



# City of Valdez

212 Chenega Ave.  
Valdez, AK 99686

## Meeting Agenda - Final

### Economic Diversification Commission

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Wednesday, May 16, 2018

7:00 PM

Council Chambers

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**Regular Meeting - CANCELLED DUE TO LACK OF QUORUM**

#### REGULAR AGENDA - 7:00 PM

I. CALL TO ORDER

II. ROLL CALL

III. APPROVAL OF MINUTES

[Approval of Minutes - January 18, 2018 and February 21, 2018 \(Item Forwarded from May 16th Regular Meeting\)](#)

IV. PUBLIC APPEARANCES

V. PUBLIC BUSINESS FROM THE FLOOR

VI. PUBLIC HEARINGS

VII. UNFINISHED BUSINESS

VIII. NEW BUSINESS

[Report: Update Regarding Kelsey Dock Upland Improvements Phase 1](#)

IX. REPORTS

[Report: Update Regarding Kimley Horn Marketing and Branding Initiative](#)

X. COMMISSION BUSINESS FROM THE FLOOR

XI. ADJOURNMENT



Legislation Text

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**File #:** 18-0204, **Version:** 1

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**ITEM TITLE:**

Approval of Minutes - January 18, 2018 and February 21, 2018 (Item Forwarded from May 16<sup>th</sup> Regular Meeting)

**SUBMITTED BY:** Debbie Roberts, Executive Assistant

**FISCAL NOTES:**

Expenditure Required: NA  
Unencumbered Balance: NA  
Funding Source: NA

**RECOMMENDATION:**

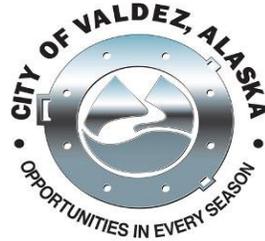
Received and filed

**SUMMARY STATEMENT:**

The minutes from the meeting of January 18, 2018 and February 21, 2018 are attached for review and approval by the commission.

# City of Valdez

212 Chenega Ave.  
Valdez, AK 99686



## Meeting Minutes - Draft

Thursday, January 18, 2018

6:00 PM

Work Session (Joint Session with City Council Regarding Goals)  
&  
Regular Meeting

## Economic Diversification Commission

Council Chambers

**WORK SESSION AGENDA - 6:00 pm**

- 1. Work Session Item: Draft 2018 Goals for the Economic Diversification Commission - Joint Work Session with City Council

**REGULAR AGENDA - 7:00 PM**

I.CALL TO ORDER

- a.Chair pro-tem

II.ROLL CALL

Keith Thomas, Colleen Stephens, Lee Hart, Susan Love

III. APPROVAL OF MINUTES

- 1. Economic Diversification Commission Regular Meeting Minutes of December 6, 2017

**MOTION: Commissioner Stephens moved, seconded by Commissioner Love to approve the regular meeting minutes of December 6, 2017. The motion carried by unanimous vote.**

III.PUBLIC BUSINESS FROM THE FLOOR

None

IV.COMMISSION BUSINESS FROM THE FLOOR

Next meeting February 21, 2018 7 PM

V.ADJOURNMENT

**Motion: Commissioner Stephens moved to adjourn, seconded by Commissioner Thomas**

CITY OF VALDEZ, ALASKA

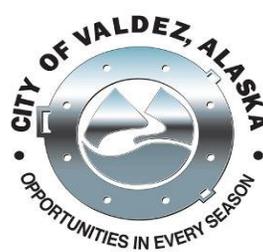
Rhonda Wade, Commission Chair

ATTEST:

Debra Roberts, Recording Secretary

# City of Valdez

212 Chenega Ave.  
Valdez, AK 99686



## Meeting Minutes - DRAFT

Thursday, February 21, 2018

7:00 PM

Regular Meeting

**Economic Diversification Commission**

Council Chambers



# City of Valdez

212 Chenega Ave.  
Valdez, AK 99686

## Meeting Minutes -Draft

### Economic Diversification Commission

Council Chambers

Wednesday, February 21, 2018

7:00 PM

#### REGULAR AGENDA - 7:00 PM

#### I. CALL TO ORDER

Chair Wade called the meeting to order at 7:01p.m. in City Council Chambers.

#### II. ROLL CALL

Present 7 - Commission Member Rhonda Wade  
Commission Member Grant Uren  
Commission Member Colleen Stephens  
Commission Member Lee Hart  
Commission Member Susan Love  
Commission Member Laurine Regan  
Commission Member Keith Thomas (By Teleconference)

Also Present 2 - Executive Assistant Debbie Roberts  
Economic Development Director Martha Barberio  
Members in the Audience

#### III. PUBLIC BUSINESS FROM THE FLOOR

None

#### IV. NEW BUSINESS

##### 1. New Business: Business incentives

Commissioner Stephens discussed Tax incentives and wanted to know what was allowable by State Statues and what other communities have done as incentives that worked or did not work.

Commissioner Wade brought up Construction Grants as an option, or the possibility of State Rebate program.

Economic Development Director Martha Barberio brought up the housing shortage and discussed the possibility of tax credits or builders incentive. Something to get builders to build in our area, Commissioner Uren brought up environmental concerns and land issues related to Housing issues. Commissioner Wade also brought up rebates and Delinquent Tax properties. Commissioner Stephens brought up Land development with the City giving deferrals for Water/Sewer to be paid back over time. Commissioner Uren also brought up issues relating to water/sewer.

Discussion continued between commissioners on various ideas such as Business grants, Conditions on Sales with pay backs over time, School Programs/Trade Program (students build and get experience), Peak1 out of Colorado was given as an example, discounted land, block grants, Special Assessments, HUD, performance bonding, performance agreements, and Habitat for Humanity.

It was suggested to have a joint meeting with Planning and Zoning to discuss some of these ideas and then present it to City Council.

Commercial/Retail business was also discussed.

## 2. Discussion & Report: Commission Powers and Duties

Sheri discussed the ordinance language with the Commission and it was decided that they will meet once a month on the 3<sup>rd</sup> Wednesday. The Commission needs to make any changes formally at a future meeting. Notice needs to be posted minimum 3 days in advance of the meeting, prefer a week but minimum 3 days. If nothing for the agenda then it can be cancelled.

## V. REPORTS

### 1. Report: Update Regarding Kimley Horn Marketing and Branding Initiative

The Report was given out to Commissioners and Kimley Horn will be invited to speak to this commission on Wednesday March 21<sup>st</sup>.

### 2. Report: Update North Star's Branding Initiative

## VI. COMMISSION BUSINESS FROM THE FLOOR

The Mayor addressed the Commission regarding Sectors and who represented each

Commissioner Laurine Regan – Micro Business  
 Commissioner Lee Hart – Winter Tourism attractions  
 Commissioner Rhonda Wade – Retail  
 Commissioner Grant Uren – Transportation  
 Commissioner Colleen Stephens – Summer Tourism  
 Commissioner Susan Love – Professional Services  
 Commissioner Keith Thomas – Contracting

Commissioner Hart discussed Emergency Management and Economic Development with Martha. The Winter Event Ice Festival was represented by 12 states and was well represented. Should get bigger each year and over \$1000 was raised for AVV.

Civic Center seating was discussed.

Commissioner Uren asked about the Median cost of land, what it is and how it is established. Other Commissioners discussed the land issues also.

Jeremy Talbott, Port Director, discussed housing issues.

Commissioner Thomas brought up housing that have code issues and requested that it be followed up on.

Commissioner Wade brought up the grant on the waterfront project. Jeremy Talbott stated it is an active grant and used.

Commissioner Wade and Commissioner Hart brought up some code issues that a business in town was experiencing. Sheri Pierce, City Clerk, Jeremy Talbott, Commissioner Regan, Commissioner Stephens, Mayor Knight, Tom McAlister and Phillip Miller, Assistant City Manager also spoke regarding this issue. It was also brought up that a package explaining the process or steps required to build would be helpful.

Next meeting March 21<sup>st</sup> 7p.m. Council Chambers

VII. ADJOURNMENT

There being no further business, Chairperson Wade adjourned the meeting at 9:15 p.m.

CITY OF VALDEZ, ALASKA

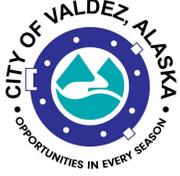
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Rhonda Wade, Commission Chair

ATTEST:

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Debra Roberts, Recording Secretary



## Legislation Text

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**File #:** 18-0205, **Version:** 1

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**ITEM TITLE:**

Report: Update Regarding Kelsey Dock Upland Improvements Phase 1

**SUBMITTED BY:** Martha Barberio, Economic Development Director

**FISCAL NOTES:**

Expenditure Required: N/A

Unencumbered Balance: N/A

Funding Source: N/A.

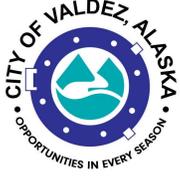
**RECOMMENDATION:**

Receive and file

**SUMMARY STATEMENT:**

Construction will begin around June 4, 2018 on phase 1 of the Kelsey Dock upland renovations. These renovations will continue through fall 2018. If all goes well this phase will be complete sometime in October, 2018. At some point in the next couple of months, we will make a decision on when the yellow building will get its facelift.

During the months of June and July, a barge will be moored at the Kelsey Dock. Due to security requirements associated with the barge, there will be no access to the dock during this time and security measures will be in place.



## Legislation Text

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**File #:** 18-0206, **Version:** 1

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**ITEM TITLE:**

Report: Update Regarding Kimley Horn Marketing and Branding Initiative

**SUBMITTED BY:** Martha Barberio, Economic Development Director

**FISCAL NOTES:**

Expenditure Required: N/A

Unencumbered Balance: N/A

Funding Source: N/A.

**RECOMMENDATION:**

Receive and file

**SUMMARY STATEMENT:**

Attached is the most recent report from Kimley Horn. They are currently working on arrangements to be here in Valdez for their 3<sup>rd</sup> visit in mid June.

# BUSINESS COMMUNITY MEETING #2 SUMMARY

DATE: August 22, 2017

TIME: 6:00p - 7:30p

LOCATION: Valdez Civic Center

Kimley»Horn  
NORTH STAR



## Meeting Summary

On March 19, 2018, the City of Valdez held the second Business Community Meeting for the Valdez Visioning and Branding Plan at the Valdez Civic Center. The purpose of this meeting was to build off of the previous input received during the Visioning Week Business Community Meeting and to continue the dialogue with new attendees. The Business Community Meeting brought together a collection of local business owners and employees who have an interest in bettering the local business community.

After a brief presentation of previous work efforts during the visioning process and the timeline for events that will take place over the next two years, meeting attendees engaged in an open discussion with members of the project team. These conversations provided additional local insight into the business atmosphere within Valdez, including some of the potential challenges. The conversation also began to explore potential solutions to identified issues. This conversation will continue at the next Business Community Meeting as the team ensures that as much community feedback as possible is incorporated into the planning process.

This conversation was a free-flowing exchange of ideas and is summarized in the bullet points below:

### General Comments

- People are stuck home
- Team up and support each other
- Need a push for hometown pride
- Fishing crews come from elsewhere and stay on the boat
- Tagline should address perception of community as inaccessible

### Transportation

- Cost of utilities and transportation
- FSA – CAT transportation
- Ferry service is too expensive
- Discussion on potential to purchase the ferry service
- Create the vision that we are accessible
- Town is “rolled up”
- Grant Air – airline service that left

### Wage/Staff Discussion

- \$9.84 min. wage – wait staff
- \$15 for retail clerks
- Hard for non-profit to pay wages
- Fishing wages – cause people to leave
- Hard to find staff for local businesses in general due to competition with higher paying employment
- J-1 students have been good workers

### Tourist Attraction

- Need more winter things
- Winter king run
- Improve the hatchery

### Permits and City-Relations

- Fees process – not necessarily an issue
- Fee process has gotten a lot better in the past

- few years
- Building permits/timing was easy
- Need positive education –
- 10 ways to do something instead of 10 ways why I shouldn't
- City out of touch with businesses
- City doesn't operate like a business
- No business people on Council
- Work in City Hall – no perception of what's going on outside
- Regular meetings between the City and business owners would be beneficial
- City should procure more locally, sometimes does not look for a local option
- No avenue for feedback
- City doesn't always communicate with businesses that are being affected when taking action

### *Communication*

- No good way currently to get the word out
- Should establish online tools for engagement and information
- Need to establish consistency and easy navigation of processes
- Communication w/residents isn't a priority
- Vision, leadership and focus

### *Alyeska*

- Alyeska – what can we do for you?
- No one else has Alyeska
- Alyeska – taken for granted?
- Extend an olive branch

### *Comprehensive Plan*

- Is comp plan actually adopted
- Avoid an environment of negativity in the comp plan
- In comp plan – establish a section that speaks to the ramifications of the policy
- Last process – we were meeting'd out!!
- A plan of inclusion, not exclusion
- Inclusive and flexible

# COMMUNITY WORKSHOP SUMMARY

DATE: March 21, 2018

TIME: 6:30p - 8:00p

LOCATION: Valdez High School Cafeteria

Kimley»Horn  
NORTH STAR



## Meeting Summary

On March 21, 2018, the City of Valdez held the second Community Workshop for the Valdez Visioning and Branding Plan at the Valdez High School Cafeteria. Workshop attendees, approximately half of whom had not attended the first meeting, learned about the project components and timeline of the Visioning project, as well as how past and current effort will impact the development of the Comprehensive Plan.

Workshop attendees also participated in three interactive planning exercises to discuss opportunities and constraints that the City of Valdez is currently facing and their vision for the future of Valdez. Lastly, workshop attendees prioritized the vision statements that they developed based on how much they agree with the idea. Workshop attendees organized themselves into tables, which served as their group for the small breakout discussions.

Project team members joined the individual conversations and provided assistance when necessary. The goal of the exercises was for the people who know Valdez best to verify some of the challenges and opportunities facing the city that we heard in the first workshop, as well as provide additional information based on their experiences. This input, along with information from a number of 1 on 1 interviews and previous community workshops, will be used throughout the process in the development of goals and objectives for the Comprehensive Plan for Valdez. The following information was offered by workshop attendees at each station and provided verbatim in this summary. When possible, the information was organized by categories (ie "housing") or by group names that each table assigned themselves (ie "Team Birthday Boy").



## Opportunities & Constraints

### Opportunities

The opportunities listed below are areas in which workshop attendees feel the community has the ability to take advantage of a particular strength that Valdez possesses. The vast majority of comments focused around taking advantage of Valdez's unique natural surroundings for recreation and tourism. The full comments are provided verbatim below.

#### Board Comments:

- Tourism
  - › Outdoor recreation
  - › New recreation areas for community
  - › Tourism identity winter and summer
  - › Stored class natural amenities mountains and sea glaciers
  - › Learning (teaching) opportunities
  - › Tourism year around summer/winter
  - › Tourism year around
  - › Music festival
  - › Thompson Pass/Keystone Canyon
  - › Cruise Ships
- Nature Access
  - › Access to Water
  - › Natural Area/beauty
  - › The best kept secret in Alaska as a destination
  - › Wilderness Area
- Beauty
  - › Great fishing/boating
  - › Natural beauty
  - › Stunning geography
  - › The great outdoors
- Marine
  - › Marine Services
  - › Marine industrial expansion, boat storage/ maine trades
  - › Proximity to Marine Environment (Marine training, sustainable aquaculture, etc)
- Miscellaneous
  - › We have good people in this town
  - › Investment consultants, native run casino
  - › Ski resort
  - › Fantastic traits
  - › Year-round mountain rec center (chairlift)
  - › Renewable energy: tidal power? Wind power?
  - › Regional center



- » Shipping
- » Medical
- › Chainsaw carving art for harbors and downtown (coming august 2018)
- › Under development
- › Flexible open to new ideas
- › City government leading growth
- › PWS College Museum
- › Available \$ capital for public private partnerships
- › Become the rare mountain town with high-paying jobs (TAPS)
- › Port Logistics/Shipping
- › Main Street
- › Wilderness Camping Sites?
- › Enough money to become best in class at whatever we want to be
- › Historical Adventure Encounter
- › New Business

### Constraints

The constraints listed below are factors that workshop attendees identified as having the potential to limit the City of Valdez's ability to grow and develop. Some of the most common factors have been grouped together for consistency. They include the lack and high cost of housing,



accessibility issues due to the location, and weather concerns. The full comments are provided verbatim below.

### **Board Comments:**

- Housing
  - › Housing
  - › High cost of housing
  - › Affordable housing
  - › Housing shortage
  - › Available housing cost to build
  - › Housing
  - › Housing across all income/per capita group
- Location
  - › Road distance to populated areas
  - › Difficult for people to fly in, poor air service
  - › Too far away from other communities
  - › Far away from anything else
  - › Transportation
    - » Far distance to major city
    - » Expensive, unreliable air transit
- Long Term
  - › Lack of desire to commit to execution of "new" ideas and projects
  - › Lack of common community interest "vision"
  - › Lack of long-term focus/target
  - › Need city "investment" consultants
- Geo/Weather
  - › Geography
  - › Weather
  - › Lack of coastal property
- Access
  - › Access in/out
  - › Transportation
  - › Access Transportation
    - » Air
    - » Hwy
    - » Marine



- Cost
  - › Cost of living
  - › Housing affordability
  - › Costs to live
    - » Energy/heating
    - » Household goods
  - › Cost of living
  - › High cost of living
  - › High cost of living with utilities, costs of food, etc
- Miscellaneous
  - › Low population (especially winter)
  - › Limited infrastructure, water and sewer
  - › Climate change: traditionally known for big snow pack but that continues to radically change and not for winter rec while still a big driver maybe not seeing return that want
  - › Low population and highly seasonal population exacerbate other issue like
    - housing woes, etc
    - › No centralized shopping area
    - › Not enough retail stores in Valdez
    - › Shopping lack of
    - › Product availability
    - › Supply chain, consumer choice
    - › Year around tourism
    - › Not enough business especially professional services accounting, legal, graphic design, etc.
    - › Long drawn out bureaucratic process “need action not excuses”
    - › Small but determined group of community members who fight any change
    - › Blinders people don’t look far beyond town for solutions
    - › NIMBY
    - › Over growth, keep small town vibe

## Visioning

### Vision Initial Ideas

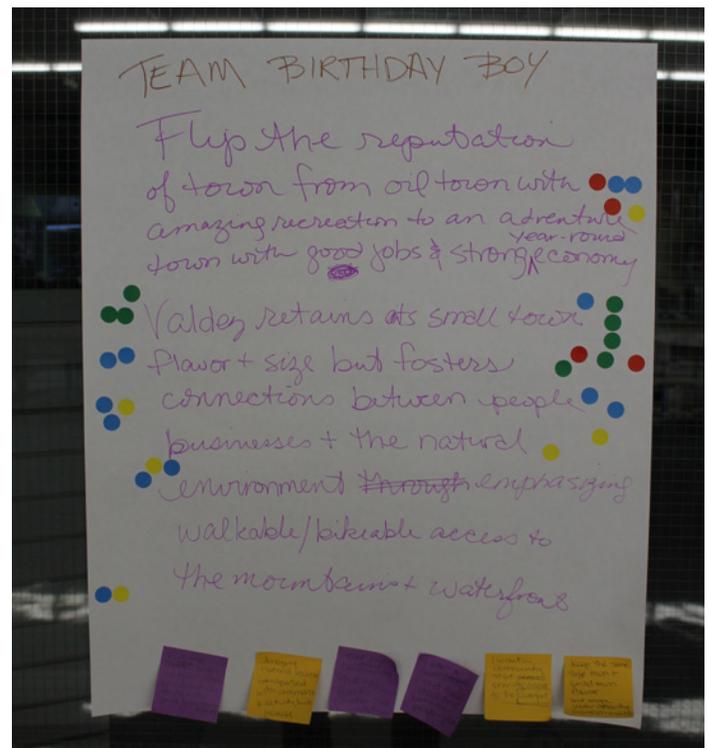
The vision ideas shown below are the first step that workshop attendees took towards developing an idea of what they would like Valdez to become. There were no specific time frame constraints set, rather attendees shared ideas ranging from broad concepts to specific actions that could be taken. Some attendees expressed that they wanted to see the town grow and take on a new identity while others saw the community more or less staying the same. The full comments are provided verbatim below.

- Team Birthday Boy:
  - › Flip the reputation from oil town with recreation to adventure town with good jobs/strong economy
  - › Amazing natural spaces interspersed with commerce and activity hubs increase
  - › Tight knit vibrant community that has fun no matter the weather
  - › I want a walkable community that fosters connections between people and place
  - › I want a community that provides access to the waterfront
  - › Keep the same size town and small town flavor but more visitor attracting businesses and events
- World Class Destination:
  - › Valdez to be the “Must See and Experience” World Class Global “Adventure” Destination
  - › To be a great thriving and successful place to raise a family
  - › I want Valdez to be “the” must see, live and experience town in Alaska
  - › Infrastructure to support a thriving economy
  - › World class year-round adventure destination
  - › Center/preferred place for Province William Sound Commercial fishing/processing
  - › World Class destination with thriving economy, strong infrastructure providing adventures for locals as well as tourists

- Year-Round Tourist Destination
  - › Well-defined services known to visitors
  - › Year-round tourist destination
  - › Extensive opportunities to create your adventure
  - › A place this is well defined through signage wayfinding, etc.
- Close Knit Sustainable Community
  - › Outdoor education
  - › Extreme outdoor enthusiasts
  - › Destination community
  - › Planned events monthly
  - › Self-sustaining community

### Vision Statements

Lastly, workshop attendees revised their initial vision ideas into action-oriented, measurable statements. Following presentations of each of the vision statements, attendees were given sticky dots that they used to prioritize the statements. Each attendee was given a limited number of dots, and one or more dots was placed next to a vision statement that the workshop attendee agreed with. The full comments are provided verbatim in the table below.



Board Name	# of dots
<b>Team Birthday Boy</b>	
<p>Flip the reputation of town from oil town with amazing recreation to an adventure town with good jobs and strong year-round economy</p> <p>Valdez retains its small-town flavor and size but fosters connections between people businesses and the natural environment emphasizing walkable/bike able access to the mountains and waterfronts</p>	30 dots
<b>World Class Destination</b>	
<p>World Class destination with a thriving economy, strong infrastructures providing adventures across generations for locals as well as tourists</p>	26 dots
<b>Year-Round Tourist Destination Board</b>	
<p>Valdez is a year-round tourist destination with well-defined services known to visitors. which provides extensive opportunities to create your adventure!</p> <p>Live Large , Work Smart, Play Hard</p>	25 dots
<b>Close Knit Sustainable Community Board</b>	
<p>A close knit sustainable community that welcomes wild population swings to encourage visitors and seasonal industries to enjoy the bountiful and beautiful region for the benefit of all.</p>	23 dots



# Valdez Visioning and Branding

## *Summary Progress Report – April/May 2018*

### Summary of Activities

- Conducted 2<sup>nd</sup> Valdez Visit (December visit postponed due to weather)
- Conducted various meetings on Site in March 2018
- Meetings w/ Business and Property Owners
- Community Workshop
- Meeting with Museum Board of Directors
- Numerous meetings w/ residents and business owners
- City Council update presentation
- Formulate Advisory Committee formation
- Prepared summary documents of meetings/workshops
- Conducted follow up Strapline/Creative Workshop (teleconference)
- Prepared draft and revised draft straplines for discussion
- Preparing for first Meeting with Advisory Committee
- P

### Summary of Next Steps

- Preparing for Next Site Visit in Late June 2018
- Conducting initial outreach and logistic for June meetings
- Anticipated meetings include
  - Community Workshops/Tours
  - Advisory Committee Meeting
  - City Council Workshop
  - Committee Workshop
  - Staff Workshops
  - Branding Workshops and Strategy Sessions
- Preparing Outreach Collateral for early distribution w/ staff and local media