



City of Valdez

212 Chenega Ave.
Valdez, AK 99686

Meeting Agenda - Final

Economic Diversification Commission

Wednesday, February 21, 2018

7:00 PM

Council Chambers

Regular Meeting

REGULAR AGENDA - 7:00 PM

I. CALL TO ORDER

II. ROLL CALL

III. PUBLIC BUSINESS FROM THE FLOOR

IV. NEW BUSINESS

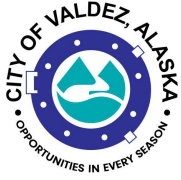
1. [New Business: Business incentives](#)
2. [Discussion & Report: Commission Powers and Duties](#)

V. REPORTS

1. [Report: Update Regarding Kimley Horn Marketing and Branding Initiative](#)
2. [Report: Update Northstar's Branding Initiative](#)

VI. COMMISSION BUSINESS FROM THE FLOOR

VII. ADJOURNMENT



Legislation Text

File #: 18-0073, **Version:** 1

ITEM TITLE:

New Business: Business incentives

SUBMITTED BY: Martha Barberio, Economic Development Director

FISCAL NOTES:

Expenditure Required: N/A

Unencumbered Balance: N/A

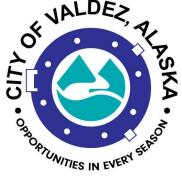
Funding Source: N/A.

RECOMMENDATION:

Receive and file

SUMMARY STATEMENT:

I have had several developers contact me in the past few weeks. They range from wanting to build low income, senior and/or assisted living and moderate priced housing. It would be beneficial for the city to offer these developers incentives to come build housing in Valdez. We all know the cost to build is very expensive and therefore that expense is passed on to the home buyer. We need to come up with a process and some incentives to recommend to council for possible developers.



Legislation Text

File #: 18-0074, **Version:** 1

ITEM TITLE:

Discussion & Report: Commission Powers and Duties

SUBMITTED BY: Martha Barberio, Economic Development Director

FISCAL NOTES:

Expenditure Required: N/A

Unencumbered Balance: N/A

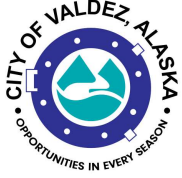
Funding Source: N/A

RECOMMENDATION:

Receive and file

SUMMARY STATEMENT:

This will be an open discussion on several topics under 2.60.020- "Powers and Duties" of the municipal code which establishes monthly meetings, etc.



Legislation Text

File #: 18-0075, **Version:** 1

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 a report on what Kimley Horn has been working on. They are making plans on making their 3rd visit to Valdez in mid March.

VALDEZ VISIONING & BRANDING

UPDATE: January 2018

Kimley»Horn
NORTH STAR



Current Progress/Milestone

- Completed project website
- Completed summary and visioning from Visit #2 Workshop (summaries on website)
- Draft of baseline conditions report in progress
- Prepare baseline mapping/GIS
- Preparation of summary Visioning/Branding direction-setting
- Presentation to City Council/Board and Commission re: Visioning and Branding
- Creative Workshop with staff
- Strapline/Creative Workshop #2 w/ staff
- Visioning Steering Committee Formation
- Preparation of Visit #2 Meeting Materials
 - *Powerpoint Presentation and Meeting Collateral
 - *Meeting Logistics and Locations
- Note: December 2017 Site Visit was postponed due to weather

Next Steps/Upcoming Activities

- Conduct Visioning Outreach Week #2 – March 11 – 15, 2017
- Visioning Week #2 Agenda
- Winter Intercept Surveys
- Business and Property Owners Meeting
- Business Drop-in Meetings
- Visioning Steering Committee Meeting
- City Council Study Session
- Community Workshop
- Tentative Meetings/Optional Meetings:
 - PWSCC Focus Group
 - Coast Guard Focus Group
 - Teach/Educator Focus Group
 - Various Stakeholder TBD
- Forecast Next Trip Late Spring/Early Summary
- Development of Draft Vision Document



COMMUNITY WORKSHOP SUMMARY

DATE: August 23, 2017

TIME: 6:00p - 8:00p

LOCATION: Valdez Civic Center

Kimley»Horn
NORTH STAR



Meeting Summary

On August 23, 2017, the City of Valdez held the first Community Workshop for the Valdez Visioning and Branding Plan at the Valdez Civic Center. Through a presentation by the project team, workshop attendees learned about the project components and timeline, as well as the community outreach, branding, and comprehensive planning processes. Workshop attendees also participated in an interactive planning exercise with seven different stations, each focusing on a different topic. The topics were economic development, land use, community character & design, recreation & the natural environment, housing, tourism, and branding & marketing.

The “open house” style format of the workshop allowed attendees to float freely to whichever topic interested them. Each station had unique questions for attendees intended to stimulate discussion about the topic. Two maps, one focusing on the New Town area and another focusing on the airport and Old Town area, were placed at each station to help with discussion and to provide a place for attendees to denote important areas in the community related to that topic. Many stations also had exercises which involved the use of the maps. Project team members listened and provided assistance when necessary. The goal of the exercises was for the people who know Valdez best to provide the project team with insight into some of the challenges and opportunities facing the city. This input will be used throughout the visioning and branding process leading to the future development of goals and objectives.



The following information was offered by workshop attendees at each station and provided verbatim in this summary. Repetitive listing of items/idea or check marks (✓) next to an item/idea represent their multiple occurrences on individual station report sheets. These items/ideas are listed repeatedly or with check marks to fully represent all workshop participants' views and input.

BUSINESS COMMUNITY MEETING SUMMARY

DATE: August 22, 2017

TIME: 5:30p - 7:00p

LOCATION: Valdez Civic Center

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NORTH STAR

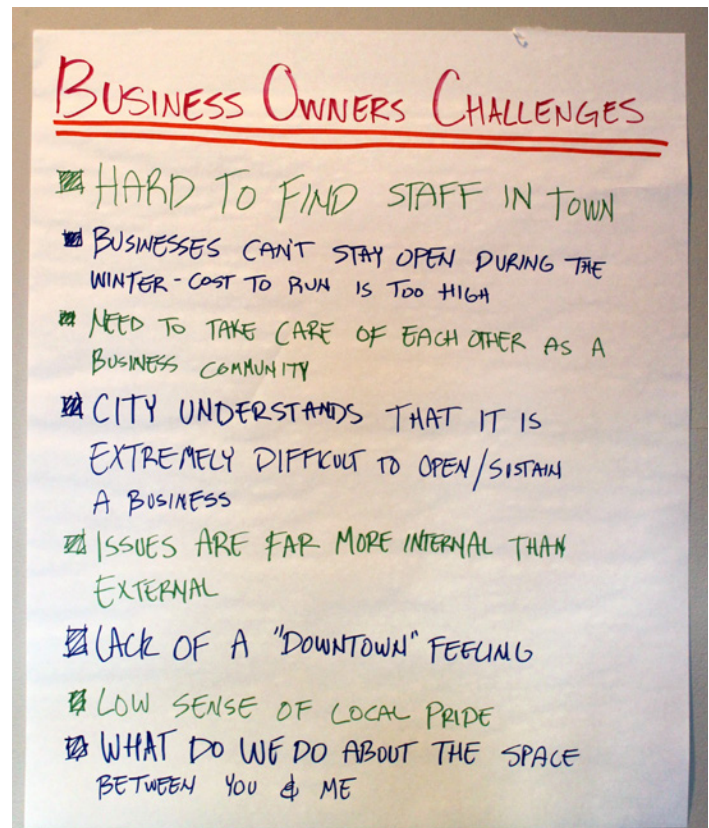


Meeting Summary

On August 22, 2017, the City of Valdez held the first Business Leader's Meeting for the Valdez Visioning and Branding Plan at the Valdez Civic Center. The Business Leader's 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 explaining the visioning process 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 local insight into the challenges that business owners in Valdez face and what can be done to grow the local economy. This conversation is summarized in three categories as follows:

Business Owner's Challenges

- Difficulty recruiting year-round staff;
- Due to the high costs of operations during Winter, majority of businesses can't stay open during this time;
- Social relationships have a high impact on local businesses
 - » There is a strong desire to increase a sense of community within the local economy and town pride;
 - » There is a strong desire to foster relationships between members of the business community;
- Valdez currently lacks of a formal "downtown" feeling for locals and visitors;
- A question posed by an attendee: "What do we do about the space between you and me?" – referencing how can we bridge the gap between businesses owners, the city, and the local community at large.



YOUTH ENGAGEMENT WORKSHOP SUMMARY

DATE: August 24, 2017

TIME: 12:00p - 12:25p

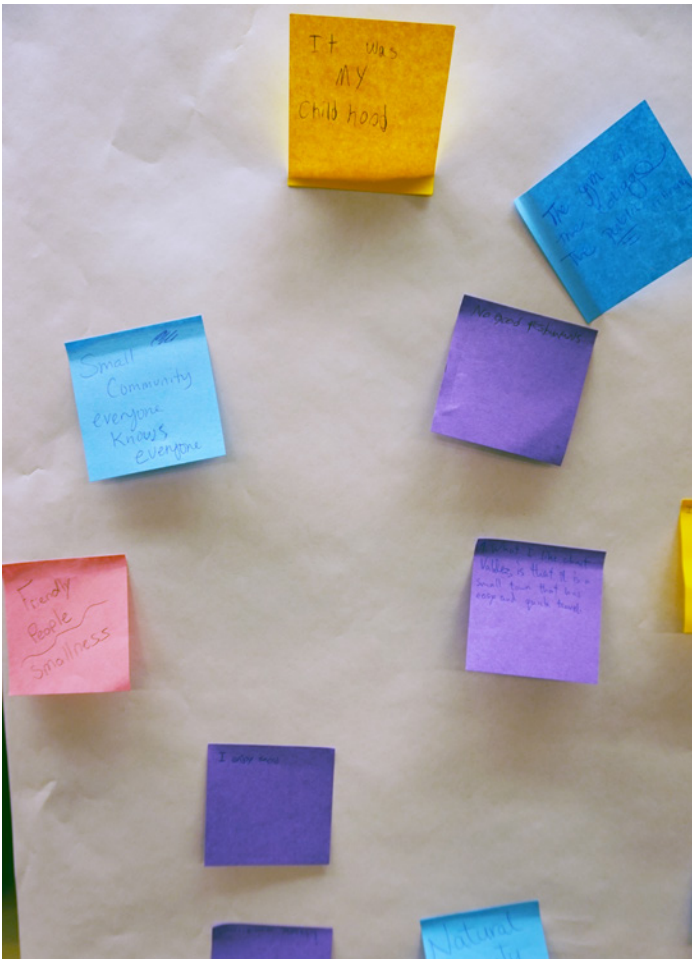
LOCATION: Valdez High School Library

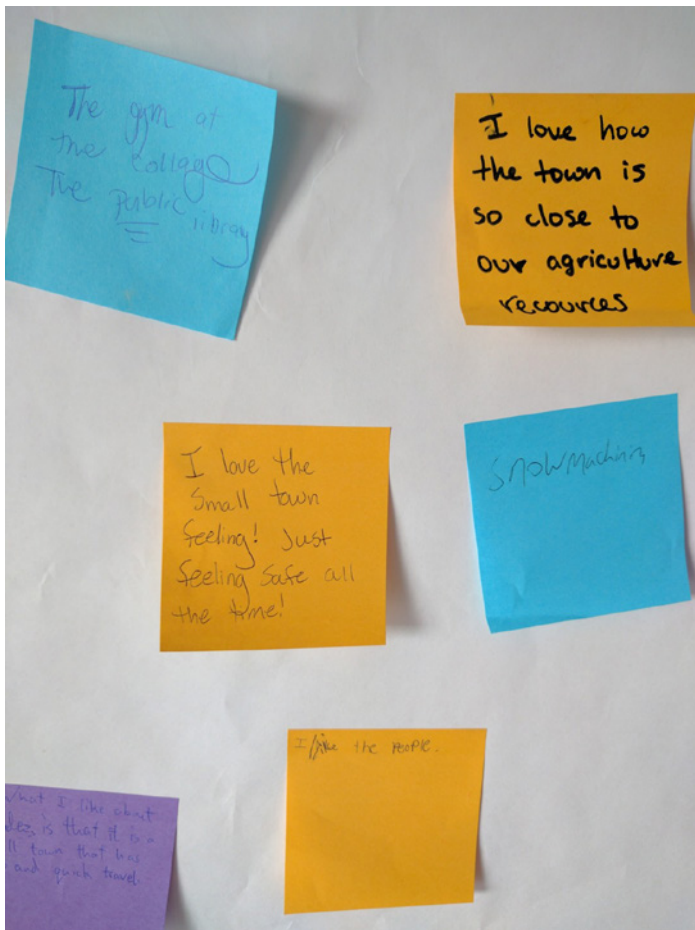
Kimley»Horn
NORTH STAR



Meeting Summary

On August 24, 2017, the City of Valdez held a Youth Engagement Workshop for the Valdez Visioning and Branding Plan at the Valdez High School Library. The Youth Engagement Workshop provided middle and high school students an overview of the project, followed by the opportunity to participate in four interactive activities. The results of those activities show the project team some of the existing conditions, opportunities and constraints from the perspective of middle and high school aged students. This age group represents the potential future population of Valdez and is extremely important to engage during a long-range planning effort. These activities were designed to focus the conversation on key questions and the conversation is summarized in three categories as follows:



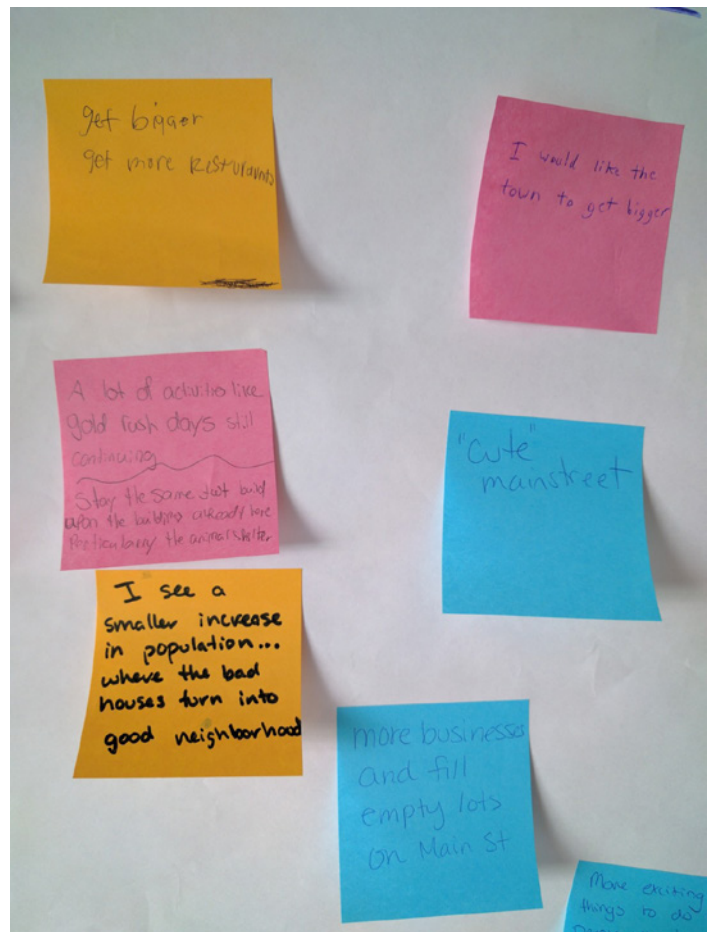


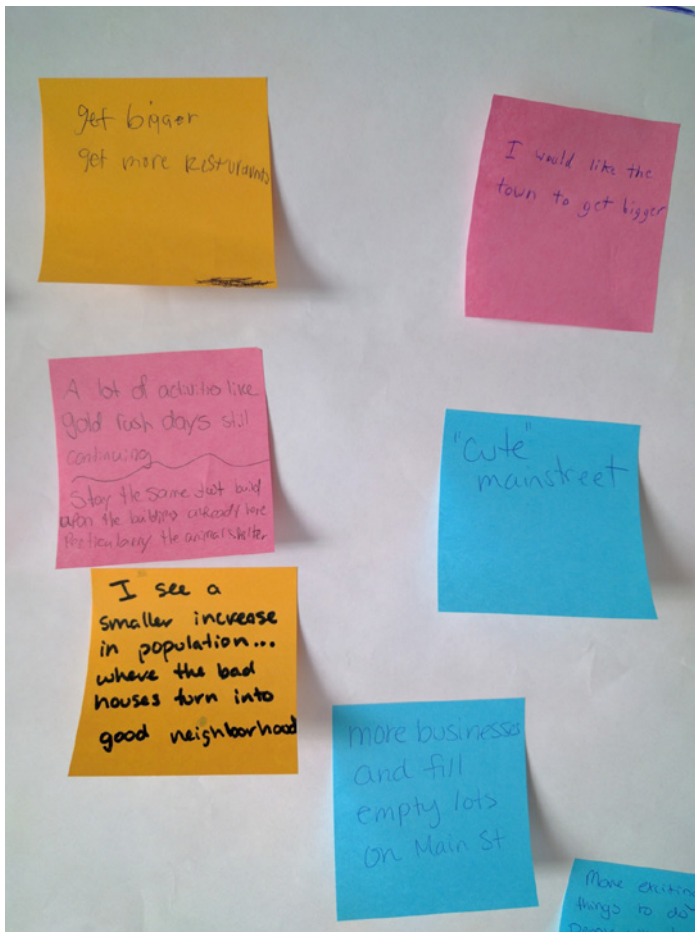
Why I Love Valdez

- It was my childhood
- The gym at the college
- The public library
- Small community, everyone knows everyone
- I love how the town is so close to our agriculture resources
- I love the small town feeling! Just feeling safe all the time!
- Snow machines
- I love how close my friend's houses are to mine
- No big government
- I like the people
- I love the people who live in this town. They are very kind and great people.
- I love the Civic Center. They provide movies and shows every year. I love all the activities that the town throws
- I love the community
- What I like about Valdez is that it is a small town that has easy and quick travel
- I enjoy snow
- It has a lot of woods
- The people
- How safe it is to walk around
- Small population
- All the athletic programs
- No traffic
- I like Valdez because it's beautiful and surrounded by wilderness
- Friendly people
- Smallness
- Natural beauty
- Outdoor activities
- School district rocks!

What Would Make Valdez Better?

- More things to do after school
- Bowling alley
- More big business
- Bowling alley
- No good restaurants
- Beautification needs improving
- More pride in the town
- A video gaming event
- To make Valdez a better place, people should add more recreational activities
- Bowling alley
- Taco Bell
- I think more things to do for the youth. There are a lot of bars for adults, so options for kids would be nice.
- Bowling alley
- More places for kids to go and hang out, especially during the winter
- Another shop that you can go to before school and get food
- Rec facility like Putter's Wild or Lasertag
- I would love to have a GameStop and a Wendy's
- I would love to have a bowling alley and a Starbucks.
- We need four-wheeler tours
- What'd make Valdez better would be a potato farm. Because why not.
- We would love a Walmart and a Taco Bell
- Zip-line
- Aerial Tram
- Mcdonald's
- Bowling Alley
- Clothes
- McDonald's, McDonald's, McDonald's
- Japanese restaurant – a place for cheap sushi
- More outdoor stuff
- More stuff to do
- Starbucks





My Vision for the Future is...

- An area known for more than just the earthquake of 1964 and oil spill in 1989
- Get bigger
- Get more restaurants
- I would like the town to get bigger
- More cafes
- To make this town great
- "cute" main street
- Love it the way it is, but a McDonald's would be great!
- More businesses and fill empty lots on Main St.
- More exciting things to do for people who have lived here and seen all the interesting stuff in this town
- Year-round outdoor activity destination vs summer/winter
- I really like how small Valdez is. I wouldn't want it to change!
- My vision is for more technology, more mountain climbing trails, and more people
- Seniors to graduate with better spelling and grammar
- A lot of activities like Gold Rush Days still continuing
- Stay the same but build upon the buildings already here. Particularly the animal shelter
- My vision for the future is to make it a tad bigger with more jobs being added
- I think Valdez would stay the same... with laws and stuff
- I really like how it already is. I don't want anything to change. I love the size and the people.
- I see a smaller increase in population... where the bad houses turn into good neighborhoods

My Favorite Place

In this exercise, meeting participants placed a dot on their favorite places throughout the Valdez community. There was a wide range of locations picked, including the Civic Center, the harbor area, the outlying natural areas, and many of the student's own houses.





Growing the Local Economy

- There is constant struggle for small businesses to stay alive;
- To keep information available and connections between business owner, Laurie from the Radio station acts as an unofficial Chamber of Commerce. There is no other means of connection currently in Valdez;
- The highest paying jobs are for the Alyeska Pipeline or the City of Valdez – this makes it difficult for people to venture to open their own businesses or work for existing businesses;
 - » There is a need to expand the local economy base.

General Comments/Questions

- How do we address the lack of engagement from business leaders?
- When services are given for free (examples provided included cheap lift tickets provided to residents by the city), people lose the will to pay for them;
- It is difficult for businesses to maintain the perception of success;
- Businesses owners recognize that the City understands that it is extremely difficult to open/sustain a business, but they also expressed that they know many face difficulties when trying to open new businesses while working with local government;
- For tourism and other business purposes, the fact that the weather forecast area is in the pass and not near Valdez has led to some issues;
- There is not a strong sense that many in the community want to “grow old” in Valdez;
- There will be another Business Leader’s Meeting scheduled during the next round of community engagement. Business owners and members of the Valdez Business Community are encouraged to attend and provide input as the project team begins to focus on challenges and opportunities for the local Valdez economy.

Station 1: Economic Development

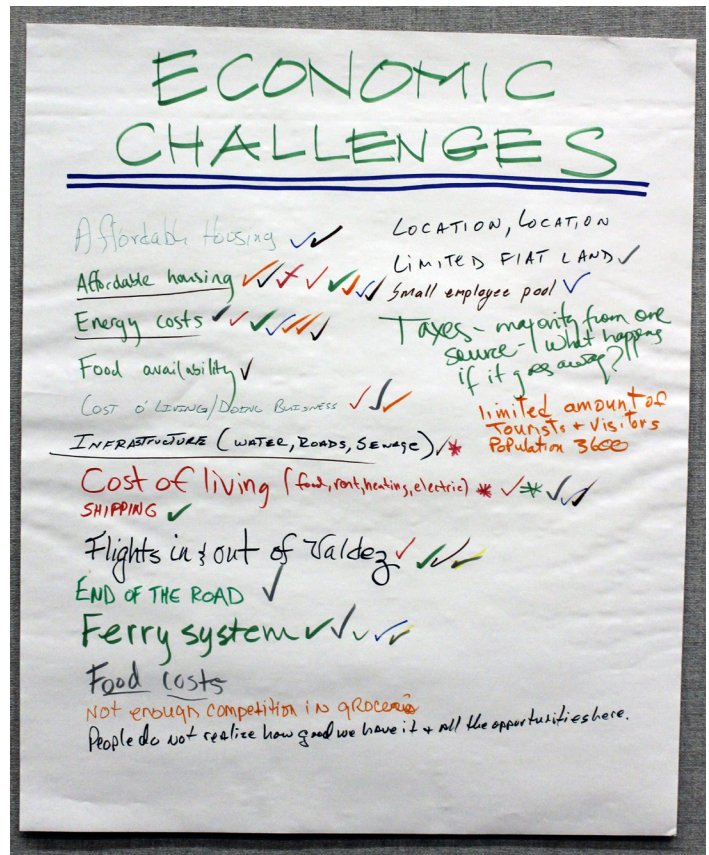
Board Comments

Economic Opportunities

- Local tours (✓)
- Implement sales tax
- Green energy
- Dog kennels (✓)
- Green/wind energy (✓)
- Solar, wind & hydro (✓ ✓)
- Compost facility (can export/use locally)
- Emission regulations
- Location, location
- Vertical terrain
- Commercial fishing (✓)
- Shipyard (✓)
- Pet store
- College/ theatre conference
- Civic Center
- Water-drinking
- Slater Creek hydro-electric project
- Tourist tax
- Cruise ships (✓ ✓)
- Tourism (✓)
- Brewery (✓ ✓ ✓ ✓ ✓)
- North Silicon Valley (✓)
- Winter wonderland/outdoor activities
- Get people who have already visited to come back again
- Tourist tax? Or sales tax
- Scuba diving certification zone
- Introduce a goods and service tax that applies to everyone and not charge accommodations bed tax
- Capitalize on Alyeska's presence in town. Both staff and tax revenue and business needs

Economic Challenges

- Affordable housing (✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓)
- Energy costs (✓ ✓ ✓ ✓ ✓ ✓ ✓)
- Food availability (✓)
- Cost of living/doing business (✓ ✓ ✓)
- Infrastructure (water, roads, sewage) (✓ ✓)
- Cost of living (food, rent, heating, electric) (✓ ✓ ✓ ✓ ✓)
- Shipping (✓)



Economic Challenges (cont'd)

- Flights in and out of Valdez (✓ ✓ ✓ ✓)
- End of the road (✓)
- Ferry system (✓ ✓ ✓ ✓ ✓)
- Food costs
- Not enough competition in groceries
- People do not realize how good we have it and all the opportunities we have here
- Location, location
- Limited flat land (✓)
- Small employee pool (✓)
- Taxes – majority from one source – what happens if it goes away?
- Limited amount of tourists and visitors – population 3600

Map Exercise Notes

Place a dot on your favorite business in Valdez



Station 2: Land Use

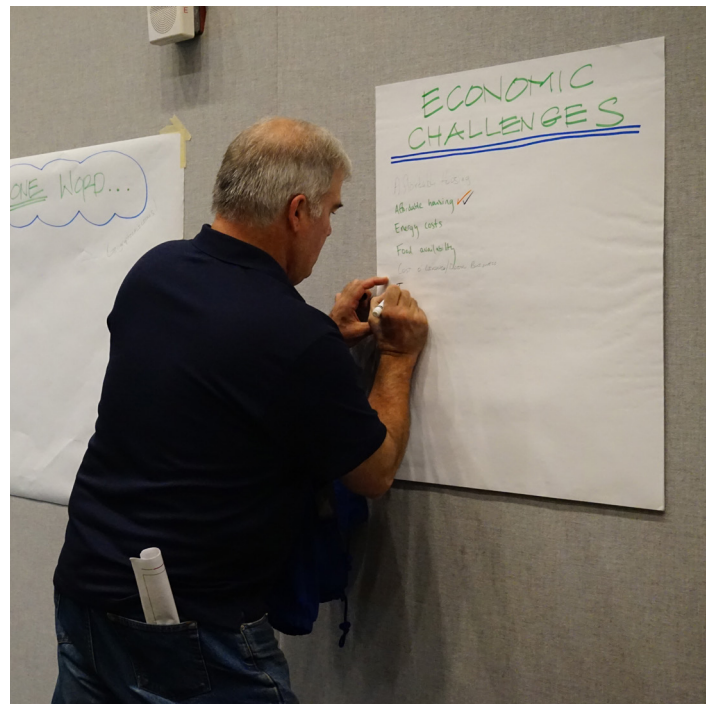
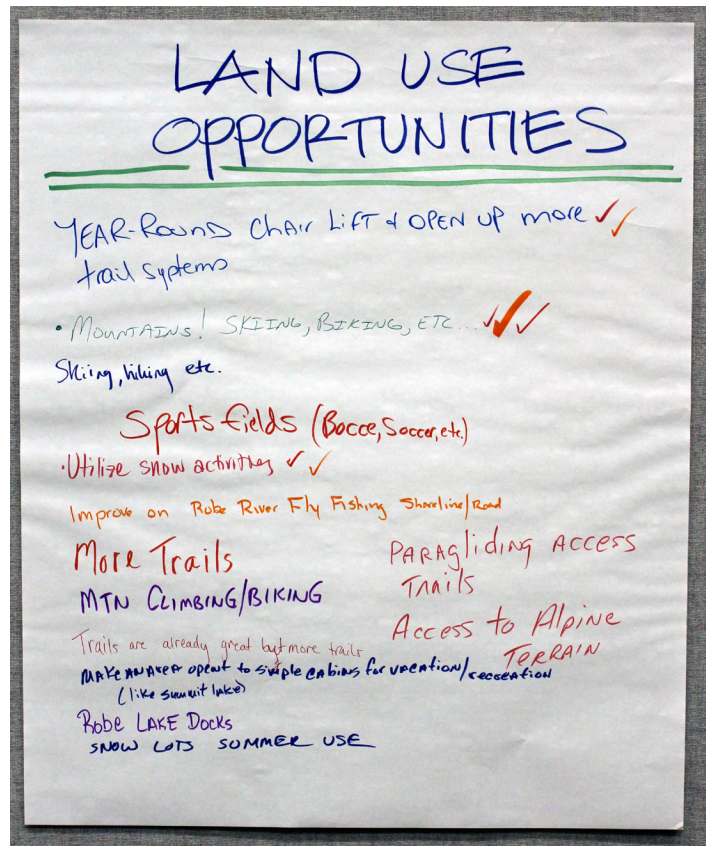
Board Comments

Land Use Opportunities

- Year-round chair lift and open up more trail systems (✓ ✓)
- Mountains! Skiing, biking, etc. (✓ ✓ ✓)
- Skiing, hiking, etc.
- Sports fields (Bocce, soccer, etc.)
- Utilize snow activities (✓ ✓)
- Improve on Robe River Fly Fishing Shoreline/road
- More trails
- Mountain climbing/biking
- Paragliding access
- Trails
- Access to Alpine Terrain
- Trails are already great but more trails
- Make an area open to simple cabins for vacation/recreation (Like Summit Lake)
- Robe Lake docks
- Snow lots – summer use

Land Use Challenges

- More dog parks and places
- Sewage out of town
- Lots of snow (✓)
- Risk of flood/avalanche and natural disasters/earthquake (✓)
- Limited flat land for development (✓)
- Isolation
- Snow storage in public parks (✓)
- Limited construction services locally
- Best lots used as snow storage (✓)
- High water table
- Sea level rise?
- Many snow lots --> summer use
- Land value is so low we can pile snow on it. Need more land. City sell or give away all land for starters. Make some place people could build simple vacation cabins.



Map Exercise Notes

Mark on the map where you think future growth should occur.



Map Comments

- Slater Creek Hydro-electric Project Identified on map

Station 3: Community Character & Design

Board Comments

What types of community design improvements would you like to see?

- Downtown buildings/business facelifts
- Condemn/remove buildings that are beyond repair
- Screen all properties that need abatement (✓)
- Harbor/water front buildings along the street - make unique, similar to Skagway, AK (✓)
- Develop theme for building chalet, fronting, etc.
- Bring back 1% for art
- Quality roads
- Get rid of tanker trucks in town!
- Fill mudflats along highway for small tourist-type businesses
- Sustainable, year-round green house
- Art wall around Petro Star (✓ ✓)
- Build beautiful, active downtown area – waterfront
- Waterfront music, art, food, shopping
- Kelsey Dock – Picnic areas, retail shops, events, cruise ship growth response, relocate or rebuild Museum Annexe (✓)
- Trails, outdoor recreation, kayak stations (✓)
- More music/art/community festivals – concerts waterfront, artist/shopping area
- Art, murals, develop Kelsey Dock area, trails, open area (greenspace), housing, dining
- Expand parking on N. Harbor Dr. – Sheet pile
- We already have far too much land devoted to parks.

List a place you've been that has a character/design you'd like to see in Valdez.

- Florida (FLL) waterfront boardwalk, close road off for walking, restaurant + waterfront access, views.
- St. George's, Des Moines, 16th street Mall in Denver, Brooklyn
- Homer Spit – along highway in mudflats
- Portland (bike friendly) – culture not appearance (✓)
- Anacortes, Washington
- Brooklyn



List a place you've been that has a character/design you'd like to see in Valdez. (cont'd)

- Blacksburg, VA (✓)
- Wanaka, New Zealand
- Homer Spit (✓)
- Seward
- White Horse, CA
- Skagway, AK (✓ ✓)
- Leavenworth, WA (✓ ✓)
- Cannon Beach, OR
- Petersburg, AK
- Waterfront in West Palm Beach, FL
- Who is smart enough to determine this?

Map Exercise Notes

Show on the map which areas should have enhanced community design features.



Map Comments

- Pedestrian friendly "Downtown"
- Art studio
- Art studios
- Art studios
- Kayak Ramp
- Farmers market
- Waterfront dining
- Art wall (near Petro Station) - Yes
- Move (Petro Station) out of town
- Cafe's (near new port)
- Parking (P) identified in several locations
- Egan Drive is not Pedestrian friendly
- (Entrance) sign location west of the National Forest building

Map Exercise Notes (cont'd)

Show on the map which areas should have enhanced community design features.



Map Comments

- Remove grain silo
- Mural by high school students on grain silos
- Kayak station location proposed
- Clean up in several locations identified on map
- Improve Robe Lake - Yes!
- Robe River identified

Station 4: Recreation & the Natural Environment

Board Comments

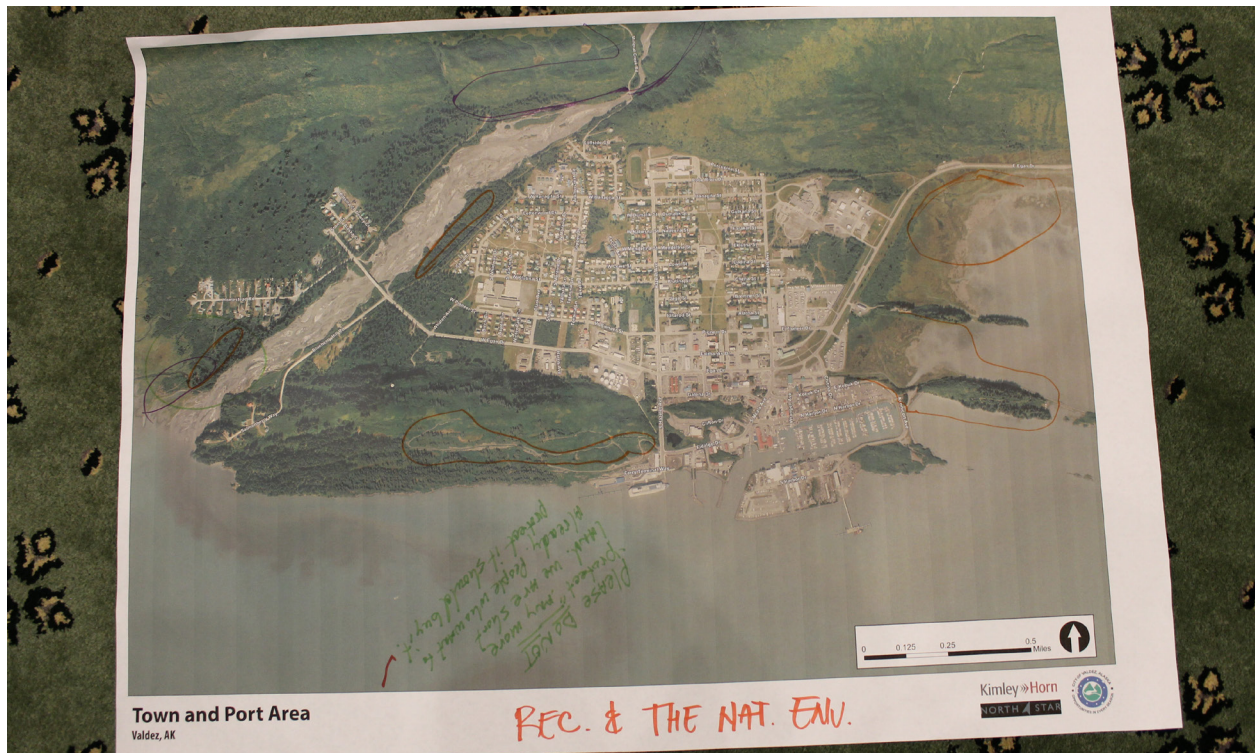
What types of Parks and Recreation facilities would you like to see in Valdez?

- Year-round chairlift/mountain recreation center (✓ ✓)
- Groomed ski with chairlift!
- Bocce courts in park strip (✓)
- Slackline park
- Mountain bike
- Climbing area for ice, rock, bouldering
- College/fitness center + existing facilities
- Ski lift (✓ ✓)
- Additional BBQ sites at park strip (clear site(s) for wintertime use)
- Community greenhouse/garden (✓)
- Keep trails maintained (✓ ✓ ✓ ✓)
- Indoor skating
- Indoor skating, ice or roller hockey
- Expand parks and recreation department funding (✓)
- Additional hours for rock wall
- A park & recreation that functions
- Improve Robe River Fly Fishing Area (premier fly fishing in Alaska + it needs improved upon drastically) People come from all over Alaska to fly fish here. Road is terrible, banks along river need improved upon, brush cleaned out.
- Yes, cruise ship + tourism
- We have more than we can support or use now
- Expand hatchery tourism, start King Salmon hatchery (✓)
- More local sports leagues
- Overnight parking areas
- Extend bike trails to Robe Lake to 10 Mile (✓)
- Robe Lake docks and rec area improvements.
- Bring back the bathrooms and make parking day-use only



Map Exercise Notes

Show on the map where there are areas you'd like to see protected.



Map Comments

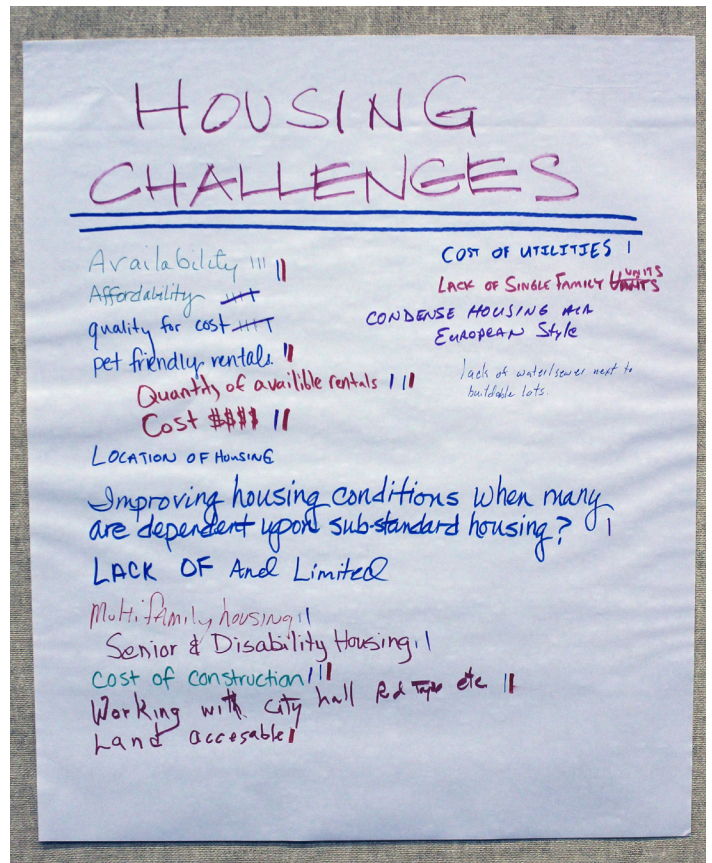
- Please do not “protect” any more land. We are short already. People who want to protect it should buy it. (✓)
- Nowhere

Station 5: Housing

Board Comments

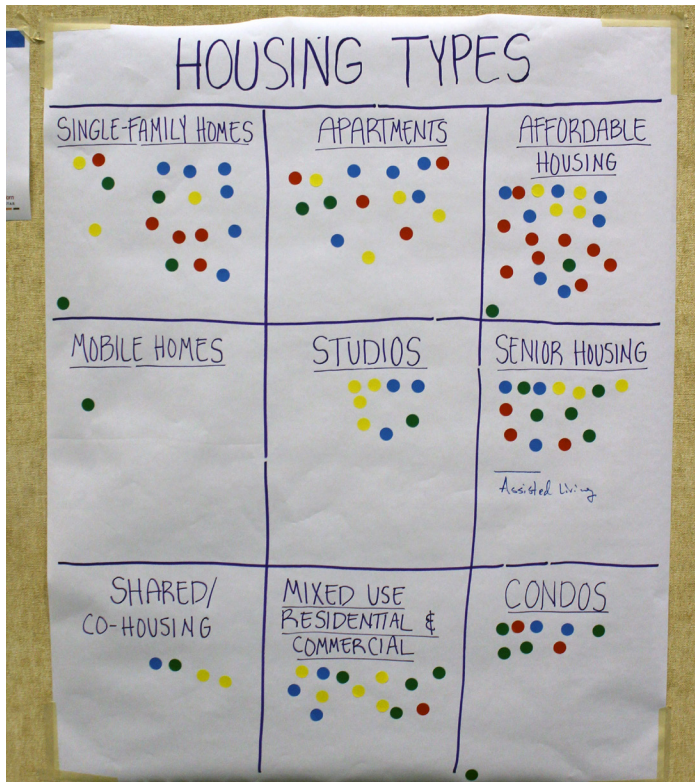
Housing Challenges

- Availability (✓ ✓ ✓ ✓ ✓)
- Affordability (✓ ✓ ✓ ✓ ✓)
- Quality for cost (✓ ✓ ✓ ✓ ✓)
- Pet-friendly rentals (✓ ✓)
- Quantity of available rentals (✓ ✓ ✓)
- Cost \$\$\$ (✓ ✓)
- Location of housing
- Improving housing conditions when many are dependent upon sub-standard housing?
- Lack of and Limited
- Cost of utilities (✓)
- Lack of single-family units
- Condense housing are European style
- Lack of water/sewer next to buildable lots
- Multi-family housing (✓ ✓)
- Senior and disability housing (✓ ✓)
- Cost of construction (✓ ✓ ✓)
- Working with City Hall red tape, etc. (✓ ✓)
- Land accessible (✓)



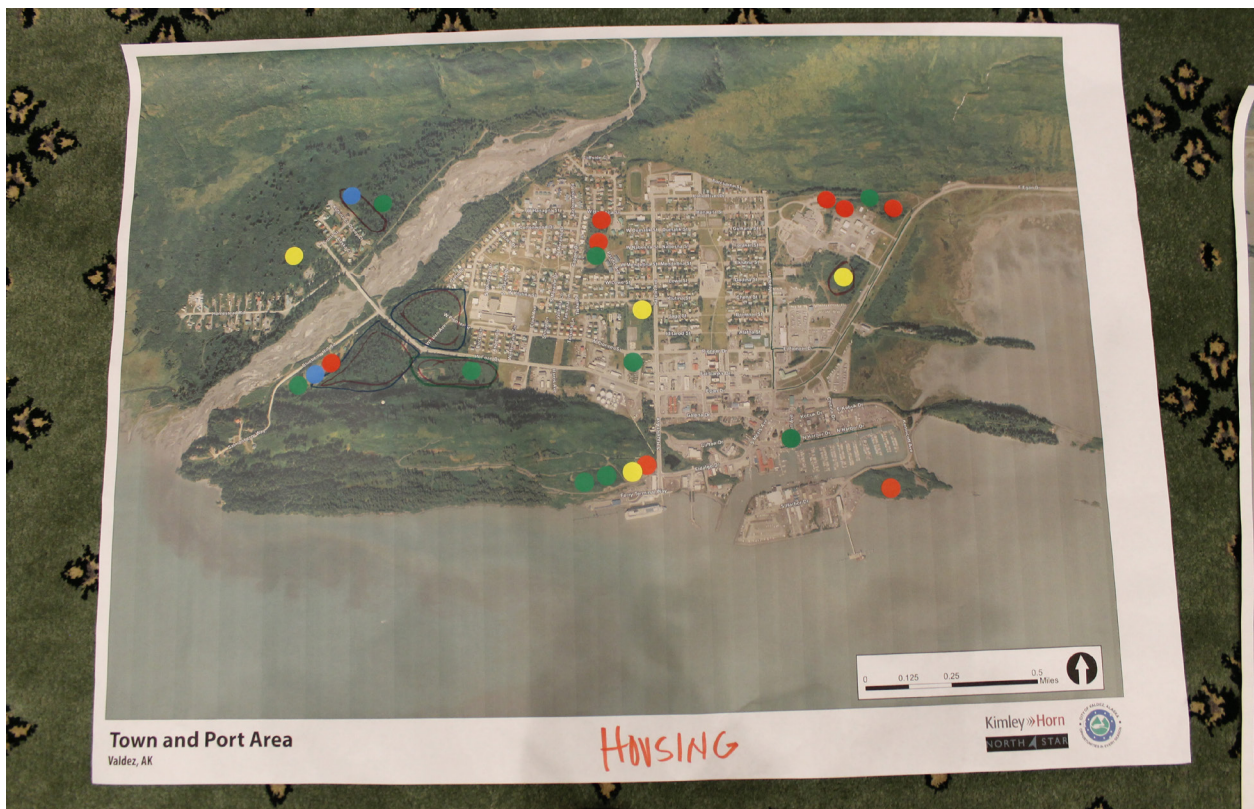
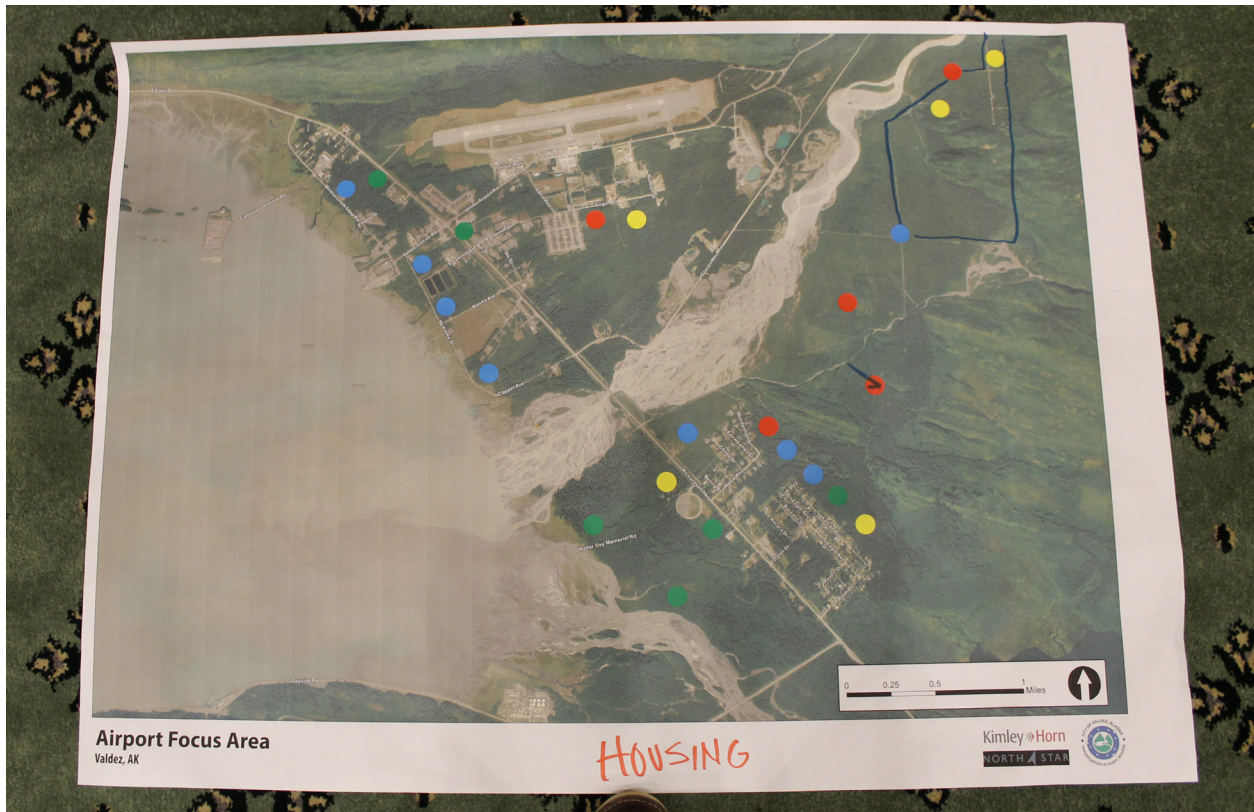
Dot Exercise

What types of housing should be in Valdez? (Put a dot on all that apply)



Map Exercise Notes

Show on the map where you think future housing should be located.



Station 6: Tourism

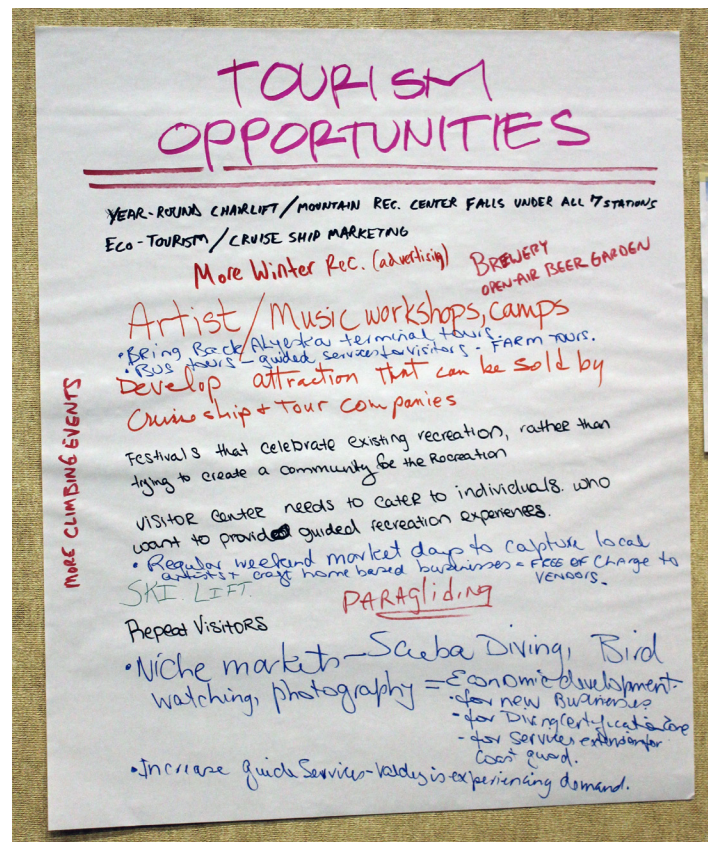
Board Comments

What would enhance the Tourist Experience in Valdez?

- Additional retail shops (✓ ✓)
- Additional restaurant options (✓ ✓ ✓)
- Additional recreational options (✓)
- Clean up Main Street – Egan (✓ ✓)
- More recreation centers (bowling (✓), things to do, and pools (not parks and rec))
- A “quaint” atmosphere (the town is disjointed)
- Maintained hiking trails
- Great fishing and kayaking (✓ ✓)
- Local brewery with outdoor drinking area (✓)
- Wonderful skiing (xtreme xcountry)
- Improved ferry system
- Hiking trails are very nice (more trails too) (✓)
- Shopping and tourist areas to spread out
- Views, water access, no crowds or lines (✓)
- Weekend market – artist/crafter/food!
- More art (both school students displayed or professional)
- Art, sculpture, murals
- More walkable town/waterfront
- Very limited
- North Harbor Drive closed to traffic, introduce more boardwalks
- Expand Kelsey Dock to be our version of the Homer Spit (✓)

What are untapped opportunities for tourism in Valdez?

- Year-round chairlift/mountain recreation center falls under all 7 stations
- Eco-tourism/cruise ship marketing
- More winter recreation (advertising)
- Brewery, open-air beer garden
- Artist/music workshops, camps
- Bring back Alyeska terminal tours
- Bus tours – guided services to visitors – farm tours
- Develop attraction that can be sold by cruise ship + tour companies
- Festivals that celebrate existing recreation, rather than trying to create a community for the recreation



What are untapped opportunities for tourism in Valdez? (cont'd)

- Visitor center needs to cater to individuals who want to provide guided recreation experiences
- Regular weekend market days to capture local artists and craft home-based businesses = Free of charge to vendors
- Paragliding
- Ski lift
- Repeat visitors
- Niche markets – scuba diving, bird watching, photography
- Economic development for:
 - » New businesses
 - » Diving certificate zone
 - » Services extension for Coast Guard
- Increase guide services – Valdez is experiencing demand
- More climbing events

Station 7: Branding & Marketing

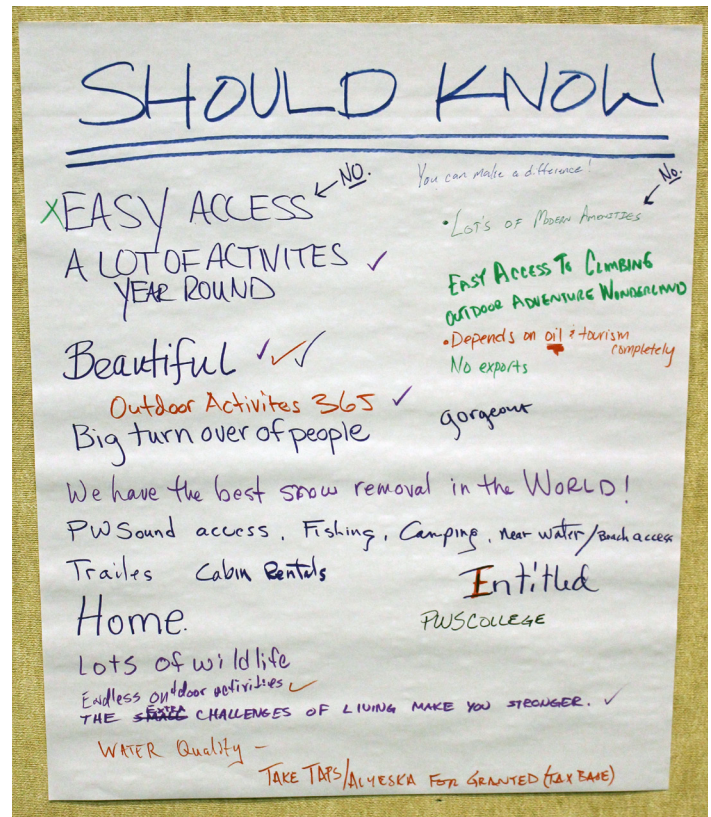
Board Comments

What should people know about Valdez that they don't?

- Easy access
- No easy access
- A lot of activities year round (✓)
- Beautiful (✓ ✓ ✓)
- Outdoor Activities 365 (days a year) (✓)
- Big turnover of people
- We have the best snow removal in the world!
- PW Sound access, fishing, camping, near water/ beach access
- Trails
- Cabin rentals
- Home.
- Lots of wildlife
- Endless outdoor activities (✓)
- The extra challenges of living make you stronger. (✓)
- Water quality
- Take TAPS/Alyeska for granted (tax base)
- You can make a difference!
- Lots of modern amenities
- Not a lot of modern amenities
- Easy access to climbing outdoor adventure wonderland
- Depends on oil & tourism completely
- No exports
- Gorgeous
- Entitled
- Prince William Sound College

What is the Valdez reputation today?

- Far away (✓)
- Boring – not much to do (✓)
- Thompson Pass & Heli skiing (✓)
- Mountains when you get off plane
- Snow/fishing town
- It's wealthy
- It always has snow (every year) (✓ ✓)
- Everyone is well off or in debt
- Our schools are the best in the state
- Snowy (✓)
- Not business friendly (✓ ✓ ✓ ✓ ✓)
- Bad weather many times (✓ ✓ ✓)

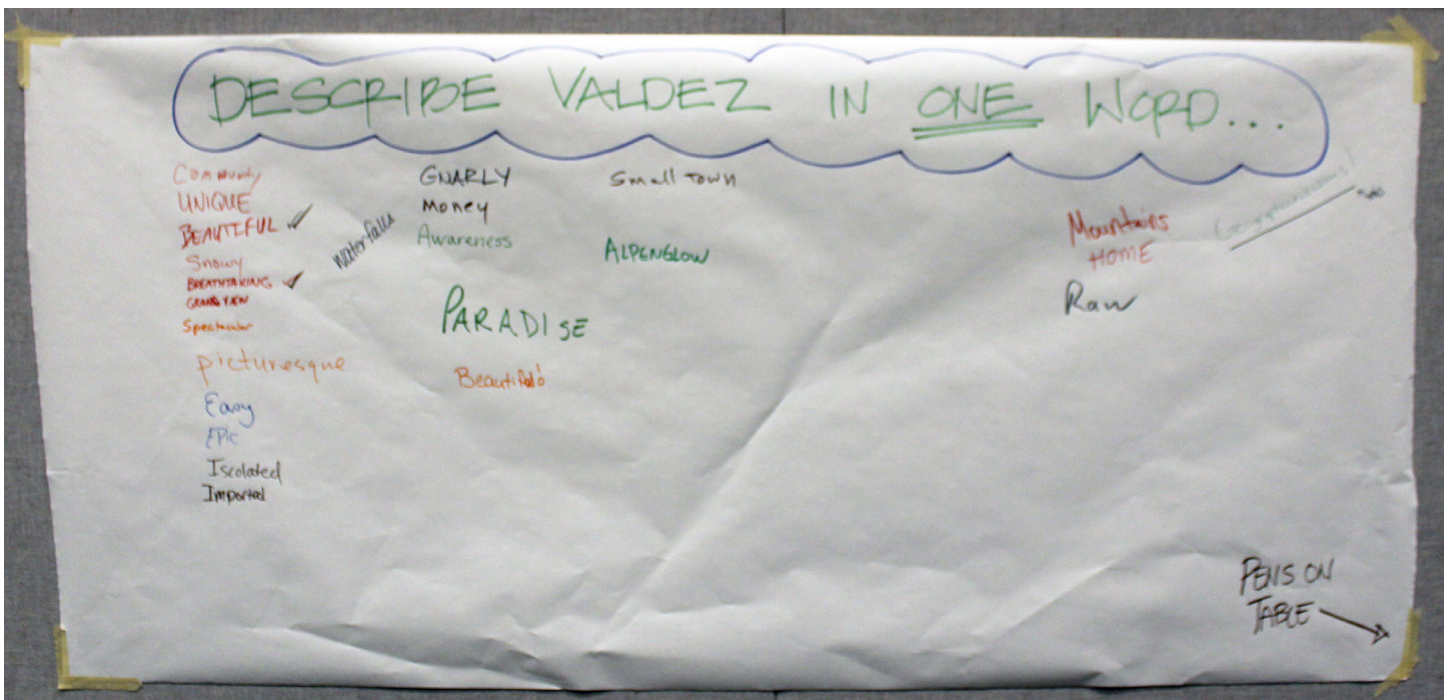


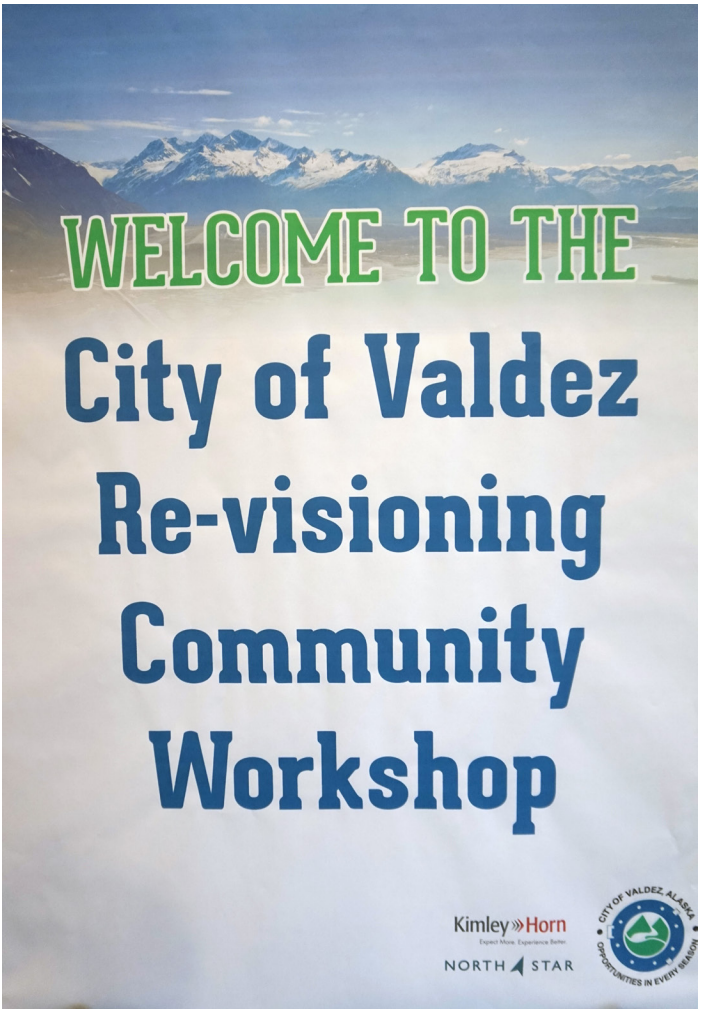
What is the Valdez reputation today? (cont'd)

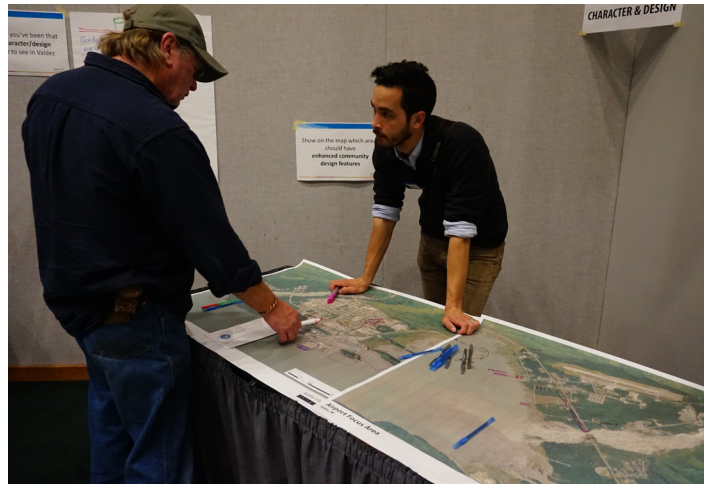
- Isolated (✓)
- Rainy (✓ ✓ ✓)
- Endless natural beauty (✓)
- Aloof
- Fantastic fishing (✓ ✓)
- Outdoor paradise (✓)
- Nobody showing the good parts on social media
- Trash
- Lacks compassion
- Exxon Valdez (✓)
- Waterfalls
- Where the mountains meet the ocean
- Drunk
- Hard to ever be a local
- No place to live
- Drunk/trashy
- Very religious
- Zero progress initiative
- Too conservative
- Exxon Valdez
- Large income/education divide

Describe Valdez in One Word

- Alpenglow
- Awareness
- Beautiful
- Beautiful
- Breathtaking
- Community
- Easy
- Epic
- Geographicalicious!
- Gnarly
- Grand View
- Home
- Imported
- Isolated
- Money
- Mountains
- Paradise
- Picturesque
- Raw
- Small Town
- Snowy
- Spectacular
- Unique
- Waterfalls







City Council Work Session

Tuesday, December 5, 2017

6:30 – 8:30pm

Valdez Civic Center



PRESENTED BY

Kimley»Horn

Expect More. Experience Better.

Agenda

- **Project Overview**
 - Process Overview
 - Outreach and Visioning
 - Branding & Marketing
 - What We've Learned...
- **Next Steps**
- **Question/Answer**



Project Overview

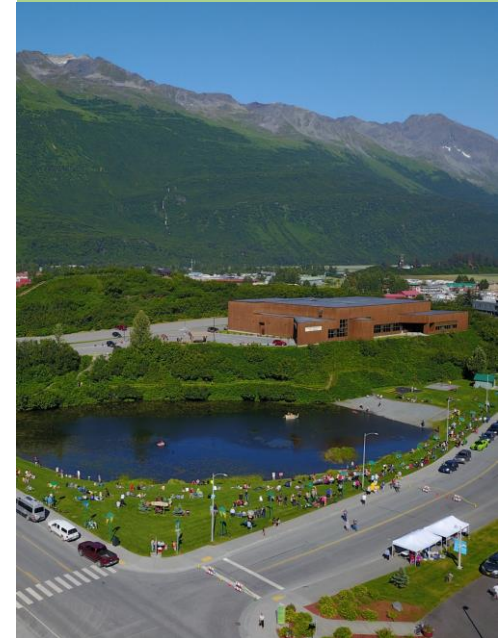
COMMUNITY OUTREACH



BRANDING & MARKETING



COMPREHENSIV E PLANNING



Project Timeline



The Project Team plans to make quarterly trips to Valdez to continue the engagement process and get the Community's feedback on progress.

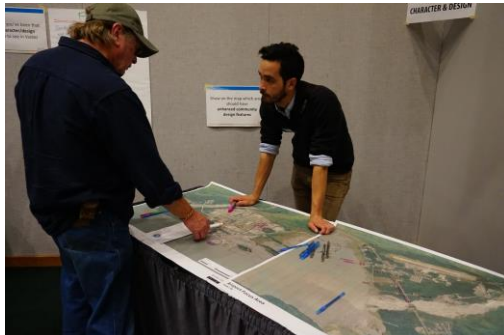
Vision Kick-Off Week Activities

August 2017

- Community Workshop
- Business/Property Owners Workshop
- Youth Workshop
- Intercept Surveys
- Individual Meetings
- Site Reconnaissance



Community Dialogue



Purpose of Next Outreach Activities

The next activities will:

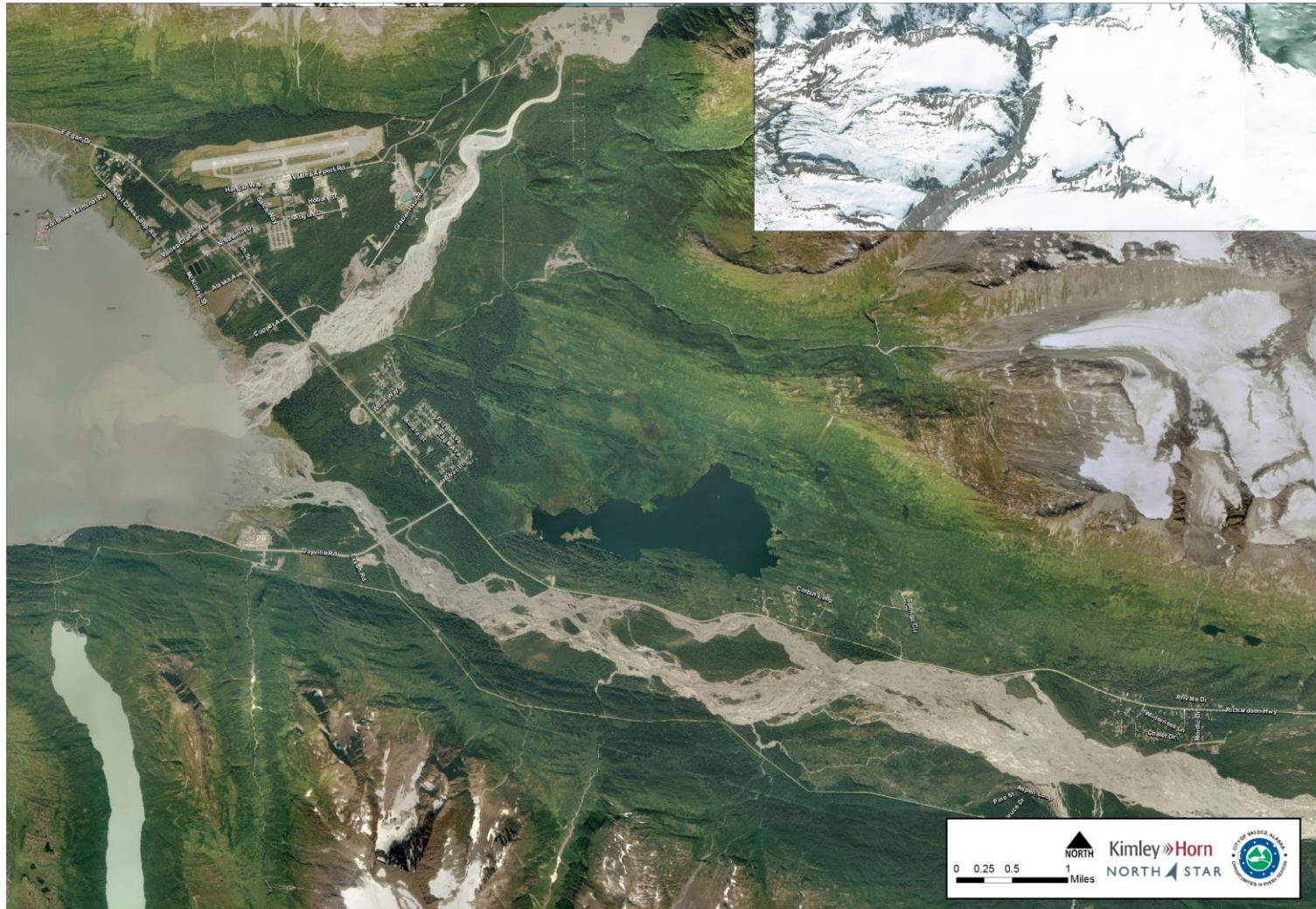
- to **build on** the opportunities and challenges identified
- to **refine** what was said in previous meetings
- to **prioritize** what goals/actions are most important to the community



Focus Area – Main Town and Port



Focus Area – Airport and Surrounding Areas



What We've Learned...

- Visioning Week Exercises
- Opportunities and Constraints:
 - Economic Development
 - Land Use
 - Community Character & Design
 - Recreation and the Natural Environment
 - Housing
 - Tourism
 - Branding & Marketing



What We've Learned...

- **Opportunities Across Topics**
 - Capitalize on tourism
 - Bus and cruise ship visitors
 - More small business opportunities (brewery)
 - Outdoor activities (Summer/Winter)
 - Natural surroundings
 - Community gatherings (festivals, markets)
 - Public art



What We've Learned...

- **Challenges Across Topics**
 - Housing costs, affordability, and quality
 - Ownership costs and rental availability
 - Cost of living (food, energy, etc.)
 - Access in/out of Valdez
 - Snow storage
 - Trail maintenance
 - Lack of a “downtown” or central business area
 - Truck movement on Egan Drive
 - Lack of youth activities



What the Community Wants to See in Valdez

- More retail and restaurant options
- Recreation areas/youth activities
- A downtown area
- Affordable, reliable housing options
- Small business development
- Public art
- Opportunities to provide guide services
- A formal Chamber of Commerce
- Pedestrian-friendly streets



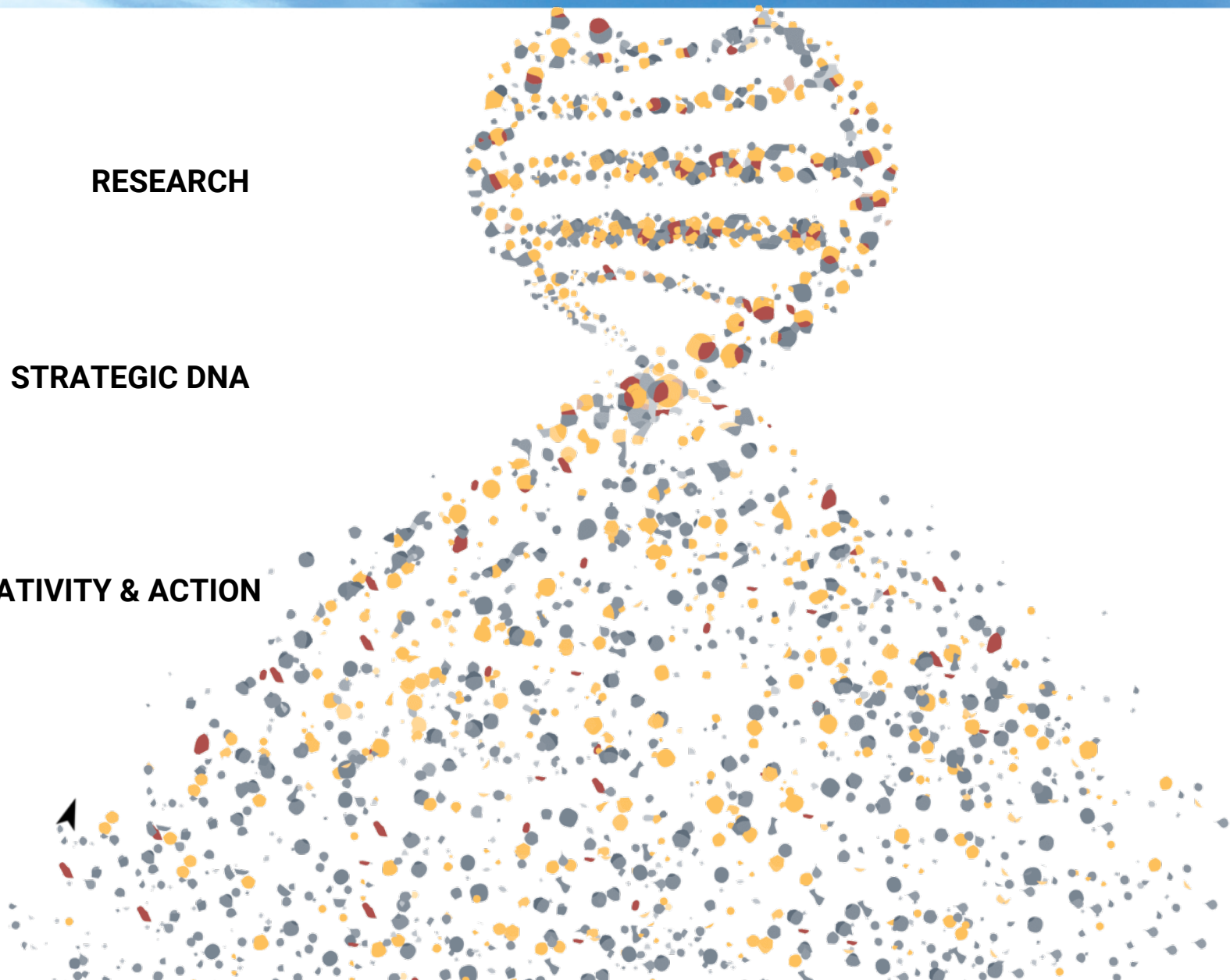
Marketing & Branding

Valdez Research & Strategy Presentation

RESEARCH

STRATEGIC DNA

CREATIVITY & ACTION



mostly confirmation and articulation

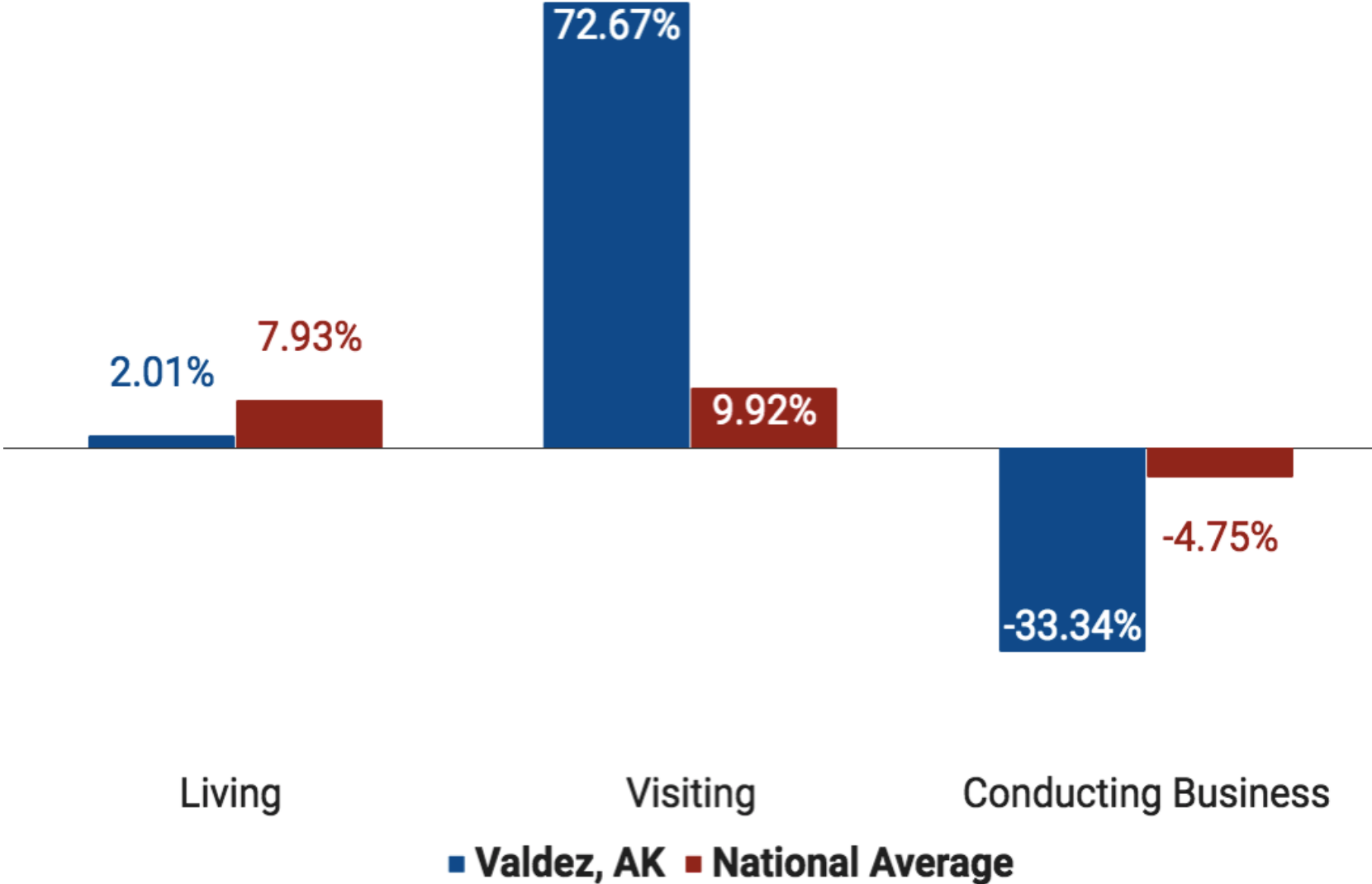
not revelation

Research Instruments

- **Research and Planning Audit**
- **Communication and Media Audit**
- **Situation Analysis**
- **Site Visit:**
 - **Familiarization Tour**
 - **Stakeholders/Residents Interviews**
 - **Group Conversations**
 - **Undercover Interviews**
- **Vision Survey**
- **Community Survey**
- **Brand Barometer**
- **Ethnography Study**
- **Influencer Perception Study (Qualitative)**
Interviews about Valdez with external influencers
- **Consumer Awareness & Perception Study (Quantitative)**
Visitors & Non-visitors to Valdez from Washington and Alaska (excluding Valdez)
- **Competitive Positioning Review**

Brand Barometer

Community



Internal Perceptions

Descriptors	Assets	Opportunities
Breathtaking	Mtns, PWS, scenic beauty	Winter rec, backcountry
Snowy, rainy	Outdoor rec, adventure	Maritime & marine
Small town	Small town, close-knit	Year-round outdoor rec
Remote, isolated	Fishing and Hatchery	Expanded Harbor
Oil town	Alyeska Pipeline	Better housing
Fishing town	Great schools, PWSC	Marketing & promotion
Bold, active, rugged	Skiing, snow sports	Dining & entertainment
Rundown	Port and Harbor	Family activities
Extreme	City services, stable govt.	Great schools
Young	Not crowded	Vision & consensus

What makes Valdez different from other Alaska communities? Open-ended

Scenery

- *The natural beauty is unmatched.*
- *The natural setting is one of the best in the world, the mountains and the ocean together.*
- *We are naturally gorgeous. It is just our town that is not.*

Money

- *We're fortunate to have facilities and funding that a town of a similar size can only dream of.*
- *The budget per capita.*
- *There is plenty of oil money.*

Snow

- *The snow is amazing.*
- *It is the snow capital.*
- *Epic snowfall.*

Outdoor recreation

- *You don't have to travel all over the state to fish (freshwater and saltwater), hunt, climb mountains, ski, climb glaciers, hike, and experience the grandeur of the state. It's all right here.*
- *The access to our recreation is a lot closer than most of them. We do have quite a bit of recreation that is not available anywhere else.*

Remote location

- *It's much harder to visit Valdez by road since it's virtually out of the way from the travel circuit that hits all the other major communities.*
- *Valdez feels out of the way.*

Internal Perceptions

Challenges

Housing

High cost of living

Job growth, population growth

Rundown appearance

Small biz struggle,
not biz friendly

Entitled, high expectations

Oil dependent, Alyeska
relationship

Isolated location, weather

Outdoor rec development

Risk averse, old ideas,
fear growth

Missing

Affordable, nice housing

Better retail, dining, brewery

Marketing & promotion, identity

Improved appearance

Optimism, new ideas, pro-growth

Main Street district

Vision, consensus & follow
through

Ski area, resort

Indoor recreation

Cruises and Pipeline experience

Identity

Scenic beauty, natural setting

Fishing & Hatchery

Outdoor rec (year-round),
adventure

Small town sense of community

Waterfront, Port, Harbor

Snow

Alyeska pipeline

Remote location

Great schools, PWSC

Do you consider Valdez to be business friendly? Why or why not?

High costs

- *The fixed costs of electricity, heat, property taxes are too expensive*
- *Heating and other bills and taxes is ridiculously expensive.*

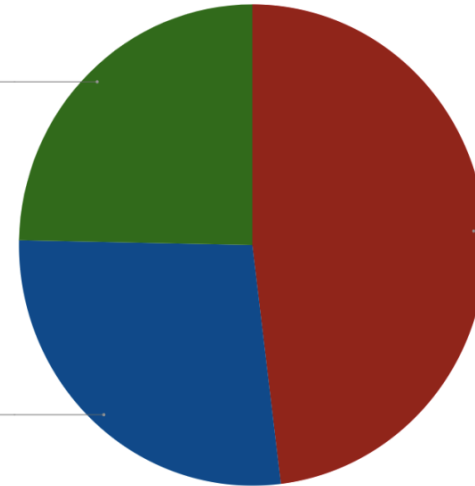
Unfriendly city administration

- *Historically, the city administration is more apt to put up roadblocks and obstacles rather than give assistance in helping to pave the road for new businesses*
- *Everything needs to go through Economic Development, and they can be difficult to work with.*

Hope for new businesses

- *There are opportunities for people to advertise and be successful with a new business. The community is generally interested in the "buzz" about town and tends to visit new businesses solely out of interest.*
- *There is a ton of room for growth and a great tourist town.*

I don't know
24.7%



No
48.1%

Yes
27.3%

Consumer Awareness & Perception Study

300 respondents in Washington and Alaska minus Valdez

When you think of the following communities, what first comes to mind?

Valdez

- Oil / Pipeline
- Exxon oil spill
- Cold / snow
- Fishing
- Nothing at all

Homer

- Fishing
- Nothing at all
- Cold / snow
- The Homer Spit
- Beautiful / scenic

Cordova

- Nothing at all
- Cold / snow
- Fishing
- Isolated
- Small

Kenai

- Fishing
- Nothing at all
- Cold / snow
- River
- Beautiful / scenic

Fairbanks

- Cold / snow
- Big city
- Nothing at all
- Fishing
- Fun / beautiful

Seward

- Fishing
- Nothing at all
- Cold / snow
- Cruise ships / tourists
- Alaska Sealife Center

What is the primary reason you would visit the following communities?

Valdez

- Don't know / wouldn't
- Sightseeing, vacation
- Fishing
- Scenic beauty
- Pipeline

Cordova

- Don't know / wouldn't
- Sightseeing, vacation
- Fishing
- New, different experience
- Scenic beauty

Fairbanks

- Sightseeing, vacation
- Don't know / wouldn't
- Scenic beauty
- Work
- Visit friends / family

Homer

- Fishing
- Don't know / wouldn't
- Sightseeing, vacation
- Scenic beauty
- Visit friends / family

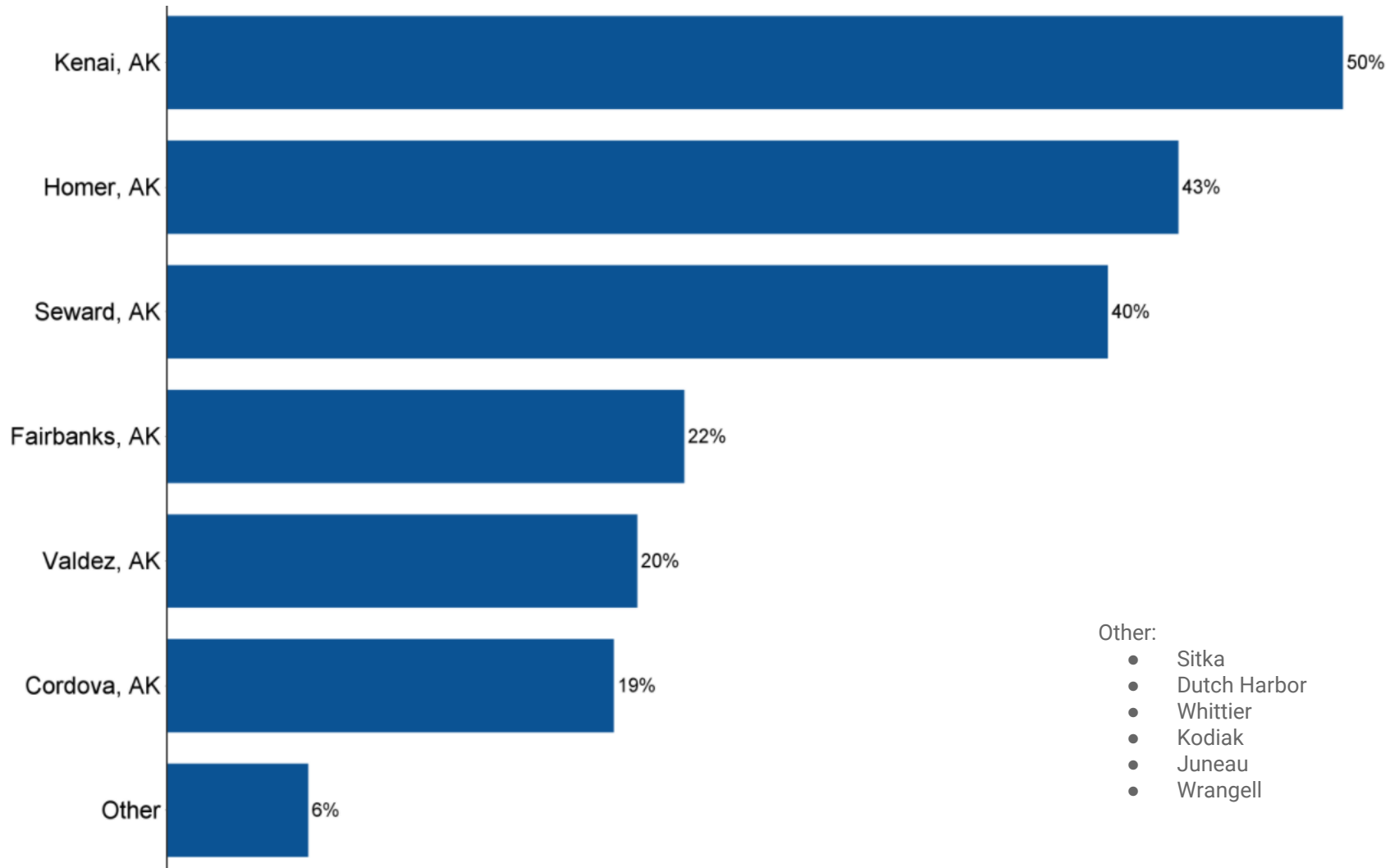
Kenai

- Fishing
- Scenic Beauty
- Sightseeing, vacation
- Don't know / wouldn't
- Visit friends / family

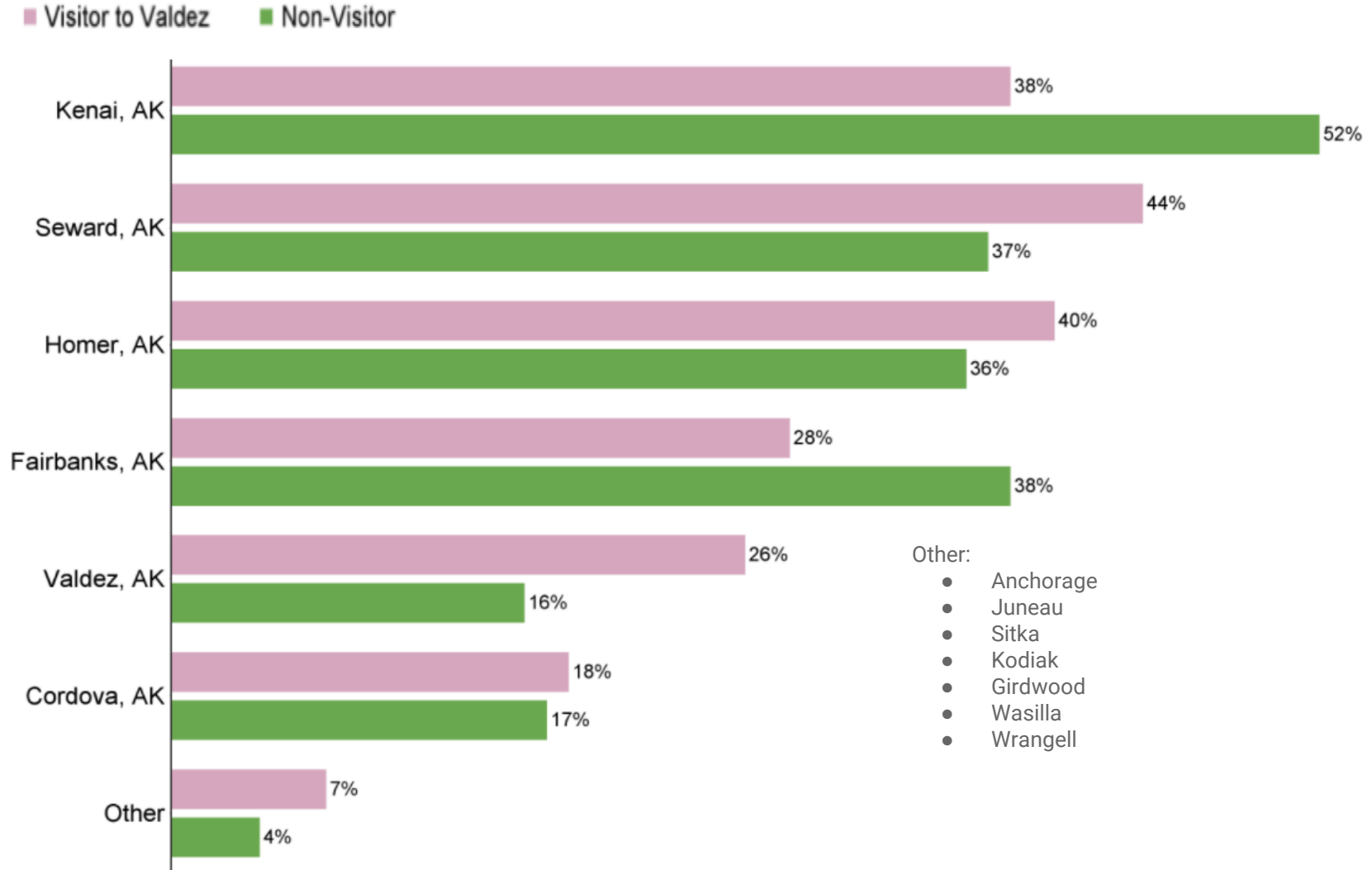
Seward

- Sightseeing, vacation
- Don't know / wouldn't
- Fishing
- Scenic Beauty
- Wildlife / nature

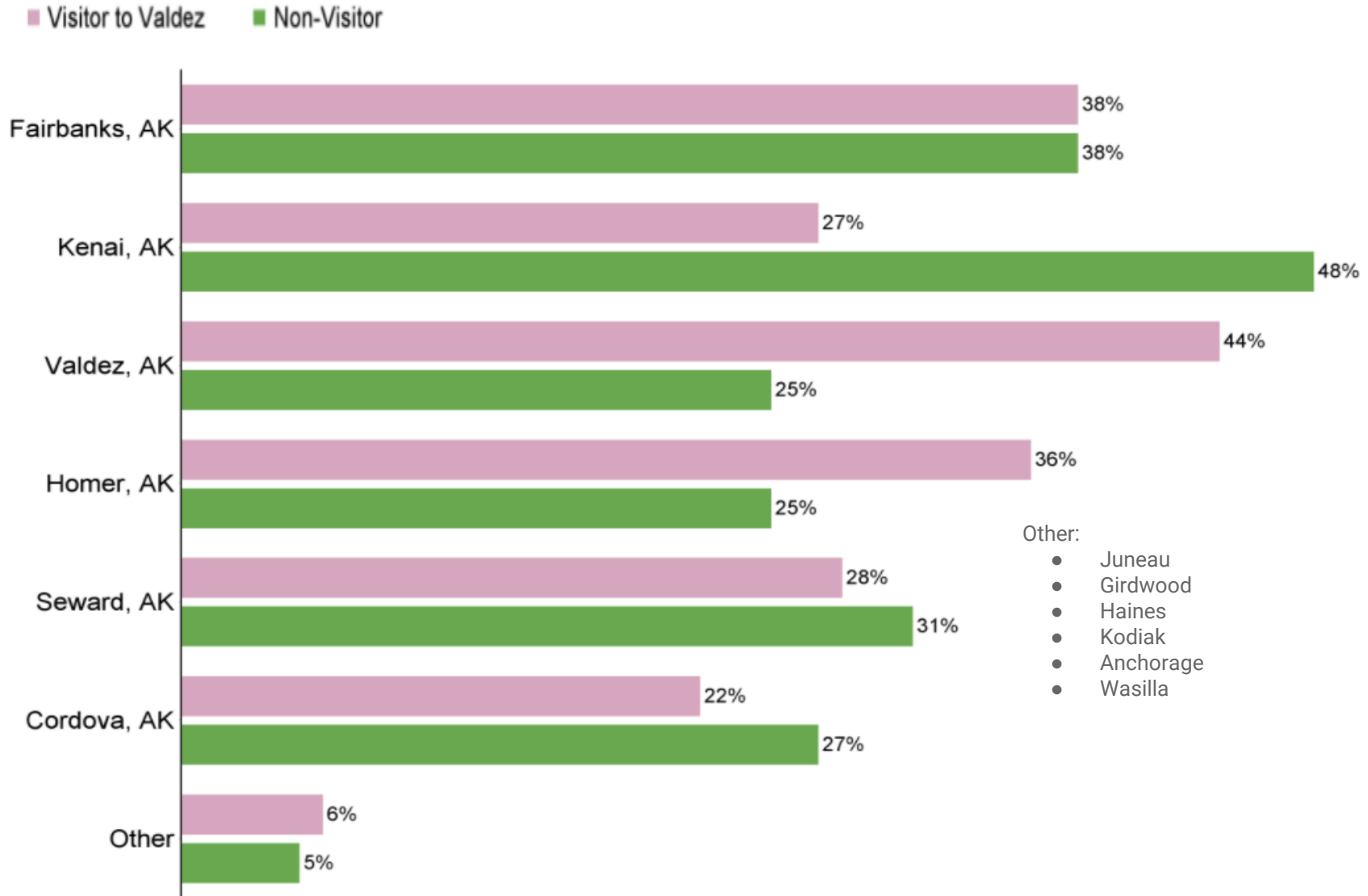
What two towns or cities in Alaska have the best fishing?



What two towns or cities in Alaska offer the most of everything you associate or expect from AK (wildlife, spectacular scenery, fishing, skiing, outdoor recreation, etc.)?

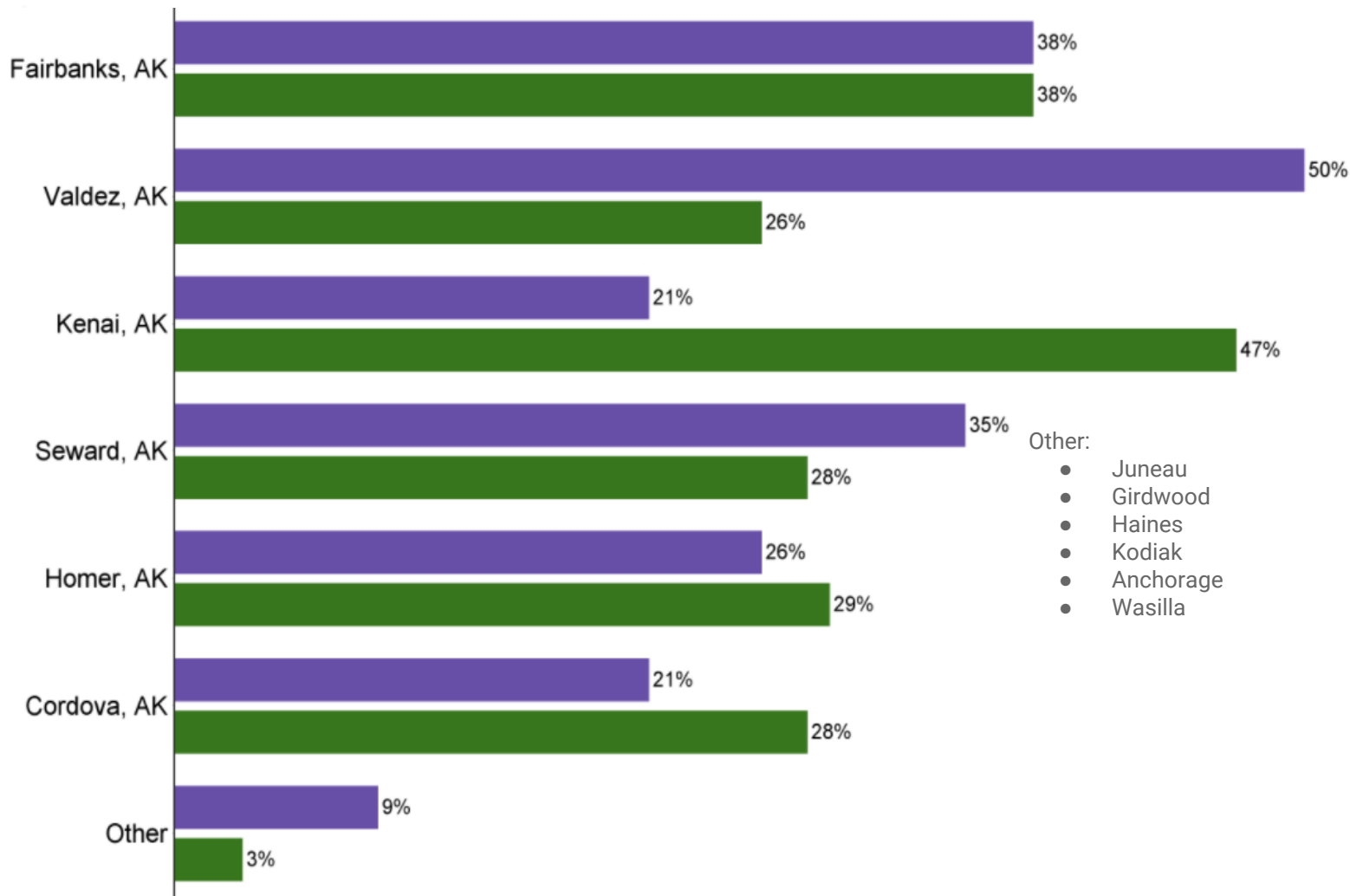


What two towns or cities in Alaska offer the most extreme outdoor recreation, sports or adventure?



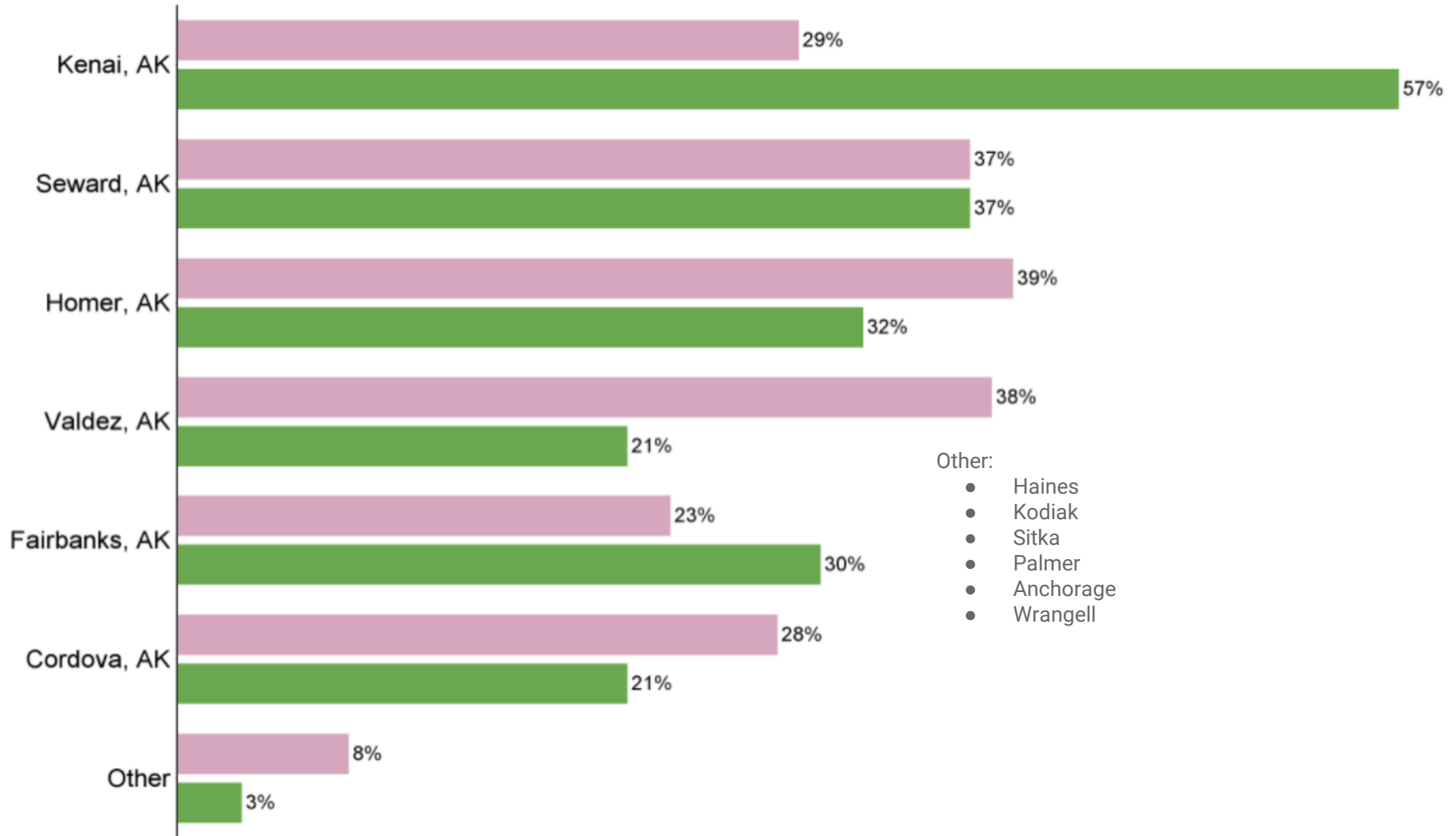
What two towns or cities in Alaska offer the most extreme outdoor recreation, sports or adventure?

■ Alaska ■ Washington

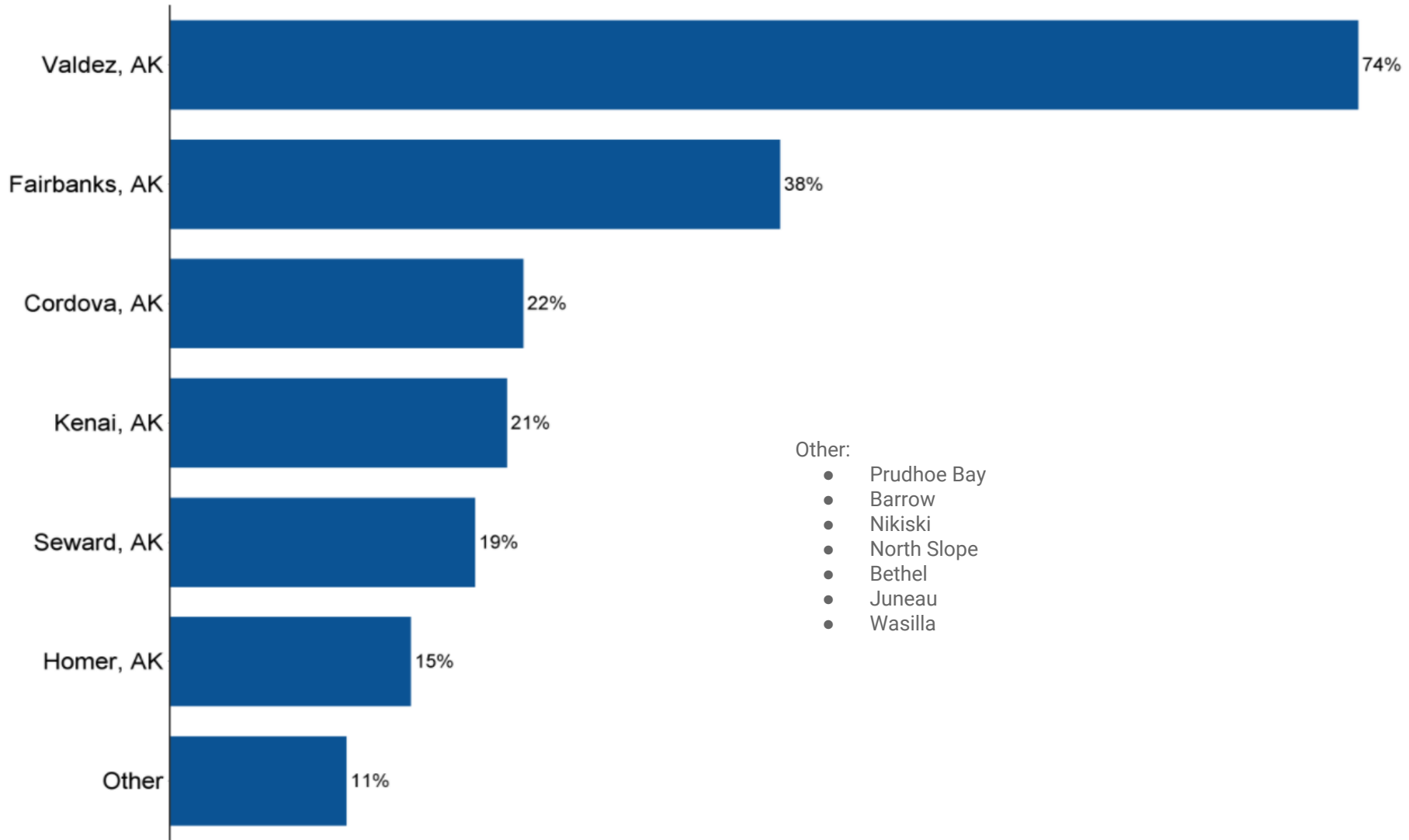


What two towns or cities in Alaska offer the most spectacular scenery?

Visitor to Valdez Non-Visitor



Which two towns or cities in Alaska do you associate with oil?

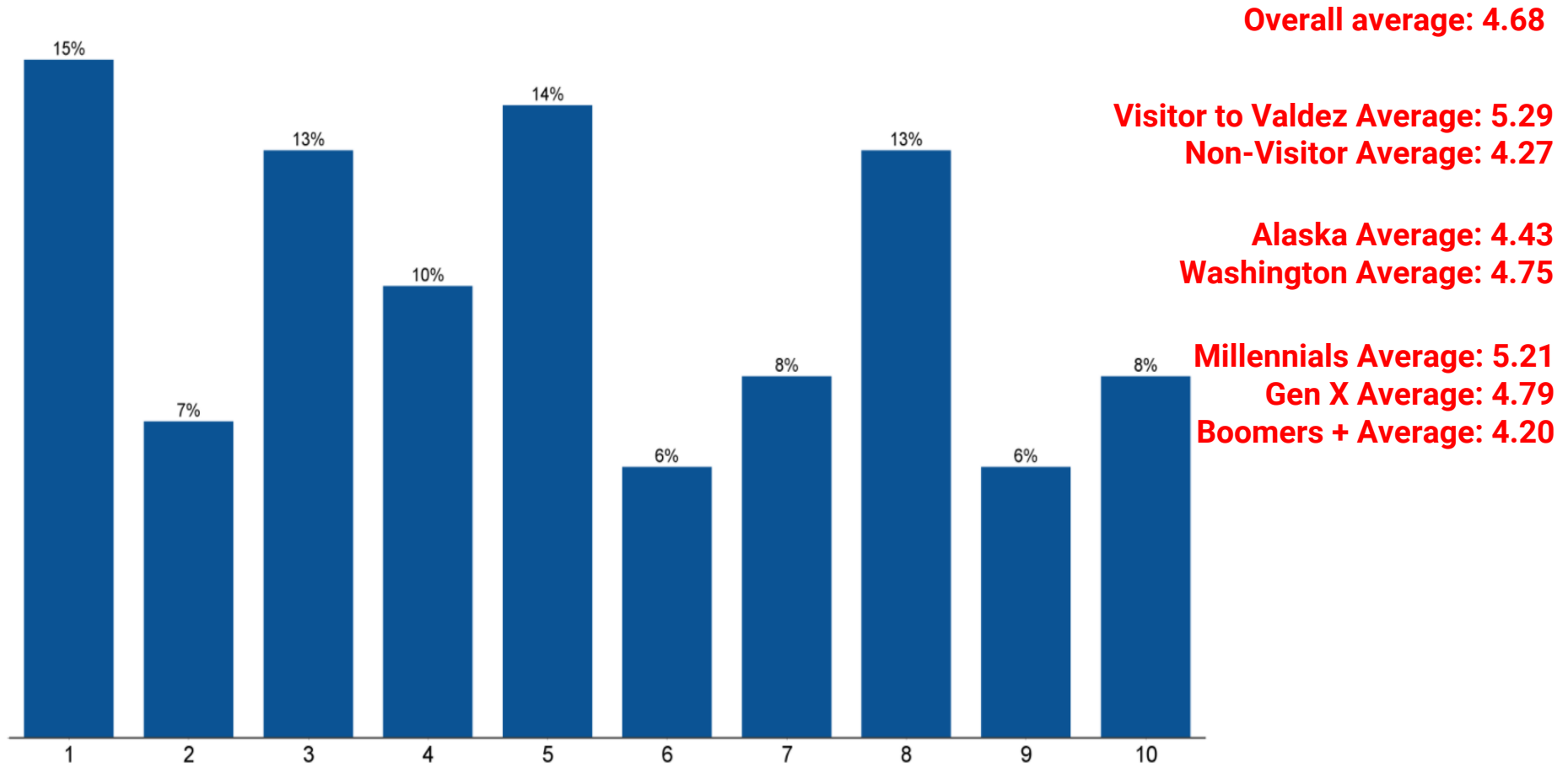


Which Alaska town or city do you most associate with an oil spill? Open-ended

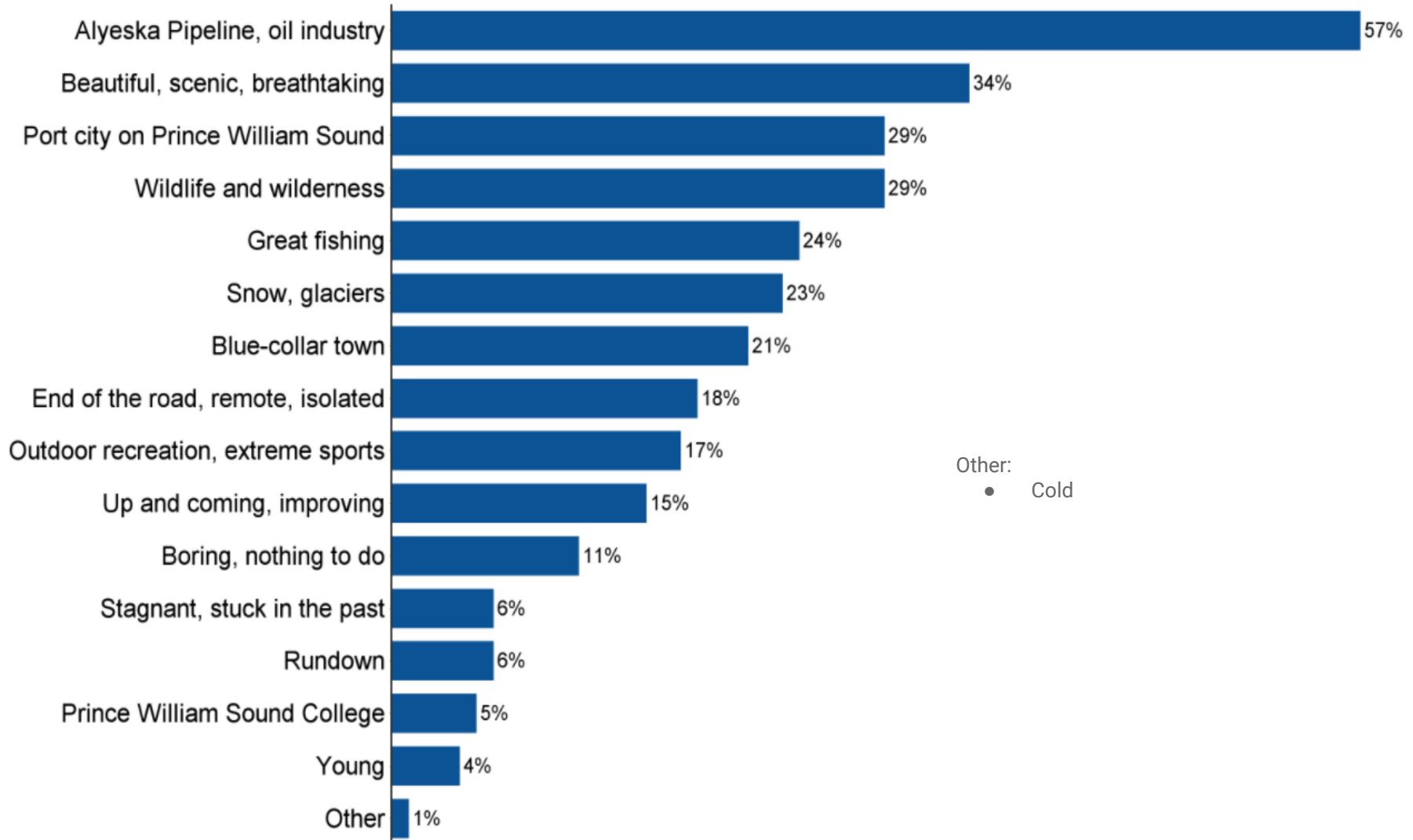


How accurate do you consider this statement on a scale of 1-10 with 1 being totally inaccurate and 10 being absolutely accurate?

The Exxon Valdez oil spill happened decades ago and has long been restored to its natural, pristine condition.



What phrase or adjective best describes Valdez? CHOOSE THREE ANSWERS



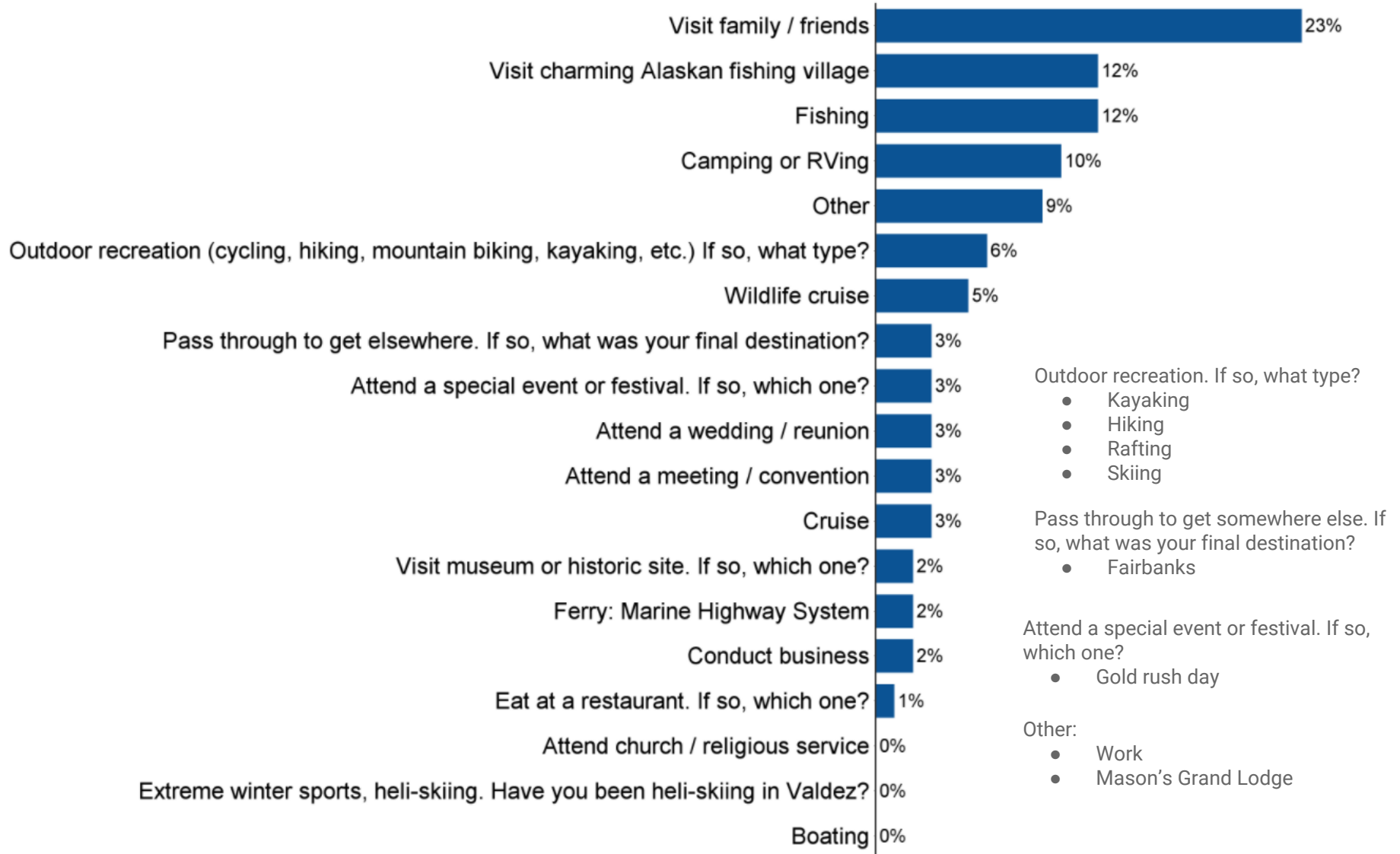
What Valdez thinks OUTSIDERS say vs. What OUTSIDERS actually say

VALDEZ	OUTSIDERS
Scenic, breathtaking	Alyeska pipeline
Great fishing	Scenic, breathtaking
Oil town, pipeline	Port on PWS
Snowy, rainy	Wildlife, wilderness
Outdoor rec	Great fishing
Remote, far away	Snow, glaciers
Rundown	Blue collar town
Oil spill	Remote, isolated
Boring	Outdoor rec
Affluent, spoiled, entitled	Up and coming

What was the primary purpose or main reason you visited Valdez on your most recent visit?

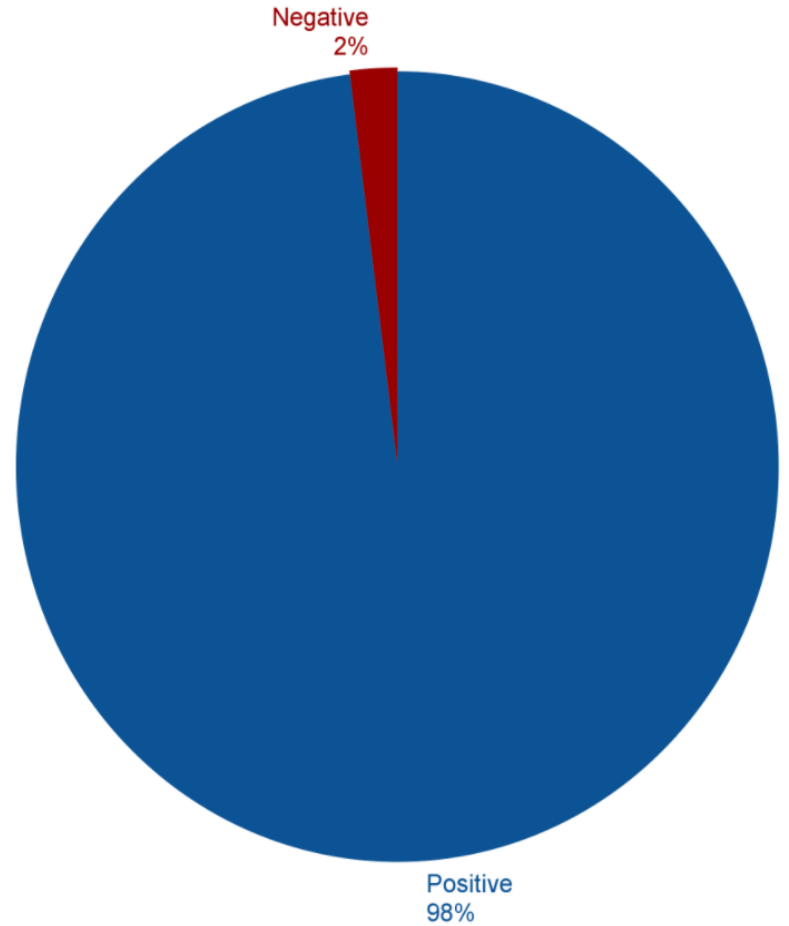
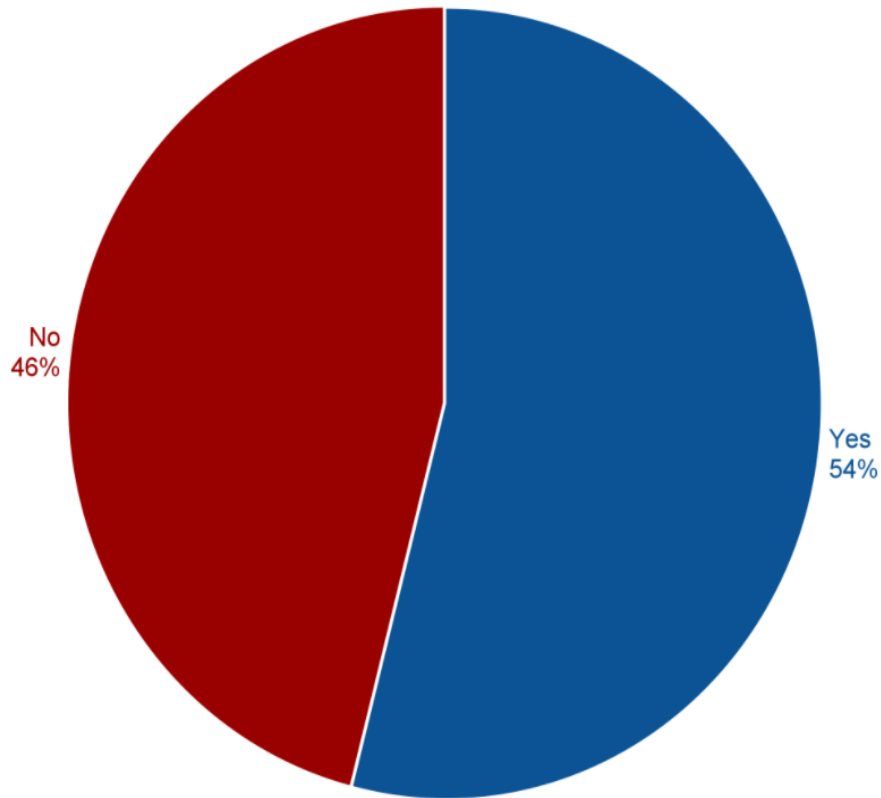


What was the primary purpose or main reason you visited Valdez on your most recent visit?

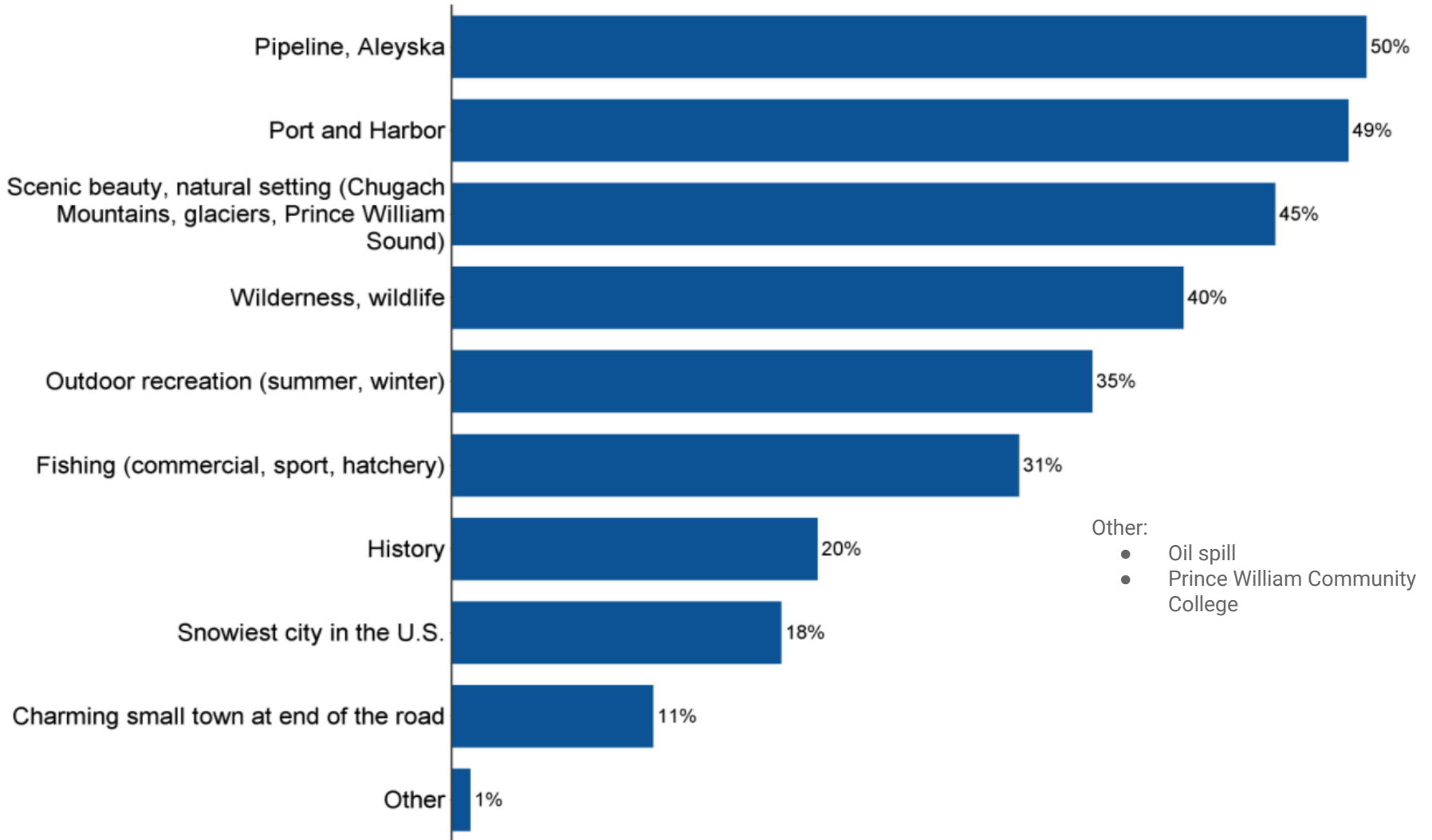


Did your perception of Valdez change once you visited?

Did your perception change in a positive or negative way?



Of the options below, which is most important to the identity of Valdez? CHOOSE THREE ANSWERS



Influencer Perception Study

External

Assets

Challenges

Missing

Opportunities

Fishing

Far away

Main Street District

Outdoor rec, adventure

Scenic beauty: PWS,
Pass

Oil spill reputation

Snow/ski infrastructure

Winter sports

Housing, real estate

Consensus on anything

Hatchery, Fishing

Well-funded, tax base

High cost to build

Marketing & promotion

Back country

Outdoor rec, adventure

Engagement (state
level)

Sharing local
knowledge

Pipeline experience

Alyeska pipeline
terminal

Unreliable
transportation

Sml biz support,
Chamber

Sportsman's paradise
(water activities)

Harbor expansion

Harbor full

Vision, plan

Expanded Harbor,
maritime, marine

Port and Harbor

RVs, campgrounds

Population growth

Ease (doing things)

New ideas

*Heli-skiing,
Stan Stephens, Wildlife,
Schools, Road*

Infighting

Pipeline experience

*Cruise ships, RVs,
natural gas* ³⁰

*Ugly, Job growth,
Turnover*

Awareness,
engagement

A hand holding a white chess knight piece over a chessboard with other pieces. The background is a blurred chessboard with various pieces. The top of the image has a blue header with a white cloud pattern.

Strategy

Insights

“This is like seeing your favorite famous band in a small venue. Valdez is like the Rolling Stones coming out and blowing your doors off.”
-- *Stakeholder Conversation*

“Being in Valdez is like you have been let in on a secret most don't know.”
-- *Stakeholder Conversation*

“There is no Alaska community with a brighter future.”
-- *Stakeholder Conversation*

“Valdez has an engineer’s eye rather than a designer aesthetic.”
--*External Influencer*

“We are the ugliest little city in the most beautiful place.”
-- *Stakeholder Conversation*

“We have too many opinions. Need a plan. And action”
-- *Stakeholder Conversation*

“Valdez mentality is we can’t do that instead of WOW! Look what we can do.”
-- *Stakeholder Conversation*

“We haven’t seen much consistent engagement from Valdez at the state level.”
-- *External Influencer*

Snowiest place
Northernmost ice-free port
Terminus of Trans-Alaska Pipeline
Deep water Port and expanded Harbor
Productive Hatchery
Oldest fish derby in state
Most studied eco-system
Largest fish processor on west coast
Most glacial ice in Alaska
Best schools in Alaska
World's best heli-skiing
City services
Strategic location in North Pacific
Premier outdoor recreation and trails

“Really targeting to whom you have the most appeal is the most strategic thing small communities in Alaska should do and they don’t, typically because of politics.”

-- External Influencer

“We have to have one, cohesive voice. It has proven elusive as yet.”
-- *Stakeholder Conversation*

“Valdez has the assets to be bold.”

-- *External Influencer*

“With lingering perception of the oil spill, Valdez needs to be disruptive in their messaging.”

-- *External Influencer*

“The extreme vertical in Valdez is striking, even for Alaska.”

-- *External Influencer*

“We are Alaska’s best backcountry.”

-- Stakeholder Conversation

“It’s heart-in-your-mouth skiing in Valdez and Haines.”

-- Stakeholder Conversation

“Bird hunting here is bucket list bird hunting. Bucket list big game. Fishing!”

-- Stakeholder Conversation

“We are the pinnacle of outdoor recreation: untamed, unspoiled.”

-- Stakeholder Conversation

“Need people to know: you gotta see this!”

-- Stakeholder Conversation

“Valdez in Prince William Sound has mountains, glaciers and wildlife. Everything our tourists want according to state research.”

-- *External Influencer*

“You can experience a lot of Alaska in a compact area.”

-- *External Influencer*

“Valdez is an interesting juxtaposition of hard core recreation and hard core infrastructure. Lots of economic opportunity.”

-- *External Influencer*

“The idea of leveraging extreme -- in terms of foremost, to the greatest degree -- is realistic for them; they could own it...a real strategic opportunity.”
-- *External Influencer*

“Extreme is accessible there.”
--*External Influencer*

“Visitors may or may not not want high adventure activity for themselves, but they want to be in that environment. It distinguishes Valdez in a state with lots of the same stuff.”
-- *External Influencer*

Strategy

Platform

To Whom You Most Appeal: *For passionate people inspired by profound natural beauty,*

Frame of Reference: *Valdez, AK, at the dramatic intersection of the Chugach Mountains and Prince William Sound,*

Point-of-Difference: *is a land of extreme experiences (topography, opportunity, relationships, beauty)*

Benefit: *so you live every day exhilarated and engaged.*

To Whom You Most Appeal:

For passionate people inspired by profound natural beauty,

- Valdez is surrounded by stunning beauty. And that beauty inspires art, adventure, ideas and engagement.
- It takes commitment and a hearty attitude to be in Valdez. The path to Valdez is challenging.
- People demonstrate great pride in Valdez where their tenacity and curiosity is rewarded everyday.
- Outdoor recreation is a great draw for talent. Adventurers seek new experiences but also new ideas, which is a compelling message for economic development.
- Set among such beauty, gives people a unique perspective on life and pursuits.

Frame of Reference:

Valdez, AK, at the dramatic intersection of the Chugach Mountains and Prince William Sound,

- The Mountains and the Sound are big brands that Valdez has the opportunity to leverage
- Valdez is the largest city on the Sound and centrally located in the Chugach
- Valdez enjoys an extreme vertical - even for Alaska
- Valdez is the northernmost ice-free port and located in beautiful Prince William Sound.
- The scenery is dramatic with such a grand rise from sea level.
- Some describe the Chugach Mountains as the Crown of the Sound.
- Thompson Pass although outside city limits is most associated with Valdez and consistently one of the snowiest places on earth.

Point-of-
Difference:

***is a land of extreme experiences
(topography, opportunity, relationships, beauty)***

- The extreme experience for outdoor sports is readily apparent. The opportunity for the Valdez brand is to make it meaningful in the broadest context
- Extreme: very great; beyond what is usual or what might be expected, at the furthest point, to the greatest degree
- The mountains, glacial ice, and depths of the Sound provide an unparalleled backdrop.
- Valdez is hard to get to at the end of the road. But once you are here - all of the splendor of the natural environment is very accessible.
- Some praised the smaller community in a remote location as enhancing relationships, making you be more self-sufficient, but engaging others more out of need and compassion.
- With Alyeska, outdoor rec, the Port and Harbor, and others, the community enjoys a stable economy compared to most and offers economic opportunity others can't. And the community is well funded and offers many services other communities cannot.
- Valdez enjoys a strong oil industry base and pristine outdoor recreation opportunities, which some may consider disparate things.

Benefit: ***so you live every day exhilarated and engaged.***

- Waking up to such beauty every day, is exhilarating and inspiring.
- The small town has a strong, close-knit sense of community.
- The hard work ethic is just a reflex in a difficult climate but embraced with enthusiasm. There's lots of hard work to be done and Valdez just gets busy.
- People are engaged in raising educated, strong citizens.
- The setting and the climate is energizing. Bad weather is a myth here. You just have bad clothes.
- Valdez enjoys an independent, resilient spirit always ready to assist.

To Whom You Most Appeal: *For passionate people inspired by profound natural beauty,*

Frame of Reference: *Valdez, AK, at the dramatic intersection of the Chugach Mountains and Prince William Sound,*

Point-of-Difference: *is a land of extreme experiences (topography, opportunity, relationships, beauty)*

Benefit: *so you live every day exhilarated and engaged.*

Approval of Strategic Brand Platform

Initiate Creative Phase

Creative Workshop with small creative committee (3-4pp)

Tagline Development and Presentation*

Brand Narrative Development

Logo Development, Color Palettes, and Visual Direction Development and Presentation*

Brand Identity Guide, Graphic Standards, and Implementation Plan Development

Final Presentation, Workshop and Final Report Assembly

**Exact timing and progress of creative and implementation phase depends on approvals.*

Where We Go From Here

- Next steps:
 - Organize the feedback we received this week
 - Apply realistic conditions to create solutions
 - Develop draft Comprehensive Plan for review by the community



Discussion

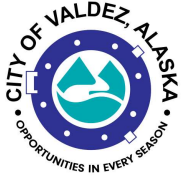
Questions and Answers

Thank you for participating!

Be on the lookout for an invitation to the next community meetings!

Please drop your comment cards in the box or hand them to a project team member.





Legislation Text

File #: 18-0076, **Version:** 1

ITEM TITLE:

Report: Update Northstar's 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:

Below is a report from NorthStar

North Star Research and Branding Initiative as part of larger Kimley-Horn Re-Visioning Project

North Star has completed the following tasks: February 5, 2018

- Situation Analysis (questionnaire to key partners to determine where Valdez has been as well as identifying goals and priorities)
- Research and Planning Audit (collection of any community research, strategic plans, and other guiding documents for the community and its partners)
- Communication Audit (communication materials including published guides and collateral as well as media)
- Public Educational Presentation and Community Engagement Workshop (in conjunction with Kimley-Horn on August 23 in Valdez)
- Launch informational and educational website at www.brandingvaldez.com <<http://www.brandingvaldez.com/>> where people can learn about the project and sign up for ways to participate including being a Brand Champion
- Site Visit (8 days in Valdez) including one-on-one interviews with residents, community leader, business, educators, artists, guides, etc.; group meetings; FAM tours; intercept interviews with residents and visitors; excursions; and facility tours.
- Qualitative Vision Survey (open-ended) among community and business leaders to identify strengths, challenges, and opportunities for the community
- 2 week ethnographic study in Valdez where ethnographer/videographer will record cultural conversations throughout the community (casual, informal conversations similar to intercepts; will include Oktoberfest). (late September-early October)
- Community-wide Quantitative Survey (multiple choice) open to everyone living and or working in Valdez (publicized online and with social media). Hard copies provided for those without internet access or preferring to

fill out a printed copy (available on www.brandingvaldez.com) <<http://www.brandingvaldez.com>>

- Brand Barometer as part of the Community-wide Survey measuring advocacy among residents
- Competitive Positioning Review of neighbors and competitors to understand the marketplace and context for the brand (tourism and economic development competitors)
- Follow up calls with City Council members and others in the community who were not available during the Site Visit. These calls will continue until all research is completed
- Influencer Perception Study including qualitative phone conversations with neighboring communities and competitors as well as state and regional officials and professionals in economic development and tourism. These will continue until all research is completed
- External Quantitative Perception Study conducted outside the Valdez community to gain an external perception. North Star will work with Valdez to determine the best markets in which to conduct the survey (perhaps one in AK and one outside the state). This will measure awareness and perceptions of Valdez from visitors and non-visitors
- Research and Strategy Presentation to Council and Commissions
- Strategy Approved
- Internal Creative Brief to initiate creative process
- Creative Workshop online with small Valdez Creative Committee to explain process and gather subjective opinions
- Strapline (tagline) Development
- Presentation of strapline options to small Creative Committee (Feb 5)

The creative and implementation phases will continue for the next 3-4 months or so. North Star is working via Webex with a small team (4-5) in Valdez to evaluate creative concepts and reach decisions on the community's behalf. A final presentation for the branding effort is expected in June 2018 based on the rate of approvals and the level of any revisions required to creative output. Valdez will have full discretion on how these elements are implemented.