

# FINAL DRAFT

## Action Plan

Strategy No. B

Plan 4

Date: 7/9/2019

**Strategy:** We will identify and pursue Economic Development Opportunities.

**Specific Result:** To make the City and Borough of Sitka more business friendly.

#	ACTION STEP (Number each one)	Assigned To:	Start Date:	Due Date:	Completed Date:
1	CBS will take a confidential survey of all employees to solicit ideas for maximizing CBS's role in supporting economic development (See Appendix 1).	?	7/9	8/2	
2	Secured collection boxes will be placed in a number of locations for the ease of employee input. A set period of time shall be announced for employees to complete the confidential and anonymous surveys.	?	7/9	8/2	
3	A Survey Committee will be appointed by the Mayor to collect and open the secured survey collection boxes. Committee to include at least one Assembly member.	Mayor Paxton	8/2	8/5	
4	Survey Committee will report in written and oral form to the Assembly and Senior Staff.	Survey Committee	8/13	8/23	
5	SEDA will do a confidential survey of local business owners and ask them what could be done to make their interactions with the CBS more stimulative of economic development and business expansion.	Garry White	Done	Done	
6	SEDA Board President and Executive Director will provide a written and oral report to both the Assembly and CBS Senior Staff regarding the results of the SEDA survey including the health of the business climate and what the CBS can do to improve their level of support for economic development.	President & Garry White	8/13	8/23	
7	Based on the results of the Business Survey, CBS staff will implement a program to engage with customers to work on streamlining processes and to become more business friendly.	Chief Miller & White	8/23	9/27	

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8	<p>Using survey results and engagement meetings, develop Guidelines for the CBS activities that interface with business and/or industrial enterprises.</p> <p>Guidelines will contain the following:</p> <ol style="list-style-type: none"> <li>Mission Statement identifying that the highest priority will be given to working supportively with private industry/business and business non-profits (eg NSRAA, SPC, Sitka Fine Arts Camp, Sitka Sound Science Center, Sitka Summer Music Festival), to bring positive revenue, and job retention/creation.</li> <li>Create a list of maximum turnaround timelines for various requests that are tied to Economic Development (eg Building Permits, Land Development Proposals, Requests for Public Private Partnerships, Legal Reviews of Documents related to Economic Development);</li> <li>Develop sets of guidelines that can be provided to each applicant, giving the applicant a clear guide to what is expected to receive approval.</li> <li>All Departments of the Municipality, including Enterprise Fund Departments, shall be part of these Guidelines;</li> <li>Municipal Attorney will be covered by these Guidelines, but accountable to the Assembly.</li> <li>Guidelines shall not bypass and/or violate local and state regulations</li> </ol>	Chief Miller	10/1	11/5	
9	Assembly will review, critique, revise, and approve these Guidelines.	Mayor Paxton & Assembly	11/12	11/26	
10	Training will be provided to all Senior Staff to assist with the implementation of these Guidelines.	Chief Miller	11/26	12/13	
11	All evaluations of Senior Staff will include their effectiveness in implementing these Guidelines.	Chief Miller	12/13	Ongoing Quarterly	
12	<p>**CBS will investigate “best practices” regarding licensing, permitting and regulations:</p> <ol style="list-style-type: none"> <li>Reduce administrative arrangements that are unnecessarily costly, time-consuming or burdensome—simplifying processes and forms and reducing processing times;</li> <li>Assess the cost and benefit of regulation on the</li> </ol>	Harmon & Planning Director	11/5	5/1/20 (Long & complicated process)	

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	<p>business sector and the economy as a whole before it is introduced so that the relative merits of new regulation can be objectively determined;</p> <p>c. Review the current stock of regulations to determine if these are still necessary and how they may be updated or otherwise improved;</p> <p>d. Consider streamlining city approval and permitting processes.**</p>				
13	Consider deleting one old guideline/code/requirement for each new one proposed.	Chief Miller & Assembly	11/22	Ongoing as needed	
14	Assembly will include ratings of the effectiveness in implementation of these Guidelines in the evaluations of the Municipal Administrator and Municipal Attorney.	Mayor Paxton & Assembly	11/22	Ongoing	
15	<p>CBS will proactively engage the various industry sectors in the community (See Appendix 2)</p> <p>a. The Administrator will meet quarterly with representatives of the fishing, visitor, health care, construction, and retail sectors. SEDA will coordinate these meetings. Various industry sectors should be added dependent on circumstances and issues. Their meetings should become routine calendared events (eg, second Thursday of quarterly months).</p> <p>b. The Assembly may hold periodic work sessions with representatives of the fishing, visitor, health care, and retail sectors if the Assembly deems it necessary to keep Economic Development in the forefront of all CBS activities.</p>	<p>Chief Miller &amp; Garry White</p> <p>Mayor Paxton &amp; Assembly</p>	<p>9/17</p> <p>9/17</p>	<p>Ongoing</p> <p>Ongoing</p>	
<p>**Quoted from the website:  <a href="https://simonwhite.com.au/2018/02/26/creating-better-local-business-environment-part-3-options-reform/">https://simonwhite.com.au/2018/02/26/creating-better-local-business-environment-part-3-options-reform/</a></p>					
Responsible:			Chief Miller		

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## Appendix 1 Action Plan B1

### (Survey Document for use in Employee Survey)

Rating 1 – 5, 1 being the lowest and 5 being the highest rating

In your opinion, is the CBS “business friendly”? That is, in the interactions between Business Clients and the CBS, are CBS Employees helpful to business owners?

1      2      3      4      5

Comments:

In general, when there are interactions between CBS Employees and the Business Clients, and things seem to go wrong, in your opinion, is it the fault of the CBS employee or the Business Client?

\_\_\_\_\_ % fault of Business Client

\_\_\_\_\_ % fault of the CBS Employee

Comments:

The Assembly has identified Economic Development as one of its highest priorities. What do you believe can be done by CBS Management, CBS Employees, the Assembly, and the Business Community to improve the prospects of actually growing our economy?

Comments:

Is Economic Growth and Development important to you? 1-not important, 5 very important

1      2      3      4      5

Comments:

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## Appendix 2 Action Plan B1

The CBS will consider what can be done to leverage each of the following CBS assets for Economic Development:

- a. Harbors and Docks
- b. Airport
- c. Centennial Building
- d. Library
- e. Baseball Field
- f. Performing Arts Center
- g. Gary Paxton Industrial Park

The CBS will ask the following non-profits what can be done to help them to grow and prosper, and contribute to Economic Development;

- a. Fine Arts Camp
- b. Sitka Summer Music Festival
- c. Sitka Science Center
- d. NSRAA
- e. Sitka Tribe of Alaska
- f. National Park

The CBS will ask the following business enterprises what can be done to help them to grow and prosper, and contribute to Economic Development;

- a. Sea Mart
- b. AC Lakeside
- c. Allen Marine
- d. Tribal Enterprises
- e. Shee Atika Inc
- f. Fish Processing Plants (Silver Bay, Sitka Sound, SPC)
- g. Lincoln Street Businesses
- h. Charter Industry
- i. Visitors Industry
- j. AML & Linden Transfer
- k. Sampson Tug & Barge
- l. True Value Hardware
- m. Spenard Building Supply
- n. Building Construction Industry
- o. Heavy Construction Industry
- p. Schmolck Mechanical
- q. Sitka Electric

And many others.