

Valdez Business Climate Report 2025

Prepared for
CITY OF


VALDEZ
ALASKA

June 2025

Prepared by



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- *Open-ended responses "Please elaborate on the outlook for your business or sector over the next year."*

Valdez Business Survey Results 2025

90
Businesses

18
Sectors

1,076
Workers
Represented

The Valdez Economic Diversification Commission and the City of Valdez commissioned a Valdez Business Climate Survey. Rain Coast Data designed and conducted the business confidence analysis. A total of 90 Valdez business owners and top managers, representing a combined staff of more than a thousand workers, responded to the survey in April 2025. Survey analysis includes the following key findings:

Current Business Climate Comparatively Low:

Valdez business leaders are divided regarding the current economic climate with 48% of Valdez business leaders calling the current Valdez business climate good or very good, another 48% percent calling the economic climate poor or very poor. Compared to other coastal Alaska communities, this represents a relatively low positivity rating, but it is significantly higher than the last time the Valdez business climate was measured in 2020.

48%
positive about
economy
now

Outlook is More Positive:

Despite current mixed perceptions, more than two-thirds (68%) of Valdez business leaders say the outlook for their business is generally positive for the coming year, including 23% who say the economic outlook for their business or industry in Valdez will improve over the next 12 months. Looking at other coastal Alaska communities, the average of those who feel like the the business climate will improve over the coming year is also 23%.

68%
positive
outlook for
next year

Equal Number of Businesses are Hiring as are Downsizing:

The survey shows that 13% of Valdez businesses are actively hiring or anticipate growing their workforce over the next twelve months. An identical percentage of business leaders, 13%, say they will be reducing their total number of workers over the coming year.

13%
of employers
are hiring &
firing

Lack of Housing Continues to be Primary Driver of Workforce Shortages:

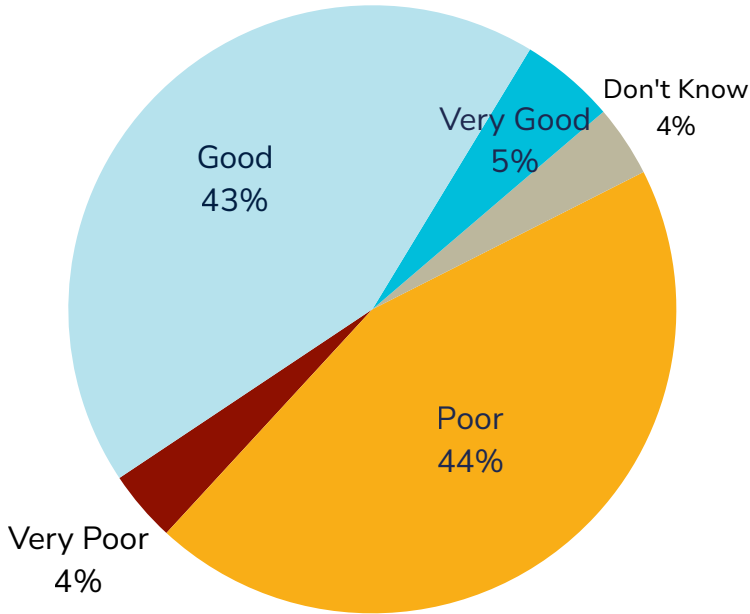
Housing availability and affordability remain critical obstacles to workforce stability and business growth in Valdez. Most (80%) of employers say that insufficient housing availability directly results in staff leaving the community, or not taking work in Valdez. More than half, 55%, say housing is a “significant factor” in workforce turnover and lack of attraction. Businesses also cite intertwined issues like cost of living, housing affordability, and lack of childcare as contributing pressures that exacerbate workforce retention challenges.

80%
say housing
impacts
employment

Valdez Business Climate Spring 2025

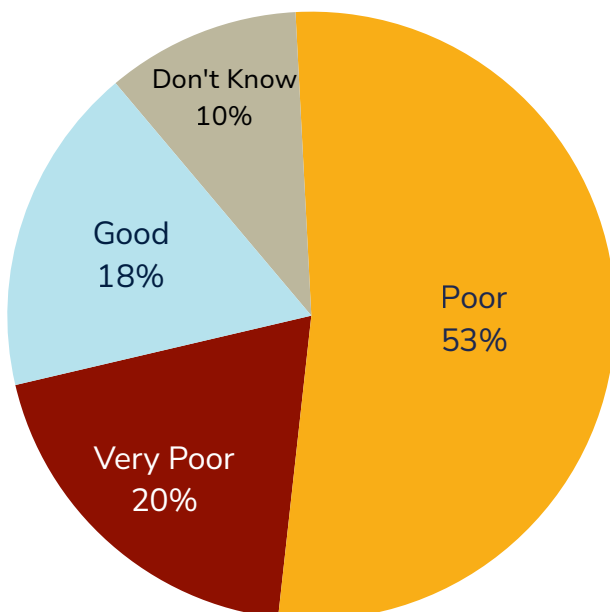
April **2025** Valdez: How do you view the overall business climate right now?

48% Positive / 48% Negative



July **2020** Valdez: How do you view the overall business climate right now?

18% Positive / 73% Negative



Valdez Business Climate Survey

In April 2025, 90 Valdez business owners and top managers representing 18 sectors responded to the Valdez Business Climate Survey.

Economy Now: How do you view the overall business climate right now?

In 2025, the overall view of the economy was equally divided among businesses who call the business climate good, and those who call it poor.

The sectors with the most positive perspectives include **accommodations** and the **oil and gas sector**.

In four sectors, **non-profits, arts, seafood, and retail**, those viewing the business climate negatively outnumbered those with a positive outlook.

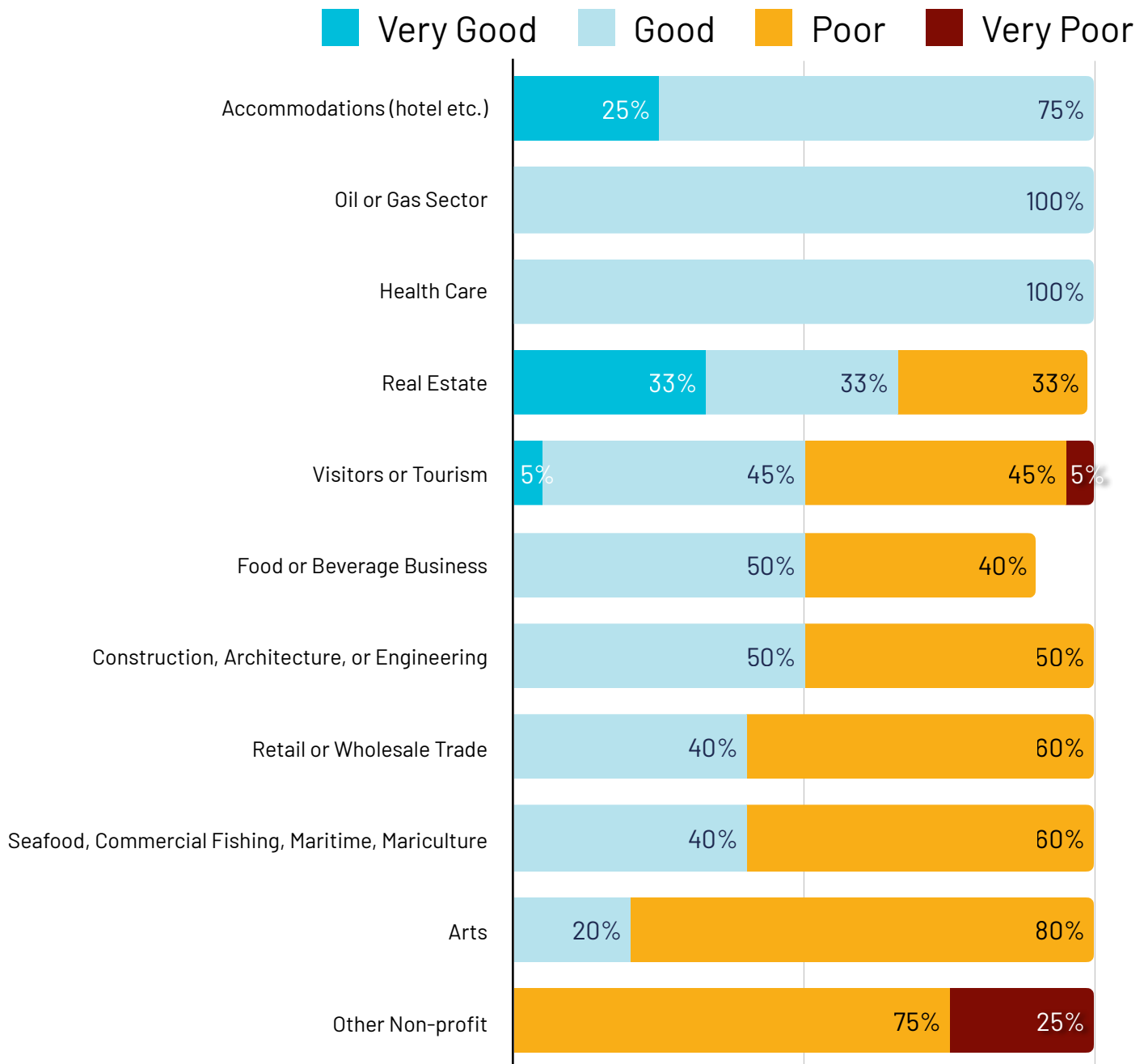
Compared to 2020

The only other time this survey was conducted in Valdez was the summer of 2020. Unsurprisingly, confidence was low in the wake of COVID-19. Nearly three-quarters of respondents (73%) were concerned about state of the economy, calling the business climate "poor" (53%) or "very poor" (20%). Eighteen percent of business leaders called the Valdez business climate "good" in 2020.

Valdez Business Climate Results: By Industry

The following graphic breaks out how the current Valdez business climate is viewed by each sector. **Accommodations, Oil and Gas**, and those in **healthcare**, are most likely to call the current Valdez economy good or very good; while the **retail, seafood, arts**, and **nonprofit** sectors are most likely to call the economy poor or very poor.

April **2025** Valdez: **How do you view the overall business climate right now?**

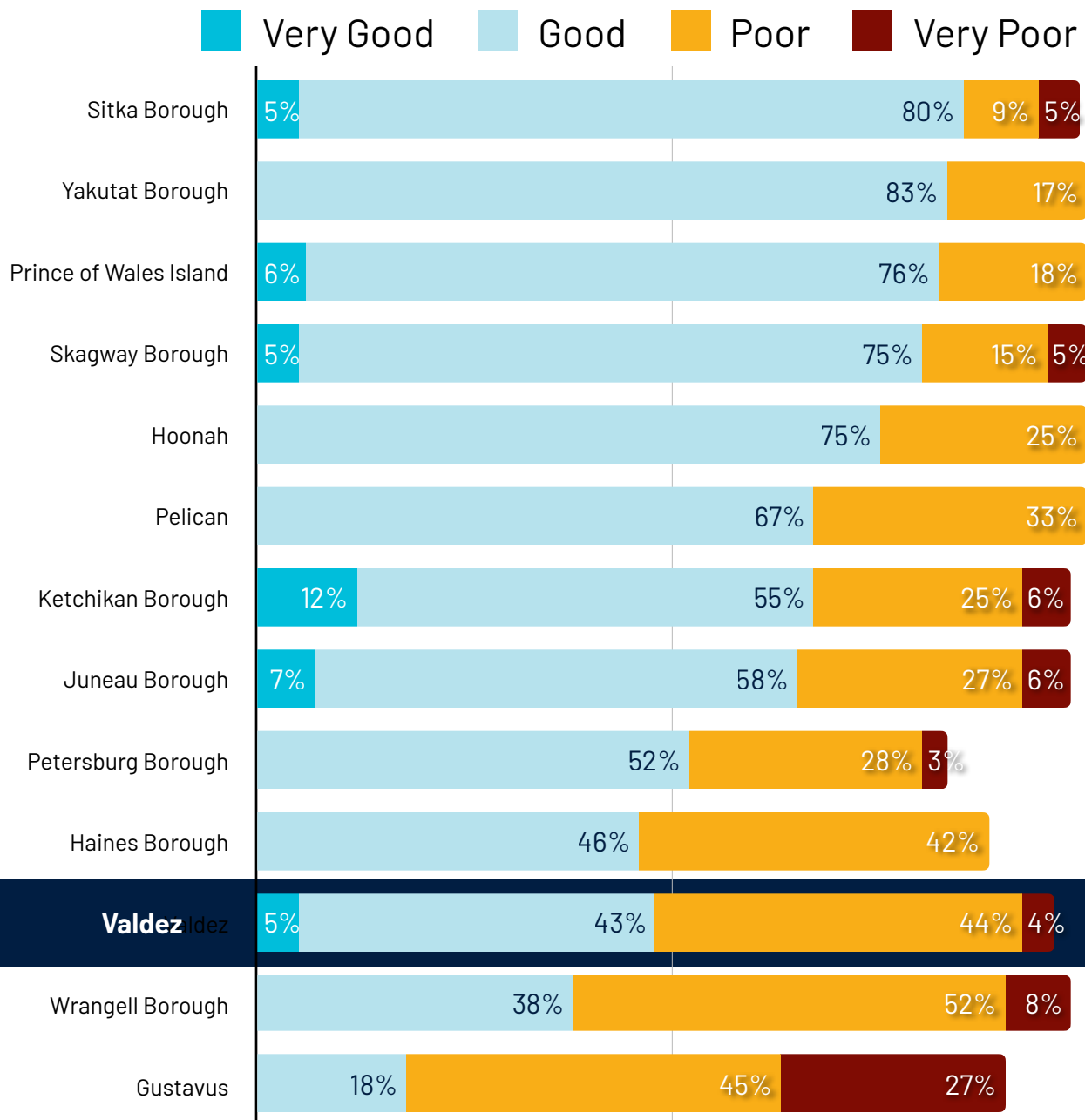


The "don't know" category has been excluded from this chart.

Valdez Business Climate Results: Compared to Other Communities

The graphic below shows how the current business climate is being experienced by business leaders across various coastal communities. Identical business climate surveys were conducted across 13 communities in the spring of 2025, allowing Valdez to be compared to other communities. The outlook of Valdez was most similar to Haines Alaska, a community that is also situated on the Alaska road system.

April **2025** Valdez: **How do you view the overall business climate right now**



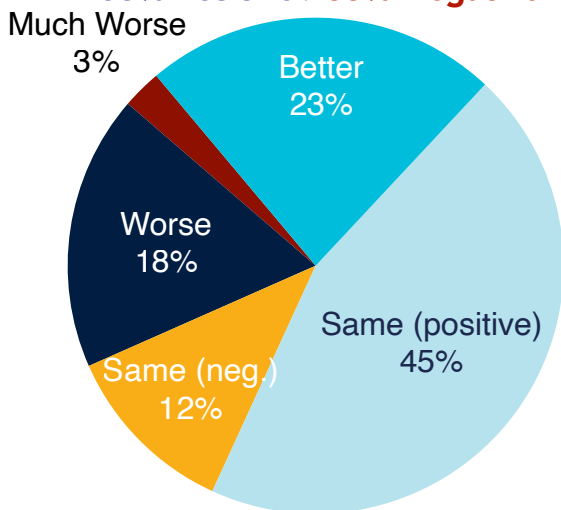
The "don't know" category has been excluded from this chart.

Valdez Economic Outlook

What is the economic outlook for your business/industry over the next year (compared to the previous year)?

2025

68% Positive / 33% Negative



Valdez Economic Outlook

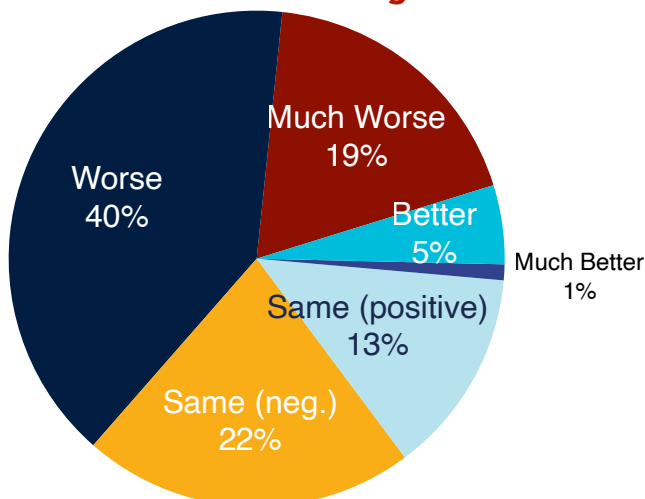
Economic Future: In 2025, more than two-thirds (68%) of respondents describe the economic outlook for their business or industry over the next 12 months as positive — including 23% who expect the outlook to improve; while a third (33%) have a negative outlook. Nearly half (45%) of Valdez business leaders say their business outlook is similar to current operations, in a positive way.

The economic outlook for the **accommodations, tourism, and the food and beverage** sectors are most positive moving into 2025.

The **healthcare, seafood, and arts** sectors are most likely to have a negative outlook.

2020

19% Positive / 81% Negative



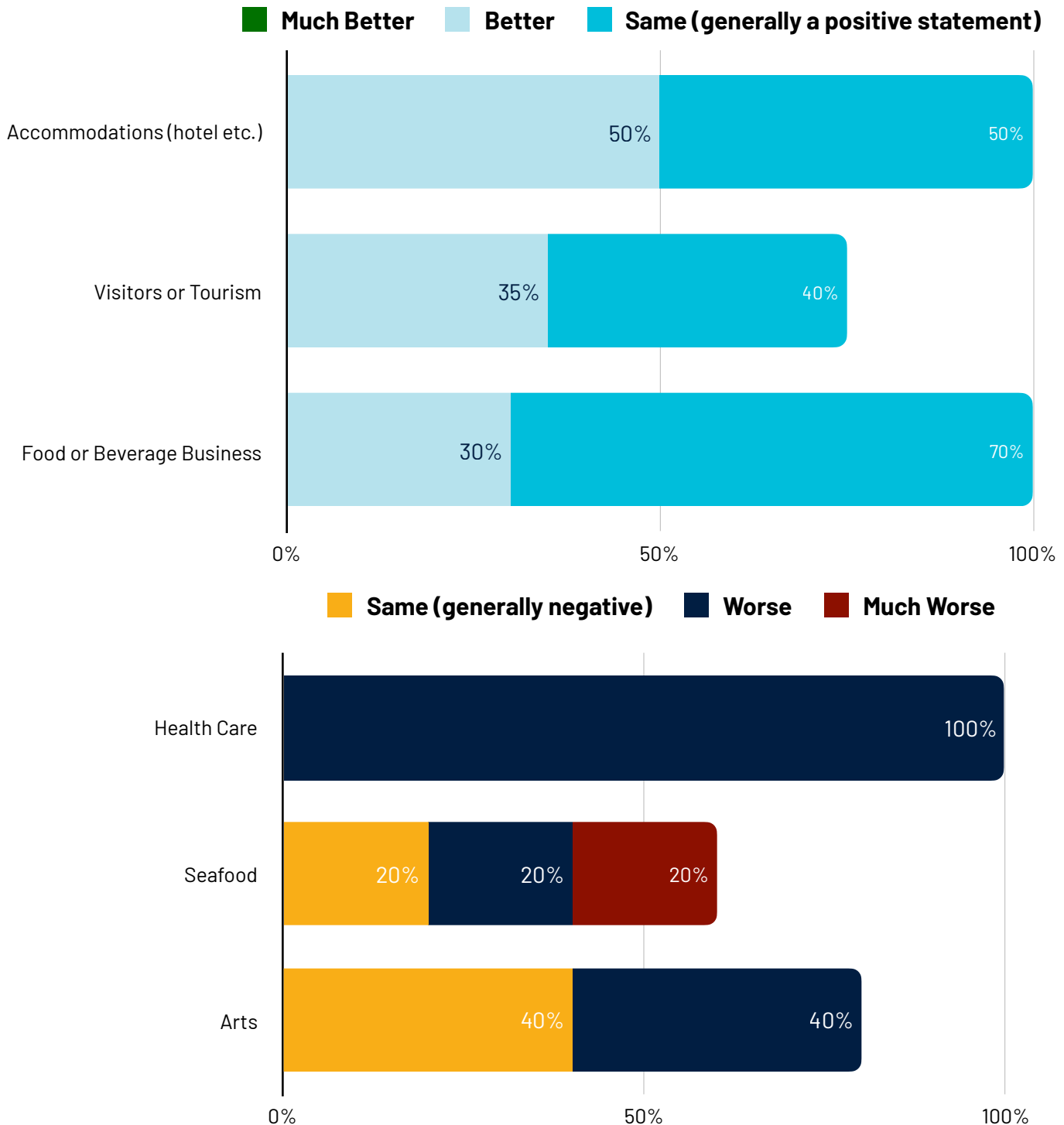
Compared to 2020

In 2020, 81% of businesses said the economic outlook for their business or industry was negative; including 59% that expected their prospects to be worse (40%) or much worse (19%) over the next year. Only 6% expected the outlook for their businesses to improve in the coming year at that time.

Valdez Economic Outlook: By Industry

The graphics below show economic outlook breakdowns for the next year by industry and by community.

What is the economic outlook for your business or industry



Valdez Economic Outlook: By Industry

The following table shows a detailed economic outlook by industry.

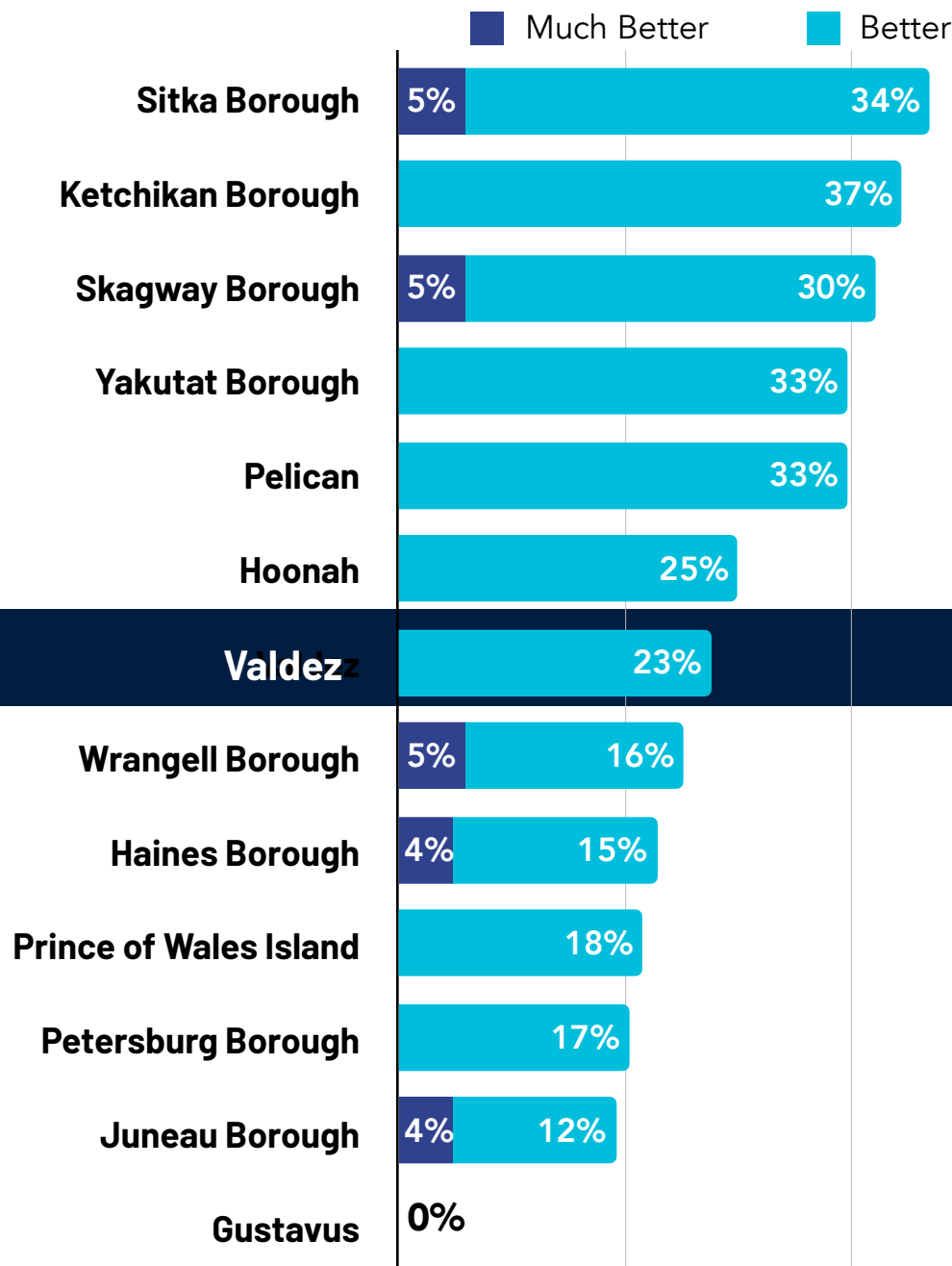
What is the economic outlook for your business or industry?

Sector	Much Better	Better	Same (generally a positive statement)	Same (generally a negative statement)	Worse	Much Worse
Accommodations (hotel etc.)	0%	50%	50%	0%	0%	0%
Visitors or Tourism	0%	35%	40%	15%	5%	5%
Food or Beverage Business	0%	30%	70%	0%	0%	0%
Oil or Gas Sector	0%	0%	100%	0%	0%	0%
Construction, Architecture, or Engineering	0%	0%	75%	25%	0%	0%
Other Non-profit	0%	0%	75%	0%	25%	0%
Real Estate	0%	33%	33%	0%	33%	0%
Retail or Wholesale Trade	0%	10%	40%	10%	40%	0%
Arts	0%	0%	20%	40%	40%	0%
Seafood, Commercial Fishing, Maritime, Mariculture	0%	20%	20%	20%	20%	20%
Health Care	0%	0%	0%	0%	100%	0%

Valdez Business Outlook Results: Compared to Other Communities

Compared to other communities surveyed in the spring of 2025, Valdez is right in the middle, representing the average outlook of all 13 communities surveyed.

What is the economic outlook for your business/industry over the next year (compared to the previous year)?



Valdez Economic Outlook: In their own words

Please elaborate on the outlook for your business or sector over the next year.

In some ways, no collection of charts is more valuable than the words of the business leaders themselves. A total of 46 businesses took additional time to write about their expectations and needs for the upcoming year.

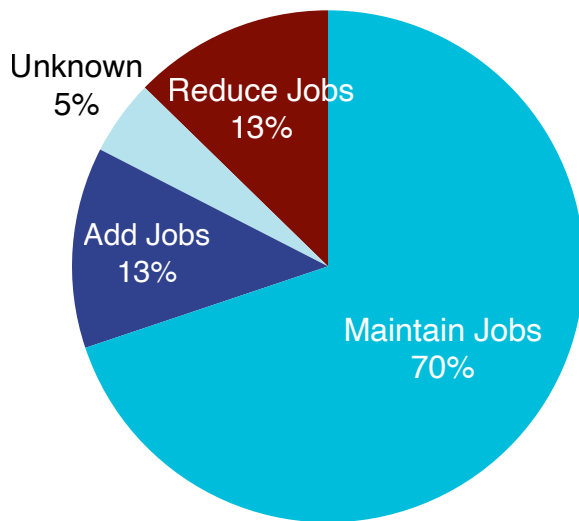
Reviewing the open-ended comments, Valdez business leaders foresee a mixed economic landscape, highlighting potential challenges such as rising operational costs, regulatory barriers, and ongoing workforce shortages. Businesses noted concerns about employee retention due to the high cost of living and housing availability. Tourism-related businesses expressed careful optimism, anticipating steady or modestly growing visitor activity while noting uncertainties from broader economic trends and travel policies. Retailers emphasized competitive pressures, particularly from online shopping, while the fishing sector noted concerns related to salmon stock fluctuations and operational expenses. However, many respondents highlighted clear opportunities for growth, emphasizing strategies such as diversifying their businesses, enhancing local events, and improving customer experiences and offerings. Representative examples of these perspectives are included below, with the full set of comments available in the appendix.

- **Seafood:** *"Seafood prices are down and there has been major consolidation in the industry. The current federal administration is hell bent on destroying whatever economic future the seafood industry had. The country is headed into a major recession, and I consider the outlook to be bleak. All of that in addition to negative effects of global warming."*
- **Food/Beverage Business:** *"Concerned about loss of business because less fisherman and less revenue."*
- **Tourism:** *"While more cruise ships are expected this year than last, I don't feel like I can trust them. They have canceled ships in the past and I can't rely on them for staffing/revenue. Also, they have gotten pickier and are requiring more and more of vendors on the insurance front which cuts into profits. Other aspects of our business will likely be steady but not significantly changing our outlook."*
- **Retail:** *"We will be in real trouble if people don't start shopping in town."*
- **Non-profit:** *"With all the state and federal budget cuts and some loss in funding we are concerned that we will not be able to serve our Valdez community and other services to the best of our ability. We are a non-profit program and depending on the funding from the state and federal grants we might not be able to keep our employees."*

Job Projections in 2025 and 2026

Over the next 12 months, do you expect your organization to add jobs, maintain jobs, reduce jobs, or are you unsure
(For those business with staff)

2025: Jobs Outlook



Employment changes in the next year

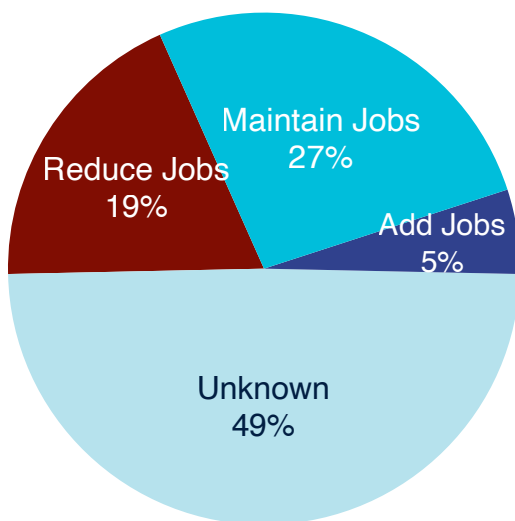
When asked about staffing expectations, 13% expect to add employees, while most businesses (70%) expect to maintain job levels in the coming year.

An additional 13 percent of business leaders expect to reduce staffing levels in the upcoming year. The remaining 5% of businesses say they don't know yet.

The expected job gains will be most significant in the **arts**, **seafood**, and **retail** sectors.

Employment reductions will be concentrated in **nonprofits**, and **real estate**.

2020: Jobs Outlook

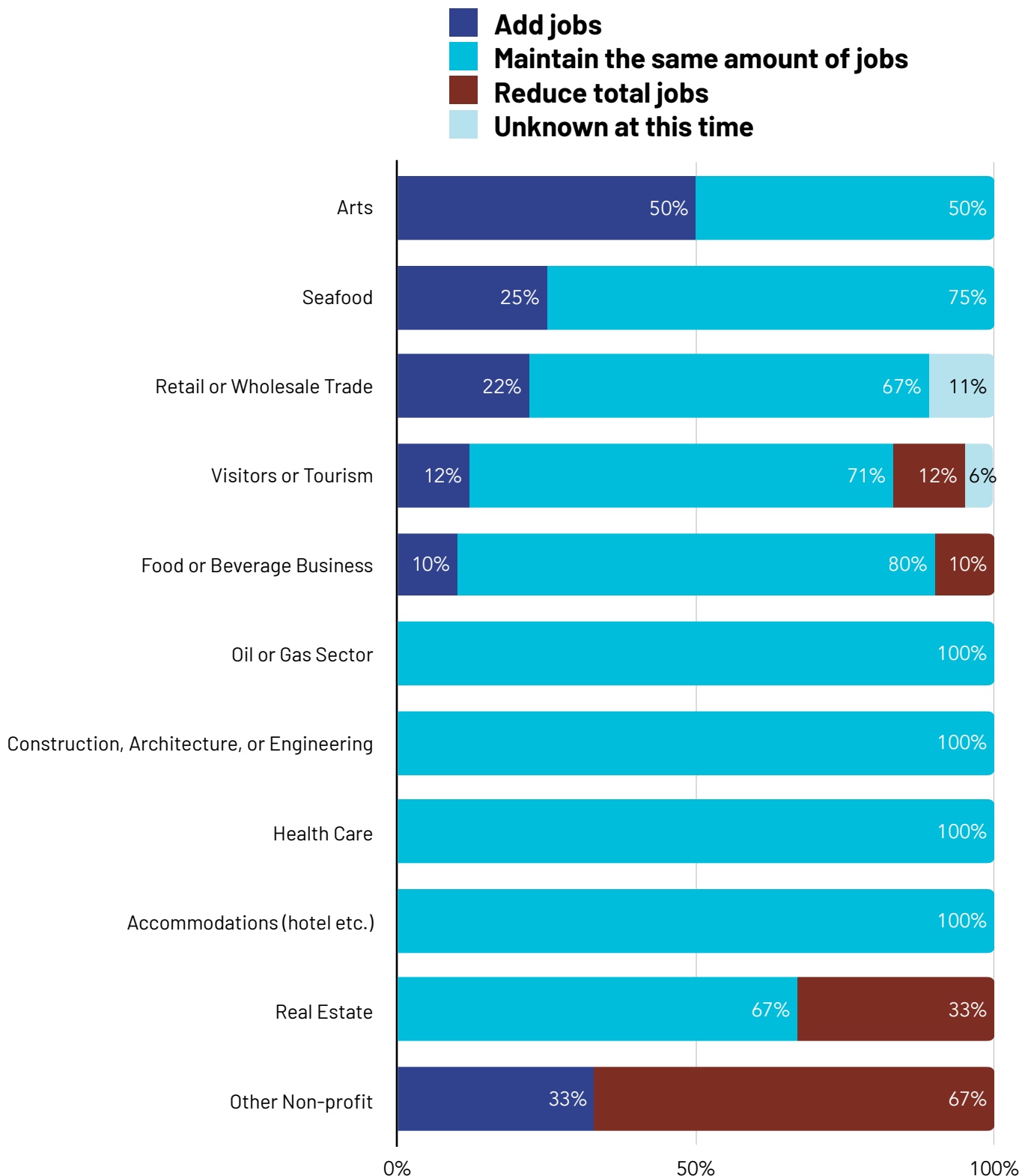


Compared to 2020

In 2020, 19% of Valdez business leaders surveyed expected to further reduce the number of jobs associated with their businesses, while 27% expected to maintain total jobs, and 5% expected to add new employees. Approximately half (49%) said that workforce changes over the next year were an unknown quantity.

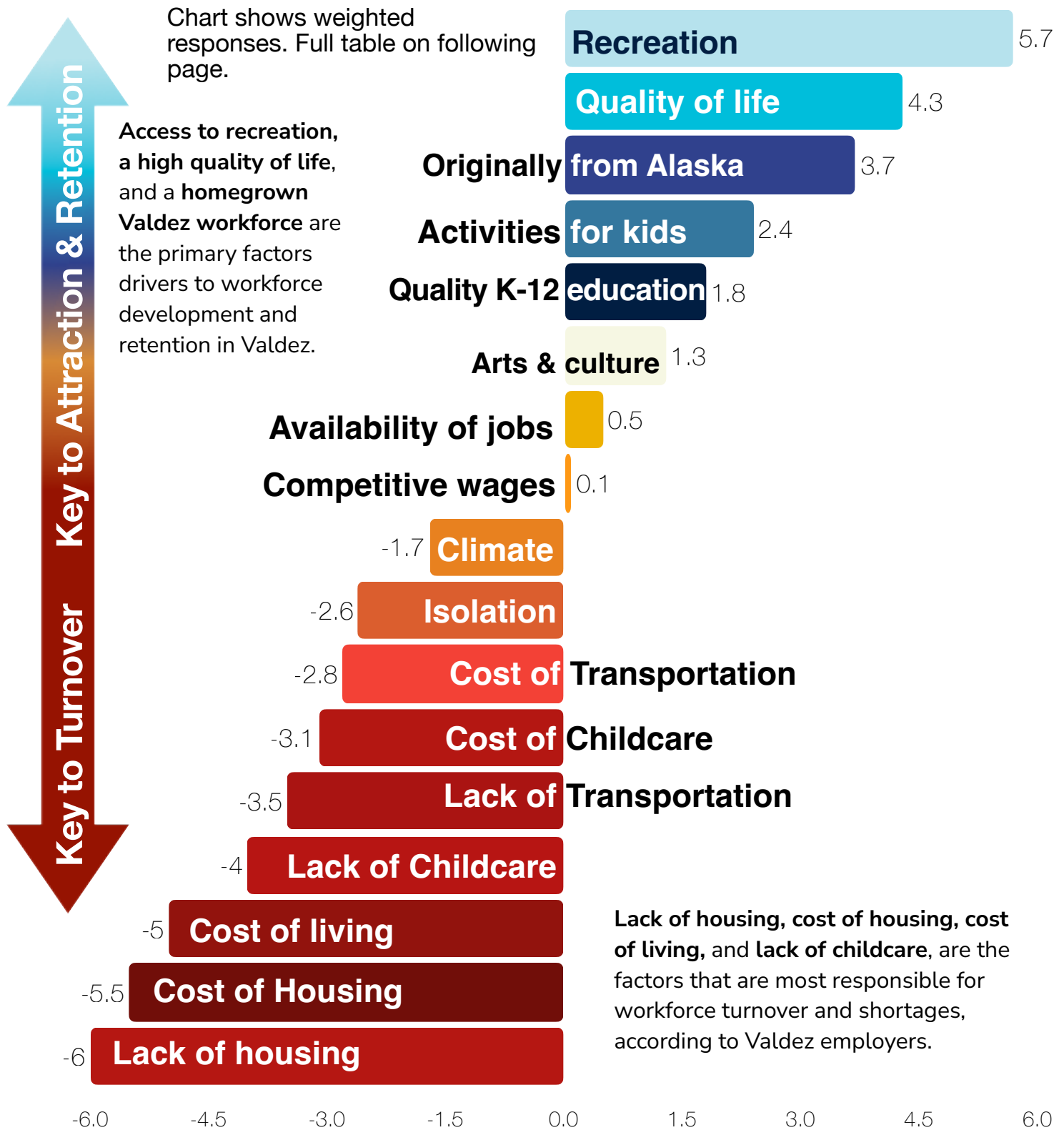
By Sector: Jobs in Next 12 Months

Over the next year, do you expect your organization to add jobs, maintain jobs, reduce jobs, or are you unsure?



Retention & Turnover: How do these factors impact worker attraction & retention?

Valdez business leaders were asked to rank the impact of 17 elements on workforce attraction, retention, and turnover. This is a weighted ranking of their responses.



Retention & Turnover: How do these factors impact worker attraction & retention?

Business leaders say that recreation, Alaskan staff, and quality of life are key to worker attraction and retention; while the lack of housing, cost of housing and the cost of living drive workers and potential workers away from the community. 100% of employers in the oil and gas, construction, and healthcare say that lack of housing is a significant factor in people not taking work in Valdez, or leaving.

Valdez Workforce Attraction, Retention & Turnover

Factor	Significant factor resulting in long-term staff retention (or taking job)	Factor resulting in long-term staff retention (or taking job)	Factor resulting in staff leaving (or not taking job)	Significant factor resulting in staff leaving (or not taking job)	Not a factor
Housing availability (or lack of)	10%	5%	25%	55%	5%
Cost of housing	12%	8%	19%	53%	8%
Cost of living	8%	8%	33%	47%	3%
Childcare availability (or lack thereof)	7%	7%	35%	32%	19%
Availability of transportation (or lack thereof)	5%	10%	42%	24%	19%
Cost of childcare	5%	11%	37%	23%	25%
Isolation	7%	16%	40%	21%	17%
Cost of transportation	2%	17%	50%	13%	18%
Climate & weather	8%	28%	37%	20%	7%
Competitive wages (or lack thereof)	14%	37%	27%	17%	5%
Availability of jobs (or lack thereof)	17%	27%	32%	10%	14%
Arts and cultural opportunities	9%	40%	14%	10%	28%
Quality of K-12 education	16%	31%	24%	3%	26%
Activities for kids	19%	39%	18%	7%	18%
Overall quality of life	22%	58%	7%	5%	8%
Originally from Alaska	24%	33%	10%	2%	31%
Recreational opportunities	47%	32%	7%	3%	12%

How would you rate the **Quality of Life** in Valdez?

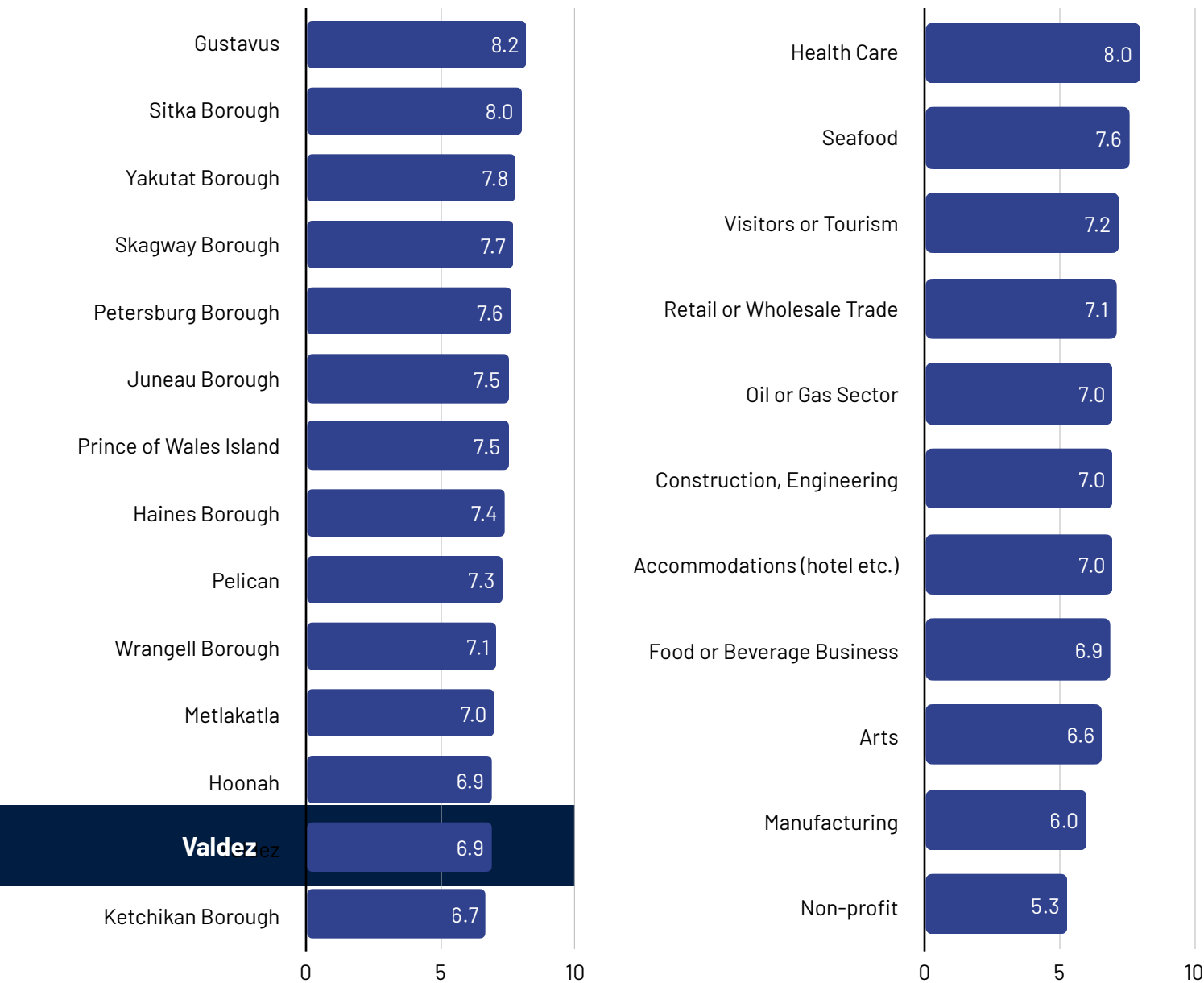
Valdez business leaders rated the overall quality of life in Valdez as 6.9 out of 10 in 2025. Those in **healthcare**, **seafood**, and **tourism** provide the highest ratings, while those in **non-profits**, **manufacturing**, and the **arts** provide the lowest ratings. Compared to other coastal Alaska communities that participated in surveys in the spring of 2025, Valdez ranked lower than most other communities.



By Community

By Industry

■ Valdez Quality of Life



Valdez Business Respondent Profile

The 90 responding businesses represent approximately 1,076 Valdez workers.

Responding Businesses Profile

Responding Businesses = **90**

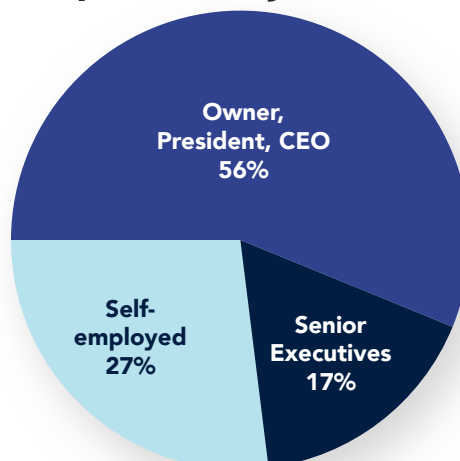
Average Employees Per Business = **12 Workers**

Total Workers Represented by Survey = **1,076**

Respondents by Sector

Sector	Businesses	Workers Represented
Visitors or Tourism	23	247
Oil or Gas Sector	4	212
Health Care	1	160
Food or Beverage Business	12	116
Seafood, Commercial Fishing, Maritime, Mariculture	5	104
Retail or Wholesale Trade	10	71
Construction, Architecture, or Engineering	7	16
Accommodations (hotel etc.)	6	33
Other Non-profit	4	27
Arts	5	26
Professional & Business Services or Consultant	3	21
Real Estate	4	12
Communications, Information Technology	1	8
Transportation (non-tourism)	1	7
Financial Activities	1	7
Social Services, Child Care, Education	1	2
Other manufacturing	1	1
Other	1	7

Respondent by Position



Appendix

Open Ended Responses

A total of 46 businesses took the time to explain the business outlook for their business in the upcoming year.

Valdez business leaders anticipate a challenging economic environment in the upcoming year. Rising operational costs, inflation, regulatory hurdles, workforce shortages, and reduced tourism are widespread concerns. Businesses across sectors report difficulties attracting and retaining employees due to competitive local government wages and housing shortages. Tourism-dependent enterprises express uncertainty due to national economic trends and international travel policies. Retailers struggle against online competition, notably Amazon, and face declining local customer spending. Commercial fishing businesses highlight decreased salmon returns and rising costs as significant threats. Despite these challenges, many business leaders remain optimistic about growth through targeted expansions, increased community-focused events, and efforts to diversify offerings.

The full comments of business leaders are presented below:

Please elaborate on the outlook for your business or sector over the next year.

Accommodations

My concern would be that if there is a global economic downturn, there will be people cancelling reservations or just not making reservations, which would cause a decrease in revenue for me and others in the accommodations business. Since I only have the existing rooms that I have in my house there isn't much opportunity for growth, but I'm not very concerned about that. But during the fall and winter months we usually have very few guests. I always am interested in helping my guests enjoy their stay while in Valdez, so I appreciate the new trails on Meals Hill. Hopefully there will be new maps that will help visitors see the new trails. I would support the idea of having even more trails, like one going from the ferry terminal all the way to Blueberry Hill Road. Maybe there could be more hiking trails around Mineral Creek area or more 4 wheeler or biking trails for the summer and more snow machine trails in the winter up in the upper valley of Mineral Creek. This year with less snow it was difficult for snow machines to get to Mineral Creek without a trailer, so clearing a side area through the park strip for snow machines to get to trails in low snow years would be helpful. Having the snow trails groomed has been a blessing for my guests and my family for walking and cross country skiing. Keep up the good work with that. Having festivals and other events that bring in more guests has been good. Having even more in the winter would bring in even more guests that need accommodations. Having the

tournaments with swimming and basketball have helped some. More events in the winter when we have slow months would bring in more income for us.

Arts

The political climate is decreasing the amount of tourism from outside the US, which is a big part of my clientele. Tariffs increasing my cost of goods. After huge stock market hit, people are spending less on non-essential items.

Generally, people are spending less money- things are more expensive, making my business also have higher expenses.

The economic downturn is leading to fewer tourists, and overall less budget for luxury or non-essential items.

My normal bookings have been down, so I have had to rethink and branch out to different types of business. Not all bad, but I can tell most people have less free money to spend the last 3 years than years previous. I'm one to think outside the box to find a need to fill, but if others aren't able to do that, they will have a difficult time if cost of living increases much more.

Communications, Information Technology

The number of businesses in Valdez is not increasing so there are less people to sell to. There is an increasing number of non-profits and government service who do not have to earn money to make a living; and a decreasing number of people who understand or care how business works.

Construction, Architecture, or Engineering

I recently walked away from the business due to cost and the red tape.

Due to the unnecessary hoops the City makes businesses jump through as well as the unnecessary regulations they set for businesses in town I don't see much opportunity for growth until this changes. Rather than being welcoming of new businesses and growth...the city seems to make things as difficult as possible for most industries.

Food or Beverage Business

We are hoping to expand on seating for the business to help accommodate more tourists through cruise ships and RV travel. Concerns are the city not upholding the beautification aspects and property codes of businesses around town (we have neighbors with large

conexes and garbage on the property next door that blocks the street view of our business and others around us).

We hope to expand our business a little more with added jobs. Our goal is to scale but not sure how we will get there.

Our business will continue to do well, we are very versatile in that we cover lots of different aspects in the City of Valdez.

Concerned about loss of business because less fisherman and less revenue.

Looking ahead to the next year, I see strong potential for growth and improvement within my business. There are actionable steps I can take to expand offerings, elevate the customer experience, and create more opportunities during the busy tourist season. Equally important is focusing on ways to enhance the space and offerings that positively impact the local community during the quieter winter months. However, there are ongoing challenges—particularly rising operational costs such as rent, utilities, and general upkeep. Being in a commercial space I don't own, it's a constant balancing act between investing in improvements that benefit the business, while also increasing the value of a property I don't own, especially as rent continues to climb. Another concern is the limited number of tourist attractions in the area, which can impact visitor traffic and overall business during peak months. Despite these concerns, I remain optimistic and committed to making thoughtful changes that strengthen both the business and its role in the community.

As a Food Truck Operator/owner it is hard to find a year round location with a good foot traffic/tourist especially in summer. I would hope the city will find a way to have some spots or location near Harbor to get food trucks setup for summer when tourist season is prime. This will help tourist have more and dining options.

Manufacturing

I provide a niche service to locals. With price increases on supplies due to tariffs, shipping costs, national and state wide stores closing, etcetera, I fear less people will be sewing and creating. This means less work for me.

Non-profit

With all the state and federal budget cuts and some loss in funding we are concerned that we will not be able to serve our Valdez community and other services to the best of our ability. We are a non-profit program and depending on the funding from the state and federal grants we might not be able to keep our employees.

Retail or Wholesale Trade

Finding personnel to work in our line of business along with them affording the cost of living in Valdez.

Commercial fishing will be slower again and that market may not come back. The sport fish returns look weaker. Tariffs are going to raise the price of our products.

I'd like to expand. But the tax rate is getting ridiculous. So I'll probably be downsizing.

We will be in real trouble if people don't start shopping in town.

Customers are less inclined to spend money due to the economic situation we are in right now.

I believe that Alaska will be hurting with tourists thanks to the federal government. I have little chance to sell my books as it is now it will be worse.

I feel like retail stores are having a hard time because of Amazon and visits to Anchorage. We aren't a store that depends on vacationers, although we do get a bump from the influx of workers.

Sales are down; we are barely treading water. I'm thinking of selling because the sales just aren't there. We are trying to bring in different products, but Amazon really kills us.

Seafood, Commercial Fishing, Maritime, Mariculture

The future of my business is unknown this year & figure years. High fuel/insurance/mooring fees coupled with poor salmon runs has crushed last year's profits.

1st concern is housing for our employees. There is not enough affordable homes, apartments, respectable rooms available for people to come to town for employment. More housing, more people to work or more workers to pick from. Need more places to eat - sure miss the Totem Inn for the town gatherings.

Seafood Prices are down and there has been major consolidation in the industry. The current federal administration is hell bent on destroying whatever economic future the seafood industry had. The country is headed into a major recession, and I consider the outlook to be bleak. All of that in addition to negative effects of global warming.

Need opportunities to sell beyond social media. Vendor events definitely boost my sales.

Social Services, Child Care, Education

As the only licensed childcare provider in Valdez, I don't have many concerns as far as attracting and retaining members. We don't exactly have new opportunities because of the way we are governed/licensed. We can only have a certain number of children in our care at any given time. We've been able to retain our head teacher while offering further educational opportunities to that individual. As of now we are expecting to retain the current head teacher for the upcoming school year. Our Board of Directors will be turning over this summer but our program and what we offer will not have any major changes to its structure.

Visitors or Tourism

Due to the economic climate, we plan to pull back in the employee sector and cut back on programming to stabilize the ongoing increase in cost of goods and possible risk of lack of travelers.

We have had small steady growth, and hope that continues.

Tourism definitely down. National politics a factor. Will see how season plays out.

It's difficult to find workers. The businesses in Valdez can't grow and have to reduce services because it's impossible to find help even if you will train them. Starting wage is at least \$25/h to compete with COV wage for seasonal or temp work. When hiring full time workers we can't compete with jobs that provide benefit package like City's that almost has no cost to the employee. City, downtown area looks unattractive, no cute downtown area, parks in town are in the bad shape, lack of code enforcement affects businesses. It's difficult to deal with the community development department in person or via email. Lack of services at popular tourist/local attractions like Valdez Glacier Lake and Robe Lake. It's very difficult to communicate this with P&R Directors (we asked for years), often we are told it's not in the budget, other popular answer is vandalism, or we don't own Robe Lake. There is a huge need for toilets and dumpsters (VGL got a dumpster last year). Traffic at VGL is huge and people have no place to go to use the bathroom, so they use bushes. This is an issue brought up to the city for many years and no traction. Maybe buy toilet trailers, use them for different events, rent them during winter events like snowmachine races. Grading issues of unpaved roads. Difficult to deal with the department, department head can't make decision on his/her own must involve CM, long time is required to wait for a solution or a meeting. This affects access to our businesses. It's very frustrating. Because of workforce we are planning to reduce services for our 2 businesses or redirect to businesses that do not require employee input. This is not only problem for us but also a problem for other business owners in Valdez. Often small business owners will hire and train employees, provides them with few years of valuable experience and they will leave for the COV jobs because nobody in town can compete with the wage and benefit package. I think soon Valdez will see less businesses that provide services.

We get a lot of questions about getting to Alaska from Canada with today political climate. We advise them of no changes to cross the border and that the people of Canada are still super friendly and welcoming. Some customers advise waiting another year before making the trip from the lower 48 to Alaska. Another concern we hear is the cost of travel to Alaska is increasing faster than other areas of the country. While there is an understanding that Alaska is more expensive, it is out pacing the expense of the rest of the country.

Concerns are the fish counts. Many of our guests come here to fish. With the rapid decline in numbers we are receiving more comments about guests not coming back to Valdez. The City needs to fund or help the hatchery fund a King program in Early May and June

With the current political and economic climate on the national stage I do see that we will have a probable dip in bookings this summer. We generally stay full, but things are looking at to fill slower this year.

While I believe more cruise ships are expected this year than last, I don't feel like I can trust them. They have canceled ships in the past and I can't rely on them for staffing/revenue. Also, they have gotten pickier and are requiring more and more of vendors on the insurance front which cuts into profits. Other aspects of our business will likely be steady but not significantly changing our outlook.

Transferring

Need to drive more visitors to Alaska for winter recreation and tourism

We have plans to grow but lack of labor is slowing us down. It's very difficult to find help and to find anyone for seasonal work, with no experience we have to offer \$25 an hour as we are competing with City's temporary wages. City hires temporary workers with pay rate of \$21-24 per hour. It's complicated to get the supplies needed and the shipping costs are huge. We also feel that City is not progressive and open to ideas, which shuts down creativity and progress. Community Development Department is not very helpful and permits and business registrations process takes a long time. All might look good in summer with lots of fun places to eat, lots of people and things to do, but Valdez has nothing going on in the winter. People can't walk in the winter because basic services like clear sidewalks are not available. It's possible to walk around harbor but not in the residential areas with sidewalks. Also City organizes "free bbq" a few times each summer which competes with local businesses. Instead of providing "free food", spending money on trailers and bbqs and storage would be much better if city worked with local restaurants to provide food for those events. Valdez has amazing location, and you can't beat the nature, but town is no cohesive and lacks character. Thanks for asking us questions!

There is a great deal of uncertainty with the decisions being made Federally when it comes to travel both domestically but specifically internationally and that driving through Canada. Therefore some international sales are declining and/or unknown right now.

Tourism may be affected by policy at the national level. Support for tourism at the local level is excellent.

Other

We are anticipating significant cuts on the state and federal level with grants, Medicaid and Medicare.

Valdez is unique in that it has an inflated cost of living for incidentals that is comparable to areas off the road system but is on the road system so allows higher price commodities to compete with locals who have a higher cost to do business because of the incidentals such as fuel and groceries an example being the monopoly on diesel which is produced here but is transported to places like Fairbanks and retails 20 percent cheaper there after being trucked 365 miles. Because we produce and sell a higher priced commodity we now do 75 percent of our business in Cordova and other communities and are contemplating moving. We feel although the city is making attempts the effort is not in the correct direction to help the residents of Valdez and is more geared to suit a migratory community. Here are some examples and possible solutions. The housing market is geared to outside interests in air b and b and there is a housing shortage. The city solution is to enforce the state code on short term rental which some residents use to invest in. Require the physical owner of a property to live in Valdez to take care of any potential issues if the property is to be a short term rental. Open land offerings and allow more encouragement for people to make life improvements with less red tape. We are not anchorage and people in the trailer parks need to be able to see a future or the ones who have potential to make life improvements won't stay here. A community needs a lower level workforce, and we seem to make it very difficult for them to grow. The enhanced fishery for pink salmon is geared toward a migrant work force which conflicts with the city plan to boost tourism by creating an influx of immigrant and exporting to overseas countries jobs of no or little interest to our local youth. Help the Valdez fisheries to invest in a fishery of higher value fish such as sockeye and king. Through the Valdez Glacier /Robe Lake watershed. We could have a tourist oriented fishery that would generate substantially more revenue overall within the community. The local commercial fishermen could make more as well by not having to compete with all the outside vessels if the fishery was smaller and had short openers there would be less outside interest netting them a higher profit for higher value product. The price for utilities and taxes is geared for revenue collecting from Alyeska pipeline. All this does is raise our community member costs to the point where it is cheaper to live in Wasilla and commute than to live here. This takes away from local job offerings. Alleviate these taxes or find a creative way to tax the commuting workforce. Apply regulatory pressure to Copper Valley to negotiate a better winter utility price for the local residents. The city has a Parks and Rec department that could generate revenue on top of providing for the community. They are in process of building a 3 million dollar plus bike park that will serve less than 1 percent of the community and will require constant brushing of alders and erosion maintenance to not close in and be useless as on current example. 3 million invested in snowmobile tourism

over 10 years would generate substantially more income to the city during winter months. Snowmobile users tend to spend more and have higher incomes to purchase and spend on their hobby. This could potentially create millions more of much needed winter revenue in Valdez and would only require winter grooming to connect locations and a better acceptance policy from some of the local short sides thinking processes. winter revenue is a must for our town to be able to thrive. These are just a few of many examples and maybe the answers aren't this simple, but it will be hard for Valdez to be successful if the only way to sustain here is either be a migrating worker or a city employee and the direction seems to point to a way over proportional representation of city employees per capita in the future if even more are needed to maintain things that generate no revenue such as the bike park.

The City of Valdez is in competition with small business.