

Harbor Revenue Assessment

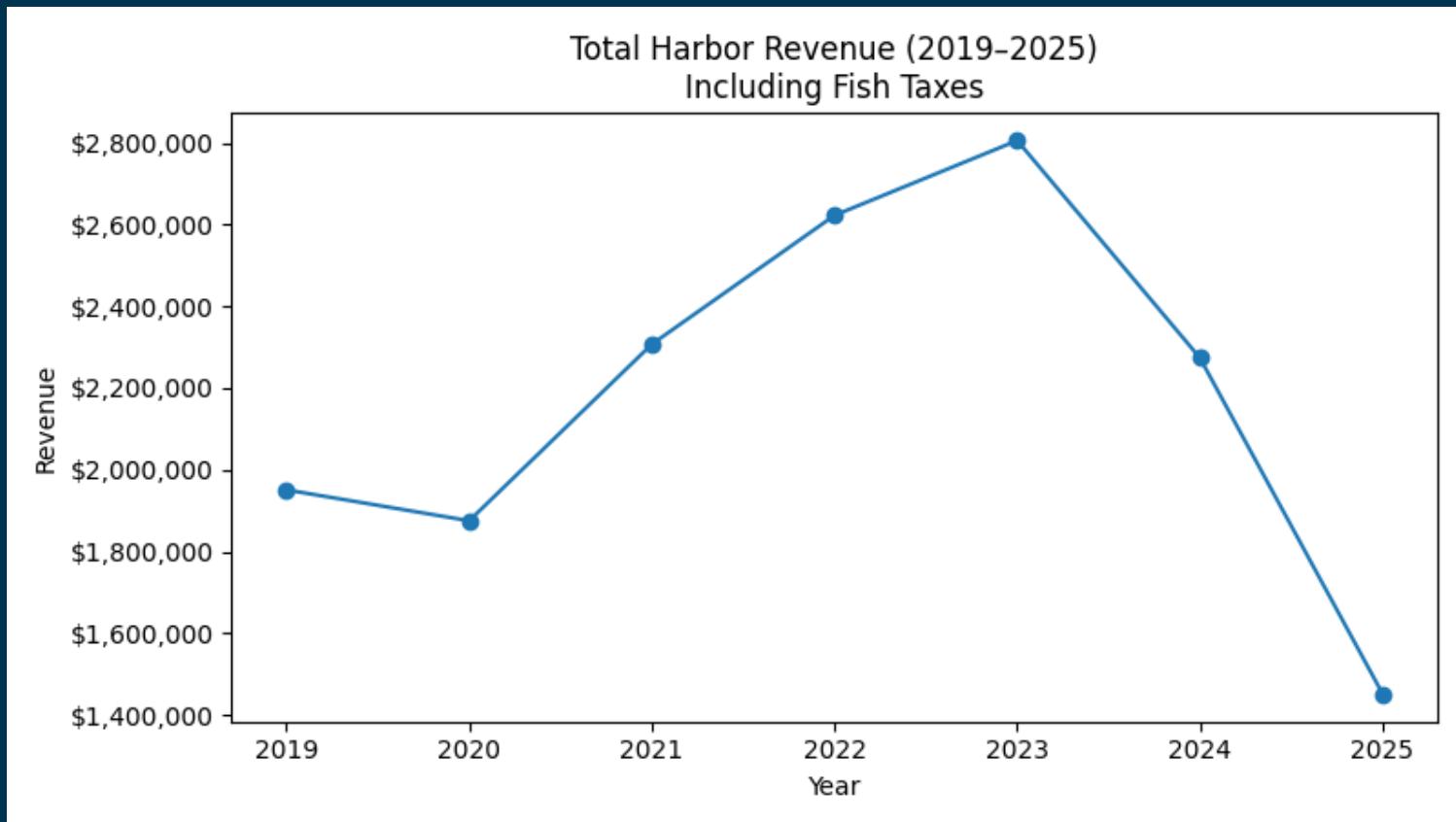


Valdez Harbor: Financial Sustainability at a Crossroads

- Harbor struggles to break even
- Reliance on Raw Fish Tax & Shared Fisheries Business Tax
- These funds should support capital improvements
- Need structural changes now

Revenue Reality: 2023–2025

- Revenue peaked in 2023, declined in 2024–2025
- Volatility tied to reduced tax reliance
- Operations not fully self-supported

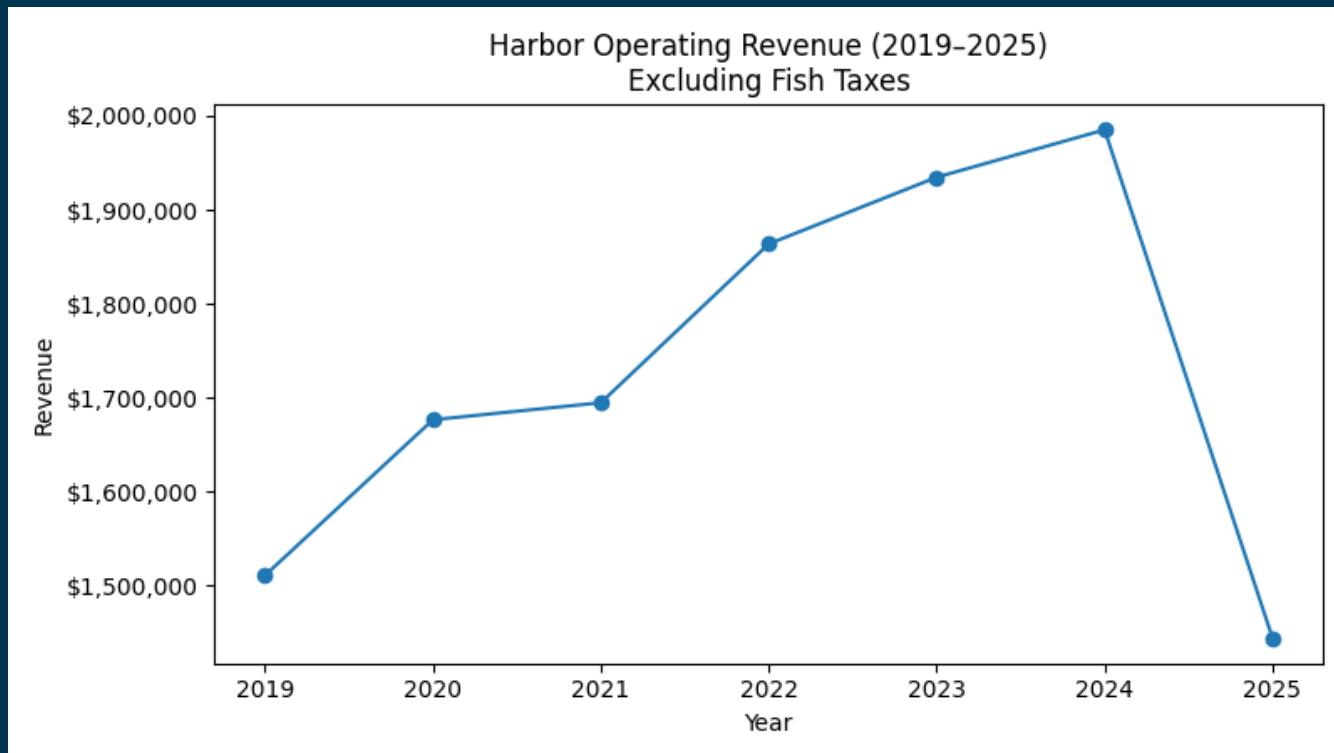


Cost Pressures Facing the Harbor

- Inflation in utilities, labor, materials, and fuel
- Aging infrastructure
- Flat service levels now cost more annually

Changing Harbor Activity

- Softer waitlists
- Reduced transient traffic and open tenant slips
- Less visibility compared to mid-2000s
- Need marketing & outreach



Moorage Rate Strategy

- Increase daily and monthly rates gradually
- Incentivize annual contracts
- Predictable revenue stream
- Aligns with peer harbors

Potential New Revenue Streams

- Vending machines (bagged & flaked ice) and (snack/beverage)
- Metered water
- Gear storage, mini storage & upland leases
- Second laundry facility
- Tiny home houseboats
- Pressure Washer Rentals

Revenue Opportunities

- South Harbor Laundry: ~\$20k-25k/year
- Second laundry: +\$20k–\$25k
- Campground operations: ~\$130,000
- Other services: \$75k–\$120k

Path Forward

- Reduce reliance on taxes
- Protect capital funds
- Support rate adjustments
- Approve exploration of new revenue & marketing