



DECEMBER 13, 2019

# City of Valdez, Alaska

## PROPOSAL FOR COMPREHENSIVE PLAN REVISION





# Letter of Transmittal

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City of Valdez

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## PROPOSAL FOR

### Valdez Comprehensive Plan Revision

Corvus Design is very pleased to provide this response to your request for proposals for the Valdez Comprehensive Plan Revisions. We are very excited about the opportunity to continue our work with your community and translate many of your successes with the Valdez Comprehensive Waterfront Master Plan to this project.

To meet the project needs listed in the RFP, Corvus Design has assembled a core team of public facilitation and comprehensive planning professional leaders, supported by specialists and subject matter experts. These firms are well respected in Valdez and throughout the state, have an outstanding track record, and have the special skill sets to ensure the success of your project. Our team includes:



### Core Team

**Corvus Design (Juneau and Anchorage):** Project Management, Planning, and Public Facilitation. Led by Christopher Mertl, Corvus Design has statewide and local comprehensive planning expertise, project management, and is known for their inclusive public facilitation processes.



**Kittelerson and Associates (Anchorage):** Planning, Land Use Planning and Transportation Planning. Wende Wilber, is the firm's certified planner and also specializes in transportation planning on projects in Alaska.



**Rain Coast Data (Juneau):** Economics, Data Specialists, and Surveys. Led by Meilani Schijvens, Rain Coast Data has vast coastal Alaskan knowledge of existing trends and opportunities related to economics, housing, and development.

### Project Support Team and Subject Matter Experts

**SALT (Anchorage):** Facilitation and Native public involvement. A women owned business that specializes in visioning facilitation and community action planning related to Alaska Native needs.



**Gordon Smith (Halifax):** Climate Change Specialist. Gordon has conducted numerous planning studies integrating community sustainability plans and climate change action plans for dozens of coastal communities.

**Corvus Culture (Anchorage):** Historic Preservation and Cultural Resources. Corvus Culture is a statewide leader with experience in historic and cultural resources.



**PND Engineers (Anchorage):** Hazard Lands and Engineering Support. PND has provided geotechnical, civil, utility, and marine engineering for many waterfront communities throughout Alaska.



**ECI (Anchorage):** Architecture and Urban Planning. ECI Architects has provided outstanding services for Valdez on many build and urban planning projects.

## Your Project

This project represents a 'reset' for the Valdez Comprehensive Plan Revision. We are very aware of the challenges and disappointment associated with this past effort. We have reassembled many of our team members from the Valdez Comprehensive Waterfront Plan as this team has successfully led and completed the year-long planning effort for your waterfront. From this past work, we feel we have become a known and trusted planning consultant with the needed expertise. We firmly believe this is extremely important as Valdez restarts this important planning effort. While we have served the community well, we understand that the Comprehensive Plan Revision requires additional expertise that we have included on our team. We stand behind these firms as we have worked with them previously on similar projects. While we know the community and its residents, we can further improve our work in the community by applying lessons learned from our past Valdez projects. We see the following opportunities to create a stronger Comprehensive Plan Revision. These include:

- Bring enthusiasm and innovation to the process;
- Create a trusting, respectful, and open process where all voices are equally heard;
- Establish roles, expectations, schedules, and deliverables at the onset of the project;
- Develop a user friendly and easy-to-read planning document;
- Develop a plan that is visionary but also practical, realistic, and implementable;
- Include evidence based planning where engineers and other professionals add refinement and detail to the recommendations;
- Plan for climate change and sustainability to create community resiliency; and
- Develop a plan that celebrates Valdez and creates long term economic opportunities.

We thank you for the opportunity to propose on this project and hope you enjoy reading about our team, its strategies, and how best to develop a Comprehensive Plan Revision that responds to the unique needs and opportunities for Valdez. We would be honored to continue working in Valdez.

Peter Briggs is the President and sole owner of Corvus Design, Inc. and has the authority to bind Corvus Design within this contract should it be awarded to our team. Corvus Design and our team hold the necessary local and statewide business and corporate licenses and these can be provided upon request. Additional information on our firms, history, size and expertise can be found in the Qualifications and Expertise section.

We have received one addendum related to this RFP.



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## PROJECT DESCRIPTION

This section outlines our intended process and scope of services that will achieve the desired goals for this project. We have used the RFP as a basis for our methodology and approach. We will capitalize on the wealth of information in the 2008 Valdez Comprehensive Plan. The Planning Department, Planning and Zoning Commission, and City Council are familiar with the 2008 document, and we intend to build on its strengths to maintain continuity while still providing a graphically appealing and updated document that reflects the current community vision. Using our recent successes with the Valdez Comprehensive Waterfront Master Plan, we see the following opportunities to create a stronger Comprehensive Plan:

**An Alaskan based team that are specialists in their field:** Valdez needs an implementable Plan that has targeted, quick wins to build momentum and a long-term vision. The Plan must also have the right information to support sound decision making by the Planning Department, Planning and Zoning Commission, and City Council. We have specifically included engineers, land use planners, transportation and hazard mitigation planners, cultural and heritage, Alaska Native involvement specialists, economists, and others. These specialists will provide a higher level of detail in understanding opportunities and constraints related to developing the inventory, goals, policies, and strategies in the Plan. They allow for the inclusion of evidence based planning in the recommendations.

**Build a planning document by the community and for the community:** We plan to use a similar process as our Comprehensive Waterfront Master Plan where key team members are in Valdez many days at a time. During this extended time, we plan to host public meetings and workshops, meet with the CPAC, Planning Department staff, and to develop a work product in the community that reflects the community. Working in the community, rather than our offices, allows us to engage stakeholders in the process directly, refine our work in real-time as a team, and promote local ownership and support of the Plan.

**Planning for climate change:** Climate change is a significant challenge in Alaska, and Valdez has the opportunity to be a leader in Alaska's response to climate change. Our goal is to identify measures that allow Valdez to proactively respond to climate change, address sustainability, and build a resilient community. To this end, we have Gordon Smith on our team who is a leading expert in Canada in coastal community planning for climate change. His background and experience make him a valuable asset to achieve a Comprehensive Plan that is forward-thinking and addresses this issue.

**Creating a respectful and open process where all voices are equally heard:** We are passionate about providing an engaging, meaningful, open, trusting, and fun environment as part of our public process. This is developed through spending multiple days in the community, providing timely feedback, and offering a variety of ways for people to engage in the process. We will build on our successes from the Comprehensive Waterfront Master Planning effort that the consultant team has recently finished for the City of Valdez.

**Develop a Plan that celebrates Valdez:** Our Alaskan team understands that Valdez is an amazing and unique community. The Plan must respect the community's economic opportunities in Prince William Sound and within the state, while enhancing opportunities to celebrate the scenic beauty, its heritage and culture, and the many qualities that make Valdez special. We must also address the challenges that face Valdez and identify steps that translate these into strengths.

**Include an innovative Visioning and Discovery Week:** This is an optional added service for consideration. We will host a series of workshops that encourage 'big thinking' balanced with practicality. The outcome will be ideas for a revised Comprehensive Plan that is more responsive to stakeholders, considers short and long term planning, and has quantifiable recommendations for success. This would allow for a higher level of detailed planning for future development. Individual facilitated sessions will be held with the Comprehensive Planning Advisory Committee (CPAC), the Planning and Zoning Commission, focus groups, and the general public. We have included Michael Fredericks, a trained facilitator, to lead our Visioning and Discovery Week, allowing our entire team of planning experts to attend, participate, refine work, and focus on content. More on this can be found in our Methodology.

## PROJECT TEAM

### Corvus Design (Juneau & Anchorage)

Corvus Design is a full-service planning and landscape architecture firm with three offices and six staff. Since its inception in 2006, Corvus has grown to be the largest independent landscape architecture firm in Alaska providing services for over 650 projects throughout the state. We currently have three licensed landscape architects working with us, and three staff providing additional support. Our team has extensive experience with master planning and vision development, with a particular emphasis on community-based process and public outreach. Our commitments to our clients and their projects include accountability, targeted problem identification, sound decision making, innovation, and momentum.

### Kittelson & Associates (Anchorage)

Kittelson and Associates (KAI) has been working in Alaska for more than 25 years and has had an office in Anchorage since 2010. With a staff of five, we specialize in land use and transportation planning, and engineering. Our local team is backed by over 240 employees in 26 offices across the nation. You will have local accountability with access to resources that are just a phone call away.

### Rain Coast Data (Juneau)

Rain Coast Data is a research and consulting firm specializing in Southeast Alaska economic analysis, publications, socio-economic impact studies, survey research, and public outreach. We offer a full range of research, data analysis, public involvement, and economic planning services. This Alaska business has built a strong reputation in publications and economic research and analysis across the state. Through a diverse clientele and their challenging projects, Rain Coast Data has developed a broad understanding of community economies across Alaska.

### Project Support Team

#### SALT LLC (Anchorage)

SALT is a catalyst for transformation! Through strategic engagement and visionary design, we create environments for generations to thrive. With over 40 years of experience in Alaska, SALT applies design thinking in all its strategic planning. For any project, our staff of seven employ a process that combines the needs and sensibility of people with what is technologically feasible and economically viable. A designer's mindset is not problem-focused; it is solution-focused and action-oriented. It involves both analysis and imagination.

### PND Engineers (Anchorage)

PND Engineers is a full-service consulting engineering firm founded in 1979. Its headquarters are in Anchorage, with offices in Juneau and Palmer, Alaska; Seattle, Washington; Portland, Oregon; Houston, Texas; and Vancouver, BC. PND has 110 full-time employees, more than half of whom are registered professionals. The firm is a multidiscipline engineering firm that also specializes in marine and waterfront facility planning and design. PND has participated in and led master planning efforts for many waterfront communities throughout Alaska and the Pacific Northwest.

### ECI Alaska (Anchorage)

For almost four decades, ECI has been providing architecture and planning for Alaskan public facilities. ECI employs 14 architects, three interior designers, and one administrative professional. Their diverse portfolio includes schools, museums, libraries, healthcare facilities, historic preservation, and private development. ECI's most notable projects have been in the waterfront communities of South-Central Alaska, including Kelsey Dock Interpretive Center, Seward Library Museum, Homer Public Library, Kenai Community Library, and Kodiak National Wildlife Refuge Visitor Center.

### Subject Matter Expert

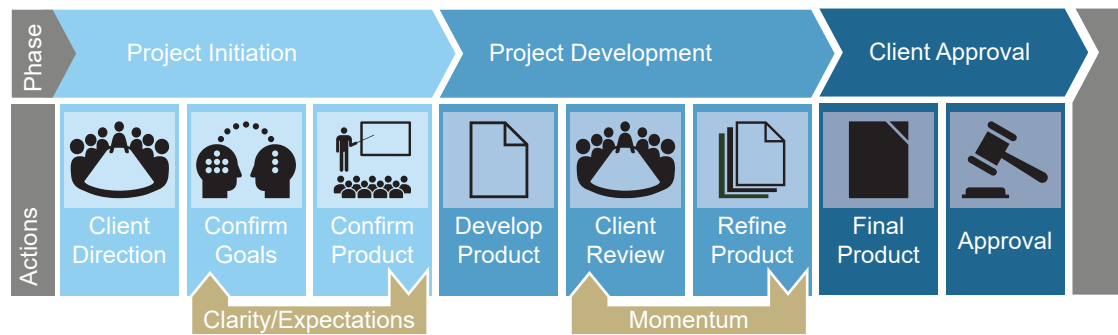
#### Corvus Culture (Anchorage)

Corvus Culture is an Alaskan-based cultural resource planning firm. Founded in 2015, we are a woman-owned small business and certified disadvantaged business entity (DBE) located in Anchorage. We provide a full range of historic preservation, cultural resource and social science research, fieldwork, management, and planning services. Ms. Krauthoefer has over 20 years of experience in Alaska and the Pacific Northwest and meets the Secretary of the Interior's professional qualification standards for architectural history, history, and archaeology.

### Gordon Smith (Halifax, Canada)

Mr. Smith is the provincial director of planning for Nova Scotia and has international experience in helping clients to define their projects, and then creating solutions that both address client needs and obtain community support. Gordon's work has always focused on creating projects that work for his clients while enhancing the social, environmental, economic, and cultural environments around the project. Over the last 15 years, Gordon's work has increasingly focused on climate change and community resilience.

## Process: Project Delivery – Initiation, Development, and Approval



### PROJECT DELIVERY PROCESS

The graphic above illustrates our process that works off of a closed loop system, ensuring our commitment to deliver to the City of Valdez a Comprehensive Plan Revision that meets the community's needs and exceeds expectations.

Project initiation confirms roles, deliverables, schedules, and budgets. Once under way, we gather needed and missing information to develop initial products. These steps confirm a pathway that will lead to successful finished product.

Project development relates to the middle steps where there is an iterative process of product development, with increasing levels of detail.

Client approval is directly influenced by the importance of client reviews and confirmation that deliverables meet the community's needs. Final approval is at the end of the project; with client review throughout the process. The process validates materials and ensures consistency, accountability, and that momentum is maintained.

### MEETINGS, PUBLIC ENGAGEMENT, AND COMMUNICATION

The basis of any good comprehensive plan is that it reflects community values. Below is our overall methodology for engaging stakeholders based on our previous success working with the community, stakeholders, and in the development of Comprehensive Plans. Through the development of an inclusive and collaborative public process, we will be able to garner community input, develop consensus, excitement, and help craft a community-supported Comprehensive Plan Revision for Valdez.

We will coordinate with Planning Department staff before all public events, our meeting strategies, agendas, exercises, and those expected to attend before advertising. In order to maximize participation, meetings will be advertised through a series of Public Service Announcements, through the use of posters placed around town, radio ads, posts on Facebook pages, posting on the project websites, and through press releases before each public meeting. We understand the challenges related to advertising meetings in Valdez and have developed a successful process working with the City of Valdez in the past. Before hosting any public meetings, open houses, or interviews, we will share all presentation materials with staff for approval and initial input before going to the public.

The project team is well known across the region for its high-quality, high-caliber, innovative facilitation techniques. Our public facilitation process is

predicated on a participatory, iterative process, where attendees will be required to participate and contribute in unique and exciting ways aimed at creating maximum participation and extracting the most essential elements of information in a time-sensitive manner.

We will also encourage input through a variety of other formats, including filling out questionnaires, surveys, and submitting online comments. Not all people feel comfortable presenting their ideas in a public forum. As needed, face-to-face meetings may be required and finding opportunities to meet and get input at community events and regular meetings of other organizations, and Boards and Committees. All meetings will be scheduled to maximize participation and coordinated to minimize overlap with other community activities that might detract from participation. A listing of anticipated public meetings is listed in our Project Tasks and Schedule Matrix and would be refined as part of our Kick-Off meeting.

Our team is aware of the challenges of traveling to and from Valdez. We are committed to being in attendance for all scheduled meetings in the community. Our team has extensive project experience in Valdez and has been in attendance for every scheduled meeting. We will do whatever it takes to get to Valdez and ensure public meetings happen on the dates scheduled.



Our communication, public engagement process, and interaction with the CPAC, and Boards and Commissions include the following:

### Workshops/Focus Groups/Meetings/Interviews

Key to our engagement plan and to ensure accountability, we propose that the planning team spends several days at a time in the community during key project milestones and actively moves the project forward while in Valdez. This expands our availability to meet with the public, focus groups, the CPAC, and others while in Valdez and increases participation. Each of our public events will be structured so that we can ask appropriate questions to elicit a focused public response with clear direction for decision-making purposes. Developing meeting agendas with clear goals and objectives for each meeting and interaction helps to keep the public focused and allows us to extract the needed information to move forward. We firmly believe that community planning is to be guided by the team, the Planning Department and the Planning and Zoning Commission, and the visioning and priorities to be developed by the community. We will not be ‘talking heads,’ rather we will ask thoughtful questions and listen respectfully to what the public has to say.

We will host evening public meetings that are open to all, focus group meetings (housing, economic development, public works, etc.) that bring specialized knowledge to the discussion, and we feel strongly that engaging the youth is important. After all, the Plan Revision will have the greatest impacts on the next generation of Valdez citizens and they should be part of the process.

We also intend to focus on a consensus-building process. For each session or event, we will generate specific exercises that will engage participation, allow the sharing of ideas, and create an environment that is respectful and fun. We will not allow ‘unformatted open houses’ where the vocal few can dominate the event. We will create a process where each participant is treated as equal to others, all ideas and points of view are valid, and all input is valued. Through sharing ideas, we aim to build consensus by working with each other in a variety of formats that include small table exercises and group prioritizing. We intend to incorporate activities that engage participants to talk with each other, understand other points of view, and work collaboratively with each other. Creating a relaxed and positive environment with clear goals and exercises will ensure that each public event is a success and that needed information is generated.

The consultant team intends to ensure that all input is recorded and made part of the public record to enable the public to track the process, the decisions made, and the priorities identified that make up the visioning and goals of the Comprehensive Plan.

### Comprehensive Planning Advisory Committee

The CPAC will assist in providing clear direction and serve as a sounding board for establishing priorities voiced by the public. In the end, the Planning and Zoning Commission, and the City Council will provide the ultimate direction; however, the CPAC will help validate and establish the goals, strategies, and priorities to assist in the decision making process. We will schedule, at a minimum, four face-to-face CPAC meetings as part of all public outreach activities when we are in Valdez. Following each public meeting, we will meet immediately with the CPAC to verify what we heard and receive input and direction from the CPAC. We also anticipate using teleconference meetings with the CPAC to serve as updates between in-person meetings and when deliverables are provided. We used a similar process with the Comprehensive Waterfront Master Plan development process and found it to be directive and influential in the decision-making process.

### Planning and Zoning Commission, City Council, and Other Boards and Commissions

Engaging the Planning and Zoning Commission, City Council, Ports and Harbor Commission, Parks and Recreation Commission, Library Board, Economic Diversification Commission, Regional Health Authority, and Valdez Museum and Archive Board throughout the whole process will result in a higher likelihood that the revised Comprehensive Plan will be endorsed. The consultant team will strive to schedule multi-day visits to Valdez that coincide with regular board and council meetings that allow the team to attend these meetings, provide updates, and obtain feedback throughout the process.



## Local Open Studio Concept

An essential component to community planning is honest one-on-one interaction between the planning team and the CPAC, Planning Department, local stakeholders, and residents. Often, consultants will fly to Valdez to spend the afternoon, host an evening public meeting, and are back on the morning flight, back to their office, and the many deliverables that await them. We intend to spend multiple days in the community to actively work on the project where residents and stakeholders can drop-in, observe, comment, and participate in the crafting of their Comprehensive Plan. The 'open studio' approach allows us to validate our work, meet with stakeholders and the CPAC, and obtain live feedback while moving the project forward. This promotes ownership and support by the community as they can see, in person, their project progress before them.



Being in the community for several days at a time also allows us to be available and to target and schedule additional meetings as needed. There is little or no additional expense associated with this planning concept, as the work that would typically be done back at the office is instead happening in Valdez. We are aware of the previous difficulties on this project, and we intend to re-establish the public's trust, creating a transparent process where the community as a whole is an integral component of the planning effort. We used the open studio concept to great success with the Comprehensive Waterfront Master Plan, taking a community that was weary of planning, and creating an engaging process that built excitement and established confidence in our planning process. During the planning effort for the Comprehensive Waterfront Master Plan, members of the consultant team were able to form relationships with community members, developing trust, and creating a document that reflected the community's needs.



## Digital & Community Content

As part of our Community Involvement Plan, we will include the development of digital and community content as part of this planning effort. We will develop project content for project websites, Facebook, and printed materials.

**Project website:** The project team can work with the Planning Department staff to set up a page on their website or secure a URL and create an interactive project website that will serve as a portal for communicating project information to the public, as well as gaining valuable feedback. Initially, we will post necessary information about the background of the project, the project schedule, and opportunities for public participation. As the project progresses and work products are developed, these will be posted on the website as well. The website will provide an opportunity for viewers to submit comments, opinions, or ideas in a controlled environment.

To enhance access to and awareness of the project website, we will seek to establish linkages from other websites to increase awareness. We have successfully developed project websites for our previous projects with some recent ones, including the Valdez Comprehensive Waterfront Plan ([www.valdezwaterfront.blogspot.com](http://www.valdezwaterfront.blogspot.com)), the Mendenhall Glacier Recreation Area/Visitor Center Master Plan ([www.mgra-mgvc.us](http://www.mgra-mgvc.us)), and the Juneau Land Use Master Planning for Bridge Park to Norway Point (<http://juneauwaterfront.blogspot.com>).

**Facebook:** Rather than develop a new Facebook page, the project team will take advantage of the pages already established by the City of Valdez. As key project events happen, our team will use Facebook as a communication tool to engage with users and the community. Moreover, many other related associations have Facebook pages and active membership, making these an excellent place to reach out to gain additional participation.

**Printed Notifications:** Of course, not everyone uses Facebook and social media. In addition to electronic community boards, Valdez residents look to actual bulletin boards in several locations to obtain information. Posters will be developed and provided to the Planning Department to be printed and placed on boards to assist in informing users and stakeholders about the planning process.

**Surveys:** This project provides an excellent environment for collecting information and opinions using online surveys. Our team has worked extensively with online survey tools to reach out to target audiences in order to gain key information. We propose developing an online survey using Survey Monkey to better obtain information and feedback from a larger segment of stakeholders. Rain Coast Data has developed dozens of local community surveys and will lead the survey development for this planning effort.

## Digital Content Update

Throughout the project, meeting materials, meeting notes, the progress of stakeholder meetings, graphics and maps presented at public meetings, and publicizing these events will all be updated on the project digital community sites as outlined in our public involvement plan.

“Corvus Design has won over a community of wary citizens that were tired of planning and projects that were not implemented. With their innovative approach and teamwork, I feel confident that we have a plan that is backed by our community, Council, and stakeholders. Their unique approach to public engagement and planning actually changed the way our community feels about the planning process.”

*Jeremy Talbott*

*Director Ports and Harbors, City of Valdez*



## COMPREHENSIVE PLAN DEVELOPMENT

### Task 1 Project Kickoff and Status Meetings

*Proactive communication is the foundation of successful project management and delivery.*

#### *Project Kick-Off Meeting*

We will kick-off the project with you to define project success, confirm project goals, scope, schedule, and deliverables. Refining project parameters and expectations at the onset of the project will ensure project expectations are clearly developed and will set a course for success. More on this is found in Task 8 Quality Control.

#### *Project Status Meetings*

At a minimum, we propose monthly check-in meetings with the Planning Department and CPAC, as well as meetings associated with critical milestones and deliverables. There will be ample opportunities for meetings while we are in Valdez, but when we are not in Valdez, all meetings will be held via teleconference or video conference. If there is ever an issue that needs attention at other times, we will be in contact immediately to find a resolution. For meetings that include review materials, the materials will be provided at least one week in advance or two weeks for more extended document review periods, or as appropriate. Interim deliverables will ensure that you see progress, and these will fold into the final plan. For all meetings, we will provide an agenda to keep meeting records and summarize discussions, action items, and next steps.

### Task 2 Existing Conditions and Data Collection

*Sound data allows for sound decision making.*

Before we engage with the agencies and public, we want to do our homework and make sure they have reliable information to make the right decisions. To this end, we will:

**Review and summarize existing plans and documents.** We will review all past and current planning documents and relevant ordinances. As part of this, we will identify completed actions, outstanding items, and items that may not be relevant. Coordinating these documents into the larger Comprehensive Plan will be essential for continuity. Identifying outstanding priorities from other documents and supporting them through this effort will help to link and strengthen current planning efforts in Valdez. Our team members have worked on the Comprehensive Waterfront Master Plan, are working on the Parks and Recreation Plan, and will ensure continuity between these documents, other relevant documents, and the revised Comprehensive Plan.

### **Economic and socio-economic baseline study.**

Rain Coast Data (RCD) will provide an in-depth analysis on housing, education, health care, along with community services, public safety, maintenance, and sector analysis. To complete this, RCD will draw from 50 to 100 datasets, publications, and sources to create a document that will include the following economic analysis elements: employment, workforce earnings, key statistics (such as pounds landed or arriving passengers) and an analysis of economic strengths and assets, obstacles, barriers, and threats to economic growth. We will also look at economic data and trends pertaining to government, tourism, commercial fishing and seafood processing, the pipeline, container terminal, retail and wholesale trade (non-tourism), construction, health care services, financial and professional services, demographic trends, population, migration, retention, age, race, school enrollment, income sources in Valdez, total employment, payroll, median household income, housing analysis, as well as additional information as needed. RCD will lead this effort and will assist all team members in understand opportunities and challenges, and to provide the data required to develop sound goals, objectives, and recommendations.

**Prepare a series of base maps to document land use, zoning, transportation, infrastructure, and environmental conditions.** We will develop large scale mapping of the planning area and update as needed existing conditions, zoning, transportation, hazard areas, services, land ownership, opportunities, and recommendations that develop as part of the Plan. Corvus Design has the skills to create presentation sized graphics and update City mapping using GIS and a variety of other mapping software. We are very aware of the data loss experienced by the City and we have the ability to take on as much as requested to ensure mapping is updated for this project and City use.

**Community Needs Assessment Survey.** We will develop a community survey that will be open to everyone in Valdez and will ask community-specific information regarding a range of elements, that include: community priorities, economic development opportunities, healthcare, housing need, and others. The survey will be used to guide the Plan and understand priorities and needs.

We will prepare a Draft Existing Conditions Report summarizing key findings with maps for review and will provide a draft of the survey. The document will be finalized based on CPAC and Planning Department comments for the next task.



### Task 3 Vision, Challenges, and Opportunities

*Instilling excitement in the planning process and a new vision for Valdez.*

This task will explore innovative approaches that will shape the community's vision. A community vision is the backbone of a Comprehensive Plan and will help to knit together goals and objectives that translate to the different areas of Valdez. The vision, along with the goals and objectives, will assist in providing a common language that will connect the various agencies within Valdez. The drive behind the vision and subsequent goals and objectives must come from the community and will be the targeted focus for this task.

The phase of the process is to identify the shared values, opportunities, challenges, and priorities that make up the community. In addition to the anticipated public outreach, meetings with the CPAC, and other meetings outlined above, it is planned that this will be a series of meetings over a three day period. These fun, interactive, and engaging sessions will offer a 'reset button' with the past planning effort and will help to revitalize and energize the community. The series of meetings will be developed by the team and led by our certified facilitator Michael Fredericks.

The consultant team intends to develop a community vision that captures new ideas, opportunities, and approaches. The support team will provide the expertise that will inject innovation, validate approaches, and deliver high value in crafting a community vision.

One challenge and opportunity that could be explored through visioning is: where is the heart of Valdez? Is it the main commercial area where many private businesses and the City have invested in buildings? Is it the Small Boat Harbor where many locals and visitors recreate? Or is it Kelsey Dock, where visitors and locals gather for civic events? The question about the heart of Valdez is an emotional one, one with many different avenues. Valdez may have multiple 'hearts,' each with its own defined identity. We look forward to hearing from locals to answer this question and others in a way that allows each area to support other neighborhoods as a part of a whole community.

We also envision a series of focus groups organized around the key elements of the 2008 Comprehensive Plan to determine what goals and objectives are still valid from the last plan and what needs to be updated based on current issues, trends, and opportunities.

The consultant team will prepare a Draft Vision, Issues, and Opportunities Development Report that summarizes the preliminary goals and objectives, as well as other key findings related to innovation and capturing new ideas and opportunities. The document will be finalized based on feedback from the CPAC and the Planning Department and used for the development of goals, objectives, and scenario mapping.

#### Optional Task Discovery Week

*Identifying innovation and providing a higher level of detailing for future development in Valdez.*

This is an additional task that the City of Valdez may wish to pursue. This task will explore big-ideas that will further refine the community's vision and assist in the development of the goals and objectives with the participation of all team members in Valdez for this multi-day set of workshops. This would be held as part of Task 4 and would be an expanded Meeting #2 with full participation of all planning and subject matter experts in attendance.

The series of meetings will be developed by the team and led by our certified facilitator Michael Fredericks. It would include participation in Valdez by our engineers, cultural resource specialists, climate change subject matter expert, economist, Native and heritage specialist, and others. The Discovery sessions will include meetings with focus groups, the CPAC, and public forums that focus on aspects of the community, such as transportation and utilities, economic development, housing, climate change, and others. The intent of these meetings is to infuse a higher level of face-to-face conversations with our experts and therefore higher level planning outcomes and recommendations between the community and our planning team with specialized knowledge.

The recommendations that come forth from these specially designed facilitated sessions will help further refine our future work and the understanding of how to ensure implementation, identify opportunities and constraints for implementation, and encourage discussion on existing codes and ordinances in making recommendations a reality, to list a few. In short, resolve and reduce the number of assumptions typically found in planning through providing a higher level of detailing that allows implementation for future development.

The consultant team will summarize input from the Discovery Week into the Goals, Objectives and Scenario Mapping found below.

#### **Task 4 Goals, Objectives, and Scenario Mapping**

*A realistic and obtainable community vision, infused with innovation, will elevate the planning effort.*

As part of this task, we envision our second intensive public involvement events in Valdez to validate the community vision, the goals, and the objectives for the Comprehensive Plan. In this session, the community will also participate in scenario mapping.

Based on Discovery Week activities (if desired), the consultant team will develop specific goals, objectives, and strategies that are based on the overall community vision. The team will also prepare a time frame for implementation based on the previous Comprehensive Plan, other planning documents, and Discovery Week activities. The team will identify action items from existing plans previously developed that should be incorporated and or modified as well as identify new actions. The discussion of short and long-range plan implementation strategies will include implications for capital improvements programming, new or updated development regulations, and identification of public funds potentially available. These goals and objectives will be brought back to the community for validation, feedback, and refinement.

We will also engage stakeholders in scenario mapping. Typically, two of the more significant updates to a plan, and sometimes most controversial, include land use and multi-modal transportation. As we re-evaluate land use and multi-modal transportation, we will ask the community to consider the vision, goals and objectives, as well as the socio-economic study and engage in hands-on mapping exercises to identify the amount, intensity, character, and timing of land use proposed for residence, industry, business, transportation facilities, utilities, community facilities, public grounds, parks and recreation, preservation lands, and other areas of special hazards and other similar uses. This will be used as the basis for mapping updates in the Comprehensive Plan.

We will prepare a Draft Goals and Objectives and Implementation Plan supported by mapping. The document will be finalized based on feedback from the CPAC and the Planning Department and used for the development of the Draft Comprehensive Plan.

#### **Task 5 Draft Comprehensive Plan Revision Development**

*The challenge is to develop a plan that is visionary, but also practical, realistic, and implementable.*

A Comprehensive Plan is the vision of what a community wants to be and reflects the voices of that community. It is the guiding document that will shape the community and what it will become over the next 20 years. This phase of work will be closely tied to the public engagement strategies above. Our goal will be to develop a plan that is visionary but also practical, realistic, and implementable. It will outline the challenges that face the community, help to identify solutions, and provide guidance to appointed and elected officials on planning-related decisions.

Our team will focus on the interrelationships among the various plan components and consequences of decisions. For example: before identifying a new area that can accommodate community expansion, the feasibility and cost of extending water, sewer, transportation, and necessary services will be considered. To allow this higher level of evidence based planning, we have specifically included engineers, architects, and other professionals on our team to provide this needed information to assist in fully understanding the impacts of planning recommendations. Based on the desired community vision, we will update the land use and transportation maps and make recommendations for code revisions to Title 12 Streets, sidewalks and public places, Title 16 Subdivisions, and Title 17 Zoning, as appropriate. As part of a Comprehensive Plan update we recently developed for another community, we found the lack of basic standards and inconsistent application of subdivision regulations led to cases of roadways not being built or not being built to a consistent standard (making maintenance challenging), and poor roadway and trail connectivity which negatively impacted land uses and emergency services. We will ensure ordinance and standards loops are closed to prevent these unintentional impacts.

Short and long-range plan implementation strategies will also include implications and recommendations for capital improvements programming, new or updated development regulations, and funding. In addition to updating the key elements of the plan, we will intend to address the potential impacts of climate change and the need for protecting cultural and historic resources.

**Climate Change:** Dealing with climate change and community resilience is complex and requires information from many sources. The Great Alaskan Earthquake and tsunami of 1964 was a major disaster that occurred within living memory where residents have direct experience of reacting to adversity. Gordon Smith will work as an integral part of the planning team assisting all members in considering climate change sustainability and community resilience in their work. As part of these efforts, we will examine the Comprehensive Plan, Local Hazards Mitigation Plan, and Coastal Management Program for the City to understand existing direct and indirect approaches to dealing with climate change and resiliency issues. We will review the inputs of the current planning team and meet with the Planning Department, CPAC, and members of the community to understand the particulars of the area and the existing state of climate change and community resilience awareness and emergency response plans. Climate change and community resilience require a proactive mindset, which, given the uncertainty of potential future conditions, necessitates a scenario-based risk-management approach. Scenario planning considers the likelihood of different possible futures and looks for the events that would occur most commonly across different scenarios. Risk management considers the potential risks and determines the risk tolerance of residents and the government to develop responses tailored to the community. Within this work, we will work with the community to determine the relative monetary and social value of community assets. We will take a practical look at infrastructure and buildings and consider the lifespan remaining. With this information, we help the community to consider operational, capital, and planning responses to reduce risk to acceptable levels.

**Cultural and Historical Resources:** Valdez is home to unique cultural and historic resources valuable to area residents and visitors; most notably is Old Town. These resources include not only historical places but also places of traditional importance and significance to the Alaska Native Community. To ensure appropriate and thoughtful recommendations of these resources during planning, our team includes preservation planner Tracie Krauthoefer and Native outreach specialist, Michael Fredericks. Together they will provide a sensitive approach to the consideration of tribal interests and resources and celebrate and incorporate cultural and historic resources into the revised Comprehensive Plan.

The Draft Comprehensive Plan Revision will be revised based on CPAC and Planning Department comments prior to being presented to the public. Our third public engagement effort will be to present and get feedback on the Draft Comprehensive Plan Revision. Meetings will include focus groups, the Planning Department, CPAC, and a preliminary presentation to the Commission and Council, as an update.

"Corvus Design led a team that was able to listen to and visualize the diverse opinions of the community and stakeholders for Wrangell's last open stretch of waterfront in the downtown corridor. They went above and beyond in developing schematics and options, helping us focus on the priorities, and developing a phased plan of action."

*Carol Rushmore*

*Wrangell Economic Development Director*

### **Task 6 Final Comprehensive Plan**

The Final Comprehensive Plan will be revised based on comments received from the public, focus groups, CPAC, Planning and Zoning Commission, Planning Department, and City Council at our third public engagement under Task 5. The document will be revised based on feedback from the CPAC and Planning Department before being finalized and presented to the Planning and Zoning Commission and City Council for adoption.

### **Task 7 Approval/Adoption**

We will proudly be in Valdez for our final visit to facilitate the adoption of the plan and celebrate the effort the community put forth to achieve a vision for Valdez as it continues to be a vibrant, strong, and connected community. Presentations will be made to the Planning and Zoning Commission and City Council for adoption.

### **Task 8 Quality Control**

Although not called out in the RFP, we feel that quality control is a vital component for project success. We are very aware of your previous challenges related to this project and want to be sure we get it right and exceed your expectations. We are experienced Alaskans with local accountability and commitment to our communities.

Corvus Design's Quality Assessment/Quality Control (QA/QC) starts at the onset of the project at our first meeting with the client before any work begins. At the Kick-Off meeting (Task 1), we will confirm project goals, scope, schedule, deliverables, set communication/management protocol, refine budget, and set project strategies. Establishing these before beginning work ensures project expectations are clearly developed and plots a course for success while establishing project budgets and schedules. We feel that by establishing these parameters before beginning work that we will not repeat the challenges from the previous planning effort. We will strive that this does not happen again and quickly speak up when issues arise and find mutual solutions. Much can be learned from the Valdez Comprehensive Waterfront Master Plan, and we intend to build from those successes and lessons learned. Once expectations are established, our project manager will ensure all tasks, milestones, and deliverables will be clearly defined and executed. All deliverables will be developed in specified formats as requested by the Planning Department staff.

For work within each discipline, we will utilize an in-house peer review process prior to any submittal. This will go to the project manager who will have the final review and ensure all work meets requirements, is accurate, and is coordinated with other work to create a clear and seamless single submittal. We will also use a peer review among our subconsultants for major submittals so that we can draw upon the expertise of our entire team.

Based on our previous successful experience with the City of Valdez and other agencies, we will track review comments for our work using our project comment tracking spreadsheet that lists comments, the reviewer, response, and resolution. This provides a single source and sharable checklist for incorporating and tracking review comments.

Since our establishment, Corvus Design has worked to establish that protocols and defined processes are in place to guide our work and ensure a consistent level of quality. We have a defined set of facilitation tools, graphics, and narrative standards in place that not only provide quality benefits but also streamline our production process to be efficient. This includes GIS mapping, document preparation, and graphics and exhibits. Guiding our projects from start to finish, we have a QA/QC process that provides guidance and checklists for all phases of a project from kick-off to City Council adoption. Through these processes, we seek to gain three advantages: quality control, schedule responsiveness, and cost benefits.

#### ***Submittals and Review***

A part of our QA/QC process is the development of a project work plan that outlines all tasks, deliverables, milestones, and responsibilities that relate to effective project management and provide established client deliverables for review by the CPAC and the Planning Department. The work plan is the road map to success and outlines roles and responsibilities for the client, Corvus Design, and our team of subconsultants. It sets expectations for review periods by the client to allow the appropriate level of review by the CPAC, Planning Department, and other Boards and Commissions upon receiving submittals while maintaining an accurate project schedule.

Our QA/QC process also includes the review of all materials by the Planning Department prior to being released to the public or used in a public forum or meeting. Although we see the Planning Department as an engaged team member throughout, we want to ensure that all work has been approved by the Planning Department staff.

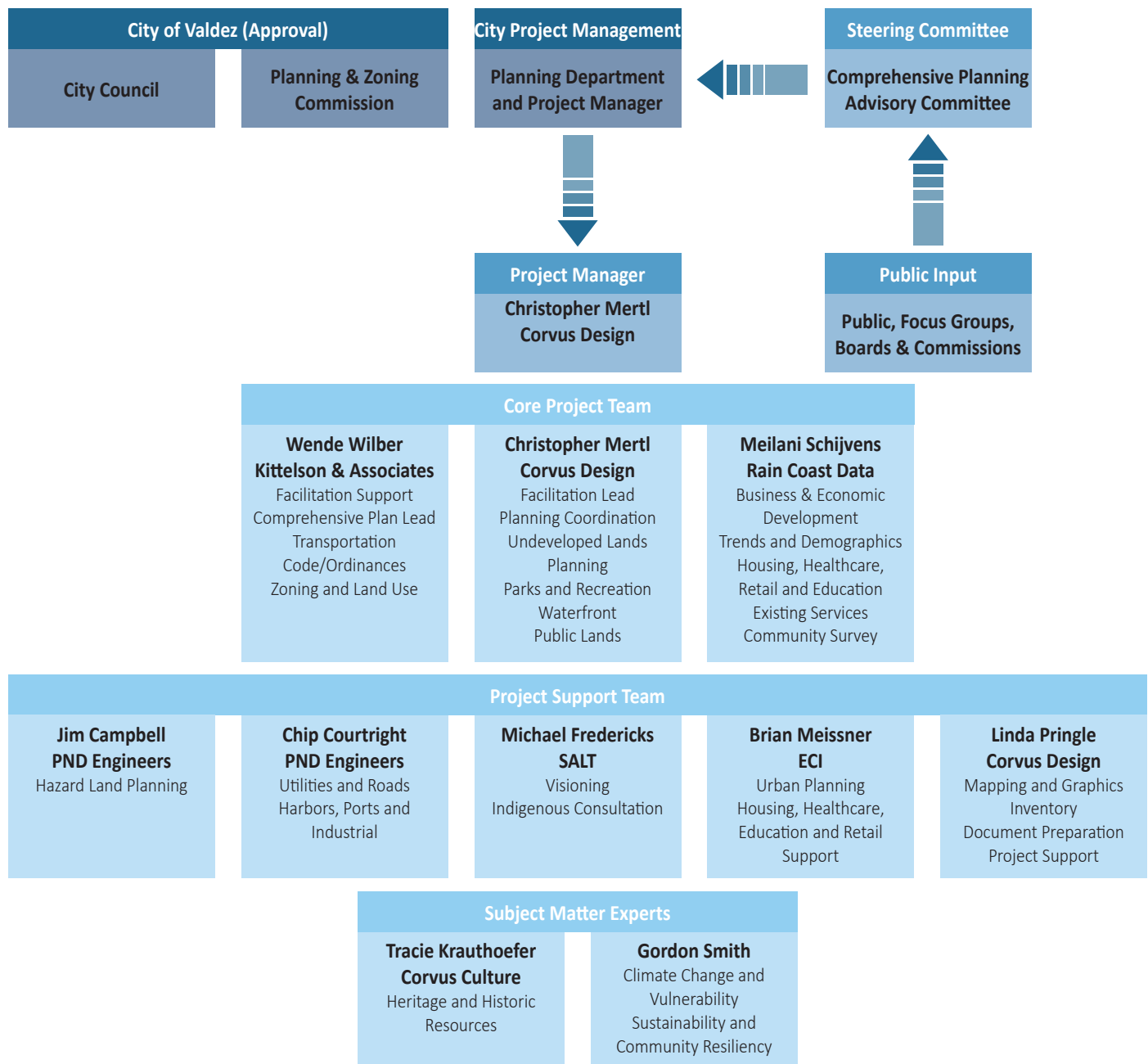


# STATEMENT OF QUALIFICATIONS

The following summarizes our past experience, qualifications, and validates that our team meets and exceeds the requirements of this RFP. All team members have vast experience and have worked together on several projects in Valdez and throughout the state with a focus on community planning, visioning, and developing goals and implementation strategies within an inclusive public process. We are proud of our past planning project successes both in Valdez and throughout Alaska and encourage you to reach out and speak with our references.

In this section, we provide a team organization chart showing staffing, responsibilities, and roles, a brief summary of key personnel, a listing of relevant planning projects completed in Alaska within the last five years, and a matrix of past projects outlining tasks and type of work similar to that expected for this project. Full resumes for all team members are in the appendix. We have also included one copy of our 2019 Valdez Comprehensive Waterfront Master Plan as our example of work that shows our knowledge of the community, our public process, successfully working as a team in Valdez, and our local planning experience.

## Project Organization Chart



## KEY PLANNING TEAM



Christopher Mertl, PLA, ASLA, ISA: Corvus Design

*Landscape Architect (AK 10440)*

*Role: Project Manager, Public Facilitation, and Comprehensive Planning*

*Education:*

- Bachelor of Landscape Architecture, University of Guelph, 1990
- Arctic Engineering Course, University of Alaska Anchorage
- USACE, Certified Wetland Delineator

*Relevant Role to this Contract*

Chris is the principal of our Juneau office and has been practicing in Southeast Alaska as a landscape architect for over twenty-five years. He has significant coastal Alaska waterfront community planning experience throughout the state including several in Valdez; most notably the Valdez Comprehensive Waterfront Master Plan, and the Valdez Parks and Recreation Master Plan.

Chris has served as project manager in the design and planning of nearly 100 projects, many of which included an extensive public facilitation process. He is known for his engaging, respectful, and inclusive public facilitation that strengthens his planning projects. Recent planning and land use projects include the Auke Bay Neighborhood Area Plan, Wrangell Waterfront Master Plan, the South Douglas and West Juneau Area Plan, Klawock Community Action Plan, Institute Property Master Plan, and the Downtown Juneau Harbors Master Plan and Feasibility Study; all of which have a similar scope of work.

Chris will be supported by staff from Corvus Design for mapping, graphics, and document development led by Linda Pringle. She was largely responsible for the development of the Valdez Comprehensive Waterfront Master Plan document. Peter Briggs will lead the internal quality control for this project.



Wende Wilber, AICP, PTP: Kittelson and Associates

*Certified Planner - American Institute of Certified Planners*

*Role: Land Use and Zoning, Transportation Planning, and Comprehensive Planning*

*Education:*

- Master of Urban and Regional Planning, Eastern Washington University, 1992
- Professional Transportation Planner

*Relevant Role to this Contract*

Wende believes successful community planning combines art (sense of place, heritage, and social values); engineering (site design, feasibility, infrastructure); zoning codes and design standards (implementable and realistic); and community dynamics (listening, aligning aspirations, and fostering excitement). She has a broad range of experience ranging from land use planning and zoning code revisions to private development, starting with site selection and continuing through to the approval process and construction. This gives her unique insight into developing plans and codes that balance desired visions with realistic and achievable actions. Over her career Wende has worked on Capital City Vision Project, Juneau's 20/20 Vision for Downtown which is still in effect, Salcha Badger Road Area Plan, the Cordova Master Plan update, and multiple projects for the Municipality of Anchorage related to land use, zoning and code revisions.

## Meilani Schijvens: Rain Coast Data

### *Research and Data Specialist*

*Role: Economics and Data Collection, Community Survey*

### *Education:*

- Bachelor of Arts in History, Colby College, 1995
- Master of Natural Resource Policy, University of Oregon, 1999

### *Relevant Role to this Contract*

Ms. Schijvens is the owner and Director of Rain Coast Data. Ms. Schijvens is a lifelong Alaskan and has dedicated her professional career to Alaska economic development. She brings 20 years of professional and academic experience in Southeast Alaska economic development planning and analysis to this project. Ms. Schijvens has authored hundreds of economic development planning and economic analysis publications. In 2018, her project, The Southeast Alaska Comprehensive Economic Development Strategy won the innovation award from the National Association of Development Organizations. Ms. Schijvens has written Southeast Alaska by the Numbers for the past eight years, a widely used document that provides a comprehensive assessment of the socioeconomic, demographic, and industry data impacting the regional economy, along with industry forecasting. Ms. Schijvens also authored a range of other local and regional economic publications, including the Haines Borough Comprehensive Plan 2012, Inter-Island Ferry Authority economic impact analysis, Sitka Economic Development Association Strategic Plan 2016, Kake Tribal Corporation 5-Year Strategic Plan 2018, and the 2020 Southeast Alaska Comprehensive Economic Development Strategy. In 2019 alone, Rain Coast Data has worked in 13 communities telling their economic stories, and providing our clients with digestible but very effective documents they can then use to advocate and plan for their community or organization.



## Resumes for Key Members, Support, and Subject Matter Experts

Full resumes for the key staff listed above, as well as, our support staff and subject matter experts as outlined in our organizations chart can be found in the appendix. A complete listing of the subconsultants and their contact information, as requested in the RFP, is found below:

Wende Wilber, Principal Planner, Kittelson and Associates, Inc.  
1600 A Street, Suite 105, Anchorage, Alaska 99501, 907-433-8103

Meilani Schijvens, Director, Rain Coast Data  
105 South Seward Street, Suite 301, Juneau, Alaska 99801, 907-463-9234

Michael Fredericks, Principal, SALT  
645 G Street, Suite 301, Anchorage, Alaska 99501, 907-279-6563

Chip Courtright, Principal Engineer and Jim Campbell, Principal Geotechnical Engineer, PND Engineers, Inc.  
1506 West 36th Avenue, Anchorage, Alaska 99503, 907-561-1011

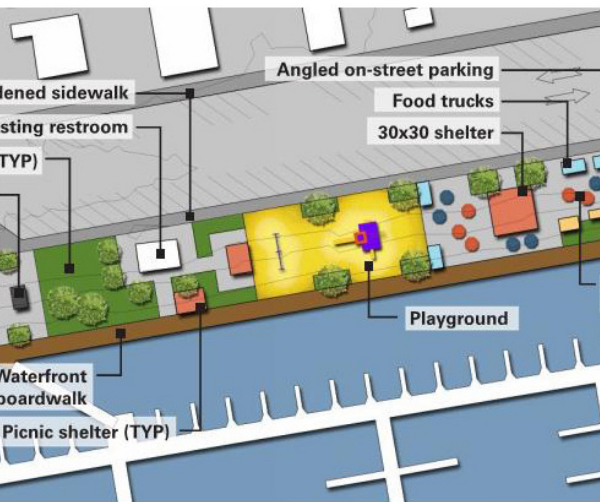
Gordon Smith, Principal, Gordon Smith Planning  
11 Elliot Street, Dartmouth, Nova Scotia B2Y 2X6, 902-717-2045

Tracie Krauthoefer, Principal, Corvus Culture  
5201 E. Northern Lights Blvd, Unit 3W, Anchorage, Alaska 99508,  
907-230-2394

Brian Meissner, Principal Architect, ECI Alaska  
3909 Arctic Boulevard Suite 103, Anchorage, Alaska 99503, 907-565-5010



## PAST EXPERIENCE



### Valdez Comprehensive Waterfront Master Plan, 2019

Valdez, Alaska

Team Members: Corvus Design, PND Engineers, and ECI

Reference: Jeremy Talbot, Port and Harbors Director, City of Valdez, 907-202-0016

**Relevance: Stakeholder engagement, uplands and waterfront master planning, economic development, and phased implementation planning.**

Valdez is a working waterfront community with a vibrant fishing and seafood industry, oil terminal port, container terminal facility, harbors, and outstanding recreation opportunities. Valdez wants to ensure it is well positioned to meet current and future needs over the next thirty years through economic development and becoming the premier port of Prince William Sound. A vision for five key waterfront properties was analyzed, programmed, and planned based on economic needs and trends, community priorities, and meeting the needs of existing businesses and industries. The planning process was guided by an extensive public process that included fifteen days in the community while working with a steering committee, focus groups, and public meetings, and included multi-day design and open studio sessions and workshops. The process included master planning, implementation strategies, land-use recommendations, construction estimates, and a final document that is due to be approved by the local Council in January. The entire process was completed in ten months. The project had few challenges and we believe that was due to our focused extensive and inclusive process that built trust and open discussion between the community and the planning team.

### Auke Bay Neighborhood Area Plan, 2015 and S. Douglas and W. Juneau Area Plan (on-going)

Juneau, Alaska

Team Members: Corvus Design and Rain Coast Data

Reference: Jill Maclean, Director, Juneau Community Development Department, 907-586-0757

**Relevance: Neighborhood Area Plan, stakeholder engagement, visioning, land-use planning, priorities, implementation strategies, and zoning and ordinance.**

Corvus Design provided visioning, facilitation, and recommendations for the 2015 Auke Bay Area Plan; and recently begun work on the 2019 South Douglas and West Juneau Area Plan as the project manager and leading the facilitation and planning effort. These neighborhood plans go into greater detail and support the 2013 Juneau Comprehensive Plan and develop a 20 year vision, as well as provide strategies for harnessing opportunities and addressing challenges. The Areas Plans establish a Community Vision to guide decision makers and reflect the different neighborhoods and the roles they play in the greater community, articulate core community values, address emerging trends and issues, imagine a preferred future, and promote local action and partnerships. Work includes inventory and developing priorities related to neighborhoods and housing, transportation and utilities, natural resources and recreation, economic development, heritage and culture, and land use and zoning. The inventory and recommendations are inter-woven within an extensive public process and are backed by implementation strategies that reinforce the 20 year vision. These community driven Area Plans are adopted by the local Assembly and become a planning tool supporting the Juneau Comprehensive Plan.



## Salcha-Badger Road Area Plan, 2019

Fairbanks, Alaska

Team Members: Kittelson and Associates

Reference: Carol Kellen Spillman, Fairbanks North Star Borough Community Planning Deputy Director, 907-459-1266

**Relevance: Stakeholder engagement, visioning, inventory, planning, zoning, and phased implementation related to housing, land-use, and transportation.**

As a subconsultant, Kittelson assisted with the analysis of existing conditions, community engagement and agency and community meetings to identify community values. From this effort, land use, zoning and multi-modal transportation strategies and policies were recommended. The plan was done in part to address the rapid growth at Eielson Air Force Base and associated housing deficiencies. Key issues with identifying land use categories and transportation strategies included finding the balance between protecting community values while still accommodating growth. Near-term, mid-term and longer term opportunities to strengthen existing planning documents, codes, and design standards were identified to begin working towards desired goals.



## Institute Property Master Plan, 2017

Wrangell, Alaska

Team Members: Corvus Design, and Rain Coast Data

Reference: Carol Rushmore, Director, City of Wrangell Economic Development, 907-874-2381

**Relevance: Stakeholder engagement, visioning, master planning, zoning, economic development, preliminary subdivision platting, and phased implementation planning.**

The site represents the largest undeveloped property in the community. Through a series of carefully crafted public meetings and surveys, and based on our economic analysis, it was determined the vision was to create a vibrant self-supporting mixed-use neighborhood that meets local needs within a recreational setting. The preferred plan integrates an educational campus, a senior assisted living facility, and small retail and commercial development surrounded by a range of housing opportunities. The master plan integrates the adjacent harbor and waterfront park through a trail and open space network within the property. Our public process developed new relationships and opportunities for partnerships through our engaging and master planning efforts to include private/public partnerships. Corvus Design led the team of architects, civil engineers, survey and economists to create a community endorsed phased master plan, construction costs, code and zoning recommendations, and preliminary subdivision plat for this historic waterfront site. The project was completed three months early due to the robust community facilitation process.





## Downtown Juneau Harbors Uplands Feasibility Study and Master Plan, 2017

*Juneau, Alaska*

*Team Members: Corvus Design, PND Engineers, and Rain Coast Data*

*Reference: Carl Uchytel, Port of Juneau, Port Director, 907-586-0294*

**Relevance: Stakeholder engagement, uplands and waterfront master planning, economic development, survey, and phased implementation planning**

The Port of Juneau desires to be the premier port of Southeast Alaska that meets the needs of the fishing fleet, recreation users, and visitors through the planning and design of improvements and new facilities that provides the needed infrastructure and support services within the community.

Corvus Design recently led and completed a planning effort that included PND Engineers, and Rain Coast Data to study and master plan the uplands for Harris and Aurora Harbors from the Douglas Bridge to Norway Point. The planning effort was based on understanding the needs of harbor users and local and regional trends to establish economic opportunities and revenue generated from the proposed improvements. The project included a significant public process to verify programming, refine the plans, and obtain public support for the project. Improvements planned included a new marine service yard, consolidated harbormaster facilities, expansion of the Seawalk, development of a fisherman's pier and market, vehicular improvements, new commercial and retail opportunities, and connectivity to the surrounding neighborhood. The plan was backed by cost estimates, economic analysis, verification of ordinance compliance, identifying partnerships, and phased implementation.



## Clam Cove Neighborhood Planning, 2019

*Ketchikan, Alaska*

*Team Members: Corvus Design and SALT*

*Reference: Morgan Barry, Deputy Director, Public Works Department, Ketchikan Gateway Borough 907-228-6664*

**Relevance: Stakeholder engagement, neighborhood master planning, zoning, and phased implementation planning**

Clam Cove is a rural residential neighborhood that is under pressure by adjacent land owners to be rezoned to allow commercial, waterfront commercial, and higher density housing that would impact this quiet waterfront neighborhood. Corvus Design and SALT were retained to inventory the existing neighborhood, review Ketchikan zoning and land use ordinances, and host a two day visioning workshop with landowners and members of the Planning Department. Special facilitated exercises were developed to understand priorities, develop a vision, and understand the acceptable level of change. Based on input, a Planned Unit Development (PUD) was determined to be the best option for guiding future development of the neighborhood, allowing planning flexibility while protecting the resources and character of the area. Corvus Design developed three PUD master plans and worked with the Planning Department to develop draft PUD language, which were presented to the landowners at a subsequent public meeting. The Gateway Borough is finalizing the PUD and related land use ordinances for approval by the Assembly.



## Community Action Plans, 2019

*Wrangell, Petersburg, and Klawock, Alaska*

*Team Members: Corvus Design, SALT, and Rain Coast Data*

*Reference: Jacqueline Kus.een Pata, President/CEO, Tlingit and Haida Regional Housing Authority, 907-780-3194*

**Relevance: Visioning, public facilitation, community surveys, community plans and implementation, economic diversification, and Native outreach**

Our team developed three individual Community Action Plans (CAP) for each community through working with the community and Tribes in Wrangell, Petersburg, and Klawock. The CAP's were developed through a variety of facilitated sessions with the Tribes and communities to determine their overall vision, needs, and priorities. Special outreach included facilitated sessions with youth. The community meetings were supported by an overview of local demographics, trends, and opportunities and followed up with a community survey. These tools identified actions for each community that supported housing, health care, Tribal sovereignty, economic development, public safety, youth priorities, cultural celebration, and a variety of other priorities. The community actions become a catalyst for funding and implementation with clearly identified roles, tasks, and responsibilities for their success. Work also included building capacity for each organization to take the lead in the execution of the actions in each plan.



## Municipality of Anchorage, Code, and Approvals, 2014

*Team Members: Corvus Design, Kittelson and Associates, and ECI*

*Reference: Michelle McNulty, MOA, Planning Director, 907-343-7901*

**Relevance: Zoning, land use, and code review, and updates**

Corvus Design provided planning, zoning, code, and approvals assistance for over 250 projects within the Municipality of Anchorage (MOA). Our staff provided extensive input for the new code that was implemented in 2014. Our team (including Kittelson and ECI) are considered experts for the application of this code to development projects. We are all familiar with code and its application in numerous Alaskan jurisdictions, including expertise in understanding code, its intent, and its application. We identify possible improvements and collaborate with local City staff for the incremental modifications that all codes need to evolve positively.

## Municipality of Anchorage, Zoning, and Land Use Code Evaluation, 2019 (on-going)

*Team Members: Kittelson and Associates*

*Reference: Robin Ward, MOA Chief Housing Officer, 907-343-7536*

**Relevance: Zoning, land use, and code review, and updates**

Conducting a comprehensive review of existing zoning districts and advising the MOA Planning Department on Title 21 Land Use code changes required to facilitate future mixed use and residential development in the Municipality. Recommendations were based on practical experience implementing code for development projects. The goal is to balance the desired community vision based on adopted comprehensive and land use plans with the reality of development limitations and economic factors.



# PROJECT RELEVANCE

The completed matrix below summarizes the relevance of the projects listed in the past experience section. The nine projects listed along the left of the matrix are projects chosen due to their similarities with the scope of work required for the Valdez Comprehensive Plan Revision. The planning services that are expected throughout the scope of work are arranged along the top of the matrix.

The matrix graphically portrays the team's experience with each possible planning service expected to complete the Valdez Comprehensive Plan Revision. As shown in the matrix, the consultant team has had a wide array of experience with this type of work. We are fully prepared to take on the challenge of completing a successful and relevant Valdez Comprehensive Plan Revision in an efficient and timely manner.

Matrix: Relevance of selected planning projects to potential services

	Public Facilitation	Visioning	Goals & Objectives	Inventory	Land Use & Code Review	Economic Development	Demographics & Trends	Zoning & Land Use Recommendations	Natural Hazards	Roads & Utilities	Education & Healthcare	Housing	Waterfront/Harbors/Parks	Commercial, Retail & Industrial	Parks & Recreation	Native/Cultural Resources	Historic Resources	Land Use Planning	Mapping & Graphics	Community Survey
Valdez Comprehensive Waterfront MP																				
Auke Bay and South Douglas Area Plans																				
Salcha-Badger Road Area Plan																				
Institute Property MP																				
Downtown Juneau Harbors Uplands MP																				
Clam Cove Neighborhood Planning																				
Community Action Plans																				
MOA Code & Approvals*																				
MOA Planning & Zoning Code																				

\*While MOA Code & Approvals has a focus on Land Use & Code Review and Zoning & Land Use for the purposes of this RFP narrative, the projects that these planning services were delivered for touch upon all expected services for this RFP.

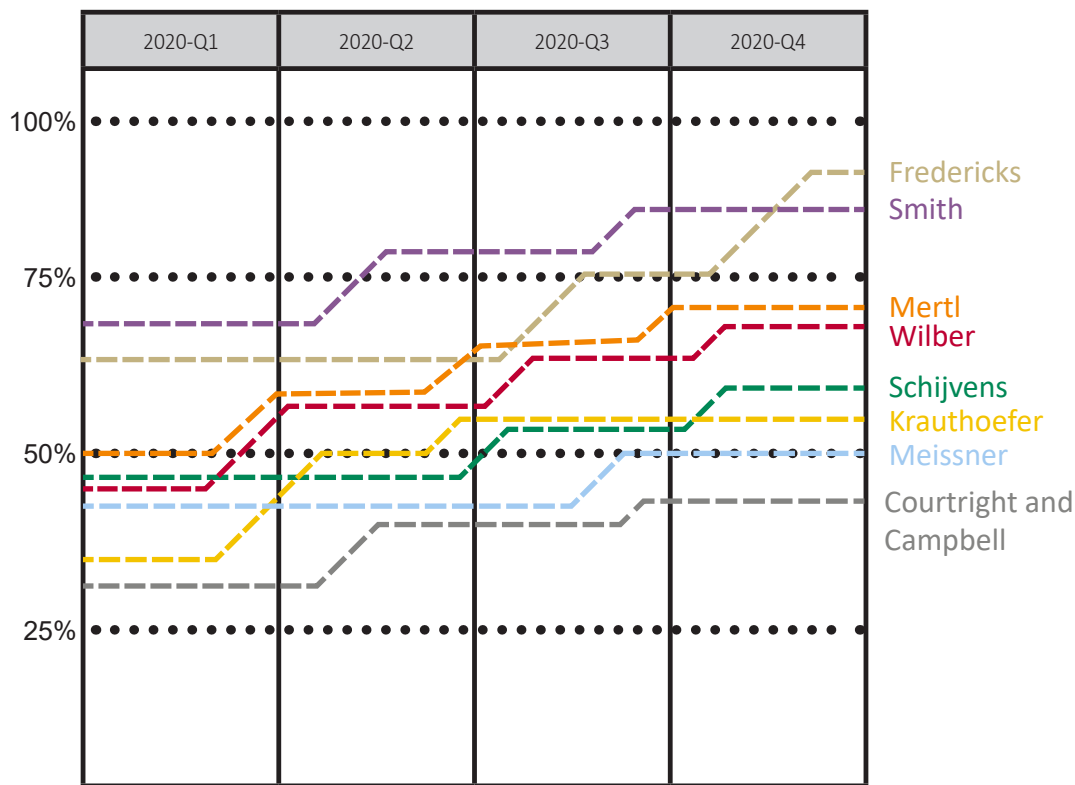


# AVAILABILITY

This project will be given the highest priority by all firms and we are committed to its success and meeting the schedule. All work identified for this Plan Revision is work that we have the specialized skills to perform and enjoy doing. All team members have a high level of experience and enthusiasm for public facilitated planning projects and are the core work that we perform on a daily basis.

All firms have dedicated the appropriate skilled personnel to the project; with the appropriate billing rate to maximize work effort with the needed expertise. Each team member will be assigned the appropriate level of responsibility and involvement in the project to result in an efficient allocation of effort and fee. We will ensure all key staff will remain with this project from start to finish. If necessary, all firms have support staff that can be called upon to bring additional resources to the project.

Capacity Graph: Shown as % Available for Next Four Quarters



# PROJECT TASKS & SCHEDULE

As stated, this project will receive the highest priority and we anticipate the project being complete in ten months with Approval occurring in November. We have found that momentum and spending several days at a time in the community allows us to complete the work early and within the one year deadline.....and also keeps the project at the forefront of the community and decision makers.

Below we have outlined the seven major tasks to complete the project and identified the work, deliverables, public meetings, and client/CPAC meetings to review and approve deliverables before moving onto the next task. The work outlined below will be verified and refined based on decisions made at the Kick-Off meeting to ensure roles, responsibilities, deliverables, and the schedule leads to project success.

Based on our past successes with public facilitation in Valdez, we have largely set the schedule around the hosting of public meetings to allow maximum participation. We have not scheduled meeting over the holidays or during the summer months when the community is focused on family or getting outdoors.

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov
Notice to Proceed											
<b>Task 1: Project Kick-Off &amp; Status Meetings</b>											
Kick-Off Meeting											
<b>Task 2: Existing Conditions &amp; Data Collection</b>											
Draft Existing Conditions Report											
Client/CPAC Meeting											
Revised Existing Conditions Report											
<b>Task 3: Vision, Challenges &amp; Opportunities</b>											
Public Meeting #1											
Community Survey											
Draft Vision Report											
Client/CPAC Meeting											
Revise Vision Report											
<b>Task 4: Goals, Objectives &amp; Scenario Mapping</b>											
Draft Goals and Objectives											
Public Meeting #2											
Draft Recommendations and Mapping Report											
Client/CPAC Meeting											
<b>Task 5: Draft Comprehensive Plan Revision Development</b>											
Draft Comprehensive Plan Revision											
Client/CPAC Meeting											
Public Meeting #3											
<b>Task 6: Final Comprehensive Plan Revision</b>											
Revise Draft Comprehensive Plan Revision											
Client/CPAC Meeting											
Final Comprehensive Plan Revision											
<b>Task 7: Approval/Adoption</b>											
Final Presentation											
Approval											

## FEE STATEMENT

We understand that should we be awarded this project, the fee in the attached sealed envelope will provide an initial basis for the negotiation and confirmation of the final scope and fee. We will adjust this fee to respond to any changes or refinement in the scope of work, as requested by the City of Valdez.

As our fee is below the \$500,000 cap assigned to this project, we provide the following as possible 'value-added services' for the City of Valdez to consider should you desire to include additional related services to this contract. These may include:

- Analyze under performing commercial parcels and make recommendations for how to improve their performance;
- Assist the City in updating GIS mapping and other planning data lost to help rebuild the City's digital database;
- Assist in updating placemaking and developing design guidelines to support the planning effort;
- Additional public meetings;
- Develop neighborhood area plans that get into more detail for specific areas and support the larger Comprehensive Planning effort; and,
- Review current City landholdings, make recommendations for the de-acquisition of parcels to increase tax role, and make recommendations for strategic acquisitions. Create guidelines and processes for City property acquisition and de-acquisition.

## IN CLOSING

We want to thank you for the opportunity to propose on this exciting project. We are more than up to the task of undertaking the restart and successful development of this project. Valdez is a community we love to work in, and comprehensive planning is the work we love to do. Our commitments to you and the project are as follows:

### *Accountability*

Develop clearly defined expectations, roles, and responsibilities, founded within clear communication and explicit schedules.

### *Problem Identification*

We identify and define root issues throughout the project to ensure that we are developing appropriate solutions.

### *Decision Making*

Provide clear information backed by sound data through the use of our professionals for good decision-making.

### *Consistency*

Develop measurable success criteria to guide and evaluate the planning process and make recommendations.

### *Innovation*

We emphasize the importance of innovation during the planning process while ensuring that it is also achievable and appropriate.

### *Momentum*

Where our highest level of success with our clients is when a project moves at a smooth pace and all partners are enabled to work at their highest level of expertise.



## CHRISTOPHER R. MERTL, PLA, ASLA, ISA

Principal Landscape Architect  
Corvus Design

### Professional Background

Mr. Mertl is a Landscape Architect with a strong background in the planning of our coastal communities throughout Alaska including past work in Valdez. He is the principal of the Juneau office of Corvus Design and has practiced in Southeast Alaska for twenty-five years.

Mr. Mertl has developed several comprehensive planning projects at the community, neighborhood, and waterfront scale. He recently completed the Valdez Waterfront Comprehensive Master Plan and played a major role in the successful development of this project. These comprehensive planning projects were developed to create economic opportunities, and meet community needs while preserving the unique character and resources, and recommending realistic implementation strategies. He is currently leading Juneau's South Douglas and West Juneau Area Plan and working with GreenPlay on the Valdez Parks and Recreation Master Plan. Mr. Mertl is well known for his innovative and inclusive public facilitation abilities. All of his planning projects include an extensive and engaging public process to guide the development of the plans.

### Relevant Experience

#### Valdez Waterfront Comprehensive Master Plan, Valdez, Alaska

Planning and facilitation lead for five key waterfront sites. Through an extensive public process, work included 30 year visioning, development of plans, and implementation strategies to promote economic diversity, meet local and visitor needs, and strengthen Valdez as a premier port community.

#### Juneau Neighborhood Area Plans, Juneau, Alaska

Visioning and planning within an extensive public process for two neighborhoods (Auke Bay in 2016 and currently leading South Douglas and West Juneau). The plans inventory, develop land use priorities, make infrastructure and resources recommendations, update zoning, and enhance the neighborhoods.

#### Institute Property Master Plan, Wrangell, Alaska

Project manager and lead planning for the community's last large tract of undeveloped land. Through economic and needs analysis, and public engagement, a new mixed-use neighborhood was planned. Work included phased implementation, zoning, subdivision layout, utilities, roads, and estimates.

#### Downtown Wrangell Waterfront Master Plan, Wrangell, Alaska

Planning and facilitation lead to update the downtown waterfront from industrial based to mixed land use to improve cruise ship facilities, expand the business district and public open space, and enhance marine services. Work included implementation strategies to improve infrastructure and the economy.

#### Downtown Harbors Uplands Feasibility Study and Master Planning, Juneau, Alaska

Planning and facilitation lead to make Juneau a premier port in Southeast Alaska. Through an extensive public process and baseline data the master plan diversifies the waterfront while meeting needs and creating neighborhood connectivity. Work included implementation strategies to improve infrastructure and the economy.

#### Valdez Parks and Recreation Master Plan, Valdez, Alaska

Recently began work for this public driven planning project to update the parks and recreation plan. Work includes facilitation, recommendations and policy improvements. Work to be completed in 2020.

### Education

Bachelor of Landscape Architecture,  
University of Guelph, 1990

### Registration

Registered Professional Landscape  
Architect-Alaska, LA#10440

American Society of Landscape Architects  
(ASLA), Alaska Chapter-Member

### Years of Experience

27 Years

### Certifications

Wetland Delineator, US Army Corps of  
Engineers

Arborist, International Society of  
Arboriculture, PN1563A

USDA Forest Service, Recreation  
Accessibility

### Specialized Expertise

Public Facilitation

Land Use Master planning

### Public Service

Chair, Juneau Parks and Recreation  
Advisory Committee

Liaison, Juneau Lands and Resources  
Committee

### References

Jeremy Talbot, Ports and Harbors Director,  
City of Valdez, 907-202-0016

Allison Eddins, Planner, City and Borough  
of Juneau, Community Development,  
907-586-0758

Carol Rushmore, Economic Development  
Director, City and Borough of Wrangell,  
907-874-2381





## WENDE WILBER, AICP, PTP

Land Use, Zoning, Transportation Planner  
Kittelson and Associates

### Professional Background

Wende is a Principal with Kittelson & Associates. She has been working with engineering, architectural, and construction teams for over two decades in Alaska. Her management skills have been used to deliver land use and university master plans, multi-modal transportation projects, infrastructure projects (including water lines in Valdez), site plans, and private development projects. Her work with municipalities, boroughs, and private developers provides unique insight into the need to balance long-range community visions and codes with the practical reality of implementation. She successfully represents clients in front of the public, commissions, city councils, and with legislators.

### Relevant Experience

#### Education

Master of Urban and Regional Planning,  
Eastern Washington University

Bachelor of Arts, Comparative Literature/  
French, University of Washington

#### Years of Experience

26 Years

#### Certifications

Certified Planner- American Institute of  
Certified Planners

Professional Transportation Planner  
International Association of Public  
Participation

#### Specialized Expertise

Municipal Land Use Codes

Specialist in Land Use and Transportation  
Planning  
Skilled facilitator

Expertise in public involvement and  
outreach

Former Urban Design Commissioner and  
currently serving on Heritage Land Bank  
Commission

Municipality of Anchorage Title 21 Rewrite  
Committee

#### References

Robin Ward, Director and Chief Housing  
Officer, Municipality of Anchorage Real  
Estate Department, 907-343-7536

Christopher M. Schutte, Director Office  
of Economic & Community Development,  
Municipality of Anchorage, 907-343-7144

Kellen Spillman, Fairbanks North Star  
Borough Community Planning Deputy  
Director, 907-459-1266

#### Salcha-Badger Road Area Plan, Fairbanks, Alaska

As part of a planning team, Wende helped analyze existing conditions and distill agency and public feedback to formulate land use, zoning and multi-modal transportation recommendations and policies to protect community values and achieve a desired future vision.

#### Cordova Comprehensive Plan, Cordova, Alaska

As part of a planning team, Wende coordinated transportation needs with existing and future land use scenarios. Goals and strategies focused on implementable and realistic solutions. Strategies focused on maintenance of the existing roadway system while planning for expansion to meet housing and economic growth opportunities and provide enhanced pedestrian and bicycle facilities to better serve residents and tourists.

#### Municipality of Anchorage Archives Site Master Plan/Zoning Code Study

Established an overall vision for the future development of a large parcel through the exploration of multiple redevelopment concepts and design charrettes to determine the highest and best use. Reviewed the Title 21 Land Use Code to evaluate zoning districts and advised MOA Planning on necessary changes required to facilitate future development.

#### Panda Express Restaurant Group, Statewide, Alaska

Project manager overseeing the development of multiple new Panda Express and Raising Cane's Chicken Finger restaurants in Alaska from site selection through construction. Includes extensive review and interpretation of local comprehensive plans, design standards, permitting processes, and land use codes.

#### University of Alaska Campus Master Plan, Anchorage, Alaska

Wende led the land use, multi-modal transportation, and environment analysis in support of the UAA Strategic and Academic plans to guide capital improvement investments and campus growth. The campus was divided into "zoning type" districts to achieve academic goals, connectivity, and land use densities. Overarching design criteria were developed for each district. An intensive stakeholder process engaged the academic departments, UAA leaders, and local community in the dialogue.

#### Municipality of Anchorage University Medical District Plan

Wende served as a neutral third-party facilitator to guide a Steering Committee through a series of difficult land use management discussions related to the merits of forming management authority/special assessment districts. The Steering Committee included representatives from the city, state, universities, major medical institutions, and community councils.



# MEILANI SCHIJVENS

Director  
Rain Coast Data

## Professional Background

Ms. Schijvens is the owner and Director of Rain Coast Data, a Juneau-based research and consulting firm specializing in Alaska economic analysis, publications, socioeconomic impact studies, survey research, and public outreach. Ms. Schijvens is a lifelong Alaskan and has dedicated her professional career to Alaska economic development. Her work has been cited by many national organizations and has also been the recipient of national awards for her work. She holds a Master's in Science from the University of Oregon.

Before founding Rain Coast Data, Ms. Schijvens worked as the Executive Director for Southeast Conference. She taught Alaska Economic History at the University of Oregon, and served as a staffer to the US Legislative Minority Leader in Washington DC. Ms. Schijvens has authored hundreds of Alaska economic development planning and economic analysis publications. In addition to publications, Ms. Schijvens has been conducting public and community outreach campaigns across Alaska since the 1990s. Finally, Ms. Schijvens is known for her work on surveys.

Ms. Schijvens' key strengths are economic development, research, analysis, publications, and advocacy. In 2019 alone, Rain Coast Data has worked in the communities of Ketchikan, Craig, Cordova, Kasaan, Klawock, Saxman, Hollis, Angoon, Juneau, Kake, Petersburg, Skagway, Cordova, Douglas, and Yakutat telling their economic stories, and providing our clients with digestible but very effective documents they can then use to advocate and plan for their community/tribe/project or organization.

## Relevant Experience

### Southeast Alaska Comprehensive Economic Development Strategy 2020

This plan identifies regional priorities for economic and community development and is a strategy-driven plan developed by a diverse workgroup. The plan received a 2018 national innovation award from the National Organization of Development Organizations (NADO), and has been called one of the best CEDS in the country by both NADO and the US EDA.

### Southeast Alaska by the Numbers 2012-2019

These highly cited, highly visible publications provide an annual analysis of Southeast Alaska economic and socioeconomic trends, along with demographics, employment, and earnings in the visitor, seafood, mining, timber, and health care industries.

### The Wrangell Visitor Economy by the Numbers 2019

The Wrangell Convention and Visitor Bureau commissioned an economic analysis of the Visitor Industry to understand the economic benefits to the community and businesses and local trends within the industry.

### Benefit-Cost Analysis for the Cordova South Harbor Replacement Project 2019

This Benefit-Cost Analysis was to be used in the application for a BUILD Discretionary Grant by the City of Cordova. To advocate for federal funding to replace the harbor, Rain Coast Data developed baseline and project scenarios.

### Haines Borough Comprehensive Plan Economic Section, 2012

Ms. Schijvens was the author of the economic development section of the highly successful Haines Borough 2025 Comprehensive Plan, while she was employed at Sheinberg Associates.

## Education

Bachelor of Arts in History,  
Colby College, 1995

Master of Natural Resource Policy,  
University of Oregon, 1999

## References

Robert Venables, Executive Director,  
Southeast Conference, 907-723-0177

Dennis Watson, Former General Manager,  
Inter-Island Ferry Authority, 907-617-2800

Carol Rushmore, Economic Development  
Director City and Borough of Wrangell,  
907-874-2381

## Recent Awards

National Association of Development  
Organizations 2018 Innovation Award  
for the Regional 2020 Comprehensive  
Economic Plan



# MICHAEL FREDERICKS

## Stakeholder Engagement Specialist

### SALT, LLC

#### Professional Background

Michael Fredericks the President of SALT, an Alaska Native, women owned and operated company providing excellence in strategic engagement and design.

Michael is trained as an architect and a certified public facilitator and brings her strength in stakeholder engagement and vision development to Valdez Comprehensive Plan. Whether it is a programmatic vision or an aesthetic one, Michael's leadership in stakeholder engagement results in projects that have strong vision, user alignment and bottom-line impacts.

Michael has worked all over Alaska with stakeholders to develop vision that will drive a planning project beyond the plan phase.

#### Relevant Experience

##### Tlingit & Haida Regional Housing Authority Regional Plan, Southeast, Alaska

In order to better serve their Tribal Partners and deploy funding to have the most impact, Tlingit and Haida Regional Housing Authority sought to restructure how they develop their Indian Housing Plan. Together with Corvus Design and Rain Coast Data, Michael led the completion of an organizational assessment and developed a new planning process that includes a regional needs assessment, extensive tribal input and a project readiness matrix. The project, which is in its final stages, will result in a 10-Year Housing Vision that will guide the organization's allocation of funding to develop housing throughout Southeast Alaska.

##### Community Action Planning, Wrangell, Petersburg, and Klawock, Alaska

Working with the Tribes in Wrangell, Petersburg and Klawock, Michael helped in the development of Community Action Plans that will guide the activities of each Tribe. In addition to developing the structure of the Action Plan, Michael trained Tribal staff to gather the vision of their community and built the capacity needed for each organization to take the lead in the overall development of the resulting plan. In addition to establishing the community's priorities through engagement, the plan is a catalyst for funding to accomplish the action's established.

##### Samuel Simmonds Memorial Hospital, Utiqiagvik, Alaska

Working with the Arctic Slope Native Association and RIM Architects, Michael was commissioned to engage North Slope community members in the hospital design process. Through stakeholder engagement, Michael uncovered long-standing perceptions that deterred clients from using the facility for preventative care. The resulting 100,000 SF facility draws inspiration from this transformative engagement and provides the most effective healthcare delivery for the end user.

##### Alaska Community Coastal Protection Projects, Various Locations, Alaska

Working with HDR on the development of a Strategic Management Plan for the communities of Kivalina, Shishmeraf, and Shaktoolik, Michael lead a deep community engagement process to develop plans that support either relocation or defending in place. In addition to community discussions in each of the villages, Michael created surveys to identify the community's Critical Success Factors.

#### Education

Bachelor of Arts, Architectural Studies,  
University of Washington, 1999

Master of Architecture,  
University of Illinois at Chicago, 2002

#### Certifications

Technology of Participation™

Consensus Workshop

Action Planning

#### References

Authority Jacqueline Kus.een Pata, CEO,  
Tlingit and Haida Regional Housing,  
907-780-3194

Mark Fineman, Senior Project Manager,  
Cook Inlet Housing Authority,  
907-739-3000

Alison Kear, Executive Director, Covenant  
House Alaska, 907-272-1255



## CHIP COURTRIGHT, PE, SE

### Principal Marine Structural Engineer

### PND Engineers

#### Professional Background

Chip Courtright is a principal engineer at PND with more than 13 years of experience in planning and design, inspection, estimation, and construction administration for docks, bridges, marinas, roads, and other site-civil related projects. He has designed numerous dock, harbor, float, and other marine infrastructure projects including the Unalaska Marine Center Position III and IV Dock; Chignik Public Dock; Sand Point Public Dock; Homer Small Boat Harbor Renovations; and Valdez VCT/SBH Repairs project. He is experienced in design in harsh environmental conditions and has a history of innovative and practical design solutions to complete complex projects on schedule and under budget.

#### Relevant Experience

##### **Valdez Waterfront Comprehensive Master Plan, Valdez, Alaska**

Chip performed concept layout of marine facilities for the Valdez Comprehensive Waterfront Master Plan, currently being finalized. He worked with all team members to ensure all concepts were feasible from an engineering and permitting standpoint, and provided construction costs for individual elements of the design alternatives. The plan will be an essential planning and implementation tool. The planning efforts were conducted to gain the support and input of various City departments, residents, local businesses and other stakeholders, while remaining compatible with the community character and environmental conditions. The plan focuses on the existing Small Boat Harbor uplands; Sea Otter Park; New Harbor Uplands; Old Town; the Valdez Container Terminal area; and the economic feasibility for a marine industrial trade park and marine dry stacking facility.

##### **Valdez VCT and Small Boat Harbor Repairs and Load Ratings, Valdez, Alaska**

Chip served as project manager and lead design engineer for repair of the Valdez Container Terminal (VCT), a 1,500-foot approach causeway/bridge, the floating container dock and underwater repairs of the City Small Boat Harbor cathodic protection system. He also led structural evaluation and load ratings for the Kelsey Dock and VCT. The design for the repairs and load evaluation were performed with limited background information, requiring supplemental inspections to fill data gaps. Chip interfaced closely with City personnel to ensure both the repair and load rating projects met the City's needs, within the available budgets.

##### **Seward Railroad Master Plan, Seward, Alaska**

Chip led conceptual marine design efforts for this comprehensive master planning for the Seward rail and port facilities. This project required substantial stakeholder engagement and economic and environmental analysis. The plan presents concepts for port facilities supporting freight and cruise ship passenger activities, addresses potential profitable uses of real estate, and coordinates freight and passenger traffic at the site. The project required close coordination between the ARRC, various users of the port facilities and the general public. The plan was used to help advance a procurement package for the Seward cruise ship facility under a design-build-operate structure.

##### **Chignik Small Boat Harbor, Chignik, Alaska**

Chip led and managed two harbor projects. The first was to procure a new float system, through design-build project delivery. The second includes an expansion of the timber float system, new transient float, inner harbor OPEN CELL SHEET PILE™ dock, and boat lift with vessel wash system, using traditional design-bid-build delivery.

#### Education

B.S. Civil Engineering,  
University of Alaska Anchorage, 2006

#### Registration

Civil Engineer-Alaska, #12820, 2010  
Structural Engineer-Alaska, #126438, 2017

#### References

Nathan Hill, Lake and Peninsula Borough  
Manager, 907-246-2421

David Lowell, Project Manager,  
ADOT&PF – Southcoast, 907-465-4812

Paul Cyr, Statewide Access Program  
Coordinator, ADF&G, 907-267-2264





## JIM CAMPBELL, PE

Principal Geotechnical/Hydrological Engineer  
PND Engineers

### Professional Background

Jim Campbell has more than 25 years of project experience in civil design, surface and subsurface hydrology, hydrogeology, geotechnical investigations, environmental investigations and permitting, and planning. He has managed and completed numerous geotechnical and hydrological investigations, river and coastal erosion protection projects, and design projects for oil and mining projects, marine and coastal facilities, buildings, and road projects, working for large and small private companies, state and federal agencies, and small communities.

### Relevant Experience

#### Education

M.S., Civil Engineering, University of  
Colorado (Water Resources), 1993

B.S., Civil Engineering,  
University Of Colorado, 1988

#### Registration

Civil Engineer-Alaska #9311

#### References

Jane Traffalis, PE, Highway Design  
Engineer, Federal Highway Administration,  
Western Federal Lands Highway Division,  
360-619-7819

Javier Fente, Point Thomson Civil Engineer  
Lead, ExxonMobil, 832-374-6288

Dan Petersen, Kiewit Pacific Company,  
808-753-6571

#### Valdez Avalanche Berm, Valdez, Alaska

Jim assisted with meteorological data collection and analysis, historical avalanche research, and civil design for an avalanche diversion berm (45 feet high, 100 feet wide at base) structure located above the Alyeska terminal in the mountainous Valdez area. The project received a high level of scrutiny because it was situated on a steep mountain side above the Pipeline Control Center and Power House and the high seismic accelerations of the area. The project consisted of the earthen berm and associated flow channel to deflect a large (100-year return) avalanche and prevent impact to the critically important pipeline control center and power house. The project also required temporary diversion of a mountain stream, construction of a new creek channel, and a stream settling basin.

#### Mendenhall River Erosion Engineering, Juneau, Alaska

Jim participated in design of riprap revetment for the Mendenhall River utilizing HEC-RAS for hydraulic analyses for riprap sizing and scour potential. The riprap revetment section was designed to prevent further erosion of the river banks and to protect the neighboring residential district under this CBJ and Alaska Housing Authority joint agency project.

#### Skagway River Flood Control, Skagway, Alaska

Jim provided H&H design oversight and review for a new 570-foot-long riprap-protected flood control dike for the Skagway River to protect properties in the Seven Pastures area, downstream of the 23rd Street/Klondike Highway bridge. Design and permitting were completed in 2016-17, but it has not been constructed yet. PND provided a river morphology study for potential future channel migration, and provided H&H analyses using HEC-RAS in accordance with the ADOT&PF Highway Drainage Manual to determine required dike top elevations, lateral extents, scour potential and riprap design requirements.

#### Matanuska River Spur Dikes, Matanuska-Susitna Borough, Alaska

Jim was project manager and principal engineer for civil, hydrology and hydraulic design of spur dike erosion control structures in the Matanuska River, Alaska. Basin hydrology was analyzed and a geomorphic assessment of the river was performed to evaluate potential future river changes. Dikes 1-4 were designed using conventional designs. For the fifth dike, constructed several years later, a new barb tip spur design was used to redirect river flows and distribute erosion energy at dike head in cooperation with the Alaska Department of Fish and Game and the U.S. Department of Agriculture, Natural Resources Conservation Service (NRCS).



## BRIAN MEISSNER, AIA, LEED

Principal Architect  
ECI

### Professional Background

Brian Meissner is a registered Architect and Project Management Professional who specializes in predevelopment studies for public and private construction projects. With a degree in Urban Geography and a minor in Mathematics, Brian likes to analyze maps and data to help clients make informed planning decisions. He has a natural ability to orchestrate consensus among stakeholders to achieve buy-in and define project direction.

Through his ongoing work at Kelsey Dock, his work as a member of the Valdez Waterfront Master Plan Team, and currently as pre-development lead for the Valdez Museum, Brian understands how the City of Valdez works. He is familiar with land ownership patterns, pedestrian and circulation patterns, properties with opportunities for development and the City's collection of real estate assets. This knowledge will help the Corvus team develop a Comprehensive Master Plan with recommendations that can be implemented to help Valdez thrive.

### Relevant Experience

#### Valdez Waterfront Comprehensive Master Plan, Valdez, Alaska

Brian assisted with portions of the master plan that affected built infrastructure and contributed to economic analysis of the master plan, especially the Dry Stack Boat Storage proposal. Efforts included facilitation support, estimating and understanding infill of the downtown waterfront.

#### UAA Campus Master Plan, Anchorage, Alaska

As team leader, Brian led the stakeholder engagement process, provided vision to the process and served as final quality control reviewer for this comprehensive campus master plan. Work was with Corvus Design.

#### Kelsey Dock Master Plan & Visitor Center, Valdez, Alaska

The Kelsey Dock project included a new master plan for the full Kelsey Dock site, construction of a new visitor center around the existing restrooms and upcoming renovations to the Yellow Building. Brian is principal-in-charge for the project and led the public process for the project. Work was with Corvus Design.

#### Kesugi Ken Campground and Visitor Center, Denali State Park, Alaska

Master Plan and implementation for a major new recreation area within Denali State Park. Completed work includes: 113-acre Campground; Hiking Trails, Ranger Contact Cabin; Public Use Cabins (4); Access Road; Transportation Hub/Interim Visitor Center; Power Utility Extension (to support current and future uses). Brian served as Principal-in-Charge and spearheaded Stakeholder Engagement.

#### Ship Creek Intermodal Transportation Center, Anchorage, Alaska

Master Plan, adaptive re-use & historic preservation as part of a major transportation center. Brian played many roles in this multi-year project: Principal-in-Charge, Lead Architect & Project Manager; Public Process Lead; LEED Coordinator.

#### Camp K at Kenai Lake, Cooper Landing, Alaska

Master Plan and Implementation for redevelopment of a recreation site on Kenai Lake in order to reduce impacts to the pristine lake. Completed projects include a pair of new cabins to support 72 campers, new dining hall, new washroom facilities and nurse's quarters, new trails and ropes courses, new access road and parking area, new play field.

### Education

Bachelor of Science, University of Nevada,  
1994

Master of Architecture, University of  
British Columbia, 1998

### Registration

Registered Architect-Alaska, A-10780

### References

Nathan Duval, City of Valdez Capital  
Facilities Director, 907-835-5478

Kim Mahoney, UAA Facilities Planning &  
Construction, 907-786-4912

Tanci Mintz, Formerly SOA, Division of  
General Services, 907-242-1044



# LINDA PRINGLE, BCSLA, CPSI

## Landscape Designer

### Corvus Design

#### Professional Background

Linda has been with Corvus Design for two years and is actively pursuing her professional licensure. She has a unique skill set in having a diploma in Landscape Architectural Technology prior to her Bachelor of Landscape Architecture degree which equips her with a high level of technical skills. This knowledge and background means that she is efficient as production staff, but also already accomplished as a project designer and project manager. She provides a strong role for all project aspects from project setup, inventory and assessments, planning and design, graphic visualization, construction documentation, and construction period services.

Linda has a passion for planning and design and working within a public process. In her two years with the firm, she has been involved in many of our community planning projects including work in Juneau, Valdez, Wrangell, Klawock, Ketchikan, and others. She has taken the lead in the narrative development, document layout, graphics, and as editor to create easy to read and concise planning documents. She has also developed many of our drawings and exhibits for public meetings and translating hand drawn materials into rich master plans. Her knowledge and focus on parks, recreation, playgrounds, and trails will also benefit this project.

Linda has provided public facilitation support to Chris for many of our planning projects and will also serve in this role for this project.

#### Relevant Experience

##### **Mendenhall Glacier Recreation Area Master Plan, Juneau, Alaska**

Master planning, graphics coordination, and conceptual design for several focus areas to support the MGRA's 50 year vision that responds to a changing landscape while meeting the growing demand to visit this Juneau landmark.

##### **Valdez Comprehensive Waterfront Master Plan, Valdez, Alaska**

Planning and facilitation lead for nearly a thousand acres including recreation, harbors, commercial, and other improvements to promote economic diversity. Linda was responsible for document preparation, planning, and facilitation support.

##### **Wrangell and Klawock Community Action Plan, Klawock and Wrangell, Alaska**

Working with the Tribes in a public process to develop Community Action Plans that will guide future Tribal activities, programs, and community improvements. Linda was responsible for document preparation.

##### **Athletic Fields Assessments and Recommendations, Ketchikan, Alaska**

Borough wide assessments and facility recommendations for meeting current and future needs for sports field users. Fields includes artificial turf, natural grass, and sand based fields. Work includes public and focus group meetings.

##### **Indian Housing Plans, Various Southeast Communities, Alaska**

Planning and facilitation for development of community action plans for 12 communities served by THRHA including housing, and capital improvements. Linda was responsible for document preparation.

#### Education

Bachelor Of Landscape Architecture,  
University Of Guelph, 2016

Diploma in Landscape Architectural  
Technology, Northern Alberta Institute of  
Technology, 2014

#### Certifications

Certified Playground Safety Inspector  
(42109-0621 exp. June 1, 2021)

#### References

Morgan Barry, Deputy Director, Public  
Works Department, Ketchikan Gateway  
Borough, 907-228-6664

Keri Williamson, Project Engineer, CBJ  
Engineering and Public Works,  
907-586-5200

Jeremy Talbot, Ports and Harbors Director,  
City of Valdez, 907-202-0016



# GORDON SMITH

## Planner and Landscape Architect

## Sustainability and Community Resilience

### Professional Background

I have conducted numerous planning studies including Integrated Community Sustainability Plans and Municipal Climate Change Action Plans for dozens of municipalities throughout the east coast region of Canada. I have co-authored a number of climate change related reports including “Climate Change and the Halifax Regional Municipality: An Assessment of the Municipal Planning Strategy” and “A Guide for Incorporating Adaptation to Climate Change into Land-Use Planning”. Following over 25 years as a private consultant, I am currently the Director of Planning for the Province of Nova Scotia. Within this role over the last 5 years, I have been enhancing the provincial approach to integrating climate changes into our legislation, regulations and programs.

I have the ability to organize information from a wide variety of sources to create solutions to multi-faceted land use issues and I have been integrating concepts of community resilience into my planning and design work throughout my career. I have a broad view of the environmental conditions affecting communities and feel that social, economic and natural contexts must be considered in a holistic manner. Based on my experience working with dozens of communities in many different situations, I have honed a realistic and practical approach to assisting municipalities to integrate climate change thinking into their plans.

### Relevant Experience

#### **Municipal Flood Line Mapping Project, Province of Nova Scotia, Government of Nova Scotia**

In this project, my team and I have worked with three universities in the province and 3 others across Canada to develop climate change and sea level rise scenarios that will be integrated in the flood mapping standards and guidance that we are developing for use throughout the province. We are currently applying the standards in three communities as test cases to ensure that the proposed approach will work efficiently within the municipal environment.

#### **Assessment of Infrastructure Relevant to the Fishing and Aquaculture Industries, Atlantic Canada, for the Atlantic Climate Adaptation Solutions Association**

I was project manager for this project which developed an easy to use evaluation tool that lay people could use to assess the vulnerability of fishery and aquaculture infrastructure in their community. The report included a discussion of climate change risks and vulnerabilities of the relevant infrastructure and provided an inventory of approaches for addressing vulnerability to climate change for relevant infrastructure.

#### **Municipal Climate Change Action Plan, Town of Annapolis Royal, Nova Scotia**

I project managed this exercise to assist this community to understand the potential risks of all aspects of climate change including sea level rise, an increased number and intensity of storm events, and wider variations in temperature. The report provided a practical guide to considering potential impacts to infrastructure and operations and created a base line document that council and staff could use to inform policy, program and funding decisions.

### Education

Masters of Landscape Architecture,  
University of Manitoba, 1989

Bachelor of Environmental Science,  
University of Manitoba, 1983

### Qualifications

Fellow and Past President of the Canadian  
Society of Landscape Architects

Full member of the Canadian Institute of  
Planners, Licensed Professional Planner in  
Nova Scotia, Canada

### Selected Awards

Inducted as Fellow, Canadian Society of  
Landscape Architects for Executed Works,  
2018

Team Leader for the Town of Riverview  
Urban Design and Built Form Guidelines,  
which won the Atlantic Planners Institute  
Award for Planning Excellence for Physical  
Plans and Designs, 2012

Team Leader for the Dartmouth Common  
Master Plan, Dartmouth, Nova Scotia,  
which won a Canadian Society of  
Landscape Architects Regional Merit  
Award, 2011

### References

John Jozsa, President, Jozsa Management  
and Economics, 902-483-0664

Mark Greenwood, Hydrologist, Nova  
Scotia Department of Environment,  
902-471-7132

Mary Bishop, Planner, Fellow of the  
Canadian Institute of Planners,  
709-330-5569





## TRACIE A. KRAUTHOEFER, MA

Principal Cultural Resource Specialist  
Corvus Culture

### Professional Background

Tracie is a historic preservation specialist, architectural historian, archaeologist and cultural anthropologist with over 20 years of experience throughout Alaska, California and the Pacific Northwest. Tracie specializes in assisting clients navigate the National Historic Preservation Act (NHPA) Section 106 process, and enjoys the problem solving often involved in particularly complicated consultations. Tracie has completed numerous cultural resource surveys and National Register of Historic Places (NRHP) evaluations. She has prepared a number of historic contexts and NRHP nominations, as well as historic building and structure documentation, including HABS and HAER level documentation. Her experience spans a variety of sectors including public and private oil and gas development, road and rail transportation, power and hydropower, architecture and engineering, mining, and recreation.

Tracie is particularly passionate about finding the relevance in cultural resource management, educating others on the role cultural and historic resources play in personal and community identity and development, and helping people connect with and preserve these “places that matter.”

### Relevant Experience

#### **Juneau Historic Preservation Plan Update, Phases I and II, City and Borough of Juneau (CBJ), Juneau, Alaska**

Historic preservation planner, public facilitation and planning recommendations, including draft plan goals, opportunities and action items, for an overhaul of the CBJ’s ca. 1990s draft historic preservation plan.

#### **Block 13 NRHP Nomination, Municipality of Anchorage, Anchorage, Alaska**

Project manager and architectural historian for re-survey and preparation of a National Register of Historic Places nomination for a downtown Anchorage residential historic district. The district has since been listed in the NRHP.

#### **Tok River Bridge HAER, Alaska Department of Transportation and Public Facilities (ADOT&PF), Tok, Alaska**

Architectural historian and photographer. Completed Historic American Engineering Survey (HAER) documentation of the Tok River Bridge, a NRHP-eligible historic property in interior Alaska, prior to demolition of the bridge. Project challenges included the time sensitive completion of photo documentation prior to bridge demolition, and completing the photography in enough detail to allow for narrative and historical documentation to occur following bridge demolition.

#### **Eklutna Diversion Dam NRHP Evaluation, The Conservation Fund, Eklutna, Alaska**

Architectural historian for documentation and NRHP evaluation of the Eklutna Diversion Dam, prior to its removal to restore fish habitat. Also prepared the memorandum of agreement (MOA) to resolve the adverse effect of removal of the dam and supported the Conservation Fund, Eklutna Inc., and the US Army Corps of Engineers in consultation with the State Historic Preservation Office for signature and implementation of the MOA.

### Education

Master of Arts, Historic Preservation,  
Savannah College of Art and Design, 2013

Graduate Studies in Anthropology,  
University of Alaska Fairbanks, 1997-2001

Bachelor of Arts, Anthropology, University  
of Montana Missoula, 1995

### References

Allison Eddins, City and Borough of  
Juneau, 907-586-0758

Kalb Stevenson, Axiom Environmental,  
907-297-9519

Erik Hilsinger, Alaska Department of  
Transportation and Public Facilities,  
907-269-0534



