COMMUNITY AND ECONOMICS DRIVEN LAND USE MASTER PLANNING

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James Bibb, Architect, NorthWind Architects
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 for implementation
Why Master Planning:

COMMUNITY

• Southeast Alaska’s economy is being redefined; need to reposition for long term economic diversity and growth
• Needs of citizens are changing and infrastructure is aging
• Need to preserve our community’s unique qualities, values, heritage, and character.
Why Master Planning:

SHARING

• Discussions and sharing ideas through planning can help develop a common vision, bring new energy, and create a roadmap for the future
• Helps create new partnerships and opportunities for the next generation (new and old)
• Opportunity for innovation and bringing people together for meeting shared needs
• Creates an environment for engagement and garnering support.
Why Master Planning:

LONG TERM BENEFITS

- Planning provides long term benefits rather than short term responses
- Support and grow the local economy
- Can support self-sustaining communities and slow out-migration
- Provide the highest and best use of land with the highest benefits
- Dynamic planning and funding tool with an understanding of the ‘long-game’.
- Can provide long term management guidelines
The Typical Process:
Why Include A Community Process?

• Allows meaningful and thoughtful input
• Brings community together for discussion and gives ownership to residents and stakeholders
• No one knows the community better than those that live there. Enriched problem identification and planning process
• Higher likelihood of support and adoption
• Bottomline: Makes the plan, the community's plan.
The Process + Community:
Why Include Economics?

- Collect data to understand local and regional needs, trends and opportunities
- Identify data gaps and gather missing information to assist in quantifiable decision making
- Identify and capture economic opportunities (local and regional)
- Provide economic projections and benefit-cost analysis of improvements including revenue generation, job creation, other benefits.
- Develop economic recommendations to support planning effort resulting in strategic land use planning
- Bottomline: Meet needs and grow the local economy
The Process +
Community + Economics
Successful Community Process:

INCLUSIVE PROCESS
Successful Community Process:

VISION AND MISSION

Valdez Waterfront MP
Successful Community Process:

INVENTORY

Valdez Waterfront MP
Successful Community Process:

SWOT

Clam Cove PUD Master Plan
Successful Community Process:

SURVEY

Klawock Community Action Plan
Successful Community Process:

PROBLEM IDENTIFICATION: WHY, WHY, WHY

Clam Cove PUD Planning
Successful Community Process:

NEEDS AND PROGRAMMING

Downtown Waterfront Urban Plan
Successful Community Process:

PRIORITIZATION

Downtown Waterfront Urban Plan
Successful Community Process:

IMPLEMENTATION

Wrangell Waterfront Master Plan
Successful Community Process:

OPEN STUDIO

Archipelago Master Plan
Successful Community Process:

DESIGN WITH COMMUNITY

Wrangell Waterfront Master Plan
Including Economics:

DATA COLLECTION

Archipelago Property Master Plan

Task #1 - Collect Available Data

Juneau Archipelago Project

Best value per square foot
General Sales Per Square Foot Annually
(not Juneau specific)

<table>
<thead>
<tr>
<th>Service Type</th>
<th>Value ($)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Jewelry Store</td>
<td>$112.5</td>
</tr>
<tr>
<td>Coffee Shop</td>
<td>$125.5</td>
</tr>
<tr>
<td>Full Service Restaurant</td>
<td>$125.5</td>
</tr>
<tr>
<td>Limited Service Restaurant</td>
<td>$112.5</td>
</tr>
<tr>
<td>Drinking Place</td>
<td>$112.5</td>
</tr>
<tr>
<td>Gift Store</td>
<td>$125.5</td>
</tr>
<tr>
<td>Clothing/Accessory Store</td>
<td>$112.5</td>
</tr>
<tr>
<td>Hotel</td>
<td>$125.5</td>
</tr>
<tr>
<td>Office (rent)</td>
<td>$3</td>
</tr>
<tr>
<td>Housing (rent)</td>
<td>$3</td>
</tr>
</tbody>
</table>

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

Average annual employment growth over past 5 years

Tourist Arrivals into Juneau by Mode

- Cruise: 93%
- Air: 6%
- Ferry: 3%

Juneau Rent Per Square Foot
Based on location

Examples of Juneau Rent Per Square Foot:
- $7.50
- $6.00
- $4.50
- $3.00
- $2.50
- $2.00
Including Economics:

**ECONOMIC OPPORTUNITIES**

Archipelago Property Master Plan and Institute Property Master Plan

### Task #2 - Understand Opportunities

<table>
<thead>
<tr>
<th>Juneau Archipelago</th>
<th>Wrangell Institute Property</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Economic Opportunities</strong></td>
<td></td>
</tr>
<tr>
<td>Current opportunities for the community as a whole include growing the maritime and tourism sectors, and working to attract new businesses and residents to the community.</td>
<td>Developing a robust maritime sector in the community.</td>
</tr>
<tr>
<td><strong>Educational Campus</strong></td>
<td></td>
</tr>
<tr>
<td>Potential Jobs: 75</td>
<td>Housing and retail at the Institute Property could provide support for future development at the old mill site once redevelopment begins.</td>
</tr>
<tr>
<td>Potential Wages: $3 million annually</td>
<td></td>
</tr>
<tr>
<td>If the Alaska Native Science and Engineering Program builds a new four hundred-bed facility on the Institute Property, the economic impacts would be substantial.</td>
<td></td>
</tr>
<tr>
<td><strong>Continue to Grow the Maritime Economy</strong></td>
<td></td>
</tr>
<tr>
<td>Potential Jobs: 35 new jobs (every five years)</td>
<td></td>
</tr>
<tr>
<td>Potential Wages: +$1.8 million annually</td>
<td></td>
</tr>
<tr>
<td>Through twenty years of concentrated efforts, systematically obtaining and strategically using funding, and an unwavering focus on long-term goals, the City and Borough of Wrangell has focused on</td>
<td></td>
</tr>
<tr>
<td><strong>Assisted Living Senior Housing Facility</strong></td>
<td></td>
</tr>
<tr>
<td>Potential Jobs: 15</td>
<td></td>
</tr>
<tr>
<td>Potential Wages: +$300,000 annually</td>
<td></td>
</tr>
<tr>
<td>There is need and community support to develop an assisted living senior housing facility in Wrangell.</td>
<td></td>
</tr>
<tr>
<td><strong>Support and Grow Visitor Industry</strong></td>
<td></td>
</tr>
<tr>
<td>Potential Jobs: 20 new jobs (every five years)</td>
<td></td>
</tr>
<tr>
<td>Potential Wages: +$440,000 annually</td>
<td></td>
</tr>
<tr>
<td>Wrangell is an attractive visitor destination, although it differs from other destinations in the region in that its visitors are more likely to be independent travelers rather than off of a cruise ship.</td>
<td></td>
</tr>
</tbody>
</table>
Including Economics:

COLLECT MISSING DATA

Klawock CAP, Wrangell Boat Storage, and USFS Mendenhall Glacier Recreation Master Plan
Including Economics:

ECONOMIC PROJECTIONS

Downtown Juneau Harbors
Uplands Master Plan

Task #4 - Economic Projections

Juneau Marine Service Center

Table 1 summarizes the findings of the benefit-cost analysis for the development of a Juneau Marine Service Center.

<table>
<thead>
<tr>
<th>Measure</th>
<th>Discounted at 3%</th>
<th>Discounted at 7%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Value of Time Travel Saved</td>
<td>$17,873,719</td>
<td>$10,966,138</td>
</tr>
<tr>
<td>Value of Operating Cost Saved (Fuel)</td>
<td>$6,076,406</td>
<td>$3,676,358</td>
</tr>
<tr>
<td>Foregone maintenance on current lift</td>
<td>$28,009</td>
<td>$18,435</td>
</tr>
<tr>
<td>Total Benefits</td>
<td>$23,978,134</td>
<td>$14,660,932</td>
</tr>
<tr>
<td>Capital Costs</td>
<td>$21,607,550</td>
<td>$20,454,568</td>
</tr>
<tr>
<td>O&amp;M Costs</td>
<td>$947,697</td>
<td>$535,882</td>
</tr>
<tr>
<td>Residual Value</td>
<td>$(6,863,084)</td>
<td>$(2,857,252)</td>
</tr>
<tr>
<td>Total Costs</td>
<td>$15,692,163</td>
<td>$18,133,198</td>
</tr>
<tr>
<td>Benefit-Cost Ratio</td>
<td>1.53</td>
<td>0.81</td>
</tr>
</tbody>
</table>
Including Economics:

**ECONOMIC RECOMMENDATIONS**

Wrangell Cooperative Community Action Plan

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**Task #5 - Develop Recommendations**

**Housing**

**Housing Recommendations**

Based on analysis and the survey, there are several immediate housing needs the community and WCA should be addressing:

- **More rentals**—especially for rentals with one or two bedrooms;
- **Higher quality housing** with better **energy efficiency**;
- More **two- to three-bedroom single family homes**;
- More **short-term or summer housing options** for those involved in the maritime and tourism sectors; and
- Development of an **assisted living senior housing facility**.
Including Economics:

COST ESTIMATES AND RATE OF RETURN

Wrangell Waterfront Master Plan

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Total Costs of the Preferred Master Plan

<table>
<thead>
<tr>
<th>Item Description</th>
<th>Units</th>
<th>Quantity</th>
<th>Unit Cost</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Mobilisation</td>
<td>LS</td>
<td>All Real</td>
<td>10%</td>
<td>$1,043,800</td>
</tr>
<tr>
<td>2. Demolition &amp; Disposal - Barge Terminal</td>
<td>LS</td>
<td>All Real</td>
<td>10%</td>
<td>$900,000</td>
</tr>
<tr>
<td>3. Ship Rock Borrow - Intermittent Fill</td>
<td>CY</td>
<td>20,000</td>
<td>$20</td>
<td>$900,000</td>
</tr>
<tr>
<td>4. Armor Rock</td>
<td>CY</td>
<td>4,000</td>
<td>$60</td>
<td>$240,000</td>
</tr>
<tr>
<td>5. Concrete MSE Wall</td>
<td>SF</td>
<td>10,000</td>
<td>$900,000</td>
<td></td>
</tr>
<tr>
<td>6. AC &amp; Paved Pavement Lot and Campbell Drive Reconfiguration</td>
<td>SF</td>
<td>35,000</td>
<td>$20</td>
<td>$700,000</td>
</tr>
<tr>
<td>7. Elevated Heritage Walk, 12x700'</td>
<td>LF</td>
<td>8,400</td>
<td>$60</td>
<td>$514,400</td>
</tr>
<tr>
<td>8. Screen Fence</td>
<td>LF</td>
<td>1,200</td>
<td>$150</td>
<td>$180,000</td>
</tr>
<tr>
<td>9. On Grade Heritage Walk, 16x600'</td>
<td>SF</td>
<td>6,400</td>
<td>$60</td>
<td>$384,000</td>
</tr>
<tr>
<td>10. Heritage Walk &amp; MSE Wall Safety Rails</td>
<td>LF</td>
<td>1,500</td>
<td>$400</td>
<td>$600,000</td>
</tr>
<tr>
<td>11. Wheels Access Concrete Stairway with Railings</td>
<td>EA</td>
<td>2</td>
<td>$100,000</td>
<td>$200,000</td>
</tr>
<tr>
<td>12. Concrete Sidewalks and Pavers</td>
<td>SF</td>
<td>30,000</td>
<td>$20</td>
<td>$600,000</td>
</tr>
<tr>
<td>13. Net Shed, 40x20'</td>
<td>SF</td>
<td>4,000</td>
<td>$350</td>
<td>$140,000</td>
</tr>
<tr>
<td>14. Drainage Improvements</td>
<td>LS</td>
<td>All Real</td>
<td>10%</td>
<td>$175,000</td>
</tr>
<tr>
<td>15. Water &amp; Sewer Service Extensions</td>
<td>LS</td>
<td>All Real</td>
<td>10%</td>
<td>$175,000</td>
</tr>
<tr>
<td>16. Top Soil, Landscaping &amp; Planting</td>
<td>AC</td>
<td>200</td>
<td>$50</td>
<td>$10,000</td>
</tr>
<tr>
<td>17. Construction Surveying</td>
<td>LS</td>
<td>All Real</td>
<td>10%</td>
<td>$150,000</td>
</tr>
<tr>
<td>18. Pilings Supported Timber Dock, 60x12</td>
<td>SF</td>
<td>2,000</td>
<td>$500</td>
<td>$1,000,000</td>
</tr>
</tbody>
</table>

Total Costs: $11,481,800

Note: Cost of commercial buildings is not included.
Including Economics:
IDENTIFY FUNDING

Valdez Waterfront Master Plan
Wrangell Waterfront Master Plan

Corvus Design, NorthWind Architects, Rain Coast Data and PND Engineers
Institute Property
Master Plan

Corvus Design, NorthWind Architects, Rain Coast Data and R&M Engineers
USFS, Mendenhall Glacier Recreation Area Master Plan

Corvus Design, Rain Coast Data, PND Engineers, ECI
Valdez Comprehensive Waterfront Master Plan

Corvus Design, PND Engineers, McDowell Group, ECI
Archipelago Property
Master Plan

Corvus Design, PND Engineers, Rain Coast Data and NorthWind Architects
Strategies for Success

Include an engaging public process
Strategies for Success

Quantified decision making (backed by good data)
Strategies for Success

Build consensus
Strategies for Success

Be innovative
Strategies for Success

Be true to your community
Strategies for Success

Celebrate your culture and history
COMMUNITY AND ECONOMICS DRIVEN LAND USE MASTER PLANNING

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