

SITKA'S SHORT-TERM TOURISM PLAN

FINAL DRAFT

City and Borough of Sitka, Alaska

Adoption Planned for February 2022

ACKNOWLEDGMENTS

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OUR THANKS

The Planning Team would like to extend our gratitude to all those in the community who have participated in the formation of this plan. From our City and Borough co-workers, tribal representatives, Visit Sitka, the Ports and Harbors Commission, visitor industry experts, local businesses, community organizations, local news outlets, state agencies, and involved citizens, your contributions are deeply appreciated.

A special thank you is extended to the Planning Commission, who worked many long evenings to steer this planning effort and see it to completion.

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GLOSSARY OF TERMS AND ABBREVIATIONS

ADOT	Alaska Department of Transportation
Attraction, excursion	Destinations, guided tours, and experiences available to visitors
CBS	City and Borough of Sitka
Dock-to-downtown shuttle	Transportation system to move passengers in mass from SSCT to the downtown area via large passenger buses
HCH, Centennial Hall	Harrigan Centennial Hall
HPR	Halibut Point Road
LOS	Level of service
ROW	Right-of-way
Seawalk	The pedestrian path stretching from HCH to the National Historic Park
SMC	Sawmill Creek Road
SSCT	Sitka Sound Cruise Terminal, the privately-owned and operated cruise ship dock located at 4513 Halibut Point Road

APPENDIX

- 2022 Sitka Cruise Calendar provided by Cruise Line Agencies of Alaska on November 29, 2021
- Sidewalk Level of Service Classification from the Journal of Engineering Research and Studies

I. CONTEXT AND PLANNING HORIZON

CHANGES TO THE CRUISE VISITOR INDUSTRY IN SITKA

In spring of 2021, it was announced that Sitka is expected to receive its largest cruise visitor season on record in 2022 with 400,000 passengers anticipated. This forecast was increased to 480,000 during the summer months, with estimates for 2023 and beyond ranging from 500,000 – 520,000.

Sitka's largest cruise season on record was in 2008 with approximately 285,000 passengers. Not only is the increase to 480,000 passengers a significant increase over this previous high, the logistics of cruise ship visitation in Sitka has changed with the opening of the privately owned Sitka Sound Cruise Terminal (SSCT).

Before the development of SSCT, cruise ships anchored offshore and would lighter passengers into town, coming directly to Crescent Harbor dock and the O'Connell Bridge dock. From these locations, passengers would disperse to town on foot, on pre-booked tours, or by other modes of transportation available at the docks. Given its location approximately five miles away from the downtown area, passengers now disembarking at SSCT are shuttled to Harrigan Centennial Hall via ~60 passenger buses as the primary means of transportation. However, some tour operators do pick-up and/or drop-off guests directly from SSCT, making it another dispersion point in addition to Centennial Hall.

These changes in the industry prompted the creation of this plan.

ASSEMBLY & PLANNING COMMISSION ACTION

On April 13, 2021, the Assembly and the Planning Commission held a joint work session to discuss the scope and deliverables of this plan. It was determined that the plan would have five main elements:



DISPERSION

Keep passengers moving throughout town and prevent congestion



TRANSPORTATION

Explore options for passenger and resident transportation



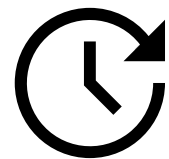
TRAFFIC

Manage traffic to ensure safety and efficiency



INFRASTRUCTURE NEEDS

Define CBS infrastructure needs for the 2022 season



FUTURE PLANNING NEEDS

Outline future planning needs for CBS infrastructure and community-wide impacts

The planning horizon was to be for the next one to five years, with a heavy emphasis on the 2022 season. It was agreed that outreach would be vital; a broad approach including industry professionals and organizations, merchants, tour operators, and the general public should be part of the process. To this effect, a work plan and schedule was developed and utilized for the planning effort.

PUBLIC ENGAGEMENT



All meetings of the Planning Commission were open to the public, with in-person and Zoom options made available. An email list was compiled by canvassing the downtown area, utilizing list serves maintained by Visit Sitka, and continual advertising of this option throughout the process. The email group had over 125 members and was notified of all upcoming meetings and plan updates. Newspaper, radio, and social media were also utilized to advertise meetings and opportunities for plan participation. *A community survey was available from December 17 – January 9.*

MEETING DATES & TOPICS

Date	Body	Topic
3/9/21	Assembly	Assembly provided direction to staff and the Planning Commission to develop the plan
4/13/21	Assembly & Planning Commission	Joint Work Session between the Assembly and Planning Commission to develop the scope and deliverables of the plan
5/5/21	Planning Commission	Introductory session with Planning Commission to review work plan and schedule and outline data/research needs
5/19/21	Planning Commission	Commission review of plan for Forums
5/20/21	Planning Commission	Attraction and Excursion Forum
6/2/21	Planning Commission	Public comment on passenger dispersal
6/3/21	Planning Commission	Downtown Business Forum
6/16/21	Planning Commission	Background information review of the Sitka Gateway Plan (1998), the Transit Services Contract, CPET fund use guidance, and the 2022 preliminary cruise calendar
7/7/21	Planning Commission	Dispersion wrap-up and review of input from Forums
7/21/21	Planning Commission	Transportation alternatives
8/4/21	Planning Commission	Traffic from dock to downtown, Sawmill Creek Road Project, and Lake/Lincoln/Harbor Drive intersection
9/15/21	Planning Commission	Downtown traffic and congestion mitigation – public input and problem identification
10/6/21	Planning Commission	Centennial Hall traffic and staging – public input and problem identification
10/13/21	Ports & Harbors Commission	Centennial Hall traffic and staging – Commission input and problem identification
10/20/21	Planning Commission	Analysis and recommendations for Lincoln Street traffic presented
11/3/21	Planning Commission	Direct-use infrastructure needs
11/10/21	Ports & Harbors Commission	Analysis and recommendations for Centennial Hall traffic and staging presented
11/17/21	Planning Commission	Analysis and recommendations for Centennial Hall traffic and staging presented
12/1/21	Planning Commission	Indirect infrastructure impacts and future planning needs
12/15/21	Planning Commission	<i>Presentation of draft plan</i>
1/13/22	Assembly & Planning Commission	<i>Joint work session to review draft plan and make suggestions for final draft</i>
1/19/22	Planning Commission	<i>Recommendation of plan for adoption</i>
1/25/22	Assembly	<i>Plan adoption</i>

II. DISPERSION

Downtown merchants, attraction and excursion operators, tourism industry representatives, and the general public were engaged to discuss the need for passenger dispersion, particularly on large ship days. “Large ship days” were defined as days with more than 6,000 passengers.

The latest preliminary 2022 cruise calendar was provided by Cruise Line Agencies of Alaska on November 29, 2021. Of the 159 days of the season (first sailing April 28th and last sailing is October 3rd), this is the breakdown of passenger loads:

Number of Cruise Passengers	Number of Days in Season	Percent of Season
0	21	13%
1-999	30	19%
1,000 – 2,999	37	23%
3,000 – 5,999	47	30%
6,000 – 8,000+	24	15%

The full calendar is provided in the appendix and color coded to correspond with the levels in the table above.

DROP-OFF AND AVOIDANCE POINTS

Participants were asked to identify ideal locations to direct and/or drop-off passengers, as well as areas to avoid.

Drop-off points largely centered around locations near the downtown area including Harrigan Centennial Hall, the Library, the O’Connell Bridge dock, Totem Square or Totem Square Inn, the Katlian Avenue area including the Community House, Baranof Playground, Totem Park, and the Sitka Sound Science Center. It was also recommended that more dispersion points along Sawmill Creek and Halibut Point Road be developed in addition to attractions such as the Alaska Raptor Center and Fortress of the Bear.

Avoidance points for pick-up/drop-off that were generally agreed upon were Katlian Avenue (i.e. that this street should not be used to divert bus traffic from other streets as it is already congested, but that visitation to attractions and historical sites in this area should continue to be encouraged), residential areas, the Fine Arts Camp portion of the Sheldon Jackson Campus, and anywhere with traffic devices (near intersections, roundabouts, traffic lights, etc.).

Drop-off/pick-up on Lincoln Street and in front of St. Michael’s Cathedral was contended. While some advocated that this would bring visitors directly into the high-demand areas for shopping or site seeing, others felt that congestion on Lincoln Street should not be exacerbated.

While lightering/water taxiing was considered as a part of dispersion conversation, later discussions on transportation (see section III, Transportation) more fully analyzed the challenges associated with this type of operation. A map showing all drop-off and avoidance points as discussed was produced.



Public comment was also received during the Traffic section of the plan that additional attractions on Halibut Point Road should be considered in order to add more dispersion points. In particular, a suggestion was made that low-impact development in the No Name Mountain area for recreational use could benefit visitors and locals alike.

Though the recommendation in the plan is to continue using Harrigan Centennial Hall as the main drop-off point for dock-to-downtown shuttles, consideration of secondary locations should be made if COVID-19 mitigation requirements to segregate passengers by ship on the shuttles remain in place.

FINDINGS

1. Quality of experience matters – too many passengers downtown or at any one attraction/site at once can detract from the quality of the passenger's experience.
2. Cruise passengers should continue to be encouraged to come downtown for shopping and dining, seeing historic and culturally significant sites/attractions, and to recreate along the Seawalk and at the National Historical Park.
3. High quality, high visibility signage is needed to effectively disperse passengers dropped off in the downtown area.
4. Other means of communicating visitor information should be improved to keep things moving smoothly, particularly on large ship days. Particular areas of improvement include local communications of the cruise calendar and potential changes in traffic, a digital guidebook/site or app, shore-ex support at the dock and drop-off points, and training for bus drivers.
5. As visitor numbers grow, more attractions and excursions will be needed to meet demand and effectively disperse passengers throughout town.
6. Implementation of a looping shuttle system had both advocates and opponents.
 - a. Pro: A shuttle system would be an effective means of transporting passengers throughout town and address mobility issues many passengers may experience.
 - b. Con: A public and/or free shuttle system would negatively impact private industry transportation providers.

RECOMMENDATIONS

1. While the dock-to-downtown shuttles will continue to bring passengers to Centennial Hall as their main drop-off and pick-up point, utilization of alternative drop-off points for tour operators and other transportation providers should be encouraged.
2. Commission large-scale signage to be strategically placed at major drop-off points.
3. Implement a mobile app and/or QR code system to assist with wayfinding and visitor information access conditional upon addressing limitations of cell and internet service.
4. Encourage growth of the attractions and excursions market.
5. Encourage development of a looping shuttle system and investigate ways to work with private industry transportation providers for public/private partnership opportunities.

III. TRANSPORTATION

VISITOR TRANSPORTATION

BY LAND

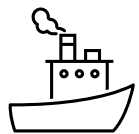


Currently, the transportation of passengers from the SSCT dock to the downtown area (referred to as “dock-to-downtown shuttling”) takes place via large buses with capacities ranging from approximately 48 to 60 passengers. Buses depart from the SSCT every 15 minutes, travel along Halibut Point Road to Lake Street, and continue through the traffic light at the Lake/Lincoln/Harbor Drive intersection to arrive at Centennial Hall. From this point, passengers can walk to shopping and other attractions/destinations in the downtown area, meet their pre-booked tour, or purchase a tour/transportation offered for sale at Centennial. When they wish to return to SSCT, passengers come back to Centennial Hall to catch a departing shuttle. Some tour operators pick up directly from SSCT and will drop passengers off downtown, or back at SSCT directly.

Since 2013, CBS has entered into a Transit Services Contract to provide a subsidy of the dock-to-downtown shuttling operation using the Commercial Passenger Excise Tax revenue. The most recent contract for 2020 and 2021 provided a subsidy in the amount of \$1.07/passenger transported.

Considerable public interest for electrification of the large-scale visitor transportation services was voiced during the planning process. Concerns with the currently utilized diesel buses included the associated noise, air pollution, and carbon emissions. Industry representatives cited high investment costs (with estimates of \$750,000 - \$1,000,000 per bus of commensurate size) and lack of charging stations as the main barriers to conversion in the short-term.

BY SEA



In the beginning stages of plan development, the concept of lightering/water taxi service to transport passengers from SSCT to the downtown area was discussed as a method of alleviating bus traffic and congestion on the road system. However, several challenges became apparent:

- A water taxi service would likely not be a profit-making operation as currently envisioned.
- Space at the SSCT dock is limited.
- Available locations that would bring passengers into downtown (primarily the O’Connell Bridge Dock or Crescent Harbor) would result in a lengthy ride due either to the required slow speeds travelling through the breakwater and Sitka Channel, or the added time diverting around the breakwater/channel via Western Channel and Middle Channel. Therefore, moving a significant enough number of passengers to meaningfully decrease bus transportation would require a large water taxi fleet both in terms of the size of the vessels as well as the number of vessels.
- The only identified dock facility that could work on the water transportation side (in terms of decreasing trip length) was the North Plant for Petro Marine. However, there is not adequate upland space for bus transportation that would be needed. Further, this would add significant bus traffic on Katlian Ave. which is already congestion-challenged.

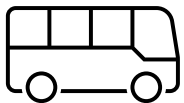
RESIDENT TRANSPORTATION

Given the limitations of Sitka's road system and available public parking in the downtown area, impacts to the ease of resident transportation are inevitable with the growth of cruise passenger visitation. Multi-modal transportation offers potential to increase capacity of our existing infrastructure while reducing burdens to individual pieces of the transportation system. Three main areas were addressed as potential means of mitigating these impacts.



BIKE AND PEDESTRIAN COMMUTING

Members of the public identified bicycle and pedestrian transportation as a means of alleviating downtown traffic and parking pressures. Creation and support of incentive programs were suggested to encourage participation. Additional bike shelters or racks downtown should be considered if incentive programs are pursued. While walking/biking may not be viable transportation alternatives for all, any alleviation of vehicular traffic and parking demand is beneficial and should be encouraged.



PUBLIC TRANSIT

Public transit is an integral component of multi-modal transportation system, enabling transportation for those without personal vehicles and offering an alternative to those who may wish to decrease personal vehicle reliance. Sitka's public transportation systems such as the RIDE and Care-a-Van should continue to be supported and opportunities to encourage ridership explored.



PARKING SOLUTIONS

Where possible, additional parking is needed in the downtown area for those who live, work, worship, shop, and recreate downtown. Private property owners are encouraged to open any available parking, and opportunities to maximize existing public parking should be pursued. Another suggested solution was a Park and Ride system wherein vehicles could be left at a larger lot outside of the downtown area, and a bus would run regularly between the vehicle parking and downtown. Increased enforcement of public parking regulations would also ensure that parking is being utilized as intended and prevent abuse/misuse of publicly available parking.

FINDINGS

1. There is ample community interest in seeing electrification of bus fleets, particularly for large-scale transportation services. However, the high investment costs and lack of charging infrastructure present major hurdles for conversion to take place in the near term.
2. Similarly, water taxi services face investment and logistical challenges that make it an unsuitable transportation alternative in the near future. However, this may be a more feasible option in the future if a bus-accessible location were to be developed north of the Sitka Channel.
3. Multi-modal options and parking solutions are critical to meet resident transportation needs.

RECOMMENDATIONS

1. Encourage and incentivize bicycling and walking as alternatives to vehicular transportation in order to decrease vehicular traffic congestion and alleviate parking pressure in the downtown area. CBS could partner with existing community organizations that promote walk and bike initiatives. Further, additional bike racks and/or shelters should be considered in the downtown area.
2. Long term, CBS should consider incentive structures that would encourage fleet electrification, particularly for dock-to-downtown shuttling services, and explore opportunities for installation of charging stations.
3. Opportunities to incentivize alternative transportation modes for residents should be pursued. Additionally, parking solutions such as expansion of parking in the downtown area or a Park and Ride arrangement will be needed as the visitor industry continues to grow.

IV. TRAFFIC

HALIBUT POINT ROAD AND SAWMILL CREEK ROAD TRAFFIC

DOCK TO DOWNTOWN – HALIBUT POINT ROAD

On August 4th, representatives from ADOT joined the Planning Commission to discuss traffic along HPR and expected impacts resulting from both the increase in cruise visitor related traffic and developments along HPR such as growth of amenities at SSCT, the new Cross Trail connector in this area, and the adventure park at 4951 HPR. Suggestions from the public and the Commission fit largely into two main categories:



Pedestrian safety improvements: With increased traffic on HPR, more crosswalks (particularly lighted crosswalks) are desired to make street crossings safer. Suggested locations include the new Cross Trail connector across the street from 4951 HPR, the Seamount/Cascade Creek Road intersection, and at Brady Street (particularly in light of increased SEARHC development in this area). Further, development of a dedicated pedestrian path is desired between SSCT and the adventure park/Cross Trail connector. These latter attractions would also benefit from large, clear signage.



Beautification/visitor enhancement: Beautification projects along the HPR/Swan Lake sidewalk corridor and at the roundabout were suggested, with ideas ranging from painting/murals, signage, or banners. Development of additional attractions on HPR were also discussed (see section II. Dispersion).

Without supporting data from a traffic study, the justification for ADOT to make these changes will be difficult to substantiate. CBS and ADOT should continue to collaborate on traffic safety needs and work towards getting a traffic study for Sitka in the near future.

SAWMILL CREEK ROAD PROJECT

ADOT will be performing significant road work on Sawmill Creek Road in the summer of 2022 between the roundabout and the Sitka National Cemetery. The scope of the project includes stormwater infrastructure improvements, resurfacing, development of a new bus stop, and pedestrian safety improvements. While these improvements are certainly needed and will be of great community value, the construction season overlaps with the visitor season. SMC Road is a critical arterial right-of-way for traffic flow and its closure will significantly impact traffic efficiency.

Commission discussion and public comment emphasized the challenges most detour routes would present. Many large vehicles/equipment will struggle to use smaller collector and minor streets given narrowness and tight turns. There was also concern for traffic being diverted into residential neighborhoods which would exacerbate existing traffic speed/congestion problems.

While the traffic control plan (TCP) for the project will not be developed until a contractor is selected to execute the project, CBS and ADOT representatives have met to discuss some preliminary guidance a TCP should include. If the TCP includes use of CBS rights-of-way for detouring, CBS must first provide approval. CBS will continue to advocate that, to the greatest extent possible, traffic

flow be maintained at least one-way (outbound) through the project area before CBS rights-of-way are approved as detour routes.

EMERGENCY SERVICE ACCESS

Proximate to the SSCT, the Sitka Fire Department would like to stage a small ATV ambulance that can be available for calls to the cruise ships or to the adventure park under development at 4951 HPR. The ATV ambulance itself will not be staffed or stocked for budget and security reasons. An ambulance will respond to calls in this area and go to the ATV ambulance first – crew will load in with kits and a gurney and will be directed to the patient from there. The ATV ambulance will then be used to transfer the patient into the full-sized ambulance for transportation to the hospital/other medical services.

The Police and Fire Departments were both included in planning for downtown traffic to ensure that any closures or changes in traffic pattern would not complicate emergency access. The Fire Department plans to continue responding from the Fire Department, sending ambulances to the nearest street or alley to the call, sending in crew, gurney, and equipment to meet the patient and wheeling back to ambulance. Any improvements of traffic flow in the downtown area, particularly decongestion of the Lake/Lincoln/Harbor Drive Intersection and alleviating left-turn traffic into Harrigan Centennial Hall, will benefit speed and accessibility for emergency services.

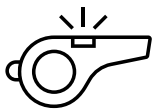
DOWNTOWN TRAFFIC

LAKE/LINCOLN/HARBOR DRIVE INTERSECTION

The intersection of Lake Street, Lincoln Street, and Harbor Drive appears to be the biggest bottleneck for downtown traffic flow. Vehicles turning left from Lake Street on to Lincoln Street do not have a dedicated turn lane or traffic control signal, and significant traffic flow from Japonski Island and that exiting the downtown area can make this turn difficult to make. Under these conditions, a few vehicles waiting to make this left turn can back traffic up to the roundabout which has domino effects for HPR and SMC traffic flow. In addition to the “left turn” issue, this intersection handles significant pedestrian crossing as well, which reduces the efficiency of vehicular traffic flow. Three mitigations/solutions were suggested:



Left turn lane, Lake to Lincoln: Having a dedicated left turn lane for Lake to Lincoln traffic flow could improve efficiency of the intersection, allowing straight-through and right-turn traffic to move independent of left-turn traffic. This could be accomplished with restriping.



Traffic conductor: Many members of the public recalled summer seasons in which a traffic conductor was stationed at this intersection to improve traffic flow. A well-trained traffic conductor can be more capable of adjusting and responding to real-time demands as opposed to the automated signal system. A traffic conductor could also enable implementation of the next suggestion.



All-cross: Instead of timing pedestrian traffic crossings with the vehicular signaling, some communities utilize an “all-cross” system in which all pedestrians waiting to cross can do so at once, regardless of which corner they are at. Diagonal movements are often permitted as well, cutting down on the number of crossings needed. No vehicular traffic can move at this time, but it removes pedestrian crossing as a delay during vehicular movement.

LINCOLN STREET

The section of Lincoln Street from Lake Street to Katlian Avenue contains the majority of downtown retail stores, restaurants, churches, and historic sites. This area is beloved by locals and visitors alike for its authentic, small-town feel. Given its importance, discussion of plans for Lincoln Street took place throughout the planning process.

A level of service (LOS) analysis was completed to better understand the capacity limitations of the pedestrian space on Lincoln Street. As listed on the table below, different levels of service indicate the speed, freedom of movement, and likelihood of pedestrian-to-pedestrian collisions.

- LOS A indicates total free movement, at any speed, and almost no likelihood of bumping into another person.
- LOS F is akin to a people slowly shuffling in a queue, with no freedom to choose speed or direction of movement. Even at this extremely low level of service, the sidewalk space on Lincoln Street can only accommodate about 1600 pedestrians.
- Higher levels of service providing a more pleasant pedestrian experience are only possible in the 500-800 pedestrian range.

After reviewing the level of service analysis, it became apparent to the Planning Commission that sidewalk space alone on this stretch of Lincoln Street cannot comfortably support our forecasted visitor numbers. The full description of each level of service is available in the appendix.

Lincoln Street Assumptions for LOS Analysis

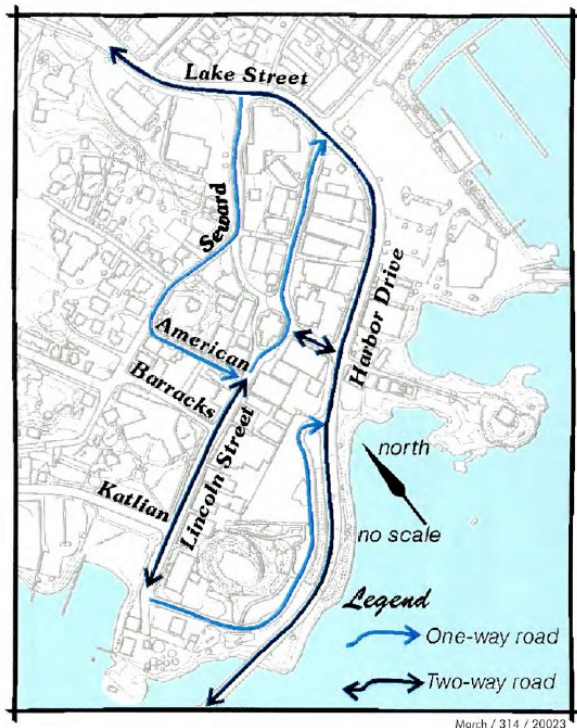
Driving Lane Width (x2)	12 ft.
Parking Lane Width (x2)	8 ft.
Sidewalk Width (x2)	5 ft.
Length of Street	1,300 ft.
Total Square Footage	65,000 s.f.

Pedestrians supported at each LOS

	Total pedestrian S.F. available	Pedestrians supported at each LOS					
		LOS A	LOS B	LOS C	LOS D	LOS E	LOS F
No closure – sidewalk space only	13,000	213	317	520	813	1,444	1,625

Staff reviewed and analyzed several options; some were options proposed in the Gateway Plan and others were a result of public comment/staff generation – all are described and detailed below. The first five options presented were studied, but ultimately not recommended by staff for consideration. Staff review included Planning, Public Works, Police, and Fire departments. Recommended options start on page 19.

Studied Options - Not Recommended



Lincoln Street is two-way between Katlian and American; it becomes a one-way from American to Harbor Drive for east-bound traffic. West-bound traffic enters Lincoln via Seward and American streets. To make more room for wider sidewalks, on street parking is removed from one side of Lincoln and accommodated in the Castle Hill lot.

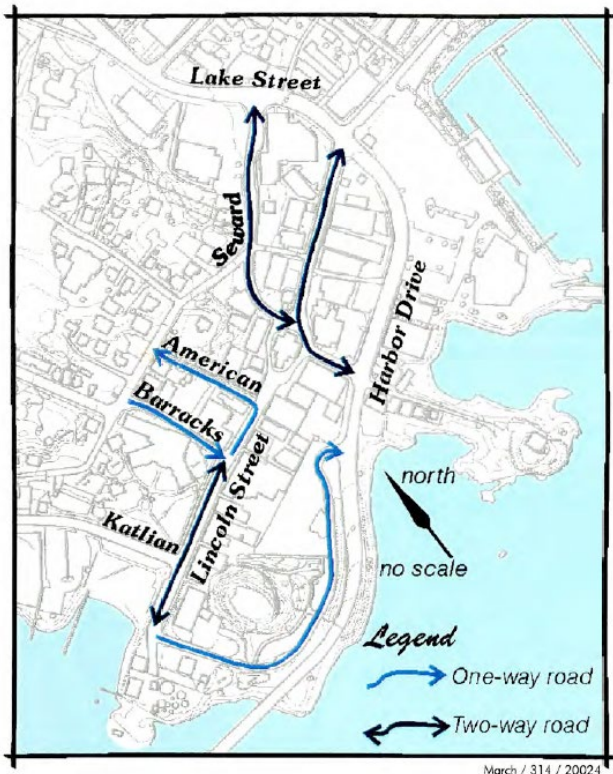
Gateway Plan Option 1

Pros

- Maintains vehicular access to downtown amenities
- Could maintain downtown parking

Cons

- Funnels traffic to substandard routes (Seward & American)
- Does not make optimal use of Harbor Drive
- Does not create more space for pedestrians on the west end of Lincoln where more is needed
- Would be confusing as a temporary solution (i.e. if not in place consistently day-to-day during the season or as a built design)



There is 2-way traffic on Lincoln Street between Katlian and Barracks; American becomes one-way going north and Barracks becomes one-way going south. Lincoln is closed around St. Michael's except on the southeast side.

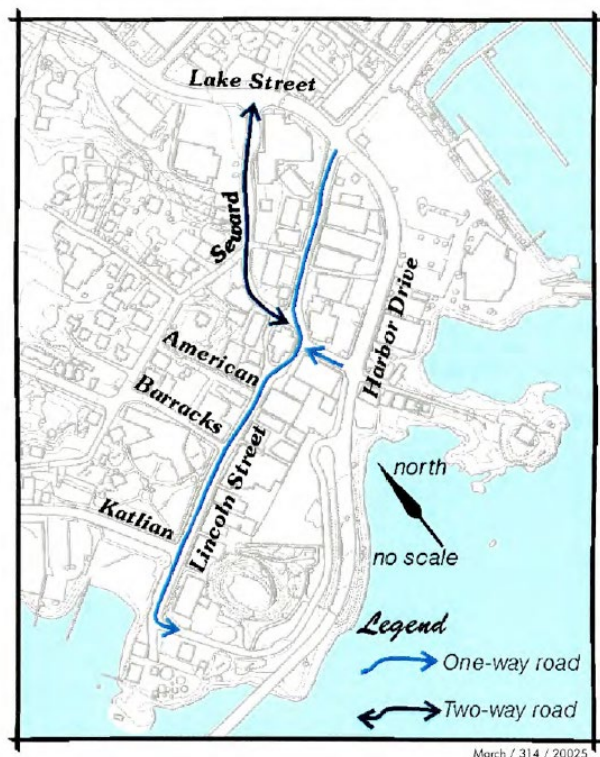
Gateway Plan Option 2

Pros

- Maintains vehicular access to downtown amenities
- Could maintain downtown parking
- Removes traffic from in front of St. Michael's

Cons

- Funnels traffic to substandard routes (Seward & Cathedral, American & Barracks). Cathedral Way lacks adequate width to be two-way without major redesign/loss of parking
- Does not make optimal use of Harbor Drive
- Does not create more space for pedestrians on the west end of Lincoln where it is needed
- Would be confusing as a temporary solution (i.e. if not in place consistently day-to-day during the season or as a built design)



Lincoln Street is one-way, running from east to west. All traffic flows around the south side of St. Michael's, leaving room for pedestrians on the north.

Gateway Plan Option 3

Pros

- Maintains vehicular access to downtown amenities
- Could maintain some downtown parking

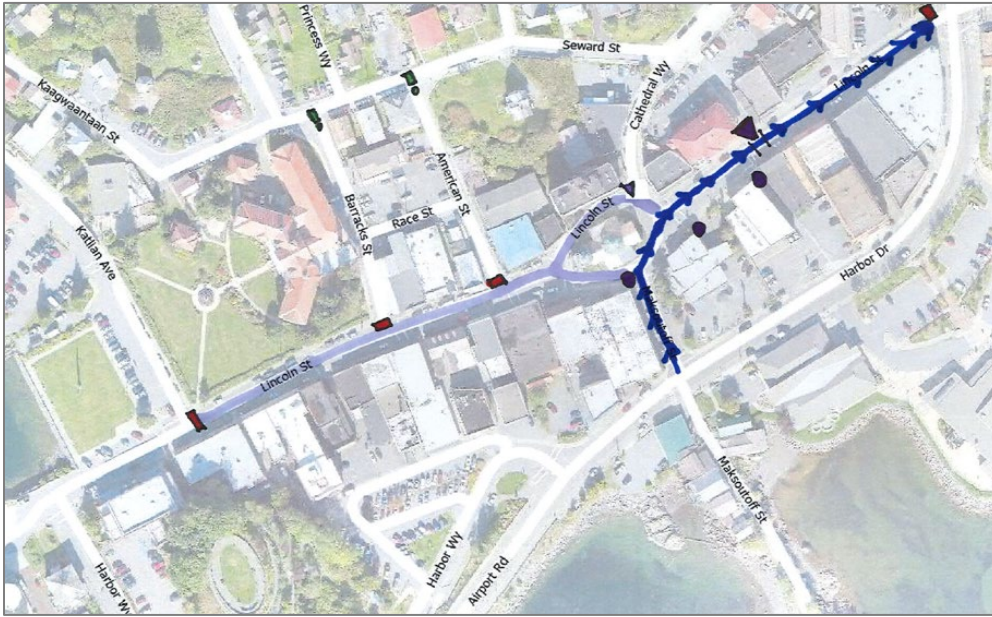
Cons

- Funnels traffic to substandard routes (Seward & Cathedral). Cathedral Way lacks adequate width to be two-way without major redesign/loss of parking
- Does not work well as a temporary (rather than built) solution – traffic would have to cross lanes and go the “wrong way” around the church.
- In order to keep Cathedral, American, and Barracks open, traffic would have to cross pedestrian spaces which can exacerbate bottlenecks at these intersections

Overall, the downtown traffic designs as proposed in the Sitka Gateway Plan are more suited to permanent/built alterations of streets and traffic flows in the downtown area as opposed to temporary solutions created with signage, barricades, cones, etc. None are suitable for regular mobilization and demobilization if flexibility based on daily passenger count is desired.

Staff considered ways that the Gateway Plan recommendations could be modified to better suit a temporary/short-term option. Those concepts are presented on the next page, though neither are recommended options.

Modified Gateway Options 1 and 2

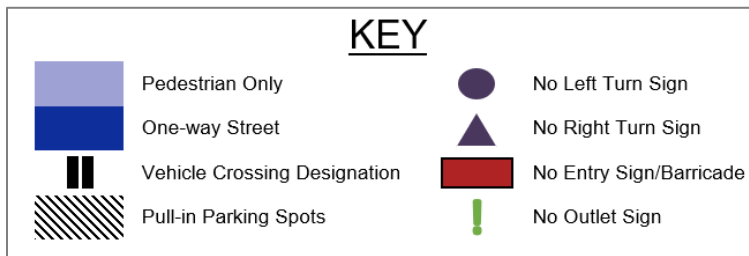


Pros

- Maintains vehicular access to bank drive-thrus
- Could maintain some downtown parking
- Opens pedestrian space on the west end of Lincoln

Cons

- Adds left-turn traffic to Lake/Lincoln intersection
- Intensive to mobilize and demobilize regularly



Modified Gateway Option 3



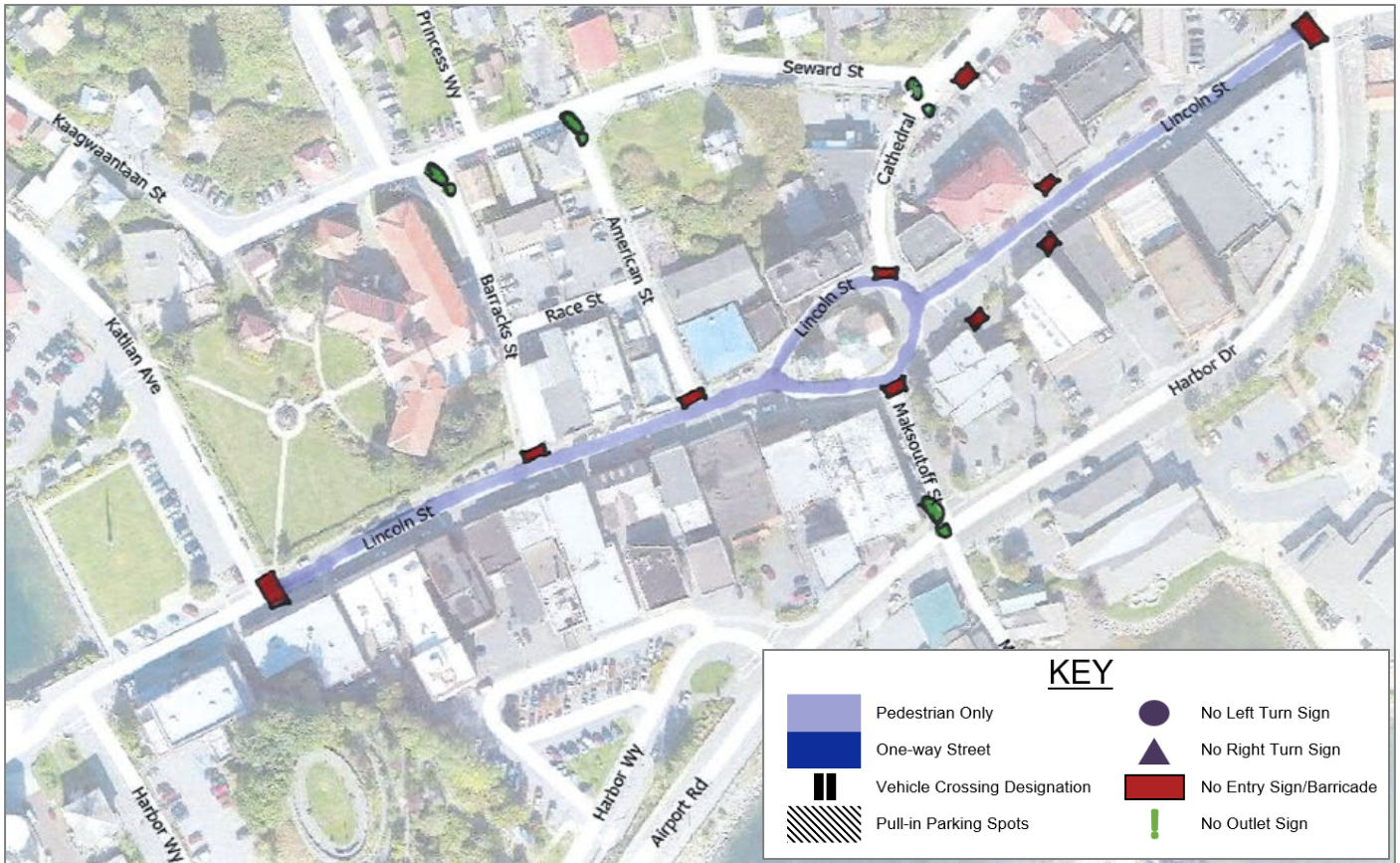
Pros

- Maintains vehicular access on bank drive-thru and pharmacy side of street
- Maintains some downtown parking
- Opens pedestrian/amenity/vending space in west bound lane

Cons

- Adds left turn traffic at Lake/Lincoln intersection
- More streets (Cathedral, American, Barracks) either need to be closed or will have to cut across pedestrian space

Full Closure Option



Description

- Lincoln Street is closed to vehicles from the Lake/Lincoln Intersection to the Lincoln/Katlian Intersection
- Feeder routes (Barracks, American, Maksoutoff, Cathedral, and other unnamed alleys) blocked from entry
- Closures could be on a consistent schedule (M-F) or based on daily passenger count

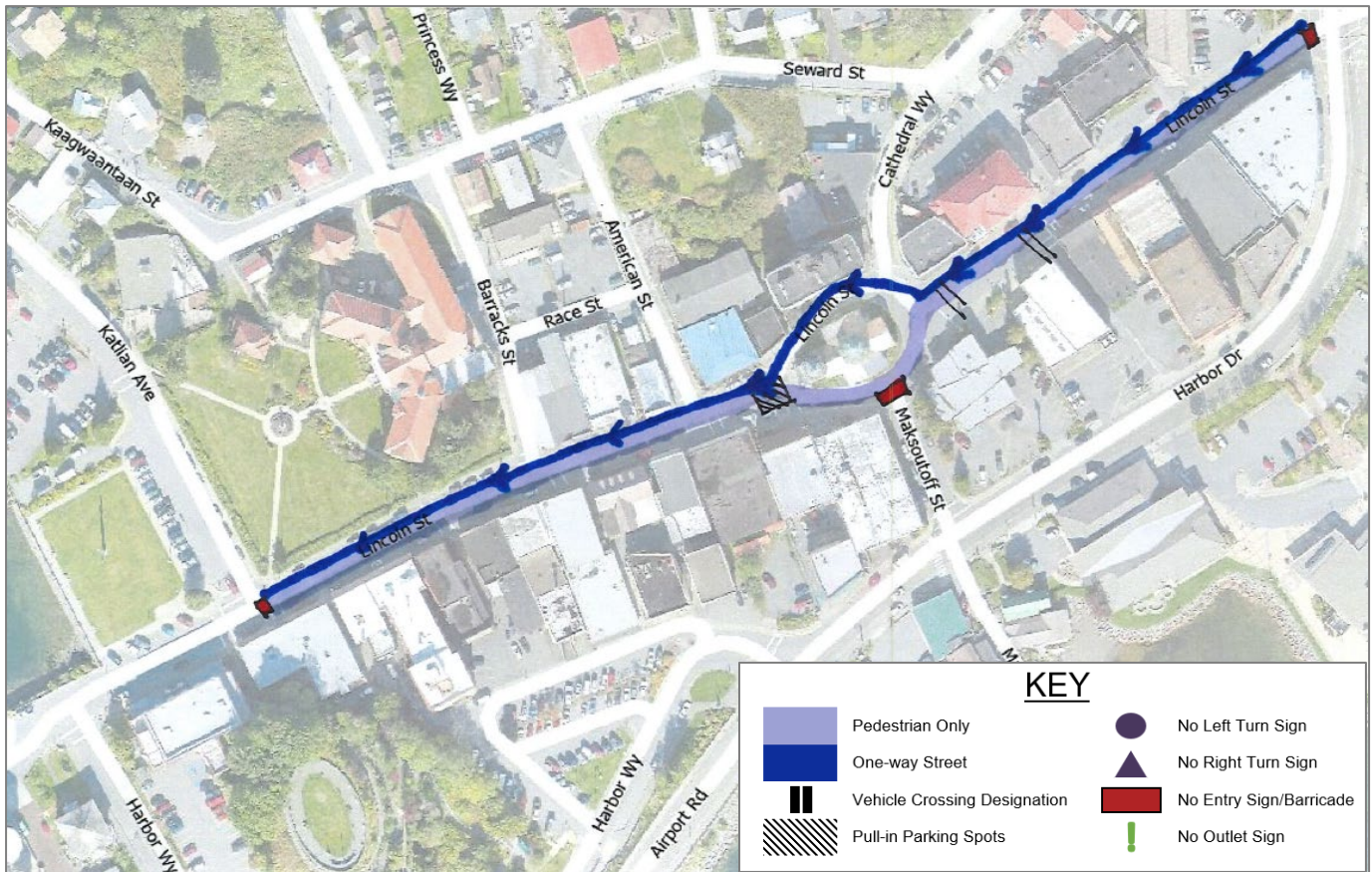
Pros

- Allows maximum pedestrian space and clearly separates pedestrians from vehicles
- Opens maximum spaces for amenities (benches, water stations, garbage cans, potentially vending, etc.)
- Equitable for both ends/sides of Lincoln Street merchants/entities

Cons

- Maximum loss of parking
- Maximum impact on vehicular access to locally demanded services (primarily pharmacy and bank drive-thrus)
- Complicates Pioneer Home emergency access
- Necessitates new downtown stop for The Ride
- Congestion remains around Totem Square/end of Lincoln

One-Way Option



Description

- Lincoln Street remains open to vehicular traffic one-way westbound
- Pedestrian space and amenity/vending staging can take place in the eastbound traffic/parking lanes. Amenities/vending could potentially be staged for the whole season. This would decrease labor needs for daily mobilization/demobilization and allow locals and independent travelers to partake in off-hours
- “Vehicle crossing designations” available at bank drive-thrus
- A temporary median would be needed to separate pedestrians and vehicles
- Pull-in parking spaces designated near churches
- Would be in place all season (too labor/storage intensive to mobilize/demobilize daily)

Pros

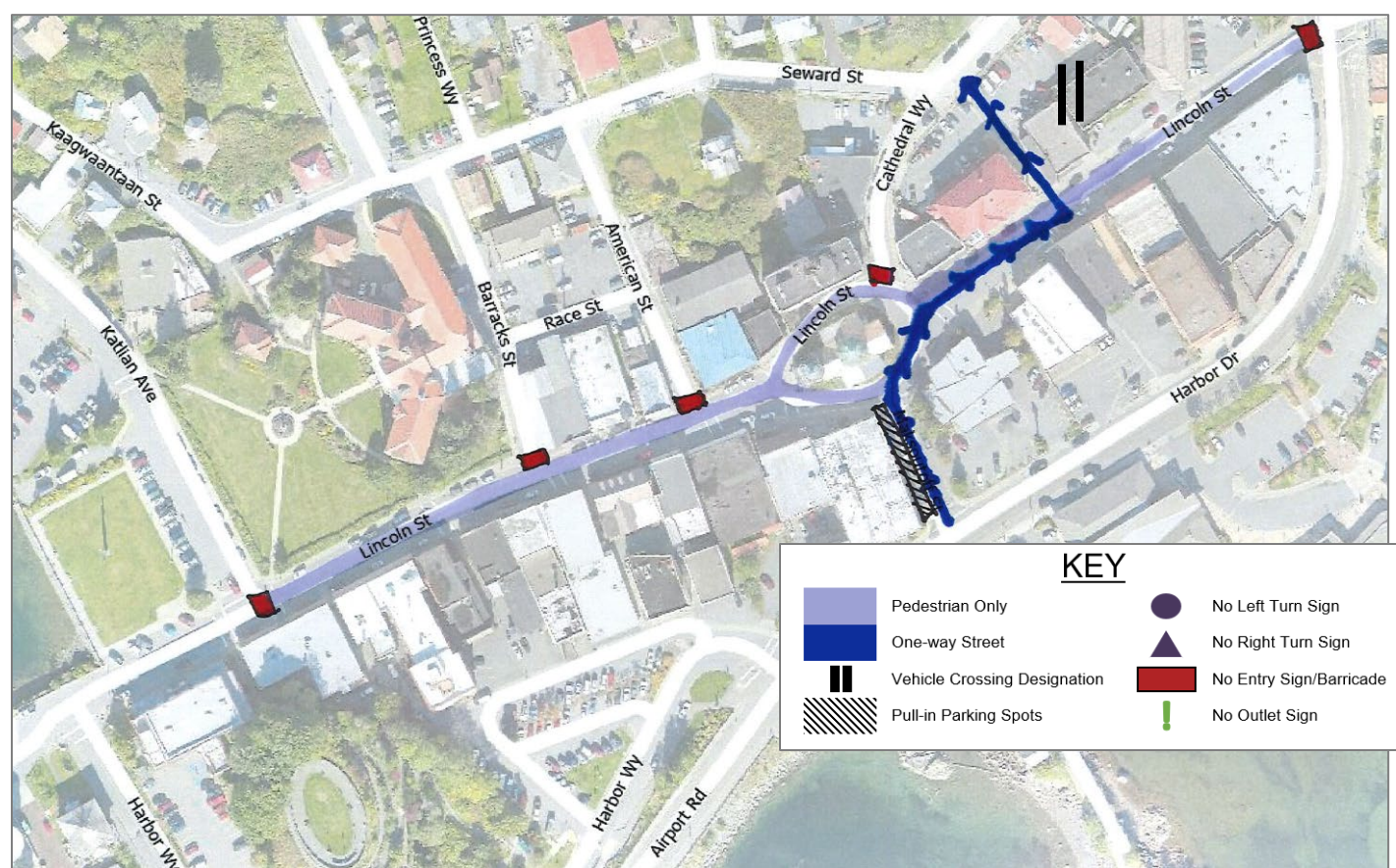
- Allows more vehicular access to Lincoln Street while reducing pedestrian and vehicle conflict
- Maintains vehicular access to downtown amenities & use of bank drive-thrus
- Lower loss of parking
- Provides for better emergency access to Pioneer Home
- Possible reduction in jaywalking due to median barriers

Cons

- Less space opened for pedestrians and other amenities
- Vehicles and pedestrians still intermingled to some degree
- Necessitates new downtown stop for The Ride
- Congestion remains around Totem Square/end of Lincoln
- North side of street gets vehicular access but less pedestrian space, vice versa for the south

A **Hybrid Option** was also proposed as a recommended option. Lincoln could be fully closed when needed (perhaps based on passenger volume) but staged to re-open as the One-Way Option. This would allow for amenities and potential vending to be staged in the east bound lane for the whole season and not have to demobilize when the street is reopened. This provides more flexibility to accommodate moderate and high passenger count days. However, it comes with the pros and cons of both options when in place and would be more labor intensive than the One-Way Option alone.

A **Full Closure Modification** was also sketched to address accessibility for bank drive-thrus. The design below allows one-way traffic up Maksoutoff St., in part of the eastbound lane of Lincoln, and then directs traffic up the unnamed alley between 315 and 321 Lincoln. This would create proper vehicle alignment to utilize all three of the downtown bank drive-thrus, accommodate for ADA access from Lincoln Street, and it would also open the opportunity to add pull-in parking along Maksoutoff Street in the unused lane. However, the crossing from the eastbound lane to the westbound lane to access the alley will be difficult to design. Traffic movement onto Seward Street will increase use of the uncontrolled intersection at Seward and Lake Streets, while not included in the plan recommendations, a traffic conductor may be needed if this option is selected.



The level of service analysis was then updated to include the two main recommended options along with a comparison matrix.

Pedestrians supported at each LOS

	Total pedestrian S.F. available	LOS A	LOS B	LOS C	LOS D	LOS E	LOS F
No closure – sidewalk space only	13,000	213	317	520	813	1,444	1,625
Full Closure Option	65,000	1,066	1,585	2,600	4,063	7,222	8,125
One-Way Option	39,000	639	951	1,560	2,438	4,333	4,875

Option Comparison Matrix

Factors		Full Closure Option		One-Way Option
Parking	✗	Highest impact on parking	✓	Moderate impact on parking
Convenience	✗	Highest impact on vehicular access to downtown retail and services	✓	Lesser impact on vehicular access to downtown retail and services
Pedestrian Safety	✓	Best separation of vehicles and pedestrians	✗	Some intermingling of vehicles and pedestrians
Visitor Experience	✓	Maximum pedestrian and amenity space	✗	Moderate pedestrian and amenity space
Logistics	✗	Very labor intensive for set-up and take down on a daily/weekly basis	✗	Needs most equipment for temporary medians/fencing
Flexibility	✓	Provides flexibility to be fully open in off-hours/days and change with passenger levels	✗	Has to stay in place season-long – too labor and storage intensive to demobilize regularly
Amenities/Vending	✗	No opportunity to permanently stage amenities/vending for season	✓	Opportunity to permanently stage amenities/vending for full season and offers off-hour enjoyment opportunities
✓ Comparative Advantage ✗ Comparative Disadvantage				

After consideration of these options and hearing public comment, the Planning Commission voted 4-1 to recommend the Full Closure Option from 10am to 4pm on days with 3,000 or more cruise passengers with the stipulation that efforts to find downtown parking solutions be prioritized.

HARRIGAN CENTENNIAL HALL

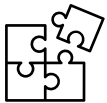
Harrigan Centennial Hall (HCH) has long served as our main “hub” for cruise ship passengers given its proximity to Crescent Harbor (which was the main lightering facility when ships largely anchored offshore) and use as a visitor center. Since the development of SSCT, HCH has continued to serve as a hub for cruise passengers, shifting its function to become, in part, shuttle bus terminal. It’s downtown location, unique “loop” driveway design, space for vendors and visitor services, the co-location of the Sitka Public Library and Sitka History Museum, and large public restrooms make HCH a critical and inimitable facility to support cruise passenger visitation in Sitka. Therefore, careful consideration of use at this facility was necessary for this plan in order to achieve more efficient traffic flow in all of the downtown area, effective passenger dispersion, high quality visitor experience, and equitable access for tour operators/vendors of all sizes.

Formation of the traffic and staging plan for HCH is a result of feedback from public forums at the Planning Commission, review with the Ports and Harbors Commission, extensive observation and analysis from the HCH, Planning, and Public Works departments, and interviews with industry representatives.

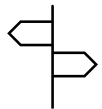
General Provisions and Principles:



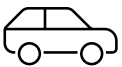
Safety: Safety is our number one priority. With the mass of people, and mix of vehicles (personal cars, taxis, tour vans and buses, etc.), we wanted any plan to minimize vehicle and pedestrian interaction.



Space optimization: While space is limited, it can be optimized by having proper staging and line formation. Therefore, our recommendations are based largely on making efficient use of space and identifying both vehicle space and corresponding queuing space. Heavy emphasis was placed on optimization of available public parking.



Simplicity/clarity: While some level of confusion is unavoidable with this number of visitors, emphasis was placed on solutions that made directions and staging both simple and clear.



Alleviating pressure on the parking lot: The HCH/Crescent Harbor parking lot is a high demand parking area given its proximity to the harbor and the downtown area. In our planning process, efforts have been made to maximize available parking in this lot.

Enabling Factors for Recommendations:



“Load and Go” Operations: Given the limited space and high demand, excessive parking/idling times need to be curbed.



Permitting: In order to ensure more equitable and orderly access, a more structured permitting system will be needed for HCH summer operations. The details of that permitting structure should be included in “future planning needs”.



Vehicle Restrictions: In order to avoid pedestrian/vehicle conflict, some areas of the campus need to be restricted to pedestrian only use when cruise ships are in port. This largely affects the “tabletop” that connects Areas A and I, and the rear of the building. Further detail is provided below.

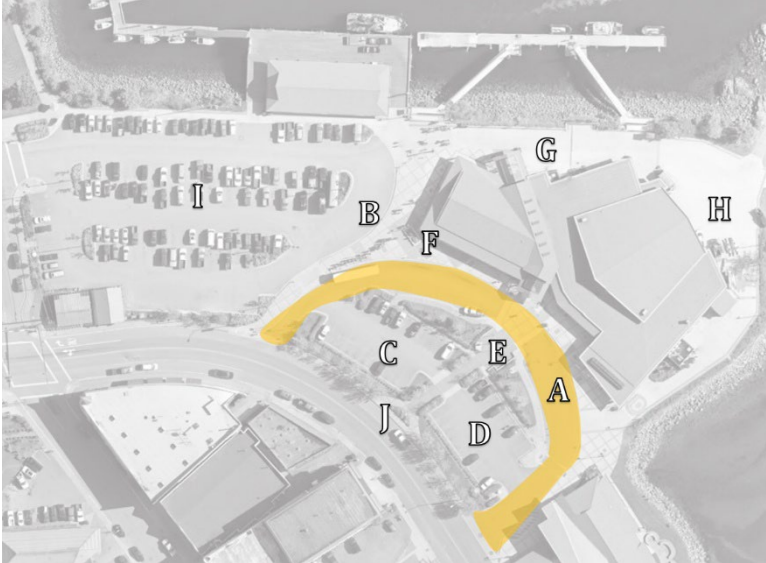
For ease of reference, Centennial was divided into different areas or zones with recommendations organized by each area:



Area A

- Option 1: Dedicated dock-to-downtown shuttle use: Loop dedicated to large shuttles that transport passengers in mass from the HPR dock to downtown. The outer part of this loop (opposite the building, adjacent to green spaces), can be used for setting up stanchions or other queuing methods to line up passengers waiting to get back on shuttles.

Option 1: Dedicate Area A to dock-to-downtown shuttle operations

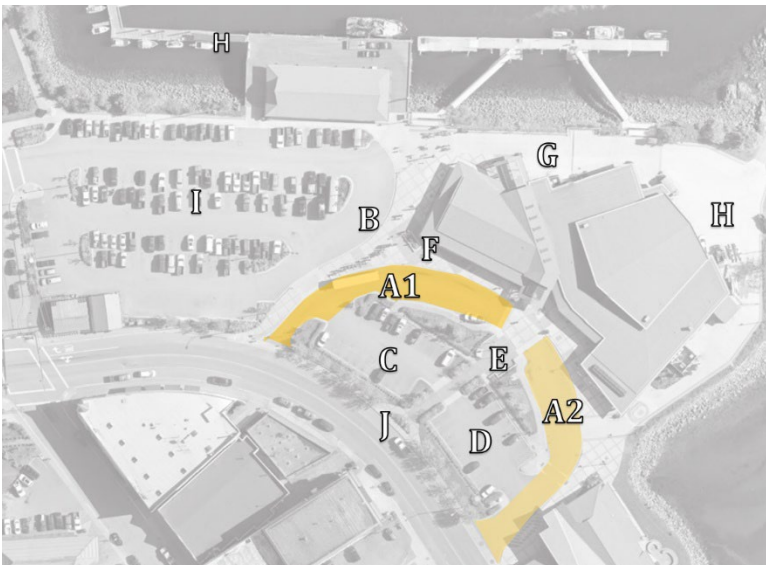


Pros: Maximizes space for high volume operation, prevents domino effects of bottlenecks/delays.

Cons: Redirects all other bus traffic to Area B, and lulls in shuttling demand underutilizes space.

- Option 2: Dock-to-downtown and large bus use: Utilize half of this area (the half closer to the Library labelled as Area A2 in the diagram below) for large tour buses and the other half for the large shuttle service. Given that most tours are wrapping up their drop-offs/pick-ups by mid-afternoon, the entire loop could be dedicated to shuttle services after a certain time (~3pm) to accommodate the evening, “last call” rush.

Option 2: Use Area A for both dock-to-downtown shuttles and large tour buses



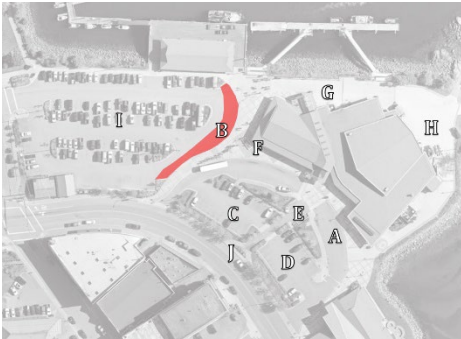
Pros: Fully utilizes space throughout the day. Decongests Area B and Area I.

Cons: Midday will have overlapping peaks in demand for shuttling and tour drop-offs or transfers, may become severely congested.

- Logistics: For either Option 1 or Option 2, the tabletop that connects the larger parking lot, I, to the large loop A will need to be closed to vehicular traffic. Passengers will unload on the sidewalk and be encouraged to stay on sidewalks to disperse towards the Seawalk, downtown, or to tour vendors/outfitters. Closure of this tabletop will better separate cars and pedestrians.

Area B

- Concept: This loop will be dedicated for van and bus tour operations. Vans and buses will enter the lot from Lincoln Street, loop around the Harbor Drive side of the lot, and then line up along the curb. Passengers will utilize plaza space between B & F for queuing. Vans and buses will also exit the parking lot via the Lincoln Street connection.
- Logistics: Parking (approximately 3-4 spaces) may need to be limited in the corner of Area I immediately adjacent to the Harbor Drive/Lincoln intersection so that buses can make the turn. With the tabletop closed, this will increase curb space for vans/buses. Queuing of passengers is critical to keep things organized and prevent vans/buses from idling for extended periods of time. This loop will likely require the most active management to keep efficient.

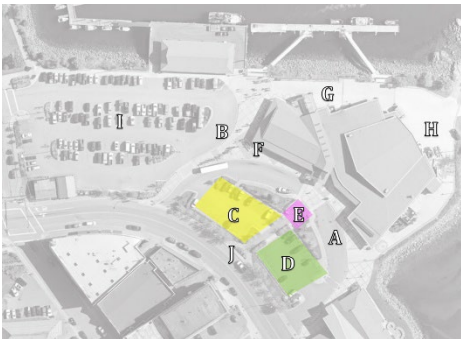


Pros: Decongests Area A and provides adequate space. Loading from sidewalk safer as opposed to outer loop of A. Many are turning right for SMC attractions; avoids intersection, roundabout, and SMC Road Project.

Cons: Will require active management to avoid long idle times. Depending on bus size utilizing loop, 3-4 parking spaces near intersection may need to be blocked on ship days.

Areas C, D, and E

- Concept: Largely unchanged for current parking lot use. Area C may be used for outfitter overflow depending on demand for Area H. Area E will be kept clear to aid in safe pedestrian crossing and queuing.

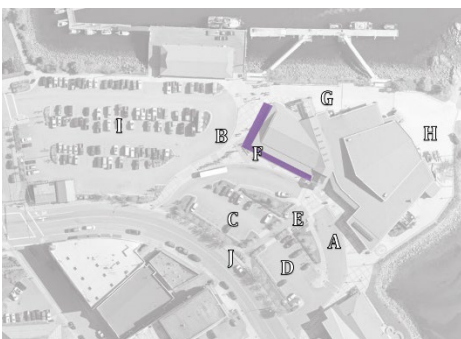


Pros: Preserves parking for HCH, Library, and downtown. Removes outfitting from Area I.

Cons: Some intermingling of vehicles and pedestrians still present by keeping these parking lots open. Adds traffic to the inlet and outlet of Area A.

Area F

- Concept: This area will continue to be used for tour vendors/operators to have signs and liaisons staged. Some vendors (primarily the youth vending tables) may continue to be staged in this area depending on the demand/pressure for space. Some passenger queuing space may be needed on the side of the museum, particularly in late afternoon.

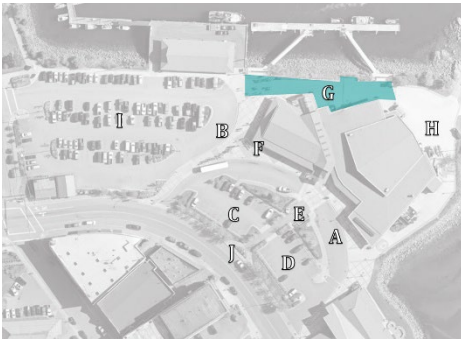


Pros: Provides weather protected space for people & signs. Halfway point between Area A2 and B (if Option 2 for Area A selected).

Cons: Can get congested when shuttles offload.

Area G

- Concept: This area's use is highly dependent on tendering, as security requirements for tendering may limit use of the area. Per the most current cruise schedule (subject to change), it is anticipated that we will have 31 days of one ship tendering, 11 days of two ships tendering, and 2 days of three ships tendering throughout the season. On non-tendering days or one ship tendering days, the portion of Area G closest to the I parking lot may be used for queuing space.
- Logistics: The bollards that block vehicle traffic located in G will be up when either ships are tendering to Crescent Harbor or on days that ships that shuttle passengers to HCH are in port. When tendering, vehicles cannot pass through this area for security reasons. When ships are not tendering, the plans for Area H will require bollards in G to be up.

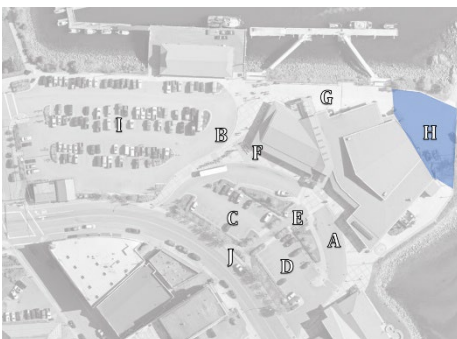


Pros: Dovetail security requirements and pedestrianization of Area H. Leaves O'Connell available for staging. Efficiency in Harbor Dept. support of tendering.

Cons: Restricts vehicular access to rear of building and launch ramp

Area H

- Concept: This area will be utilized for outfitters and as open plaza space. This will remove outfitters from Area I. If overflow space is needed (i.e., there is more demand for outfitting space than H can accommodate), Area C will be utilized, or potentially new area can be created adjacent to sidewalk on the Lincoln Street side of the Net Shed.
- Logistics: Vehicular access to this area needs to be restricted in order to prevent pedestrian/vehicle conflict. Given the blind corners around the back of the building, inattentive pedestrians looking at the view, and outfitters needing staging space, staff highly recommends limiting vehicular access when either ships are tendering into Crescent Harbor or when ships that shuttle passengers to HCH are in port. Staff will work to stage outfitters in such a way that the launch is accessible on non-ship days.

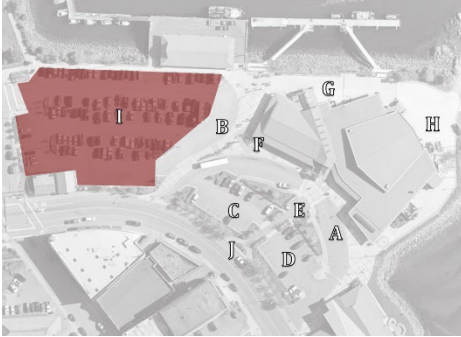


Pros: Reduces vehicle/pedestrian conflict in area with blind corners. Removes outfitters from Parking Area I. Launch can be utilized for kayaks, paddle boards, etc.

Cons: Restricts vehicular access to rear of building and launch ramp.

Area I

- Concept: Maximize public parking in this lot. Look for opportunities to expand vendor space and parking space.
- Logistics: It is possible that 3-4 spaces may need to be blocked on ship days so that the Area B concept can work. These could be turned into short-term parking (less than 24 hours) to make them available on non-ship days.

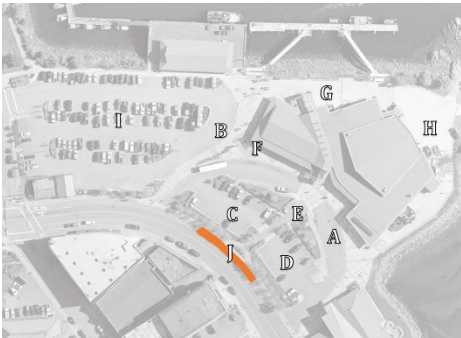


Pros: Parking is already pressured in this lot and will undoubtedly be exacerbated in the upcoming summer season. Concept maximizes available parking.

Cons: Those outfitting for vessel excursions will have a longer distance to walk with clients.

Area J

- Concept: Work with ADOT to dedicate curbside space for taxi bank. Include high visibility signage.
- Logistics: Some signage will be required to reserve the space as well as direct passengers to this area. If we are unable to secure this space from ADOT, back-up plans for taxis are under consideration in Areas B, C, or I.



Pros: Taxi's require more advertising/idle time; this concept creates dedicated space for taxi needs that does not impact areas requiring more active, "load and go" operations.

Cons: Will need to ensure visibility to direct potential customers. Permission from ADOT required as not a CBS ROW.

Other Overall Considerations

This influx of passengers will demand more support staff at HCH and for the Harbor Department, at least on a seasonal basis. Also, to disperse passengers throughout town, more attractions/excursions will be needed. However, this will place more pressure on space at HCH and at Crescent Harbor. New permitting structures may be needed to adequately manage the operational and financial demands this level of activity brings.

FINDINGS

1. Improvements to pedestrian safety are needed along Halibut Point Road as more attractions and visitor-destinations are developed.
2. Careful consideration of detouring routes associated with the 2022 SMC Road Project will be needed in order to mitigate traffic delays.
3. As the Lake/Lincoln/Harbor intersection is critical for system-wide efficiency, any efforts to improve flow through this intersection should be prioritized.
4. Without a combination of dispersion efforts and changes to traffic patterns/management, Lincoln Street will be less safe and less enjoyable on large ship days.
5. Downtown parking is already strained; this pressure will be exacerbated by potential plans to make all or part of Lincoln Street pedestrian only on large ship days. All parking solutions from increased enforcement, additional parking, or Park and Ride systems should be considered.
6. Efficiency of traffic and people flow into and out of Harrigan Centennial Hall is key to system-wide efficiency. Increased vehicular traffic in the area necessitates more pedestrian safety measures than in the past.

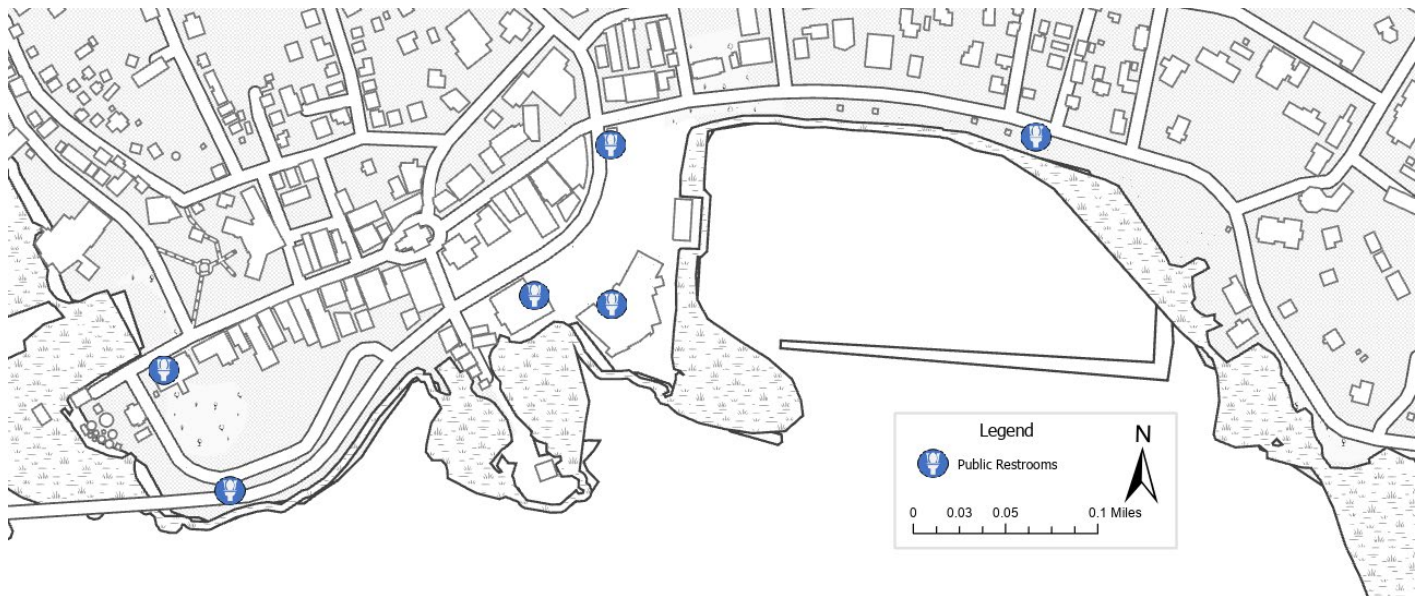
RECOMMENDATIONS

1. CBS and ADOT Collaboration
 - a. Request that ADOT complete a traffic study of Sitka to support the following:
 - i. Pedestrian safety improvements along HPR
 - ii. Changes/optimization at the Lake/Lincoln/Harbor Drive intersection
 - iii. Improvements needed system-wide
 - b. CBS should seek approval from ADOT for:
 - i. Redesign of traffic flow/timing through the Lake/Lincoln/Harbor Drive and Airport Road/Harbor Drive intersections either by way of signal improvements or use of a traffic conductor
 - ii. Dedication of “Area J” in front of Centennial Hall as a taxi bank for the summer season
2. Adopt a street-closure plan for Lincoln Street to promote pedestrian safety and downtown experience. Where possible, mitigate adverse parking impacts and alleviate accessibility challenges for core community services.
3. Adopt the traffic and staging plan for Harrigan Centennial Hall, and prioritize permit restructuring to support this new level of activity.

V. INFRASTRUCTURE AND FUTURE PLANNING NEEDS

DIRECT USE INFRASTRUCTURE

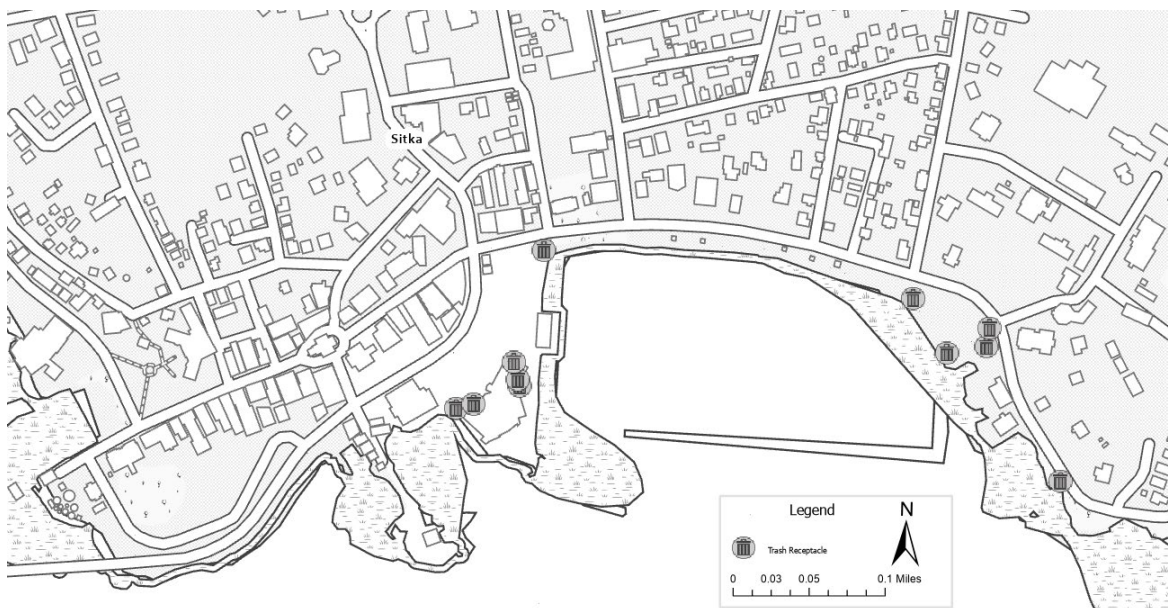
Bathrooms: In the downtown area, there are public restroom facilities located at the O’Connell Bridge dock, City Hall, the Lake/Lincoln/Harbor Drive intersection, the Library, Centennial Hall, and Crescent Harbor. Restrooms frequently came up as a top infrastructure concern throughout the planning process. In the long term, development of additional or expanded restroom facilities will likely be needed to support growing cruise tourism numbers. In the short-term, the two most feasible solutions are to bring in temporary restroom facilities and/or incentivizing downtown businesses, churches, or other entities to open their restrooms to the public. Temporary restroom facilities could be located within Crescent Park to supplement existing facilities and fill gaps along the Seawalk. Other suggested areas for placement of temporary restroom facilities included Totem Square and along Lincoln Street (Lake to Katlian) if possible with street-closure.



Water stations: Water fountains are available at Crescent Park, City Hall, Centennial Hall, and the Library, with the latter three locations also including water bottle filling stations. Installation of additional water stations will be most feasible if co-located on/in public buildings already served by water, wastewater, and power.



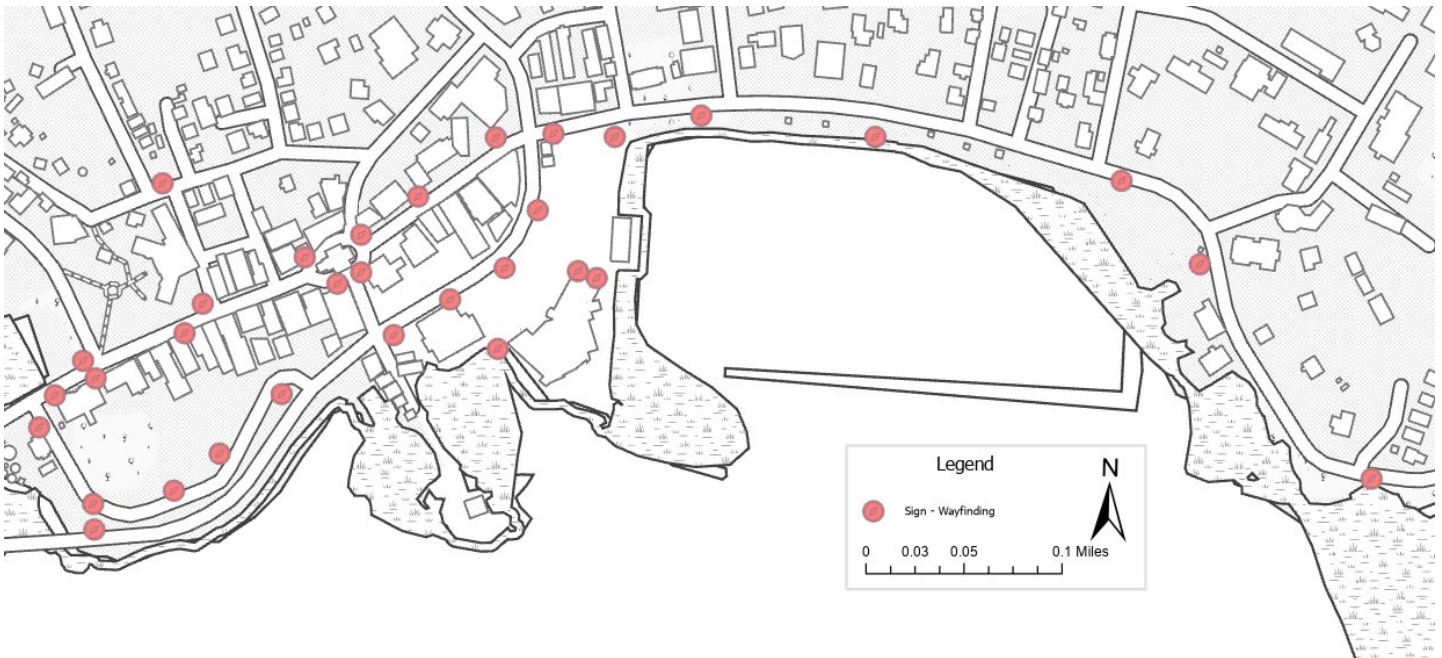
Solid Waste: Additional trash cans will be needed in the downtown area, as will more regular service to collect and dispose of solid waste. If more recycling is to be encouraged, recycling receptacles and scheduled pick-up will be needed.



Benches: There are approximately 70 CBS owned benches in the downtown area, spanning from the O’Connell Bridge dock to the end of the Seawalk. Addressing additional seating/rest area needs could be accomplished through Lincoln Street plans. The Full Closure Option could create space for downtown businesses/entities to place more benches proximate to their buildings, as sidewalk space will not be as scarce. However, this would require movement of benches/seating when the street is reopened. The One-Way Option, or Hybrid Option, could enable more permanent staging of these fixtures for the summer season. Additionally, the approximately 275-foot-long wall and poured concrete bench along the Pioneer Home campus on Lincoln Street could be used more comfortably for seating if additional walking space were available. In the One-Way Option, more CBS benches could be stationed along sidewalks or in the unused driving/parking lanes.



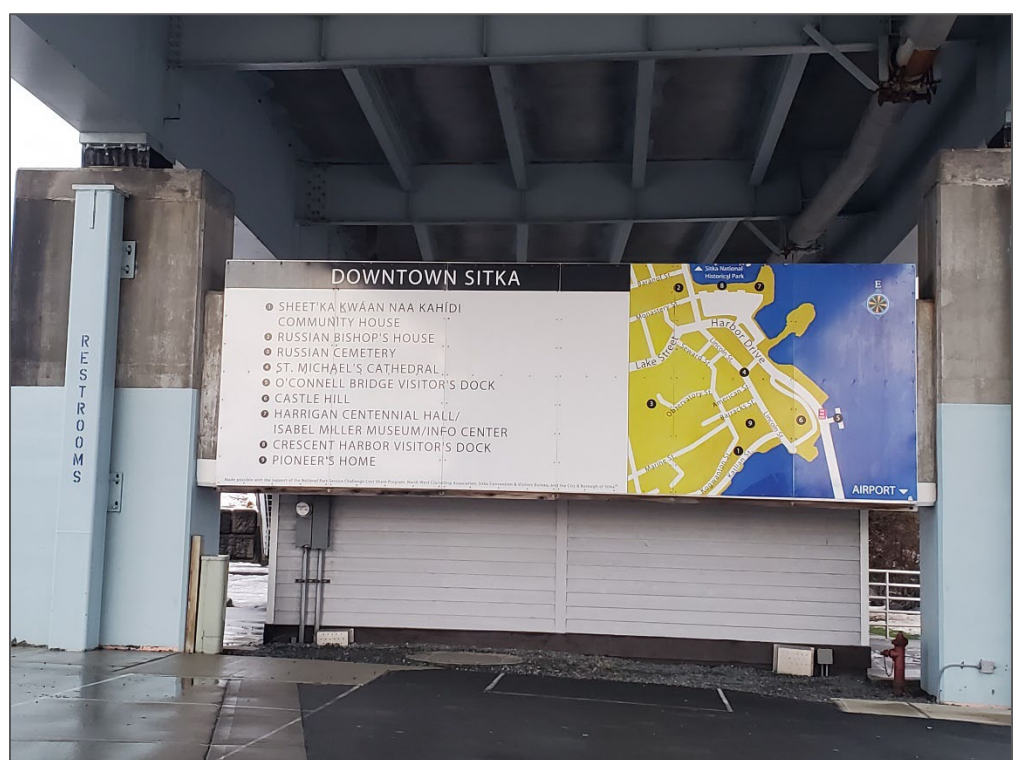
Signage/Wayfinding: Accessible and clear wayfinding signs are essential to ensure visitor enjoyment of all Sitka has to offer. There are approximately 60 wayfinding signs throughout Sitka, with 32 signs located in the downtown area. All signs display a map that provides the locations of amenities and attractions and indicates the viewer's location with a "You Are Here" symbol. Increased effort should be made to educate visitors of the wayfinding tools available. This could be accomplished by a large wayfinding map at passenger hubs that is consistent in design with existing wayfinding.



Example Wayfinding Sign



O'Connell Bridge Dock Wayfinding Sign



INDIRECT-USE INFRASTRUCTURE & RESOURCES

The impacts to indirect-use infrastructure and resources requires a more specialized/in-depth study that the scope of this plan did not entail, but recognition of those impacts as well as plans to address them in the future were important outcomes of this plan. Significant public comment was received expressing concern about these difficult-to-quantify impacts.

Impacted CBS infrastructure includes roads, water and wastewater systems, solid waste disposal, trails, and facilities regularly used by cruise passengers (HCH, Library, restrooms, etc.). At this time, it is anticipated that our infrastructure will be able to handle increased visitor-use based on the capacity/design of these systems. The biggest unknown is the extent of additional “wear and tear” resulting from increased cruise passenger use.

Identified community-wide infrastructure and resources that are impacted by cruise visitation include housing, telecommunications, environment, and the workforce.

FUTURE PLANNING NEEDS

Given the identified needs and impacts, three future planning areas were outlined:

1. **Impact Study:** A comprehensive impact study should be commissioned to understand the impacts of cruise visitation (particularly in the context of rising forecasted passenger volumes) on CBS infrastructure and community infrastructure/resources. A main deliverable of this study should be opportunities to utilize CPET funds for offsetting identified impacts in an objective, formulaic manner.
2. **Traffic Study:** CBS should request that ADOT perform a system-wide traffic study, and that it be performed during the summer months in order to capture peak use data. This will be critical data to support ADOT improvements in the future and can also be utilized by CBS in support of planning and grant application efforts. The Planning Commission voted 5-0 to support an Assembly request of ADOT to conduct this study as soon as possible.
3. **Permitting Strategy:** Across the board, CBS permitting procedures are disparate across departments, complex, and underdeveloped. Tourism adds pressure to permitting needs including transportation, vending, parking, and guiding services. Harrigan requires the most immediate attention, but all permitting would benefit from a comprehensive review/strategy.

FINDINGS

1. Direct-use infrastructure will face significantly higher use and reliance than in previous years. Additional support services to maintain their use will also be required.
2. Keeping up with street maintenance and striping is important to encourage compliance with traffic patterns.
3. Improved cell and internet services are needed to accommodate higher visitor numbers in the summer.

4. While not yet quantifiable, it is recognized that increased cruise passenger visitation will have an impact on CBS infrastructure such as roads, water and wastewater services, solid waste management, trails, and other facilities. Also, community-wide infrastructure and resources such as the workforce, housing, the environment, and telecommunications will be impacted.
5. Though the scope of this plan was focused on the near-term, considerable community input was received during the planning process expressing interest in long-term planning related to the visitor industry.

RECOMMENDATIONS

1. Health and Sanitation
 - a. Near-term Solutions
 - i. Utilization of temporary restroom facilities in the downtown area.
 - ii. Incentives for private property owners in the downtown area to open their restrooms to the public.
 - iii. Adding water stations to existing public restroom facilities.
 - iv. Increased trash cans are needed downtown, particularly on Lincoln Street (from Lake to Katlian). More regular trash collection and disposal will be needed.
 - v. If recycling is to be encouraged, new receptacles will be needed along with a new service for pick-up/sorting/disposal.
 - b. Long-term Solutions: Additional permanent restrooms should be considered. Key areas lacking coverage are the western end Lincoln Street (between Lake Street and Katlian Avenue), and the eastern end of Lincoln Street (past Jeff Davis Street) including the Community Playground. Additional restroom facilities should also be considered along the Seawalk. All new permanent restroom facilities should include water stations where feasible.
2. Visitor Amenities & Experience
 - a. Sitka's wayfinding program is well developed in terms of consistent branding/visual cues and distribution throughout the community, particularly in the downtown area. Some additional wayfinding signs could be added by making more installations two-sided. Continued support for Visit Sitka is needed to keep wayfinding maps up-to-date and grow visitor awareness.
 - b. An additional, large-scale wayfinding sign should be considered at Harrigan Centennial Hall. An update to the large-scale sign at the O'Connell Bridge Dock should also be considered.
 - c. The ability to place more benches along Lincoln Street (Lake to Katlian) will be determined by the final closure plan. Where possible, downtown businesses/entities should be encouraged to provide seating on their property.
3. Opportunities to support the growth of necessary broadband capabilities will greatly improve communications and commerce systems. Where possible, CBS should work with the telecommunications industry and Tribal entities to expand Sitka's telecommunication capacity.
4. The future planning needs identified were an impact study, a traffic study, and a comprehensive permitting review/overhaul. These efforts should be prioritized in the coming years as cruise passenger projections continue to grow.

VI. ACTION COMPILATION

Plan Section	Action	Action Type	Timeframe*	Budget Estimate
Traffic	Seek ADOT approval for use of "Area J" adjacent to HCH as a taxi bank during the summer season	Collaboration	2Q/3Q	None Anticipated
Traffic	Seek ADOT approval for the use of traffic conductors at Lake/Lincoln/Harbor intersection and the Airport/Harbor Intersection or other traffic control measures to increase intersection efficiency	Collaboration	2Q/3Q	None Anticipated
Traffic	Seek ADOT approval for pedestrian all-cross system	Collaboration	2Q/3Q	None Anticipated
Traffic	Adopt a street closure plan for Lincoln Street for the summer of 2022	Policy Direction	3Q	None Anticipated
Traffic	Adopt the HCH traffic and staging plan	Policy Direction	3Q	None Anticipated
Traffic	Revise permit structure at HCH to account for change in activity level and new traffic and staging plan	Operational	3Q	10-15K
Traffic	Management of Lincoln Street Full Closure Option daily closures/reopening & barricades	New Service/ Equipment	3Q	125K – 225K
Traffic	For Lincoln Street One-Way Option, purchase temporary median equipment	Equipment	3Q	50K – 100K
Traffic	Purchase ATV ambulance to serve SSCT and adventure park development at 4951 HPR	Equipment	3Q	100K
Future Planning	Schedule retrospective review for Assembly and Planning Commission in October	Policy Direction	3Q	None Anticipated
Dispersion	Implementation of a looping shuttle system for the downtown area	New service	3Q/4Q	Future Decision/Estimating
Transportation	Encourage and incentivize bicycling and walking as a means of commuting to decrease pressure on downtown parking	New service	3Q/4Q	5K
Transportation	Beautification along HPR/Swan Lake corridor and roundabout	New service	3Q/4Q	Future Decision/Estimating

Transportation	Purchase/install additional bike racks and/or bike shelters in the downtown area	Equipment	3Q/4Q	10K
Traffic	Implementation of a Park and Ride system for downtown works and residents accessing downtown. Look for opportunities to pair with looping shuttle system.	New service	3Q/4Q	Future Decision/Estimating
Traffic	Hire traffic conductors to control intersections at Lake/Lincoln/Harbor and Airport/Harbor	New service	3Q/4Q	75-100K
Traffic	Hire crossing guards to assist with pedestrian crossings in the downtown area	New service	3Q/4Q	
Traffic	Increase parking enforcement	New service	3Q/4Q	
Traffic	Purchase temporary shelter/rain cover for use at HCH	Equipment	3Q/4Q	70K
Infrastructure	Purchase and/or contract temporary restroom facilities for the downtown area	New service	3Q/4Q	Will be managed by a not to exceed budget
Infrastructure	Incentivize use of private bathrooms for public use	New service	3Q/4Q	30-50K
Infrastructure	Contract services for solid waste management	New service	3Q/4Q	20K
Infrastructure	Add water stations to existing public restroom facilities	Equipment	3Q/4Q	10K
Infrastructure	Increase trashcans in the downtown area	Equipment	3Q/4Q	15K
Infrastructure	Add additional benches on Lincoln Street (Lake to Katlian) subject to closure plan	Equipment	3Q/4Q	Future Decision/Estimating
Infrastructure	Commission/update large scale signage for HCH and O'Connell Bridge Dock	Equipment	3Q/4Q	Future Decision/Estimating
Infrastructure	Add additional "Visit Sitka" branded wayfinding signs in the downtown area	Equipment	3Q/4Q	Future Decision/Estimating
Infrastructure	Improve public Wi-Fi access at HCH and Library	Equipment	3Q/4Q	5K
Dispersion	Development of a digital wayfinding system	New service	ONGOING/LT	Future Decision/Estimating
Dispersion	Encourage tour operators and small-scale transportation providers to utilize alternative drop-off points where possible	Policy Direction	ONGOING/LT	Future Decision/Estimating

Dispersion	Encouraging growth of the attractions and excursions market	Policy Direction	ONGOING/LT	Future Decision/Estimating
Transportation	Encourage alternative transportation modes such as public transit and carpooling	Policy Direction	ONGOING/LT	Future Decision/Estimating
Transportation	Incentives for bus fleet electrification	Policy Direction	ONGOING/LT	Future Decision/Estimating
Traffic	Seek ways to expand vendor and outfitting space at HCH	Construction	ONGOING/LT	Future Decision/Estimating
Traffic	Encourage downtown property owners to expand parking availability	Policy Direction	ONGOING/LT	Future Decision/Estimating
Infrastructure	Construct additional, permanent restroom facilities in the downtown area	Construction	ONGOING/LT	Future Decision/Estimating
Infrastructure	Construct additional parking in the downtown area	Construction	ONGOING/LT	Future Decision/Estimating
Infrastructure	Seek opportunities to expand broadband capability	Collaboration	ONGOING/LT	Future Decision/Estimating
Future Planning	Commission a system-wide impact study to quantify impacts to CBS infrastructure, housing, workforce development needs, the environment, and telecommunications.	Policy Direction	ONGOING/LT	Future Decision/Estimating
Future Planning	Request that ADOT complete a traffic study for Sitka	Collaboration	ONGOING/LT	Future Decision/Estimating
Future Planning	Commission a comprehensive overhaul of CBS permitting systems and processes	Policy Direction	ONGOING/LT	Future Decision/Estimating

*CBS fiscal year starts July 1 each year. Quarters are stated as part of the current fiscal year, FY22.

- FY22 2Q: October 2021 – December 2021
- FY22 3Q: January 2022 – March 2022
- FY22 4Q: April 2022 – June 2022
- Ongoing/LT: Ongoing or Long-term action, timeline undefined