

Thorne Bay

Waterfront Plan

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Prepared for: The City Of
Thorne Bay
Alaska

Thorne Bay Waterfront Plan



Table of Contents

| | |
|---|-------------|
| Section 1, Executive Summary | Page |
| The Sort Yard | 1 |
| The Trans-Shipment Area | 1 |
| Commercial Properties Adjacent to the Trans-Shipment Area | 2 |
| City Center and Harbor Area | 2 |
| 54-Acre DNR Tract | 2 |
| Section 2, Overview | Page |
| Background | 3 |
| Why the Study? | 3 |
| Goals | 3 |
| Study Team | 4 |
| Section 3, Public Participation | Page |
| Stakeholder Meetings | 4 |
| Community Meetings | 4 |
| On-Line Survey | 4 |
| April Workshop Finding | 4 |
| Section 4, Project Process | Page |
| Phase 1, Inventory and Analysis | 5 |
| Phase 2, Development of Alternatives and Waterfront Zones | 5 |
| Phase 3, Draft Waterfront Plan | 5 |
| <i>Opportunities and Constraints Diagram</i> | 6 |
| Section 5, Findings and Options | Page |
| Pedestrian and Vehicular Access | 7 |
| Parking | 7 |
| Harbor | 7 |
| The Trans-Shipment Yard | 7 |
| Relationship to the Waterfront | 7 |
| Flight Operations | 7 |
| Funding for Community Operation and Construction | 8 |
| Image | 8 |
| City-Owned Commercial Land | 8 |
| 54-Acre DNR Parcel | 8 |
| Derelict Properties | 9 |
| Harbor Area Improvements | 9 |
| Improve Pedestrian Pathways | 10 |



Table of Contents

| Section 6, Recommendations | Page |
|--|-----------------|
| 1. Pedestrian Improvements | 10 |
| 2. Trans-Shipments Area | 10 |
| <i>Preferred Alternative Diagram</i> | 11 |
| 3. Community-Owned Commercial Property | 12 |
| 4. Develop a Community Float Plane Facility | 12 |
| 5. Develop a new Community Park on the Waterfront | 12 |
| 6. Focus New Development within the Community Core | 13 |
| 7. Develop a Small Commercial Zone Near the Harbor | 13 |
| <i>Diagram A, Commercial Development on Fill</i> | 14 |
| <i>Diagram B, Commercial Development on Floats</i> | 15 |
| 8. Maintain Plans for Improved City Hall and Library | 16 |
| 9. Prepare for Future Harbor Expansion | 16 |
| <i>Harbor Diagram</i> | 16 |
| 10. Improve and Organize Parking Near the Harbor | 16 |
| <i>Parking Diagram</i> | 17 |
| Other Important Considerations | |
| Market the Waterfront | 17 |
| Business Creation and Retention | 17 |
| Section 7, Final Overview | Page |
| Next Steps | 18 |

Thorne Bay Waterfront Plan



Executive Summary

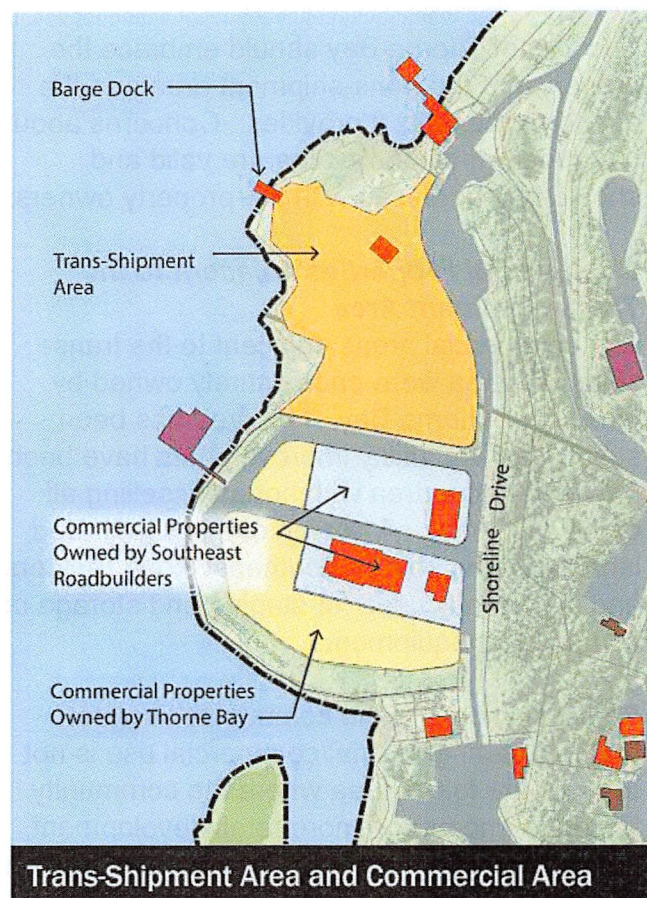
For a community the size of Thorne Bay, the developable waterfront is extensive. It encompasses the sort yard in the north, the trans-shipment area further south, a commercial/industrial zone immediately adjacent to the sort yard, the harbor area (community center), Deer Creek, Deer Creek Subdivision, and a 54-acre Department of Natural Resources (DNR) tract to the south of that. Not all of these areas are included for consideration in this plan. The Deer Creek area and the Deer Creek subdivision are in private hands and well-established. They have not been considered for change as part of the Waterfront Plan. The other areas of the waterfront offer a range of opportunities.

The Sort Yard

The sort yard encompasses approximately 7 acres and is situated adjacent to a larger tract of Forest Service land. The Thorne Bay tract is large enough to support some industrial uses and is appropriate for this use. The City of Thorne Bay should continue to lease this land, when the opportunity avails itself for uses that support community jobs and provide additional income. This land is separated enough from the community that it is not readily visible and industrial uses are unlikely to impact other uses.

The Trans-Shipments Area

The trans-shipment area is privately owned and serves as the freight port for the entire Prince of Wales Island. Like ports in any location, this area of the waterfront is an economic engine for the community. It supports local jobs and brings visitors from all over the island to pick up shipments of goods. Some residents have suggested that the trans-shipment area should be relocated to the sort yard so the area could



develop for commercial uses that are more compatible with the rest of the community. The presence of a trans-shipment area in the heart of the community is not unusual in Southeast Alaska. Similar facilities can be found in Ketchikan, Wrangell, and Petersburg.

The sort yard is not large enough to support trans-shipment operations and it currently has no infrastructure that would support such a move. There are additional implications with maneuvering the barges that make the Sort Yard less advantageous than its current location. The cost of relocation would be very large and the shipping company, facing such a move, would very likely investigate other locations as alternatives.

Thorne Bay Waterfront Plan

The City of Thorne Bay should embrace the presence of the trans-shipment area and the economic benefits it provides. Concerns about the appearance of the area are valid and should be addressed with the property owners.

Commercial Properties adjacent to the Trans-Shipments Area

The commercial areas adjacent to the trans-shipment area were once entirely owned by the City of Thorne Bay. The area has been subdivided and utility improvements have been provided to the area with hopes of selling all of the properties. A portion of this subdivided land has been sold to Southeast Road Builders and is currently used for staging and storage of construction equipment.

Some members of the community suggest that this semi-industrial/commercial use is not appropriate for an area where the community hoped to encourage more retail development, compatible with the adjacent residential portion of town.

This plan recommends the City of Thorne Bay maintain ownership of the remaining parcels and lease the land for future uses. This allows the City of Thorne Bay to maintain control and flexibility for how these lands are used in the future. Additionally, because there is no property tax in Thorne Bay, leasing the land offers a revenue source that would not be available if the property was sold outright. There is not enough commercial demand at this time to warrant retail development of these properties, but other uses that are semi-industrial in nature could provide revenue until such time as commercial development might become feasible.

City Center and Harbor Area

The City Center and harbor area offer the greatest opportunities for shaping the future

character of Thorne Bay. This area is close to the residential portion of town and proposed improvements would be within close walking distance of the harbor. Key projects include:

- Physical and operational improvements to support better parking in the harbor area
- Development of a community waterfront park
- Development of a small commercial area on tideland fill, or alternatively a combination of fill and floating commercial development (float-home type of development)
- Development of connecting trails and walkways
- Harbor expansion
- Improvements to support air transportation into Thorne Bay

54-Acre DNR Tract

The large tract located south of the sewage treatment plant could be acquired by the City of Thorne Bay and offers an opportunity for development of a waterfront park (might include RV parking) and residential development.

Thorne Bay Waterfront Plan



3

Overview

Background

The city of Thorne Bay is located on the east side of Prince of Wales Island (POW), on Thorne Bay, about 38 miles northwest of Ketchikan. Thorne Bay occupies 30.4 square miles and most of the surrounding land is within the Tongass National Forest, managed by the United States Forest Service (USFS). The City of Thorne Bay is the second largest land owner within city boundaries.

Access to Thorne Bay is typically by float plane or boat. Thorne Bay is connected by road to other POW communities, including Hollis which is served by the Inter-Island Ferry Authority. Marine barge service is available on a weekly basis and small passenger cruise ships make at least weekly stops in Thorne Bay during the summer months.

Thorne Bay originally began as a logging camp for the Ketchikan Pulp Company (KPC) in 1960. During the 1960s and 1970s it was the largest logging camp in North America and in 1982 Thorne Bay incorporated as a second-class city. In 2001 KPC finished their final timber sale obligations and ceased operations. Logging and timber operations are no longer the heart and soul of Thorne Bay and the community economy has transitioned to other income sources. Tourism and lodges are big draws for the city and the community has developed the reputation as a great place to retire.

Why the Study?

The city's strongest asset is arguably its waterfront holdings. The city owns approximately 15 acres of waterfront property, including 6 acres in the Downtown Business District Subdivision, 7 acres at the sort yard,

the harbor, and a variety of other properties with the potential for economic development.

Plans have been developed for some of these properties, with a significant commitment of city funds toward infrastructure improvements. To date, the city has seen little return on its investment. This plan addresses these properties and the waterfront comprehensively with an eye toward a longer term management and development strategy. Preparation of this plan provides improved opportunity to tap other funding sources for implementation of recommended capital projects.

Thorne Bay competes with all of the other communities on Prince of Wales Island to attract local development and visitors. Development opportunities in the current economic climate of Prince of Wales Island are limited. This master plan is intended to provide the City of Thorne Bay with the flexibility to adapt to economic opportunities that cannot now be predicted. The plan also provides guidance for transitioning from Thorne Bay's lumber camp aesthetic toward a place that better appeals to the visitor industry.

Goals

This waterfront plan will:

- Guide development over the next ten to fifteen years, identifying feasible capital projects that provide good value to Thorne Bay
- Establish guiding principles for use of community-held property
- Provide recommendations for an improved image that supports Thorne Bay's growing tourism based economy.

Thorne Bay Waterfront Plan

- Where reasonable, identify operational changes that would strengthen the connection of the community to its waterfront

Study Team

DOWL, a multi-disciplinary planning and engineering firm, worked with the City of Thorne Bay to develop this Waterfront Master Plan. The plan is community driven and the role of DOWL was to capture the community's vision for the future. This was accomplished through stakeholder interviews and public meetings. City Administrator, Wayne Benner, provided background on the community's history and future needs, as well as extensive knowledge of local development codes, challenges, and opportunities.



A combination of public meetings and stakeholder interviews provided public input to the project.

Public Participation

Meaningful public participation is critical to the success of a community plan. Funding for implementation is often dependent on public support. Two public meetings and a series of stakeholder interviews were held as part of the Thorne Bay Waterfront Master Plan process. An electronic survey was also conducted to reach a wide array of residents.

Stakeholder Meetings

The Study Team met with various stakeholders, including local business owners, the school district, the harbor master, and the City Council to identify critical community needs and desires for future development.

Community Meetings

Two community meetings were held as part of the Waterfront Master Plan process. The meetings were organized in a work shop style format where attendees participated and contributed to the discussion. Notices of the public meetings were advertised through announcements at City Hall and by hanging flyers at key locations throughout Thorne Bay.

On-Line Survey

An electronic survey through Survey Monkey was conducted to collect information from a wider audience. Advertisement of the survey with instructions on where to go to complete the survey was sent out in all Thorne Bay residents' utility bill.

April Workshop Findings

Based upon previous site investigations, stakeholder interviews, initial work shop findings, and survey results, two draft waterfront development alternatives were prepared and presented to the City Council and to the public on April 22, 2015.

A separate presentation was made to the engineering and entrepreneurial class at Thorne Bay School on April 23, 2015. An in-class exercise was conducted with students during school hours. The same evening a second public workshop was held at City Hall. During this visit, a number of stakeholder interviews were conducted. These included discussions with the Mayor of Thorne Bay and multiple business owners. It became apparent during the second public workshop that support was strongest for the "concentrated

Thorne Bay Waterfront Plan

development” alternative. This alternative focused development in or near the harbor area.

Project Process

Development of the waterfront plan was broken into three phases that included:

- **Phase 1, Inventory and Analysis**
- **Phase 2, Development of Alternatives and Waterfront Zones**
- **Phase 3, Development of Draft Waterfront Master Plan**

Phase 1, Inventory and Analysis

During this phase, community information and data was collected to document existing conditions for the waterfront area. The study team researched existing plans, land use code, and inspected the waterfront areas in person. The first public meeting provided an opportunity to collect community input and to verify the data gathered. This phase was summarized with a Community Investigation and Workshop Summary Memorandum. The document detailed the general background of the project, summarized initial community input, set goals for the Thorne Bay Waterfront Master Plan, and laid out next steps. The combination of data gathering and feedback from the community led to development of the opportunities and constraints diagram.

Phase 2, Development of Alternatives and Waterfront Zones

Based on information gathered in Phase 1, two alternative waterfront plans were developed. One established a new community center in the north commercial area and the other focused any new development near the harbor. This was referred to as the “concentrated

development alternative”. The length of the waterfront was divided into seven waterfront zones and specific recommendations were provided for future development in each zone. This phase concluded with the second public meeting, focused on waterfront plan alternatives.

Phase 3, Draft Waterfront Master Plan

During this phase, all of the findings, community feedback, and recommendations were brought together into a Draft Thorne Bay Waterfront Master Plan. The project team returned to Thorne Bay and presented the draft at the August 4 City Council meeting, where the council and community had a final opportunity to comment on the findings and recommendations of the plan.

The City Administrator maintained responsibility for incorporation of final comments. With incorporation of comments, the plan was completed in January of 2016.

1 The Sort Yard

Approximately 7 acres of land,
City-owned and suitable for
industrial uses, located at the
head of the bay.

2 The Claw

Point of interest and
community destination

3 Float Plane Arrival
Point

4 Barge Dock

Activity hub

5 Trans-shipment Area

Lots of shipping containers.
A lot of activity on days when
barges arrive

6 Conflict Area

This area conflicts visually and
functionally with the adjacent street.

7 Southeast Road Builders Inc.
Property

8 Community-Owned Commercial
Area.

Potential for future development

9 Community-Owned Waterfront

Potential Community Park

10 Possible Fill or Floating Commercial
Development

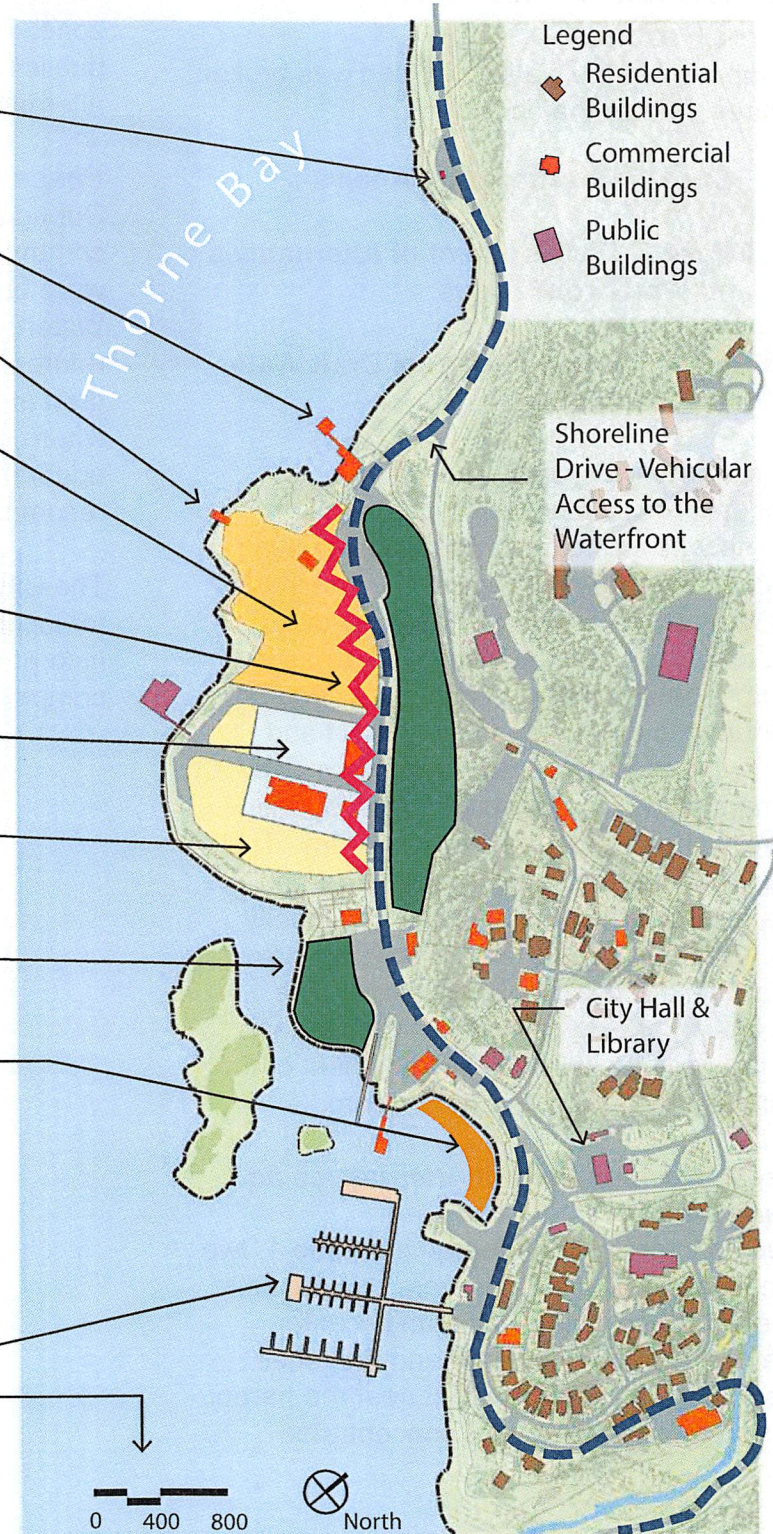
Fill into the bay in this location
would allow small-scale
marine commercial development
with associated parking. An
alternative could be development
of floating commercial facilities

11 Small Boat Harbor

12 54-Acre DNR Tract

Large tract of developable land
may be available to the Thorne Bay
Community

Opportunities and Constraints Diagram





Findings and Options

Pedestrian and Vehicular Access

Vehicular access throughout the community, and particularly in the waterfront area, appears to meet community needs. Pedestrians tend to walk in the roadways, which in most areas is acceptable. Near the industrial area, however, there can be a lot of large commercial vehicle activity. Pedestrian safety and comfort are impacted in these areas. The community would benefit from improved pedestrian facilities from the harbor north. This could include pathways that extend into the proposed community park. A walkway could also take advantage of a 50-foot platted roadway adjacent to the waterfront on the perimeter of the commercial property. A continuous pathway from the harbor to the "claw" will improve safety and comfort for both residents and visitors who may be walking in the community.

Parking

Parking near the harbor is sometimes congested due to the amount of 72-hour parking available. Residents from the south side of the bay often leave vehicles in the immediate vicinity of the harbor when they go home to the other side. Local guiding outfits provide their clients with vehicles, which may also be parked close to the harbor when guests are out on excursions. Parking could be improved for harbor users through a combination of both physical and operational improvements described in the recommendations section of this document.

The community would benefit from establishing long-term parking at a location separate from the harbor waterfront, to better accommodate short-term parking closer to the harbor. A possible location would be the

area behind City Hall. A combination of permit parking and preferred parking for golf carts or ATVs could also be considered at some locations close in to the harbor ramp. The purpose for the proposed changes is to ensure that parking is available for shorter term use near the harbor.

Harbor

As of this year, the harbor has become fully leased and in coming years a waiting list will likely be required to accommodate those desiring a slip. The harbor is currently adequate to support the needs of the community and boating visitors. Based on a better understanding of the harbor and the types of boats most commonly used, the existing harbor could be modified to accommodate more boats without a great deal of expense.

The Trans-Shipment Yard

The trans-shipment yard provides local jobs and brings other islanders into Thorne Bay to pick up goods. This is a very important asset to the community and the City of Thorne Bay could look for ways to build a stronger relationship with trans-shipment operations.

Relationship to the Waterfront

Thorne Bay could gain a better link to the waterfront through improved community access. There is strong community support for a waterfront park and there is a suitable location.

Flight Operations

Flight services are vital to Thorne Bay. This service supports the local tourism business and brings mail. Additionally, it is the means by which most local residents come and go.

Thorne Bay could do more to simplify flight operations by ensuring that freight

Thorne Bay Waterfront Plan

and passengers can be easily transported between the water level and the upper level of the community. One way to accomplish this would be for the City, in conjunction with service providers to develop a facility that could accommodate all of the carriers at one location.

Funding for Community Operation and Construction

Thorne Bay's primary source of funding for projects is through sales tax, which can be supplemented with federal and state funds. Taxes provide Thorne Bay an average income of approximately \$300,000 dollars. Thorne Bay does not charge property tax and significant tax relief is provided for senior citizens and new development. In essence, Thorne Bay is property rich, but cash poor.

Image

Thorne Bay started as a logging camp and traditionally has served the logging industry. A commercial fishing industry was never developed, so when the timber industry declined the maritime emphasis shifted to tourism and visitor services.

Due to steep topography, the north side of Thorne Bay has limited developable waterfront land for commercial and industrial use. While the sort yard is relatively flat, uses are limited due to lot size, and the use of the area for a heliport.

Some residents raised the issue that current waterfront uses are unattractive to visitors and may impact tourism. With deep roots in the logging industry, however, Thorne Bay appears tolerant of industrial uses and noise, and of a logging camp esthetic. Thorne Bay is an authentic southeast Alaskan community and it is acceptable to highlight local industrial activity, rather than hide it. As outsiders with an eye toward making communities more

attractive, we found Thorne Bay to present an image of an honest, hard-working Alaskan town.

There are opportunities to improve the general appearance and function of the Thorne Bay waterfront without the costly need to relocate uses that are currently there.

City-Owned Commercial Land

The sale of commercially-zoned land to Southeast Road Builders, Inc., has impacted the community in at least a couple of ways. The community perception is that this semi-industrial activity discouraged the relocation of the local grocery store to this location. The semi-industrial use of equipment storage is incompatible with the adjacent community. Secondly, sale of this property eliminated any future control the city might have on how this property develops. (Note that the transshipment activities in this area may be as much a discouragement as Southeast Road Builders, Inc., and may in fact be the reason that industrial businesses have not located in the area).

The current lease of city-owned commercial property to Southeast Road Builders, Inc., is appropriate. The city is getting some return on the property, which is better than having the property sit idle, even if the use is not entirely compatible with adjacent land uses.

Alternatively, Some residents feel that the City of Thorne Bay should stay out of the real estate development business as past forays into real estate development have not been particularly successful.

54-Acre DNR Parcel

The City of Thorne Bay should acquire and develop (perhaps jointly with a real estate developer) the 54-acre parcel currently owned

Thorne Bay Waterfront Plan

by the State of Alaska Department of Natural Resources (DNR), south of the sewage treatment plant. This property could provide a location for an RV campground, a community park and residential development.

Derelict Properties

Local tax structure provides little reward or incentive for property owners to keep their properties in good shape. No land codes are in place that would enforce improvements. The City's only means to handle derelict properties is to declare a property dangerous and then have the structure removed. This is a relatively extreme measure that takes significant time and has demanding standards. This process does not allow derelict properties to be addressed until after they become eyesores and safety hazards. This has a land-use impact because derelict properties impact the value of properties that are adjacent.

Harbor-Area Improvements

There is some discussion of change (retaining walls, etc.) in the vicinity of the harbor to better facilitate parking and other uses. There is also discussion of filling some portion of the waterfront near the harbor area for commercial use. This area is really the heart of the community, and these improvements should be done with an eye toward long-term sustainability and appearance (improvements should be attractive and highly durable).

Expanded commercial activity in the harbor area would be highly beneficial to the City. One of the few sources of revenue is sales tax and expanded commercial development would support an increase in revenue. To that end, this plan supports maintaining the flexibility that would allow development to occur in this area under different development scenarios. A range of possible development alternatives include:

- Extend a fill pad into the harbor that is extensive enough to accommodate all parking and construction of any buildings
- Extend a smaller fill pad into the harbor to accommodate parking, but place any new facility construction on pilings.
- Extend the smaller fill pad into the harbor for parking, but construct any commercial facilities as floating buildings connected to docks. These facilities might include dwellings in an upper story.

Key Concepts

Harbor Area

Address issues and opportunities associated with parking, harbor expansion, and fill pad for commercial development in the harbor area. This is compatible with the over-arching theme of concentrating development.

Create a new Community Park on the Waterfront

Establish a new community park in the vicinity of the boat ramp that takes advantage of the waterfront location. The proposed park could include features such as a covered pavilion, a playground, a small beach, and a bridge to the adjacent island. The new park will still accommodate parking associated with the boat ramp.

Maintain Ownership of Existing Commercial Properties

The commercial properties currently owned by the City of Thorne Bay should remain in city ownership. Explore opportunities to enter into development partnerships that promote community goals and provide local employment.

Trans-Shipment Area

The trans-shipment area is a key asset to the community. Maintain a good working relationship with the owner and look for opportunities to ensure a continued presence.

Improve Pedestrian Pathways

Provide improved pedestrian links between the harbor and the “claw” in the north. This could include links to the new park and possibly around the outside of the commercial property within the dedicated right-of-way. This pedestrian link would improve safety for both residents and visitors and could provide an opportunity to tell the story of Thorne Bay.

Recommendations

A comprehensive look at plan recommendations can be seen on the adjacent preferred alternative plan. Key considerations of the plan are described below.

1 Pedestrian Improvements

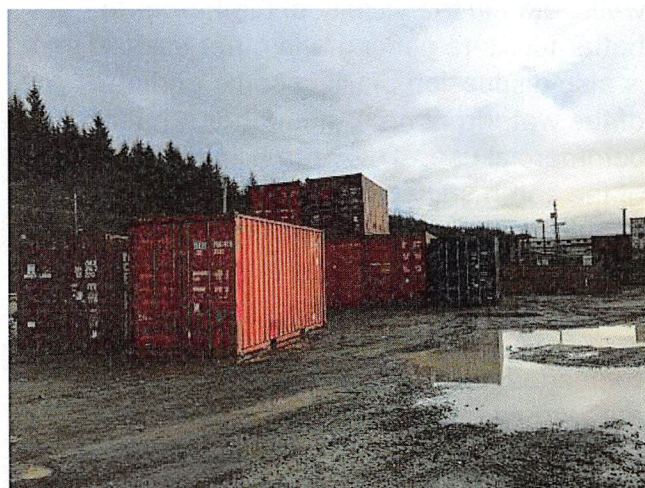
An improved pedestrian path system from the harbor to the “claw” would improve safety and comfort for those walking in the community. The Claw is a focal point in Thorne Bay and for those who arrive by boat it is about a 20-minute walk from the harbor. The walk would be especially helpful where it passes by the trans-shipment area, which is identified as a pedestrian conflict zone on the Opportunities and Constraints Diagram.

Pedestrian trails designed to meet ADA accessibility standards typically require excavation, gravel backfill, and two or four inch asphalt paving. In Thorne Bay, construction of pathways might be phased to include bed preparation and placement of compacted gravel. When the opportunity arises as a result

of other nearby construction, the trail could be finished with asphalt paving. Location of proposed trails can be seen on the Draft Plan. For estimating purposes, trails construction in Thorne Bay would cost at least \$120 per linear-foot to construct, if contracted through a bidding process. It may be possible to construct a trail through a community volunteer effort or means outside of a typical public bid process, which would lower the cost substantially.

2 Trans-Shipment Area

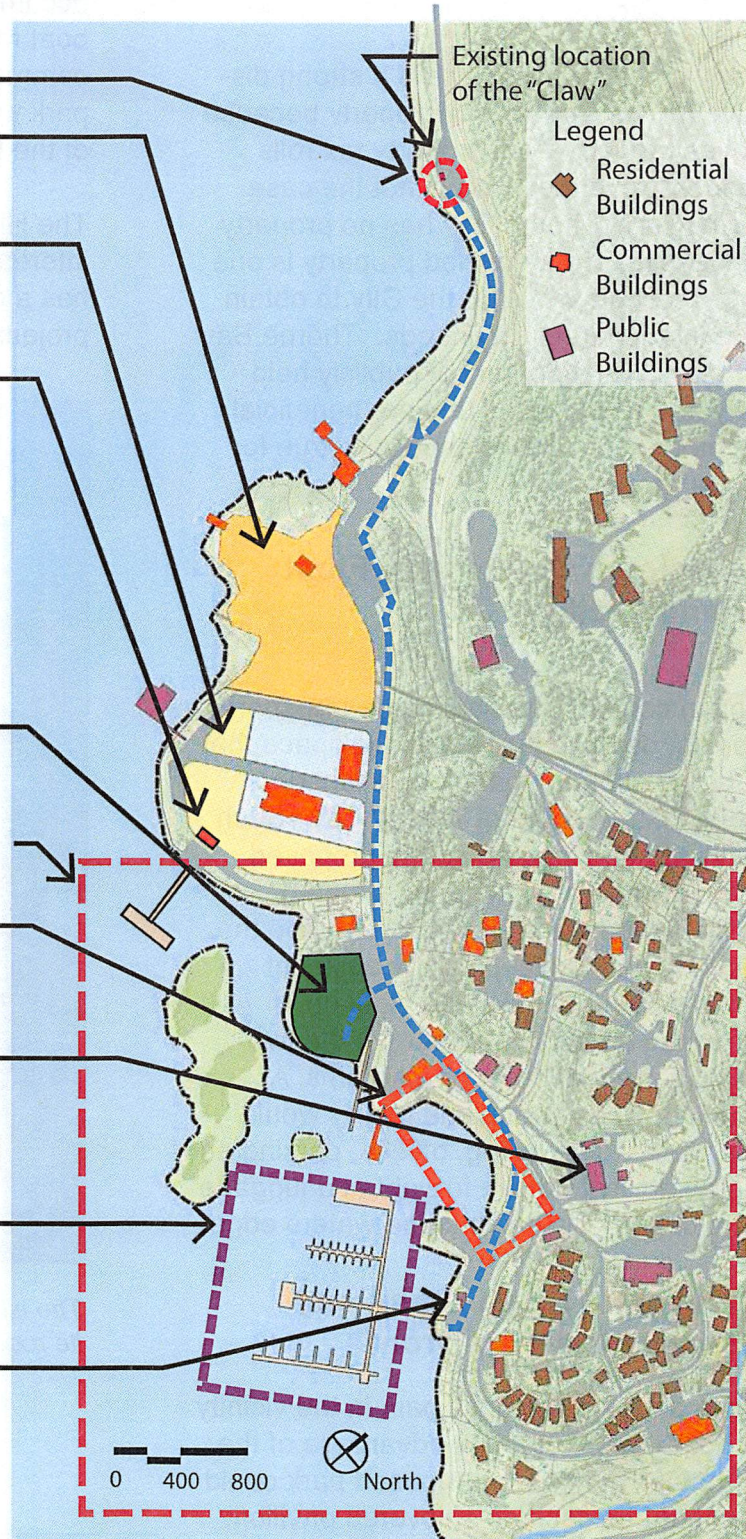
The trans-shipment yard is an important component of the community. It provides local jobs and brings other islanders into Thorne Bay to pick up goods. A number of local residents have commented on the unsightly character of the area and have even suggested it be relocated. This is unlikely due to cost and this plan recommends looking for ways to reinforce the relationship between the facility and the community.



The Trans-Shipment Area is an important economic driver in the community, but screening or other means of improving the yard's appearance might better integrate the yard with the rest of the community.

Preferred Alternative, Constrained Development

- 1 Construct new pathway from the harbor area to the "Claw"
- 2 The trans-shipment area stays in its current location and continues to function as it does today
- 3 Community-owned commercial property is maintained in public ownership and leased to best serve community goals.
- 4 Develop a float plane facility that would serve all carriers with good accessibility and the means of moving freight from the dock to the uplands
- 5 Develop new community park with amenities such as a covered pavilion, picnic tables, landscaping, and interpretive displays about the community. Consider fill between the island and the mainland and construction of an artificial beach
- 6 Focus new development in Thorne Bay to the community core area
- 7 Develop a small commercial zone near the harbor. See commercial zone alternative diagrams for possible ways to accomplish this
- 8 Maintain plans for construction of the new library and improved city hall. This will reinforce the town core and keep these facilities within easy walking distance
- 9 Prepare for future harbor expansion. See harbor diagram for recommended improvements
- 10 Improve and contain parking near the harbor area. Consider a 4-wheeler parking area and long-term parking near the City Hall



3 Community-Owned Commercial Property

For many communities, there is a strong disincentive for the City to own property because it removes property from property tax rolls and reduces revenue. This is not the case for Thorne Bay. Thorne Bay has no property tax and leasing of City-owned property is one of the few reliable ways for the City to obtain revenue in support of City needs. Thorne Bay should maintain ownership of publicly held property and seek leases that are beneficial to the community. This is especially true for waterfront property.

4 Develop a Community Float Plane Facility

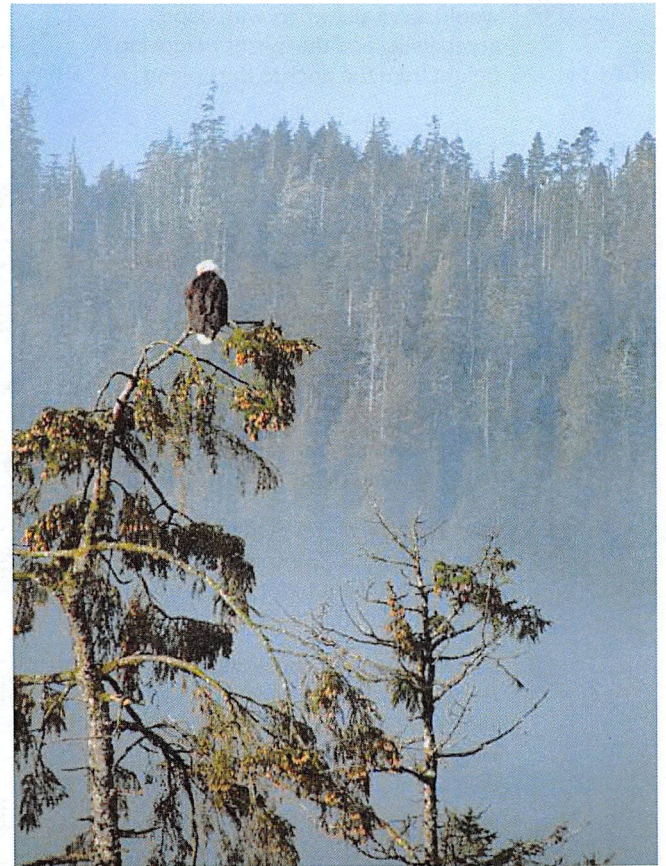
Working in concert with float plane transport companies, develop facilities/lease space that would better support float plane passengers and freight into and out of Thorne Bay. Such a facility might be located on the proposed commercial zone, or it might be situated where shown on the plan. This would be the city-owned commercial property adjacent to the trans-shipment area. A blow-up of the proposed area can be seen on the two commercial zone alternative diagrams. A community-owned float plane facility would provide passenger waiting, offices, parking and ensure an ability to move freight and luggage from the upper area down to the waters edge.

5 Develop a New Community Park on the Waterfront

Establish a new community park in the vicinity of the boat ramp that takes advantage of the waterfront location. The proposed park could include features such as a covered pavilion,

a playground, a small beach, and a bridge to the adjacent island. The new park could still accommodate parking associated with the boat ramp. The park would benefit both the community and any visiting boaters, as the park would be within a short walking distance of the harbor.

The High School shop class has indicated an interest in constructing a pavilion and the class has a good track record of completing similar projects.



The island adjacent to the proposed park is a favorite roost for Eagles.

Thorne Bay Waterfront Plan

13

6 Focus New Development Within the Community Core

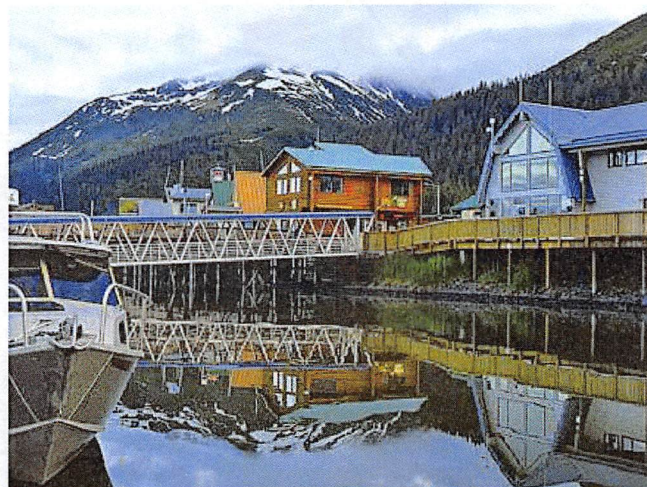
The Thorne Bay Waterfront Plan calls for focusing development within the community core as shown on the plan diagram. Keeping the most sought-after components of the community within the core ensures that both visitors and residents can easily access them on foot. Within this area, the plan calls for encouraging commercial development, improvements to City Hall and a new library, development of a community park, improved parking, expanded harbor development, and a new facility that would support air taxi and freight services.

7 Develop a Small Commercial Zone Near the Harbor

As noted earlier there is a desire to reserve an area near the harbor, as shown on the plan, for development of a commercial zone. The demand for commercial services in the City of Thorne Bay is limited simply by the size of the population base, but with tourism increases during the summer months commercial services that cater to visitors could be a viable enhancement for the community. This area was previously permitted for fill to develop a gravel pad that could be leased for development. That permit expired before the City could complete any of the work.

This plan identifies the location as desirable for commercial development, but calls for flexibility in how that might be accomplished. The previous idea of filling out into the bay might still be the most economical way of accomplishing the goal, but this might also be accomplished by using a combination of fill for parking with construction of buildings on pilings. It might also be accomplished by constructing new dock facilities on the water and using float-home style construction that could provide retail

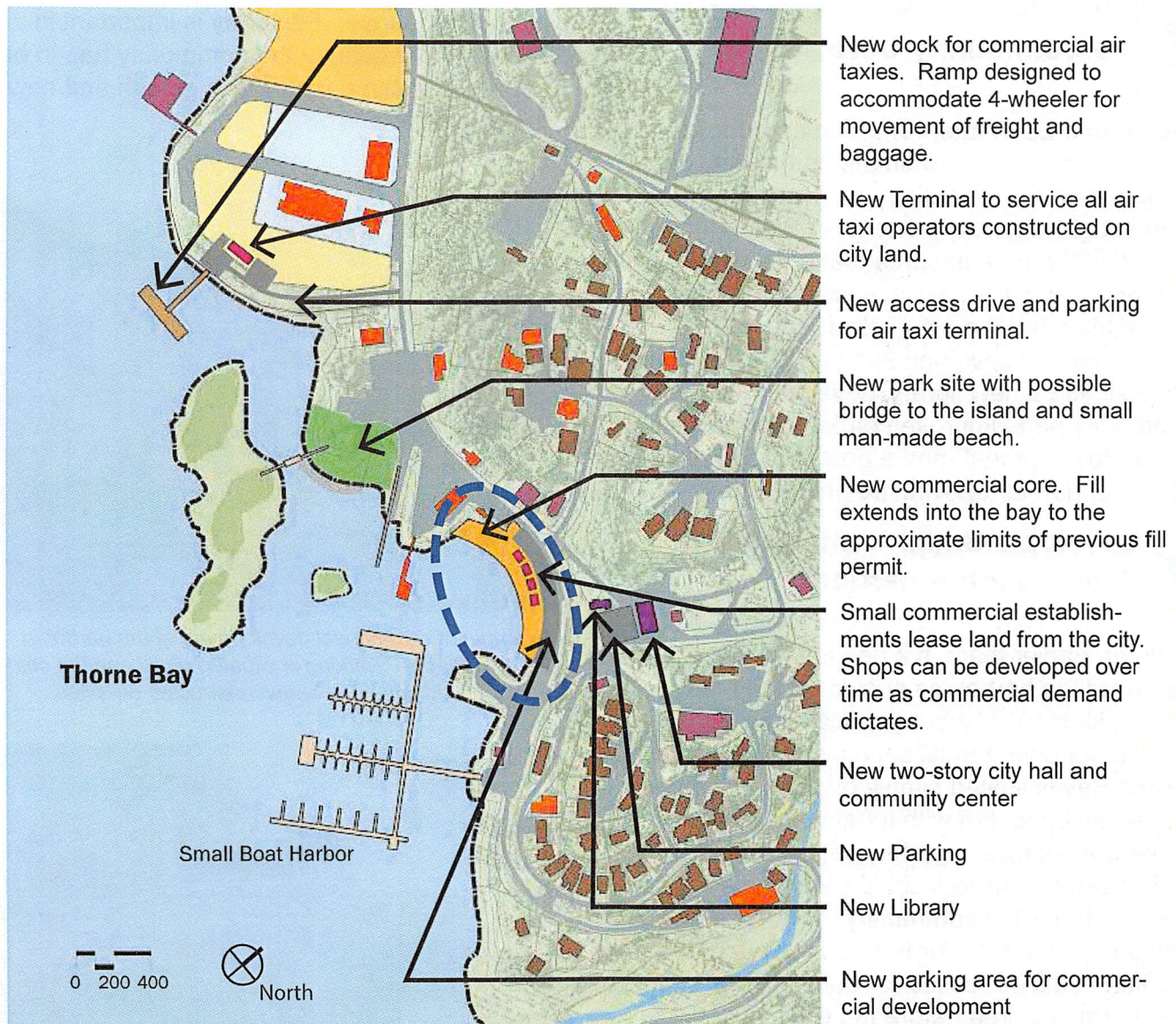
at the water level and housing or guest accommodations above. Flexibility is important in Thorne Bay because the community has to be opportunistic in encouraging growth and new development.



Example of commercial development at the harbor in Seward Alaska. Parking is situated on fill and the commercial buildings have been constructed on piles.

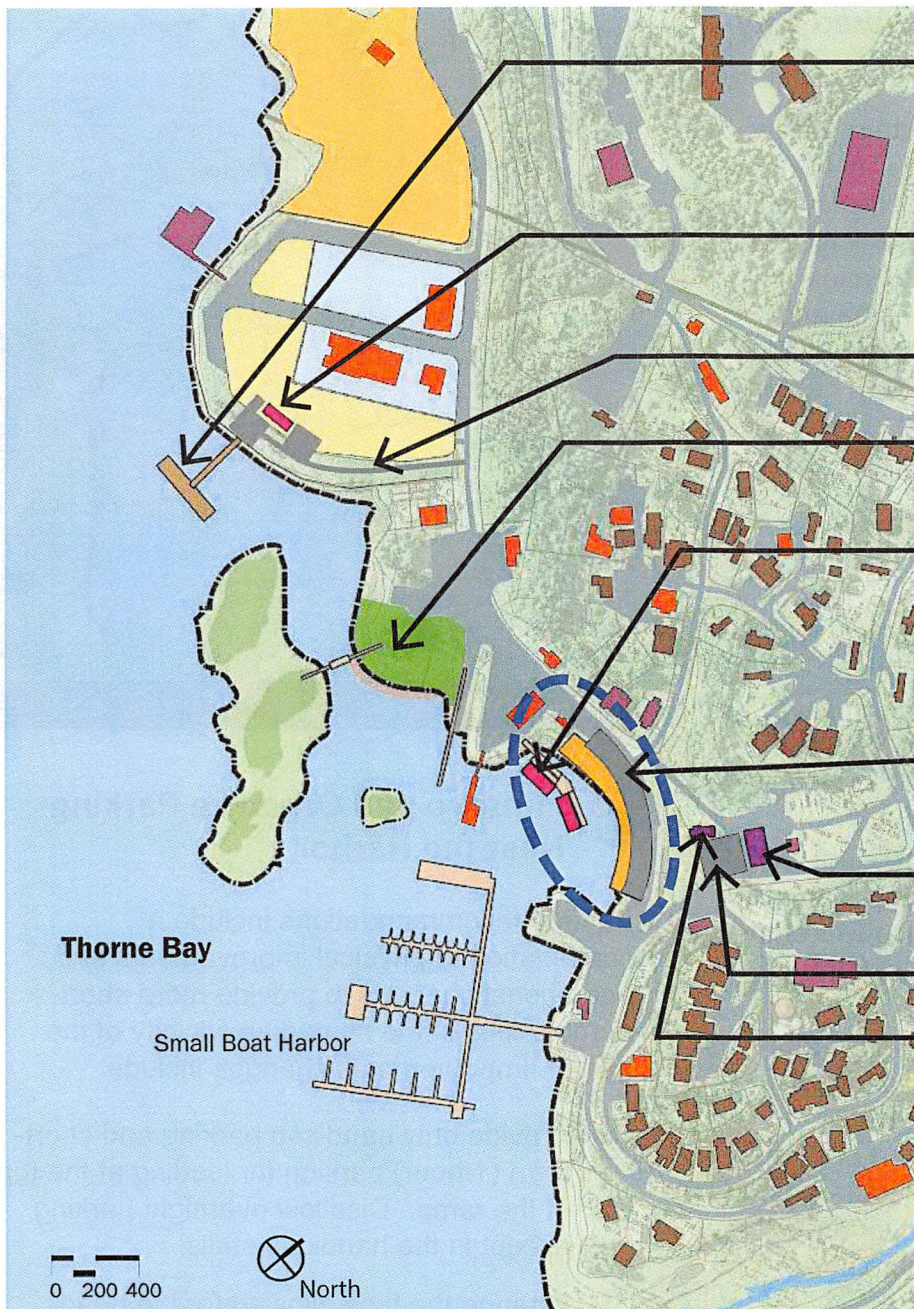


Float homes in Washington State provide an idea of what floating commercial development might look like within the commercial zone of Thorne Bay.



Thorne Bay Waterfront Plan Core Development Concepts

Concept A Commercial Development on Fill



New dock for commercial air taxis. Ramp designed to accommodate 4-wheeler for movement of freight and baggage.

New Terminal to service all air taxi operators constructed on city land.

New access drive and parking for air taxi terminal.

New park site with possible bridge to the island and small man-made beach.

New commercial core. Commercial establishments lease land from the city. Shops are on floats and connected to shore with a ramp. Structures could support residential use above.

Fill area is limited to what is required to establish added parking.

New two-story city hall and community center

New Parking

New Library

Thorne Bay Waterfront Plan Core Development Concepts

Concept B, Commercial Development on Floats

8 Maintain Plans for Improved City Hall and Library

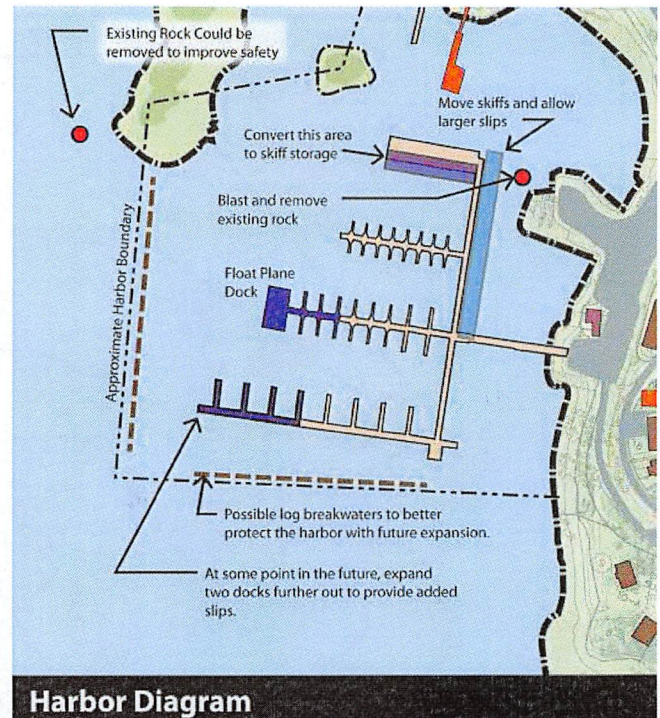
Plans have been prepared to construct a new library along with improvements to City Hall. These plans include realignment of roads in the vicinity and significant excavation, which could be used for the fill area. The combination of these improvements with the fill area and harbor improvements will help to reshape this area in general and create a new town center.

9 Prepare for Future Harbor Expansion

For the first time since construction, the Thorne Bay harbor was fully leased out in 2015. Although the harbor is now full, it currently meets local needs. It is worthwhile at this time to consider options for harbor expansion. There are some things that could be accomplished without great expense that would add capacity. In the longer term, expansion could be accomplished by extending two of the docks as shown on the attached diagram.

Relocation of skiff moorage would allow more secure storage of skiffs (reduced concerns about filling with water) and free up the protected area near shore in support of slightly larger boats. Removal of the rock near the grid would allow larger boats to maneuver on to the grid and to reach the new slips near shore.

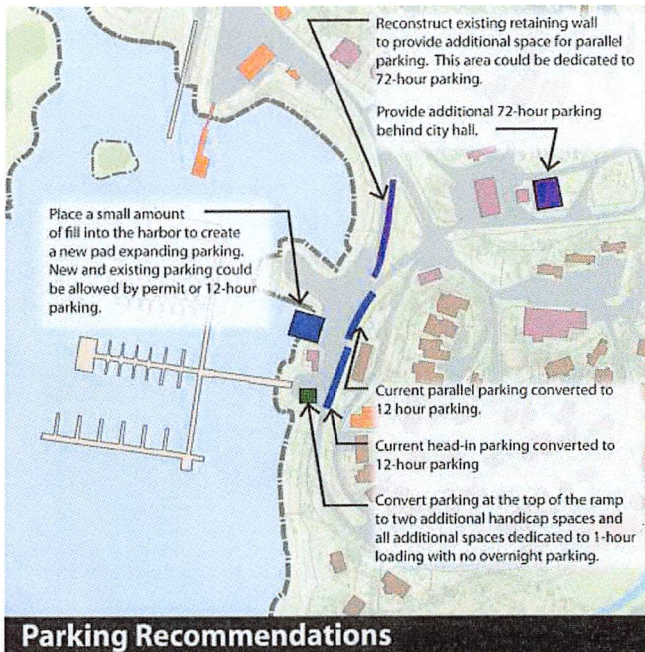
In the longer term, the addition of log breakwaters would increase the security of the marina and encourage people to slow down in the harbor.



10 Improve and Organize Parking Near the Harbor

Parking recommendations include a combination of physical improvements and operational changes to provide more short-term parking in the immediate vicinity of the harbor. Improvements/changes include:

- Provide only handicap parking and short-term (1-hour) parking for loading at the top of the ramp. Disallow overnight parking except in the handicap stalls.
- Change the time allowed for the head-in parking immediately across from the harbor office from 72 hours to 12 hours.
- Construct a new parking pad with a small fill into the harbor adjacent to the harbor master's office. This area could be permit parking for marina residents or additional 12-hour parking.



- Reconstruct the retaining wall below the playground at City Hall to provide added room in support of parallel parking. This area could support longer term 72-hour parking or permit parking.
- Establish an area behind City Hall that could support 72-hour parking.

Other Important Considerations

Market the Waterfront

There is currently little done to market the harbor to potential visitors that might not otherwise know about Thorne Bay. Develop a brochure and marketing materials that could be included in other publications.

Create a web site or a page on your web site, to market the waterfront. The City's current site is being updated and this effort could be included as part of the current update. This could be used to increase visitorship to the site. Also consider advertising waterfront availability in Alaska business publications, through social media, etc.

Business Creation and Retention

Work to ensure business creation and retention. There is the potential for both value-added timber and value-added fish products to be produced in Thorne Bay. Set up one-on-one counseling sessions with existing and potential business owners. Organizations such as the Small Business Administration provide this service for free or at nominal rates. Consider developing a Downtown Business Association or Downtown Management Authority charged with enforcing parking, maintaining the streetscape (i.e. collect litter, report abandoned vehicles and boats, etc.), and marketing the commercial district.

Final Overview

This Thorne Bay Waterfront Master Plan is a dynamic document that reflects the available opportunities and resources at a specific period of time. Recommendations should be evaluated and revised as necessary to ensure future opportunities are not overseen.

Next Steps

There are a number of recommendations associated with this waterfront plan. Some have significant costs associated with them and some have no cost. Some of the recommendations have implications on other Thorne Bay documents, such as zoning code. Some key next steps should include:

- Investigate existing code to ensure it is aligned with the recommendations of this plan. In particular, review existing waterfront zoning districts to ensure they will encourage the desired type and quality of development desired.
 - Of those recommendations that come with capital cost, complete a little more development of concepts to determine the approximate costs for desired projects. Based on these costs, identify priorities and phasing for implementation of the plan.
 - For projects that do not have a capital cost or little cost to implement, ensure community support and develop them fully. Implement these as the opportunity arises.
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