

# Valdez Economic Strategic Action Plan 2030

The Valdez Economic Diversification  
Committee's Five-Year Plan for the  
Community of Valdez



Updated October 2024



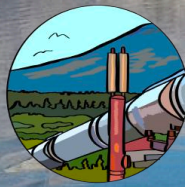
Housing



Tourism



Workforce



Energy



Transportation



Docks &  
Harbors



Seafood



Social  
Services

## Introduction

The Valdez Economic Diversification Committee (EDC) developed five-year Economic Strategic Action Plan for the community of Valdez. The EDC began work in February 2023, developing more than 40 draft economic initiatives. In February 2024, more than 60 community leaders were invited to participate in a prioritization exercise to rank plan elements. Through these efforts the EDC developed an economic plan with 30 economic initiatives, 6 of which they elevated to priority objective status. In June 2024 the EDC approved this plan. Valdez project champions were identified to develop and oversee the six priority objectives.

The EDC is a seven-member advisory commission to the Valdez City Council (VCC) on activities related to economic development and diversification in Valdez. The EDC supports the City Economic Development in achieving the Valdez economic mission. The City of Valdez Economic Development Department's Mission is "to promote an environment of opportunity through the attraction of new businesses and retention of existing businesses, and by providing the resources that enable and advance the wellbeing for all citizens of Valdez." Guidance in achieving this mission comes from the Valdez Comprehensive Plan. One of the Comprehensive Plan's seven themes is a Thriving, Stable & Sustainable Economy, with four goal areas to attain that overall economic vision:

1. Build upon Valdez's core economy
2. Pursue a diverse and self-reliant economy
3. Promote Valdez as a destination
4. Improve regional connectivity

The City contracted Rain Coast Data to support the EDC in its planning work. The EDC drew from previous Valdez planning and economic development efforts to develop the Valdez Economic Strategic Action Plan. The EDC's Valdez Economic Strategic Action Plan can be used to support the city's economic development mission as well as the economic theme and goals of the community's comprehensive plan. The Plan's 30 initiatives, along with the top six priorities for the City of Valdez over the next five years, are presented on the following pages.

## The following sections form the basis for the Valdez Economic Plan:

**Introduction** page 1;

**One page Strategic Plan Summary** page 2;

**Summary Background** of economic conditions in Valdez, using Valdez by the Numbers pages 3-13;

**Strategic Direction Action Plan Initiatives** incorporating elements identified through planning process, other plans, and stakeholder feedback to develop the economic strategies for Valdez pages 14-20;

- **Housing Initiatives** page 14
- **Workforce Initiatives** page 15
- **Social Services Initiatives** page 16
- **Transportation Initiatives** page 17
- **Recreation and Visitor Initiatives** page 17
- **Oil and Energy Initiatives** page 19
- **Ports and Harbors Initiatives** page 19
- **Seafood** page 19

**Strategic Direction Priority Objective Descriptions and Evaluation Framework** to identify and monitor performance measures associated with the plan pages 21-33;

- **Priority Objectives #1, #4: Promote Housing Availability and Price Affordability; Increase Supply of Rental Housing** page 21
- **Priority Objective #2 Salmon Hatchery Support** page 23
- **Priority Objective #3 Child Care Expansion and Support in Valdez** page 25
- **Priority Objective #5 Promote Valdez as a Destination** page 28
- **Priority Objective #6 Healthcare Workforce Development** page 32

**Links to other local planning documents** page 34

**Valdez Economic Diversification Commission roster** page 35

# VALDEZ ECONOMIC STRATEGIC ACTION PLAN 2030 SUMMARY



The Valdez Economic Diversification Committee (EDC) developed the Valdez Economic Strategic Action Plan 2030 between February 2023 and October 2024. The Plan includes 30 economic initiatives, and 6 priority objectives. In July 2024, the Valdez City Council directed staff to move forward with EDC's recommendations. The Plan's prioritized objectives are presented below.

## HOUSING INITIATIVES

- ★ 1. **Priority** Promote Housing Availability and Price Affordability
- ★ 2. **Priority** Increase Supply of Rental Housing
- 3. Strategic Housing Subdivision Planning
- 4. Continue to Develop Housing-Directed Incentive Programs
- 5. Focus on Development of Workforce Housing
- 6. Short-Term Rental Analysis
- 7. Reduce Dependence on Mobile Homes in Valdez



## RECREATION & VISITOR INITIATIVES

- ★ 1. **Priority** Promote Valdez as a Destination
- 2. Sports Fishing Enhancement for Visitors
- 3. Support Winter Tourism
- 4. Tourism Best Management Practices
- 5. Wayfinding



## WORKFORCE INITIATIVES

- ★ 1. **Priority** Health Care Workforce Development
- 2. Maritime Workforce Development
- 3. Support Prince William Sound College
- 4. Commercial Drivers License Class/ More Certified Drivers



## OIL/ENERGY INITIATIVES

- 1. Energy Efficiency Support & Promote Beneficial Electrification
- 2. Continue to Support Core Valdez Oil Sector
- 3. Continued Support for Strong Coast Guard Presence



## PORTS AND HARBORS INITIATIVES

- 1. Complete Small Boat Harbor
- 2. Enhance Cruise Ship Dockage Facilities in Valdez



## SOCIAL SERVICES INITIATIVES

- ★ 1. **Priority** Childcare Expansion
- 2. Quality of Life

## SEAFOOD INITIATIVES

- ★ 1. **Priority** Salmon Hatchery Support
- 2. Strengthen the Marine Industrial Sector
- 3. Understand Threats to Valdez Seafood Sector
- 4. Mariculture



## TRANSPORTATION INITIATIVES

- 1. Ferry Connectivity
- 2. Strengthening FAA Capacity and Enhanced Air Connectivity
- 3. Bus Transit System between Valdez and Anchorage



# VALDEZ ALASKA

## by the Numbers 2024

The economic overview is updated annually

### CHANGES 2021 to 2023



THE **LABOR FORCE** INCREASED BY **57 JOBS** TO **2,721 JOBS**, +2%. **TOTAL WAGES** INCREASED BY **\$23 MILLION** TO \$212 MILLION, +12%



**POPULATION** DECREASED BY **3% TO 3,852** -129 PEOPLE



**SEAFOOD EMPLOYMENT** DECREASED BY **23% VALUE OF SEAFOOD LANDED DECREASED BY 40%**, -\$15 MILLION



**TOURISM EMPLOYMENT** INCREASED BY **16%**. **TOTAL PASSENGER/VISITOR ARRIVALS** INCREASED BY **20% TO 85,087**



**OIL RELATED MARINE TRANSPORTATION** JOBS INCREASED BY **61%**

### THE VALDEZ ECONOMY

## 2023

Between 2021 and 2023, the community of Valdez added 57

jobs, a 2% increase, while the average annual wage grew by 10% to \$78,024.

Two economic sectors in Valdez saw substantial gains. Marine transportation, primarily in work directly supporting Valdez's oil sector, expanded its workforce by 59 jobs, a 61% increase. The tourism sector also grew as 14,000 more visitors came to the community, increasing jobs by 16% (53 annualized jobs).

Conversely, two other sectors experienced significant decline. The social services sector lost 29% of its workforce, a loss of 31 jobs, and 22% of its wages. The seafood sector reduced employment by 23% (69 jobs) as the value of the catch plummeted by 40%. However, total earnings in the seafood sector rose, and the value of seafood processed tripled.

The population fell in 2023 as the community lost 129 residents compared to 2021, and K-12 enrollment levels dropped sharply. However, Prince William Sound college enrollment increased by 22%.

By 2023, Valdez had mostly recovered from the pandemic economy. Compared to 2018, the community was still down by 161 jobs, although total wages grew by 33%, a \$53 million total wage increase in the community.

This publication was developed on behalf of the Valdez Economic Diversification Commission, an advisory commission to the City Council on activities related to economic development in Valdez.

## 2024

2024 projections show a mixed outlook for Valdez.

**Demographics:** The Valdez population has declined in nine of the past eleven years. Continued incremental population declines are projected. Combined with an aging workforce, this will make job growth more challenging.

**Workforce:** Overall, flat to moderate workforce gains are expected in 2024.

**Seafood:** Expectations were low for the 2024 Prince William Sound salmon run, but the catch has come in far below expectations. As the season comes to an end, PWS's fleet has harvested less than a third of the pinks and chum it has historically harvested at this point. Moreover, prices remain unusually low following 2023 trends.

**Tourism:** The visitor sector is expected to experience continued growth. In 2024, visitor traffic is expected to increase by 3%, as nearly 3,000 visitors will arrive in Valdez as cruise passenger disembarkments continue to rise. However, air and ferry passenger numbers are expected to decline in 2024.

**Coast Guard:** Coast Guard jobs in Valdez are expected to grow in 2024.

# The Whole Valdez Alaska Economy 2023

In 2023, Valdez gained 57 year-round equivalent jobs, and wages increased by 12% compared to 2021

## Annual Average Jobs

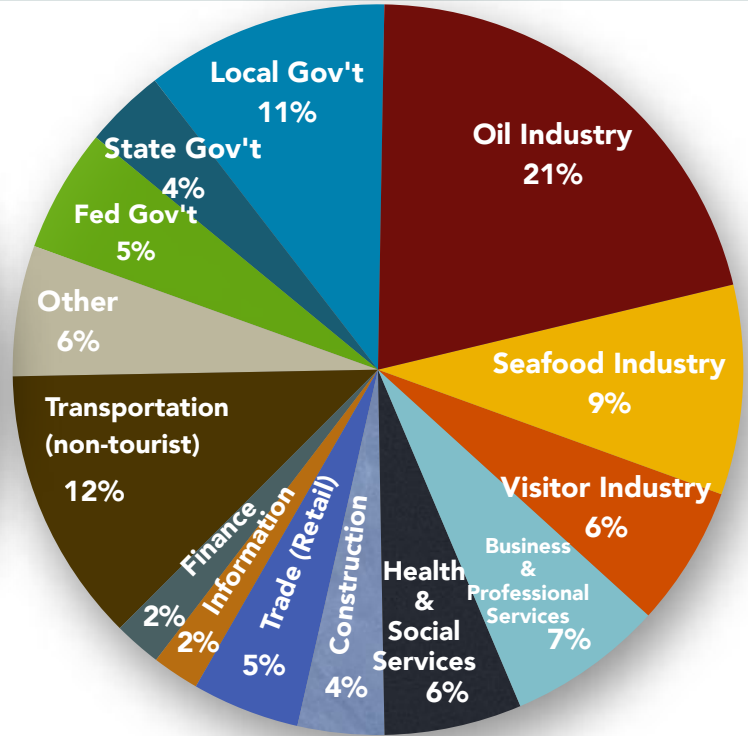
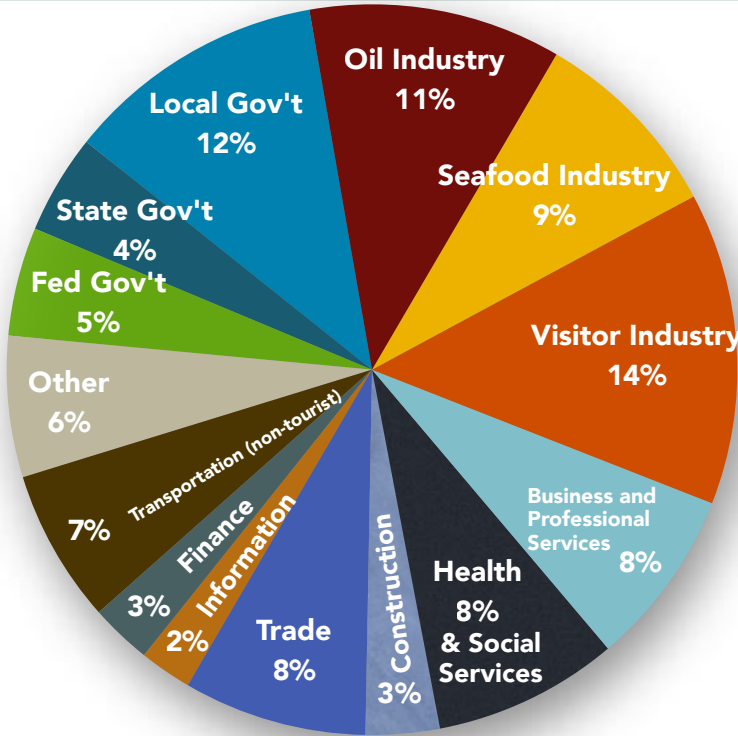
2,721 Jobs

UP 57 JOBS SINCE 2021 2%

## Employment Earnings

\$212 Million Workforce Earnings

UP \$23 MILLION +12%



## 2023 Valdez Alaska Employment Earnings

	EMPLOYMENT RELATED EARNINGS			EMPLOYMENT NUMBERS			Change 2021 to 2023
	Wages (2023)	Self-Employment Earnings (est.)	Total Earnings	Annual Average Employment (2023)	Self-Employed (est.)	Total Employment	
Government (includes Coast Guard)	\$34,722,420	\$7,290,000	\$42,012,420	484	81	565	7
Oil Industry	\$44,539,928	\$4,000	\$44,543,928	302	2	304	7
Seafood Industry	\$14,800,254	\$4,910,550	\$19,710,804	199	38	237	-69
Visitor Industry	\$10,590,169	\$2,579,850	\$13,170,019	299	77	376	53
Professional and Business Services	\$12,452,697	\$2,167,170	\$14,619,867	130	85	214	-9
Health Care & Social	\$12,243,006	\$686,670	\$12,929,676	206	17	223	-46
Construction Industry	\$5,818,070	\$2,311,930	\$8,130,000	50	39	89	-6
Trade: Retail and Wholesale	\$7,558,367	\$2,551,200	\$10,109,567	172	49	221	12
Information	\$4,239,756	\$188,470	\$4,428,226	59	5	63	-3
Financial Activities	\$2,125,975	\$2,338,560	\$4,464,535	34	40	74	4
Non-Visitor Transportation	\$24,439,759	\$1,498,360	\$25,938,119	163	22	185	51
Other	\$10,013,772	\$2,264,460	\$12,278,232	98	72	170	56
<b>Total</b>	<b>\$183,544,123</b>	<b>\$28,791,220</b>	<b>\$212,335,393</b>	<b>2,196</b>	<b>526</b>	<b>2,721</b>	<b>57</b>

**Sources:** Alaska Department of Labor Employment & Wage data; (latest available) US Census Nonemployer (self-employment) Statistics; Active Duty Military Population, ADOL.  
 \*These cells in Government refer to active duty Coast Guard personnel employment and wages, and not self-employment data. **Notes: Seafood Industry** includes animal aquaculture, fishing & seafood product preparation, and Valdez resident commercial fishermen (nonresident fishermen & crew who did not report income are excluded). **Visitor Industry** includes leisure & hospitality, and visitor transportation (air, water, scenic).  
 Cover photo by Jeremy Talbott.

# Appendix A- Resolution 24-48 CHANGE IN THE LAST 5 YEARS

Table tracks key Valdez indicators over the past 5 years, along with changes.

GENERAL ECONOMIC CONDITIONS	2018	2021	2023	% CHANGE 2021-2023	CHANGE 2021-2023
Total Labor Force (jobs, includes self-employed & Total Job Earnings <sup>1, 5, 6</sup>	2,882	2,664	2,721	2%	57
Total Private Sector Payroll <sup>1, 6</sup>	\$158.5 million	\$189.5 mill	\$212.3 mill	12%	\$22.8 mill
Average Annual Wage <sup>1</sup>	\$55,002	\$71,150	\$78,024	10%	\$6,874
Annual Unemployment Rate <sup>1</sup> (Chugach Census Area)	6.7%	2.5%	4.7%	2.2%	2.2%
TOP ECONOMIC SECTORS	2018	2021	2023	% CHANGE	CHANGE
GOVERNMENT	PUBLIC SECTOR: 20% OF ALL EMPLOYMENT EARNINGS				
Total Government Employment <sup>1, 5</sup>	631	558	565	1%	7
Federal Employment <sup>1, 5</sup> (8% of all employment)	130	128	131	2%	3
State Employment <sup>1</sup> (14% of all job earnings)	139	116	120	4%	4
City Employment <sup>1</sup> (12% of all job earnings)	362	314	314	0%	0
Total Government Payroll (includes USCG) <sup>1, 5</sup>	\$37 million	\$38.2 mill	\$42 million	10%	\$3.8 million
City Payroll <sup>1</sup>	\$18.1 million	\$21.3 mill	\$22.8 mill	7%	\$1.5 million
OIL ECONOMY (Includes employment from all industries)	KEY INDUSTRY: 21% OF ALL EMPLOYMENT EARNINGS				
Oil Employment <sup>1, 5, 6</sup>	330	297	304	2%	7
Oil Wages <sup>1, 5, 6</sup>	\$42,937,860	\$43,103,444	\$44,543,928	3%	\$1.4 million
Avg. Daily Volume ANS Oil Production (MCF)	508,601	479,066	482,742	1%	3,676 mcf
Annual Avg. Domestic Crude WTI Oil Prices (in \$/Barrel) <sup>14</sup>	\$75.42	\$71.71	\$82.57	15%	\$11
City oil and gas property tax revenue (FY2019 & FY2023) <sup>7</sup>	\$38.4 million	\$39.03 mill	\$42.36 mill	9%	\$3.3 million
COMMERCIAL FISHING & SEAFOOD INDUSTRY	KEY INDUSTRY: 9% OF ALL EMPLOYMENT EARNINGS				
Total Seafood Employment (includes fishermen)	296	306	237	-23%	-69
Total Seafood Employment Earnings <sup>1, 6</sup>	\$12.3 million	\$17.5 mill	\$19.7 mill	13%	\$2.2 million
Commercial Fishing Boats Homeported in Valdez <sup>15</sup>	65	82	70	-15%	-12
Pounds of Seafood Processed <sup>13</sup>	61 million	16.7 million	94.8 million	467%	78 million
Value of Seafood Processed <sup>13</sup>	\$169 million	\$55 million	\$220 million	299%	\$164 million
Pounds Landed <sup>8</sup>	48.1 million	81.4 mill	80.8 mill	-1%	-654,847
Estimated Gross Earnings (ex-vessel value of pounds landed) <sup>8</sup>	\$28 million	\$37.2 mill	\$22.3 mill	-40%	-\$15 million
TRANSPORTATION (NON-TOURISM)	KEY INDUSTRY: 12% OF ALL EMPLOYMENT EARNINGS				
Marine and Road Transportation Employment	99	134	185	38%	51
Marine and Road Transportation Wages <sup>1, 6</sup>	\$7.6 million	\$21.1 mill	\$25.9 mill	23%	\$4.8 million
HEALTH CARE & SOCIAL SERVICES INDUSTRY	KEY INDUSTRY: 6% OF ALL EMPLOYMENT EARNINGS				
Health Care & Social Services Employment <sup>1, 6</sup>	282	269	223	-17%	-46
Health Care & Social Services Wages <sup>1, 6</sup>	\$11.7 million	\$13.4 mill	\$12.9 mill	-4%	-\$479,581
VISITOR INDUSTRY	KEY INDUSTRY: 14% OF ALL JOBS				
Total Visitor Industry Employment <sup>1, 6</sup>	435	323	376	16%	53
Total Visitor Industry Wages/Earnings <sup>1, 6</sup>	\$9.8 million	\$10.5 mill	\$13.2 mill	26%	\$2.7 million
Hotel & Motel City Tax Revenue <sup>7</sup>	\$445,299	\$497,407	\$500,000	1%	\$2,593
<b>Total Valdez Passenger Arrivals</b>	<b>65,958</b>	<b>70,982</b>	<b>85,087</b>	<b>20%</b>	<b>14,105</b>
Recreation Visitors Arriving by Road estimate <sup>16</sup>	Estimated at approximately 50,000 per year				
Total Cruise Passengers <sup>10</sup>	0	13,182	25,275	92%	12,093
Total Air Passenger <sup>11</sup>	10,347	4,476	4,082	-9%	-394
Total Ferry Passengers <sup>12</sup>	5,611	3,324	5,730	72%	2,406
DEMOGRAPHICS	2018	2021	2023	% CHANGE	CHANGE
Total Population <sup>1</sup>	4,023	3,981	3,852	-3%	-129
Under Age 15 <sup>2</sup>	858	833	768	-8%	-65
Twenty-somethings <sup>2</sup>	482	479	469	-2%	-10
Ages 65 and older <sup>2</sup>	364	451	503	12%	52
K-12 School District Enrollment <sup>3</sup>	685	686	565	-18%	-121
Prince William Sound College Enrollment <sup>9</sup>	895	594	725	22%	131
OTHER SELECTED STATISTICS	2018	2021	2023	% CHANGE	CHANGE
Cost of Living: Consumer Price Index <sup>1</sup>	150%	146%	142%	-4%	-4%
Housing Units Permitted/Completed <sup>4, 1</sup>	1	10	29	190%	19

**Sources:** <sup>1</sup>Alaska Department of Labor (ADOL); <sup>2</sup>ADOL Southeast Alaska Population by Age; <sup>3</sup>Alaska Department of Education and Early Development; <sup>4</sup>Based on the quarterly Alaska Housing Unit Survey; <sup>5</sup>US Coast Guard; <sup>6</sup>US Census Nonemployer (self-employment) Statistics; <sup>7</sup>City of Valdez; <sup>8</sup>ADF&G Valdez Commercial Seafood Industry Harvest and Ex-Vessel Value Information; <sup>9</sup>UAA; <sup>10</sup>Cruise Line Agencies of Alaska; <sup>11</sup>US Bureau of Transportation Statistics (BTS); <sup>12</sup>Alaska Marine Highway System data; <sup>13</sup>ADF&G E2 Production Shorebased Processors and Direct Marketers; <sup>14</sup>Alaska Department of Revenue Crude Oil and Natural Gas Prices; <sup>15</sup>Commercial Fisheries Entry Commission. <sup>16</sup>Traffic Volume Counts Valdez <https://alaskatraficdata.drakewell.com/publicmultinodemap.asp>

# VALDEZ OVERVIEW

## THE CITY

Valdez is a picturesque coastal community nestled deep in Prince William Sound at the base of the towering Chugach Mountains. The town, named after a Spanish naval officer, encompasses a total area of 277 square miles, including 55 square miles of water.

Valdez is easily accessible via the Richardson Highway, which links the town to Alaska's road system. The area serves as the southern terminus of the Trans-Alaska Pipeline System (TAPS), a vital energy infrastructure that transports oil from the North Slope to the ice-free waters of Valdez.

Despite its remote location, Valdez is a thriving community with 3,850 residents. The town's stunning natural beauty, abundant recreational opportunities, and rich cultural heritage make it a popular destination for visitors.

## CULTURE

The Valdez area was originally known as Saucit, which translates to "the people from the place that rises into view." The area is situated in the ancestral homeland of the Chugach Alutiiq/Sugpiaq people, and served as a meeting place for Alaska Native communities to gather, hunt, fish, and trade since ancient times. Those that historically lived in Valdez year-round included the Sugpiaq and Eyak.

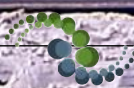
## ECONOMIC TRENDS

Valdez originated as a makeshift settlement and supply hub for gold-seeking miners during the late 1800s. The military later erected a fort in the area to capitalize on its ice-free port, establishing a trail to Fairbanks that would eventually become the Richardson Highway. By the 1920s, the fishing industry was flourishing.

In 1964 the Good Friday earthquake triggered a landslide that devastated Valdez, and much of the community had to be rebuilt. Valdez's modern economy took shape in the early 1970s when it was selected as the endpoint for the 800-mile trans-Alaska oil pipeline system and oil storage-transfer marine terminal. The pipeline is one of the world's largest, having transported a staggering 18.6 billion barrels of oil through Valdez. The area also served as a critical staging ground for the cleanup efforts following the Exxon-Valdez oil spill in 1989.

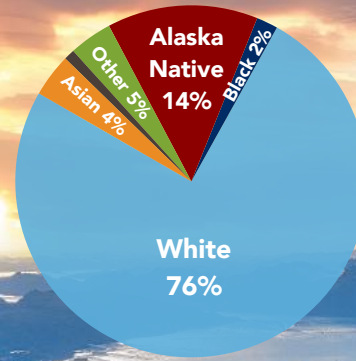
Throughout the 1990s and 2010s, the economy of Valdez remained relatively steady. The pandemic had a significant impact on commerce and traffic to the region, but Valdez has seen a strong recovery. The top economic sectors in Valdez include oil, seafood, transportation, and tourism, which adds a seasonal element to the Valdez workforce.

In 2023, the workforce peaked at 2,824 workers in July, and saw its fewest numbers in January with 1,881 employees, a difference of nearly 1,000. This is due to two sectors: the seafood sector, which ranged from 651 workers in July, and fewer than 100 workers in the off season; and the tourism sector, which peaked at 511 in July 2023, and was at half that workforce in January.



# DEMOGRAPHICS

## Population 3,850



**2023** In 2023, the city of Valdez had 3,852 residents. While the population of Valdez has remained around 4,000 people during the last four decades, it is currently on a downward trend. The Valdez population declined in nine of the past 11 years, falling by 318 residents from its most recent peak in 2012, an overall loss of 8%. The most significant loss was in 2023, when the community lost 100 people from 2022. The largest declines were among those under 15, losing 42 residents, and the 45-60 year olds, an age group that lost 61 residents.

### K-12 SCHOOL ENROLLMENT DOWN

School enrollment of K-12 students in Valdez public schools declined sharply over the past two years. In the 2023-2024 school year, Valdez had an enrollment of 565 students. In the past two years the number of children enrolled in Valdez public schools has fallen by 121 kids, a loss of 18%, while the decline of school-aged children only fell by 8%. This drop is partially explained by the discontinuation of a homeschooling program with 55 students (who presumably still homeschool, but are no longer counted as Valdez public school students).



Valdez is home to Prince William Sound College, a two-year college. College enrollment in 2022 was 725

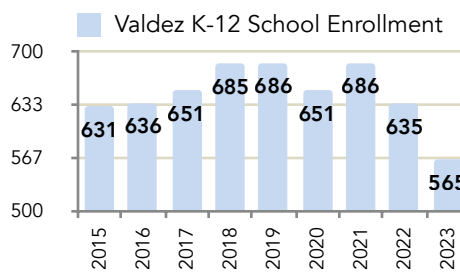
students, a substantial recovery from a pandemic low of 420, but still somewhat behind a recent high of 895 students in 2018.

### ALASKA NATIVE POPULATION

The 2020 US Census shows a slightly larger indigenous population than in previous census years. The Alaska Native population grew to 14% of all residents, for a total of nearly 550 Alaska Native residents, up from 10% in the 2000 Census. The Valdez Native Tribe counts 210 tribal households in Valdez, 14% of all households.

### WEALTH AND POVERTY

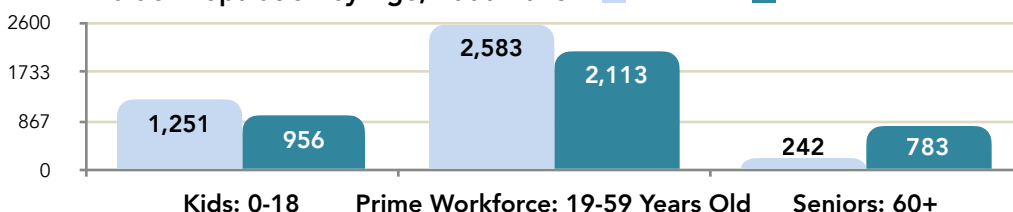
According to the American Community Survey 2021 estimates, 4% of the Valdez population was considered to be below poverty levels. This percentage increases to 11% for school-aged children. All of the families below poverty in Valdez contain single moms with children. Nationally, 13% of the US population is below poverty, while in Alaska it is 10%. The median household income in Valdez was \$89,255 in 2022, higher than both US at \$75,149, and Alaska, \$86,370.



### AN AGING DEMOGRAPHIC

Valdez has been aging. Over the past 23 years, those of prime working age (19-59) decreased by nearly 500 people. During the same period (2000 to 2023), the 60-plus population grew by more than 500 people, from 6% of the overall population to 20%. A ten-year population projection by ADOL shows very little change over the next decade.

### Valdez Population by Age, 2000-2023



Sources: Alaska Department of Labor (ADOL); ADOL Southeast Alaska Population by Age, Sex and Borough/Census Area; Alaska Population Projections; US Census; UA in Review; Valdez Native Tribe Households within the Valdez Service Area. Photo by Jeremy Talbott.





## Oil Industry

304 Annualized Jobs 2023

\$44.5 million Wages

UP 7 JOBS FROM 2021

EARNINGS UP 3%

# 2023

Valdez is the terminus of the 800-mile Trans Alaska

Pipeline System (TAPS) and the Alyeska marine terminal, where North Slope crude oil that arrives via pipeline is loaded on tankers for marine transport to market. The oil that passes through the community is Valdez's greatest source of economic strength, as it provides residents with stable, high-wage employment, as well as being a steady source of tax revenue for the city government.

Approximately one-fifth of the value of the entire pipeline is within Valdez city limits.

Key oil sector employers include Alyeska and Petro Star.

Alyeska Pipeline Service Company is the largest private sector employer in Valdez. Alyeska operates and maintains the pipeline, including the Valdez Marine Terminal. Alyeska is co-owned by affiliates of oil companies ConocoPhillips, ExxonMobil and Hilcorp, Alaska's major North Slope producers. Alyeska Valdez employees work in offices, warehouses, fabrication shops, on docks, loading berths, or in the water treatment, or power plant.

Petro Star Inc. is a refining and fuel-marketing company that operates a refinery in Valdez, producing products like marine diesel, jet fuel, and home heating oil.

### PRIMARY ECONOMIC DRIVER

In 2023, the Valdez oil and gas sector provided 304 annualized jobs in the community, with wages totaling \$44.5 million.

More than a fifth of all local wages and 11% of all jobs in Valdez are in the oil sector. However, additional jobs in the transportation sector, oil spill response capacity, along with security for the terminal, all mean that the impact of the pipeline and marine terminal in

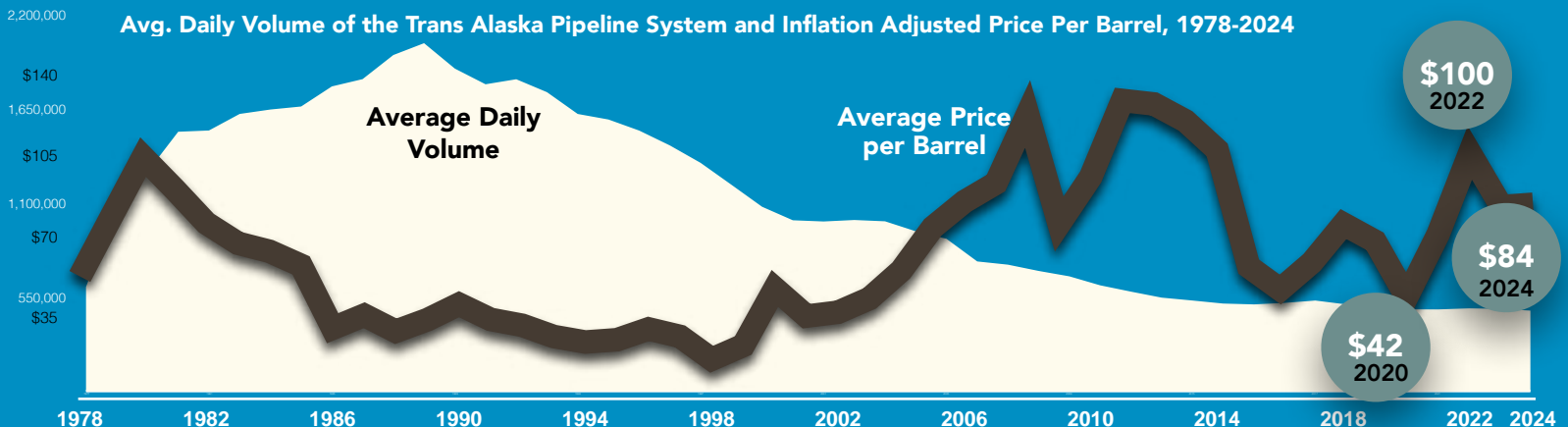
the community is much larger than these numbers represent.

Oil-related jobs are particularly high-paying. The average annual wage in the Valdez oil sector was \$145,526, nearly twice the overall average annual wage of the community as a whole at \$78,024.

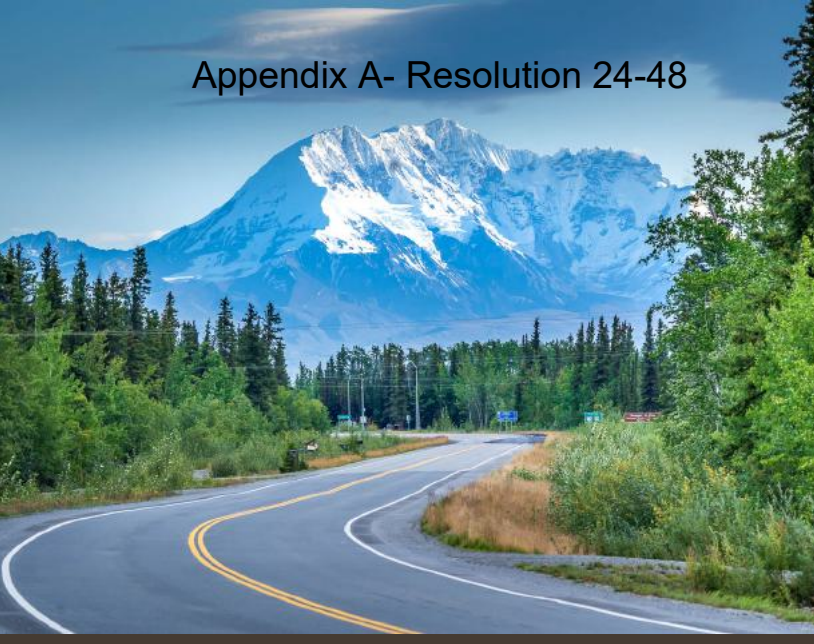
Oil sector employment in Valdez has fallen by 8% since 2018, a decline of 26 year-round equivalent jobs, as Alyeska is reorganized to streamline its maintenance work, centralize its emergency response, and add new technology. Despite the jobs cut, total wages in the oil sector have continued to increase.

### TAPS AND PROPERTY TAXES

Oil is the primary source of income for the municipality of Valdez. A weakness identified in the long-term economic viability of City of Valdez is its dependence on a single primary source for the majority of City revenue. In 2023, the City of Valdez reported \$42.3 million in oil and gas property tax revenue, a 9% increase over 2021. The current valuation of the TAPS is fixed through 2025.



Sources: Combination of ADOL Employment and Wage data; US Census Nonemployer (self-employment) Statistics; Alaska Department of Revenue Crude Oil and Natural Gas Prices; City of Valdez. Photo by Jeremy Talbott.



## Transportation Industry

185 Annualized Jobs in 2023, +51  
\$25.9 million Wages, +\$1.4 million

**JOBS UP 38% IN 2023, WAGES UP BY 23%**

# 2023

The transportation (non-tourism) sector accounted for 12% of all workforce earnings in 2023 in Valdez. The most dramatic change to the Valdez economy in 2023 was the continued increase in non-tourism transportation jobs and wages, almost entirely in marine transport. A third of the increased earnings in the community over the last five years was due to the jump in marine transportation sector wages, from \$5.9 million in 2018 to \$24.2 million in 2023, more than tripling. Jobs increased from 60 in 2018 to 156 in 2023.



Edison Chouest Offshore (ECO) took over escort and response duties for tankers coming and going from Prince William

Sound in July 2018, beating out Crowley for the 10-year contract with Alyeska. Crowley had the contract for 41 years prior to this change. Edison built 14 new tugboats and barges specifically for Valdez. As part of the contract, ECO created an Alaska Native hire program in response to a 20% Alaska Native hire requirement.

**MARINE TRANSPORTATION IN VALDEZ**  
(EXCLUDING TOURISM)

YEAR	JOBS	WAGES
2023	156	\$24,174,306
2022	143	NA
2021	97	\$19,487,582
2020	90	\$19,323,986
2019	183	\$19,566,217
2018	60	\$5,912,030
2015	46	\$1,386,965
2010	45	\$3,711,408

Valdez also has a half dozen truck drivers, and nearly two dozen self-employed transportation workers.

**Sources:** Combination of Alaska Department of Labor Employment and Wage data and US Census Nonemployer (self-employment) Statistics; State of Alaska. Freight data is from U.S. Army Corps of Engineers. Photos by Jeremy Talbott.

## Port of Valdez

25 million tons of freight in 2022  
98% crude oil

Valdez is the United States' farthest north ice-free port connected to a road system and the southern terminus of the trans-Alaska oil pipeline. Due to its strategic location, the port of Valdez moves an enormous amount of freight. In 2022, 98% of that freight, by weight, was crude petroleum. Supertankers navigate the deep, ice-free waters of Valdez Arm, handling approximately a half million barrels (70,000 tons) of crude oil each day. TAPS operations are managed by Alyeska Pipeline Service Company.

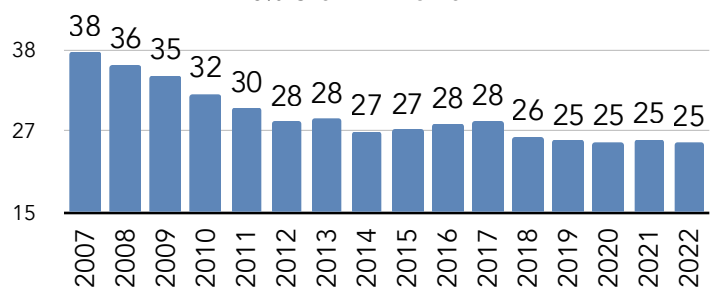
Most of the remaining freight volume is comprised of other types of fuel, including gasoline, kerosene, distillate fuel oil, residual fuel oil, hydrocarbon & petrol gases.

The non-fuel cargo, like many Alaska coastal communities, consists primarily of fish and trash exports. Other commodities shipped through Valdez include groceries, manufactured products, paper products, vehicles, boats, wood, asphalt, and animal feed.

According to Port Operations Manager, Andrew Doherty, 55,422 tons of freight passed through the Valdez Container Terminal in 2023.

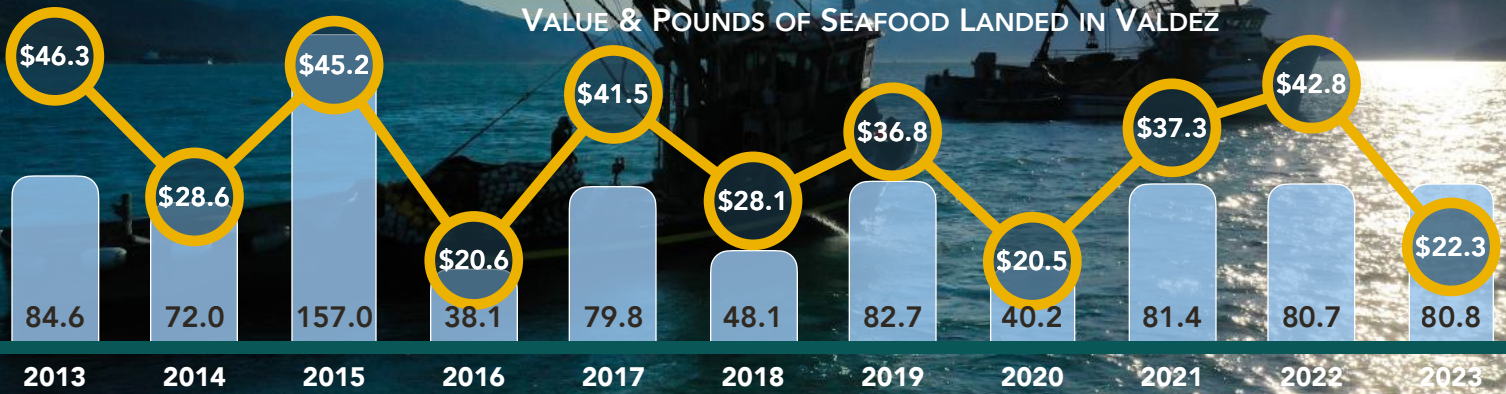
**ANNUAL VALDEZ FREIGHT IN MILLIONS OF TONS**

98% CRUDE PETROLEUM



To read about the US Coast Guard's critical importance to the Port of Valdez, see page 13.

○ Inflation Adjusted to 2023 Value to Fishermen (millions)  
 ■ Landed Pounds (millions)



## Seafood Industry

237 Annualized Jobs 2023

DOWN 69 JOBS FROM 2021

# 2023

Seafood is an important source of jobs and workforce earnings for Valdez.

### KEY ECONOMIC DRIVER

In 2023, seafood provided 9% of all community annualized jobs (237), and 9% of total workforce earnings (\$19.7 million). The total count of workers in the Valdez seafood industry is much higher than the annualized job count. Seafood employment peaks in July with over 650 workers when the processors are at maximum effort.

### PINK SALMON DOMINATED

Pink salmon dominates the Valdez seafood sector, harvested predominantly by purse seine vessels. Because pink salmon run on two-year cycles, the local seafood industry is thus more robust in odd years. Over the past 10 years, pink salmon represented 97% of total seafood landed in Valdez by pounds, and 94% of the total harvest value of the Eastern District of Prince William Sound, the district that encompasses Valdez Arm and the Port of Valdez. Eastern District represents approximately one-third of the total Prince William Sound fishery in terms of pounds landed, and just under a quarter in terms of total value.

All other salmon make up three-percent of pounds landed, half of which is chum. Combined, non-salmon seafood makes up less than one-percent of the Valdez fishery.

The Valdez Fisheries Development Association (VFDA) is the local hatchery, which releases just over 250 million pink salmon fry, and 1.8 million coho salmon smolt annually.

### DIFFICULT YEARS

Alaska is continuing to deal with a troubling seafood market. Last year, 2023, was difficult for the seafood industry. Processing companies and fishermen saw huge harvests but record low salmon values due to global influences. The low prices paid to fishermen have carried through to 2024; however, early data indicates a much smaller harvest, especially in Prince William Sound.

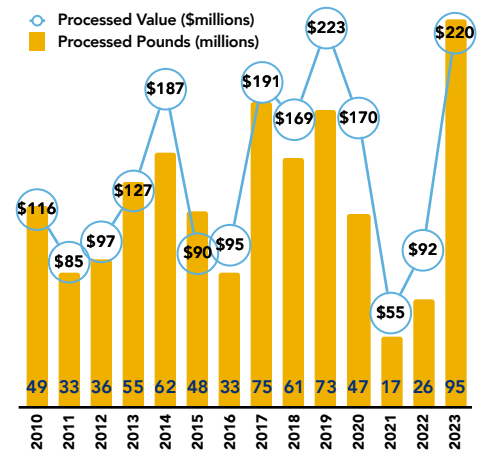
The gross value of the 2023 Valdez catch, \$22.3 million, was 31% lower than 10-year average (adjusted for inflation), and 48% lower than in 2022. Total pounds landed in 2023, 80.7 million pounds, was 6% higher than the 10-year average. Gross total earnings are estimated using average annual ex-vessel

prices for each area by species, gear, and delivery type.

### SEAFOOD PROCESSING

Valdez is a strategic location for fish processing facilities due to the road system connection. In 2023, there were 12 seafood processors in Valdez, which processed 95 million pounds of seafood with a wholesale value of \$220 million. Pounds processed in 2023 were nearly triple 2022's levels when 26 million pounds of seafood were processed. The value of seafood processed was up 138% over 2022. Although the per pound value of seafood processed was down by 34%, due to the lower salmon values.

VALUE & POUNDS OF SEAFOOD PROCESSED VALDEZ ALASKA 2010 TO 2023 (NOT INFLATION ADJUSTED)



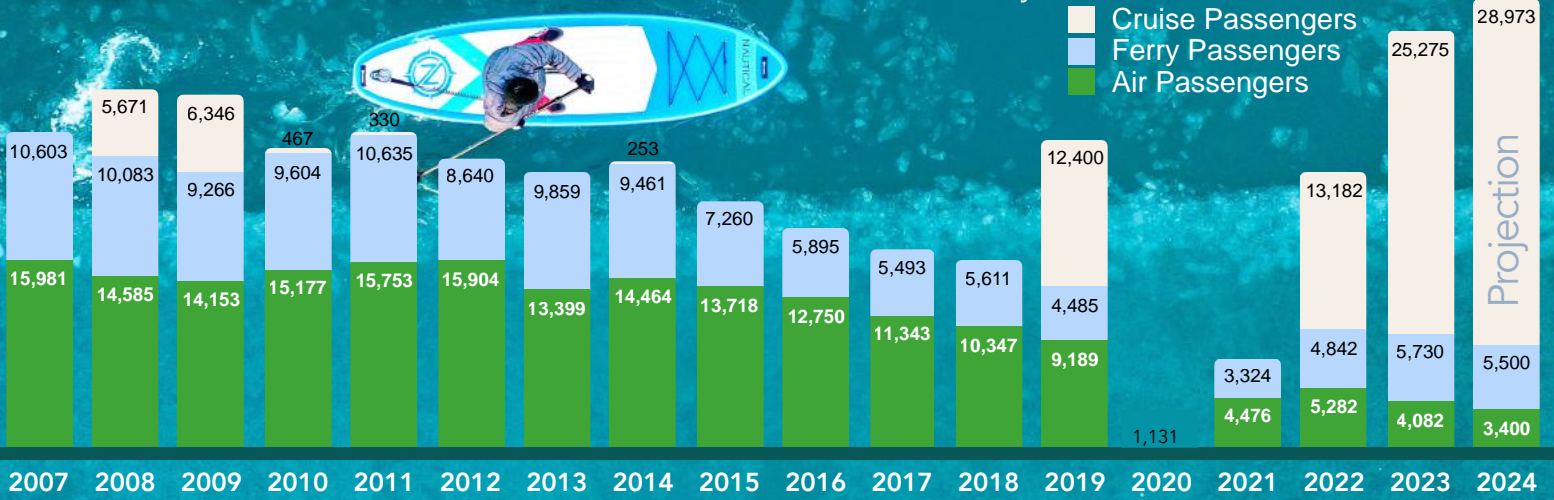
Species	10-year avg. pounds landed	2023 pounds landed	Change from 10-year avg.
Pink Salmon	73,808,036	76,558,657	4%
Other Salmon	2,047,885	4,179,063	104%
All Other Seafood	225,832	40,424	-82%
<b>Pounds</b>	<b>76,081,752</b>	<b>80,670,557</b>	<b>6%</b>
<b>Value Inflation adjusted</b>	<b>\$32.4 million</b>	<b>\$22.3 million</b>	<b>-31%</b>

### MARICULTURE

Mariculture is a new part of the Valdez economy. While there are no current mariculture leases in the area, two Valdez leases, including one from Chugach Regional Resources Commission, are pending.

Sources: Combination of ADOL Employment and Wage data; US Census Nonemployer (self-employment) Statistics; Alaska Department of Fish and Game Division of Commercial Fisheries E2 Production Shorebased Processors and Direct Marketers custom processing with Shorebased Processors; ADF&G Valdez Alaska Commercial Seafood Industry Harvest and Ex-Vessel Value Information; Alaska Commercial Salmon Harvests and Ex-vessel Values, ADF&G. **Seafood Industry** includes animal aquaculture, fishing, & seafood product preparation and Alaska resident commercial fishermen (nonresident fishermen & crew who did not report income are excluded). Photo by Jeremy Talbott.

# VISITOR SECTOR



## Visitor Industry

376 Annualized Jobs  
\$13.2 Million in Wages in 2023

UP 53 JOBS FROM 2021

**2023** The 2023 tourism season was the strongest Valdez has experienced since the early 2000s, but also came in far below original projections.

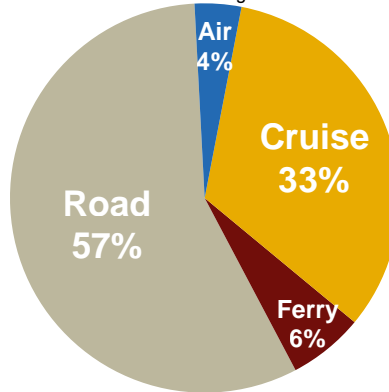
Tourism jobs in Valdez grew by 16% in 2023 compared to 2021, while wages grew by 26%. Tourism is a leading industry in Valdez. In 2023, the visitor sector made up 14% of all annual average jobs in the community, and six percent of all wages. Those working in the visitor industry earned \$13.2 million in Valdez in 2023 and employed 376 year-round-equivalent jobs. Just over 85,000 visitors arrived in Valdez in 2023, including air, ferry, and cruise passenger visits, and an estimate of recreation visitors arriving via road. In 2024, visitor traffic is expected to increase by 3%, a nearly 3,000 visitor increase.

### VISITOR ARRIVALS BY ROAD

The Richardson Highway connects Valdez to Anchorage, Fairbanks, and Canada; and is how most people travel to Valdez. In 2016, the McDowell Group estimated that 77,000 "pleasure visitors" came to Valdez via road. Using traffic volume data averages to approximate volume changes over time, an estimated 50,000 recreation visitors drove to Valdez in 2022. Total arrivals of people by road — including truckers, residents, and workers — is much higher. A similar number is estimated to have arrived in 2023.

### Projection of People Arriving in Valdez by Mode 2024

Includes all air, ferry & cruise passengers, and recreation visitors arriving via road estimate



### TOTAL VISITOR ESTIMATES

2021	56,300
2022	73,300
2023	85,087
2024	87,873

### AIR PASSENGERS

Air traffic into Valdez has experienced several years of turmoil. In 2020, the only commercial air carrier operating in Valdez, Ravn Alaska, laid off all its staff and filed bankruptcy. The airline found new ownership and resumed service to Valdez in November 2020. In 2023, just over 4,000 passengers arrived by air to Valdez, less than half of the 2019 numbers. Passenger numbers are projected to be even lower in 2024, as Ravn laid off a third of its staff in February 2024, citing challenges like inflation and labor shortages.

### FERRY PASSENGERS

Ferry passenger disembarkments exceeded Valdez air passengers for the first time in 2023, based on a 25 year data review.

### CRUISE TOURISM

Valdez was a highly successful cruise ship port in the mid-1990s. At its peak in 1995, 77 cruise ships carrying more than 80,000 cruise passengers visited Valdez. However, cruise lines removed Valdez from their itineraries after post-9/11 security measures no longer allowed visitors to see active pipeline-related activities. During most years in the last two decades, Valdez received no cruise ship visits at all.

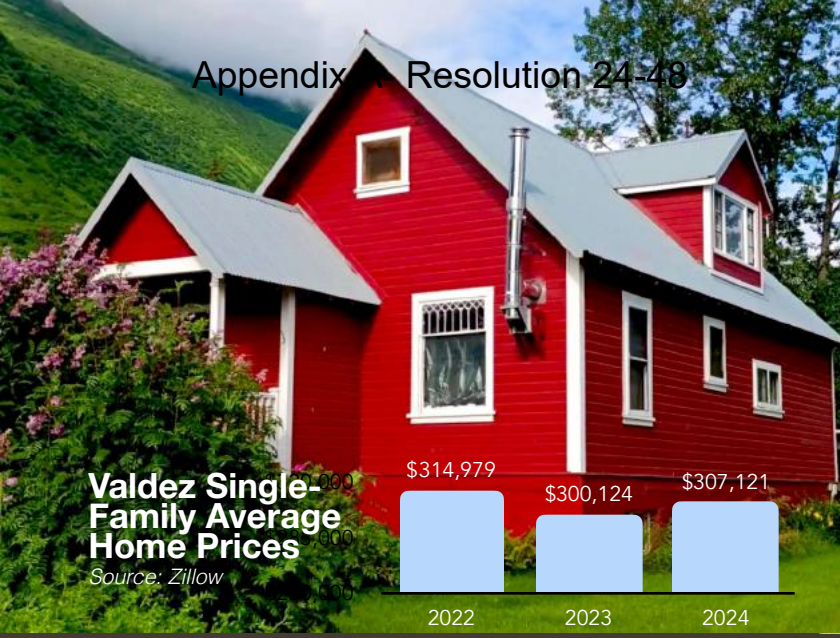
The community invested in developing an attractive cruise ship port, hosting nearly 13,000 cruise passengers in 2019, although the pandemic halted cruise traffic in 2020 and 2021. The Port of Valdez projected more than 57,000 cruise passenger arrivals in 2023; however, in June 2023, Norwegian Cruise Line abruptly cancelled all calls to Valdez for the 2023 season, as well as 2024, reducing 2023 passenger arrivals by about half.

**2024** The 2024 cruise ship season is expected to bring six ships making 29 voyages to the community, down from 30 visits in 2023. Total arriving cruise passenger numbers, based on disembarkation arrival data through June 2024, are expected to be 15% higher than 2023 levels, despite a similar level of overall capacity.

### 2024 CRUISE SCHEDULE

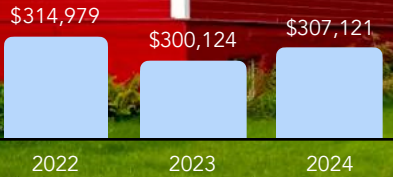
Total ships	8
Total voyages planned	29
First ship	April 30
Last ship	September 21

Sources: CLIA Alaska & Cruise Line Agencies of Alaska. Combination of ADOL Employment and Wage data and US Census Nonemployer (self-employment) Statistics; Alaska Visitors Statistics Program (AVSP) VII; US Bureau of Transportation Statistics (RITA); Alaska Marine Highway System; Traffic Volume Counts Valdez; Note: In this analysis, the visitor industry includes leisure and hospitality businesses, along with air, water & scenic transportation companies. Photo by Jeremy Talbott.



**Valdez Single-Family Average Home Prices**

Source: Zillow



**Housing Indicators**

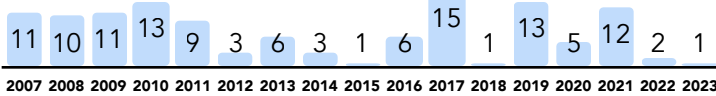
**Housing Units:** In Valdez there are 1,655 occupied housing units. Of these, 31% are renter occupied, and 69% are homeowner occupied.

**High Mobile Home Use:** Statewide, 5% of all housing units are made up of mobile homes. In Valdez, mobile homes make up nearly a quarter, 23%, of all occupied housing units.

**Housing Affordability:** In Valdez, 18% of owner-occupied households are cost-burdened — spending more than 30% of a household income on housing-related costs — however, half of the renters in Valdez are housing-cost-burdened. Both data points are similar to national averages. According to Zillow, the average value of a single-family home in Valdez in the first half of 2024 was \$307,121, similar to the last 2 years.

**Availability:** A weakness in the Valdez economy is a lack of sufficient housing units to meet demand. In repeated community and business surveys in Valdez, development of more housing was identified as the top economic need, with 88% of the public identifying the construction of new housing as a priority. While 63 senior and workforce housing units were built in Valdez in 2022 and 2023, just 3 traditional housing units were permitted in that period. The 2024 count will be significantly higher.

**VALDEZ NEW HOUSING PERMITS 2007-2023**



**Short-Term Rentals:** Data from AirDNA show that 99 Valdez homeowners converted homes into short-term rentals. Use of short-term rentals, like Airbnb and Vrbo, have risen by 42% from 60 active listings in the summer of 2022 to 85 active listings in June of 2024. Just 2% of the listings are available all or most of the year (more than 270 days), and offer the “entire home,” and are being diverted to short-term rentals year-round.



**Sources:** ADOL Employment and Wage data; Quarterly Alaska Housing Unit Survey, a survey of local governments and housing agencies; US Census; Zillow.

**Healthcare & Social Services**

**Healthcare: 147 Annualized Jobs in 2023**  
\$9.8 million in Wages

**DOWN 15 JOBS FROM 2021, WAGES UP BY 5%**

The Valdez healthcare sector experienced a 9% decline in annualized jobs between 2021 and 2023, a loss of 15 workers, while total earnings in the industry increased by 5% over the same period.

The largest healthcare provider in Valdez is Providence Medical Center. Melanee Tiura, Administrator for Providence, notes that since a higher rate of traveling staff were engaged in 2020 and 2021, the data comparison fails to capture the great strides the hospital has made in workforce attraction and retention more recently. “Hospital staffing is increasing. We are doing better than most other rural areas in Alaska. But more work still needs to be done to continue to grow our own healthcare workers in Valdez.”

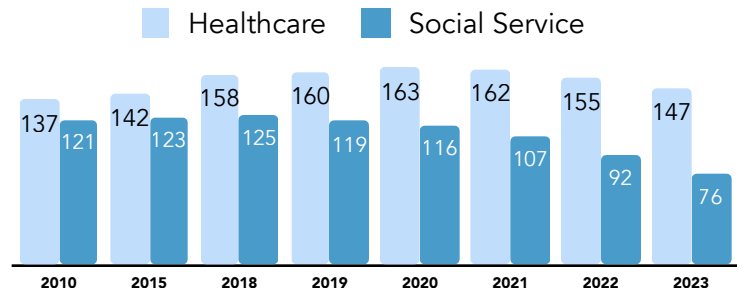
**Social Services: 76 Annualized Jobs in 2023**  
\$3.2 million in Wages

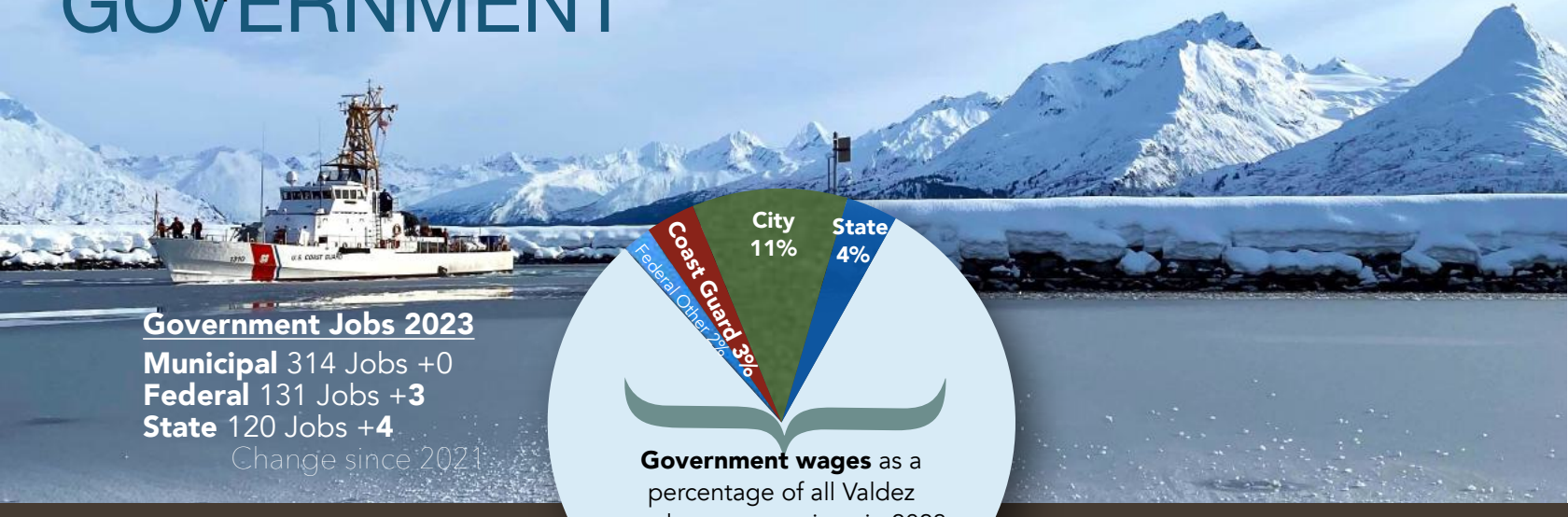
**DOWN 29% JOBS FROM 2021, WAGES DOWN 22%**

The sector with the most rapid and sustained downward trend is the Valdez social services sector. Between 2021 and 2023 social services lost 29% of its workforce, a loss of 31 annualized jobs, while total earnings fell by 22%, nearly a million dollar reduction.

Reflected in this decline is the loss of all Valdez childcare workers. The last remaining licensed childcare facility in Valdez, Stepping Stones, closed permanently in the summer of 2022, after a series of temporary closures. Other social services employment in Valdez is also decreasing.

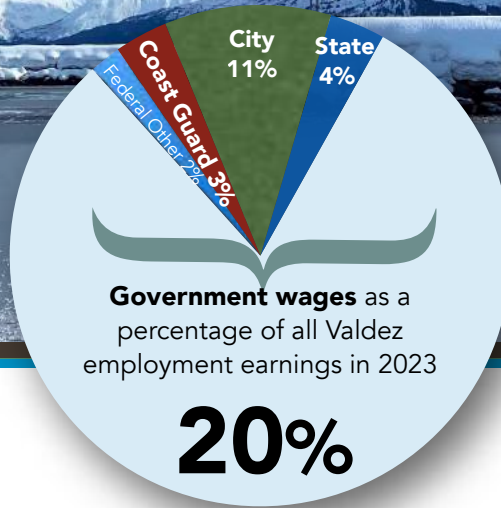
**VALDEZ HEALTHCARE & SOCIAL SERVICE ANNUALIZED JOBS**





**Government Jobs 2023**

**Municipal** 314 Jobs +0  
**Federal** 131 Jobs +3  
**State** 120 Jobs +4  
 Change since 2021



**Government**

565 Annualized Jobs in 2023

**UP 7 JOBS SINCE 2021**

**WAGES UP BY 10%, +\$3.8 MILLION**

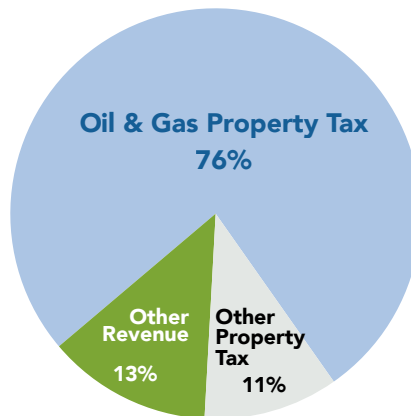
**2023** Government employment made up 21% (565) of all Valdez jobs in 2023, and 20% of workforce earnings (\$42 million). Overall public sector wages grew by \$3.8 million from 2021 to 2023, an increase of 10%, while government jobs increased by 7 jobs, an increase of 1%.

**CITY GOVERNMENT JOBS FLAT IN 2023, WAGES UP BY 7%**

The City of Valdez sustained a steep workforce decline during the pandemic, losing 13% of all workers between 2018 and 2021, a loss of 48 year-round-equivalent staff. Jobs remained flat between 2021 and 2023. But despite a smaller workforce, total wages increased by 26% between 2018 and 2023. The City of Valdez recognized that the cost of living had been increasing and implemented findings from a 2019 salary study showing Valdez had not been competitive in some positions. City government workers include positions like teachers and police, along with administrative staff. Ten tribal government jobs are also included in this figure.

In 2024, 76% of the city's \$55.4 million general fund revenues is expected to be comprised of oil and gas related property taxes. Oil and gas property values in Valdez were set by a five-year settlement between the City and the State of Alaska through 2025. Most of the taxable property is concentrated in the TAPS Marine Terminal.

**2024 Budget: City of Valdez General Fund Revenue \$55.4 million**



**FEDERAL GOVERNMENT UP 3 JOBS IN 2023 WAGES UP BY 12%**

In 2023 there were 131 federal workers in Valdez, including active-duty military, with \$11.6 million in earnings, an increase of 3 jobs and 12% in wages over 2021.

The primary Federal Government employer in Valdez is the US Coast Guard (USCG). The USCG has several components (2024 counts): **38** Coast Guard at the Maritime Security Unit (MSU); **33** members at the small boat station; **17** members at the Sector Field Office; and **18** crew aboard the cutter Liberty.

The cutter Liberty was assigned to Valdez in 2022. In 2001 the Coast Guard MSU Valdez was tasked with waterside security of the

terminal and enforcing maritime security zones in and around the Port of Valdez. In 2004, Coast Guard Station Valdez was commissioned as a standalone multi-mission unit and became the Coast Guard's northernmost Boat Forces unit. U.S. Coast Guard Forces Valdez makes up an important part of the local community. Coast Guard family members attend Valdez Schools and work and volunteer in the community.

**STATE GOVERNMENT UP 4 JOBS IN 2023 WAGES UP BY 18%**

For most of the past decade the state government sector has reduced Valdez employment. From 2015 to 2021, state jobs were cut by 21%, a decline of 30 annualized state workers. More than half of these lost jobs were from Prince William Sound College, which lost 23% of its staff. However, between 2021 and 2023 the state added 4 workers in Valdez, including two to the college.

**STATE FISCAL PROBLEMS**

The State of Alaska has operated in deficit mode without a fiscal plan for the past ten years, using \$20 billion from savings accounts to cover budget gaps. In 2022, relief was provided in the form of high oil prices, rising to an average of \$100 per barrel in 2022, resulting in a significant increase to the state general fund. However, in the first half of 2024 the average price has dropped to \$84 per barrel. (See page 8).



**Sources:** ADOL Employment and Wage data; Alaska Department of Revenue Crude Oil Prices. City of Valdez, Alaska Office of Management Budget. University of Alaska. Interviews with Coast Guard. Photo credit: USCG

# Strategic Direction Action Plan Initiatives

The Valdez Economic Diversification Committee (EDC) developed five-year Economic Strategic Action Plan for the community of Valdez. The Plan includes 30 economic initiatives, and 6 priority objectives. The Plan's prioritized objectives are presented on the following pages.

## Housing Initiatives<sup>1</sup>

*Availability and affordability of housing is arguably the single biggest challenge in Valdez and across the state. Housing is the top priority for the Valdez City Council.*

### Valdez Economic Plan Priority #1: Promote Housing Availability and Price Affordability<sup>2</sup>

The lack of housing and high housing costs are deterrents to economic growth, making it difficult to attract or retain employees in Valdez. Support the development of more single-family residences in Valdez, especially in the mid-market price range, a top priority according to the Comprehensive Plan Survey. Identify strategies for increasing market rate and housing stock. Increase access to housing in all housing categories, to create a more livable, economically competitive, resilient community. Identify barriers and specific problems to address and engage specific stakeholders (builders, finance, real estate, affordable housing organizations, potential occupants, etc.). Study and make recommendations to address the rising cost of housing in Valdez. Support the Valdez Community Development Department on Title 17 implementation. Support the work of the City Council Housing Subcommittee.



homeowner occupied. Typically, the occupied housing tenure ratio is one-third rentals and two-thirds homeowners, meaning that Valdez's level of rental housing is comparatively low.

### Strategic Housing Subdivision Planning<sup>4</sup>

Homes should be developed in areas where utilities are already connected. Constructing new housing is expensive. Support the improvement of utilities in existing Valdez subdivisions. Work with private developers and City of Valdez to bring water and sewer to existing Valdez Subdivisions (top housing priority of Comprehensive Plan Survey). Includes proactively planning for future subdivision expansion on city-owned land.

### Continue to Develop Housing-Directed Incentive Programs<sup>5</sup>

Track the progress and success of the new Valdez housing incentive adopted by the City Council in 2022. The housing incentive program provides a \$10,000 cash payment for the creation of qualifying new dwelling units in Valdez and is set to expire on Dec. 31, 2024. The city has also developed the Infrastructure Grant Program, allowing developers to apply for reimbursement for some of the cost for developing infrastructure associated with new housing development. Continue to research potential city government incentives for housing, including the development of city-owned land (including construction of infrastructure), incentives for developers, utilization of special improvement districts, and pursuit of Alaska Housing Finance Corporation grant funding, among others. Research housing development land grant programs for developers.<sup>6</sup>

### Valdez Economic Plan Priority #4: Increase Supply of Rental Housing<sup>3</sup>

Encourage development of more year-round rental properties for a healthier overall housing market. In Valdez there are 1,550 occupied housing units. Of these 27% are renter occupied, while 73% are

<sup>1</sup> See City of Valdez City Council July 2023 Planning Retreat: Objective #3: Increase Housing.

<sup>2</sup> Priorities from the 2021 Valdez Comprehensive Plan Public Survey. Also Goal A: Priority Objective #3 of the Prince William Sound CEDS "Increase housing quality and affordability" (see page 3 for links). Initiative language developed in conjunction with Kate Huber City of Valdez Community Development Director.

<sup>3</sup> Data from *Valdez by the Numbers*. Initiative language developed in conjunction with Kate Huber, City of Valdez Community Development Director.

<sup>4</sup> Priorities from the 2021 Valdez Comprehensive Plan Public Survey. Initiative language developed in conjunction with Kate Huber, City of Valdez Community Development Director.

<sup>5</sup> Valdez Housing Incentive Program <https://www.valdezak.gov/807/Housing-Incentive-Program>. Initiative language developed in conjunction with Kate Huber City of Valdez Community Development Director.

<sup>6</sup> Review document "Municipal Housing Tax Abatement & Deferral Strategies in Alaska" developed for the Valdez EDC by Rain Coast Data in October 2023.

## Focus on Development of Workforce Housing<sup>7</sup>

Develop workforce housing, including short-term high-density housing and smaller unit development that can readily accommodate those coming to Valdez for work.

Worker housing could include shared kitchens, living areas, and restrooms; and will be designed to accommodate transients and quickly increase the overall housing options in the community.

## Short-Term Rental Analysis

Monitor prevalence of the short-term rental market. Valdez needs to have places for employees and staff to live. Better understand use of short-term rentals in the community. Bed tax is not currently collected on most short-term rentals, and it is difficult for the municipality to track local use. Review examples from other communities. The revised Title 17, if adopted, will allow the community to better track short-term rental data. This is crucial to understanding the short term housing needs of the community.

## Reduce Dependence on Mobile Homes in Valdez

Valdez has a much larger percentage of mobile homes in the community than elsewhere in Alaska, and these homes are aging rapidly. Focus on development of housing that provides alternative and more sustainable long-term quality options. Understand improvement needs of mobile home housing stock.



# Workforce Initiatives

*Workforce development and support of career and technical education are included throughout this plan. Develop workforce resources through education, training, and career opportunities. Link and expand college programs to existing new industries. Support continued development of K-12 and post-secondary education opportunities and pathways in Valdez.*

## Valdez Economic Plan Priority #6: Healthcare Workforce Development<sup>8</sup>

Partner with Prince William Sound College (PWSC) and the University of Alaska Anchorage (UAA) College of Health to coordinate and advocate for more locally-grown nurses. Support prerequisites that students may need before acceptance into the nursing program (Anatomy & Physiology, etc.). Work to retain students in health care related programs and support them through graduation. Give providers an opportunity to help students stay in Valdez by offering perks to college students. Work with Providence Valdez Medical Center to offer incentives and employment pathways. Once students are trained they are more likely to settle in the community that provides their first job. Work to remove barriers preventing those first jobs from being in Valdez.<sup>9</sup>

## Maritime Workforce Development: Build Teaching Through Technology Alliance with Mariculture Sector<sup>10</sup>

The T3 (Teaching Through Technology) Alliance Alaska program provides a unique and innovative pathway for students to learn technical skills and contribute to meaningful challenges facing their communities. Build the T3 alliance with Mariculture Sector and a state-wide mariculture T3 club for high school students. Partner with Alaska Blue Economy Center (ABEC) and K-12 system to support mariculture and maritime-related educational programs. Create a maritime academy. Support maritime sector through boat building, marine industrial, welding, mariculture support, etc. Work with the Alaska Safety Alliance to expand the Maritime Works program. Work with Prince William Sound College on educational and workforce development programs.

<sup>7</sup> Title 17 of the Valdez Municipal Code, pending adoption. Initiative language developed in conjunction with Kate Huber, City of Valdez Community Development Director.

<sup>8</sup> See City of Valdez City Council July 2023 Planning Retreat: Objective #7: Address limits of health care.

<sup>9</sup> Initiative language developed in conjunction with Dennis Humphrey, Prince William Sound College Campus Director.

<sup>10</sup> Initiative language developed with input from Amanda Glazier, PhD, Assistant Professor of Biology and Environmental Science, Prince William Sound College; and Tommy Sheridan, Associate Director, ABEC; ARCTIC Community Site Coordinator, ACEP, University of Alaska Fairbanks.



## Support Prince William Sound College

Quality education and workforce training is critical to the development of a strong economy. Valdez has an insufficient pool of skilled employees with professional and technical expertise to support the business sector. Provide input to PWSC regarding local workforce needs so it can offer the programs and courses the community needs the most, especially if those needs are likely to be paired with increased enrollments and investments in those programs. Support PWSC in securing assets to develop new facilities and recruit new faculty to support emerging community education and training needs. Ensure PWSC has certifications to meet local workforce needs. Create mentorships. Develop and retain top talent. Support scholarships and grants for PWSC.<sup>11</sup>

## Commercial Drivers License Class/ Development of More Certified Drivers

Coordinate with the UAA Career and Technical College, Prince William Sound College, and local industry to provide local Commercial Drivers License (CDL) training. Develop a creative solution to overcome local infrastructure limitations (i.e. Valdez does not have features like multi-lane highways and on ramps needed to complete all of the road portions of the driver training and testing). Consider local training paired with a trip to Anchorage to complete training.<sup>12</sup>



## Social Services Initiatives

*Support sufficient healthcare, education, childcare, wellness, and social support services in Valdez.*

### Valdez Economic Plan Priority #3: Childcare Expansion<sup>13</sup>

Increase the availability of child care options to positively impact child development, parental workforce participation, and overall community well-being. Proactively fund and strengthen the Valdez child care system with local investment to leverage state and federal funding. Collaborate with the Southeast Alaska Association for the Education of Young Children (SEAAEYC) to develop a sustainable child care operating grant program to ensure focused and practical support for child care infrastructure. Develop an operating grant program to include start-up and sustained funding with considerations for center-based in-home programs and workforce development incentives. Maintain a close working relationship with the Prince William Sound College to ensure sustained support for educational and professional development opportunities for individuals working in child care programs. Enhance the skills and knowledge of child care workers and improve the quality of child care services in Valdez. Identify facility space for a large childcare center to be utilized rent-free by a private operator through an RFP process. Identify public indoor and outdoor spaces, such as school gyms and playgrounds, for in-home providers to use for recreation and events. Monitor and advocate for state and federal child care initiatives to enhance local services.

### Quality of Life

Make Valdez a more attractive, sustainable, and vibrant place to live and work. Improve the quality of life in Valdez by integrating arts, culture and heritage, environmental sustainability, local entrepreneurship support, communications infrastructure, and strategies to attract and retain young professionals.

<sup>11</sup> Initiative language developed in conjunction with Dennis Humphrey, Prince William Sound College Campus Director

<sup>12</sup> Initiative language developed with input from Dennis Humphrey, Prince William Sound College Campus Director

<sup>13</sup> Valdez Child Care Crisis Task Force was established by the Valdez City Council through adoption of Resolution 23-07 and was tasked with creating a strategic plan to address the child care crisis in the community. Initiative language developed using the Valdez Child Care Task Force Report and Recommendations January 2024, and in discussion with Alaska childcare expert Blue Shiber. <https://valdez.legistar.com/LegislationDetail.aspx?ID=6483953&GUID=2D3961AC-3E5D-4768-8892-B9973D7A29BD&Options=&Search=> See also City of Valdez City Council July 2023 Planning Retreat: Objective #4: Child Care And Goal B: Priority Objective #1 PWESEDD CEDS.

## Transportation Initiatives

GOAL 4.2 of the Valdez Comprehensive Plan is to Improve community transportation connections: Develop a safe, convenient, and linked year-round multi-modal transportation network to neighborhoods, destinations, and services.

### Ferry Connectivity<sup>14</sup>

Work to increase passenger and vehicle ferry service to and from Valdez. Partner with the State of Alaska on current Alaska Marine Highway Planning. Collaborate and align efforts to access funding from infrastructure bill elements focused on ferries.<sup>15</sup> Explore intra-regional ferry system: analyze intra-regional ferry system financial feasibility, including infrastructure consistency with vessels. Integrate planning process with local uplands development.

### Strengthening FAA Capacity and Support in Valdez for Enhanced Air Connectivity<sup>16</sup>

Strengthen the Federal Aviation Administration (FAA) capacity in Valdez, enhance air passenger connectivity, and reduce operational downtimes. Partner with FAA to establish a more robust FAA presence in the community. Support appointing a local FAA representative responsible for air navigation maintenance, and investing in infrastructure upgrades. Support increased reliability and efficiency in air travel, enhanced local expertise in FAA operations, and long-term economic benefits for Valdez.

### Bus Transit System between Valdez and Anchorage

Currently a commercial service provides van connectivity between Valdez and Anchorage three days per week. Explore support of a more robust transit system linking Valdez and Anchorage. Conduct a comprehensive feasibility study to assess the practicality and impact of establishing additional transportation options. Enhancing mobility with a reliable bus service could stimulate economic growth by offering a travel alternative for residents, workers, and visitors.



## Recreation and Visitor Initiatives

*Increase visitor-related opportunities; enhance Valdez as a destination for visitors; capitalize on the attributes of the community; and improve recreation opportunities for residents.*

### Valdez Economic Plan Priority #5: Promote Valdez as a Destination<sup>17</sup>

Promote the community as a year-round visitor and recreation destination while balancing the benefits with possible impacts. Develop a tourist carrying capacity study, including the target number of cruise ship port calls annually. Connect beautification, marketing, community information, recreation, economic development, long-term cruise planning, and RV planning. Support and encourage tourism and small business growth. Provide cruise ship facilities; grow retail and restaurant sector. Enhance the Old Town site as a destination. Museum, history, and cultural destination support. Continue to support and develop infrastructure to house culture, history, and museum support. Work on clean up. Develop facilities to manage waste (bathrooms, trash cans, pit toilets, etc.). Partner to enable cultural, recreation, and business opportunities.

<sup>14</sup> Valdez Comp Plan Goal 4.1, Action E is "Continue to advocate for reliable ferry and air service."

<sup>15</sup> Alaska Marine Highway System Awarded \$285 Million in Infrastructure Funding: <https://www.murkowski.senate.gov/press/release/alaska-marine-highway-system-awarded-285-million-in-infrastructure-funding>

<sup>16</sup> See also: Valdez Pioneer Field Airport Master Plan Update ADOT&PF

<sup>17</sup> Goal 3.3 of the Valdez Comprehensive Plan

### Sports Fishing Enhancement for Visitors<sup>18</sup>

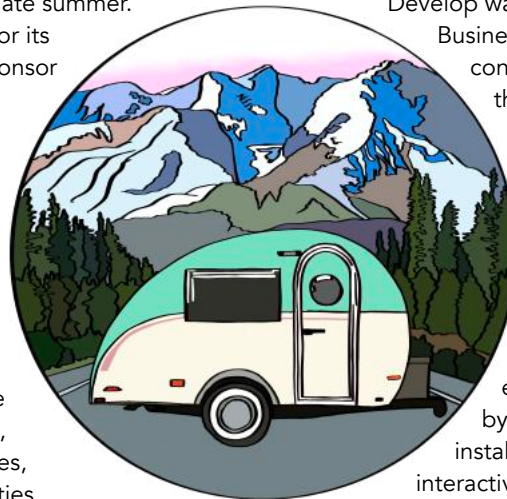
Focusing on both King and Coho salmon enhancement will provide early spring and fall shoulder seasons for sports fishing (following ski season) to develop a year-round recreation economy in the community. Facilitate a funding discussion regarding these options.

1). **King Salmon enhancement.** Partnership with Valdez Fisheries Development Association (VFDA) to create a spring king salmon season. King salmon fisheries enhancement success requires sufficient funding for operations, long-term planning, and a six-year timeframe for development of viable returns of adult salmon.

2) **Coho Salmon enhancement.**<sup>19</sup> The hatchery needs a building replacement to expand capacity for production and to increase visitor demand for commercial recreation in the Fall. The hatchery's juvenile rearing facility has reached the end of its serviceable life and a new building is soon needed to maintain the existing sportfish program and potentially expand commercial recreation in early summer by other species such as king salmon. The coho salmon enhancement program at the Solomon Gulch Hatchery has developed into one of the largest sport fisheries in Alaska. Coho salmon begin to return to Port Valdez in mid-July through mid-September. The best time for sport fishing coho from the shore is late summer. Valdez has gained great popularity for its silver fishing. Valdez Fish Derbies sponsor several events around the pink and silver salmon seasons in the Valdez area.

### Support Winter Tourism<sup>20</sup>

Continue to focus on winter tourism and development of a ski area. Support development of responsible winter camping, snow machine trails, heliskiing operations, nordic ski routes, alpine skiing, and other winter activities.



### Tourism Best Management Practices<sup>21</sup>

Develop a year-round Valdez Tourism Best Management Practices (TBMP) program to minimize the impacts of tourism in a manner that addresses both residents' and industry concerns. The program would work through the cooperation of Valdez tour operators, cruise lines, transportation providers, merchants, hospitality businesses, tour brokers, environmental groups, outdoor recreation organizations, and the City of Valdez. Membership in TBMP would be voluntary, and member tour operators and their employees would agree to abide by the program's guidelines. To develop TBMP Guidelines, the Valdez visitor industry and the City of Valdez will review guidelines from other communities and adopt the elements that will be best for Valdez in the following areas: transportation and vehicles; walking, hiking and trails; cruise ships; docks and harbors; marine tours, sightseeing, sport Fishing; restaurants and hospitality businesses; RVs; events; outdoor recreation. The guidelines will be updated annually so that any additions, changes, or corrections can be made on an ongoing basis. Once the new document is completed, copies will be distributed throughout the community and provided to each TBMP member company.

### Wayfinding<sup>22</sup>

Develop wayfinding that supports the Business and Waterfront Districts with connections along the way to all that Valdez has to offer. Use landmarks, city signage and pathways to help visitors and residents easily navigate and fully enjoy the Valdez experience. Use streetscape design, site furniture and plantings to help make the journey safer and more enjoyable. Enhance trail facilities by adding wayfinding and installing trailhead facilities. Develop interactive kiosks: build your own itinerary.

<sup>18</sup> <https://www.valdezfisheries.org/>

<sup>19</sup> <https://www.valdezfisheries.org/sport/>

<sup>20</sup> See references to Winter Recreation in Valdez Parks and Recreation Master Plan

<sup>21</sup> Language modeled after Juneau and Wrangell TBMP planning documents. <https://travelwrangell.com/tbmp-guidelines> and <https://juneau.org/index.php?gf-download=2023%2F05%2F2023-TBMP-Guidelines-FINAL.pdf&form-id=22&field-id=11&hash=b2f2cc50347b4efd26edd85053db1ea6b0693a228c54a34a6c95baeaaae98700>. Developed with input from the Kirby Day

<sup>22</sup> Valdez Wayfinding Project: <https://www.valdezak.gov/632/Wayfinding-Project> and Valdez Comp Plan Goal 3.3 Action D

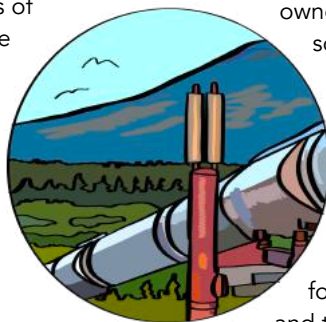
## Oil/Energy Initiatives

### Energy Efficiency Support & Promote Beneficial Electrification<sup>23</sup>

Work with Copper Valley Electric to educate the community on energy conservation ideas for homes, to make it more affordable to live in the community. Reduce demand for new generation. Support continuation of the Energy Assistance Program to help local residents afford winter energy rates. Explore use of heat pumps and electric vehicles (EVs). Work with utility to support utilizing a wider range of renewable resources in the community and to develop innovative rates and programs that encourage beneficial electrification by consumers.

### Continue to Support Core Valdez Oil Sector<sup>24</sup>

Continue to advocate for the elements of Valdez's core oil economy. The pipeline has traditionally provided the city with stable employment as well as a steady source of tax revenue. More than a quarter of all local wages and 12% of all jobs in Valdez are in this sector. Oil is also the primary source of income for the City of Valdez through oil and gas property tax earnings.



### Continued Support for Strong Coast Guard Presence<sup>25</sup>

The primary Federal Government employer in Valdez is the US Coast Guard (USCG) with 81 workers. The USCG has several components including 18 crew aboard the cutter Liberty. If the cutter leaves Valdez, it will lead to loss of jobs and families in the community. Work to attract a new cutter to the community. The Coast Guard in Valdez is tasked with waterside security of the terminal and enforcing maritime security zones in and around the Port of Valdez. Response plan should not be reduced.

## Ports and Harbors Initiatives

*The Valdez waterfront serves as the major economic contributor to Valdez and the State of Alaska, which in part also makes it a first-class public waterfront and top priority for the City & State of Alaska. Ports & Harbors initiatives help provide a first-class waterfront experience; preserve, enhance, and expand the diversity of amenities; attract new industries and businesses; and leverage public investments to catalyze private investment and development.<sup>26</sup>*

### Complete Small Boat Harbor<sup>27</sup>

The Small Boat Harbor master plan development is a multiphase plan. Complete small boat harbor reconstruction of H-K floats, tour dock, launch ramp expansion and replacement. The Harbor currently has a 200-boat waiting list, primarily for recreational boaters. Just over half (53%) of Valdez's recreational boats are owned by Alaskans from the Interior who travel south to fish. A reconstruction and expansion are needed.

### Enhance Cruise Ship Dockage Facilities in Valdez

Continue to upgrade and expand the cruise ship dockage facilities in Valdez, specifically focusing on Kelsey Dock, Alaska State Ferry Dock and the possible expansion of both facilities in the downtown waterfront. The City has made substantial improvements to the Kelsey Dock Interpretive and passenger loading areas. The Pier infrastructure is in need of repairs, upgrades and expansion to accommodate the current operations and increased growth. Continue to upgrade and renovate Kelsey Dock for existing cruise ships clients and explore engineering to meet demand for large vessels. Focus upgrades on structural enhancements, the development of motor coach staging areas, and the improvement of the seawalk for better accessibility and functionality.

<sup>23</sup> Aligned with Southeast Alaska CEDS Energy Objective #1: Promote beneficial electrification. <https://www.seconference.org/wp-content/uploads/2021/07/Updated-CEDS-2025-Feb-2023.pdf> Also aligned with Goal A: Priority Objective #5 of the PWSEDD CEDS "Increase energy efficiency and integration of renewable resources."

<sup>24</sup> Valdez Comp Plan Goal 3.1 "Build upon Valdez's core economy."

<sup>25</sup> See Valdez by the Numbers page 11 <https://www.raincoastdata.com/project/valdez-by-the-numbers-2022/> See also City of Valdez City Council July 2023 Planning Retreat: Objective #5: Address: Strategic Port Values / Coast Guard Issues

<sup>26</sup> Taken from the guiding principles of the Ports & Harbors Commission and Port Department Waterfront Master Planning discussion in the Waterfront Master Plan page 4.

<sup>27</sup> See Valdez Waterfront Master Plan pages 10, 20-35

## Seafood Initiatives

*Seafood is an important source of jobs, workforce earnings and contributions to the tax base of Valdez. Continue to support a strong seafood sector in Valdez.*

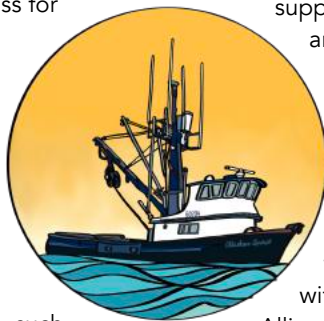
### Valdez Economic Plan Priority #2: Salmon Hatchery Support<sup>28</sup>

Continue to recognize the economic importance of the Valdez Fisheries Development Association (VFDA) and other Prince William Sound (PWS) nonprofit salmon hatcheries on the Valdez commercial fishing industry. VFDA salmon accounts for about a quarter of the value of all seafood processed in PWS. Support salmon hatchery activities in order to benefit subsistence fishermen, personal use fishermen, sport fishermen, charter fishermen, commercial fishermen, seafood processors, as well as the state and local government. Communicate that hatcheries are operated by non-profit associations that rely on the best scientific methodology, precautionary principles and sustainable fisheries policies to protect wild salmon populations.



### Strengthen the Marine Industrial Sector<sup>29</sup>

Develop marine industrial park with a large vessel haul-out capability. Create more waterfront access for tourism and local quality of life in balance with the need for working waterfront uplands for marine industrial activities. Continue to support and build commercial fishing industry with infrastructure. Increase shoreside processing opportunities for private entities including direct marketers, microprocessors, and large seafood processors. Support seaweed infrastructure, such as space for seaweed drying. Support design permitting, and construction of the Sea Otter Point development (an undeveloped site), Valdez's last



natural deep-water vessel location. Examine advantages and disadvantages of boat storage alternatives against traditional in-water moorage infrastructure.

### Understand Threats to the Valdez Seafood Sector<sup>30</sup>

The biggest threat to the fisheries of Valdez at this time are the impacts of global market disruption due to world events. The city will support the seafood industry in its efforts to increase markets for Alaska seafood products and stabilize production of regional fisheries by area fishermen through Valdez processing plants. Work collaboratively to reduce impacts of ocean acidification and ocean warming on the fisheries in Valdez by supporting the research of the University of Alaska and other state and federal agencies regarding temperature impacts on marine ecosystems, range shifts, and recruitment failures. Support sustainable, science-based fisheries management practices in the face of climate-driven changes.

### Mariculture<sup>31</sup>

Develop and support a robust and sustainable mariculture industry, producing shellfish and aquatic plants for the long-term benefit of the Valdez economy, environment and community. Encourage continued support for this emerging industry. Leverage and utilize existing infrastructure (such as the cold storage facility and business incubator). Build infrastructure to support seaweed farmers to process seaweed, manufacture products and ship to market. Encourage cooperative agreements (for example, working with the petroleum or seafood industries). Work with other entities (such as Alaska Mariculture Alliance, Alaska Mariculture Cluster, University of Alaska, EVOS-funded mariculture researchers) to help current and future seaweed partnerships.<sup>32</sup>

<sup>28</sup> Aligned with Southeast Alaska CEDS Seafood Objective #7 "Communicate the Importance of Salmon Hatcheries." Information from the Economic Impact of the Valdez Fisheries Development Association: [https://www.adfg.alaska.gov/static/fishing/PDFs/hatcheries/2018\\_vfda\\_economic\\_impact\\_report.pdf](https://www.adfg.alaska.gov/static/fishing/PDFs/hatcheries/2018_vfda_economic_impact_report.pdf)

<sup>29</sup> Part of the Five-Year Vision of the Valdez Comprehensive Waterfront Master Plan. See also Goal C: Objective #1 "Build on and sustain Prince William Sound's blue economy" PWSEDD CEDS

<sup>30</sup> Aligned with Southeast Alaska CEDS Seafood Objective #5 "Research the effects of changing ocean conditions." <https://www.seconference.org/wp-content/uploads/2021/07/Updated-CEDS-2025-Feb-2023.pdf>

<sup>31</sup> City of Valdez Resolution # 22-36 <https://www.valdezak.gov/712/Mariculture-Project>

<sup>32</sup> Includes feedback from Julie Decker, President for Pacific Seafood Processors Association



# Housing



## Priority Objective Action Plans

**Priority Objectives #1; #4:  
Promote Housing Availability  
and Price Affordability; and  
Increase Supply of Rental  
Housing** *Developed by Project  
Champion Kate Huber;  
Community Development  
Director*

### Priority Description

The lack of housing and high housing costs are deterrents to economic growth, making it difficult to attract or retain employees in Valdez. Support the development of more single-family residences in Valdez, especially in the mid-market price range, a top priority according to the Comprehensive Plan Survey. Identify strategies for increasing market rate and housing stock. Increase access to housing in all housing categories, to create a more livable, economically competitive, resilient community. Identify barriers and specific problems to address and engage specific stakeholders (builders, finance, real estate, affordable housing organizations, potential occupants, etc.). Study and make recommendations to address the rising cost of housing in Valdez. Support the implementation of the Title 17 rewrite, adopted in 2024. Support the work of the City Council Housing Subcommittee. Encourage development of more year-

round rental properties for a healthier overall housing market. In Valdez there are 1,550 occupied housing units. Of these 27% are renter occupied, while 73% are homeowner occupied. Typically, the occupied housing tenure ratio is one-third rentals and two-thirds homeowners, meaning that Valdez's level of rental housing is comparatively low.

### Outline of steps required for project to be completed and timeline

- **Comprehensive Plan Update** - updating future land use maps to increase lands identified for housing and prioritize housing areas for development. Recommended overhaul of zoning ordinance.
- **Zoning Code Revision** – Increase housing allowances in zoning districts, increase allowable density, add options for accessory dwelling units, streamline the permitting/approval process, create permit requirement for short-term rentals, increased areas allowing manufactured housing, increased areas allowing workforce housing. (Updated Title 17 adopted February 2024).
- **Title 16 Subdivision Code Revision** – bring subdivision requirements into alignment with updated Title 17 (2025).
- **Housing Incentive Program** - \$10,000 per dwelling unit added to the community in the form of a grant payment after completion. Initial application follows building permit approval. Incentive payment distributed following receipt of certificate of occupancy. Must not be used as short-term rental for 5 years from receipt of payment. (Started in 2022 and ongoing. Renew program).

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- **Infrastructure Grant Program** - Available to developers who own land suitable for residential development. Scoring criteria based on housing unit potential and conformance with comprehensive plan. Customized based on individual project. Executed through a developer's agreement. Infrastructure must be complete within two years to receive grant payment (Started in 2022 and ongoing)
- **HUD PRICE Program Grant Application** - The City of Valdez has submitted an application to the HUD PRICE Main Program grant proposing the Valdez Mobile Home Replacement Program. Part I of the proposed program includes Mobile Home replacement for low- and moderate-income residents with modern manufactured homes. Part II includes providing new manufactured homes for low-income residents in need of housing. 140 Manufactured Homes total in proposal with an emphasis on units designed for Valdez conditions. The grant proposal includes funding for cost of manufacture, shipping, foundations/anchors, arctic entry, demo and disposal of replaced unit. Grant Application Submitted July 2024, waiting for award notification.
- **Woodside Subdivision Expansion** – City of Valdez staff has developed preliminary concepts for a new subdivision at this city-owned site (highest priority for residential development in the comprehensive plan). These concepts were vetted by the City Council Housing Subcommittee and the subcommittee selected their top concepts. Staff is ready to pursue a more complete and formal design with the assistance of an outside contractor, when direction is received by City Council.
- **Pre-approved Dwelling Unit Designs** – Program to create designs for primary and accessory use dwellings that are appropriate for Valdez and made available to the public at no or a reasonable cost. This will help reduce some of the upfront costs of having a design and engineering for a new structure and will expedite the permitting process as the designs will meet local building code standards. Proposed in 2025 Community Development Budget.
- **Lot Line Removal Assistance** – Small program to assist folks with adjacent lots that will require lot line removal for a larger development and to clean up lots that were developed without lot line removal (common practice during the early development of new town.) - Proposed in 2025 Community Development Budget.
- **More robust housing needs assessment study** – Intended to be completed every 1-3 years into the

future to track the ongoing housing needs of the community and expand the studies done in 2020 and 2024. Proposed in 2025 Community Development budget

- **Other opportunities for further discussion with City Administration and Council** – local workforce development (supporting PWSC programs for construction labors, contractors and specialty contractors, support of any future workforce housing projects, any additional or more robust incentive programs to specifically target needing housing types.

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## People and Organizations responsible for completing these steps

City Staff – Community Development Director, Community Development Department staff, City Manager, Assistant City Manager/Capital Facilities Director

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## Cost Estimates

- Title 16 Subdivision Code Revision – Estimated cost - \$50,000
- Housing Incentive Program - \$10,000 per dwelling unit
- HUD PRICE Program Grant Application - Estimated cost approximately \$29,000,000
- Pre-approved Dwelling Unit Designs – Estimated cost \$50,000
- Lot Line Removal Assistance – Estimated cost \$20,000
- More robust housing needs assessment study – Estimated cost \$20,000

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## Evaluation Measures

- New housing units in Valdez.
- The housing needs assessment studies will be a consistent way to track whether these efforts are making a difference and meeting the housing demands of the community. The housing needs of the community could change over time, so consistent study is necessary so that we continue to cater our efforts as the community changes.

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## Project Champion

Name: **Kate Huber**

Title: **Community Development Director**

Organization: **City of Valdez**



# Seafood



## Priority Objective #2 Salmon Hatchery Support *Developed by Project Champion Mike Wells, Executive Director, Valdez Fisheries Development Association*

### Priority Description

Continue to recognize and support the economic importance of the Valdez Fisheries Development Association (VFDA) and other Prince William Sound (PWS) nonprofit salmon hatcheries on the commercial fishing and sport fishing industries in Valdez. VFDA salmon accounts for about a quarter of the value of all seafood processed in PWS and supports some of the largest sport fisheries in Alaska. Support salmon hatchery and fisheries development programs in order to benefit commercial fishermen, seafood processors, sport fishermen, as well as the state and local governments. Support the development of additional programs to increase fishing opportunity, restore habitat, and foster economic development within the Valdez community. Communicate that hatcheries are operated for the benefit of the common property and propagate salmon using robust scientific methodology, precautionary principles, and sustainable fisheries policies to enhance Alaska's fisheries while protecting wild salmon populations.

### Outline of steps required for project to be completed and timeline

#### Maintain Financial Support (Ongoing)

- Continue annual financial support for VFDA's coho salmon program. Annual funding by the City of Valdez provides approximately 36% of the operational costs to grow coho salmon, which in turn generates up to \$9million in annual economic output to the Valdez community. Annual sport fishery harvests equate to roughly 46% of all returning hatchery fish.
- Continue support for annual mechanical aquatic vegetation removal in Robe Lake, which supports coho and sockeye salmon rearing habitat important to the Valdez community.

#### Partner on Hatchery Infrastructure Renewal (Years 1-5)

- VFDA has an immediate need to replace its Coho Salmon Rearing Building. Current status of the project is at 65% design for a new 9,400sf facility to incubate and rear up to 3 million salmon smolts. Completion will sustain VFDA's current coho salmon program and provide space for program expansion. VFDA seeks to partner with the City of Valdez to fund construction of the facility through direct financial contributions or grant collaborations.
- Renewal of hatchery walking tour infrastructure. VFDA provides self-guided tours at the Solomon Gulch Hatchery with interactive video kiosks. This is a major attraction for summer visitors to Valdez, and a chance to learn about Alaska hatchery programs and view wildlife.



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### Partner on Habitat Renewal (Years 1-5)

Continue efforts to implement habitat restoration in Robe Lake by reintroducing limited Corbin Creek flow, which provides a natural means of controlling aquatic vegetation. Fund stream gauging of tributaries within the lake system in the short term. Work with state and federal agencies to implement the results of the 2023 US Army Corp of Engineers CAP 206 feasibility study, which will require an improved Richardson Highway crossing of the Robe River to improve fish passage and drainage to reduce flooding of Robe River Subdivision properties.

### Support New Fisheries Enhancement Opportunities (Years 5-10)

Support the development of an enhanced chinook salmon program at the Solomon Gulch Hatchery to create additional sport fish opportunities for Valdez in early summer. Utilizing increased program capacity made available by the construction of a new rearing facility, and existing Alaska Department of Fish and Game permitting for the incubation of up to 300,000 chinook salmon eggs at Solomon Gulch Hatchery, development of a sustainable chinook program producing catchable numbers of returning salmon each year would extend the summer sport fishery. A 2023 McKinley Research Group economic impact study found that producing a catchable number of chinooks could generate \$750,000 in additional revenue for Valdez businesses and an additional 2000 visitors to Valdez each May and June.

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## Additional Steps

- Develop a funding plan for new Coho Salmon Rearing Building.
- Develop funding plan for chinook salmon program annual costs. (est. \$80,000 annually)
- Identify suitable chinook salmon brood stock for program development.
- Develop an Alaska Department of Transportation project and financial support for a bridge crossing of the Robe River at the Richardson Highway.

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## People and Organizations responsible for completing these steps

- Valdez Fisheries Development Association, Inc. - Mike Wells
- City of Valdez - Martha Barberio
- US Army Corp of Engineers
- Alaska Dept. of Fish and Game
- Alaska Dept. of Transportation
- Alaska Dept. of Commerce, Community and Economic Development
- US Dept. of Commerce Economic Development Administration

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## Cost Estimates

### \$27 Million

- Coho Salmon Rearing Building - \$12 Million
- Robe Lake Habitat Restoration - \$15 Million
- SGH Walkway Renewal – \$100,000

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## Evaluation Measures

- Funding secured for Coho Salmon Rearing Building by November 2025.
- Inclusion of Richardson Highway bridge crossing in ADOT 2025 STIP.
- Funding secured for Robe Lake Habitat Restoration Project November 2026.
- 7,000 returning chinook salmon for harvest in May 2030.

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## Project Champion

Name: **Mike Wells**

Title: **Executive Director**

Organization: **Valdez Fisheries Development Association, Inc.**



**Priority Objective #3 Child Care Expansion and Support in Valdez**  
*Developed by Project Champion Blue Shibler, Executive Director SEAAEYC*

*By maintaining a collaborative and community-focused approach, Valdez will make lasting improvements in its childcare system to support families and the broader economic health of the region.*

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**Priority Description**

The biggest pinch of a childcare supply shortage is felt at the community level, therefore funding solutions must start at the local level and then be augmented by state and federal investments. Valdez can enhance the local childcare system to promote economic development, support working families, and meet the

growing demand for quality childcare services. Efforts will focus on educating the public about the economic benefits of the childcare system, utilizing available grant funds to incentivize entrepreneurship, and advancing childcare development projects. Collaborations with key partners, such as Prince William Sound College, Southeast Alaska Association for the Education of Young Children (SEAAEYC), and the U.S. Coast Guard, will drive these initiatives, fostering innovative solutions and expanding childcare infrastructure in the community.

To address challenges within the childcare business model, the City must show initiative by taking proactive steps to strengthen the local system. The goal is to maintain the current network of informal care providers while increasing the availability of licensed childcare options. A key part of this plan involves allocating Innovation Grant funds for pilot programs that incentivize childcare start-ups, support current and potential providers' professional development and education, and help partners establish a sustainable monthly operating grant program. Once innovation grant funds are spent, local funds should be used to convert successful pilot programs into permanent

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support. When start-up grants are no longer needed, the focus can move toward funding to help childcare programs with ongoing maintenance. The City can work with SEAAEYC to establish metrics to ensure the programs align with community needs and effectively support the childcare infrastructure. These measures will benefit child development, parental workforce participation, and community well-being.

In addition to financial incentives, Valdez should offer rent-free facility space at Hermon Hutchens Elementary School to establish a larger childcare center, with plans to develop this location into a Head Start program. Public spaces, such as school gyms, playgrounds, and the recreation center, should be made available to in-home providers for taking small groups of children, especially during inclement weather. This would provide much-needed indoor space for recreation and activities, fostering stronger community connections and enhancing the resources available to children in care.

Develop a plan to address the critical need for a dedicated childcare facility for Coast Guard families stationed in Valdez. The City should work with the U.S. Coast Guard and other relevant stakeholders to identify and allocate suitable space, ensuring Coast Guard families can access high-quality childcare that meets their unique needs. This effort will support the retention and well-being of Coast Guard personnel and their families in the community.

Valdez should advocate for increased childcare investment and better childcare policies at the state and federal level, particularly those aimed at reducing regulatory barriers and streamlining the licensing process. These efforts are expected to simplify the path for new providers to become licensed and increase the availability of childcare services. Should new childcare facilities be built, the City should ensure housing provisions for childcare leadership positions are incorporated into development plans, securing long-term sustainability and attracting skilled professionals to the area.

By working with local, state, and federal partners, Valdez will build a more resilient and expansive childcare system, improving access for families and attracting a workforce demographic to foster economic growth.

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## Outline of Steps Required for Project Completion and Timeline

### ***Public Education and Advocacy (Years 1-5)***

Efforts will continue to educate the public on childcare's significant role in economic development. A robust supply of childcare services allows more parents to join the workforce, strengthening the local economy. Public forums, presentations, and workshops with community leaders, businesses, and families will communicate the benefits of a strong childcare sector. Materials that illustrate the true cost of childcare, the economic impact of childcare shortages, and the benefits of investing in childcare infrastructure will be developed and distributed.

### ***Grant Program Implementation and Expansion (Years 1-3)***

The innovation grant funds will be fully expended by December 2025 through partnerships with Prince William Sound College for professional development, and SEAAEYC to develop a childcare startup and expansion program, and a pilot program offering monthly per-child operating grants to licensed childcare providers. Long-term sustainable funding methods to maintain these initiatives will be developed to provide financial stability and allow for continued service expansion. Success will be measured by the increase in the number of licensed childcare providers and available childcare spaces in Valdez.

### ***Child Development Center at Hutchison Elementary School (Years 1-5)***

The City will support the planning and developing a new child development center at Hutchison Elementary School to meet the demand for additional early childhood education spaces. Local school district leadership and state representatives will be engaged to secure funding for the construction and operation of the center. The new facility will be designed to provide high-quality early childhood education, incorporating best practices in child development.

### ***Collaboration with U.S. Coast Guard for Child Care Development (Years 2-5)***

Consider allocating city-owned land for developing a child development center (CDC) to serve U.S. Coast Guard families stationed in Valdez. Valdez will work with the U.S. Coast Guard's home office in Kodiak to seek federal congressional funding for the CDC's

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construction and operation. Advocacy efforts will ensure the CDC is included in federal budget allocations and aligned with Coast Guard family support programs.

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### People and Organizations Responsible for Completing These Steps

- City of Valdez
- Southeast Alaska Association for the Education of Young Children (SEAAEYC)
- Prince William Sound College
- U.S. Coast Guard (Kodiak Office)
- Local childcare providers and early childhood education professionals
- Valdez City Council and Economic Diversification Commission
- Valdez School District
- Chugachmiut

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### Cost Estimates

- Public education campaign and materials: \$5,000 over five years; funded by COV
- Child care startup and expansion grants: \$200,000 in the first year, funded by the Innovation Grant, \$50,000 sustained annual investment from COV
- Operating grant pilot program: \$200,000 in the first year; \$400/per child/per month in following years; approaching \$675,000 sustained annual investment from COV when care is available for the children who have all available parents in the workforce
- New child development center at Hutchison Elementary School: \$3 million secured Congressionally Directed Spending; on-going facility maintenance support from COV
- U.S. Coast Guard CDC development: \$2 million federal funding

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### Evaluation Measures

- Number of new childcare providers established
- Increase in child care capacity (new child care slots available)
- Parent satisfaction with childcare services (via annual surveys)
- Economic impact analysis showing the correlation between childcare availability and workforce participation
- Progress in securing funding and starting new childcare development projects

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### Project Champion

- Name: **Blue Shibler**
- Title: **Executive Director**
- Organization: **Southeast Alaska Association for the Education of Young Children (SEAAEYC)**

# Tourism



## Priority Objective #5 Promote Valdez as a Destination

*Developed by Champion Faith Harris, Executive Director, Valdez Convention & Visitors Bureau (VCVB)*

### Priority Description

Promote the community as a year-round visitor and recreation destination while balancing the benefits with possible impacts. Develop a tourist carrying capacity study, including the target number of cruise ship port calls annually. Connect beautification, marketing, community information, recreation, economic development, long-term cruise planning, and RV planning. Support and encourage tourism and small business growth. Provide cruise ship facilities; grow retail and restaurant sector. Enhance the Old Town site as a destination. Museum, history, and cultural destination support. Continue to support and develop infrastructure to house culture, history, and museum support. Work on clean up. Develop facilities to manage waste (bathrooms, trash cans, pit toilets, etc.). Partner to enable cultural, recreation, and business opportunities.

### Outline of Steps Required for Project Completion and Timeline

**Develop a tourist carrying capacity study to create the basis for sustainable tourism, determining the benefits, impacts, and feasibility of Valdez as a year-round destination**

1. Establish a permanent tourism task force.
2. Assess/develop methodology for measuring and analysis to be used.
3. Review and assess case studies and tests in the chosen framework.
4. Produce strategic and policy recommendations for city council.
5. Continuous monitoring and evaluation
6. Retain consultant to perform the study, using the task force as support and assistance in executing the study most effectively.

**Total time estimated – six months**

**Connect beautification, marketing, community information, recreation, economic development, long-term cruise planning, and RV planning.**

Collaboration drives sustainable tourism to ensure we are creating a meaningful experience for visitors without causing a negative environmental impact.

1. Use tourism Taskforce to create strategic marketing alignments to maximize Valdez and create win/win for vested parties.

**Total time estimated: 2 years**

**Support and encourage tourism and small business growth:** Enhance the reputation of Valdez, attract environmentally conscious travelers, foster community pride, and generate long-term economic growth through the support and encouragement of our small businesses and tourism industry.

## Appendix A- Resolution 24-48

Timeline and steps:

1. Encourage a robust tourism infrastructure supported by the pillars of sustainable tourism.
2. Leverage existing programs and assets to promote Valdez to international, national, and in-state visitors and broaden marketing efforts to encourage visitation to Valdez as a destination.
3. Facilitate travel opportunities.
4. Create an innovative tourism experience that sets Valdez apart.
5. Ensure a diverse and accessible tourism experience
6. Promote Valdez to the world while balancing stewardship of our assets.
7. Foster resilient and sustainable travel and tourism
8. Build a travel and tourism sector that is resilient to natural disasters, public health threats, and environmental degradation. Build a sustainable sector that integrates protecting natural resources, supporting the tourism economy, and ensuring equitable development.

**Total time estimate: 5 year +**

**Provide cruise ship facilities; grow restaurant and retail sector:** As cruise ships offer a significant primary and even greater secondary contribution to the economy of Valdez, state of the art top rated cruise ship facilities are paramount to being top in the competitive Alaskan cruise port market. Offer opportunities to create a solid variety of options for visitors in the restaurants and retail sector, to maintain visitor satisfaction during visits and encourage return visitors.

Timeline and steps:

1. Join tourism task force members with ports and harbor department to perform a tourism swot analysis of the current ports and harbor system.
2. Use the tourism capacity carrying study to assess the optimum cruise ship capacity, with expert input from ports and harbor.
3. Review current infrastructure and relevant documents to analyze how to optimize and expand the current structure, with regard to tourism sustainability.
4. Offer recommendations to EDC based on facts and findings.
5. Perform a SWOT analysis on Valdez retail and restaurant sectors.
6. Address potential pain points, and review and implement solutions.
7. Offer financial incentives and investments to current and prospective retail and restaurants.
8. Stimulate growth through retail and restaurant incubators.

9. Encourage private investment in emerging businesses.
10. Offer marketing & mentoring programs for both sectors.
11. Source funding to find funding to incentivize successful restauranteurs.
12. Encourage a feedback program through tourism best management practices.

**Time estimate – 2 years**

**Enhance the old town site as a destination:** Use multiple avenues to increase visibility and traffic to Old Town.

Timeline and steps:

1. Increase traffic to websites showcasing Valdez.
2. Increase marketing effectiveness through a more comprehensive marketing strategy.
3. Increase old town site presence.
4. Create content that is fresh and engaging.
5. Partner with relevant influencers and organizations with interest in this.
6. Leverage technology such as interactive mapping, audio tours, and geocaching games. Deploy to Valdez or the CVB.

**Time estimate –1 year**

**Museum, history, and cultural destination support:** Expand the cultural and historical facets of Valdez.

1. Engage tourism task force.
2. Invite all vested parties to participate in a special workgroup session to ensure sector representation

**Time estimate –4 months to establish committee and to host 2 work sessions**

**Continue to support and develop infrastructure to house culture, history, and museum support:**

Preserve our area's culture, history, and to build the framework for solid museum support. Starting where we currently are, move forward under a set of resiliency parameters.

Timeline and steps:

1. Through the work group on culture and history preservation, create a dialogue on priorities and interdependencies coupled with a vulnerability screening or SWOT analysis.
2. Create a regional support group to expand resources and find direction. Partners could include cities and businesses with similar vested interests on our highway route.

## Appendix A- Resolution 24-48

3. Define project goals. Measure the associated outcomes of infrastructure investments to update/improve strategies over time to meet needs of community and local economy.
4. Create a priority matrix to assess forward direction goals. Include a social equity lens, such that each project supports long-term resilience to potential risks and positive outcomes for residents, particularly vulnerable populations.
5. Consider providing local grants, education, and employment opportunities related to developing new facilities and/or new businesses that support the goals.
6. Identify infrastructure planning and design improvements that address current pain points; incorporate infrastructure methods that make the most of our natural advantages (ex. Local Alaska Native population and elders/pioneers) especially for history management.
7. Update communications platforms and operations practices to reflect the likelihood of more frequent extreme events that could manifest changes to standard retention practices (economic hardships, pandemics).
8. Create a mitigation plan for culture and history preservation.

### **Time estimate –6 months**

**Work on clean up.** Develop facilities to manage waste (bathrooms, trash cans, pit toilets, etc.). As tourism furthers the carrying capacity of the city of Valdez: evaluate current systems and processes to improve Valdez waste program and expand or develop as needed to ensure a healthy, clean, and safe environment for all visitors and Valdez residents.

1. Optimize processes.
2. Implement any new processes necessary to optimize city systems.
3. Review/ establish a continued review process for long-term sustainability of city cleanliness.
4. Create a committee tasked with reviewing City of Valdez' current commitment to environmental safeguards.

**Partner to enable cultural, recreation, and business opportunities:** Leverage partnerships to enhance Valdez tourism through increased cultural, recreation, and business opportunities.

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## People and Organizations Responsible for Completing These Steps

### • Valdez Convention & Visitors Bureau (VCVB)

#### • Element specific partners:

- **Develop a tourist carrying capacity study:**  
Participants: Econ. Dev., Discover Valdez, Local Business, Vested Community Members, Ports and Harbor, Parks and Rec, Valdez Convention and Civic Center.
- **Museum, history, and cultural destination support:** Parks and Rec, Valdez Museum, Transportation, VNT, elderly members, pioneers.
- **Work on clean up:** Solid Waste department, Ports and Harbor, PWSEED, City of Whittier, City of Cordova, Beautification Commission, Econ Dev., Tourism Task Force.

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## Cost Estimates

List cost estimates and include a list of the integrated funding sources to support costs.

- Most costs not yet determined yet
- **Develop a tourist carrying capacity study:**  
Expenditure estimate: \$15,000 to \$52,500
- **Museum, history, and cultural destination support:**  
\$100 for basic supplies and refreshments

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## Evaluation Measures

What are the indicators that will be tracked to measure project success?

### **Increase total visitors to community, visitor spending, and visitor sector jobs.**

#### Element specific evaluation measures:

- **Develop a tourist carrying capacity study:**
  - Retention of high quality, community-minded tourism task force.
  - Carrying capacity study completion
  - Number of cruise ship port calls annually
  - Increased funding to support a higher standard of accommodations, improvement in transport, increased activities, better marketing and promotion, increased legislation, and regulation.

## Appendix A- Resolution 24-48

- Increased support in the community regarding tourism (evidenced in future surveys/polls).
  - Increase in year-round numbers of businesses in Valdez
  - Expansion of city funded or sponsored events
  - New attractions
- **Provide cruise ship facilities; grow restaurant and retail sector:**
    - Current capacity is measured against estimated capacity to create growth cap.
    - Creation of a cruise ship infrastructure action plan.
    - Measurable increase is represented as physical infrastructure supports growth.
    - Data shows growth and traffic increase in the restaurant and retail sectors.
    - Sectors see enhanced performance, quality, and stability of business.
    - Community feedback reflects perceptions of improvement.
    - Marketing for sectors shows improvement in quality, larger investment, and extending reach.
    - Grant programs show positive results.
    - Pain points in each industry are identified, solutions are attained, steps to resolve are in process.
  - **Enhance the old town site as a destination:**
    - Growth in traffic to Valdez related sites.
    - New content is being showcased.
    - Relationships and partnerships with relevant influencers are visible.
    - Technology utilized is offering a multimedia approach.
  - **Museum, history, and cultural destination support:**
    - Resources have been permanently secured with specific allocation.
    - Pioneer Cemetery, Old Town, and the museums see increased number in foot traffic
    - Education options are expanded and reflect our city's priority on preservation of culture and history.
  - **Continue to support and develop infrastructure to house culture, history, and museum support**
- Meetings of workgroup
  - Matrix created, priorities established.
  - Measurable increased opportunities via grants, education, employment, etc.
  - Mitigation plan is developed for each problem area.
- **Work on clean up:**
    - A successful swot analysis is performed with city professionals' input.
    - Current systems are optimized.
    - Comparison of comparable cities reveals Valdez operates at least to industry standard.
    - Community feedback on any improvements yields overall positive results.
    - Long term cleanliness standards plan is introduced/ maintained.
    - 5 year comprehensive environmental action plan is in place or underway.

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### Project Champion

Name: **Faith Harris**

Title: **Executive Director**

Organization: **Valdez Convention & Visitors Bureau (VCVB)**



Providence Valdez  
Medical Center

↑ EMERGENCY

↑ Long Term Care

→ Receiving

# Healthcare



## Priority Objective #6 Healthcare Workforce Development

*Developed by Champion Melanee Tiura, Administrator, Providence Valdez Medical Center*

### Priority Description

Providence Valdez Medical Center (PVMC) will partner with Prince William Sound College (PWSC) and the University of Alaska Anchorage (UAA) College of Health to coordinate and advocate for more locally-grown nurses. Support prerequisites that students may need before acceptance into the nursing program (Anatomy & Physiology, etc.). Work to retain students in health care related programs and support them through graduation. Give providers an opportunity to help students stay in Valdez by offering perks to college students. Work with Providence Valdez Medical Center to offer incentives, employment pathways, and career advancement in Valdez. Once students are trained they are more likely to settle in the community that provides their first job. Work to remove barriers preventing those first jobs from being in Valdez.

### Outline of steps required for project to be completed and timeline

#### Partner with PWSC and UAA to deliver clinical training programs in Valdez (Years 1-5)

- Maintain Registered Nurse (RN) Programming
- Provide or Partner in Certified Nursing Assistant (CNA) Training
- Expand clinical instruction for pre-requisite and clinical courses

#### Support expanded training opportunities for Physicians, Nurse Practitioners (NPs), and Physician's Assistants (PAs) in Valdez (Years 1-5)

- Grow Residency Programming to increase recruitment opportunities
- Enhance relationships with Medical Schools
- Provide onsite rotations for Nurse Practitioner (NP)/ Physician Assistant (PA) Training Programs

#### Expand training programming for clinical staff in Valdez to optimize capabilities using technology, Anchorage-based, and simulated trainings (Years 1-5)

- Radiology Technology training to include remote support/ training for computerized tomography (CT) and magnetic resonance imaging (MRI) to further develop our Rad Techs in Valdez and to expand access to enhanced diagnostics
- Clinical Academies for new nurses to strengthen their knowledge/experience in the areas of Acute Care, Emergency Care, Obstetrics, and Outpatient Care
- Obstetrical Care training through remote monitoring support, simulations, and educational opportunities
- Behavioral Health through providing clinical supervision allowing master's level clinicians to become eligible for licensing in Alaska

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## People and Organizations responsible for completing these steps

### Partner with PWSC and UAA to deliver clinical training programs in Valdez

- RN: Pauline Doucet, PVMC Director of Clinical Services and Bonnie Saxum, PVMC Acute Care Manager in partnership with PWSC and UAA leadership
- CNA: Pauline Doucet, PVMC Director of Clinical Services and Monique Clupper, Longer Term Care Manager in partnership with PWSC leadership and other CNA Programs within the state of Alaska
- Clinical instruction: Olivia Foster, PVMC Infection Preventionist/UAA Instructor in collaboration with PWSC and UAA leadership

### Support expanded training opportunities for Physicians, Nurse Practitioners (NPs), and Physician's Assistants (PAs) in Valdez

- Residency Program- PVMC leadership, Providence Anchorage Residency Program, Swedish Residency Program, and several other residency programs
- Medical Student- PVMC leadership, Dartmouth School of Medicine, and other medical schools, as interested
- NP/PA Training Programs- PVMC leadership and new partnering programs

### Expand training programming for clinical staff in Valdez to optimize capabilities using technology, Anchorage-based, onsite and simulated trainings

- Radiology Technology
- Clinical Academies
- Obstetrical Care
- Behavioral Health

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## Cost Estimates

**\$860,000 annually**

### Partner with PWSC and UAA to deliver clinical training programs in Valdez (Years 1-5)

- Registered Nurse (RN) Programming- \$100,000 (assumes 10 students annually across 2 cohorts) annual opportunity to support tuition costs
- Certified Nursing Assistant (CNA) Training-\$150,000 (assumes 20 students across 3-4 cohorts plus additional instructor/preceptor costs) annually, partial funding through the State of Alaska/Alaska Hospital and Healthcare Association Earn While You Learn Program
- Clinical instruction for pre-requisite and clinical courses- Funded through PWSC, UAA, and PVMC

### Support expanded training opportunities for and recruitment of Physicians, Nurse Practitioners (NPs), and Physician's Assistants (PAs) in Valdez (Years 1-5)

- Residency Programming- \$25,000 annually, funded by PVMC
- Medical Students- \$10,000 annually (assumes 4 students annually), funded by PVMC and supplemented by their respective programs
- Nurse Practitioner (NP)/Physician Assistant (PA) Training Programs- \$5,000 annually (assumes 2 students annually) and supplemented by their respective programs
- Recruitment and Retention Agreements- \$120,000-\$180,000 annually, funded by the City of Valdez

### Expand training programming for clinical staff in Valdez to optimize capabilities using technology, Anchorage-based, and simulated trainings (Years 1-5)

- Radiology Technology remote support/training- \$50,000 in Year 1, \$30,000 annually in Years 2-5, not yet funded but will in part be reimbursed through billable services at PVMC
- Clinical Academies for new nurses- \$250,000 annually, to include salaries, benefits, and preceptorships
- Obstetrical Training- \$50,000 annually, to include Anchorage travel for obstetric experience, trainings brought to Valdez, and simulations
- Behavioral Health- \$100,000 annually, partially funded with state grant funds and Medicaid billing

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## Evaluation Measures

What are the indicators that will be tracked to measure project success?

- Number of RNs, CNAs, Physicians, NPs, PAs, Medical Students rotating through our programs
- Number of financially supported (partially or completely) students
- Hire rate upon program completion (RNs and CNAs) and 1 year retention
- Number of recipients of our City of Valdez Recruitment and Retention Program and 1, 3 and 5 year retention rates
- Number of participants in internal PVMC Caregiver training programs and credential/certification completion

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## Project Champion

Name: **Melanee Tiura, DHA, FACHE**

Title: **Administrator**

Organization: **Providence Valdez Medical Center**

## The Economic Strategic Action Plan draws from the following Valdez sources:

**Comprehensive Plan:**

[www.valdezak.gov/DocumentCenter/View/9954/Comprehensive-Plan](http://www.valdezak.gov/DocumentCenter/View/9954/Comprehensive-Plan)

**Meals Hill Master Plan:**

[www.valdezak.gov/DocumentCenter/View/9607/Meals-Hill-Master-Plan](http://www.valdezak.gov/DocumentCenter/View/9607/Meals-Hill-Master-Plan)

**Valdez Parks and Recreation Master Plan 2020:**

[www.valdezak.gov/DocumentCenter/View/8307/Parks-and-Recreation-Master-Plan](http://www.valdezak.gov/DocumentCenter/View/8307/Parks-and-Recreation-Master-Plan)

**Valdez Comprehensive Waterfront Master Plan 2020:**

[www.valdezak.gov/DocumentCenter/View/7988/Waterfront-Master-Plan](http://www.valdezak.gov/DocumentCenter/View/7988/Waterfront-Master-Plan)

**Valdez by the Numbers 2022-2024:**

[www.valdezak.gov/DocumentCenter/View/13045/Valdez-by-the-numbers-2022-final](http://www.valdezak.gov/DocumentCenter/View/13045/Valdez-by-the-numbers-2022-final)

**Valdez Alaska Comprehensive Plan Revision Public Survey:**

[https://drive.google.com/file/d/1zFNSK6zG\\_sysqCUfAlZZKP--5vIDFczY](https://drive.google.com/file/d/1zFNSK6zG_sysqCUfAlZZKP--5vIDFczY)

**Prince William Sound Comprehensive Economic Development Strategy 2021-2025:**

[www.pwsedd.org/\\_files/ugd/c8be42\\_4b623f34aa92495fa753caa2a8461057.pdf](http://www.pwsedd.org/_files/ugd/c8be42_4b623f34aa92495fa753caa2a8461057.pdf)

**Valdez Child Care Crisis Task Force Final Report:**

[www.valdez.legistar.com/LegislationDetail.aspx?ID=6483953&GUID=2D3961AC-3E5D-4768-8892-B9973D7A29BD&Options=&Search=](http://www.valdez.legistar.com/LegislationDetail.aspx?ID=6483953&GUID=2D3961AC-3E5D-4768-8892-B9973D7A29BD&Options=&Search=)

**City of Valdez City Council Planning Retreats**

# Valdez Economic Diversification Commission

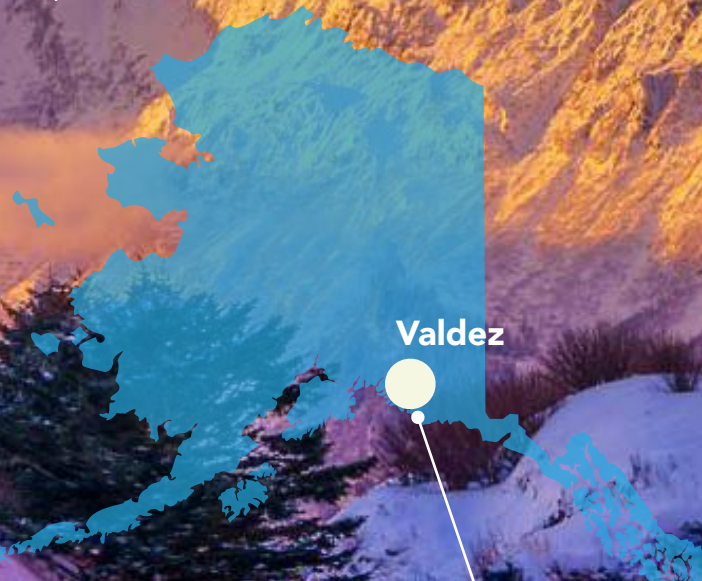
**Colleen Stephens – Chair**  
Summer Tours & Attractions

**Jim Shirrell – Chair Pro Tempore**  
Contracting & Trades

**Levi Rowland – Commissioner**

**Lanette Oliver – Commissioner**

**Martha Barberio – Director**  
City of Valdez Economic Development Department



*The Economic Diversification Commission is an advisory commission to the City Council on activities related to economic development and diversification in Valdez.*