,213	36	-8%	Location not
Scenic and sightseeing transportation	24	\$12,473,299	na	na	370	\$33,712	\$519,721	15	+20%	na
Accommodation	21	\$9,325,930	\$33.4 million	\$1.5 million	411	\$22,691	\$444,092	20	+6%	\$125 (if restaurant
Full-Service Restaurants	24	\$7,470,261	\$61.3 million	Both categories \$1.2 million	357	\$20,925	\$311,261	15	+19%	\$363
Other Eateries	28	\$7,118,130			415	\$17,152	\$254,219	15	+27%	\$315
Arts, Entertainment and Recreation	37	\$7,011,977	na	na	368	\$19,054	\$189,513	10	+7%	na
Drinking Places (Alcoholic Beverages)	10	\$1,600,777	\$10.3 million	\$1 million	101	\$15,849	\$160,078	10	+36%	\$292
Passenger car rental	4	\$589,313	\$5.6 million	\$1.4 million	23	\$25,622	\$147,328	6	+35%	na
Jewelry stores	15	\$2,036,071	na	na	54	\$37,705	\$135,738	4	-19%	\$748
Gift, novelty, and souvenir stores	18	\$2,206,825	\$16.7 million	\$0.9 million	126	\$17,514	\$122,601	7	+19%	\$267
Coffee Shops	10	\$995,128	na	na	79	\$12,597	\$99,513	8	+132%	\$377
Clothing and Clothing Accessories	30	\$2,933,530	na	na	104	\$28,207	\$97,784	3	-7%	\$229
Food Truck	14	NA	na	na	na	\$11,381	\$28,452	2.5	na	na

# Economic Trends

**Comparison of Visitor Industry Components in Juneau 2016:**  
by average wage, employment, and employment growth

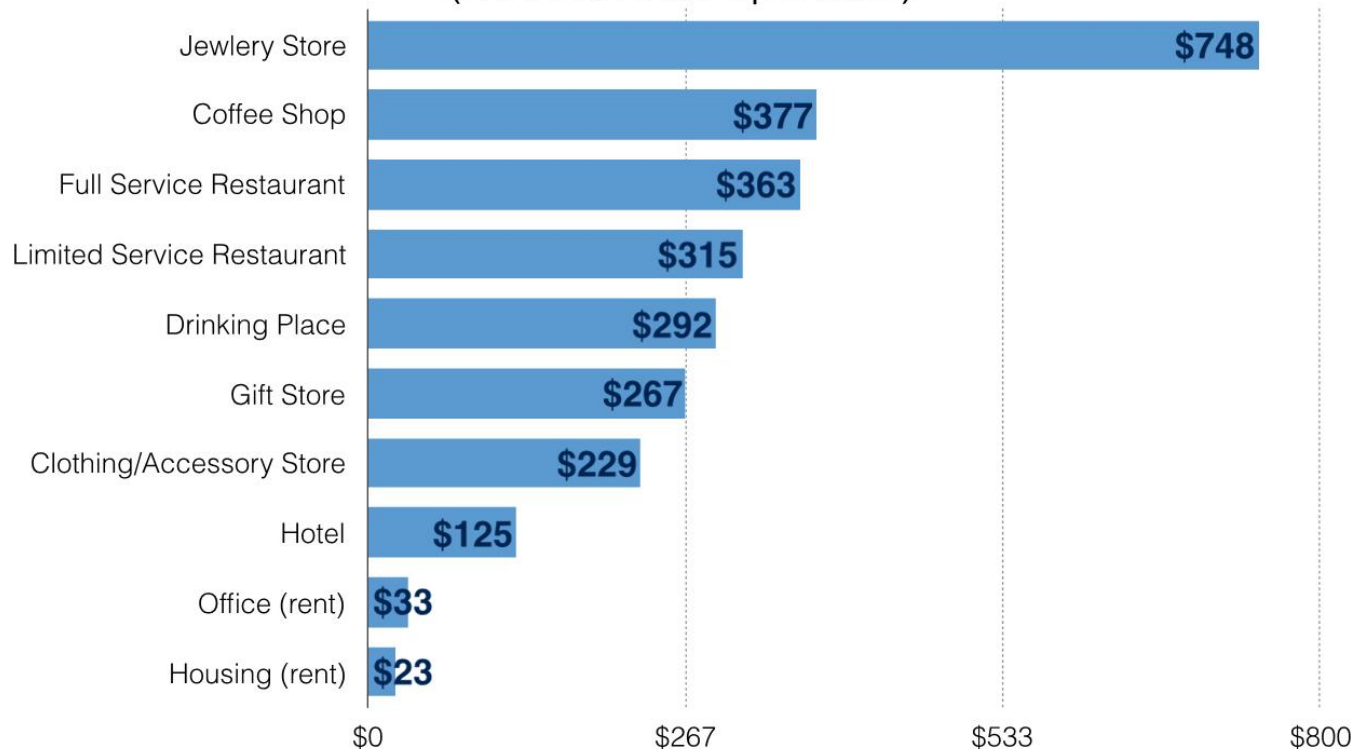


Avg. cruise visitor growth = 2.7%

# Economic Recommendations

## Best value per square foot

### General Sales Per Square Foot Annually (not Juneau specific)



# Community Trends

## What does Juneau do well?

What else is Juneau known for among visitors? Here are some recent things we have become “known for” in the last several years, which can be summed up by excellent **recreation, art, and food**:

- **#12 in Best Adventure Vacations in the USA** according to The U.S. News & World Report 2017
- **#8 most “arts vibrant” small community in the USA** (with a population under 100,000) according to the National Center for Arts Research Arts Vibrancy Index 2017. Initiative to make Juneau #1 for Northwest Coast Arts in the world.
- **#1 best seafood chef in America 2015 & 2017** Great America Seafood Cook-off. **#4 for small cities with world-class food scene** according to Thrillist 2017. See also New York Times article *For Cruise Visitors, an On-Shore Taste of Alaska’s Bounty*; and Vogue’s *Southeast Alaska Might Be America’s Most Interesting Food Scene*.
- **#4 Medium sized U.S. City for Green Transportation** according to saveonenergy.com 2017, a website that bills itself as an online marketplace connecting people with energy and natural gas suppliers.
- **#11 Best Place to Live in America** based on quality of life, including affluence, education, commuting time, easy access to recreation and other factors MSNBC
- **#5 Best City in the US to Raise Outdoor Kids** according to Backpacker Magazine.
- **#1 healthiest community in Alaska** according to the University of Wisconsin 2017.

# Criteria Analysis

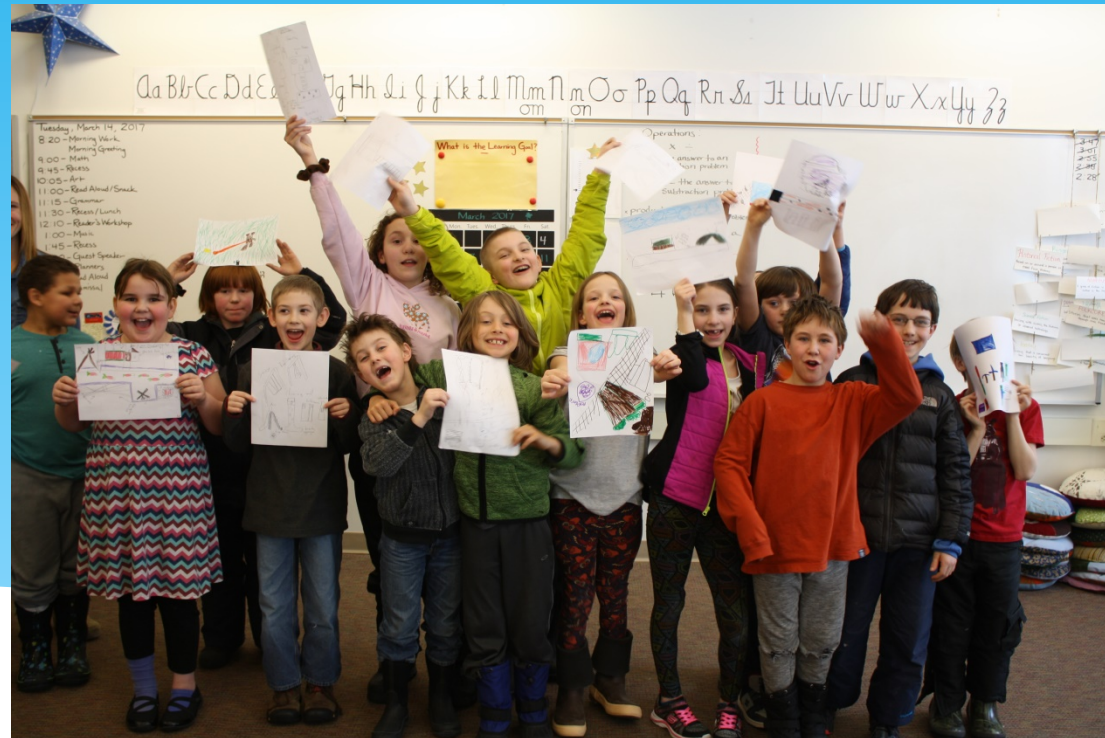
	Improved Pedestrian Flow	Increased Visitor Experience	Increased Sales Tax	Year Round Draw	Growing Sector	Juneau does this well	Proven Local Need	Quality of life	Good Location
Public open space	Yes	Yes	No	Yes	Yes	Mixed	Yes	Yes	Yes
Restaurant	No	Yes	Yes	Yes	Yes	Yes	No	Yes	Yes
Drinking Place	No	Yes	Yes	Yes	Yes	Yes	No	Yes	Yes
Food Trucks	No	Yes	Yes	No	Yes	Yes	No	Yes	Yes
Children focused facility	No	Yes	Mixed	Mixed	Yes	Mixed	Yes	Yes	Mixed
Hotel	No	Yes	Yes	Yes	Yes	No	Yes	Mixed	No
Space for increased staging	Yes	Mixed	No	No	Yes	Mixed	Yes	No	Yes
Mixed Retail/Housing	No	No	Yes	Mixed	Yes	Yes	No	No	Mixed
Housing Only	No	No	No	Yes	Yes	No	Yes	Yes	No
Gift Store	No	No	Yes	No	Mixed	Mixed	No	No	Yes
Jewelry Store	No	No	Yes	No	No	No	No	No	Yes
No Action	No	No	No	No	No	No	No	No	No

 No
  Yes
  Mixed

## Component Analysis

# Strategies for Success

Include an engaging public process



# Strategies for Success

## Build consensus



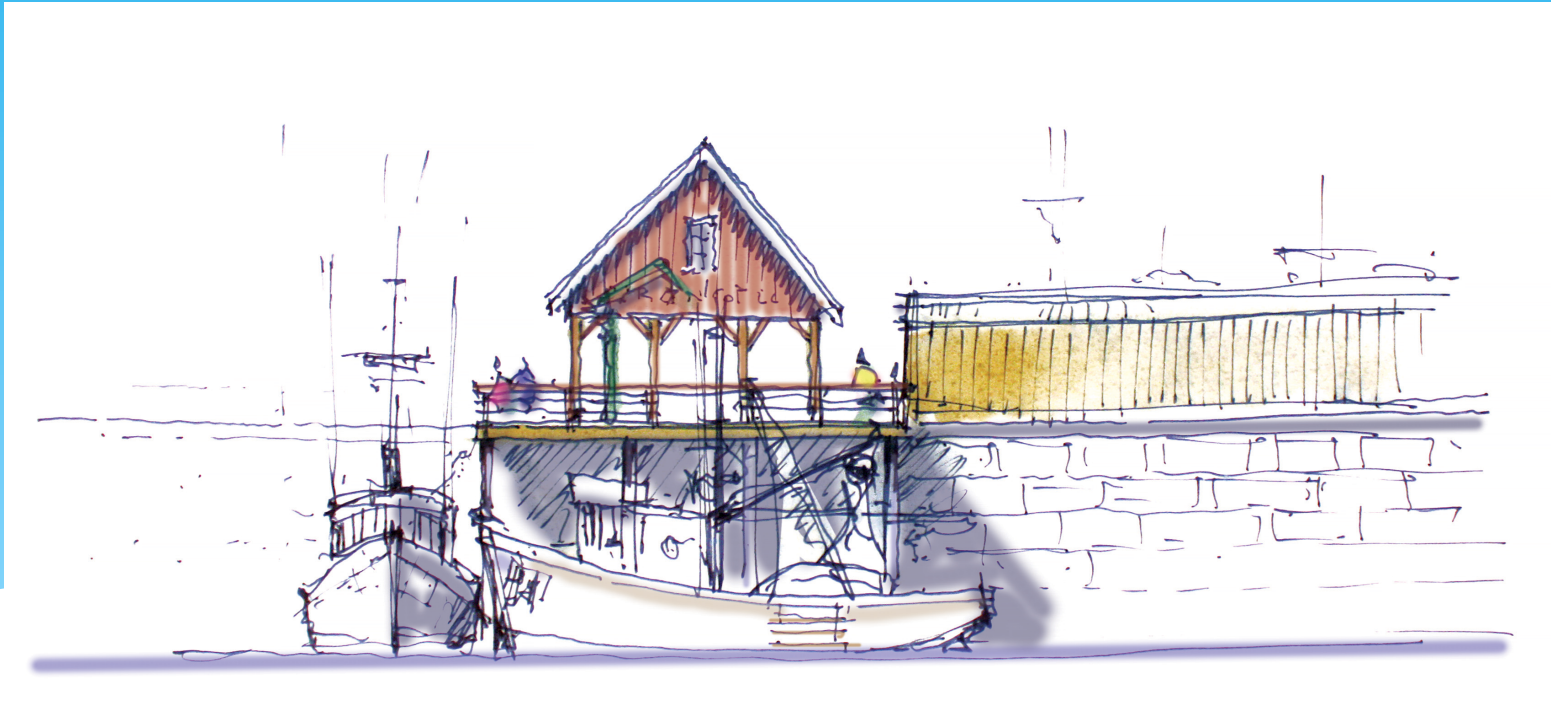
# Strategies for Success

## Inspire



# Strategies for Success

## Be true to your community



# Strategies for Success

## Celebrate your culture and history



Thank You

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