City of Valdez

212 Chenega Ave.
Valdez, AK 99686

Meeting Agenda

Ports and Harbor Commission

Monday, May 1, 2023 | **7:00 PM** | **Council Chambers**

Regular Meeting

REGULAR AGENDA - 7:00 PM

I. CALL TO ORDER

II. ROLL CALL

III. APPROVAL OF MINUTES

1. Port and Harbor Commission Regular Meeting Minutes of March 20th, 2023.

IV. PUBLIC BUSINESS FROM THE FLOOR

V. NEW BUSINESS

1. Review of Port Tariff 101-2022

2. Annual Review of the Waterfront Master Plan

VI. REPORTS

1. Staff Reports

VII. COMMISSION BUSINESS FROM THE FLOOR

VIII. ADJOURNMENT

File #: 23-0248, **Version:** 1

ITEM TITLE:
Port and Harbor Commission Regular Meeting Minutes of March 20th, 2023.

SUBMITTED BY: Sarah Cox, Harbor Administrative Assistant

FISCAL NOTES:

Expenditure Required: N/A
Unencumbered Balance: N/A
Funding Source: N/A

RECOMMENDATION:

Approve Port and Harbor Commission regular meeting minutes of March 20th, 2023.

SUMMARY STATEMENT:

Port and Harbor Commission regular meeting minutes of March 20th, 2023 attached for review and approval.

City of Valdez

212 Chenega Ave.
Valdez, AK 99686

Meeting Minutes - DRAFT

Monday, March 20, 2023

7:00 PM

Regular Meeting

Council Chambers

Ports and Harbor Commission

I. CALL TO ORDER

Chair Pro Temp Colleen Stephens called the meeting to order at 6:59PM in the Council Chambers.

II. ROLL CALL

Present	4 – Chair Pro Tempore Colleen Stephens Commission Member Andrea West Commission Member Alan Steed Commission Member Trevor Milich
Absent	3 – Chair Stu Hirsch Commission Member Mark Swanson Commission Member Tim Bouchard
Also Present	6 – Director of Ports and Harbor Jeremy Talbott Harbormaster Sarah Von Bargen Port Operations Manager Andrew Doherty Harbor Administrative Assistants Sarah Cox and Tenisha Hunt

III. APPROVAL OF MINUTES

1. Approval of Minutes from 12/19/22 Ports and Harbor Commission meeting

MOTION: Commission Member Steed moved, seconded by Commission Member West, to approve Ports and Harbor Commission regular meeting minutes for December 19th, 2022.

VOTE ON THE MOTION:

Yays: 4 - Chair Pro Tempore Stephens, Commission Member West, Commission Member Steed, and Commission Member Milich.

MOTION PASSED.

IV. PUBLIC APPEARANCES

1. Mariculture Update

Tommy Sheridan, from the UAF Alaska Blue Economy Center gave an update on Mariculture development.

V. PUBLIC BUSINESS FROM THE FLOOR

There was no public business from the floor.

VI. NEW BUSINESS

1. Approval of Recommendation to Ports & Harbor Commission to Name Rates & Fees for Use of Facilities in the Valdez Harbors and Repeal Resolution No. 21-53 Naming Such Rates & Fees.

MOTION: Commission Member Steed moved, seconded by Commission Member Milich, to approve recommendation to Ports & Harbor Commission to name rates and fees for use of facilities in the Valdez Harbors and repeal Resolution No. 21-53 naming such rates and fees.

Hannah Metroka, Harbor Resident, wanted clarification on what rate changes there would be.

Harbormaster Sarah Von Bargen provided an overview of the proposed changes.

VOTE ON THE MOTION:

Yays: 4 - Chair Pro Tempore Stephens, Commission Member West, Commission Member Steed, and Commission Member Milich.

MOTION PASSED.

2. Approval of Recommendation to Ports & Harbor Commission to Update the Existing Fee Structure of the Harbor Residential Surcharge and Repeal Resolution No. 00-60 Establishing a Residential Surcharge for Residential Vessels in the Valdez Boat Harbor.

MOTION: Commission Member Steed moved, seconded by Commission Member Milich, to approve recommendation to Ports & Harbor Commission to update the existing fee structure of the Harbor Residential Surcharge and repeal Resolution No. 00-60 naming such fees.

Harbormaster Von Bargen spoke on the reasoning for the Harbor Residential Surcharge to increase.

Jared Van Putten, Harbor Resident, spoke in opposition the residential surcharge increases and asked about the effect of owning property in Valdez. Harbor Master Bon Bargen explained that the residential surcharge was designed to be in lieu of property taxes and detailed of city services supported by this fee. Ports and Harbors Director Jeremy Talbott provided detail on cost increases depending on the length of vessel.

Hannah Metroka spoke about the difficulties and expense of housing in Valdez and that living on a vessel was cost effective. Hannah also noted safety concerns with harbor facilities.

Director Talbott and Harbormaster Von Bargen expressed a desire to have a liveaboard become a commissioner. Ms. Von Bargen also noted that the possibility of getting key cards for harbor facilities was being explored by the IT department.

Commissioner West stated that this was not the first time she had heard about the public bathrooms being an issue for the Harbor Residents and requested future discussion.

VOTE ON THE MOTION:

Yays: 4 - Chair Pro Tempore Stephens, Commission Member West, Commission Member Steed, and Commission Member Milich.

MOTION PASSED.

3. Approval of Recommendation to City Council for the 2023 Renewal of the Certificate of Public Convenience and Necessity for Valdez Yellow Cab.

MOTION: Commission Member West moved, seconded by Commission Member Milich, to Approve recommendation to City Council for the 2023 renewal of the Certificate of Public Convenience and Necessity for Valdez Yellow Cab.

VOTE ON THE MOTION:

Yays: 4 - Chair Pro Tempore Stephens, Commission Member West, Commission Member Steed, and Commission Member Milich.

MOTION PASSED.

4. Discussion Item: H-K Harbor Reconstruction Project Update

Capital Facilities Director Nathan Duval updated the commission on this project.

5. Discussion Item: Feasibility Study for Prince William Sound Ferry Authority, Phase 1 Summary

Director Talbott noted that information on this topic was included in the agenda packet.

VII. REPORTS

1. Staff Reports

Port Operations Manager Andrew Doherty gave an update on cruise ship operations for the 2023 season.

Harbormaster Von Bargen announced that she had passed her Marina Manager Course.

Director Talbott spoke about the new rental car company.

VIII. COMMISSION BUSINESS FROM THE FLOOR

There was no commission business from the floor.

IX. ADJOURNMENT

There being no further business, Chair Pro Temp Stephens adjourned the meeting at 8:00pm.

File #: 23-0249, **Version:** 1

ITEM TITLE:
Review of Port Tariff 101-2022
SUBMITTED BY: Jeremy Talbott, Ports and Harbors Director

FISCAL NOTES:

Expenditure Required: N/A
Unencumbered Balance: N/A
Funding Source: N/A

RECOMMENDATION:

Discussion Item only

SUMMARY STATEMENT:

Staff would like to outline and discuss review process that would include the following items.

- Comprehensive Port and Harbor Comparison of our regional Ports & Harbors (Currently Underway)
- Port and Airport annual budget review.
- Deferred maintenance list and replacement schedule.
- Review of “Valdez by the numbers” (An Economic Development Project currently under way)

The intention of this review process spanning the summer would be to give the Ports & Harbors Commission a 360-degree view of the current revenues, expenses, future maintenance needs, current services levels and fees.

Staff will be looking for commission volunteers and understands this process will likely include homework and meetings that would be more conducive to a committee and not the entire commission.

File #: 23-0250, **Version:** 1

ITEM TITLE:
Annual Review of the Waterfront Master Plan
SUBMITTED BY: Jeremy Talbott, Ports and Harbors Director

FISCAL NOTES:

Expenditure Required: N/A
Unencumbered Balance: N/A
Funding Source: N/A

RECOMMENDATION:

Review Waterfront Master Plan

SUMMARY STATEMENT:

As part of the City of Valdez Comprehensive Plan titled “Plan Valdez”, the Ports & Harbors Commission is tasked with an annual review of the Comprehensive Waterfront Master Plan.

The original plan was adopted in 2019 and is considered a 5-30-year vision with review and update every 5 years.

Staff would be willing to schedule a more comprehensive review with the commission during a dedicated work session if the commission would like to do a page by page review together. Other options would be a working committee with 3 or less commissioners, one on one meetings with staff, and on your own review.

We will reach the 5 year review bench mark next year, and we will want to update the plan, reprioritize, and cross off some of the projects that we have accomplished.

Waterfront Master and Comprehensive plans are attached, commissioners and citizens who currently do not have a hardcopy of the Waterfront Master Plan and would like one please contact the Ports and Harbors Director. Plans are available in the Port office and are electronically available on the City of Valdez Web site.

VALDEZ COMPREHENSIVE WATERFRONT MASTER PLAN

Volume III | Final Planning Document

PORT OF VALDEZ

PND ENGINEERS, INC.

Corvus Design
Landscape Architecture • Planning • Industrial Design

ECI

McDowell GROUP

CLIENT

The City of Valdez

MAYOR

Jeremy O'Neil

CITY COUNCIL MEMBERS

Dennis Fleming, Ron Ruff, Christopher Moulton, Darren Reese, Sharon Scheidt, Alan Sorum

CITY MANAGER

Mark Detter

PROJECT MANAGER

Jeremy Talbott, Ports and Harbors Director

PROJECT STEERING COMMITTEE MEMBERS

Bernie Culbertson, Colby Boulton, Colleen Stephens, Darren Reese, Stu Hirsch, Karen Ables, Nick Farline, Pat Day, and Ron Ruff

PORTS AND HARBORS COMMISSION

Alan Steed, Ryan Sontag Jr., Steven Cotter, Mark Swanson, Colleen Stephens, Tim Bouchard, and Stu Hirsch

THANK YOU

To Valdez's citizens, businesses, stakeholders, and all who participated in the development of this master planning document. We would also like to thank the past elected officials and managers who held positions during the development of this plan.

PLANNING TEAM

PND Engineers, Inc.; Corvus Design, Inc.; ECI; and McDowell Group

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VALDEZ: A WATERFRONT COMMUNITY

PROJECT OVERVIEW

1.0 EXECUTIVE SUMMARY

The Valdez Comprehensive Waterfront Master Plan is being developed for the City of Valdez to support existing and new waterfront opportunities and activities within the community. This effort is rooted within the 2018 Valdez Ports & Harbors Commission's identification of 14 sites that are community assets and key to supporting and growing Valdez and its waterfront.

From these 14 sites, five were prioritized by the Commission and are the focus of this Master Plan effort. This plan will create site-specific waterfront master plans that facilitate future development and economic opportunities for the community. The entire planning effort has been developed within an inclusive public process.

This document (Preferred Concept Development) is the development of the preferred master plans for each of the five prioritized sites. Each master plan is backed by economic analysis, construction estimates, understanding return on investments, and implementation strategies for each site.

This document builds off the findings and recommendations within the Inventory & Concept Development document completed in May 2019.

2.0 INTRODUCTION

The City of Valdez is in Prince William Sound on the northern shore of Port Valdez. The City has a rich history in mining, with the military, and as the starting point of the first major road route to the interior of Alaska. The City of Valdez has undergone boom and bust periods with the result of a fluctuating population and different growth patterns. Heavy damage caused by the 1964 earthquake required the City of Valdez to move to the delta of Mineral Creek, approximately 4 miles west of the original town site.

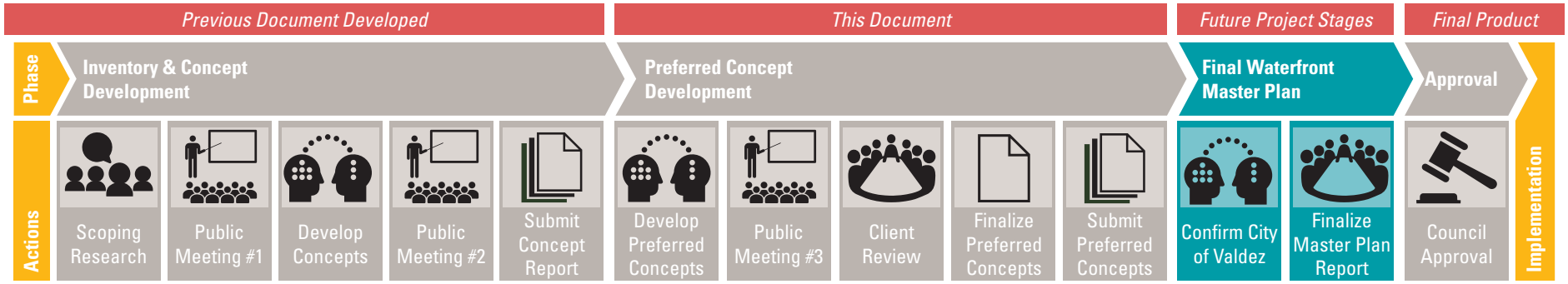
The economy in Valdez started to recover in 1969 when Valdez was selected as the terminus of the Trans-Alaska Pipeline and an oil storage/transfer marine terminal. Valdez has since become a diverse community supported by the Trans-Alaska Pipeline, all-season tourism, fishing, transportation, and shipping. The waterfront plays a crucial role in serving the community and supporting its industries; the waterfront is the identity of Valdez and the future of the community.

3.0 PROJECT NEED

The Valdez Comprehensive Waterfront Master Plan examines a variety of development options for the waterfront and how this growth will fit within the desired community character. The goal is to ensure the long-term viability of commercial and charter fishing operations, retail businesses, and tourism, while preserving public and recreational use of the waterfront. These are vital components of the City's planning goals.

The waterfront functions as a gateway for Valdez into Prince William Sound and serves as the driver for future growth, preservation, and the enhancement of Valdez as a community. The master plan will be used to encourage and direct new opportunities and activities that strengthen Valdez as a premier port in Prince William Sound, ensuring that it remains a first-class working waterfront.

The plan is being developed by PND Engineers, Corvus Design, ECI, and McDowell Group.



Planning process and document structure

VALDEZ: A WATERFRONT COMMUNITY CONT'D

WHAT IS THE WATERFRONT?

4.0 PROJECT COMPONENTS

The waterfront is a crucial component of the City of Valdez. It plays many different roles in the lives of residents, tourists, and long- and short-term working citizens. It is a working waterfront that serves as a major economic contributor to Valdez, which in part also makes it a first-class public waterfront. The day-to-day activities of a working waterfront serve as a major draw for tourists and visitors who find themselves engaging in the charter and commercial fishing operations that make up a large part of Valdez's identity. As a smaller community, Valdez has maintained its charm as a recreational paradise within a stunning landscape. Valdez's waterfront, and the activities it provides access to, acts as a draw for residents, recreators, and visitors despite the community's secluded location.

As the City plans for the future, it is imperative to encourage a diversity of opportunities along the waterfront without compromising the natural character and beauty. It is important to understand that the waterfront is an asset to the community on more levels than as a draw for tourism or for economic prosperity. The waterfront is described as a natural, public, and working waterfront. Balancing these needs is a challenge and a key planning goal for the master plan. Future development needs to adhere to this multifaceted nature, embracing and blending the three components into a cohesive working community of parts. The natural, public, and working components of the waterfront and how these relate to future development and growth are further described in the following sections 4.1, 4.2, and 4.3.

4.1 Natural Waterfront

The natural waterfront consists of those areas that have ecological function and allow visitors and residents to interact with flora, fauna, and natural processes.

These natural areas support the tourist industry and the commercial fishing industry, as well as contribute to the quality of life for residents of Valdez.

4.2 Public Waterfront

The public waterfront comprises those areas that maintain access to Port Valdez: beaches, recreation harbors, water-based recreation, motorized and non-motorized water vehicle sports, wildlife and marine-base viewing, and the working waterfront.

These areas facilitate resident and visitor interaction with the waterfront through maintaining community recreational needs, transportation requirements, subsistence access, and through commercial enterprises.

4.3 Working Waterfront

The working waterfront provides lands and infrastructure used for water-dependent economic activities and operations. These include ports and freight facilities, commercial boat harbors, waterfront and marine-dependent businesses and operations, and services to support marine-based activities.

These areas facilitate operations of the port, harbor, and industrial facilities that are dependent on the Port Valdez for future growth and success. Promoting a working waterfront requires maintaining intermodal connections of operations to the water, highway, and airport transportation links.

Natural Waterfront

Public Waterfront

Working Waterfront

PROJECT APPROACH

5.0 PLANNING PROCESS

The Inventory and Concept Development phase of the Valdez Comprehensive Waterfront Master Plan precedes this document and provides the background and concept development of alternative plans for the five prioritized sites. The Inventory and Concept Development report identified current and future needs by developing a thorough local and regional economic analysis and by communicating with members of the community through a series of public workshops and interviews. Several conceptual master plans were developed, along with a cost analysis for each concept, and presented through a series of workshops for each site. The current report (Preferred Concept Development) is based on input received from the previous document and refinement of the master plans that will assist future growth along the waterfront to support and expand the local economy and develop Valdez's first-class waterfront. The public will have the opportunity to provide input as this document goes from a draft to the final Valdez Comprehensive Waterfront Master Plan.

The graph on the right of this page explains the planning process and the parties that contribute through each phase of master plan development. Sections 5.1 and 5.2 provide a more thorough explanation of the data, research, and public engagement involved with the development of this report, which will be used to create the final master plan report.

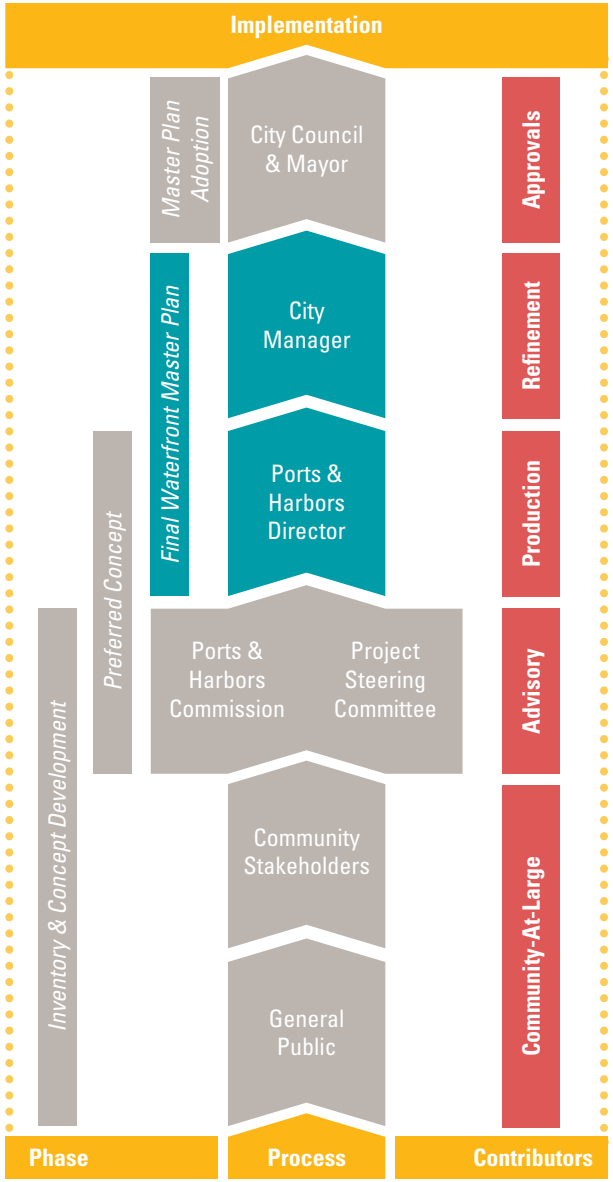
5.1 Public Engagement

The master planning effort is supported by an extensive public process to guide the community in the development of a cohesive waterfront vision. The planning team has conducted a four-day public planning workshop that included public meetings, open houses, and interviews, drawing the participation of nearly 100 people. Three additional multiday community meetings and workshops throughout the balance of the planning effort made up our public engagement and were well attended. It is the goal of this planning effort to fully support community inclusion and create opportunities for the community to review all of the proposed master plans and supporting materials. Additionally, all materials developed and public input received has been posted on the project website: https://valdezwaterfront.blogspot.com.

5.2 Reports & Data

Previous planning documents, data, and resources were reviewed to direct the planning process and assist in developing the master plans for each site. The following is a list of documents and resources that were used to gather information for this report.

- 2018 Economic Impact of the Valdez Fisheries
- 2019 City of Valdez Comprehensive Plan (Draft: in progress)
- 2017 Valdez Visitor Market Profile
- 2015 Competitive Market Analysis and Long Range Planning for the Port of Valdez
- 2015 Draft Waterfront Front Development Plan
- 2014 Valdez New Harbor: Harbor Economic Impact Model Findings
- 2007 Valdez Waterfront Development Master Plan
- Alaska Commercial Fisheries Entry Commission
- Alaska Department of Fish and Game
- Alaska Department of Labor and Workforce Development
- U.S. Census Bureau, American Community Survey
- City of Valdez, Zoning and Local Ordinances
- Interviews with various department directors and managers



COMMUNITY VISION

PROJECT GOALS

6.0 GUIDING PRINCIPLES

The Ports & Harbors Commission and Port Department developed an overall Waterfront Master Planning document in 2018. The document identified goals, completed projects, ongoing projects, and deferred maintenance projects that are related to the waterfront in Valdez. The identification of site and setting goals were developed by Port staff and the Commission during a series of regular meetings in which members of the public were invited to participate.

The goals that were developed in the Waterfront Master Planning document have been carried over and will drive the development of the Valdez Comprehensive Waterfront Master Plan and future waterfront planning in Valdez.

6.1 Provide a first-class waterfront experience

The waterfront should be a first-class experience for both residents and visitors, one that is welcoming, connective, and reaches out to the rest of the community. The core of what Valdez is – the natural, public, and working waterfront – should be effortlessly reflected here.

6.2 Preserve, enhance, and expand the diversity of amenities

Creating a draw for both visitors and locals will enhance access to boating, fishing, sightseeing, entertainment, and events along the waterfront.

6.3 Attract new industries and businesses

By establishing a diversified economy, Valdez can continue to be a strong economic contributor into the future. This will help create new jobs and develop a solid and stable economy for Valdez.

6.4 Leverage public investments to catalyze private investment and development

The use of public funding to stimulate economic growth will in return attract private investments to further increase economic opportunity and provide community services. Private-Public Partnerships should be developed where logical.

6.5 Contribute to the overall sustainable fiscal health of the City

The three pillars of sustainability are environmental, social, and economic. To create sustainable health, Valdez must focus strongly on all three pillars and maintain a balance between the natural, public, and working waterfront.

6.6 Develop a phased execution plan

In developing a phased execution plan, Valdez can ensure that there is long-term financing available, facilities are being implemented when needed, and operations and maintenance are running smoothly and are adequately sized for future growth.

Preserve

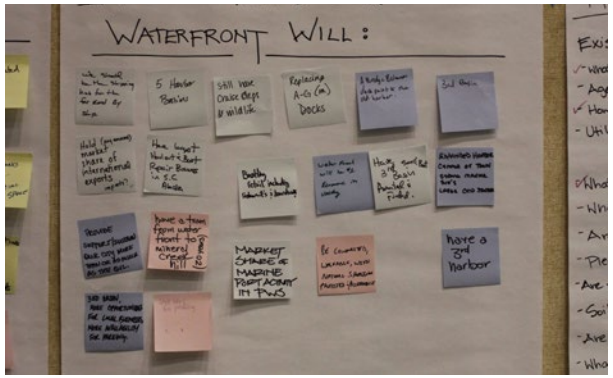
Enhance

Diversify

7.0 VISION

A five- and 30-year vision was developed with the community during the first week of the public planning process. Community members were asked to provide ideas of what their vision was for the Valdez waterfront. The planning team took these ideas and generated three primary planning ideas to strive toward throughout a five- and 30-year window.

Five-Year Vision



Thirty-Year Vision

FIVE-YEAR VISION

Strengthen the Marine Industrial Sector

- More seafood plants
- Another seafood processor
- Seaweed farming
- Start of marine industrial park with large vessel haulout
- Build larger lift
- Commercial dock space
- Will be seen as an economic contributor to Valdez
- Waterfront access for visitors
- More boat storage
- Retail seafood
- Have year-round fisheries

Increase Business Opportunities on the Waterfront

- Create more private business opportunities
- Fastest-growing segment of Valdez
- More waterfront access for visitors
- Generate more revenue
- Walkable, filled with small businesses, connected
- Be known for its great restaurants!
- Businesses along boardwalk of Old Harbor

Create Waterfront as a Focal Point of Valdez

- Have an appropriate space/city for cruise ships
- Focal point of town
- More food trucks
- Ten times the public access
- Be connected
- New harbor/port office in central location
- More parks and recreation
- Commercial dock space
- Increase cruise landings

THIRTY-YEAR VISION

Expand the Working Waterfront

- Five harbor basins
- Have largest haulout and boat repair business in Southcentral Alaska
- Have small-boat third basin, permitted and funded
- Expand harbor, center of town, strong marine services, large CCID storage
- More opportunities for local business and availability for parking

Increase Tourism

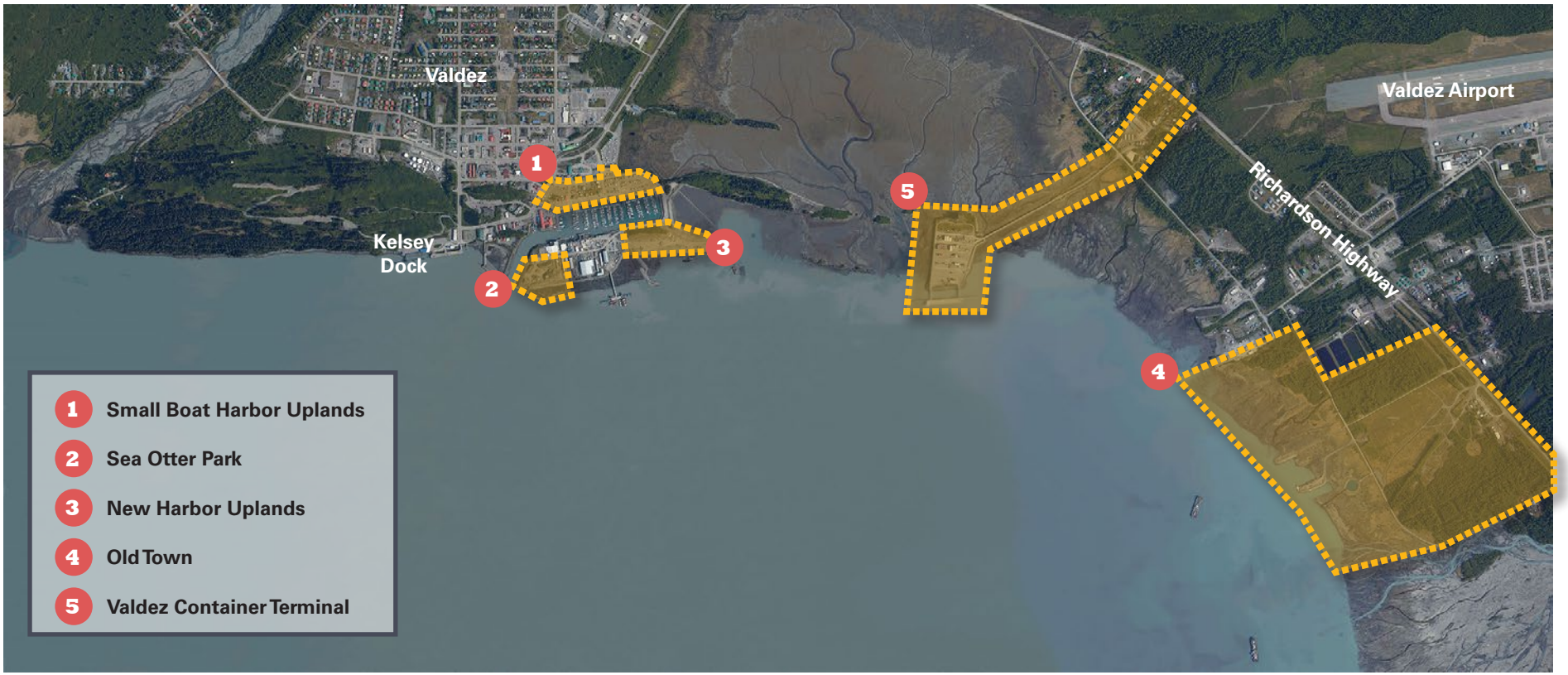
- Expand/provide cruise ship facilities
- Have cruise ships and wildlife
- Bustling retail including restaurants and boardwalks
- Have a tram from waterfront to Mineral Creek Hill
- Be connected, walkable, with natural shoreline (protected and accessible)
- Opportunities for local businesses

Make Valdez a Fishing Hub of Prince William Sound

- Be the shipping hub for the Far East
- Hold market share of international exports (and imports?)
- Waterfront will be the #1 economy in Valdez
- Provide/support our city more than or as much as the oil market share of marine port activity in Prince William Sound

STUDY BOUNDARY

FIVE FOCUS AREAS



8.0 STUDY AREA

In 2018, the City of Valdez Ports and Harbors Commission identified fourteen sites that had the potential to support future growth through diversifying the local economy and establishing the waterfront as a first-class experience. Five of these 14 sites were identified as the highest priority and are the focus of study for the master planning effort. These five sites are:

- Small Boat Harbor Uplands;
- Sea Otter Park;
- New Boat Harbor Uplands;
- Old Town; and
- Valdez Container Terminal.

8.1 Small Boat Harbor Uplands

The Small Boat Harbor Uplands is a developed site in downtown Valdez that includes commercial development, a marine services area, a boat launch, parking, and a waterfront boardwalk. It is a busy area and a draw for locals and visitors alike. During the summer, the uplands area faces congestion and poor circulation. The focus for this area will be to increase functionality for the harbor uplands, compatibility with the downtown commercial district, and improve the visitor and local experience.

8.2 Sea Otter Park

Sea Otter Park is located on the spit south of the Small Boat Harbor within a busy industrial area including seafood plants and the Alyeska Ship Escort/Response Vessel System facility. It is an undeveloped site and is currently being used for stockpile and informal recreation. The focus for the site will be to build off its deep-water access and potential for industrial or marine-related uses.

8.3 New Boat Harbor Uplands

The New Boat Harbor opened in the summer of 2019 and will provide the needed additional slips with a focus on commercial boats. The uplands area is currently mostly undeveloped but has designated recreation areas, a waterfront boardwalk, and facilities to support the fishing fleet. Development of the New Boat Harbor uplands area will be focused on commercial and marine-related facilities. As the Small Boat Harbor is better suited for activities to tourism and visitors, the New Boat Harbor will be best used for commercial fishing and marine-related activities.

8.4 Old Town

Old Town is a large, flat, and mostly undeveloped site located 4 miles from downtown Valdez near the airport. The large undeveloped site is an ideal location for generating new economic opportunities including marine-service facilities, related commercial development, and other businesses. Ground stability is a significant concern for this site, and further studies must be done to determine the potential for the site. Opportunities exist for recreational facilities and the ability to interpret the history of Old Town.

8.5 Valdez Container Terminal

The Valdez Container Terminal (VCT) was constructed in 1982 as a shipping port. It has a concrete floating dock, mooring dolphins, and catwalks to provide additional berthing for large ships. It is used as a container storage yard and is currently undersized for predicted demand. The VCT is also home to nine concrete grain silos at the northern end of the site. Focus for the VCT is mainly on understanding capacity needs to recommend improvements and expansions, while maintaining the current and new uses of the facility.

The planning team has established needs for each site by conducting an economic analysis and site inventory, through interacting with the public and garnering public input, and by understanding current and future waterfront needs. By evaluating each site and determining growth potential of current facilities, the planning team has developed a Master Plan that will collectively meet the current and future needs of the community.

Based on findings, the planning team developed alternative master plans, presented these to the community, and moved forward to develop preferred master plans for each site. These plans will be moved forward to create a cohesive waterfront master plan that follows the aforementioned guiding principles and supports the community's vision.

1 Economic Assessment

ECONOMIC ASSESSMENT

1.0 SMALL BOAT HARBOR UPLANDS

The Small Boat Harbor master plan development concept is a multiphase plan. Phase I includes uplands expansion via fill behind a harbor bulkhead and park strip development in front of the existing commercial area. The park strip ("community plaza") is envisioned to include green space, a few spaces reserved for small footprint retail establishments, shelters, playground, seating, restrooms, fish-cleaning stations, and improved parking. Phase I includes construction of a four-lane boat launch ramp. In Phase II, a new harbor office would be constructed and park strip development extended to the east, with additional green space, fish-cleaning stations, and shelters. Vessel lifts, maintenance/repair, and storage would continue in the current boatyard location until there is clear, higher-value retail/commercial demand for that area. Phase III will transition the boatyard area from marine services to retail and other commercial activity focused on the visitor market.

ECONOMIC ASSESSMENT

Retail and visitor facilities/amenities development

Several waterfront and waterfront uplands areas have been identified for potential retail and other visitor-related development, including the Small Boat Harbor area. Investment in visitor-related infrastructure would support additional visitation, building on Valdez's current base of about 100,000 Alaska resident and non-resident visitors annually. Valdez draws summer visitors from a wide range of markets: sport-fishermen, RVers, package bus tours, cruise passengers, and adventure travelers, among others. Valdez now captures a 4% share of Alaska's non-resident visitor market, which totals about 2 million annually.

Visitors to Valdez have a range of economic impacts. Visitor spending creates opportunities for a wide array of local businesses, including retail and lodging establishments, charter and tour operators, and others. Those businesses create jobs, pay property taxes, and have other local economic benefits.

Valdez's challenge is to invest in marketing and infrastructure that enhances the community's appeal as a visitor destination, resulting in longer stays (now averaging about four nights) and increased visitor spending (now averaging about $300 per person per visit).

Valdez has an opportunity to re-establish itself as a cruise ship port-of-call. Improvements to Small Boat Harbor waterfront and uplands areas can give Valdez a recognized "downtown" core area to draw cruise and independent visitors with walkable retail, dining, and visitor attractions. Phase I and Phase II development will provide the functional and aesthetic improvements needed to make the area a more attractive and accessible place to spend time. Beyond that, the long-term market forces will drive commercial redevelopment of private and public land in the Small Boat Harbor area.

Launch ramp expansion

The preferred master plan alternative includes expanding the Small Boat Harbor launch ramp from two lanes to four. The $3.5 million improvement would reduce launch ramp congestion and wait times. Launch ramp fees account for approximately $20,000 in revenue annually. Launch ramp fees are $10 per day or $75 per season. Vessels paying annual moorage fees are exempt from launch fees. Improvements to the launch ramp will result in an increase in launch use, as the convenience of trailering will be significantly enhanced. The net effect on revenues is likely to be positive, as more boaters may be inclined to purchase the annual pass rather than daily passes.

Small Boat Harbor Launch Ramp Usage, 2008-2017

YEAR	SEASON LAUNCH PERMITS	DAILY LAUNCHES	LAUNCH FEES
2008	65	1,926	$12,882
2009	151	2,008	$27,607
2010	155	1,770	$25,447
2011	151	1,634	$23,837
2012	101	1,375	$21,323
2013	81	1,609	$22,173
2014	72	1,339	$18,864
2015	64	1,511	$19,910
2016	79	1,237	$18,094
2017	81	1,410	$20,153

Source: City of Valdez

Implications for waterfront planning

No immediate direct economic benefits can be linked to Small Boat Harbor waterfront park strip development, other than potential lease or user-fee revenues (for the City) from parcels set aside for food truck or other small-scale retail activities. The primary economic benefits of park strip, launch ramp expansion, and related development will be indirect, long-term, and the result of community-wide efforts to further enhance the appeal of Valdez to visitors.

2.0 SEA OTTER PARK

ECONOMIC ASSESSMENT OF EXPANDED MARINE SERVICES FACILITIES

The local economic benefits of a busy marine service center can be substantial. A wide range of service and supply businesses are connected to vessel maintenance and repair. The services of welders, mechanics, electricians, metal fabricators, shipwrights, refrigeration technicians, divers, hydraulics specialists, painters, marine surveyors, and others are typically needed. Machine shops and businesses offering fiberglass repair, tool rentals, pressure washer rentals/services, security services, vessel shrink wrapping, gear storage, and other goods and services are part of the marine services sector. Hotels, restaurants, taxi/car rental companies, hardware stores, grocery stores, and others benefit from spending by users of a marine services center.

With completion of the South Basin Harbor, Valdez's harbor capacity, as measured in terms of total lineal footage of stall space, increased from 15,770 ft to 22,082 ft, a 40% increase. The average slip length increased from 31 ft to 47 ft, a 52% increase. With greater harbor capacity and increased boat-lifting capacity, Valdez can expect an increase in local demand for vessel maintenance and repair infrastructure and services.

Current marine services facilities and activity

Valdez's existing marine services facilities include:

- Marine services area of approximately 2.5 acres, with additional off-season boat storage space.
- Two 40-ft by 80-ft concrete washdown pads
- Eight 24-ft by 60-ft concrete maintenance stations
- Storage capacity for 25 to 30 boats in season and significantly more in the off-season

Recent marine services activity has included:

- Average of 878 maintenance pad use-days annually from 2013 to 2017
- Range of 733 to 1,123 maintenance pad use-days annually
- Average of 354 boat lifts annually (with 75-ton lift)

Boat storage is an important aspect of marine services in Valdez. In 2017, 245 boats were stored for a total of 17,403 storage days. The number of boats served annually ranged from 180 to 245 between 2013 and 2017, while the number of total storage days ranged from 17,403 to 20,667 over the same period. Recreational boats have historically accounted for most of the storage demand, but recreational demand has been trending down while commercial demand has been trending up. The 2013-2017 five-year annual average for recreational boat storage was 11,180 days, about 60% of total storage days. Commercial vessels averaged 5,300 days annually over the same period.

The market for marine services

Valdez's primary marine services opportunity is to capture a larger share of the regional commercial fishing fleet market. Based on the most recent inventory (2015), the Prince William Sound-based fleet totals approximately 950 vessels more than 28 ft in length, including 590 commercial fishing boats, 237 recreational boats, 54 passenger and cruise vessels, and a mix of other commercial vessels (oil and gas industry-related service vessels, tugs, and others).

The Prince William Sound seine fleet would be a key target market. There are 267 vessels in that fleet (196 owned by Alaska residents and 71 owned by non-residents). Valdez residents hold 18 Prince William Sound seine permits, 14 of which were fished in 2018.

Approximately 80 seiners sell to Silver Bay Seafoods and Peter Pan Seafoods in Valdez, and each of these also has a seine skiff associated with it. In recent years, an estimated 20-30 seiners spent the winter in Valdez, with about half of those in the harbor and half hauled out in the boatyard. In 2017, 52 commercial fishing boats (nearly all seine boats) spent at least some time in the Valdez boatyard.

More than two dozen tenders also serve the local Valdez seafood processing plants. At 100-ft to 160-ft long and more, these vessels are too big for the community's existing boat lift but occasionally use the tidal grid for minor repairs. These tenders spend the winter in other parts of the state/country, but there is likely some opportunity to address more of the needs of this fleet during the time they are in the region.

The marine services development plan

Expansion of Valdez's marine services infrastructure could be accomplished gradually, maintaining the existing facility and lift services at the Small Boat Harbor while initiating development of a commercial vessel-focused facility at Sea Otter Park. For a period of time, both facilities would be operating — with the boatyard at the Small Boat Harbor serving recreational and other smaller vessels and the Sea Otter Park facility serving larger commercial vessels. Eventually, most maintenance and repair services could be consolidated at Sea Otter Park, with recreational vessel storage and light maintenance provided at the New Boat Harbor uplands area. The long-term plan would depend on several factors, including whether a dry stack storage facility is constructed, whether the community would derive greater value over time from the Small Boat Harbor uplands by transitioning to retail and visitor services, as well as other factors.

ECONOMIC ASSESSMENT CONT'D

More detailed planning is required to determine optimal travel lift lift size, yard layout, and pad configurations at Sea Otter Park. A 150-ton lift will meet the needs of the Prince William Sound commercial fishing fleet. The newest and largest seine boats may weigh more than 100 tons – but less than 150 tons – and may have beams greater than 25 ft. A larger lift would broaden the potential market and place Valdez at a competitive advantage over Cordova, but upfront costs for the machine and boat lift pier construction would be higher, as would maintenance costs.

A roughly 7-acre Sea Otter Park site could provide space for two 50-ft by 100-ft concrete washdown pads, for example, and a range of designated maintenance stations of various dimensions. The site would also offer in-season vessel storage capacity for 50 or more commercial boats, depending on the overall footprint of the facility, its configuration, and the time of year.

Revenues and expenditures

A new marine services facility at Sea Otter Park serving the commercial fleet would generate additional lift, maintenance pad, and boat storage revenues. Between fiscal year FY 2014 and FY 2018, City of Valdez marine services revenues included an annual average of $68,222 in boat lift fees, $15,190 in maintenance pad fees, and $72,811 for boat storage, among other revenue. Additional revenues could be expected from lease lots or leased warehouse space, depending on what is developed to facilitate the marine trades sector.

It is difficult to predict the increase in marine services revenues. Most of the new business will be larger commercial vessels, while most of the existing business is recreational/charter vessels. It is reasonable to expect that the increase in revenues will cover the increased costs associated with operating the Sea Otter Park facility. More staff time will be required, but the existing harbor staffing headcount is likely sufficient to operate the new lift and otherwise manage the yard. Labor requirements may change as demand for services increase, but a commensurate increase in revenue would be expected to cover additional costs.

Economic benefits

It will take time for the local marine services sector to develop around an expanded boatyard in Valdez, and the economic impacts of that development will unfold gradually. Wrangell, for example, aggressively invested in marine services infrastructure as an economic development initiative. After about a decade of development and operations, the Marine Service Center underpins an average of approximately $7,200 in local spending, per haulout, on a range of services and supplies. User fees more than cover the City's cost to operate the boatyard. FY 2018 Marine Service Center revenues totaled $434,000. City expenditures attributable to the Center totaled $304,000. Whether Valdez can replicate the success of Wrangell will depend on many factors, but the potential exists.

Wrangell's 300-ton and 150-ton boat lifts in operation

Marine services facility development costs

A 150-ton travel lift, boat lift pier, abutment fill, and wave barrier would have a combined cost of approximately $8.5 million. Development of the marine services yard would cost approximately $3.3 million, including site preparation, concrete work pads, water supply, wastewater/sewer, electrical and communications extensions.

Implications for waterfront planning

Investment in expanded marine services facilities makes economic sense for Valdez, a community with newly expanded harbor space, a significant recreational/charter fleet, and an underserved commercial fleet. As the community considers how to diversify its oil industry-dependent economy, building its marine services capacity represents a good, long-term opportunity. While it is difficult to predict the increase in marine services revenues, it is reasonable to expect that the increase in revenues will cover the increased costs associated with operating the Sea Otter Park facility.

ECONOMIC ASSESSMENT OF EXPANDED SEAFOOD PROCESSING

The Sea Otter Park area, adjacent to Silver Bay and Peter Pan operations, is an appropriate area for public and private investment aimed at expanding seafood processing activity in Valdez. The local economic benefits of seafood processing include fisheries-related tax revenues, property tax revenues, employment opportunities, local purchases of goods and services by processors and their employees, and local spending by the fleet that delivers fish to local processors.

The preferred Sea Otter Park development concept includes 5 acres of fill expansion, intended for lease to seafood processors, and construction of a 550-ft bulkhead dock. The concept includes a 60-ft access corridor from South Harbor Road to the proposed bulkhead dock. The cost of this development is estimated at $20 million.

Specific uses of the proposed uplands expansion that would generate the highest economic value for both the City and for seafood processors are yet to be determined. To the extent that infrastructure development can be leveraged to generate increased seafood landings in Valdez, the community will take in additional tax revenue and potentially add jobs. From 2014 to 2018, the City of Valdez received an average of $370,000 in tax revenue resulting from seafood landings at the two major processors in the community.

Additional acreage for seafood processing could also facilitate development of new value-added/byproduct processing activity. This type of development would increase local spending and add a limited number of jobs but would not necessarily generate additional seafood landings and associated tax revenue. It should also be noted that seafood processing is increasingly being automated, changing the nature of the jobs projected for this industry.

Leasing newly developed uplands property to processors could generate revenues for the City. Processors may have an interest in leasing those uplands, if doing so would allow more efficient handling of fish from boat to processing line. More efficient operations might allow them to handle a larger share of the Prince William Sound (PWS) salmon harvest. From 2015 to 2018, the PWS salmon harvest has averaged approximately 200 million pounds with an ex-vessel value averaging $100 million for all salmon species combined. PWS seafood processors generated, on average, a net of 115 million pounds of salmon products worth $238 million at the first wholesale level. More than $5 million in tax revenues were generated and 1,800 processing workers employed. The community currently captures roughly a quarter of PWS seafood processing activity. Capturing more of this economic activity in Valdez is the community's opportunity and challenge.

Implications for waterfront planning

While there are no specific development plans to underpin a detailed benefit/cost analysis, Sea Otter Park is the most appropriate area for expanding seafood processing in Valdez. The City and processors working together can define specific public and private investments and development strategies that maximize economic return to the community and private investors.

It is premature to suggest lease rates and revenue for newly developed Sea Otter Park area waterfront property, dedicated for seafood processing related uses. Rates will likely be negotiated either in advance of property development or at the time the property becomes available. The lease would likely be based on the property's fair market value. If the property were valued at $750,000, for example, $75,000 in annual lease revenue would be generated, based on an annual lease rate equal to 10% of the land's fair market value.

3.0 NEW BOAT HARBOR UPLANDS

ECONOMIC ASSESSMENT OF A DRY STACK VESSEL STORAGE FACILITY

A boat dry stack facility is a covered, enclosed building providing multilevel, often heated, vessel storage. A dry stack boat storage facility in Valdez would be the first of its kind in Alaska, providing a safe and secure storage option for vessel owners residing in the community and for those who frequently visit Valdez. Absentee owners would no longer worry about the safety of their vessels or pay for a boat watch and snow-removal service. Additionally, transportation expenses could be reduced for vessel owners trailering to Valdez from out of town multiple times each season. Dry storage also reduces maintenance expenses and protects the vessel from degradation caused by sun, inclement weather, birds, and soot from oil stoves.

Dry stack operations

Patrons of a dry stack facility notify facility staff in advance of their anticipated arrival. To launch, a vessel is lifted from the rack and transported via specialized forklift to the launch ramp, where it is placed directly into the water. An attendant secures the vessel to a queuing float until the owner's arrival. Upon return, the owner secures the vessel at the queuing float. Facility staff lift the vessel from the saltwater, wash it down with fresh water, and then move it into the building where it is stacked and stored until its next use.

Capacity

Two dry stack facilities, one with capacity for 100 vessels up to 32 ft length overall (LOA) and another capable of storing 200 vessels up to the same size, were examined as potentially suitable for Valdez.

A 100-vessel facility – a fully enclosed metal building on a concrete pad, with pre-engineered metal racking – would measure 120 ft by 138 ft. The eave height would be 48 ft. As currently designed, this facility would accommodate the following numbers of vessels by size:

- 65 vessels up to 30 ft LOA with a maximum height of 9 ft and beam of about 8.5 ft (stacked five high);
- 23 vessels up to 32 ft LOA with a maximum height of 11 ft and beam of about 10 ft (stacked four high); and
- 12 vessels up to 32 ft LOA with a maximum height of 14.5 ft and beam of about 10 ft (stacked three high).

Key dry stack facility operating assumptions include:

- Operations would occur seven days per week, 12 hours per day, from about mid-April to mid-September (approximately 22 weeks) with dedicated staff on site.
- Vessel space would only be leased on an annual basis (no seasonal lease arrangements).
- Stacking and launching vessels would be done by a specialized negative-drop forklift. Launching would be directly from forklift to water; vessel launch would be possible at all tides.
- The facility would be temperature-controlled to about 50 degrees or above year-round.

The demand for a dry stack storage services in Valdez is uncertain and will depend on the cost to store a boat in the facility. As of August 2019, there were about 100 vessels 32-ft-long or smaller on the waitlist. Not all of these vessels would choose a dry stack option, as higher costs versus wet slips would likely reduce demand. Boat owners would weigh the increased cost of dry stack against the benefits associated with indoor storage. For some, the convenience and security of dry stack would be worth some extra cost; for other more cost-sensitive boaters, the status quo might be preferable.

Expenses and revenues

Annual operating expenses for a 100-vessel facility are estimated at $420,000. The largest annual operating expense is for staffing. Payroll and benefits are estimated at $180,000, or about 43% of total annual expenses. Utilities costs, including electricity and heating oil, are based on estimated annual per-sq-ft costs of $2.20 and $3.30, respectively, and would total approximately $93,000 annually. Facility and equipment maintenance costs are anticipated to total approximately $37,000 annually.

Reflecting some economies of scale, operating expenses are estimated to increase by about 50% to $630,000 annually for a 200-vessel facility. The largest expenses, payroll and benefits, are estimated to be about $20,000 higher than for the smaller facility.

At full capacity, dry stack rental rates of at least $143 per foot would be required to generate revenue sufficient to cover the facility's estimated annual operating and maintenance expenses (O&M) of about $420,000. An average rate of $101 would be required to cover the O&M costs for a 200-vessel facility. The current wet slip tenant rate is about $44 per foot and the transient vessel moorage rate about $50 per foot.

A first step in the process of planning for and eventually developing a dry stack facility is to see how well the old and new harbors together satisfy existing demand for slips, refresh the waitlist, then identify remaining need in terms of size and number of vessels. Meantime, a face-to-face intercept survey of boaters could be conducted to quantify interest in dry stack storage and measure price sensitivity for that service.

Break-even Rates for 100 and 200 Vessel Dry Stack Facilities

CAPACITY (NO. OF BOATS)	APPROXIMATE BREAK-EVEN RATE/FOOT	TOTAL ANNUAL GROSS REVENUE AT FULL CAPACITY	TOTAL ANNUAL OPERATING COSTS
100	$143	$432,000	$420,000
200	$101	$634,000	$630,000

Source: City of Valdez

Summary of dry stack facility development costs

The total cost of facility and infrastructure construction is estimated at $12.3 million, including site preparation, infrastructure, construction, and associated costs and equipment. This includes about $2.5 million for site infrastructure, $8.7 million for construction (including design, permitting, site preparation, and contingency), and $1.1 million for equipment. These are preliminary estimates based on other projects in Alaska and estimated equipment costs. Actual costs may vary based on final design.

Construction cost for a 200-vessel facility is estimated at $20.5 million, a savings of about 16% over a 100-vessel facility, on a per-sq-ft basis. If the facility were phased, first constructing a 100-vessel facility then adding an additional building for another 100 vessels in the future, the estimated overall cost for both facilities would increase slightly to $21 million (in constant dollars).

The cost of dry stack construction is significant, but less on a per-boat basis than a new harbor. The cost of new harbor and wet slip construction includes approximately $200,000 per vessel for basin construction and another $53,000 for floats and other infrastructure. The estimated per-vessel cost for dry stack construction is about $122,000 for a 100-vessel facility and about $105,000 for a 200-vessel facility. However, the community carries the cost of dry stack facility construction, whereas the U.S. Army Corps of Engineers (USACE) carries the bulk of harbor development costs. Importantly, Valdez may not receive federal funding for additional harbor development for a decade or more as USACE typically funds new development for regions and communities on a rotational basis.

ECONOMIC ASSESSMENT CONT'D

Implications for waterfront planning

The community benefits economically from vessels stored/moored in Valdez whether in a wet slip or dry stack as vessel owners purchase fuel, food and beverages, fishing tackle, and other supplies, as well as services for boat maintenance. A dry stack facility represents an opportunity for Valdez to increase boat slip capacity at a lower per-boat rate than a new harbor "wet" basin.

The demand for dry stack slips in Valdez will depend, in large part, on the cost to store a boat in the facility. For a 100-vessel facility operating at full capacity, estimated break-even rates of $143 per foot are more than three times the price of current wet slip rates. To keep pricing competitive, some ongoing subsidy from the city will likely be required to support operations of a dry stack facility, at least initially as interest in and demand for space in the facility grows. Additional research is recommended to improve the community's understanding of demand for dry stack services.

ECONOMIC ASSESSMENT OF RETAIL DEVELOPMENT AT THE NEW BOAT HARBOR

Retail space developed in association with a dry stack facility in the new boat harbor area could create a revenue opportunity for the City and support marine services business development in Valdez. Retail space adjoining the dry stack building along the harbor side of the structure could house businesses catering to harbor users. Approximately 3,000 sf of retail space could accompany the first phase of dry stack facility construction. Lease rates would reflect the largely seasonal aspect of retail activity in the area of the new boat harbor and would need to be priced competitively. Depending on demand for the space and prevailing lease rate at the time of dry stack development, $30,000 to $50,000 in annual lease revenues could be generated.

ECONOMIC ASSESSMENT OF RECREATION/VISITOR AMENITY DEVELOPMENT AT THE NEW BOAT HARBOR

The preferred master plan alternative for the New Boat Harbor area includes recreation-related improvements, such as day-use shelters, restrooms, green spaces, and fishing and kayak launch floats. These improvements are not revenue generators, but they will enhance the quality of recreational opportunities in Valdez and, over the long-term, contribute to increased visitation to the community.

4.0 OLD TOWN

A broad range of potential development concepts have been identified for the Old Town area, including marine services such as vessel haulout, vessel washdown/maintenance areas, a covered maintenance area, boat storage space, a boat launch ramp, and boat trailer parking area. Adjacent areas have been identified for visitor-related amenities, such as picnic and interpretive areas, and a salmon fishing pond.

Economic benefits and implications for waterfront planning

The economic benefits of marine services-related development in Valdez are described in some detail in the Sea Otter Park concept development discussion. Old Town would offer more space for marine services development than Sea Otter Park, though at higher development costs, estimated at about $45 million, including $16 million in dredging costs. As a potential marine services center, Old Town is disadvantaged relative to Sea Otter Park by its distance from the boat harbors.

More detailed planning and concept development is required to assess the economic benefits of visitor-related amenities and attractions in the Old Town area. Picnic areas, interpretive kiosks, wildlife-viewing platforms, a trail system, RV parking, and other facilities are included in the development concept.

One specific development concept with potential to increase visitation to Valdez is a king salmon fishing pond – modeled after Homer's Fishing Hole, an easily accessible man-made lagoon stocked with king and coho salmon smolt. Similar to Homer's Fishing Hole, the fishing lagoon will have paved handicapped parking, as well as ADA ramps and landings to access the fishing lagoon and a trail to an accessible restroom.

A successfully developed and stocked Valdez lagoon would extend the salmon sportfishing season into May and June, bringing more anglers to the community earlier in the year. The technical and economic feasibility of developing a king salmon stocked sportfishing lagoon in the Old Town area is beyond the scope of this waterfront planning project. Valdez Fisheries Development Association (VFDA) could be an important resource for the community as it considers the feasibility of this concept. VFDA already has a major economic impact on Valdez and the PWS region, producing pink salmon for commercial harvest and coho for sport harvest.

5.0 VALDEZ CONTAINER TERMINAL

The priority for the Valdez Container Terminal (VCT) is to maintain it in good working order. Near-term improvements to the VCT focus on the barge facility and include dredging to -20 ft elevation and installation of an additional three breasting dolphins, two shore dolphins, and 100-ft-long bulkhead with an adjustable, non-tide dependent, roll-on, roll-off ramp. Long-term improvements to the VCT include a new crane, replacement of the concrete pontoon float, and related infrastructure, at a total cost of $33 million. Current and anticipated usage of the VCT does not indicate need for that investment in the near-term.

Improvements to the barge landing are estimated at $4 million, including the barge dock bulkhead, dredging, shore bollards, breasting dolphins, transfer ramp, and lift frames.

Economic benefits

VCT maintenance and barge landing improvements will not directly generate additional revenue (absent increased user fees) or new jobs in Valdez. Those expenditures will, however, preserve and enhance the functionality of an essential aspect of the community's transportation infrastructure. Port activity is dominated by movement of seafood, mining supplies, shipments destined for the North Slope, construction materials, and one-off oversize shipments. The VCT has a reputation for capably handling oversize freight and other freight destined for the North Slope, Interior mines, communities, and military bases. Direct access to the Alaska Interior and the North Slope along the relatively uncongested Richardson and Dalton Highways represents an advantage for shippers.

In 2017, VCT freight tonnage included 25,400 tons in-bound and 43,500 tons out-bound. Tonnages vary year-to-year, depending mainly on out-bound pink salmon shipments. VCT handled a total of 34,100 tons in 2016 and 42,400 tons in 2015. A significant amount of marine freight into, out of, and through Valdez crosses the VCT barge landing.

VCT generated approximately $382,000 in wharfage, dockage, and other revenue in 2017.

VCT Tonnage and Billings, 2015-2017

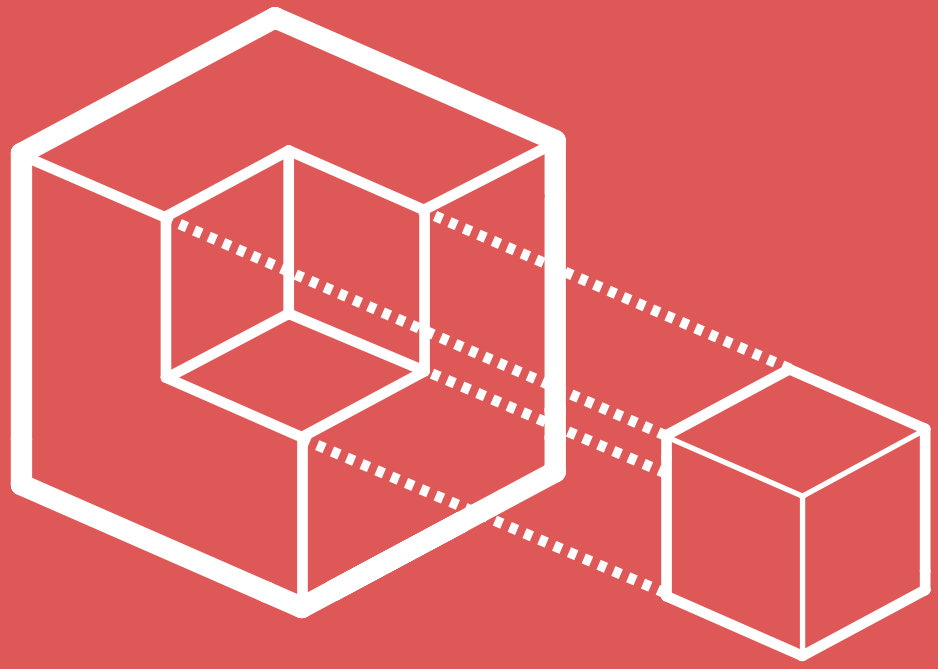
YEAR	TOTAL TONNAGE	TOTAL BILLING
2015	42,376	$332,608
2016	34,117	$239,656
2017	69,498	$381,771

Source: City of Valdez

Investments in the VCT that enhance shippers' efficiency of operations will ensure that Valdez maintains its share of the Southcentral in-bound marine freight market and, to the maximum extent possible, captures more of that market. Some freight markets are extremely cost- and time-sensitive. For in-bound freight destined for Interior markets, there is a high degree of competition between trucking and rail options. Maintaining and improving the VCT, along with competitive dockage, wharfage, and stevedoring costs, are necessary for Valdez to preserve and potentially expand this aspect of its economy.

2

Preferred Concepts



SMALL BOAT HARBOR UPLANDS

SUMMARY

The Small Boat Harbor is a mixed-use waterfront that includes commercial businesses, retail services, marine services, RV parking, and hotels. The harbor supports a mix of tour and charter fishing activities as well as passive recreation uses and has a boat launch and travel lift for bringing boats into and out of the harbor. Currently, the Small Boat Harbor serves as moorage for tour vessels and other commercial vessels, has the community's only launch ramp, and has a 75-ton Travelift that services the storage yard and eight maintenance pads.

Opportunities at the Small Boat Harbor include additional retail development along the harbor edge, improvements to the tour dock, increasing boat launch capacity and corresponding trailer parking to address congestion, and developing a lively and attractive downtown waterfront.

Valdez's challenge is to invest in marketing and infrastructure that enhances the community's appeal as a visitor destination, resulting in longer stays and increased visitor spending. Investment in visitor-related infrastructure supports additional visitation, building on Valdez's current base of about 100,000 Alaska resident and non-resident visitors annually. Valdez has an opportunity to re-establish itself as a cruise ship port-of-call and provide the needed services and destinations. The primary economic benefits of the proposed improvements are indirect, long-term, and the result of community-wide efforts to further enhance the appeal of Valdez to visitors and locals. Improving the Small Boat Harbor waterfront and uplands areas will establish a recognized "downtown" waterfront core area and will draw cruise and independent visitors with walkable retail, dining, and visitor attractions.

The master plan for the Small Boat Harbor focuses on the following main improvements:

- Improve and expand the recreational boat launch and parking facility layout, quantities, and quality. Increasing parking and providing additional space at the launch ramp will improve user experience;
- Allow expansion of retail and commercial opportunities in a key downtown waterfront area;
- Enhance the downtown waterfront experience for locals and visitors;
- Maintain the continued use of the existing marine service facilities and travel lift until these facilities are relocated to Sea Otter Park;
- Upgrade facilities to meet the expected increase in cruise ship passengers and other visitors to Valdez; and
- Celebrate Valdez as an authentic waterfront community.

ECONOMIC FEASIBILITY

It is not possible to quantitatively forecast job creation and other economic impacts associated with the park strip and related development, which would enhance the waterfront experience for locals and visitors; those economic benefits would be indirect, long-term, and the result of a community-wide effort to further enhance the appeal of Valdez to visitors as a place to spend their time.

The benefits of expanding the recreational boat launch ramp and related parking include more time-efficient operations, more convenient usage, and overall enhanced user experience. The improvements would not be expected to attract non-resident boaters, who do not visit the community, though an increase in launch ramp usage and revenue could be expected. Currently, annual launch ramp fees total approximately $20,000. The increased revenue would be small relative to the cost of the expansion and would not over time provide payback of the initial investment of $3.5 million.

Expansion of retail and other commercial opportunities at the Small Boat Harbor is a long-term concept. A small amount of City revenue could be generated from leases or user fees from areas set aside for food truck or other small-scale retail activities along the park strip. However, the intent of this type of development in the park strip is about increasing the overall appeal of the area to visitors and residents rather than generating City revenue.

Long-term transitions to retail and other commercial uses of the City-owned property where marine services are now provided is best driven by market forces. If privately owned property in the area is "densified" with additional commercial development over the next decade, the City can then consider how to generate maximum benefit from sale or lease of its property in the area.

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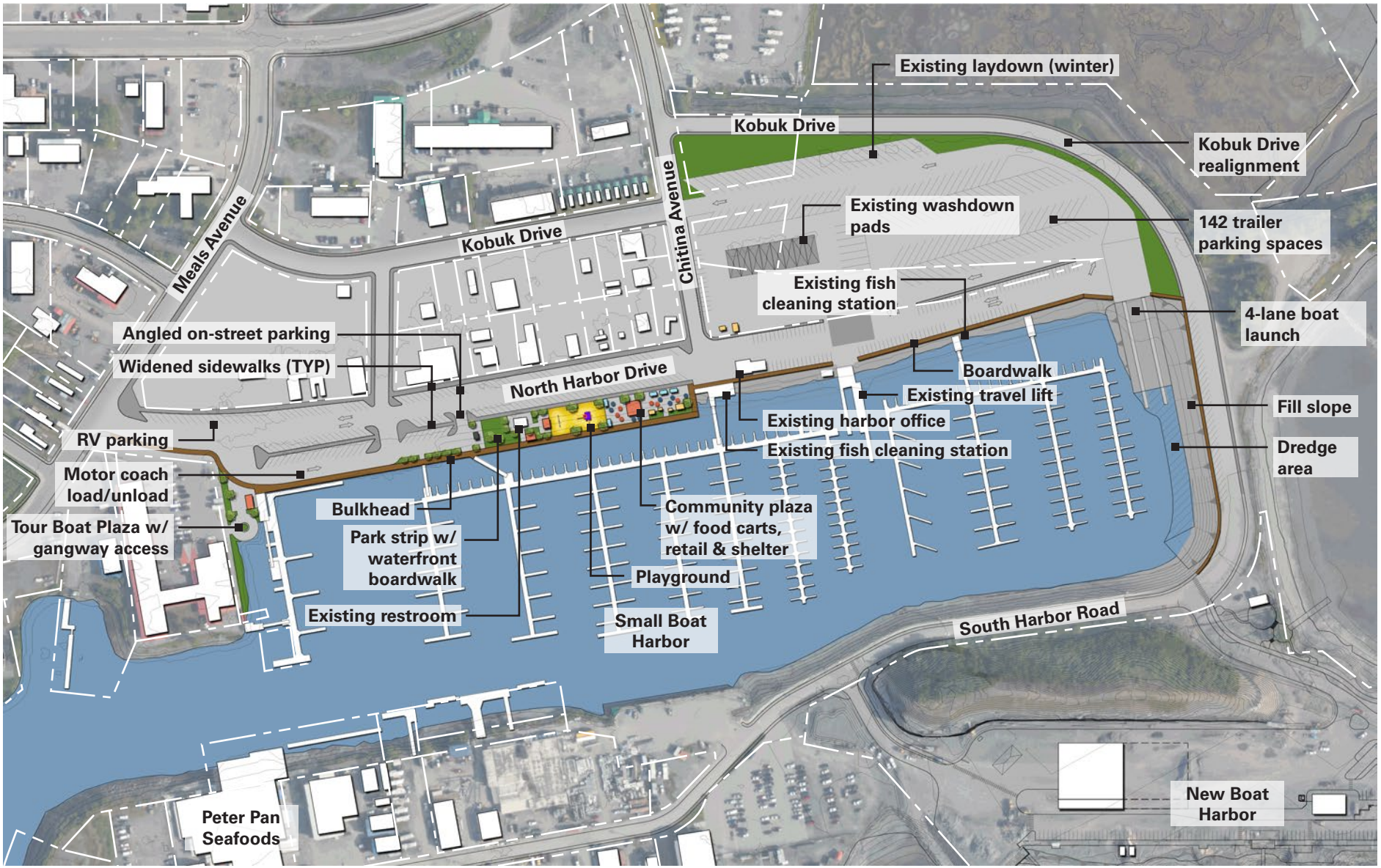
SMALL BOAT HARBOR UPLANDS CONT'D

PHASE I: MASTER PLAN



IMPLEMENTATION

Phase I will be implemented over the next 10 years and will include increased parking, an improved visitor experience, better harbor access for tourists, and an expanded boat launch.

There will be a new bulkhead installed along the waterfront from the tour dock to Chitina Avenue that will allow the uplands to be expanded by 60 ft, creating a park strip and new destination. North Harbor Drive will be realigned with expanded sidewalks, increased angled on-street parking, and a welcoming connection to the new park strip. In conjunction with this, there will be an opportunity to expand small commercial and retail businesses along the waterfront. On the eastern side of the park strip at the tour staging area, the bulkhead will be expanded to improve the small plaza area, providing proper wayfinding and interpretive signage, as well as an accessible ramp for tour-related cruises.

Kobuk Drive will be realigned, making additional space for truck and trailer parking. The boat launch will be expanded to four lanes, and the harbor edge will be dredged and a new revetment slope installed.

INNOVATION

The community gathering area and shelter is a flexible space that serves many purposes from a food and retail focal point on the waterfront to an area for special community events. In winter, it can function as a temporary snow dump. Small pop-up retail carts and shacks and food carts/trucks allow new businesses to grow incrementally with the hopes of becoming brick and mortar businesses.

The master plan for the Small Boat Harbor allows for smart growth, infill, and densification of activity, thus discouraging sprawl. This densification helps contain increased maintenance and improves the experience for locals and visitors.

Reconfiguration of on-street parking on North Harbor Drive creates parking efficiencies and allows for a desired expansion of sidewalks.

COSTS

The overall estimated cost for Phase I development at the Small Boat Harbor is $21.5 million. The estimate includes construction, design, permitting, project management, construction administration, and a 30% contingency. Major line items that will be completed in this phase and corresponding estimated costs are outlined below:

- $4 million for Kobuk Drive realignment, expanded parking, and service yard
- $1 million for street and sidewalk improvements
- $2.5 million for park strip improvements that include the plaza, sidewalk, and greenspace
- $1.8 million for the tour boat staging area and access
- $6.8 million for the bulkhead extension, new ADA gangway, and float adjustments
- $5.3 million for the boat launch and related work

A detailed breakdown of the conceptual costs are found at the end of the Small Boat Harbor Uplands section.

SMALL BOAT HARBOR UPLANDS CONT'D

PHASE I: FACILITY IMPROVEMENTS

KOBUK DRIVE REALIGNMENT

Kobuk Drive will be realigned to the north of its current location to increase the truck and trailer parking area near the boat launch. Approximately 1,250 linear feet of road will be realigned, beginning at the northeast corner of the Small Boat Harbor and terminating at Chitina Avenue. The new roadway will have 12-ft lanes to accommodate a tractor trailer combination and 6-ft concrete sidewalks on either side with four storm drain inlets installed on either side of the roadway. Concerns include potential impacts on the surrounding wetlands and that the realignment will occur in close proximity to an existing area-wide drainage ditch and likely require permitting.

Materials

Materials will include asphalt cement pavement for the roadway surfaces and cast-in-place concrete for the sidewalks and gutters. The storm drain manholes will be concrete with cast-iron grated inlets. All roadway signage will be typical aluminum signs on galvanized steel posts.

BOAT LAUNCH AND TRAILER PARKING

The existing launch ramp facility will be upgraded to conform to modern recreational boat access requirements and design standards. The upgrades will increase the overall ramp width and alter the grades by extending the ramp and floats into deeper water to allow improved access during low tides. The upgrades will include four launch ramp lanes and two boarding floats that are accessible from both sides. Launch lanes will be widened to a 16-ft driving surface, with lane-designating rumble strips, and the end-of-ramp will be at a -7 mean low low water (MLLW). The boarding floats will be 10-ft by 240-ft, allowing all-tide access on the approximately 240 linear feet of berthing face. The proposed launch ramp upgrade will need to be coordinated closely with the future float replacements of the eastern portion of the harbor (floats H through K).

The eastern edge of the harbor basin will be dredged to an elevation of -10 MLLW and protected with riprap erosion protection. This will allow the launch ramp to extend into deeper water. The edge of the harbor basin will be re-graded and dredged to the south to eliminate shallow water/shoaling present near the end of the K-float.

With the realignment of Kobuk Drive, the expanded area has parking for 132 12-ft by 62-ft truck and trailer parking stalls as well as space allotted for passenger parking. All parking area improvements are contingent on the realignment of Kobuk Drive.

Reconfiguration of the eastern float system is anticipated to target generally smaller vessels, resulting in an approximate 10-percent increase in total slip count. This change in layout can be accommodated due to the recent completion of the New Boat Harbor that will draw vessels current occupying the larger slips in the Small Boat Harbor.

Materials

Materials will include a cast-in-place concrete approach slab with high-strength prefabricated concrete launch ramp panels. The floats will be heavy-timber-framed float units with fiberglass-reinforced traction plate surfacing and high-density polyethylene flotation tubs. All revetment areas will be constructed with riprap rock.

EXISTING MARINE SERVICES AND TRAVELIFT

The existing 75-ton Travelift will continue to be used as it is now. Harbor staff will be in attendance whenever the lift is operated for the safety of vehicles and pedestrians that may be in the area during operation. The lift will track over North Harbor Drive to continue to access the existing maintenance and washdown pads. The maintenance pads and laydown yard will continue to operate until replacement facilities are developed at Sea Otter Park.

NORTH HARBOR DRIVE IMPROVEMENTS (PARKING AND SIDEWALKS)

The Small Boat Harbor master plan includes several key elements to enhance the pedestrian experience along the waterfront. First, the plan maintains the existing 10-ft-wide concrete sidewalk along the north side of North Harbor Drive with connections to side streets Chitina Avenue, Wrangell Way, and Meals Avenue. Approximately 1,400 linear feet of new 8-ft-wide sidewalk will be constructed along the south side of North Harbor Drive, adjacent to the proposed waterfront park strip. The new sidewalk will maintain capacity for busy pedestrian traffic flow.

Larger angled parking stalls will replace current parking at the west end of North Harbor Drive to accommodate larger recreational vehicles that, at present, obstruct traffic flow when parked in the existing, standard-length stalls. It is proposed that 20 12-ft by 30-ft RV stalls be included in the parking layout. However, in order to increase the size of the parking stalls, the new parking layout is for angled parking, which will reduce the overall number of standard 10-ft by 20-ft parking stalls currently offered along North Harbor Drive. As there are numerous private driveways along North Harbor Drive, this will also reduce the number of parking stalls that can be provided.

Materials

Materials will include asphalt cement pavement for the roadway surfaces and cast-in-place concrete for the sidewalks and gutters. The storm drain manholes will be concrete with cast-iron grated inlets. All roadway signage will be typical aluminum signs on galvanized steel posts.

WATERFRONT BULKHEAD

It is proposed in the master plan that there be approximately 590 linear feet of new sheet pile bulkhead installed along the northern edge of the harbor for Phase I and an additional 890 linear feet installed for Phase II. Overall, the waterfront bulkhead will create an additional 2.2 acres of high-value uplands along the waterfront that can be used for commercial and recreational use. The bulkhead is planned to be constructed in two phases. The first phase will start at the northwest corner of the harbor and extend the bulkhead east to the gangway near the harbormaster's office, terminating at Chitina Avenue. The second phase will extend from the termination point at Chitina Avenue to the northeast corner of the harbor, terminating at the boat launch. When both phases are complete, the bulkhead will be approximately 60-70 linear feet, and will maintain all existing near-shore access on the main float headwalk. The bulkhead is planned to accommodate future dredging of the near-shore portions of the harbor basin to improve vessel access to shoreward-oriented slips.

During the bulkhead construction, it will require the re-orientation of existing gangways along the northern edge of the harbor to account for the change in the uplands tie-in locations.

A 12-ft-wide waterfront boardwalk will extend along the harbor side of the entire length of bulkhead, allowing convenient pedestrian access and an elevated user experience.

Materials

The bulkhead will be constructed with steel sheet pile and gravel fill. The boardwalk will be timber to match the existing boardwalk aesthetic and will have a water-side guardrail with banner poles that run the length to match existing design.

Artistic play elements

Play area

Seating area

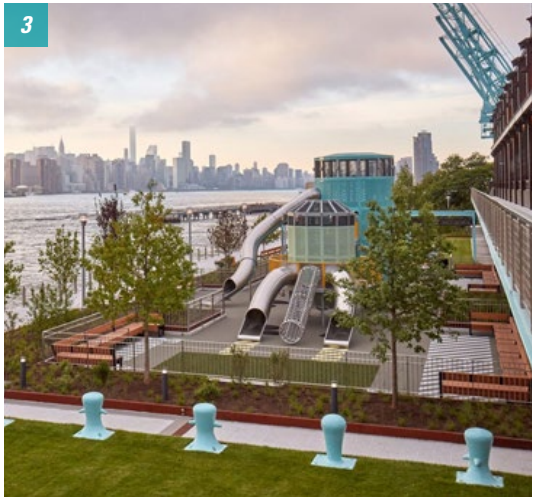
Plaza & greenspace edge

Community plaza space

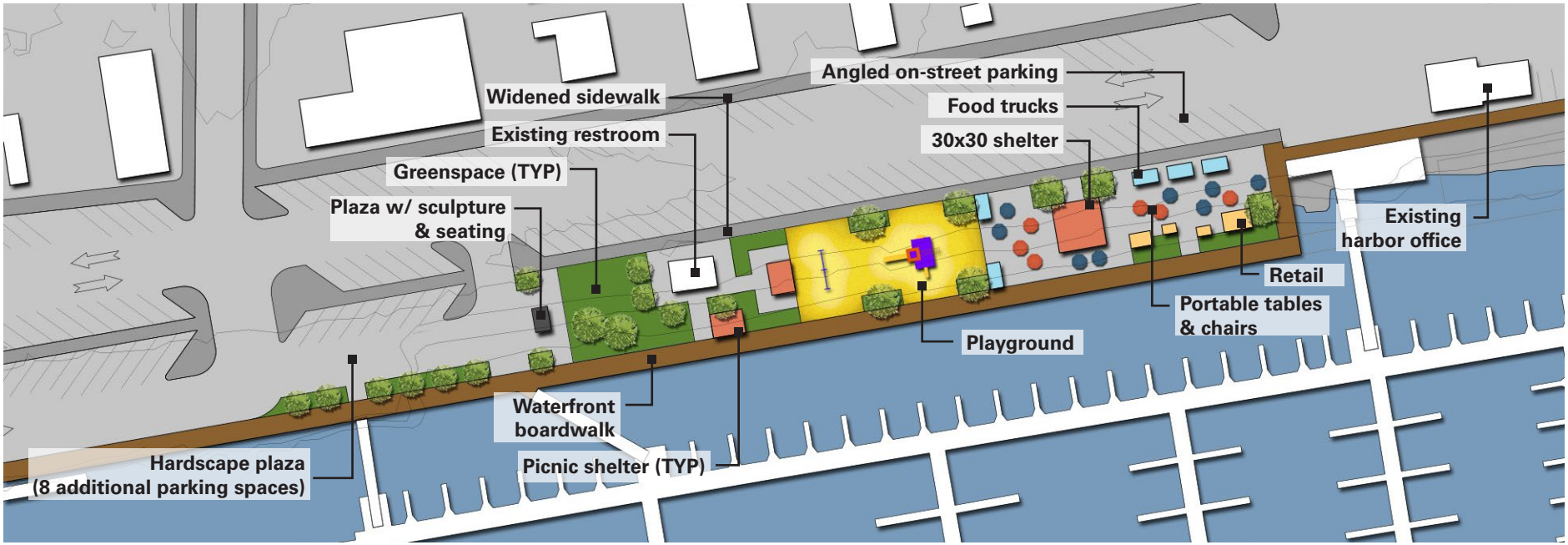
Integrated waterfront boardwalk

SMALL BOAT HARBOR UPLANDS CONT'D

PHASE I: WATERFRONT PARK STRIP



1. *Attractive setting – draw for tourists*
2. *Waterfront entry plaza*
3. *Playground and green space*
4. *Small-scale retail*
5. *Open area for food trucks*



WATERFRONT PARK STRIP

Constructing a new bulkhead along the north edge of the Small Boat Harbor will create space to develop a vibrant waterfront park strip and open space. The park strip will be designed to be a destination unto itself, allowing users to make use of active and passive areas, as well as creating space for a wide range of events and activities.

A community plaza will be created at Chitina Avenue to accommodate food trucks and a variety of small-scale vendors clustered around the paved plaza with a large shelter. The shelter and plaza can be used for community events and function daily as a food and retail court with moveable seating. An inclusive playground will provide a variety of play opportunities for children ages 2 and older and will tie in with Valdez's waterfront persona. All playground areas will have accessible safety surfacing, encouraging interactive and creative play opportunities, and include a seating area and shelter. A turf area will allow people to participate in small-scale sports and to play or relax on the grass. A passive plaza area is located at the west end of the park strip and includes paved areas with benches, landscaping, and space to include artwork.

The boardwalk will run along the water's edge and create a direct connection from the cruise tour area to the section of existing boardwalk that terminates at the New Boat Harbor. The length of new boardwalk will include seating, trash cans, a guardrail, and installation of Valdez's existing banner poles. The existing restroom will remain, and the two existing shelters will be relocated or removed.

The community plaza is 10,000 sf of paved area with space for three food carts, approximately 800 sf of retail, and a 30-ft by 30-ft shelter. The open area will include various pieces of movable tables, chairs, and picnic-style seating. Capacity for the community plaza is approximately 250 people seated or 650 people standing.

The playground will be approximately 9,000 sf that can accommodate about six pieces of play equipment. The proposed layout for safety surfacing totals approximately 5,000 sf. It also includes a 10-ft by 15-ft shelter, accessible pathway connections, benches, and a turf area. The playground has capacity for approximately 50 children.

At the west end of the site is the passive plaza area that is 9,500 sf of paved area with a placeholder location for an art or sculpture piece. It will also include landscaping, seating walls, and benches and serve as an informal entrance to the waterfront park strip.

Materials

Paving materials for pedestrian sidewalks and plazas will be either cast-in-place concrete paving or, for a more decorative appeal, concrete unit pavers. The cast-in-place concrete can be given more appeal through the use of aesthetic score-line patterns and/or colored pigmentation of the concrete. The boardwalk will be timber to match the existing boardwalk aesthetic, and will have a water side guardrail with banner poles that run the length to match existing design.

Landscaping

All landscaped areas for trees and shrubs will receive a minimum of 18 inches of planting soil and be planted with hardy, low-maintenance plant material appropriate for Valdez's harsh environment. Turf areas will receive 4 inches of planting soil.

Site Furnishings

All furnishings will be galvanized, metal powder-coated, or stainless steel. Where required, treated wood, plastic wood, or marine-appropriate wood will be used.

Shelters

All shelters will be timber structures with metal roofing that conform to existing architecture within Valdez.

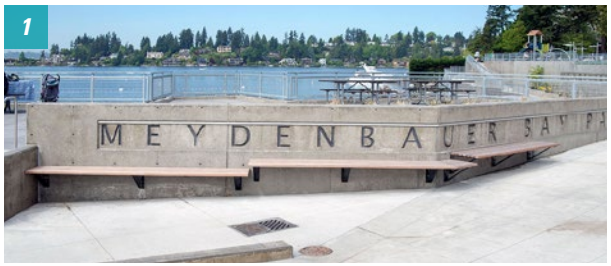
Waterfront benches & seawalk

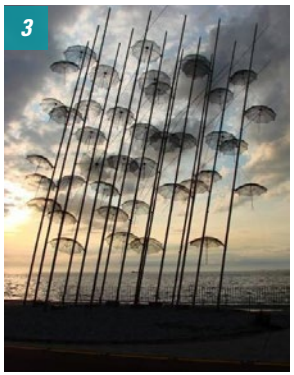
Concrete paving w/ decorative scorelines

Shelter

SMALL BOAT HARBOR UPLANDS CONT'D

PHASE I: TOUR BOAT PLAZA



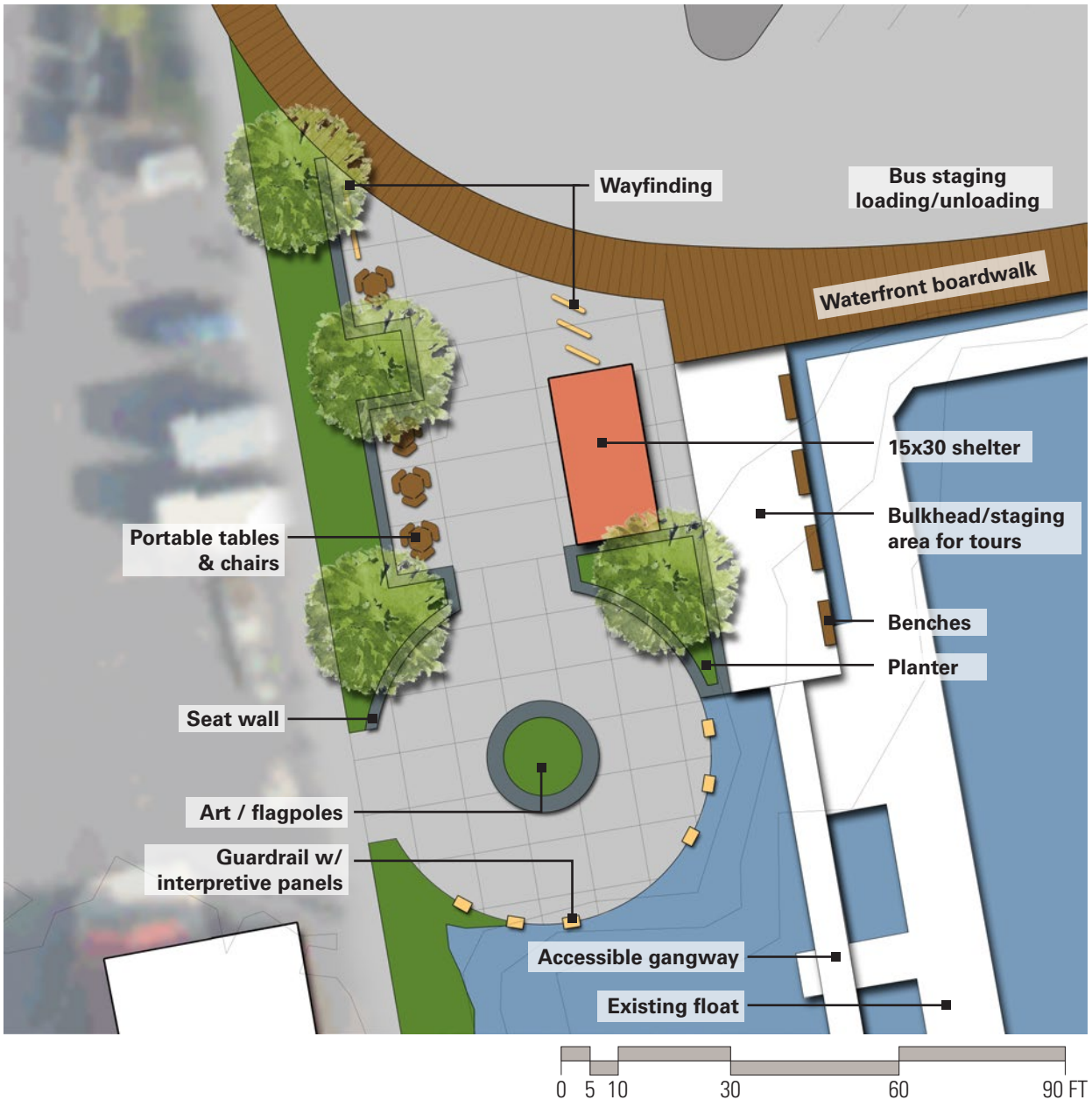


1 *Entry character*

2 *Wayfinding*

3 *Art feature*

4 *Interpretive panels*



TOUR BOAT PLAZA

The existing small concrete plaza will be redesigned and will include a smartly arranged space for tourists to gather and wait for their assigned activities. It will feature a 15-ft by 30-ft waiting shelter near the gangway and staging area. Within this space there will be benches and wayfinding information. The plaza will support a more passive gathering space away from the staging area that will have portable tables and chairs, raised planters and seating walls, and a focal point space that can include flagpoles, art, or other focal features on the waterfront. Interpretive panels will be included in the space and will be mounted on the guardrail overlooking the water.

The staging area will be expanded by installing a nominally 20-ft by 60-ft pile-supported trestle infilling the northwest corner of the existing sheet pile bulkhead. Access for day cruise passengers will be improved with a 100-ft gangway and associated landing float oriented south of the trestle. The increased length will significantly reduce the gangway slope during tidal movements. The curb line in front of the plaza area will be softened to allow motor coaches to queue up to drop off and pick up passengers going on day cruises or using the rest area and interpretive signs along the plaza.

The plaza is a total of 9,000 sf and has a capacity for just under 100 people seated or 300 standing. The shelter has a capacity for 75 people that include both sitting and standing.

Materials

Paving materials for pedestrian sidewalks and plazas will be either cast-in-place concrete paving or, for a more decorative appeal, concrete unit pavers. The cast-in-place concrete can be given more appeal through the use of aesthetic score-line patterns and/or colored pigmentation of the concrete. The boardwalk will be timber to match the existing boardwalk aesthetic and will have a water-side guardrail with banner poles that run the length to match existing design.

Planters

Planters will be approximately 18 inches high and fabricated from cast-in-place concrete.

Landscaping

All landscaped areas for trees and shrubs will receive a minimum of 18 inches of planting soil and planted with hardy, low-maintenance plant material appropriate for the harsh environment typical of Valdez.

Site Furnishings

All furnishings will be galvanized, metal powder-coated, or stainless steel. Where required, treated wood, plastic wood, or marine-appropriate wood will be used.

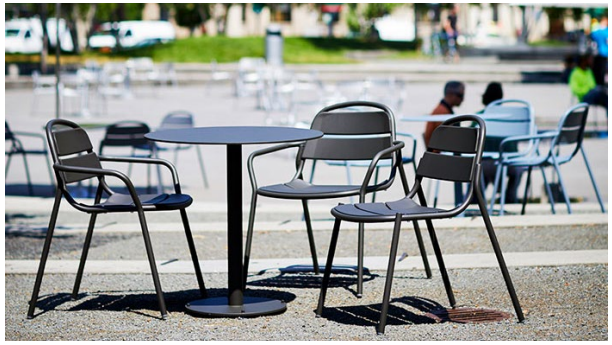
Interpretive Panels

The interpretive panels will be post- or kiosk-mounted, custom high-pressure laminate panels.

Shelters

All shelters will be timber structures with metal roofing that conform to existing architecture within Valdez.

Seat wall

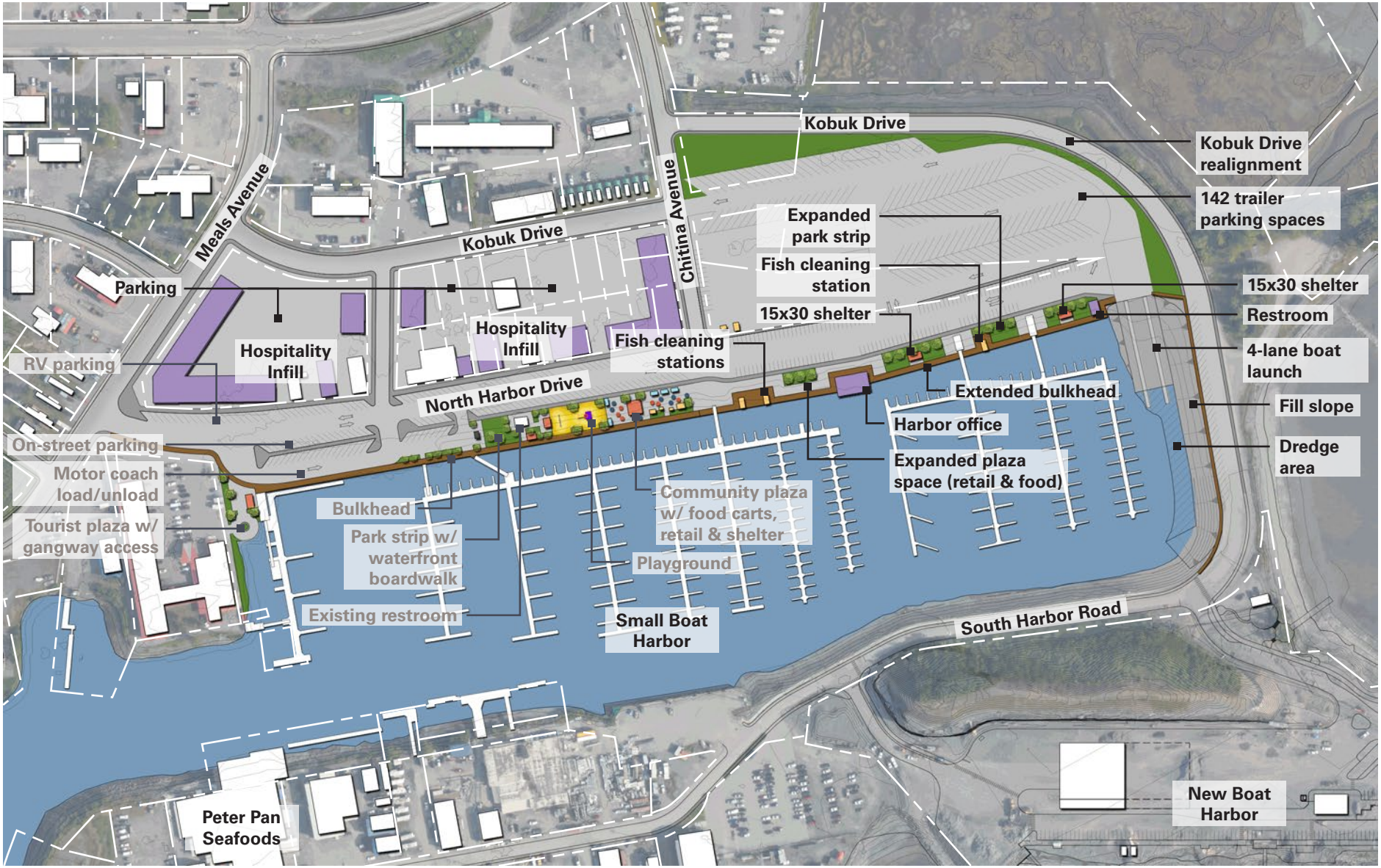


Portable tables & chairs

Landscaping

SMALL BOAT HARBOR UPLANDS CONT'D

PHASE II: MASTER PLAN



IMPLEMENTATION

Phase II is anticipated to be implemented as other waterfront projects are completed and is dependent on relocating the existing marine service facilities to Sea Otter Park. As the marine services are moved out of the Small Boat Harbor Uplands and to Sea Otter Park, truck and trailer parking, as well as public parking, will be able to expand into these areas. The bulkhead will be expanded from Chitina Avenue east to the boat launch, increasing space for the park strip and creating a connected and vibrant waterfront. Small commercial and retail businesses can be extended throughout this area.

During this phase, the business district directly north of North Harbor Drive can be densified, infilling the vacant and underutilized lots and promoting a lively waterfront area for locals and tourists alike. The old harbor office will be demolished, and when the existing travel lift is relocated, and rebuilt in this location overhanging the water and overseeing harbor activities.

The long-term vision for the Small Boat Harbor is that there will be a gradual expansion of the waterfront business district east of Chitina Avenue. It is anticipated that the cruise ship industry in Valdez is growing and that this expansion can help facilitate and support economic growth in this area.

INNOVATION

Relocation of the harbor office to the former location of the travel lift over the water gives improved visual access to the harbor and eliminates congestion along the boardwalk.

An expanded park strip with shelters, additional fish cleaning stations, extended boardwalk, green space, and new restrooms will take advantage of the entire harbor and disperse visitors to maintain the small-town feel.

Relocating the marine service facilities will create room for expanding the trailer parking for the boat launch and support the gradual expansion of the downtown waterfront retail district.

COSTS

The overall estimated cost for Phase II development at the Small Boat Harbor is $16.3 million. The estimate includes construction, design, permitting, project management, construction administration, and a 30% contingency. Major line items that will be completed in this phase and corresponding estimated costs are outlined below:

- $3 million for the new harbormaster office
- $1.5 million for uplands improvements that include extending the park strip, plaza space, an additional restroom building, and shelter
- $12 million for the bulkhead and boardwalk

A detailed breakdown of the conceptual costs are found at the end of this section.

SMALL BOAT HARBOR UPLANDS CONT'D

PHASE II: FACILITY IMPROVEMENTS

COMMERCIAL AND RETAIL INFILL

Commercial and retail businesses across from the Small Boat Harbor are expected to benefit significantly from increased tourism over the life of the master plan. Currently, several vacant lots are being utilized by food trucks, tour vendors, and other temporary buildings. The master plan envisions these temporary facilities moving to the waterfront park strip to allow for development of permanent commercial/retail buildings in the vacant lots. The block endcaps are viewed as high-value locations for larger hospitality developments, such as hotels that also support restaurant and retail operations. The master plan recommends that off-street parking be provided in the back of lots.

The business case for infill development is strongly tied to tourism, particularly the return of cruise ships to Valdez. The long-term success of commercial tourism in Valdez is highly dependent on the quality of the visitor experience being offered. Investments such as the aforementioned park strip and recent improvements at Kelsey Dock will help ensure the long-term viability of cruise ship visitation.

The buildings will be sized according to market demand but, in general, new buildings are assumed to be similar in scale to those existing along North Harbor Drive. The exception is at block endcaps, where larger-scale development should be encouraged. Larger-scale endcaps add energy to waterfront streets, bringing residential activity and customers to the area. By locating larger hospitality at the endcaps, vehicular pressure is kept away from the pedestrian-oriented centers of the blocks, especially with parking provided in the rear of buildings. This new energy benefits all businesses and provides better after-hours safety since it provides eyes on the street.

Increased development will significantly increase parking demand. Updates to the local zoning ordinance should be considered to encourage off-street parking on back lots. Storage sheds and similar buildings that currently occupy back lots should slowly be eliminated to make room for off-street parking.

Example of Sitka

Example of Wrangell

Main street revitalization

PHASE I & II: GENERAL CONSIDERATIONS

PRIORITIES & IMPLEMENTATION

Priorities identified by the community and supported by the steering committee include:

- Kobuk Drive realignment and the truck and trailer parking area expansion;
- Street improvements (Chitina Avenue and North Harbor Drive);
- Tour boat plaza, staging area, and access improvements; and
- Boat launch ramp improvements.

Execution of these components would occur during the initial phase (first 10 years) of the Valdez Comprehensive Waterfront Master Plan. While each component could feasibly be constructed at any time, it is recommended that the Kobuk Drive realignment and the truck and trailer parking expansion occur prior to the boat launch improvements. This would allow for increased truck and trailer parking for users of the new, larger boat launch ramp.

The remaining components shown on the Phase I plan, including the uplands bulkhead and associated plaza development, are considered secondary to the prioritized items and would be constructed over the next 10 to 20 years.

STAFF & OPERATING COST

Under the development scenarios presented for the Small Boat Harbor, no city staffing changes are anticipated. The boat launch improvements are anticipated to eliminate the need for temporary staffing (roughly 300 hours) currently used to manage traffic during peak summer fishing weekends. The decrease in these costs are anticipated to be balanced out by the increase in winter maintenance costs that are likely required with the proposed improvements.

Staffing for the park strip will include summer maintenance of the turf and paving areas, an increase in trash pick-up, and weekly maintenance for the playground. It is estimated that required weekly maintenance for all of the above tasks will increase maintenance staff work by approximately four hours per week and will equal a total of approximately $5,000 worth of additional effort.

MAINTENANCE

Summer Maintenance

New landscaping and park facilities will require typical landscape maintenance (weeding, watering, and pruning of trees and shrubs, and mowing of turf areas), sweeping of pedestrian routes, and likely an increase in trash pick-up. Playgrounds will require annual inspections and, depending on the safety surfacing used, routine inspection and maintenance of these areas.

Marine infrastructure will require periodic inspection and repair on an as-needed basis. Detailed inspections on above- and below-water components typically occur on four-year intervals.

Snow Management

During the winter, key pedestrian routes will need to be plowed. The playground will require winter inspections to ensure that the safety surfacing meets standards and will need to be closed if those standards are not met. Spaces that are not high-use areas during the winter months, such as the community plaza, can be used as a snow dump and will not require winter maintenance. Site furnishings may be stored off-site in winter to avoid damage.

Parking lots and streets will continue to be maintained in a similar fashion as existing.

Building Maintenance

The enlarged harbormaster office in Phase II will be twice the size of the existing office but shouldn't have significantly higher maintenance costs because it will be more energy efficient and less maintenance-intensive with all new systems.

SMALL BOAT HARBOR UPLANDS CONT'D

PHASE I: COST ESTIMATE

					Implementation Plan		
Upland Items	**Quantity**	**Unit**	**Unit Cost***	***Total Cost***	**10-Year**	**20-Year**	**30-Year**
Kobuk Drive Realignment and Expanded Parking & Service Yard				**$ 3,972,540**	**$ 3,972,540**		
Realignment of Kobuk Drive (pavement, drainage, and sidewalks)	1,250	LF	$ 1,872	$ 2,340,000			
Truck and trailer parking area pavement and striping	299,000	SF	$ 5.46	$ 1,632,540			
Street Improvements				**$ 989,040**	**$ 989,040**		
Street improvements at Chitina Avenue (sidewalks)	460	LF	$ 7.80	$ 3,588			
Street improvements at North Harbor Drive (paving)	44,200	SF	$ 5.46	$ 241,332			
Street improvements at North Harbor Drive (sidewalk modifications)	11,200	SF	$ 7.80	$ 87,360			
Street improvements at Wrangell Drive (sidewalk modifications)	200	SF	$ 7.80	$ 1,560			
New sewer services	6	EA	$ 31,200	$ 187,200			
New water services	6	EA	$ 31,200	$ 187,200			
Storm drainage improvements on North Harbor Drive	600	LF	$ 468.00	$ 280,800			
Plaza, Sidewalk, and Greenspace Improvements				**$ 2,532,525**		**$ 2,532,525**	
Existing concrete sidewalk and boardwalk demolition (8 ft x630 ft) and (4 ft x 250 ft)	8,560	SF	$ 3.12	$ 26,707			
Concrete sidewalk at plaza (12 ft x 630 ft)	7,560	SF	$ 7.80	$ 58,968			
Community plaza (10,000 sf) with shelter (30-ft x 30-ft) and site furnishings	1	LS	$ 741,000	$ 741,000			
Playground w/ safety surfacing	1	LS	$ 702,000	$ 702,000			
Park strip greenspace with landscaping and site furnishings	1	LS	$ 858,000	$ 858,000			
Hardscaped parking and public space	10,450	SF	$ 5	$ 52,250			
Signs and wayfinding	1	LS	$ 93,600	$ 93,600			
Tour Boat Staging Area and Access				**$ 1,794,000**	**$ 1,794,000**		
Tour cruise plaza (9,500 sf), shelter (15-ft x 30-ft), landscaping, and site furnishings	1	LS	$ 624,000	$ 624,000			
Trestle, gangway and landing float at tour boat area	1	LS	$ 1,170,000	$ 1,170,000			
Subtotal				**$ 9,288,105**	**$ 6,755,580**	**$ 2,532,525**	**$ -**
Waterfront Items	**Quantity**	**Unit**	**Unit Cost***	**Total Cost**	**10-Year**	**20-Year**	**30-Year**
Bulkhead Extension, New ADA Gangway, and Float Adjustments				**$ 6,793,800**		**$ 6,793,800**	
Demolition	1	LS	$ 234,000	$ 234,000			
Bulkhead sheet pile extension	580	LF	$ 8,580	$ 4,976,400			
Bulkhead extension common fill	11,200	CY	$ 31.20	$ 349,440			
Relocate existing gangway and provide bulkhead connection	1	LS	$ 54,600	$ 54,600			
Bulkhead boardwalk (12 ft x 630 ft)	7,560	SF	$ 156.00	$ 1,179,360			
Boat Launch Improvements				**$ 5,382,000**	**$ 5,382,000**		
Boat launch - concrete ramp and preparation	1	LS	$ 2,340,000	$ 2,340,000			
Boat launch - dredging	15,600	CY	$ 39.00	$ 608,400			
Boat launch - underlayer rock	1,500	CY	$ 156.00	$ 234,000			
Boat launch - riprap	3,600	CY	$ 195.00	$ 702,000			
Boat launch - boarding float and support piles	4,800	SF	$ 312.00	$ 1,497,600			
Subtotal				**$ 12,175,800**	**$ 5,382,000**	**$ 6,793,800**	**$ -**
Small Boat Harbor Phase I - Grand Total				**$ 21,463,905**	**$ 12,137,580**	**$ 9,326,325**	**$ -**

Notes:

*Unit cost includes 20% for engineering, permitting, construction administration and project management and 30% for contingency

PHASE II: COST ESTIMATE

					Implementation Plan		
Upland Items	**Quantity**	**Unit**	**Unit Cost***	***Total Cost***	**10-Year**	**20-Year**	**30-Year**
New Harbormaster Office				**$ 2,964,000**			**$ 2,964,000**
Demolition of marine maintenance infrastructure	1	LS	$ 780,000	$ 780,000			
Demolition of harbor office	1	LS	$ 312,000	$ 312,000			
Harbormaster Office Foundation	2,000	SF	$ 234.00	$ 468,000			
Harbormaster Office	2,000	SF	$ 702.00	$ 1,404,000			
Miscellaneous Uplands Improvements				**$ 1,498,848**			**$ 1,498,848**
Lease parcel parking	4,000	SF	$ 5.46	$ 21,840			
Plaza (5,000 sf) and site furnishings	1	LS	$ 390,000	$ 390,000			
Park strip greenspace with landscaping and site furnishings	1	LS	$ 468,000	$ 468,000			
Shelter (two at 15 ft x 25 ft)	750	SF	$ 280.80	$ 210,600			
Restroom	2	LS	$ 83,304	$ 166,608			
Signs and wayfinding	1	LS	$ 46,800	$ 46,800			
Electrical improvements	1,000	LF	$ 195.00	$ 195,000			
Subtotal				**$ 4,462,848**	**$ -**	**$ -**	**$ 4,462,848**
Waterfront Items	**Quantity**	**Unit**	**Unit Cost***	***Total Cost***	**10-Year**	**20-Year**	**30-Year**
Bulkhead Expansion				**$ 11,845,080**			**$ 11,845,080**
Demolition (remove existing trestles, boat lift, and miscellaneous structures)	1	LS	$ 390,000	$ 390,000			
Bulkhead extension	900	LF	$ 8,580	$ 7,722,000			
Bulkhead extension common fill	9,500	CY	$ 31.20	$ 296,400			
Bulkhead boardwalk (12 ft x 940 ft)	11,280	SF	$ 156.00	$ 1,759,680			
New gangway and abutment	3	EA	$ 195,000	$ 585,000			
Fish cleaning station	2	EA	$ 546,000	$ 1,092,000			
Subtotal				**$ 11,845,080**	**$ -**	**$ -**	**$ 11,845,080**
Small Boat Harbor Phase II - Grand Total				**$ 16,307,928**	**$ -**	**$ -**	**$ 16,307,928**

Notes:

*Unit cost includes 20% for engineering, permitting, construction administration and project management and 30% for contingency

SEA OTTER PARK

SUMMARY

Sea Otter Park is a large undeveloped site adjacent to Valdez's two busy fish processing plants and the U.S. Coast Guard radar tower. The site is used as an area for stockpiling rock. Informal onshore fishing occurs near the harbor entrance but without any recreation facilities. The site is one of the community's last large area waterfront properties in the downtown core.

Opportunities at Sea Otter Park include expanding the existing fish processing plants, relocating of the marine service yard with expanded facilities and capacity, commercial lease properties, and new large vessel docking. Consolidating similar uses in the area will reduce conflicts, create use efficiencies, and allow relocation of the existing marine service yard from downtown to this site.

The local economic benefits of a busy marine service center can be substantial. A wide range of service and supply businesses are connected to vessel maintenance and repair. The services of welders, mechanics, electricians, metal fabricators, shipwrights, refrigeration technicians, divers, hydraulics specialists, painters, marine surveyors, and others are typically needed. Machine shops and businesses offering fiberglass repair, tool rentals, pressure washer rentals/services, security services, vessel shrink wrapping, gear storage, and other goods and services are part of the marine services sector. Hotels, restaurants, taxi/car rental companies, hardware stores, grocery stores, and others benefit from spending by users of a marine services center.

With completion of the South Basin Harbor, Valdez's harbor capacity, as measured in terms of total lineal footage of stall space, increased from 15,770 ft to 22,082 ft, a 40% increase. The average slip length increased from 31 ft to 47 ft, a 52% increase. With greater harbor capacity and increased boat-lifting capacity, Valdez can expect an increase in local demand for vessel maintenance and repair infrastructure and services.

The Sea Otter Park area, adjacent to Silver Bay and Peter Pan Seafoods, is an appropriate area for public and private investment aimed at expanding seafood processing activity in Valdez. The local economic benefits of seafood processing include fisheries-related tax revenues, property tax revenues, employment opportunities, local purchases of goods and services by processors and their employees, and local spending by the fleet that delivers fish to local processors.

Additional acreage for seafood processing can also facilitate development of new value-added/byproduct processing activity. This type of development will increase local spending and add a limited number of jobs.

Leasing newly developed uplands property to processors can generate revenues to the City. Processors may have an interest in leasing those uplands if doing so allows more efficient handling of fish, from boat to processing line. More efficient operations might allow them to handle a larger share of the PWS salmon harvest. The community currently captures a quarter of PWS seafood processing activity. Capturing more of this economic activity in Valdez is the community's opportunity and challenge.

The master plan for Sea Otter Park is intended to do the following:

- Allow phased expansion and improvement of marine service facilities and related marine/commercial lease opportunities;
- Improve operations for seafood plants;
- Build a new berth for larger vessels and seafood use;
- Promote phased expansion of existing seafood industry;
- Reduce boat congestion in the Small Boat Harbor Channel; and
- Create additional vessel laydown (storage) capacity.

ECONOMIC FEASIBILITY

It is reasonable to expect that marine services-related revenue such as the boat lift, maintenance pad, and storage fees to the City could eventually double from its current level of approximately $160,000 annually. An increase in revenues is expected to cover the increased costs associated with operating the new facility.

Additional City revenues might be generated by leasing the marine service yard to various vendors specializing in boat repair and maintenance services. Demand for such leased space will grow over time as use increases. Approximately $25,000 to $50,000 in annual lease revenues could be anticipated, depending on how quickly demand for yard services materializes.

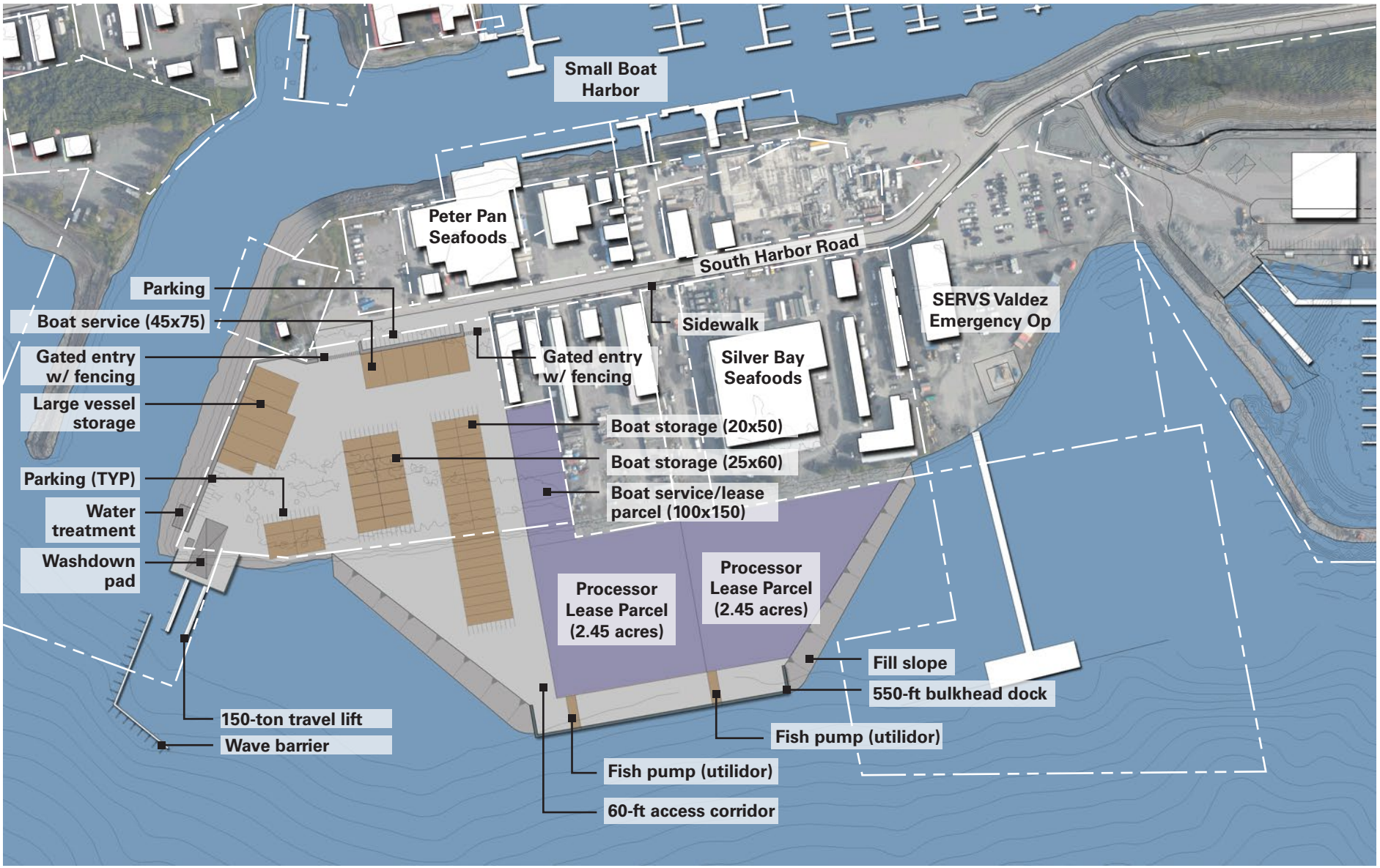
The economic benefits of a vibrant marine service center can be substantial. A wide array of businesses can directly or indirectly generate income by providing services to boatyard users. The community might expect approximately $1 million in additional annual spending related to boat maintenance and repair.

Additional revenues flowing to the City of Valdez, that is associated with expanded marine services facilities and infrastructure, would be insufficient to fully recover the approximately $10 million investment required to develop Sea Otter Park as a marine services facility with a 150-ton travel lift. However, this development has the potential to generate the highest relative level of investment payback of all the waterfront development concepts considered in this master plan. It would also generate the highest level of overall near-term community economic benefit, per dollar of initial investment.

A $20 million investment in a 550-ft bulkhead dock and fill expansion, while not expected to pay for itself through user fees or leases, would have important economic benefits. It could facilitate additional seafood processing activity in Valdez, although it is not possible to predict the scale and timing of that additional activity. Importantly, a bulkhead dock would support a more focused cruise vessel-related usage of Kelsey Dock. Additional detailed planning and analysis are required to fully assess the timing and magnitude of revenue and other economic benefits associated with the bulkhead dock and fill expansion.

SEA OTTER PARK CONT'D

PHASE I: MASTER PLAN



IMPLEMENTATION

The Phase I expansion of Sea Otter Park will be implemented over the next 10-15 years. Work will include constructing a new bulkhead dock and expanding the uplands area. The seafood offloading area will be relocated from the Small Boat Harbor to the new bulkhead dock. A new travel lift will be built that will serve vessels up to 150 tons. A wave barrier will be constructed to protect the travel lift. The uplands will consist of washdown facilities, a water treatment system, vessel work areas, lease space, and a vessel laydown area.

The bulkhead will serve as a new 550-ft dock and create additional uplands. The dock can be used for large vessels when Kelsey Dock is in use, as well as by the fishing fleet accessing the seafood plants. Utilidors will be provided from the dock to the processing plants for fish pumping. Nearly 5 acres will be set aside as future lease space for the seafood processors. The remaining portion of the uplands will be used for an expanded marine service yard with boat service lease parcels, vessel storage, and maintenance areas. The yard will be supported by a 150-ton travel lift and pier, washdown pads, and a water treatment system. The travel lift will be protected by a wave barrier. The marine service yard will be enclosed by a fence and provide the needed utilities and parking for supporting the service yard and related marine service businesses.

INNOVATION

Relocating the processing boats for Silver Bay Seafoods from the Small Boat Harbor to Sea Otter Park significantly reduces congestion in the Small Boat Harbor. The relocation also improves processing efficiencies for the plant with fish entering the plant on the south and following the existing configuration of the production line with fish already moving from the south to the north through the plant.

The new bulkhead dock will create large vessel moorage, which is needed when Kelsey Dock is in use.

Relocating the marine service yard to Sea Otter Park removes congestion from the downtown waterfront and allows expansion of facilities. Providing marine services near the seafood plants and new boat harbor will provide convenient access. An expanded service yard and laydown is a high priority for the community, and this site has uplands that can be economically used.

The lift pier will be protected from waves using an innovative partially penetrating wave barrier that allows transportation of sediments below the wave-deflecting structure. The wave barrier and lift pier will be supported by fin-tipped piles that allow for significant reduction in pile length and increased tension capacity.

Further subphasing of the project will allow for development to match available funds and as needs arise. For example, initial development of the dock area can occur on a smaller scale or without all appurtenances to minimize capital costs. The marine service yard components (wave barrier, lift pier, and uplands) can be installed independently of the dock and fill expansion as a standalone project.

COSTS

The overall estimated cost for Phase I development at Sea Otter Park is $53.5 million. The estimate includes construction, design, permitting, project management, construction administration, and a 30% contingency. Major line items that will be completed in this phase and corresponding estimated costs are outlined below:

- $3.6 million for South Harbor Drive improvements
- $3.7 million for marine service yard improvements and water treatment system
- $1 million for utility improvements
- $13.2 million for the travel lift, pier, and wave barrier
- $32 million for the bulkhead, fill, and dock

A detailed breakdown of the conceptual costs are found at the end of this section.

SEA OTTER PARK CONT'D

PHASE I: FACILITY IMPROVEMENTS

BULKHEAD, DOCK, AND UPLANDS CREATION

Expanding the Sea Otter Park uplands is planned as a phased approach. The first phase will consist of a large fill-based expansion, creating approximately 9.3 acres of new uplands, with a nominally 550-ft sheet pile bulkhead dock creating new potential lease areas for processors (or others), a large usable dock area, and a sizable marine service yard located within the existing site footprint. The dock structures include a fabricated steel face beam with integral bollards and railing. A 75-ft hard-surfaced area (assumed to be pre-cast concrete pavers) will be provided behind the face of the bulkhead to allow use of heavy-lift vehicles within the City dock area. Utilidors will be provided at discrete locations along the dock face to allow fish pumps or utilities access to the dock face.

The proposed dock and fill area is maximized to stay within existing tidelands boundaries while not conflicting with usage of adjacent facilities. The bulkhead is aligned to be positioned in deep water (approximately -35 MLLW) while not extending beyond reasonable wall heights for a fill-based structure.

The potential for difficult or soft soils is anticipated at the site based on previous geotechnical investigations and experience in nearby areas. As such, mitigation techniques to densify the in-situ soils will likely be required. Mitigation methods have been initially accounted for in estimated costs; however, actual conditions may vary.

Materials

Materials will consist of a steel sheet pile with gravel or shot-rock for common fill and a steel dock face beam with ultra-high-molecular-weight (UHMW) -faced composite fender piles. The City dock area will have concrete surfacing for durability and low maintenance, while the lease parcels and access corridor will have gravel surfacing.

TRAVEL LIFT, PIER, WAVE BARRIER, WASHDOWN PAD, AND WATER TREATMENT

The marine service area was developed to allow advancement as a standalone project; the Phase I area could be installed without the proposed bulkhead dock or other structures. The lift structure will consist of two 120-ft pile-supported piers with a steel superstructure. This will allow for vessels up to 150 tons (nominally 110 ft in length with a beam of 30 ft) to be efficiently removed for servicing. The boat-lift facility will include a 50-ft by 120-ft cast-in-place concrete vessel washdown area, in-ground water detention, and a recirculating wash-water treatment system. These components are necessary to ensure water discharge and containment of sediments meet regulatory requirements.

A 350-ft partially penetrating wave barrier will be installed, offshore of the lift, to provide a protected basin for vessel berthing and lift operations. The wave barrier is oriented to provide protection from easterly and southerly waves reported at the site while allowing room for maneuvering vessels up to 125 ft in length. The barrier will be constructed with a combination of braced pipe pile sheet pile sections that stop short of the sea floor. This will allow for transportation of sediments below the sheet pile while reducing wave transmission.

Coordination with the U.S. Army Corps of Engineers will be required for structures near the Small Boat Harbor entrance.

Materials

Materials will consist of steel pile-supported lift piers with a steel superstructure and a UMHW-faced composite fender piles at the lift pier. The washdown pads will be cast-in-place concrete, and the uplands areas will have gravel surfacing.

VESSEL MAINTENANCE, LAYDOWN, AND LEASE SPACE

A sizable portion of the uplands area created during development of Sea Otter Park will be dedicated as a marine service area. Phase I will have approximately 8 acres of existing uplands, and this area will be available for storage, laydown, and maintenance of vessels removed using the proposed boat-lift facility.

The boat service yard will consist of a gravel-surfaced area with dedicated but flexible use for various vessels. Additional areas will be dedicated as lease areas for marine service or commercial retail relating to the marine service sector.

There are 22 25-ft by 60-ft and 44 20-ft by 50-ft storage areas and 6 large vessel 80-ft x 120-ft storage areas proposed for the vessel maintenance, laydown, and lease space. It is proposed that there will be 5 45-ft by 75-ft service areas provided and 6 50-ft by 100-ft additional spaces that can be used for service areas or lease parcels as needed. These will be oriented to allow for 75-ft-wide maneuvering aisles between the storage areas, as well as a 60-ft access corridor that will be provided through the marine service area to the Sea Otter Park dock.

Materials

Surface materials for the laydown and staging areas will be gravel, and there will be water supply and wastewater collection piping installed.

SEAFOOD PROCESSING

It is likely that fish processing businesses will seek to expand in the area of the Sea Otter Park site. This is an ideal location for fish processing-related businesses due to the presence of similar businesses in the area along with adequate electrical, sewer, and water utilities. Construction of the new bulkhead dock will also enhance this area for processors, making it easier to ship increased quantities and accommodate larger vessels. Approximately 5 acres have been dedicated in the master plan for one or more seafood-related businesses. Until such time that a qualified tenant for the area is identified, the ground surface can be left unpaved and ready for development.

The area identified for seafood processing plant development can accommodate a building similar in size to the recently constructed Silver Bay Seafoods with limited parking, or multiple smaller facilities on the order of 5,000 sf in area, with room for staff and visitor parking.

Adequate maneuvering space will be allocated for pick-up and delivery vehicles as well as some private vehicle parking.

Fish processing is both competitive (between Prince William Sound ports and beyond) and cyclical, due to changes in harvest numbers and the market for fish. Therefore, it is difficult to predict when the business case will be right for expanded fish processing. A large fish processing facility may require increased utility capacity.

Materials

Gravel surfacing until such time that development is determined.

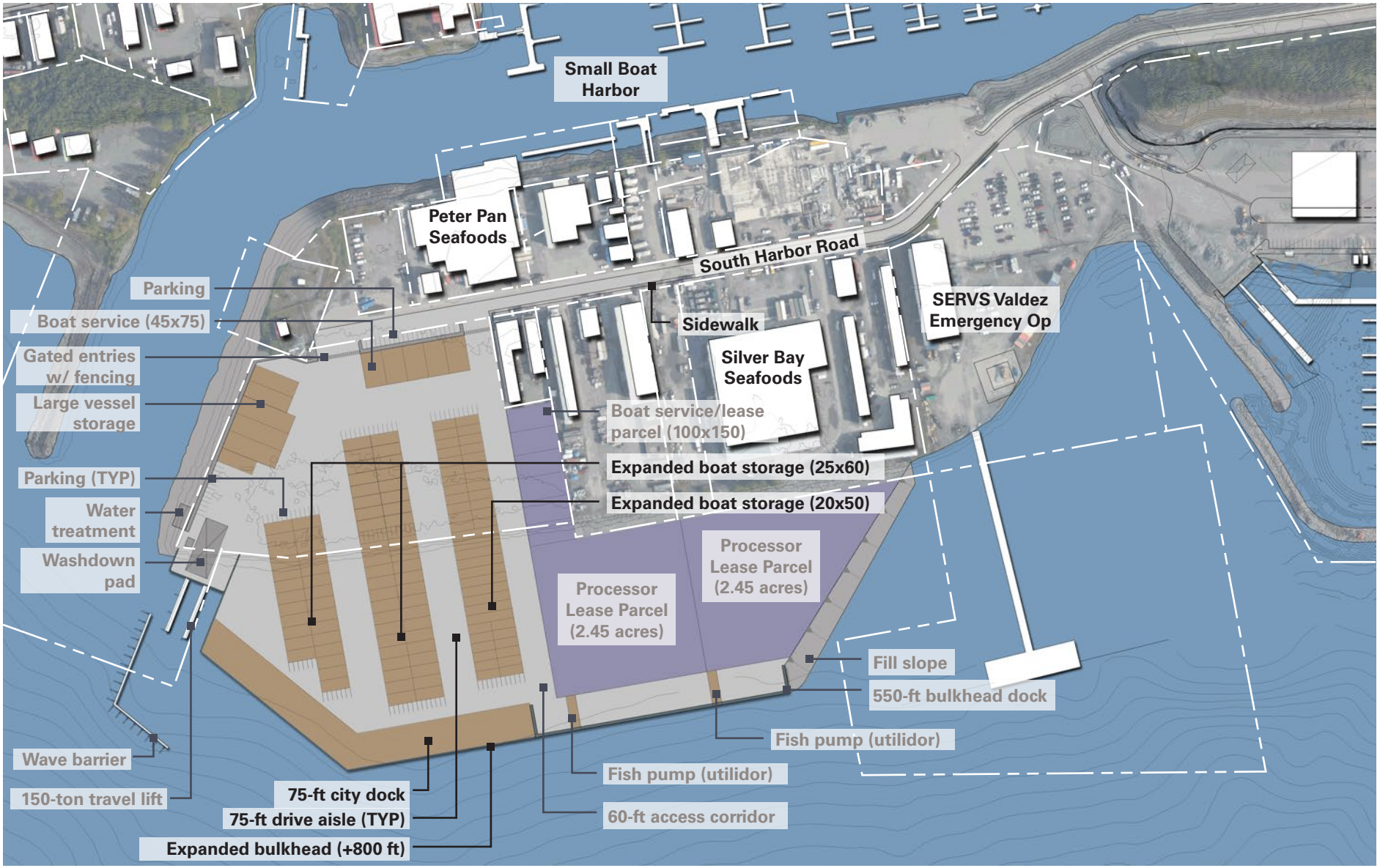
Bulkhead dock

150-ton travel lift and pier

Partially penetrating wave barrier

SEA OTTER PARK CONT'D

PHASE II: MASTER PLAN



IMPLEMENTATION

Phase II will be implemented over the next 15-20 years and will expand the marine service yard and large vessel dock.

The expanded bulkhead will add another 880 ft of dock and create additional uplands area. The dock can provide additional support for large vessels moorage. By expanding the bulkhead, it will add approximately 4 acres of uplands to the marine service yard and provide more space for vessel storage and maintenance areas.

INNOVATION

Phase II of Sea Otter Park will help to expand the service yard and dock, providing additional area for vessel storage and maintenance areas when demand requires, and will have very little impact to the existing operations during construction.

Creating nearly 1,400 linear feet of dock will allow Valdez to accommodate the largest vessels or multiple large vessels at one time. Direct access to the marine service yard will be a benefit to vessels needing maintenance while still in the water.

The new larger boat lift, which is envisioned as a City project, will spark opportunities for new private investment and marine service business in the new marine service yard. The City will benefit from land leases to the service providers and increased tax revenue, and private businesses will benefit from an increased share of the marine service demand in Prince William Sound. This will create a healthy environment for further private or public/private partnership investments, such as covered marine service bays.

COSTS

The overall estimated cost for Phase II development at Sea Otter Park is $26 million. The estimate includes construction, design, permitting, project management, construction administration, and a 30% contingency. Major line items that will be completed in this phase and corresponding estimated costs are outlined below:

- $1 million for uplands improvements
- $25 million for the bulkhead, fill, and dock expansion

A detailed breakdown of the conceptual costs are found at the end of this section.

SEA OTTER PARK CONT'D

PHASE II: FACILITY IMPROVEMENTS

BULKHEAD, DOCK, AND UPLANDS CREATION

Phase II will extend the bulkhead with approximately 800 ft of wall and provide approximately 6.2 acres of additional usable uplands area. The dock structures include a fabricated steel face beam with integral bollards and railing. A 75-ft hard-surfaced area (assumed to be pre-cast concrete pavers) behind the face of the extended bulkhead will build off of the existing City dock built in Phase I and will allow the use of heavy-lift vehicles within the City dock area.

The proposed dock and fill area is maximized to stay within existing tidelands boundaries while not conflicting with usage of adjacent facilities. The bulkhead is aligned to be positioned in deep water (approximately -35 MLLW) while not extending beyond reasonable wall heights for a fill-based structure.

The potential for difficult or soft soils is anticipated at the site based on previous geotechnical investigations and experience in nearby areas. As such, mitigation techniques to densify the in-situ soils will likely be required. Mitigation methods have been initially accounted for in estimated costs; however, actual conditions may vary.

Materials

Materials will consist of a steel sheet pile with gravel or shot-rock for common fill and a steel dock face beam with UHMW-faced composite fender piles. The City dock area will have concrete surfacing for durability and low maintenance, while the lease parcels and access corridor will have gravel surfacing.

VESSEL MAINTENANCE AND LAYDOWN

Phase II will expand the vessel maintenance and laydown area by 3.1 acres and, similar to Phase I, this area will be available for storage, laydown, and maintenance of vessels removed using the proposed boat-lift facility.

The boat service yard will consist of a gravel-surfaced area with dedicated but flexible use for various vessels. Additional areas will be dedicated as lease areas for marine service or commercial retail relating to the marine service sector.

Phase II will increase the 25-ft by 60-ft storage area by 51 spaces and the 20-ft by 50-ft storage area by 12 spaces. These spaces will extend from Phase I and will maintain the 75-ft-wide maneuvering aisles between the storage areas and the 60-ft corridor that accesses the Sea Otter Park dock.

In time, demand will eventually outgrow capacity at this location. At such time, development of a Marine Service Yard at Old Town is recommended.

Materials

Surface materials for the laydown and staging areas will be gravel, and there will be water supply and wastewater collection piping installed.

PHASE I & II: GENERAL CONSIDERATIONS

PRIORITIES & IMPLEMENTATION

All of the Phase I components shown were identified as priorities by the community and supported by the steering committee. Development of the uplands marine service yard will be dependent on the installation of the boat lift system including the wave barrier, lift pier, washdown pad, and water treatment systems. All other project components could be installed as discrete phases as dictated by available funds and demand.

STAFF & OPERATING COST

Discussions with the Ports and Harbors Commission management indicate that operating a new boat yard at Sea Otter Park would not require additional staff beyond those running the existing boat yard. As envisioned, the Sea Otter Park boat yard would serve an increased number of larger vessels than the existing harbor. Any increased utility expenses would be passed on to users through adjustments in service fees. The largest cost increase is likely to be for snow clearing, which is estimated to cost approximately $600/acre per snowfall event.

MAINTENANCE

Summer Maintenance

During the summer months, occasional grading and smoothing of gravel surfaces will be required. Routine inspection and recertification will be required for the mobile travel lift. The washdown pad collection system will require annual removal of sediment and disposal as required by regulatory agencies. Marine infrastructure will require periodic inspection and repair on an as-needed basis. Detailed inspections on above- and below-water components typically occur on four-year intervals.

Snow Management

Areas for snow storage have been identified on master plan documents. All the snow that falls on the site can be stored in the immediate area. Some boat storage slips may be lost during winter months to provide adequate space for snow; however, the larger paved areas allow for ample snow storage.

SEA OTTER PARK CONT'D

PHASE I: COST ESTIMATE

					Implementation Plan		
Upland Items	**Quantity**	**Unit**	**Unit Cost***	***Total Cost***	**10-Year**	**20-Year**	**30-Year**
South Harbor Drive Improvements				**$ 3,632,850**	**$ 3,632,850**		
South Harbor Drive - sidewalk improvements (5 ft x 2,150 ft)	10,750	SF	$ 7.80	$ 83,850			
South Harbor Drive - paved parking	40,000	SF	$ 5.46	$ 218,400			
Uplands utilities extensions (water, sewer, and electric)	2,800	LF	$ 1,014.00	$ 2,839,200			
Submarine Utilities Extensions (Water)	700	LF	$ 702.00	$ 491,400			
Marine Service Yard				**$ 3,731,665**	**$ 3,731,665**		
Maintenance yard AC paving	190,825	SF	$ 5.46	$ 1,041,905			
Maintenance yard concrete work pads	40,675	SF	$ 16.85	$ 685,449			
Leveling course surface	240,000	SF	$ 2.73	$ 655,200			
Stormwater collection and treatment	1	LS	$ 312,000	$ 312,000			
Washdown pad	6,000	SF	$ 16.85	$ 101,111			
Water treatment system	1	LS	$ 936,000	$ 936,000			
Utility Improvements				**$ 928,200**	**$ 928,200**		
Utility extensions to fish processor parcel - water	600	LF	$ 195.00	$ 117,000			
Utility extensions to fish processor parcel - sewer	600	LF	$ 195.00	$ 117,000			
Utility extensions to fish processor parcel - elec/com	600	LF	$ 117.00	$ 70,200			
Site electrical improvements	1	LS	$ 624,000	$ 624,000			
Subtotal				**$ 8,292,715**	**$ 8,292,715**	**$ -**	**$ -**
Waterfront Items	**Quantity**	**Unit**	**Unit Cost***	***Total Cost***			
Boat-Lift System				**$ 13,206,960**	**$ 13,206,960**		
Travel lift pier	1	LS	$ 1,872,000	$ 1,872,000			
Travel lift abutment/bulkhead	1	LS	$ 3,120,000	$ 3,120,000			
Travel lift abutment fill	3,300	CY	$ 31.20	$ 102,960			
Travel lift	1	EA	$ 1,560,000	$ 1,560,000			
Wave barrier	350	LF	$ 18,720	$ 6,552,000			
Bulkhead Dock				**$ 31,958,550**	**$ 31,958,550**		
Bulkhead dock structure	1	LS	$ 9,204,000	$ 9,204,000			
Dock face beam and fenders	1	LS	$ 2,340,000	$ 2,340,000			
Bulkhead dock fill	294,000	CY	$ 31.20	$ 9,172,800			
Bulkhead armor rock	10,400	CY	$ 312.00	$ 3,244,800			
Bulkhead filter rock	5,300	CY	$ 234.00	$ 1,240,200			
Soils modification (vibracompaction or similar)	110,000	SF	$ 46.80	$ 5,148,000			
Dock area surfacing (assumes pavers with subbase)	41,250	SF	$ 39.00	$ 1,608,750			
Subtotal				**$ 45,165,510**	**$ 45,165,510**	**$ -**	**$ -**
Sea Otter Park Phase I - Grand Total				**$ 53,458,225**	**$ 53,458,225**	**$ -**	**$ -**

Notes:

*Unit cost includes 20% for engineering, permitting, construction administration and project management and 30% for contingency

PHASE II: COST ESTIMATE

					Implementation Plan		
Upland Items	**Quantity**	**Unit**	**Unit Cost***	***Total Cost***	**10-Year**	**20-Year**	**30-Year**
Upland Improvements				**$ 954,525**			**$ 954,525**
Leveling course surface	192,500	SF	$ 2.73	$ 525,525			
Electrical improvements	600	LF	$ 195.00	$ 117,000			
Stormwater collection and treatment	1	LS	$ 312,000	$ 312,000			
Subtotal				**$ 954,525**	**$ -**	**$ -**	**$ 954,525**
Waterfront Items	**Quantity**	**Unit**	**Unit Cost***	***Total Cost***	**10-Year**	**20-Year**	**30-Year**
Bulkhead Dock Expansion				**$ 24,765,000**			**$ 24,765,000**
Demolition (removal of armor rock, etc.)	1	LS	$ 780,000	$ 780,000			
Bulkhead dock structure	1	LS	$ 9,204,000	$ 9,204,000			
Bulkhead dock fill	140,000	CY	$ 31.20	$ 4,368,000			
Dock face beam and fenders	1	LS	$ 1,638,000	$ 1,638,000			
Soils modification (vibracompaction or similar)	140,000	SF	$ 46.80	$ 6,552,000			
Dock area surfacing (assumes pavers with subbase)	57,000	SF	$ 39.00	$ 2,223,000			
Subtotal				**$ 24,765,000**	**$ -**	**$ -**	**$ 24,765,000**
Sea Otter Park Phase II - Grand Total				**$ 25,719,525**	**$ -**	**$ -**	**$ 25,719,525**

Notes:

*Unit cost includes 20% for engineering, permitting, construction administration and project management and 30% for contingency

NEW BOAT HARBOR UPLANDS

SUMMARY

The New Boat Harbor opened in 2019 to meet moorage needs of the fishing fleet and larger vessels. The intent is that larger vessels in the Small Boat Harbor will relocate to this new facility and free up moorage space. Providing consolidated services for the fleet at the new harbor will create efficiencies and attract new vessels to be moored in Valdez. The site includes an expansive paved uplands dedicated mostly to parking. The original intent was to also include recreation launch ramps and the associated trailer parking at this location. With the launch and parking not included in the original project, large areas of parking are no longer needed and there is an opportunity to utilize this space for new facilities.

Opportunities at the New Boat Harbor Uplands include creating lease parcel for commercial and retail businesses that support the fleet in the harbor, storage and launching for recreation boats, and providing expanded recreation facilities, including fishing and day-use facilities.

Valdez clearly has a shortage of moorage space for recreation boats as there are 100 boats on the waiting list in Valdez even with the new harbor opened in 2019. Due to this shortage, many visitors to the community 'trailer' their boats several times a year from Fairbanks and other towns to enjoy Valdez's recreation opportunities. The cost, time, and permitting for a new harbor to meet the moorage demand is a significant undertaking. An alternative and cost effective method to store recreation boats is the use of dry stack storage.

A boat dry stack facility is a covered, enclosed building with multilevel, often heated vessel storage. A dry stack boat storage facility in Valdez will be the first of its kind in Alaska, offering a safe and secure storage option for vessel owners residing in the community and for those that frequently visit Valdez. This storage addresses the demand for smaller boat storage (32 ft or less). Additionally, it will be attractive to those from out of town who trailer their boat to and from Valdez several times a year. Dry storage also reduces maintenance expenses and protects the vessel from degradation caused by sun, inclement weather, and birds. Revenue will be generated from the storage and vessel launching.

Marine-related retail/commercial space developed in association with a dry stack facility can create a revenue opportunity for the City and support marine services business development in Valdez. Revenue will be generated from the lease space and taxes, while new business and improved services are provided to harbor users, the fishing fleet, and those that store their boats in the dry stack storage.

The master plan for the New Boat Harbor is intended to do the following:

- Incorporate a phased approach to introducing a dry stack storage facility into the community;
- Launching recreational boats to meet the demand for smaller boat storage and moorage;
- Promote opportunities for marine-related commercial/ retail development to meet the needs of the fishing fleet and harbor users; and
- Enhance recreation opportunities including shore fishing, kayak launch, and day-use recreation.

ECONOMIC FEASIBILITY

The centerpiece development at the New Boat Harbor Uplands, the dry stack facility, has a range of economic implications. While it will not be possible to directly recover any of the $12 million in upfront development costs through user fees, a dry stack facility would expand the community's capacity to "home-port" vessels, mainly recreational vessels, and as such, strengthen a growing part of Valdez's economic foundation.

Annual revenues from a dry stack facility will depend on pricing. Rental rates in line with current wet slip rates would result in much greater demand and utilization than rates required for the facility to operate on a break-even basis. At current wet slip rates of about $50/foot/year, a dry stack facility with capacity for 100 vessels under 32 ft would likely be substantially or fully utilized within a few years. It would also reduce the number of vessels on the wet slip waiting list. The convenience and security of indoor storage will support rates higher than wet slip rates, though how much higher is unclear. Rates of $100/foot may be tolerable to the market and over time result in full utilization. Rental rates set at levels necessary for the facility to generate revenues to cover costs, estimated at $143/foot and assumes full utilization, may meet with market resistance.

Construction of the dry stack facility will require financial support from the City, but operations of the facility could be handled in a number of ways:

- the City could operate the facility;
- the City could contract to a private vendor for operations of the facility;
- the City could enter into a public-private partnership for the facility; or
- the City could seek a vendor who would lease the facility and become responsible for operations and revenues.

The operational side of the business case is compelling.

While some financial support from the City to operate a dry stack facility will be required, it is likely that construction of a dry stack would indirectly increase boating-related spending in the community and over time create jobs in businesses that provide goods and services to boat owners.

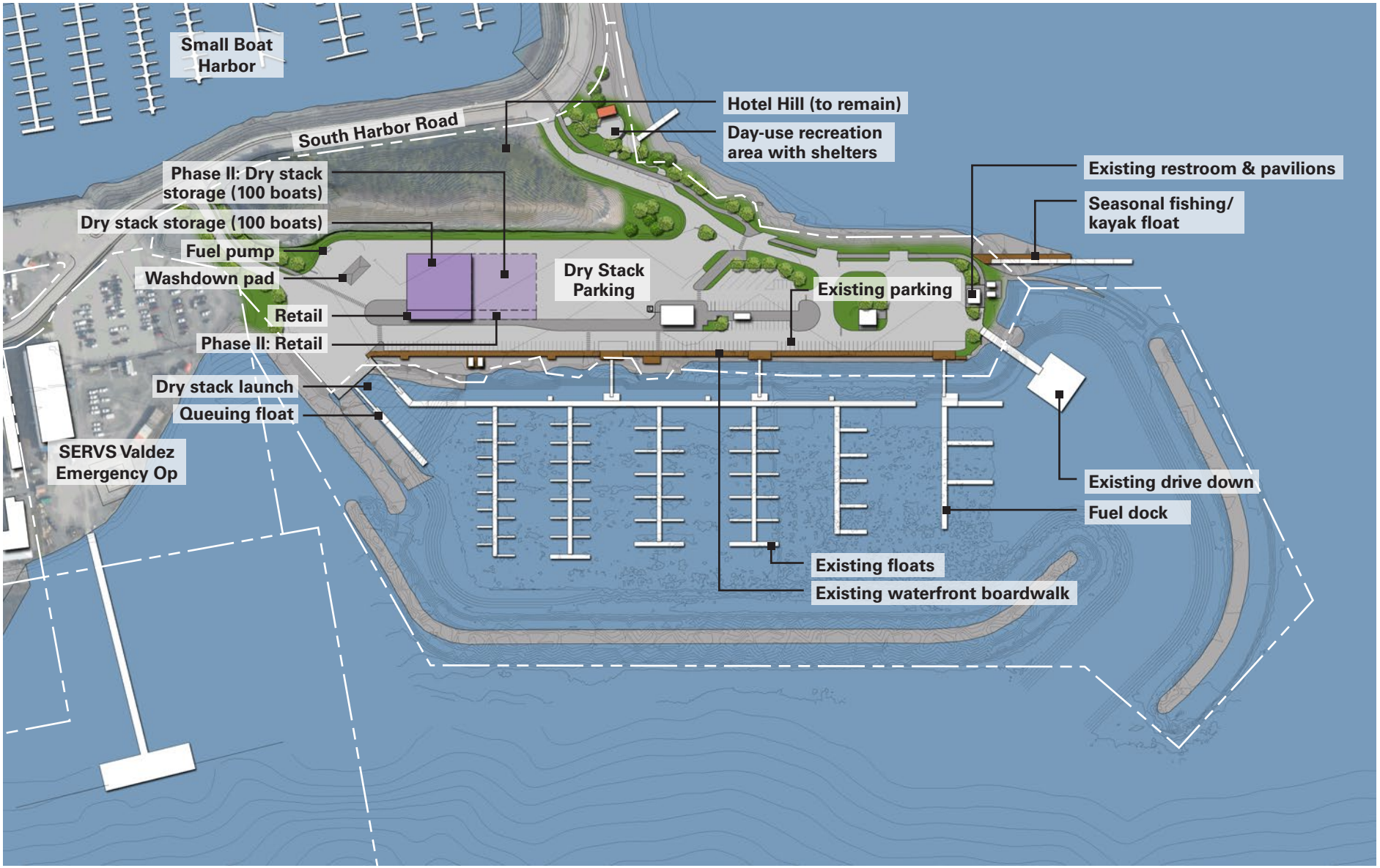
Detailed business-planning-level feasibility analysis may be warranted to further the community's understanding of market demand, revenue potential, and overall economic benefit/cost of the dry stack facility construction and operations.

Retail space developed in association with a dry stack facility in the New Boat Harbor area could create a revenue opportunity for the City and support marine services business development in Valdez. Depending on demand for the space and prevailing lease rates at the time of dry sack development, $30,000 to $50,000 in annual lease revenues could be generated.

Recreation-related improvements in the New Boat Harbor Uplands area – such as day-use shelters, restrooms, green spaces, and fishing and kayak launch floats – while not directly generating revenue or other economic benefits, will enhance the quality of recreational opportunities in Valdez and contribute to increased visitation to the community over the long-term.

NEW BOAT HARBOR UPLANDS CONT'D

MASTER PLAN



IMPLEMENTATION

The first phase of work at the New Boat Harbor is anticipated to occur in the next 5-10 years and will include the Phase I section of the dry stack storage building and washdown pad, as well as the related launch facilities including bulkhead, queuing float, and boat-lift equipment. Other improvements include a waterfront day-use recreation area and float, as well as a larger kayak float that will also serve for seasonal offshore fishing. The expansion of phased marine-related commercial and retail lease shops will be attached to the dry stack storage building.

The proposed master plan includes space to expand the dry stack storage as demand requires. When the need arises, the dry stack storage can be doubled in size, offering additional room for up to 100 vessels and additional marine-related commercial and retail space.

Improvements at the New Boat Harbor will develop facilities not yet seen in Valdez. Development at the Small Boat Harbor and Sea Otter Park will create connectivity between these areas and promote a unified downtown waterfront.

INNOVATION

A dry stack boat storage facility provides a safe, enclosed, and secure storage option for recreational vessels. The efficiency of the facility is expected to be attractive to out-of-town vessel owners who will no longer need to transport their boats to Valdez multiple times each season. Dry storage also reduces maintenance expenses and protects the vessels.

Sea Otter Park has served as an informal recreational shore fishing area without facilities and is located within an industrial use area. The development of a formal shore fishing facility adjacent to the recreation area at the New Boat Harbor will significantly improve fishing opportunities with the addition of the fishing float. The accessible float provides all-tide access creating an improved and safe facility for locals and visitors. The float also provides all-tide access for kayaks without having to launch within the busy boat harbor.

COSTS

The overall estimated cost for Phase I and Phase II development at the New Boat Harbor is $33 million. The estimate includes construction, design, permitting, project management, construction administration, and a 30% contingency. Major line items that will be completed in this phase and corresponding estimated costs are outlined below:

- $8.8 million for the Phase I of the drystack building
- $1.3 million for marine-related commercial/retail space
- $1.2 million for the washdown pad and fueling station
- $1 million for street, utility, and park improvements
- $7.9 million for the dry stack launch equipment and facilities that includes the bulkhead, queuing floats, gangways, and lift
- $2 million for the kayak launch facility
- $750,000 for the harbor fuel float
- $8.8 million for the expansion of Phase II drystack building
- 1.3 million for the expansion of Phase II marine-related commercial/retail

A detailed breakdown of the conceptual costs are found at the end of this section.

NEW BOAT HARBOR UPLANDS CONT'D

PHASE I & II: DRY STACK FACILITIES

DRY STACK STORAGE AND MARINE-RELATED COMMERCIAL/RETAIL

The master plan proposes two-phase development of a heated facility that can store up to 200 vessels. The building is sited to allow for a 20-ft-deep retail "lean-to" on the water side. Retail vendors may include companies serving the commercial fleet and companies that provide value-added services to dry stack tenants. Please refer to the economic assessment performed by McDowell Group for additional details.

The dry stack facility is envisioned as a City project but is also a prime candidate for a public-private partnership. Regardless of who bears the capital cost, the facility will become an economic engine that sparks new businesses to serve dry stack patrons. It also helps create critical mass in the New Boat Harbor to support small retail operations. Likewise, the retail portion of that building could be constructed as part of the initial dry stack building, or it could be constructed downstream as a public-private partnership. In either case, the City will benefit from lease revenue and an improved tax base.

Phase I of the dry stack building will be 16,560-sq-ft net (17,343 sf gross) facility with 48-ft eave height capable of storing 100 vessels with lengths up to 32-ft LOA. The retail expansion for this phase will be 2,760 sf, divisible into multiple small tenants.

Phase II of the dry stack building will be similar to Phase I at 16,560 sf net (17,343 sf gross), with 48-ft eave height capable of storing 100 vessels with lengths up to 32-ft LOA. Retail expansion will be 2,760 sf, divisible into multiple small tenants.

Concerns with the location of the dry stack storage is that there will be some conflict with pedestrian/vehicle traffic and movement of the boat-lift equipment to access the dry stack building. There is a pedestrian walkway adjacent to the boat haulout area, as well as a traffic route for vehicles moving in and out of the New Boat Harbor. This will need to be addressed with personnel on site to manage pedestrian and vehicular conflicts while boats are being moved across these surface routes. As well, there is an existing electrical transformer that currently sits in the area of the proposed fuel dispenser which will need to be relocated.

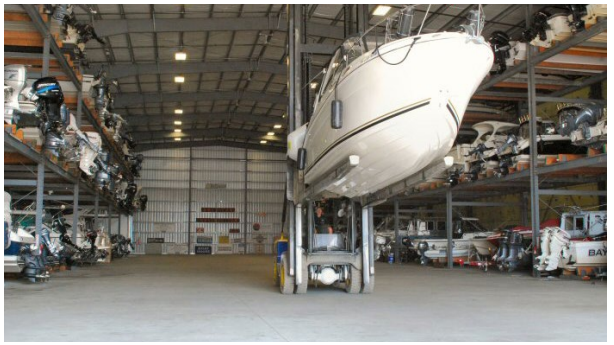
To be economically successful, lease rates for dry stack storage will need to be much higher than lease rates for wet slips. This will affect market demand and could cause a slow absorption rate for the building. Please refer to the economic assessment performed by McDowell Group for additional details.

Materials

The materials will consist of a pre-engineered metal building with a concrete foundation and slab and stone wainscot to match other new harbor buildings. There will be steel fuel tanks that will hold gasoline and diesel. Dry stack storage will be associated with a cast-in-place concrete washdown area and cast-in-place concrete sidewalks.

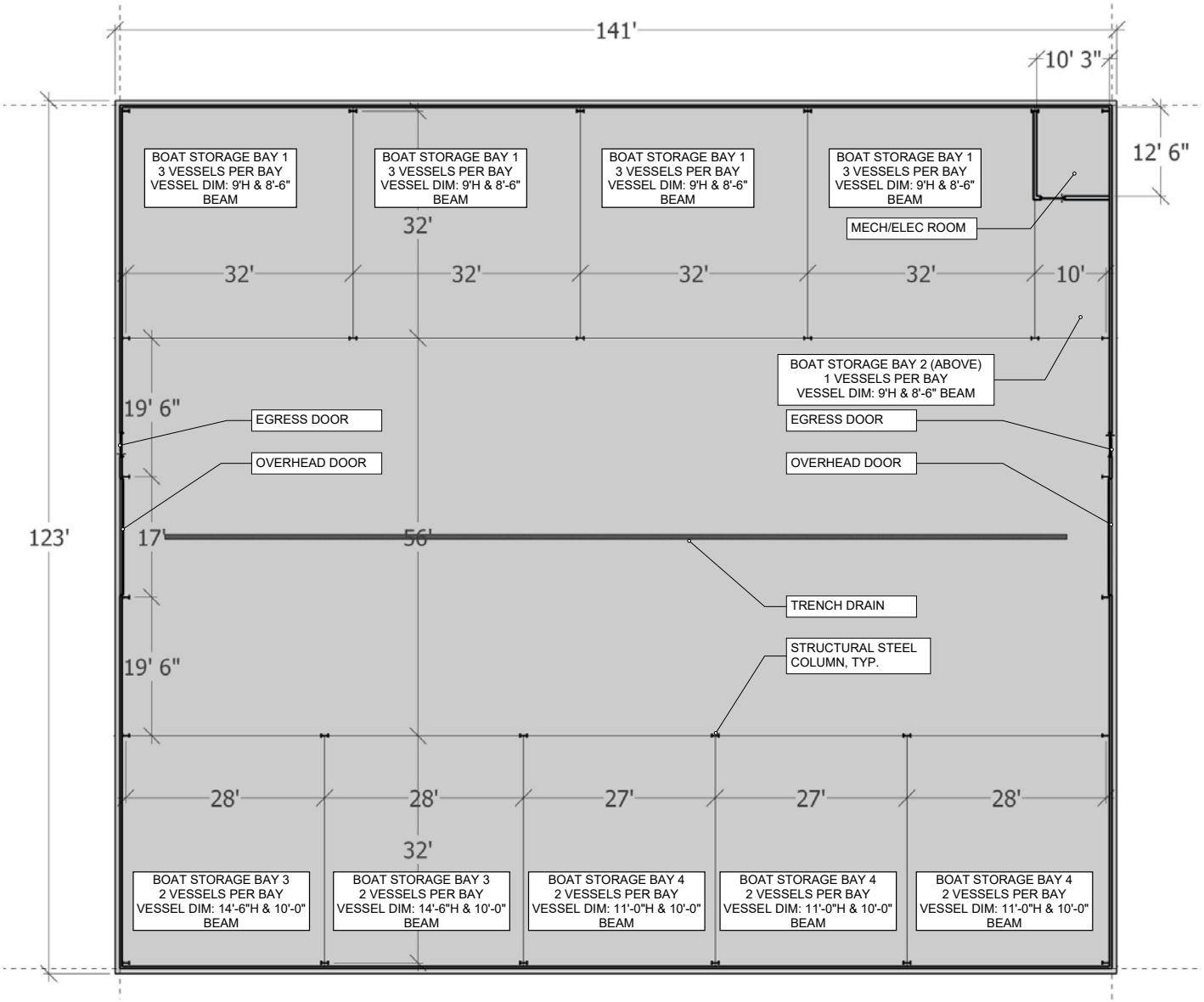
Example of dry stack storage

Boat storage with forklift



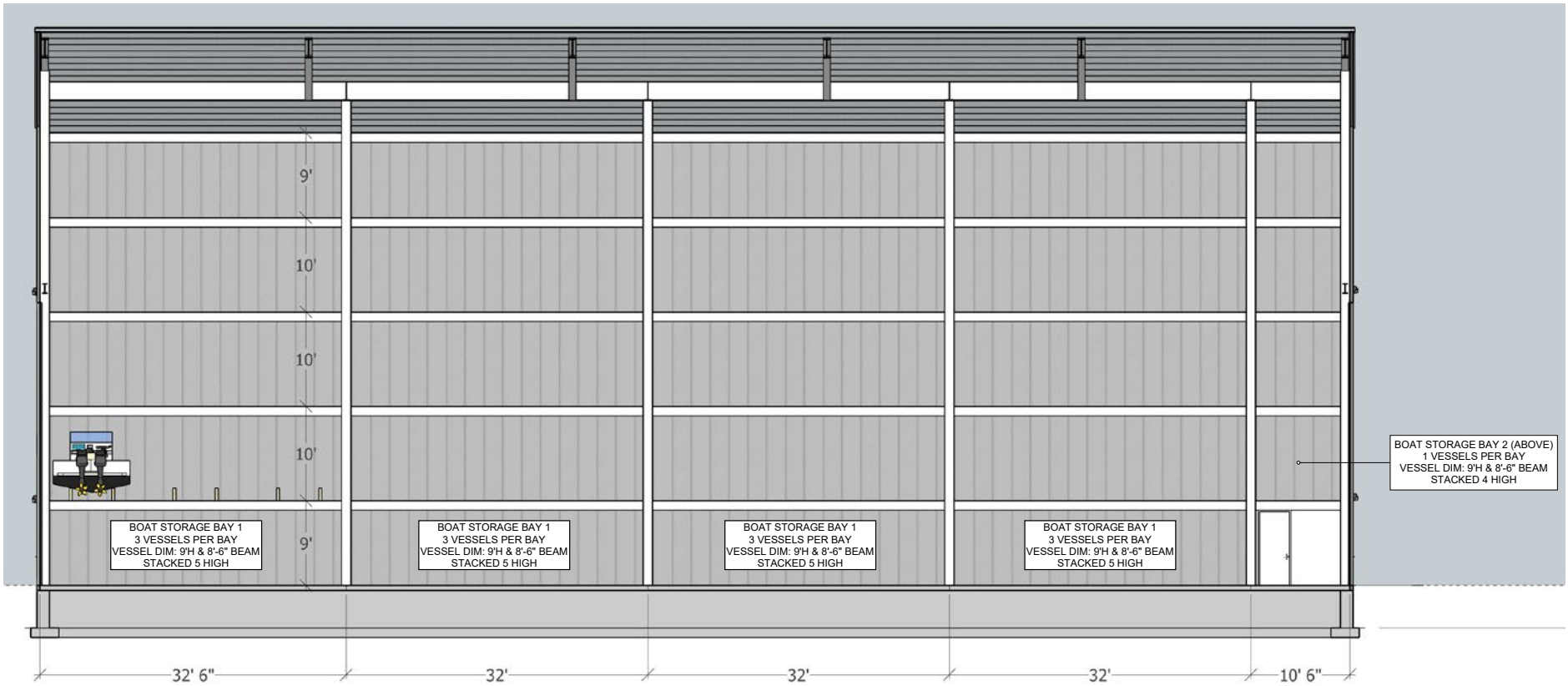
Haul-in/haul-out

FLOOR PLAN

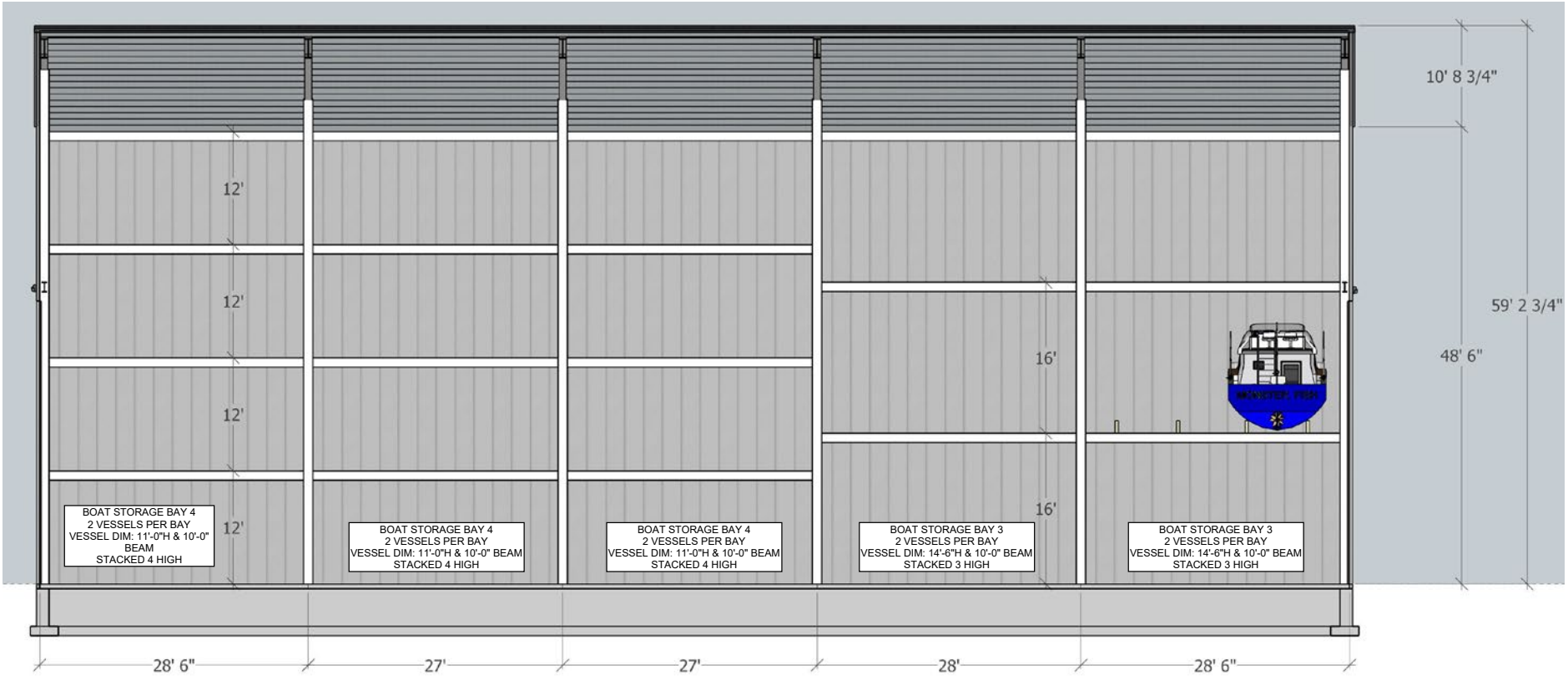

141'
10' 3"
12' 6"
123'
BOAT STORAGE BAY 1
3 VESSELS PER BAY
VESSEL DIM: 9'H & 8'-6"
BEAM
BOAT STORAGE BAY 1
3 VESSELS PER BAY
VESSEL DIM: 9'H & 8'-6"
BEAM
BOAT STORAGE BAY 1
3 VESSELS PER BAY
VESSEL DIM: 9'H & 8'-6"
BEAM
BOAT STORAGE BAY 1
3 VESSELS PER BAY
VESSEL DIM: 9'H & 8'-6"
BEAM
MECH/ELEC ROOM
32'
32'
32'
32'
32'
10'
BOAT STORAGE BAY 2 (ABOVE)
1 VESSELS PER BAY
VESSEL DIM: 9'H & 8'-6" BEAM
19' 6"
EGRESS DOOR
EGRESS DOOR
OVERHEAD DOOR
OVERHEAD DOOR
17'
56'
TRENCH DRAIN
STRUCTURAL STEEL
COLUMN, TYP.
19' 6"
28'
28'
27'
27'
28'
32'
BOAT STORAGE BAY 3
2 VESSELS PER BAY
VESSEL DIM: 14'-6"H & 10'-0"
BEAM
BOAT STORAGE BAY 3
2 VESSELS PER BAY
VESSEL DIM: 14'-6"H & 10'-0"
BEAM
BOAT STORAGE BAY 4
2 VESSELS PER BAY
VESSEL DIM: 11'-0"H & 10'-0"
BEAM
BOAT STORAGE BAY 4
2 VESSELS PER BAY
VESSEL DIM: 11'-0"H & 10'-0"
BEAM
BOAT STORAGE BAY 4
2 VESSELS PER BAY
VESSEL DIM: 11'-0"H & 10'-0"
BEAM

NEW BOAT HARBOR UPLANDS CONT'D

BUILDING SECTION — LOOKING SOUTH



BUILDING SECTION — LOOKING NORTH



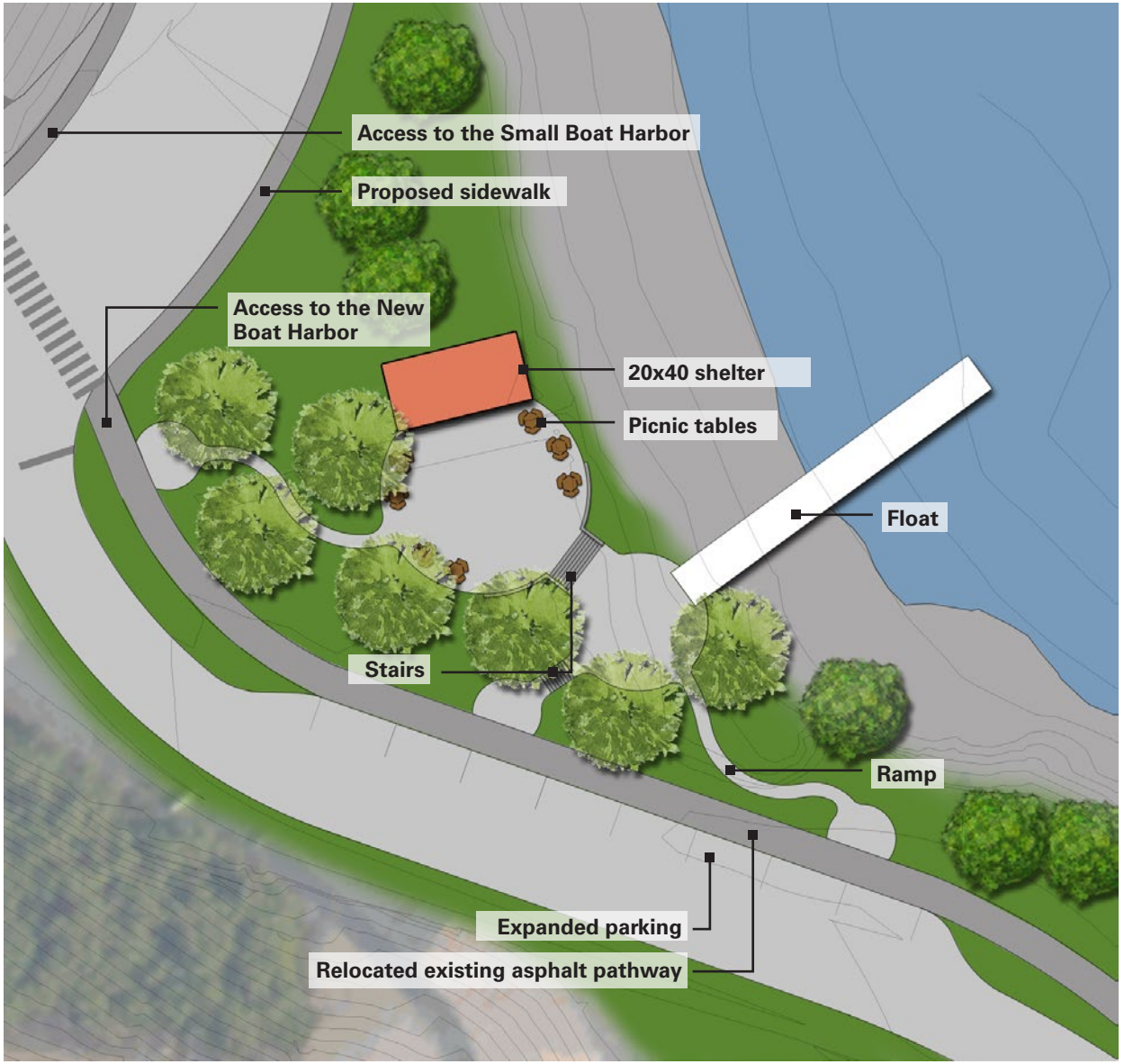
NEW BOAT HARBOR UPLANDS CONT'D

PHASE I: DAY-USE RECREATION AREA

DAY-USE RECREATION AREA

A small day-use recreation area provides a space to enhance additional waterfront opportunities. The facility will have a large 20-ft by 40-ft shelter that can be used as a rental facility and will have capacity for approximately 75 people. The shelter is sited to allow maximum visibility from the roadway; however, there are some concerns that the facility may become a hangout for seafood plant employees.

Also featured in the recreation area will be a firepit and two large hardscaped gathering spaces that total approximately 2,000 sf. There will be accessible ramps with beach access and an 8-ft by 100-ft float that is usable at a 7-ft tide or higher and can be used for additional water access, as well, launching kayaks, fishing, and swimming. The upper gathering space will include BBQ grills, picnic tables, and trash receptacles. There will be expanded on-street parking to accommodate increased use of the location.



Materials

The hardscape can be asphalt or compacted gravel that meets accessibility standards. Required stairs, ramps, or retaining walls will be cast-in-place concrete. The float will be constructed of timber with a non-skid traction surfacing and steel piles.

Landscaping

All landscaped areas for trees and shrubs will receive a minimum of 18 inches of planting soil and planted with hardy, low-maintenance plant material appropriate for the harsh environment typical of Valdez.

Site Furnishings

All furnishings will be galvanized, metal powder-coated, or stainless steel. Where required, treated wood, plastic wood, or marine-appropriate wood will be used.

Shelters

The shelter will be a timber structure with shingle roofing to match the neighboring Dock Point Beach and new facilities within the harbor.

Picnic table

Offshore recreation

Bench

Firepit

Landscaping

Shelter

NEW BOAT HARBOR UPLANDS CONT'D

PHASE I & II: FACILITY IMPROVEMENTS

LAUNCH FACILITIES

Launching and retrieval of vessels from the dry stack storage will occur in a 'launch pit' area developed in the northwest corner of the Small Boat Harbor. Negative-lift forklifts will operate from a 110-ft combination-pile (combi-wall) bulkhead that allows access to the harbor basin from a vertical face. A 50-ft fairway (opening) provides access along the bulkhead wall face to the water below. The in-water area will be dredged to approximately -10 MLLW to create the basin for lift and retrieval operations and installation of queuing floats. Two 12-ft by 160-ft queuing floats will provide approximately 320 linear feet of dock for vessel staging operations, allowing a single float to be used for both launching and retrieval operations. Additional transient moorage can be provided in the existing Small Boat Harbor, if required.

It is a concern that there will be shallow bedrock at the launch location that may make dredging difficult.

Materials

The materials will be a steel pile combi-wall (assumed to be socketed in bedrock), timber queuing floats with steel support piles, and aluminum for the 80-ft gangways.

FISHING/KAYAK FLOAT

A designated access area for launch and retrieval of kayaks and fishing is proposed in the northeast corner of the harbor uplands. This area will allow for recreation access away from primary harbor activities. The facility will consist of a fill ramp with a seasonal float system that will be removed annually prior to the fall storm season. The ramp will have a 10-ft minimum width with a grade that is less than 13% at low tide. The timber float will be 10-ft by 280-ft and will have steel support piles.

The proposed area is located in shallow water, requiring a float system design that can tidally ground without damage. The ramp will be similar to a conventional boat launch ramp, providing an even surface for pedestrian access for kayak launch and retrieval. The timber float system will extend seaward into deeper water to provide access to fishing opportunities. Launch cribs are planned on the southern face of the float system to secure kayaks during boarding.

There are potential coordination requirements with the U.S. Army Corps of Engineers due to proximity to the harbor breakwater.

Materials

Rock revetment on the exposed face of the ramp will be required. The abutment for the float system will be cast-in-place concrete, and the float restraint piles will be steel pipe. The boarding floats will be timber with a non-skid traction surfacing.

Launch facility

Float

Fork lift

PHASE I & II: GENERAL CONSIDERATIONS

PRIORITIES & IMPLEMENTATION

Priorities identified by the community and supported by the steering committee include:

- New Harbor fuel float;
- Kayak launch and fishing pier facility; and
- Dry stack storage including lift and supporting structures, washdown pad, and fueling station.

While identified as a priority, the dry stack storage requires further vetting including a demand study to verify the economic assessment included in this report. Based on the current evaluation, user rates for dry stack storage would need to be at a premium over current wet slip rates to support operation and maintenance costs for the facility. A demand study and further economic evaluation is recommended prior to advancement of the dry stack storage facility.

Implementation of the prioritized components does not require a sequential approach; each component could be installed as an individual project or sub-phase. The street, utility, and park improvements are considered secondary to the prioritized components and would be constructed over the next 10 to 20 years.

STAFF & OPERATING COST

Annual operating expenses for a 100-vessel dry stack facility are estimated at $420,000. The largest annual operating expense is for staffing. Operations staff costs will be approximately $180,000 annually and are based on spring, summer, and early fall season lasting approximately 22 weeks with the facility operating from 7am to 7pm, seven days per week. Facility staff will include two full-time and one part-time equipment operators working a total of 112 hours per week. Other staff include two positions working a total of 56 hours per week. Based on current Valdez rates, the operator's compensation would be about $48 per hour including benefits; the rate for other labor is about $20 per hour including benefits. Facility maintenance personnel expense is estimated at $35,000 to cover maintenance needs beyond the capability of regular staff. This position could be contracted out or be shared with other harbor operations.

Utility costs, including electricity and heating oil, are based on estimated annual per sf costs of $2.20 and $3.30, respectively, and would total approximately $93,000 annually. Water, sewer, trash, and internet expenses are included in the catch-all expense listed below.

Facility and equipment maintenance costs (non-labor) are anticipated to total approximately $37,000 annually. Other costs include supplies ($18,000), snow removal and landscaping ($12,000), insurance ($11,000), marketing ($5,000), janitorial ($4,000), and a catch-all category of $25,000 to cover other expenses.

Operations and revenue potential from a dry stack facility show a compelling case for a private vendor to participate in the project as operator and/or tenant.

MAINTENANCE

Summer Maintenance

New landscaping and park facilities will require typical landscape maintenance (weeding, watering, pruning of trees and shrubs, and mowing of turf areas), sweeping of pedestrian routes, and an increase in trash pick-up.

Routine mechanical maintenance will be required for the negative-lift forklifts. The washdown pad collection system will require annual removal of sediment and disposal as required by regulatory agencies. Marine infrastructure will require periodic inspection and repair on an as-needed basis. Detailed inspections on above and below water components typically occur on four-year intervals.

Snow Management

During the winter, key pedestrian routes will need to be plowed. Other areas such as parking for the day-use area can be used for a snow dump and will not require winter maintenance. Site furnishings may be stored off-site in winter to avoid damage due to snow removal.

Parking lots and streets will continue to be maintained in a similar fashion as existing. The large amount of paved areas allows for ample snow storage.

Building Maintenance

Maintenance of the dry stack facility is considered in the economic analysis and is ideally offset by revenue generated by the facility. Likewise, the retail lease space will have building maintenance costs that are more than offset by lease revenue. These facilities will require electricity, heating fuel, janitorial, snow removal, insurance, building maintenance, and other standard landlord operating costs.

NEW BOAT HARBOR UPLANDS CONT'D

PHASE I: COST ESTIMATE

					Implementation Plan		
Upland Items	**Quantity**	**Unit**	**Unit Cost***	***Total Cost***	**10-Year**	**20-Year**	**30-Year**
Dry Stack Storage Building				**$ 8,783,424**	**$ 8,783,424**		
Dry stack building	16,560	SF	$ 530	$ 8,783,424			
Retail Space				**$ 1,291,680**		**$ 1,291,680**	
Retail space	2,760	SF	$ 468	$ 1,291,680			
Washdown Pad and Fueling Station				**$ 1,170,000**	**$ 1,170,000**		
Washdown pad and wastewater treatment	1	LS	$ 936,000	$ 936,000			
Fueling station - upland	1	LS	$ 234,000	$ 234,000			
Street, Utility and Park Improvements				**$ 990,600**		**$ 990,600**	
Waterfront park with shelter (20-ft x 40-ft), site furnishings, and hardscape	1	LS	$ 663,000	$ 663,000			
Boardwalk	600	SF	$ 156	$ 93,600			
Harbor entrance sidewalk addition (5 ft x 300 ft)	1,500	SF	$ 8	$ 11,700			
Existing parking lot modifications	1	LS	$ 78,000	$ 78,000			
Concrete sidewalk modifications	1	LS	$ 31,200	$ 31,200			
Electrical service improvements	400	LF	$ 195	$ 78,000			
Street lighting relocation	3	Ea.	$ 11,700	$ 35,100			
Subtotal				**$ 12,235,704**	**$ 9,953,424**	**$ 2,282,280**	**$ -**
Waterfront Items	**Quantity**	**Unit**	**Unit Cost***	***Total Cost***	**10-Year**	**20-Year**	**30-Year**
Dry stack Launch Equipment and Facilities				**$ 7,910,760**	**$ 7,910,760**		
Lift bulkhead (assumes tied-back combiwall installed in bedrock)	1	LS	$ 1,326,000	$ 1,326,000			
Dredging (bedrock)	14,800	CY	$ 234	$ 3,463,200			
Filter rock	800	CY	$ 156	$ 124,800			
Rip rap	1,800	CY	$ 195	$ 351,000			
Gangways and abutments	2	EA	$ 195,000	$ 390,000			
Queuing floats w/ support piles	1	LS	$ 1,132,560	$ 1,132,560			
Dry stack lifts	2	EA	$ 561,600	$ 1,123,200			
Kayak Launch Facility				**$ 1,996,800**	**$ 1,996,800**		
Kayak launch/fishing area core fill	1,800	CY	$ 117	$ 210,600			
Kayak launch/fishing area revetment	2,700	CY	$ 234	$ 631,800			
Kayak launch/fishing area surfacing and abutment	4,000	SF	$ 55	$ 218,400			
Float and support piles	3,000	SF	$ 312	$ 936,000			
Harbor Fuel				**$ 756,600**	**$ 756,600**		
Fuel float (12 ft x 100 ft) with piles	1,200	SF	$ 468	$ 561,600			
Utilities and mechanical systems	1	LS	$ 195,000	$ 195,000			
Subtotal				**$ 10,664,160**	**$ 10,664,160**	**$ -**	**$ -**
New Boat Harbor Phase I - Grand Total				**$ 22,899,864**	**$ 20,617,584**	**$ 2,282,280**	**$ -**

Notes:

*Unit cost includes 20% for engineering, permitting, construction administration and project management and 30% for contingency

PHASE II: COST ESTIMATE

					Implementation Plan		
Upland Items	**Quantity**	**Unit**	**Unit Cost***	***Total Cost***	**10-Year**	**20-Year**	**30-Year**
Dry Stack Storage Building Extension				**$ 8,783,424**			**$ 8,783,424**
Dry stack building	16,560	SF	$ 530	$ 8,783,424			
Retail Space Extension				**$ 1,291,680**			**$ 1,291,680**
Retail space	2,760	SF	$ 468	$ 1,291,680			
Subtotal				**$ 10,075,104**	**$ -**	**$ -**	**$ 10,075,104**
New Boat Harbor Phase II - Grand Total				**$ 10,075,104**	**$ -**	**$ -**	**$ 10,075,104**

Notes:

*Unit cost includes 20% for engineering, permitting, construction administration and project management and 30% for contingency

OLD TOWN

SUMMARY

Old Town is the site where the community once stood, before the 1964 earthquake. This large tract of land is largely undeveloped with some recently cleared areas. Proposed development at Old Town includes an Old Town Historic Site located between the City's sewage treatment plant and Alaska Avenue and a space allotted for marine service facilities. The historic area will be designated for recreation, wildlife viewing, and for walking tours and interpretive trails. It will also serve as the location for the king salmon fishing lagoon. The area south of Alaska Avenue will be used for marine services, industrial use, and recreational boating amenities.

Developing a king salmon fishing lagoon has the potential to increase visitation to Valdez. The proposed fishing lagoon is modeled after Homer's "Fishing Hole," an easily accessible man-made lagoon stocked with king and coho salmon smolt. A successfully developed and stocked Valdez lagoon has the opportunity to extend the salmon sportfishing season into May and June, bringing more anglers to the community earlier in the year. Valdez Fisheries Development Association (VFDA) could be an important resource for the community as it considers the feasibility of this concept. The VFDA already has a major economic impact on Valdez and the PWS region, producing pink salmon for commercial harvest and coho for sport harvest.

It has been a common desire from many members of the community that a portion of Old Town is used for marine-related purposes. This will include a recreational boat launch, truck and trailer parking, vessel washdown, maintenance, and storage. A marine service facility at Old Town can significantly alleviate congestion at the existing Small Boat Harbor and accommodate future growth in commercial and recreational boating for many years to come. The preferred alternative master plan addresses current and future marine needs, as well as ensuring that a portion of Old Town be protected and established as a historic area.

The economic benefits of marine services-related development in Valdez are described in some detail in the Sea Otter Park concept development discussion. Old Town offers more space for marine service facilities than Sea Otter Park, and with an 800-ton travel lift, has the potential to meet regional needs. However, there are some disadvantages to establishing Old Town as a marine services center. One such disadvantage is the distance from the boat harbors compared to Sea Otter Park.

The master plan for Old Town is therefore intended to accomplish the following:

- Designate space at Old Town as an historic site and promote pedestrian access and interpretive displays in a sensitive manner;
- Improve recreation use and develop a day-use recreational area and designated parking areas;
- Develop a king salmon fishing lagoon that will further promote recreational benefits and extend the current offshore fishing season; and
- Expand the marine service industry and related economic opportunities to meet regional needs.

The Old Town area, particularly south of McKinley Street, may be susceptible to seismically induced ground failure and, due to the risk of loss of life and property, no permanent structures have been planned at this location. The remaining portion of Old Town may also carry a significant risk of property damage; however, low-density development has been considered with a preference toward activities requiring only intermittent occupancy and recreational use. A geotechnical study is planned to ascertain the stability of the area and to validate potential uses put forth in this master plan.

ECONOMIC FEASIBILITY

Though it is not possible to directly attribute new visitation, jobs, and income to the development of visitor and recreation-related amenities and attractions in the Old Town area, such development is expected to enhance the quality of recreational opportunities and experiences in Valdez and over the long-term contribute to increased visitation to the community.

An easily accessible man-made lagoon in the Old Town area, stocked with king salmon smolt, has potential to increase visitation to Valdez. If successful in providing opportunity to catch king salmon, such a lagoon would extend the salmon sportfishing season into May and June, bringing more anglers to the community earlier in the year. The technical and financing-related aspects of developing a king salmon stocked sportfishing lagoon in the Old Town area are beyond the scope of this waterfront planning project.

Phase I total costs of $10.2 million, including development of recreation facilities and a fishing lagoon, would not be recoverable through user fees or other direct revenue sources. However, the fishing lagoon in particular may have potential to be a significant visitor attraction, with accompanying increases in visitor spending and related economic benefits.

Regarding Phase II, while Old Town would offer more space for marine services development than Sea Otter Park, significantly higher marine services-related development costs, estimated at about $45 million and including $16 million in dredging costs, make this concept a less economically attractive option. The total Phase II cost of $87 million does not appear to be justified by reasonably foreseeable economic benefits.

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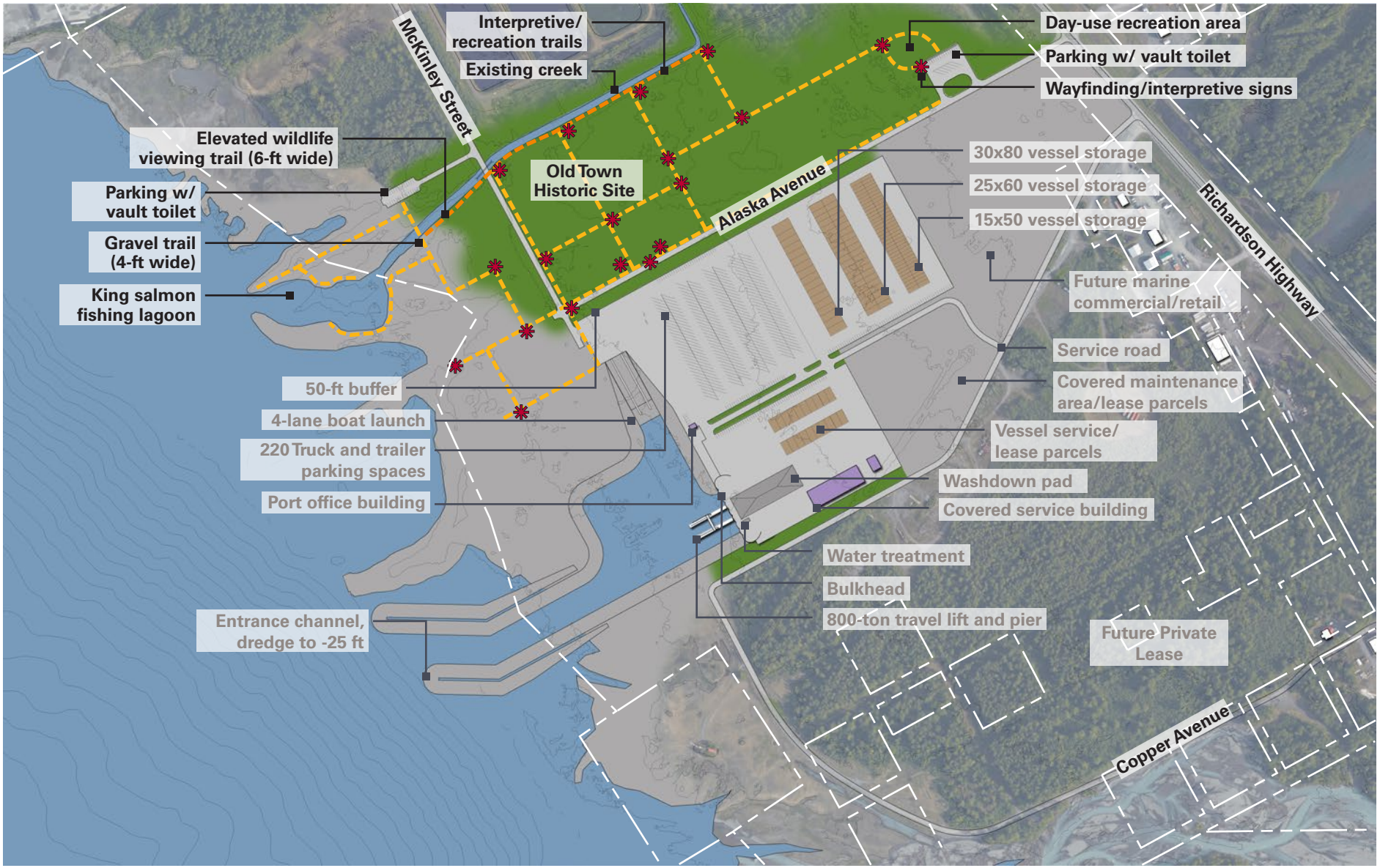
OLD TOWN CONT'D

PHASE I: MASTER PLAN



IMPLEMENTATION

Development of an historic site and fishing lagoon is anticipated to occur during the next 10-15 years and will include recreational trails, interpretive information in key locations, wayfinding, designated parking areas, day-use areas, and a fishing lagoon. The day-use and parking areas will include parking for RVs and regular vehicle parking, a vault toilet, and shelters. The parking areas will be located near Alaska Avenue and Richardson Highway intersection, as well as at the fishing lagoon off of McKinley Street. The parking areas will include interpretive and wayfinding information for users who want to participate in walking tours and wildlife viewing. The recreation trails throughout the Old Town Historic Site will follow the old road alignments and provide interpretive displays in key locations. An elevated trail will be constructed along the existing creek that will feed into the fishing lagoon and will be developed mainly as a wildlife viewing trail.

The fishing lagoon that is included in this phase of work will include the construction of two deepwater basins and hardened accessible trails along the edges for fishing. The trail along the bermed edges of the fishing lagoon will connect into the greater trail network along the creek and in the historic area.

INNOVATION

Developing a partnership to provide a stocked king salmon lagoon will extend the recreation fishing season in Valdez and be a draw to both locals and visitors. Providing land-based king salmon fishing can extend the fishing season in Valdez by up to two months when other fishing or recreational activities are not occurring in the community. This provides a new economic and recreation opportunity.

Valdez's Old Town is one of the great (although tragic) stories of Alaska. Providing on-site interpretation through passive recreation trails will allow these stories to be told in an appropriate and sensitive manner.

Bears often frequent the creek during mid-late summer to feed on salmon. Providing an elevated trail that is above the surrounding grade allows bears to move about freely below with pedestrians separated and protected by high guardrails on either side of the elevated trail. This could become a draw to both locals and visitors.

The dredged basin proposed for development of the marine service yard will allow locating all permanent and occupied structures outside of areas of highest potential for seismic instability.

COSTS

The overall estimated cost for Phase I development at Old Town is $13 million. The estimate includes construction, design, permitting, project management, construction administration, and a 30% contingency. Major line items that will be completed in this phase and corresponding estimated costs are outlined below:

- $920,000 for the day-use recreation area, parking, and restroom
- 3.3 million for the Old Town historic site trails
- $8.7 million for the fishing lagoon, trails, parking, and restroom

A detailed breakdown of the conceptual costs are found at the end of this section.

OLD TOWN CONT'D

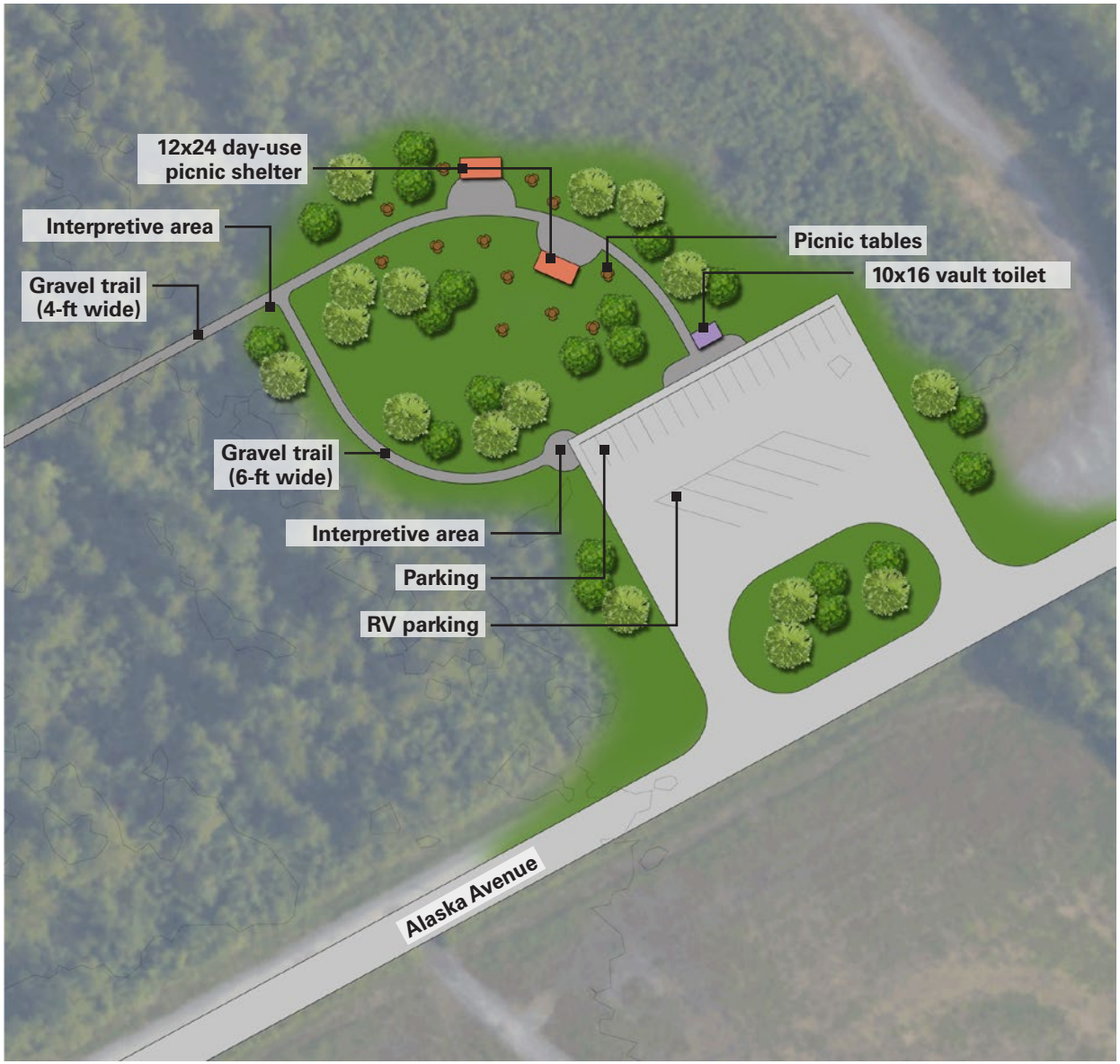
PHASE I: DAY-USE RECREATION AREA

OLD TOWN DAY-USE RECREATION AREA AND INTERPRETIVE TRAILS

A series of trails will follow the historic road system of Old Town, allowing visitors to move through the site with an understanding of what was once there. Throughout the tour of the Old Town Historic Area, there will be a series of interpretive signs at key locations that will tell the story of Old Town and mark locations of prominent structures and buildings that once stood on-site. Located near the intersection of Alaska Avenue and the Richardson Highway will be a day-use recreation facility that includes parking, a vault toilet, 12-ft by 24-ft day-use picnic shelters, BBQs, and seating areas. Parking will accommodate five RV stalls and 15 vehicle stalls. The recreation area will serve as the gateway to the Old Town Historic Site and will include interpretive kiosks that will provide a walking map and wayfinding. All improvements to the historic Old Town area will be done in a sensitive manner and include coordination with the Pioneers of Alaska and others that maintain an interest in the Old Town site.

Running parallel to the creek on the south side, an elevated bear viewing trail will provide separation between pedestrians and bears and allow the opportunity for visitors to safely view wildlife often found in this area. It is intended that the trail system continue toward the water and provide a link to the fishing lagoon and its trail system.

All trails will be accessible and maintain a minimum width of 4 ft within the Old Town Historic Site and 6 ft in the day-use recreation area. The elevated wildlife viewing trail will be a minimum width of 6 ft.



Materials

All on-grade trails will be compacted gravel, and the elevated bear viewing trail will be timber post and framing that supports fiberglass grating and timber and wire-mesh guardrails. The parking areas will be paved asphalt with concrete curbing.

Site Furnishings

All furnishings to be galvanized, metal powder-coated, or stainless steel. Where required, treated wood, plastic wood, or marine-appropriate wood will be used.

Interpretive Panels

The interpretive panels will be post- or kiosk-mounted, custom high-pressure laminate panels.

Shelters

All shelters will be timber structures with shingle roofing that conforms to existing architecture within Valdez.

Elevated wildlife viewing trails

Trail surface

Historic panels

Bench

Interpretive area

Picnic shelter

OLD TOWN CONT'D

PHASE I: FISHING LAGOON

A new fishing lagoon will replace the existing one that has failed and will be stocked with king salmon to provide an extension of the recreation fishing season in the spring. The new lagoon will be located at the mouth of the creek providing a continual source of water and will be approximately 12,000 sf and have an approximate maximum depth of 10-12 ft below MLLW. The average depth will be approximately 6 ft to 8 ft. Modeled after the Homer Spit Fishing Lagoon, the lagoon will have two deepwater basins. A sill will be located at the mouth to contain water within and will have an estimated elevation of 8 ft, allowing floods during high tide events. The lagoon will require riprap berms to contain the water and protect it from storm and tidal action. Trails along the side of the berm will provide fishing access at a variety of elevations.

All trails will be accessible and maintain a minimum width of 4 ft. The trails will be connected from the lagoon to the adjacent trail system, as well as a parking area located off of McKinley Street that offers eight RV stalls and 24 vehicle stalls. There will be an accessible vault toilet located at the parking area.

The lagoon will need to be stocked annually with king salmon and it will be essential to connect with a partner to provide this service. The Homer Spit Fishing Lagoon has an established program with the Alaska Department of Fish and Game, which stocks the lagoon. Continual maintenance and sediment deposition control will be required. Hydrological analysis and design will be required to make the fishing lagoon successful. Management of fish waste and general trash will be needed, and there is concern that it could become a bear nuisance.

Materials

The berms at the lagoon will be constructed of armor rock and riprap. The accessible trails on the sides of the berms will be concrete, while all other trails will be constructed of hardened gravel. The parking lot will be gravel or asphalt.

Homer Spit fishing lagoon

Community attraction

Mouth of the fishing hole

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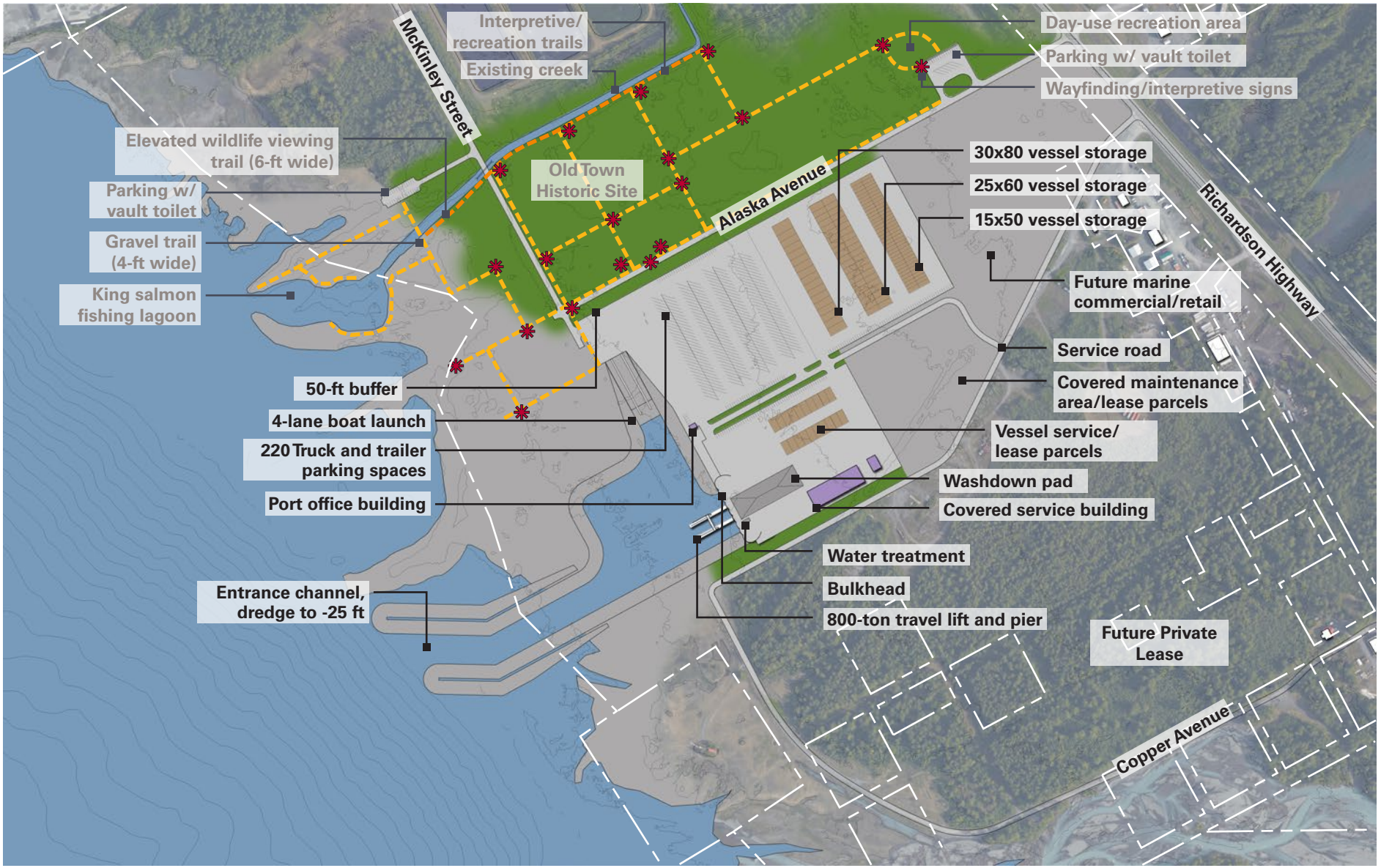
OLD TOWN CONT'D

PHASE II: MASTER PLAN



IMPLEMENTATION

Developing Old Town as a marine service center is a long-term goal and is anticipated to occur 25 years out, or further into the future if validated by demand and stability of soils. Phase II is dependent on expansion opportunities at Sea Otter Park and as demand requires. All marine service expansion is dependent on the determination of ground stability in the area. Space has been provided in the master plan to dredge a large basin and construct a travel lift and bulkhead that will serve vessels up to 800 tons. There will be a four-lane boat launch, a marine service yard, space for vessel storage, a marine-related commercial/retail area, and parking and road improvements.

It is understood that as the marine service yard is developed in this area, there will be a 50-ft planted buffer between the service yard and the Old Town Historic Site. This will serve to maintain the serenity and integrity of the Old Town Historic Site and fishing lagoon and ensure that the recreational benefits provided here are not diminished by the proximity to a marine-related facility.

INNOVATION

The marine service yard and related facilities will make Valdez the premier port in Prince William Sound, able to service and store most every vessel in the region

The dredge channel and basin are expected to allow the placement of the marine service yard and laydown on stable soils. Commercial and retail businesses related to vessel service will also be located on stable soils. This needs to be confirmed through additional geotechnical analysis.

The development of a regional marine service facility will be a catalyst for new economic development for Valdez and the ability to capitalize on the adjacent 'Free Trade Zone,' if desired.

The long-term vision for Old Town is a major economic development project that is accomplished through a mix of City economic starter projects, such as the new dredged basin and travel lift, public-private partnerships, such as development at the new marine service yard, and private investment to support the new retail and service demands at Old Town. As part of this long-term vision, land at Sea Otter Park is freed up for higher-value public and private development near downtown.

COSTS

The overall estimated cost for Phase II development at Old Town is $87 million. The estimate includes construction, design, permitting, project management, construction administration, and a 30% contingency. Major line items that will be completed in this phase and corresponding estimated costs are outlined below:

- $4 million for the marine service yard site access and road upgrades
- $3.3 million for the truck and trailer parking area
- $912,000 for the long term vessel laydown yard
- $11.5 million for the washdown and maintenance area
- $3.8 million for the boat launch
- $46 million for the dredge channel and basin
- $18 million for the bulkhead, boat lift pier, and 800-ton travel lift

A detailed breakdown of the conceptual costs are found at the end of this section.

OLD TOWN CONT'D

PHASE II: FACILITY IMPROVEMENTS

DREDGE BASIN AND BULKHEAD

The proposed basin allows for marine access to structures that are located inland of near-shore areas of Old Town that have been identified as being "very highly susceptible to seismically induced ground failures." All permanent structures will be located outside of the geotechnically unsuitable areas, albeit in areas that still have potential for displacement or movement under significant seismic events. A rock revetment breakwater is proposed at the basin entrance to reduce wave action in the basin. All basin side slopes will be protected by rock revetment erosion protection.

The proposed development includes a sheet pile bulkhead on the eastern side of the basin that will serve as an abutment/backwall for the 800-ton marine lift pier. The dredged basin is sized for vessel lengths up to 260 ft.

Alternative and more cost-effective designs may be possible if geotechnical investigations show that more favorable in-situ conditions exist.

This represents a long-term improvement once the facilities at Sea Otter Park no longer meet needs/demands or there is the need for servicing larger and/or additional vessels to meet regional needs.

Materials

The dredged basin will be constructed with rock revetment slopes and an armor rock breakwater. The bulkhead will be constructed with steel sheet pile and there will be a steel pile-supported lift pier that has a superstructure and a cast-in-place concrete deck surface.

TRAVEL LIFT, PIER, WASHDOWN PADS AND VESSEL MAINTENANCE AREA

Immediately east of the dredge basin and bulkhead, a lift system will be constructed to remove vessels of various sizes from the water for storage, maintenance, or washdown. The lift will consist of two 180-ft-long by 15-ft-wide pile-supported piers that will support the mobile lift equipment and maintain a 55-ft inside clear width. This will allow for vessels up to 800 tons (up to 260 ft in length with a beam up to 55 ft) to be efficiently removed for servicing. The boat-lift facility will include a 100-ft by 300-ft concrete vessel washdown area, in-ground water detention, and a recirculating wash-water treatment system. These components are necessary to ensure water discharge and containment of sediments meet regulatory requirements.

Maintenance pads will be provided east of the lift. These gravel pads will be equipped with vaults that will service the pads with power and water for maintenance work. Twenty gravel pads measuring 30-ft by 60-ft will be provided with individual utility vaults to service the vessels.

One 80-ft by 240-ft covered maintenance area will be installed adjacent to the washdown slab. The maintenance area is designed to accommodate one larger vessel, measuring up to 260 ft, or several smaller vessels as needed. A second 40-ft by 60-ft covered work area will also be installed for vessels up to 60 ft in length.

This represents a long-term improvement once the facilities at Sea Otter Park no longer meet needs/demands or there is the need for servicing larger and/or additional vessels to meet regional needs.

Materials

Materials will include steel pile-supported lift piers with a steel superstructure and UMHW-faced composite fender piles. The washdown pads will be cast-in-place concrete. All uplands areas and maintenance pads will be gravel-surfaced. Maintenance and service-related structures and buildings will be steel with metal roofs. Utility vaults for servicing vessels will be concrete.

PHASE II: FACILITY IMPROVEMENTS

BOAT LAUNCH AND PARKING

A small boat launch facility, consisting of four concrete ramps and two floats is planned near the shoreline to accommodate recreational users. The boat launch will be positioned north of the planned dredged channel leading in from Port Valdez. The facility is planned to be a 100-ft-wide concrete boat launch with two 8-ft-wide timber floats.

Grant money can be obtained from the Alaska Department of Fish and Game for recreational boat ramps. Guidelines for this funding provides a target of 50 truck and trailer parking stalls per ramp. The truck and trailer parking area will include passenger vehicle parking stalls and will have a gravel surface with a leveling course for grading and maintenance. Truck and trailer parking will be more than 9 acres and includes 220 truck and trailer parking stalls, measuring 12-ft by 50-ft, and 56 passenger vehicle parking stalls measuring 10-ft by 20-ft.

It is envisioned that a small remote port building be constructed at this site to facilitate equipment storage and to provide a location for public restrooms. The building will be approximately 300 sf. Payment for launching and parking can be accommodated with two payment kiosks positioned near the entrances.

Materials

Materials will include a cast-in-place concrete approach slab with high-strength prefabricated concrete launch ramp panels. The floats will be heavy-timber framed float units with fiberglass-reinforced traction plate surfacing and high-density polyethylene flotation tubs.

VESSEL LAYDOWN YARD

A vessel laydown yard is planned at the location just east of the truck and trailer parking lot. This 9.7-acre facility is planned to accommodate 17 stalls sized 30-ft by 80-ft, 42 stalls sized 25-ft by 60-ft, and 70 stalls sized 15-ft x 50-ft. This area is planned to be reserved primarily for storage; however, some minor maintenance may be accommodated. The laydown yard will be constructed with a gravel core and a leveling course at the surface to accommodate grading and maintenance. The facility will have perimeter fencing and access gates, as well as parking for 60 passenger vehicles.

This represents a long-term improvement once the facilities at Sea Otter Park no longer meet needs/demands or there is the need for storing larger and/or additional vessels to meet regional needs.

Materials

The parking area will be gravel.

LEASE PARCELS

The preferred alternative for Old Town provides additional undeveloped areas for future lease parcels. Such parcels will be available on undeveloped land northeast of the Vessel Laydown Yard. Typical leases may include marine engine repair, propeller shops, and other marine repair and service businesses.

Materials

Lease parcels will be left undeveloped. The City may consider providing road and utility service to lease parcels and performing site preparation (grading) to accommodate future building construction by lease holders.

OLD TOWN CONT'D

PHASE I & II: GENERAL CONSIDERATIONS

PRIORITIES & IMPLEMENTATION

Priorities identified by the community and supported by the steering committee include:

- A site geotechnical investigation;
- Developing the king salmon fishing lagoon;
- The day-use recreation area and interpretive trails; and
- A dock or other nearshore structures (pending results of the geotechnical studies).

A site geotechnical investigation is recommended as the highest priority for the Old Town site. The results of the investigation will determine the suitability of the area for development and, as such, may result in changes to the master plan. The development of a small offshore commercial dock facility has been identified as a desired component but was not included in the master plan due to the current understanding of unsuitable site geotechnical conditions in the nearshore areas. A site geotechnical investigation is planned to occur prior to implementation of any work at Old Town.

The prioritized components, including the king salmon fishing lagoon and day-use facilities, would be implemented within the next 10 years. Developing the historic site and the wayfinding was identified as a secondary priority and would be implemented within 10 to 20 years.

STAFF & OPERATING COST

Park and trail development in the Old Town area will lead to additional maintenance costs for bathrooms, trails, and the parking lot. Roughly $50/day is anticipated for additional contracting costs associated with bathroom upkeep.

Developing large vessel haul out facilities and a marine industrial trade park would be associated with significant increases in city staff requirements, likely in the order of an additional 6 full time and another 6 seasonal staff. Maintenance cost estimates have not been estimated in detail at this time. A focused study is recommended when this concept is more mature.

MAINTENANCE

Summer Maintenance

New landscaping and park facilities will require typical landscape maintenance (weeding, watering, pruning of trees and shrubs, and mowing of turf areas), annual maintenance of trails, and an increase in trash pick-up. For the industrial areas of Old Town, regular maintenance of the gravel-surface areas will be needed for smoothing. Water spraying will also be desirable during high-use times of the season for dust control.

Marine infrastructure will require periodic inspection and repair on an as-needed basis. Detailed inspections on above- and below-water components typically occur on four-year intervals.

Snow Management

In the historic area, trails and parking areas will likely not need to be plowed during winter months. The master plan provides adequate space so that piling snow on trees and shrubs can be avoided. Site furnishings and interpretive panels may be stored off-site in winter to avoid damage due to winter weather and extend the life of the panels.

In all other industrial areas, adequate room is provided for snow plowing and storage.

Building Maintenance

The new restrooms and shelter will have some maintenance requirements, such as electricity, janitorial and normal deferred maintenance.

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OLD TOWN CONT'D

PHASE I: COST ESTIMATE

					Implementation Plan		
Upland Items	**Quantity**	**Unit**	**Unit Cost***	***Total Cost***	**10-Year**	**20-Year**	**30-Year**
Day-use Parking, Toilets, Picnic Area				**$ 920,400**	**$ 920,400**		
Parking area AC pavement	18,000	SF	$ 7.80	$ 140,400			
Vault toilet (2 stalls)	1	LS	$ 234,000	$ 234,000			
Day-use shelter (two 20-ft x 40-ft) and picnic area	1	LS	$ 546,000	$ 546,000			
Historic Area Trails				**$ 3,260,400**		**$ 3,260,400**	
Historic streets trails	3,000	LF	$ 499.20	$ 1,497,600			
Elevated bear viewing trail	1,000	LF	$ 1,528.80	$ 1,528,800			
Interpretive signs and wayfinding	1	LS	$ 234,000	$ 234,000			
Subtotal				**$ 4,180,800**	**$ 920,400**	**$ 3,260,400**	**$ -**
Waterfront Items	**Quantity**	**Unit**		***Total Cost***	**10-Year**	**20-Year**	**30-Year**
King Salmon Fishing Lagoon				**$ 8,658,000**	**$ 8,658,000**		
Fishing lagoon road and parking	20,000	SF	$ 7.80	$ 156,000			
Vault toilet (2 stalls)	1	LS	$ 234,000	$ 234,000			
Fishing lagoon dredge and rip rap (120,000 sf lagoon)	120,000	SF	$ 62.40	$ 7,488,000			
Trails	2,000	LF	$ 390	$ 780,000			
Subtotal				**$ 8,658,000**	**$ 8,658,000**	**$ -**	**$ -**
Old Town Phase I - Grand Total				**$ 12,838,800**	**$ 9,578,400**	**$ 3,260,400**	**$ -**

Notes:

*Unit cost includes 20% for engineering, permitting, construction administration and project management and 30% for contingency

PHASE II: COST ESTIMATE

					Implementation Plan		
Upland Items	**Quantity**	**Unit**	**Unit Cost***	***Total Cost***	**10-Year**	**20-Year**	**30-Year**
Marine Service Yard Site Access				**$ 4,048,200**			**$ 4,048,200**
Alaska Avenue improvements	2,500	LF	$ 546	$ 1,365,000			
New Old Town access road development	4,300	LF	$ 624	$ 2,683,200			
Truck and Trailer Parking Area				**$ 3,267,654**			**$ 3,267,654**
Earthwork (200 spaces with maneuvering lanes)	492,200	SF	$ 2.34	$ 1,151,748			
Leveling course	492,200	SF	$ 2.73	$ 1,343,706			
Port staff office with public restrooms	800	SF	$ 624	$ 499,200			
Domestic wastewater treatment	1	LS	$ 78,000	$ 78,000			
Well (potable drinking water)	1	LS	$ 39,000	$ 39,000			
Electrical service	800	LF	$ 195	$ 156,000			
Long Term Vessel Laydown Yard				**$ 912,600**			**$ 912,600**
Earthwork (129 vessels with maneuvering lanes)	390,000	SF	$ 2.34	$ 912,600			
Washdown and Maintenance Area				**$ 11,412,648**			**$ 11,412,648**
Earthwork	254,400	SF	$ 2.34	$ 595,296			
Leveling course	254,400	SF	$ 2.73	$ 694,512			
Large vessel concrete washdown slab (100-ft x 300-ft)	30,000	SF	$ 15.60	$ 468,000			
Well (potable water)	1	LS	$ 62,400	$ 62,400			
Water distribution	1,600	LF	$ 312	$ 499,200			
Wastewater treatment	1	LS	$ 936,000	$ 936,000			
Electrical supply/distribution	1,800	LF	$ 195	$ 351,000			
Utility distribution manholes	16	EA	$ 31,200	$ 499,200			
Covered maintenance area - concrete stands	21,600	SF	$ 15.60	$ 336,960			
Covered maintenance area - roof structure	21,600	SF	$ 280.80	$ 6,065,280			
Sanitary sewer collection	1,600	LF	$ 312	$ 499,200			
Sanitary sewer treatment leach field	1	LS	$ 93,600	$ 93,600			
Area wide stormwater ditching and treatment	1	LS	$ 312,000	$ 312,000			
Subtotal				**$ 19,641,102**	**$ -**	**$ -**	**$ 19,641,102**
Waterfront Items	**Quantity**	**Unit**	**Unit Cost***	***Total Cost***	**10-Year**	**20-Year**	**30-Year**
Boat Launch				**$ 3,837,600**			**$ 3,837,600**
Boat launch - concrete ramp and preparation	1	LS	$ 2,340,000	$ 2,340,000			
Boat launch - boarding float and support piles	4,800	SF	$ 312	$ 1,497,600			
Basin				**$ 45,732,180**			**$ 45,732,180**
Dredge channel and basin	640,000	CY	$ 39	$ 24,960,000			
Harbor side slope rip rap	15,000	CY	$ 195	$ 2,925,000			
Armor rock	27,500	CY	$ 312	$ 8,580,000			
Filter rock A	11,000	CY	$ 234	$ 2,574,000			
Filter rock B	5,300	CY	$ 210.60	$ 1,116,180			
Core rock	55,000	CY	$ 101.40	$ 5,577,000			
Boat Lift (800 ton)				**$ 18,174,000**			**$ 18,174,000**
Bulkhead	300	LF	$ 8,580	$ 2,574,000			
Boat-lift pier (800tn)	1	LS	$ 5,460,000	$ 5,460,000			
Travel lift (800tn)	1	LS	$ 10,140,000	$ 10,140,000			
Subtotal				**$ 67,743,780**	**$ -**	**$ -**	**$ 67,743,780**
Old Town Phase II - Grand Total				**$ 87,384,882**	**$ -**	**$ -**	**$ 87,384,882**

Notes:

*Unit cost includes 20% for engineering, permitting, construction administration and project management and 30% for contingency

VALDEZ CONTAINER TERMINAL

SUMMARY

The Valdez Container Terminal (VCT) is an existing facility located within the Duck Flats wetland area. The VCT facilitates shipping into and out of the community as well as materials into and out of the Interior via the highway system. The VCT meets current needs but facilities are aging. Upgrades can be made that will improve efficiency, and there has been a desire expressed by the community that the VCT expand operations that will attract new shipping opportunities.

Opportunities at the VCT include expanding the storage yard and pontoon to accommodate a greater supply of materials that are being stored and shipped, as well as a larger size of materials. Improving the aging transfer bridges and causeway will allow continued use while avoiding the high cost of replacing the structure. Improving the function of the safety yard and vehicles using the VCT will help to reduce safety concerns and impacts to the surrounding neighborhood.

VCT maintenance and barge landing improvements will not directly generate additional revenue. Those expenditures will, however, preserve and enhance the functionality of an essential aspect of the community's transportation infrastructure. Port activity is dominated by movement of seafood, mining supplies, shipments destined for the North Slope, construction materials, and one-off oversize shipments. The VCT has a reputation for capably handling oversize freight and other freight destined for the North Slope, Interior mines, communities, and military bases. Investments in the VCT that enhance shippers' efficiency of operations will ensure that Valdez maintains its share of the Southcentral in-bound marine freight market and, to the maximum extent possible, captures more of that market.

The master plan for the VCT is intended to do the following:

- Promote phased expansion and improvements of facilities allowing more capacity;
- Improve barge landing use to all tides;
- Upgrade aging infrastructure, including the transfer bridges and causeway;
- Provide direct vehicle access to the Richardson Highway; and
- Repurpose the existing grain elevators.

ECONOMIC FEASIBILITY

The VCT rehabilitation/repair and barge landing improvements, together estimated at $11.5 million, will not directly generate additional revenue for the City (absent increased user fees) or additional employment in Valdez. The investment will, however, preserve and enhance the functionality of an essential aspect of the community's transportation infrastructure. Further economic analysis should consider how VCT users might contribute to barge landing and other improvements through increased fees.

Phase II improvements have substantially greater costs ($83 million) than Phase I and less clear economic benefits. These Phase II improvements would best be made only after a more compelling economic case can be documented at some point in the future as freight-related circumstances change.

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VALDEZ CONTAINER TERMINAL CONT'D

MASTER PLAN: OVERALL

IMPLEMENTATION

It is anticipated that Phase I improvements to the VCT will occur in the next 5-10 years. These improvements will include rehabilitating and repairing the floating dock, transfer bridges, and causeway. They will also include dredging and building new facilities for the barge landing, expanding the truck scale, relocating the scale house, and developing a truck staging area at the perimeter of the facility.

Phase II will include work based on meeting needed demand and will likely occur 20 years out or longer. This work will include expanding the storage yard, rehabilitating the crane rails on the existing concrete pontoons, expanding the concrete pontoons with crane rails, purchasing and installing a container crane, and developing an access road from the VCT to the Richardson Highway.

INNOVATION

The transfer bridge and causeway are in the need of near-term improvements. Improvements to these facilities (rather than more costly replacement) are expected to extend the lifespan by 25 years.

The grain elevators provide mounting for telecommunications and are a unique feature on the landscape. Painting these with a mural will allow use to continue and upgrade this feature to become an aesthetic landmark. This is more cost effective than removal of the elevators and allows possible partnerships to be established for future redevelopment.

Creating a new access road from the Richardson Highway directly to the facility capitalizes on an unused right-of-way. This new road eliminates the existing truck traffic from the surrounding neighborhood.

To better serve customers and become a larger regional shipping terminal, expansion of the facilities will allow more materials to be handled, especially if an Alaska mega-project comes online, such as the gas pipeline.

COSTS

The overall estimated cost for Phase I development at the VCT is $11.5 million. The estimate includes construction, design, permitting, project management, construction administration, and a 30% contingency. Major line items that will be completed in this phase and corresponding estimated costs are outlined below:

- $665,000 for the truck scale upgrades
- $1.7 million for the transfer bridge rehabilitation
- $2.5 million for the causeway rehabilitation
- $375,000 for the truck layover
- $6.3 million for the barge landing upgrades

A detailed breakdown of the conceptual costs are found at the end of this section.

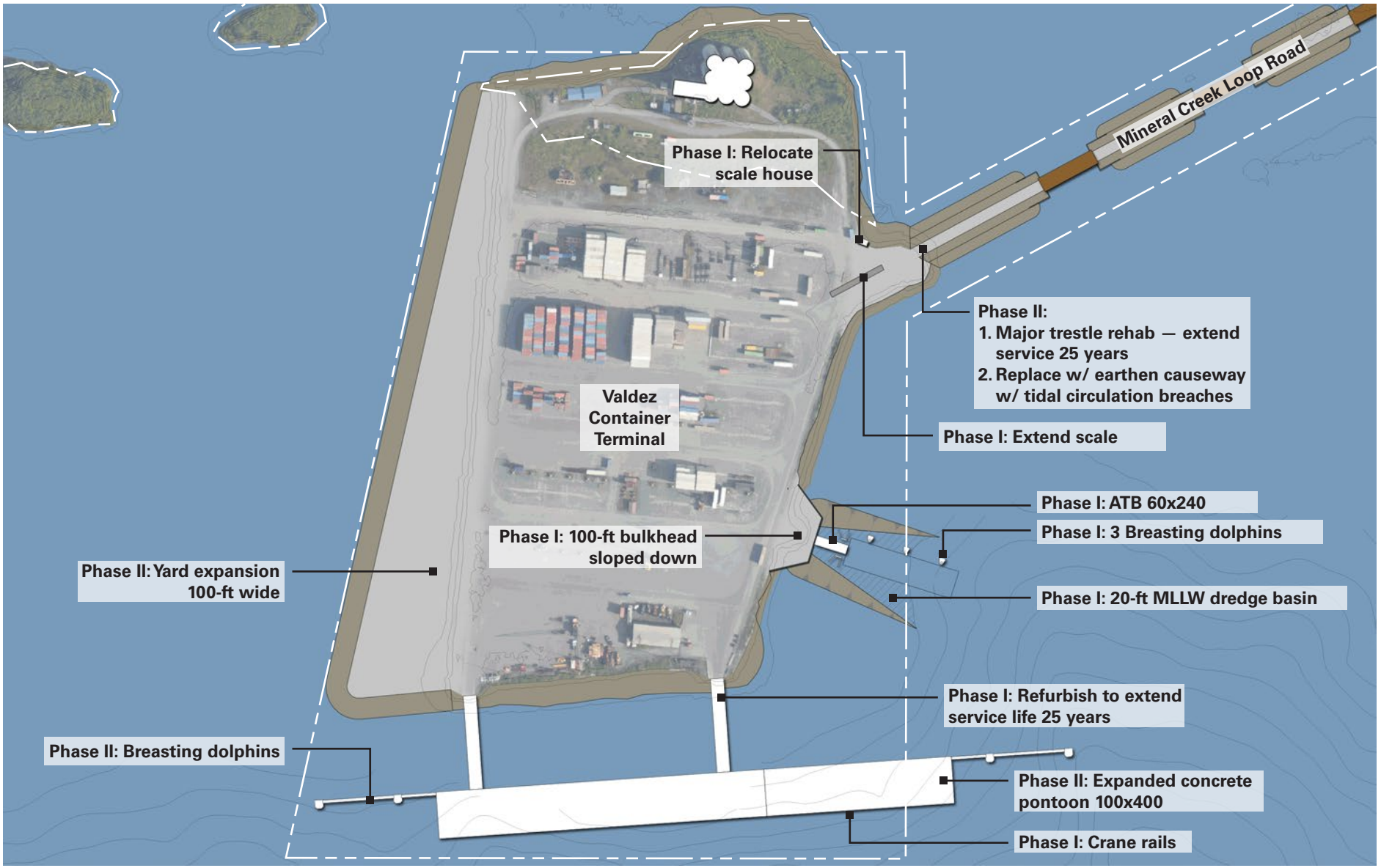
The overall estimated cost for Phase II development at the VCT is $82.8 million. The estimate includes construction, design, permitting, project management, construction administration, and a 30% contingency. Major line items that will be completed in this phase and corresponding estimated costs are outlined below:

- $2.3 million for the Richardson Highway connection
- $9.5 million for the yard expansion
- $19 million for the causeway replacement
- $17.5 million to refurbish the crane rails and provide a new container crane
- $35 million for container dock improvements

A detailed breakdown of the conceptual costs are found at the end of this section.

VALDEZ CONTAINER TERMINAL CONT'D

MASTER PLAN: ENLARGEMENT



PHASE I: FACILITY IMPROVEMENTS

REHABILITATION AND REPAIR

Continued maintenance and repair of the existing facility is expected to extend the serviceable life of the VCT. Rehabilitation efforts should be planned and coordinated based on inspection results and engineer recommendations. Known items include replacing transfer bridge bearings, re-tensioning transfer bridge strands, repairing causeway pile caps, recoating steel components, and repairing concrete spalls/cracks on the concrete floating dock. It will benefit the City to develop a programmatic approach for addressing deferred maintenance items and additional defects as they are encountered. Additional information on quantities, capacity, and sizing are identified in the inspection reports. Materials will be selected as required based on engineer evaluations.

BARGE LANDING IMPROVEMENTS

Improvements to the existing barge landing located on the east side of the VCT uplands will allow for more efficient freight offloading and all-tide vessel access. The barge landing improvements include a new 270-ft sheet pile bulkhead with a 100-ft face, mooring appurtenances, 20-ft wide adjustable transfer ramp with lift frame, three breasting dolphins, and dredging offshore to -20 MLLW for all-tide vessel access.

Coordination required with existing and potential transporters to accommodate vessel fleets during the design phase.

Depending on transporter demand, the barge landing transfer ramp could be installed with railways to facilitate direct railcar offload. This would require the addition of uplands railways and may require relocation of the facility.

Materials

The bulkhead will be constructed with steel sheet pile and gravel fill and surfacing. The lift frame will be steel pipe pile with a mechanical winch system. The approach ramp will be fabricated steel. The breasting dolphins will be steel with rubber energy-absorbing elements.

TRUCK SCALE AND SCALE HOUSE IMPROVEMENTS

Replacement of the existing scale system near the entrance to the VCT will allow weighing of longer and heavier vehicles. The existing scale system consists of a 60-ton scale that is 12-ft by 70-ft. The replacement scale will consist of a 135-ton scale with a length of 120 ft. The existing scale house will be relocated north, away from the primary traffic corridor, to improve vehicle circulation and eliminate potential conflicts with wide loads entering and exiting the VCT. The new scale house will require extension and tie-in to existing utilities that are of unknown condition.

Materials

Materials will include cast-in-place concrete approaches and scale pit structure, cast-in-place concrete foundation for the relocated scale house, and the scale and associated wiring.

TRUCK STAGING

When munitions are handled at the VCT there is a need to stage loaded tractor trailer rigs outside the secure area of the port to wait for access. The master plan provides an area at the east end of the gravel causeway for such a staging pad. The pad will accommodate a minimum of 10 tractor trailer rigs capable of transporting four 20-ft-long containers. In order to allow for these large transport vehicles to enter and exit the staging pad, it will need to be constructed to approximately 650 ft in length by 75 ft in width to allow for parallel rows of five tractor trailer rigs.

There are safety concerns for the traveling public and nearby facilities due to the nature of the cargo at the staging area.

Materials

Materials will include gravel fill and surfacing course, as well as salvaged rock revetment supplemented with new.

EXPANSION OF STORAGE YARD

The western edge of the marshalling yard upland of the VCT will be expanded to provide 4.5 acres of additional storage area. The expansion consists of a 50-ft to 200-ft offset from the existing yard that is positioned to maximize the potential uplands gained while staying within the existing site tidelands lease area.

It is a concern that expanding the storage yard will impact the wetlands due to the increased footprint of the VCT.

Materials

Materials will include gravel fill and surfacing course, as well as salvaged rock revetment supplemented with new.

EXPANSION OF CONCRETE PONTOONS AND CONTAINER CRANE

Extension of the VCT concrete floating dock will occur with the addition of a new 100-ft by 400-ft concrete pontoon on the eastern edge of the existing structure. The new floating structure is anticipated to be restrained by a combination of anchor system and driven-pile mooring frames. The extension will require removal and replacement of the eastern dolphin and catwalk system.

A new container crane will be purchased and installed on the dock. A 40-LT, 90-ft gauge container crane was accounted for in the design of the existing VCT; however, a container crane has never been installed on the dock. Rehabilitation of the existing crane rail system is anticipated prior to installation of the crane.

Concerns include offloading the container crane onto the existing and new dock.

Materials

The pontoons will be prefabricated pre-cast concrete with steel pile mooring frames and steel chain anchors.

VALDEZ CONTAINER TERMINAL CONT'D

PHASE II: FACILITY IMPROVEMENTS

GRAIN ELEVATOR IMPROVEMENTS

The existing grain elevators/silos were constructed as part of a plan to transport grain from Interior Alaska. The towers became obsolete shortly after their construction. The elevators have been used minimally as a storage facility and more recently as a cell and communication tower. Many other communities with obsolete grain silos have converted them to new uses, ranging from boutique housing to art houses. Some have become projection screens for changing art exhibits. The location of Valdez silos, distant from downtown and within a secure port area, severely restricts their potential future usage. Present usage as communication towers may be the most viable option for the foreseeable future. Due to the significant cost of removing the silos, the master plan team's suggestion is to continue usage as a communication tower until it is time to reconstruct the causeway. At that time, if port-related storage use hasn't become viable, then demolition should be considered, with concrete spoils used in construction of a new causeway. In the meantime, using the elevators as a canvas for art, either as a projection screen or for painting a mural, can transform these structures into an aesthetic Alaska art piece.

ACCESS ROAD TO RICHARDSON HIGHWAY

A platted road easement exists between the Richardson Highway and Mineral Creek Loop Road that can be used to provide a more direct access route to the VCT and avoid the mixed-use neighborhood. It is proposed that a new 1,250 linear feet connection to the Richardson Highway be developed to accommodate modern standard highway design vehicles. The road extension includes two 12-ft-wide lanes with 2-ft-wide gravel shoulders and four storm drain inlets on either side of the roadway to match the design of the existing Mineral Creek Loop Road. There will be 6-ft-wide concrete sidewalks on either side of the roadway.

It will be necessary to coordinate with Department of Transportation to ensure a safe intersection.

Materials

Roadway surfaces will be asphalt cement pavement with steel culverts for cross drainage with thaw pipes. All traffic and informational signage will be mounted to galvanized steel posts with aluminum signs.

REPLACEMENT OF CAUSEWAY

Long-term replacement of the 1,500-ft access bridge is anticipated to occur using a fill causeway with intermittent breaches to allow flow conveyance. Three 120-ft bridges with a 28-ft width are planned at intermittent locations on the causeway. Sheet pile bulkheads will be constructed on each end of the bridges to reduce overall bridge length while providing improved flow conveyance. The predominately fill-based structure results in significant cost reduction when compared to a full-length 1,500-ft bridge. The fill portions of the causeway will be constructed with shot rock fill protected by rock revetment.

A concern with replacing the causeway is that regulatory approval for the construction of a fill causeway is uncertain.

Materials

The causeway will be constructed with shot rock fill and rock revetment and will have asphalt concrete surfacing. The bulb-tee bridges will be pre-cast concrete and will have steel sheet pile abutments with vertical steel pile bridge supports.

Cinematic display

Historic art

Funky art

PHASE I & II: GENERAL CONSIDERATIONS

PRIORITIES & IMPLEMENTATION

Priorities identified by the community and supported by the steering committee include:

- Deferred maintenance of the facility including the dock structure, transfer bridges, and causeway;
- Developing the truck layover area;
- Expanding the west side of the yard;
- Upgrading the Richardson Highway connection through the existing right-of-way; and
- Rehabilitating the container crane and rails.

Implementation of the prioritized project components can occur in any sequence. However, continued repair of deferred maintenance items should be prioritized to maximize the overall serviceable life of the facility. The Phase I components that were not identified as a priority, including the scale improvements and barge landing, would be constructed over the next 10 to 20 years.

STAFF & OPERATING COST

The City currently operates a lean staff for maintenance of the VCT area, which is functional but may result in increased periodic maintenance costs due to reduced preventative maintenance. The developments considered here for the VCT, notably the barge landing improvements, will only add limited additional maintenance needs. A full review of current maintenance staffing is beyond the scope of this analysis; however, consideration should be given to adding a position or part of a position to cover the additional maintenance needs associated with VCT development envisioned in this master plan.

MAINTENANCE

Summer Maintenance

Summer maintenance at the VCT will continue as it has been conducted in the past. Occasional grading of gravel surfaces may be needed for smoothing.

Maintenance of the existing marine infrastructure, including repair of deferred maintenance items, will be critical to extending the serviceable life of the VCT. Items identified as needing repair from previous detailed inspection should be prioritized. Detailed inspections on above- and below-water components should continue on four-year intervals.

Snow Management

The master plan for the VCT has left adequate maneuvering room for large snow removal equipment. Adequate room for storage of snow is also provided at several locations throughout the terminal as shown on master planning documents.

VALDEZ CONTAINER TERMINAL CONT'D

PHASE I: COST ESTIMATE

					Implementation Plan		
Upland Items	**Quantity**	**Unit**	**Unit Cost***	***Total Cost***	**10-Year**	**20-Year**	**30-Year**
Scale Improvements				**$ 663,000**		**$ 663,000**	
Relocate scale house	1	LS	$ 117,000	$ 117,000			
Extended scale	1	LS	$ 546,000	$ 546,000			
Transfer Bridge Deferred Maintenance				**$ 1,669,200**	**$ 1,669,200**		
Retension transfer bridge strands	4	EA	$ 31,200	$ 124,800			
Replace transfer bridge bearings and sole plates	16	EA	$ 15,600	$ 249,600			
Replace transfer bridge rubber fenders	6	EA	$ 15,600	$ 93,600			
Repair miscellaneous concrete (bullrails, abutments, etc.)	1	LS	$ 468,000	$ 468,000			
Recoat transfer bridges	1,000	SF	$ 78.00	$ 78,000			
Recoat dolphin piles	28	EA	$ 23,400	$ 655,200			
Causeway Deferred Maintenance				**$ 2,538,120**	**$ 2,538,120**		
Causeway pile cap concrete repairs	7	EA	$ 46,800	$ 327,600			
Recoat piles	116	EA	$ 18,720	$ 2,171,520			
Guardrail replacement	100	LF	$ 390.00	$ 39,000			
Truck Layover				**$ 372,927**	**$ 372,927**		
Truck layover area core fill	6,019	CY	$ 23.40	$ 140,833			
Truck layover area surfacing course	32,500	SF	$ 2.81	$ 91,260			
Truck layover area filter B material	722	CY	$ 195.00	$ 140,833			
Subtotal				**$ 5,243,247**	**$ 4,580,247**	**$ 663,000**	**$ -**
Waterfront Items	**Quantity**	**Unit**	**Unit Cost***	***Total Cost***	**10-Year**	**20-Year**	**30-Year**
Barge Landing				**$ 6,267,300**		**$ 6,267,300**	
Shore bollards and winches	1	LS	$ 390,000	$ 390,000			
Barge dock bulkhead	270	LF	$ 8,580	$ 2,316,600			
Bulkhead fill	4,000	CY	$ 31.20	$ 124,800			
Transfer ramp and lift frames	1	LS	$ 1,794,000	$ 1,794,000			
Dredging	12,100	CY	$ 39.00	$ 471,900			
Breasting dolphins	3	EA	$ 390,000	$ 1,170,000			
Subtotal				**$ 6,267,300**	**$ -**	**$ 6,267,300**	**$ -**
Valdez Container Terminal Phase I - Grand Total				**$ 11,510,547**	**$ 4,580,247**	**$ 6,930,300**	**$ -**

Notes:

*Unit cost includes 20% for engineering, permitting, construction administration and project management and 30% for contingency

PHASE II: COST ESTIMATE

					Implementation Plan		
Upland Items	**Quantity**	**Unit**	**Unit Cost***	***Total Cost***	**10-Year**	**20-Year**	**30-Year**
New Richardson Highway Connection				**$ 2,340,000**	**$ 2,340,000**		
New interconnecting roadway (pavement, drainage, etc.)	1,500	LF	$ 1,560	$ 2,340,000			
Yard Expansion (West Side)				**$ 9,419,280**	**$ 9,419,280**		
Yard Expansion (west side) - common fill	100,000	CY	$ 31.20	$ 3,120,000			
Salvage and reinstall armor rock	9,000	CY	$ 117	$ 1,053,000			
New filter rock B	1,800	CY	$ 234	$ 421,200			
New filter rock A	7,500	CY	$ 234	$ 1,755,000			
New armor rock	5,900	CY	$ 312	$ 1,840,800			
Surface course	197,000	SF	$ 6.24	$ 1,229,280			
Causeway Replacement				**$ 19,017,960**			**$ 19,017,960**
Causeway demolition	42,000	SF	$ 70.20	$ 2,948,400			
Causeway breach bridges	3	EA	$ 3,120,000	$ 9,360,000			
Causeway core rock fill	41,400	CY	$ 62.40	$ 2,583,360			
Causeway filter B rock	1,800	CY	$ 195	$ 351,000			
Causeway filter A rock	4,400	CY	$ 234	$ 1,029,600			
Causeway armor rock	8,800	CY	$ 312	$ 2,745,600			
Subtotal				**$ 30,777,240**	**$ 11,759,280**	**$ -**	**$ 19,017,960**
Waterfront Items	**Quantity**	**Unit**	**Unit Cost***	***Total Cost***	**10-Year**	**20-Year**	**30-Year**
Crane & Rails				**$ 17,472,000**	**$ 17,472,000**		
Refurbish crane rails	800	LF	$ 2,340	$ 1,872,000			
New container crane	1	EA	$ 15,600,000	$ 15,600,000			
Container Dock Improvements				**$ 34,554,000**			**$ 34,554,000**
Demolish dolphins	2	EA	$ 117,000	$ 234,000			
Concrete pontoon float w/ mooring frame & fenders	40,000	SF	$ 780	$ 31,200,000			
New dolphins w/ catwalks	2	EA	$ 1,560,000	$ 3,120,000			
Subtotal				**$ 52,026,000**	**$ 17,472,000**	**$ -**	**$ 34,554,000**
Valdez Container Terminal Phase II - Grand Total				**$ 82,803,240**	**$ 29,231,280**	**$ -**	**$ 53,571,960**

Notes:

*Unit cost includes 20% for engineering, permitting, construction administration and project management and 30% for contingency

3

Funding Strategy

FUNDING MATRIX

LEGEND	SMALL BOAT HARBOR									SEA OTTER PARK					NEW BOAT HARBOR				
Applicable Funding Source Potential Funding Source	Bulkhead Wall	Park Strip and Playground	Boardwalk and Sidewalks	Boat Launch and Parking	Kobuk Drive Realignment	Tour Gangway and Plaza	Retail Infill/ Densification	Harbor Drive Parking Reconfiguration	Harbor Office	Bulkhead Dock and Fill	Wave Barrier and Travel Lift	Marine Service Yard	Seafood Processing	Commercial Lease Parcels	Dry Stack Storage and Washdown	Launch Facility and Float	Fishing and Kayak Float	Marine-Related Commercial	Waterfront Day-Use Recreation Area
FUNDING SOURCE																			
City of Valdez CIP	■	■	■	■	■	■		■	■	■	■	■		■	■	■	■	■	■
Commercial Passenger Excise Tax	■	■	■			■			■								■		■
ADOT&PF CIP					■			■											
General Obligation Bonds	■	■	■	■	■	■		■	■	■	■	■			■	■	■	■	■
Alaska Municipal Harbors Matching Grant										■	■								
Revenue Bonds											■	■		■	■			■	
Better Utilizing Investments to Leverage Development Grant										■	■	■			■	■			
City of Valdez Temporary Bed Tax Ballot	■	■	■	■	■	■	■	■	■						■	■	■	■	■
USDA Rural Community Facilities Direct Loan & Grant Program		■	■	■	■	■			■										
Economic Development Administration Public Works and Economic Adjustment Assistance Program									■		■	■			■				
Alaska Small Business Economic Development Loan Program															■				

LEGEND	OLD TOWN									VALDEZ CONTAINER TERMINAL								
Applicable Funding Source Potential Funding Source	Day-Use Recreation Area	Interpretive Trails and Signs	Fishing Lagoon and Facilities	Boat Launch and Parking	Dredge Basin	Travel Lift and Washdown Facilities	Marine Service Yard	Commercial Lease Parcels	Roadway Improvements	Transfer Bridge Upgrades	All-Tides Barge Landing	Causeway Improvements	Scale and Scale House Improvements	Yard Expansion	Grain Elevators Repurposing	Concrete Pontoon Expansion	Causeway Replacement	Richardson Highway Access Road
FUNDING SOURCE																		
City of Valdez CIP	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
Commercial Passenger Excise Tax																		
ADOT&PF CIP	■								■									■
General Obligation Bonds	■	■	■	■	■	■	■		■	■	■	■	■	■	■	■	■	■
Alaska Municipal Harbors Matching Grant					■													
Revenue Bonds							■	■										
Better Utilizing Investments to Leverage Development Grant				■	■	■	■		■	■	■	■	■	■		■	■	
City of Valdez Temporary Bed Tax Ballot	■	■	■	■											■			
USDA Rural Community Facilities Direct Loan & Grant Program																		
Economic Development Administration Public Works and Economic Adjustment Assistance Program						■	■				■				■			
Alaska Small Business Economic Development Loan Program																		

FUNDING MATRIX CONT'D

LEGEND	SMALL BOAT HARBOR									SEA OTTER PARK					NEW BOAT HARBOR				
Applicable Funding Source Potential Funding Source	Bulkhead Wall	Park Strip and Playground	Boardwalk and Sidewalks	Boat Launch and Parking	Kobuk Drive Realignment	Tour Gangway and Plaza	Retail Infill/ Densification	Harbor Drive Parking Reconfiguration	Harbor Office	Bulkhead Dock and Fill	Wave Barrier and Travel Lift	Marine Service Yard	Seafood Processing	Commercial Lease Parcels	Dry Stack Storage and Washdown	Launch Facility and Float	Fishing and Kayak Float	Marine-Related Commercial	Waterfront Day-Use Recreation Area
FUNDING SOURCE																			
State of Alaska Boating and Angler Access Grant Program			Potential	Applicable	Potential												Potential		
Rasmuson Foundation		Applicable	Applicable			Applicable											Applicable		Applicable
Private or Public/Private Partnership Investment							Applicable			Applicable	Applicable	Applicable	Applicable	Potential				Applicable	
Federal Lands Access Program			Potential																
User Fees/Administrative Fees or Fines	Potential	Potential	Potential	Applicable	Potential	Applicable	Applicable	Applicable	Applicable	Potential	Applicable	Applicable	Applicable	Applicable	Applicable	Applicable	Applicable	Applicable	Applicable
Clean Vessel Act Grant															Potential				
USACE Section 107 Dredge Grants																			
Transportation Infrastructure Finance and Innovation Act Rural Project Initiative																			
Small Shipyard Grant										Applicable	Applicable	Applicable							
Boating Infrastructure Grant						Potential										Applicable			

LEGEND	OLD TOWN									VALDEZ CONTAINER TERMINAL								
Applicable Funding Source Potential Funding Source	Day-Use Recreation Area	Interpretive Trails and Signs	Fishing Lagoon and Facilities	Boat Launch and Parking	Dredge Basin	Travel Lift and Washdown Facilities	Marine Service Yard	Commercial Lease Parcels	Roadway Improvements	Transfer Bridge Upgrades	All-Tides Barge Landing	Causeway Improvements	Scale and Scale House Improvements	Yard Expansion	Grain Elevators Repurposing	Concrete Pontoon Expansion	Causeway Replacement	Richardson Highway Access Road
FUNDING SOURCE																		
State of Alaska Boating and Angler Access Grant Program			Applicable	Applicable														
Rasmuson Foundation	Applicable	Applicable	Applicable															
Private or Public/Private Partnership Investment		Potential	Potential	Applicable	Applicable	Applicable	Applicable	Potential							Applicable			
Federal Lands Access Program		Potential																
User Fees/Administrative Fees or Fines	Applicable	Applicable	Applicable	Applicable	Applicable	Applicable	Applicable	Applicable	Potential	Applicable	Applicable	Applicable	Applicable	Applicable	Potential	Applicable	Applicable	Applicable
Clean Vessel Act Grant						Potential												
USACE Section 107 Dredge Grants					Applicable													
Transportation Infrastructure Finance and Innovation Act Rural Project Initiative										Potential	Potential	Potential	Potential	Potential		Potential	Potential	Potential
Small Shipyard Grant					Applicable	Applicable	Applicable	Potential	Potential									
Boating Infrastructure Grant																		

FUNDING SOURCES

CITY OF VALDEZ CIP

Administrator: City of Valdez

Eligibility: City of Valdez

Use of Funds: The City of Valdez has a variety of funding options available to support a capital improvement plan, including property tax revenues. A concept that has garnered attention in other areas – "value capture" – involves collecting additional revenue from those most benefiting from a development. The most common mechanism for "value capture" is a temporary property tax increase on the land value of lots adjacent to infrastructure development.

COMMERCIAL PASSENGER EXCISE TAX

Administrator: City of Valdez

Eligibility: Local governments receiving cruise ship port calls

Use of Funds: The State of Alaska collects a head tax of $34.50 per passenger on large (250+ berths) cruise ships operating in the state. Of that, $5 per passenger is distributed to the first seven ports of call in Alaska. These funds may be used on port facilities, harbor infrastructure, and other services that support the cruise ships calling on a community. Use of these funds has been the subject of recent lawsuits.

ADOT&PF CIP

Administrator: Alaska Department of Transportation and Public Facilities

Eligibility: Alaska Department of Transportation and Public Facilities (ADOT&PF) manages these funds

Use of Funds: ADOT&PF Capital Improvement Program works with three main streams of funding for transportation projects in the State of Alaska: federal highway funds, other federal funds, and state capital budget funds.

GENERAL OBLIGATION BONDS

Administrator: Alaska Municipal Bond Bank Authority

Eligibility: Alaska municipalities, joint action agencies, and regional health organizations.

Use of Funds: Alaska Municipal Bond Bank Authority (AMBBA) can assist eligible Alaska borrowers with bond financing for capital improvements such as schools, water and sewer systems, public buildings, harbors, and docks. General obligation bonds are backed by a city's taxing authority, such as a local property tax. Completed projects with support from AMBBA are harbor improvements for Seward and Homer.

ALASKA MUNICIPAL HARBORS MATCHING GRANT

Administrator: Alaska Department of Transportation and Public Facilities

Eligibility: Alaska municipalities and regional housing authorities

Use of Funds: This program requires a 50/50 match and can only be used for the construction phase of small boat harbor facilities. Legislative grants to municipalities may not be used for the local match requirement. Maximum state contribution is $5 million per year.

REVENUE BONDS

Administrator: Alaska Municipal Bond Bank Authority

Eligibility: Alaska municipalities, joint action agencies, and regional health organizations.

Use of Funds: AMBBA can assist eligible Alaska borrowers with bond financing for capital improvements such as schools, water and sewer systems, public buildings, harbors, and docks. Revenue bonds are backed by specified revenues from an income-producing project. Completed projects with support from AMBBA are harbor improvements for Seward and Homer.

BETTER UTILIZING INVESTMENTS TO LEVERAGE DEVELOPMENT GRANTS

Administrator: U.S. Department of Transportation

Eligibility: State, local, and tribal governments

Use of Funds: Better Utilizing Investments to Leverage Development (BUILD) grants help fund surface transportation projects such as roads, bridges, transit, rail, port, or intermodal transportation. Half of available funds ($450 million of $900 million) are designated for rural areas of the United States. There is no matching requirement for projects in rural areas. The minimum project award for rural areas is $1 million, and the maximum is $25 million. Selection criteria focus on "safety, economic competitiveness, quality of life, state of good repair, innovation and partnerships with a broad range of stakeholders." Cost-benefit analyses are welcomed but not required; the Department of Transportation recognizes that these analyses are not always possible in the early feasibility stages of the planning process.

CITY OF VALDEZ TEMPORARY BED TAX BALLOT

Administrator: City of Valdez

Eligibility: City of Valdez

Use of Funds: Public accommodation tax revenue – including the option of temporary increase if supported by Valdez residents – is a possible source of funds for waterfront improvements. Improvements that share a nexus with overnight visitors include the dry stack facility, old harbor uplands developments, and recreation improvements in the new harbor and old town areas.

USDA RURAL COMMUNITY FACILITIES DIRECT LOAN & GRANT PROGRAM

Administrator: U.S. Department of Agriculture

Eligibility: Public agencies, non-profit organizations, and tribal entities located in rural areas

Use of Funds: Funds may be used to purchase or construct various types of community facilities, including health care clinics, street improvements, community centers, fire stations, museums, community gardens, and many other types of facilities. Priority is given to communities with fewer than 5,500 residents and/or median household incomes below 80% of the state non-metropolitan median household income. Loans, grants, and loan guarantees are available through this program. Applicants must be unable to finance the project from their own resources and/or through commercial credit at reasonable terms.

ECONOMIC DEVELOPMENT ADMINISTRATION PUBLIC WORKS AND ECONOMIC ADJUSTMENT ASSISTANCE PROGRAM

Administrator: U.S. Economic Development Administration

Eligibility: State, local, and tribal governments and institutions of higher education

Use of Funds: Grants of $600,000 to $3 million are provided under this grant program to "leverage regional assets to support the implementation of regional economic development strategies designed to create jobs, leverage private capital, encourage economic development, and strengthen America's ability to compete in the global marketplace." Grant applications are accepted on a rolling basis.

ALASKA SMALL BUSINESS ECONOMIC DEVELOPMENT LOAN PROGRAM

Administrator: Alaska Department of Commerce, Community, and Economic Development

Eligibility: Small businesses located in Alaska communities with fewer than 30,000 residents

Use of Funds: Loans through this program are to be used to start or expand businesses creating long-term employment, may not exceed $300,000, and must be adequately secured. These loans are designed to step in or supplement in situations where private banks are not willing to fund an entire project.

FUNDING SOURCES CONT'D

STATE OF ALASKA BOATING AND ANGLER ACCESS GRANT PROGRAM

Administrator: Alaska Department of Fish and Game, Sport Fish Division

Eligibility: Typically involve state, federal, and local agencies that manage boating access sites

Use of Funds: Funds for this program derive from federal excise taxes and import duties placed on recreational fishing and boating equipment and supplies – as set up by the Dingell-Johnson Act. This program will cover up to 75% of the cost of an eligible project and requires a 25% non-federal match. Funded projects must primarily benefit the recreational boating and sportfishing public (not primarily benefiting subsistence or commercial fishing users).

RASMUSON FOUNDATION

Administrator: Rasmuson Foundation

Eligibility: Non-profit organizations, as well as local and tribal governments

Use of Funds: This grant program is designed to support capital projects of "demonstrable strategic importance or innovative nature that address issues of broad community or statewide significance." The Foundation specifies that they are rarely the largest or only contributor and generally expect the project will have multiple other funding sources that demonstrate widespread community support. Two different grant programs (Tier 1 and Tier 2) are available, one for grants up to $25,000 and the other for grants of more than $25,000.

PRIVATE OR PUBLIC/PRIVATE PARTNERSHIP INVESTMENT

Administrator: Alaska businesses, state agencies, and communities

Use of Funds: Private enterprise can bring additional financial resources, different cost structures and cultures, and other resources to waterfront projects. Some of the most successful public/private projects in Alaska have been supported by the Alaska Industrial Development and Export Authority (AIDEA). AIDEA supports economic activity in Alaska by providing loan guarantees, conduit revenue bonds, and participation in infrastructure projects (wholly or partially owned by AIDEA). Current port-related projects owned by AIDEA and leased to the private operators include the Skagway Ore Terminal, Ketchikan Shipyard, and the Delong Mountain Transportation System (connecting the Red Dog Mine to export markets).

FEDERAL LANDS ACCESS PROGRAM

Administrator: U.S. Department of Transportation

Eligibility: Unrestricted

Use of Funds: Federal Lands Access Program (FLAP) funds support projects that improve access to federal lands. Funding is provided to states via a specified formula. FLAP projects in Alaska typically involve trailhead, boat launch, road, and/or trail improvements.

USER FEES/ADMINISTRATIVE FEE OR FINES

Administrator: City of Valdez

Use of Funds: Revenues from various port, harbor, boat launch, boat yard, lease, and other fees are currently used in Valdez to support the operations and maintenance of various community facilities. These and other fees can be regularly revisited to ensure they are working for the community. Harbor fees are currently undergoing a multiyear increase, for example, to come closer to parity with fees at other PWS harbors. Operations of many of the facilities envisioned in this master plan would likely be supported largely by user fees.

CLEAN VESSEL ACT GRANT

Administrator: U.S. Fish and Wildlife Service

Eligibility: States, often in partnership with local governments or private marinas

Use of Funds: Funds for this program derive from federal excise taxes and import duties placed on recreational fishing and boating equipment and supplies (Dingell-Johnson Act funds). Clean Vessel Act grants fund building, operating, and maintaining sewage pumpout stations that benefit recreational boaters. Related educational programs also qualify. A 25% non-federal match is required.

USACE SECTION 107 DREDGE GRANTS

Administrator: U.S. Army Corps of Engineers

Eligibility: State and local governments

Use of Funds: The Army Corps provides funding for boat harbor and channel dredging through the Section 107 Small Navigation Projects program. Section 107 projects require a local match of 0 to 50% for the study phase and 10% for design and implementation phases. The maximum federal expenditure per project is $10 million.

TRANSPORTATION INFRASTRUCTURE FINANCE AND INNOVATION ACT RURAL PROJECT INITIATIVE

Administrator: U.S. Department of Transportation (DOT)

Eligibility: State and local governments, among other private and public entities

Use of Funds: The goal of DOT's Rural Project Initiative is to make Transportation Infrastructure Finance and Innovation Act (TIFIA) financing more accessible to small communities (<150,000 residents) to support projects between $10- and $75-million in cost. Eligible projects include sea ports, bridges, freight transfer facilities, and roads connecting ports to the National Highway System (intermodal connectors), among other types of transportation infrastructure. Selected projects can access loans for up to 49% of project cost at fixed, low interest rates (e.g. 1.07% for loans closed in fall 2019). Application fees can be covered as well.

SMALL SHIPYARD GRANT

Administrator: U.S. DOT Maritime Administration

Eligibility: Shipyard facilities serving commercial vessels greater than 40 ft in length and employing not more than 1,200 production workers.

Use of Funds: The Maritime Administration's Small Shipyard Grant Program funds capital and related improvements at small shipyards with the goal of fostering efficient operations and quality ship construction and repair. Grants can also be used to provide training for workers in shipbuilding, ship repair, and associated industries. Grants are capped at 75 percent of the project's estimated cost. Previous rounds of funding have supported 8-20 projects with an average grant amount of about $1 million.

BOATING INFRASTRUCTURE GRANT

Administrator: U.S.. Fish and Wildlife Service

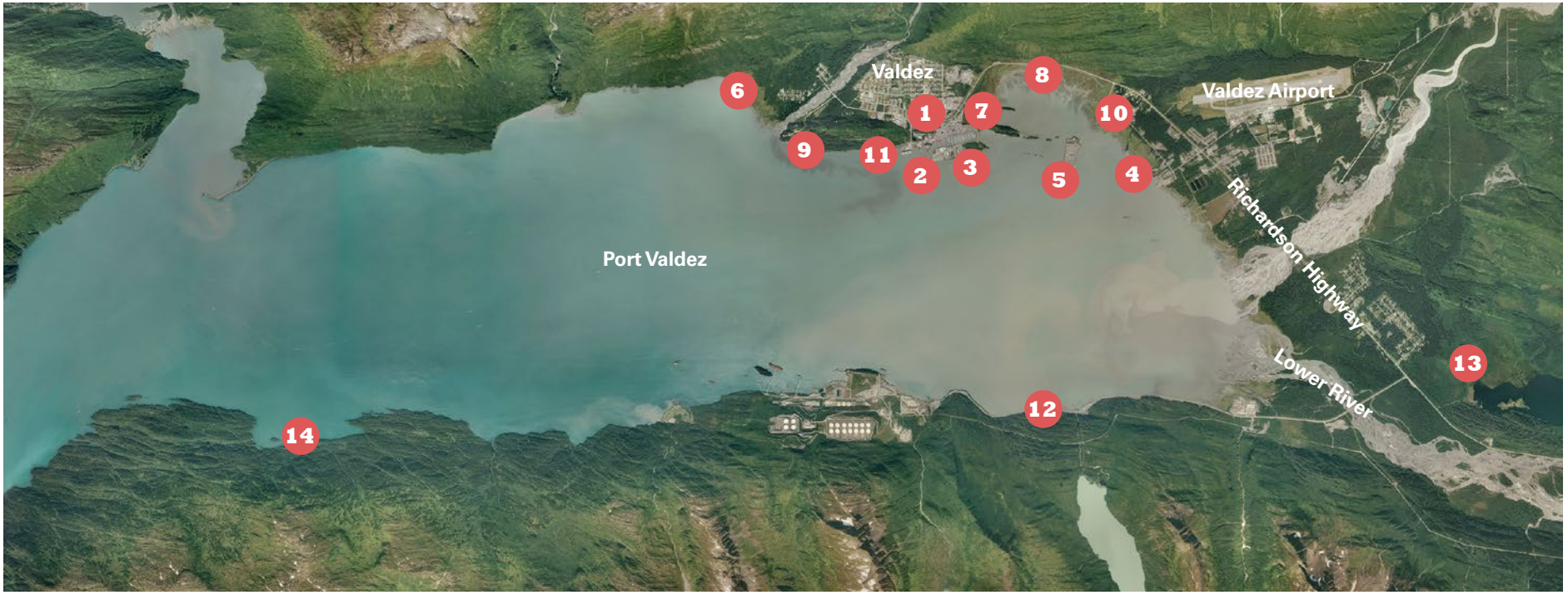
Eligibility: States, often in partnership with local governments or private marinas.

Use of Funds: Funds for this program derive from federal excise taxes and import duties placed on recreational fishing and boating equipment and supplies (Dingell-Johnson Act funds). Grants of up to $200,000 annually are provided to projects selected under Tier One (non-competitive) and no cap is specified for Tier Two projects (selected through a national competition). Projects funded by Boating Infrastructure Grant (BIG) grants focus on construction, renovation, and maintenance of tie-up facilities benefiting transient boaters in vessels 26 ft or more in length.

4

Appendices

FOURTEEN OVERALL SITES



1. Small Boat Harbor
2. Sea Otter Park
3. New Harbor Uplands
4. Old Town
5. Valdez Container Terminal
6. Shoop Bay - Mineral Creek
7. Harbor Cove
8. Duck Flats
9. Meals Hill
10. Loop Road
11. Kelsey Dock Uplands
12. Dayville Road
13. Robe Lake
14. Anderson Bay

1.0 SMALL BOAT HARBOR

- Kobuk widening and harbor flushing
- Expanded laydown yard
- Sheet pile north side
- Sheet pile south side
- Underground the power lines

2.0 SEA OTTER PARK

- Recreational fishing pier
- Public waterfront access
- Commercial business lease space
- Fill in additional tide lands to increase footprint
- Additional fish processing facilities
- Park strip

3.0 NEW HARBOR UPLANDS

- Ice plant
- Commercial business lease space
- Dry stack
- Remove the rest of Hotel Hill
- Viewing area at top of Hotel Hill

4.0 OLD TOWN

- Marine railway and travel lift system
- Ship repair, maintenance, inspection, and demolition
- Barge landing
- Marine industrial lease
- Railcar off-load facility
- Tourism interpretive Old Town
- Foreign Trade Zone manufacturing and storage

5.0 VALDEZ CONTAINER TERMINAL

- Fill in truck staging area near entrance
- Underground the powerlines
- Additional fill around the scalehouse
- Electrical system upgrades 2nd system, additional plugs
- Barge landing improvements
- Expanded dockage
- Spur road Eagle Drive

6.0 SHOOP BAY - MINERAL CREEK

- Kayak launches
- Non-motorized recreational trails and nature viewing
- Erosion control
- Waterfront park space and access
- Elevated nature trails and trail network improvements

7.0 HARBOR COVE

- Kayak launching site
- Kayak rack storage
- Future boat harbor
- Sea plane dock

8.0 DUCK FLATS

- Wetland conservation and future mitigation areas
- Improved parking and pull-off areas
- Boardwalks and public nature viewing

9.0 MEALS HILL

- Outdoor trails and recreation
- Hike-in camping areas
- Conservation / Land Trust
- Private housing development
- Conservation / Land Trust

10.0 LOOP ROAD

- Transient vessel launch facility
- Paddle sport launch
- Waterfront park and recreation area

11.0 KELSEY DOCK UPLANDS

- Port offices
- Waterfront retail
- Farmers market
- Interpretive center
- Improved kayak launch
- Paddle vessel storage
- Amphitheater, pavilion, event space

12.0 DAYVILLE ROAD

- Retail space
- Accessibility improvements
- RV dump site
- Refinery dockage and barge landing
- Fishing pier
- Transient vessel launch ramps

13.0 ROBE LAKE

- Transient vessel launch facility
- Paddle sport launch
- Waterfront park and recreation area
- Float plane dock
- Salmon enhancement dredge
- Elevated walkways and nature viewing
- L93 float plane base - Dean Cummings (name change)

14.0 ANDERSON BAY

- Future site for oil and gas development

DRY STACK DESIGN NARRATIVE

PRELIMINARY CODE ANALYSIS

Authority Having Jurisdiction:

State of Alaska Fire Marshall

- City of Valdez Planning and Zoning Department

Owner: City of Valdez

Legal Description: TBD

Project Address: TBD

Applicable Codes:

- 2012 IBC
- 2017 NFPA 70: National Electrical Code
- 2017 National Electrical Safety Code
- 2015 Uniform Plumbing Code
- 2012 International Mechanical Code
- 2012 International Fuel Gas Code

Building Information:

Building Area: 16,560 sf

- Building Height: 59 ft to roof ridge, 48 ft at eaves

Occupancy Type: S-1 (dry boat storage – indoor)

Allowable Building Height:

2 stories (55 ft)

- 504.2: sprinkler increases building height by 20 ft
- Total Allowable Building Height: 75 ft

Allowable Building Area: 17,500 sf

- 300% area increase by including sprinklers in single-story building
- Total Allowable Building Area: 52,500 sf

Construction Type: Type IIB

Fire Protection Systems: occupancy type S-1 fire area exceeds 12,000 sf, sprinklers are required

Occupant Load: Function of Space: 500G-sf/occupant: 33 occupants

Plumbing Fixtures: Adjacent building has adequate plumbing fixtures to accommodate occupant load and consequent fixtures load from new boat storage facility.

Water Closets: 1 male, 1 female

- Lavatories: 1 male, 1 female
- Drinking Fountain
- 1 Service Sink

PRELIMINARY SPECIFICATION WORKBOOK

Div. 00 – Procurement and Contracting Requirements

- To be determined

Div. 01 – General Requirements

- Per City of Valdez standard specifications

Div. 02 – Existing Conditions

- Existing conditions assessment
- Geotechnical survey
- Allowance for site remediation
- Misc. demolition and clearing

Div. 03 – Concrete

- Slab on grade
- Concrete foundations

Div. 04 – Masonry

- Not applicable

Div. 05 – Metals

- Structural steel frame/pre-engineered metal building
- Metal roof decking (if required by structural steel frame design)

Div. 06 – Woods, Plastics, Components

- Wood blocking at boat slips
- Misc. rough carpentry

Div. 07 – Thermal and Moisture Protection

- Foundation waterproofing
- Underslab vapor retarder
- Insulated metal panel (wall assembly)
- Translucent wall panels
- Fiberglass insulation below roof assembly
- Metal roofing panels
- Translucent roofing panels (skylights)
- Misc. metal flashing

Div. 08 – Openings

- 16-ft-wide x 30-ft-high insulation overhead doors
- Hollow metal man doors at building perimeter (2)
- Door hardware

Div. 09 – Finishes

- Misc. interior painting
- Fiberglass-faced gypsum board at interior mechanical/electrical room
- Non-load-bearing interior metal stud framing
- Misc. metal stud blocking
- Concrete slab on grade sealer

Div. 10 – Specialties

- Fire extinguishers per code requirements

Div. 11 – Equipment

- Boat forklift

Div. 12 – Furnishing

- Not applicable

Div. 21 – Fire Suppression

- Sprinkler system designed in accordance with NFPA 13

Div. 22 – Plumbing

- Facility trench drains
- Water service to building, hose bibs for misc. cleaning

Div. 23 – Heating, Ventilating, and Air Conditioning

- Unit heaters

Div. 26 – Electrical

High bay lighting

- Exterior lighting at building perimeter

Div. 31 – Earthwork

- Site clearing, excavation, grading

Div. 32 – Site Improvements

- Misc. landscaping

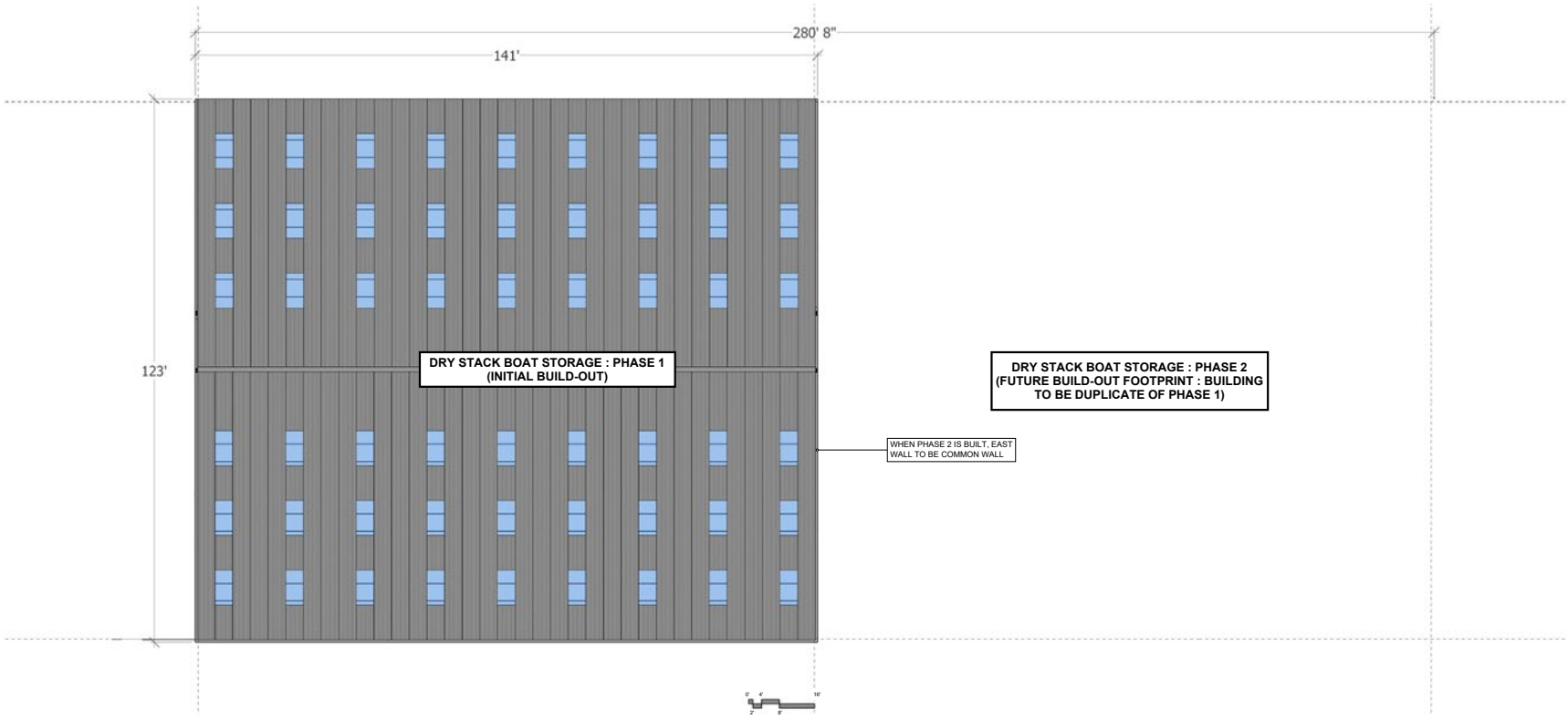
Div. 33 – Utilities

- Municipal power and water service extended to building

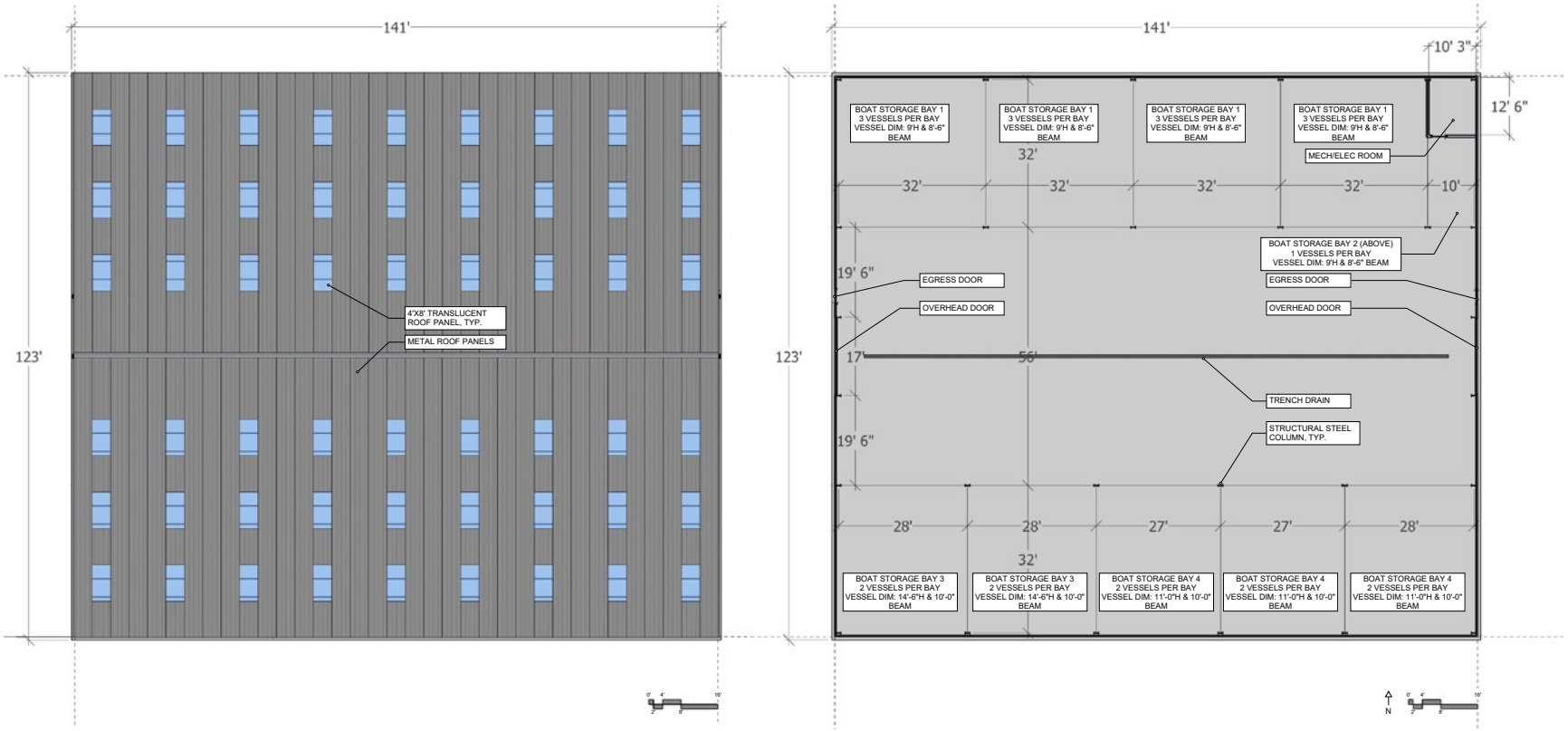
DRY STACK DESIGN DRAWINGS

ECI

CITY OF VALDEZ : WATERFRONT MASTER PLAN
DRY STACK BOAT STORAGE : CONCEPT DESIGN DOCUMENTS : 09.05.2019

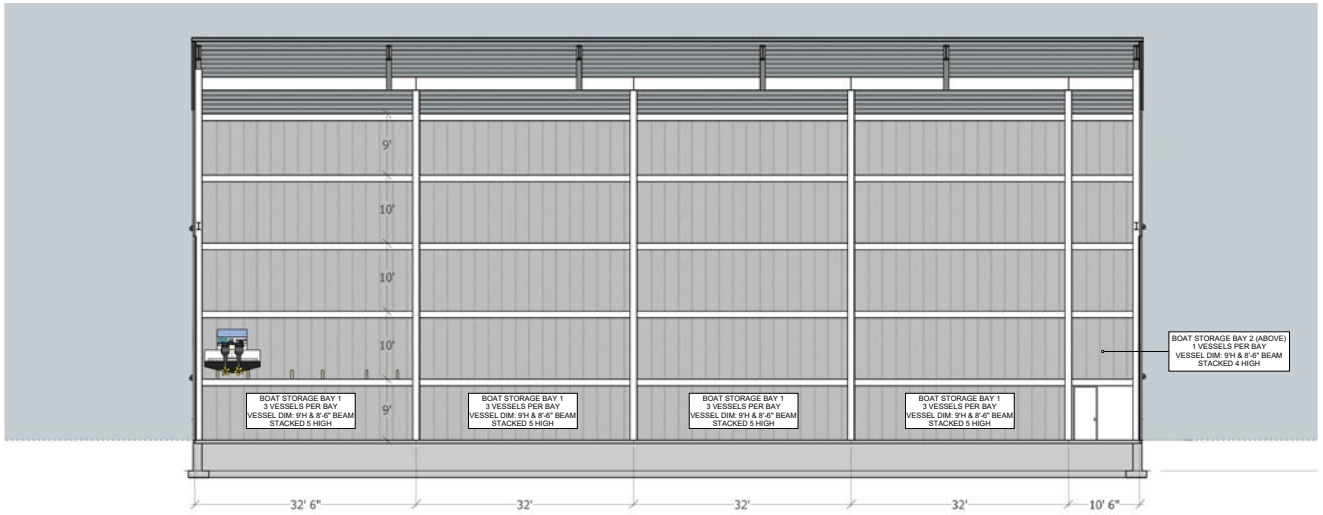


DRY STACK BOAT STORAGE : SITE PLAN

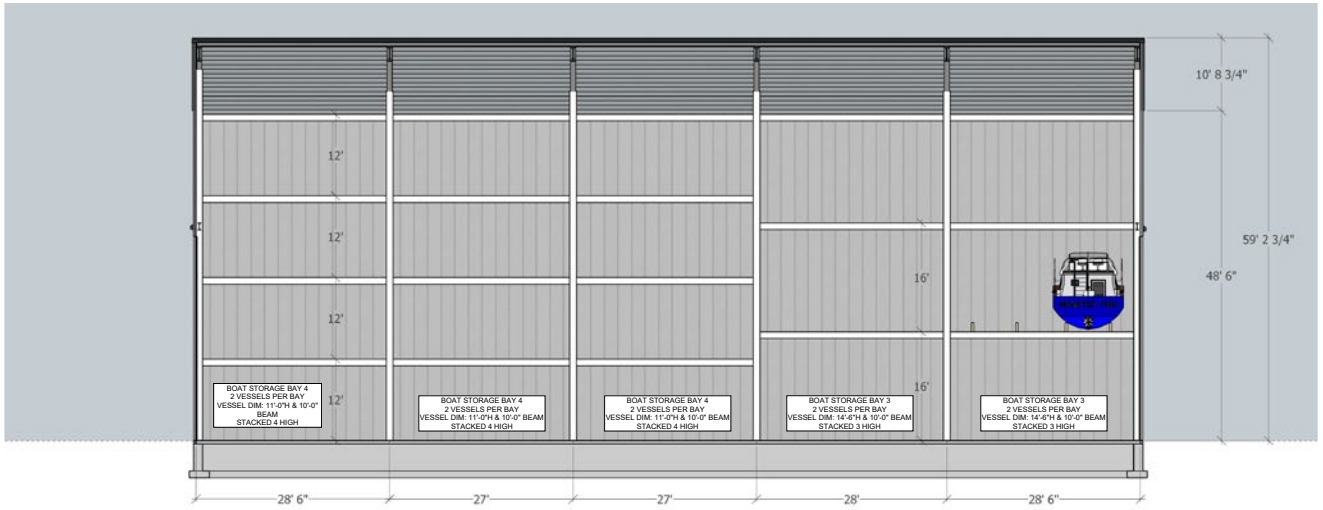


DRY STACK BOAT STORAGE - FLOOR PLAN

DRY STACK DESIGN DRAWINGS CONT'D

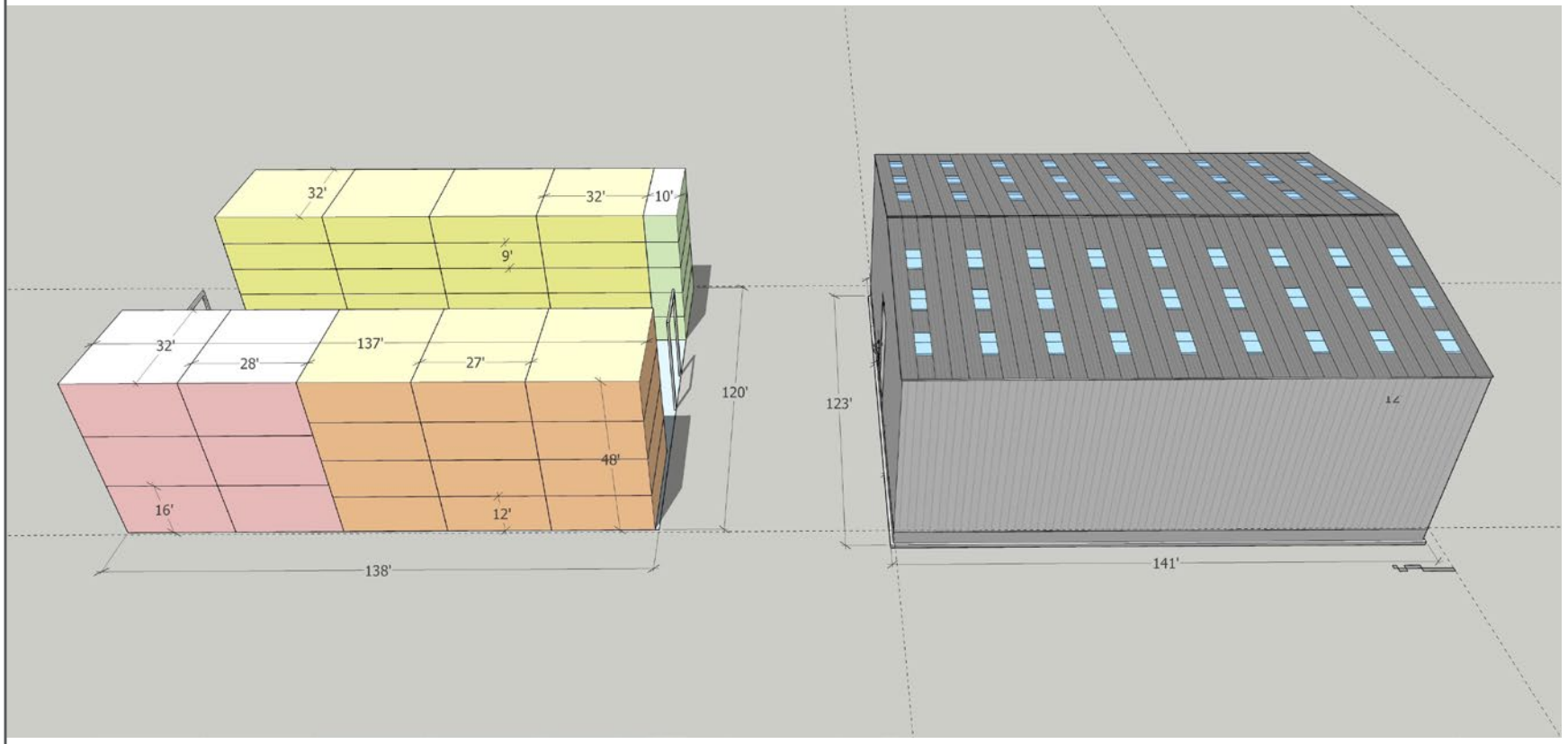


BUILDING SECTION - LOOKING SOUTH



BUILDING SECTION - LOOKING NORTH

DRY STACK BOAT STORAGE - BUILDING SECTIONS



GRAPHIC LEGEND

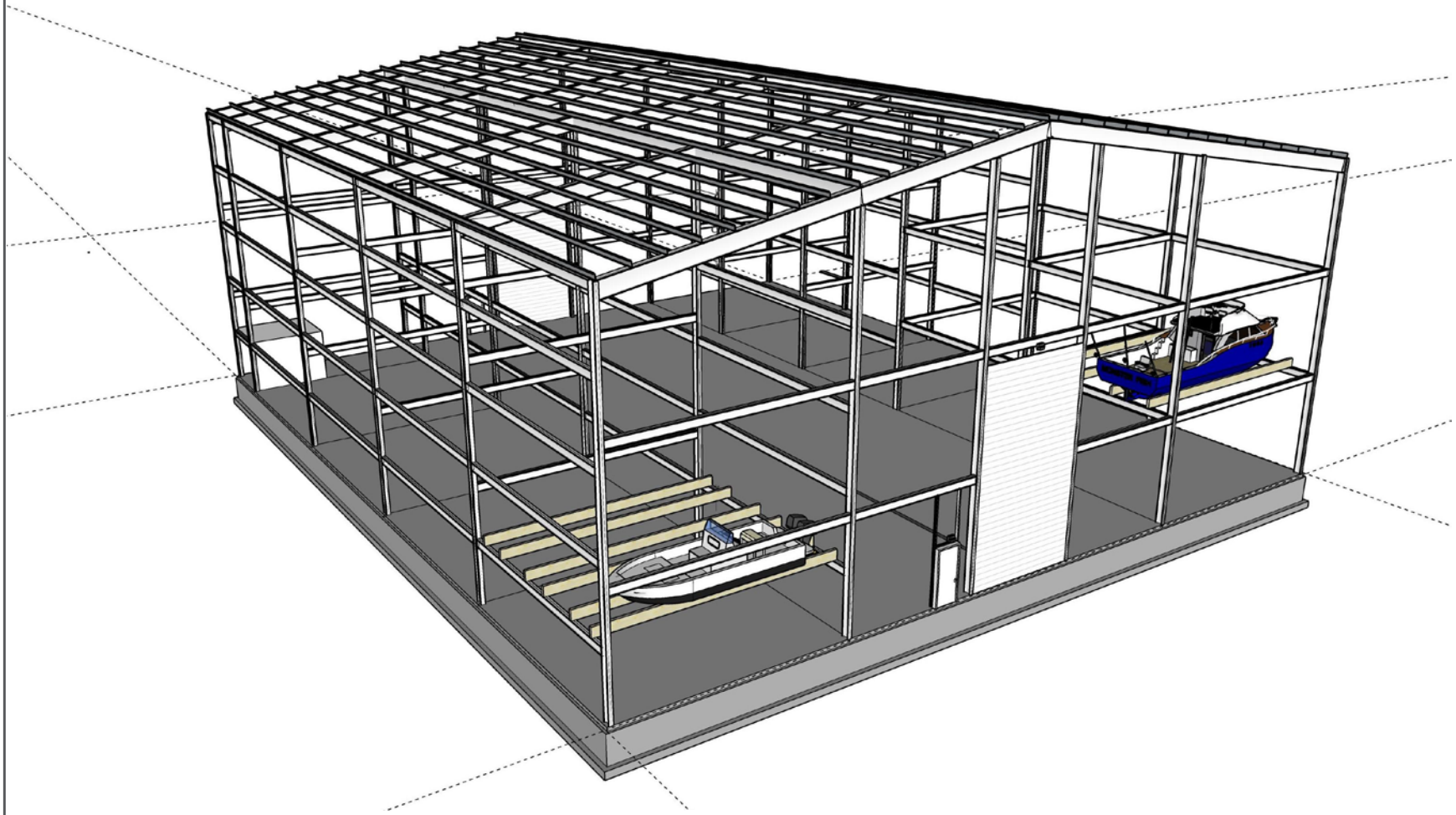
- BOAT STORAGE BAY 1 : 3 VESSELS PER BAY : VESSEL DIM: 9'H & 8'-6" BEAM : STACKED 5 HIGH
- BOAT STORAGE BAY 2 : 1 VESSELS PER BAY : VESSEL DIM: 9'H & 8'-6" BEAM : STACKED 4 HIGH
- BOAT STORAGE BAY 3 : 2 VESSELS PER BAY : VESSEL DIM: 14'-6"H & 10'-0" BEAM : STACKED 3 HIGH
- BOAT STORAGE BAY 4 : 2 VESSELS PER BAY : VESSEL DIM: 11'-0"H & 10'-0" BEAM : STACKED 4 HIGH

DRY STACK BOAT STORAGE - PROGRAMMING DIAGRAM

DRY STACK DESIGN DRAWINGS CONT'D

ECI

CITY OF VALDEZ : WATERFRONT MASTER PLAN
DRY STACK BOAT STORAGE : CONCEPT DESIGN DOCUMENTS : 09.05.2019



DRY STACK BOAT STORAGE - STRUCTURAL FRAMING PERSPECTIVE

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DRY STACK FEASIBILITY ASSESSMENT

OVERVIEW

A dry stacking facility is a covered building with metal racks providing secure (often heated) vessel storage. A dry stack boat storage facility in Valdez would provide a safe and secure storage option for vessel owners in the community and for those that frequently visit Valdez. Absentee owners would no longer worry about the status of their vessel or pay for a boat watch and snow removal service. Additionally, transportation expenses could be reduced for vessel owners trailering to Valdez from out of town multiple times each season. Dry storage also reduces maintenance expenses and protects the vessel from degradation caused by sun, inclement weather, soot from oil stoves, birds, and other animals.

Patrons of a dry stack facility notify, in advance, facility staff of their anticipated arrival. To launch, a vessel is lifted from the rack and transported via specialized forklift to the launch ramp where it is placed directly in the water. An attendant secures the vessel to a queuing float, where the vessel is tied until the owner's arrival. Upon return, the owner secures the vessel at the queuing float. Facility staff lift the vessel from the saltwater, wash it down with fresh water, then move it into the building where it is stacked and stored until its next use.

Most facilities examined for this study are capable of stacking vessels up to 32 ft Length Over All (LOA), although there are facilities that stack larger vessels. Vessels may be stacked five levels high, depending on the vertical clearance of the boat.

FACILITY SIZE AND CONFIGURATION

A variety of potential facility sizes were examined for this study, with capacities ranging from 78 to 200 vessels of various LOA combinations up to 40 ft. Preliminary construction cost and revenue analyses were completed for a variety of facility sizes and configurations. Ultimately, two dry stack facilities – with capacity for 100 and 200 vessels up to 32 ft LOA – were identified for more detailed analysis.

Facilities that house vessels larger than 32 ft are significantly more costly to construct on a per vessel capacity basis, as larger vessels typically require more overhead space and larger forklifts. Further, because the height of larger vessels can be two or three times that of smaller vessels, the rent per foot for larger vessels would need to be two to three times higher to generate the same revenue as smaller vessels. The market would be unlikely to bear that substantially higher rental rate.

Based on the Valdez harbor waitlist, there may be some demand for dry stack storage for vessels between 33 ft and 40 ft; however, this demand is likely insufficient to justify a facility designed for larger vessels.

Site and operational assumptions

To support this analysis, the following assumptions were made regarding the location of the facility and its operations. These assumptions are common to both facilities analyzed.

Site assumptions include

- The facility would be located adjacent to the new boat harbor.
- There is adequate space for the facility without the removal of Hotel Hill.
- Adequate parking is available for vehicles and trailers of dry stack users.
- The site will accommodate 120/208V 3-phase power, and adequate sewer and water are available.

Facility assumptions include

- Stacking and launching vessels would be done by a specialized negative-drop forklift such as a Wiggins Marina Bull. Launch would be directly from forklift to water; vessel launch would be possible at all tides down to minus 2 ft.
- The facility would be temperature-controlled to about 50 degrees F.

Business operations assumptions include

- Operations would occur seven days per week, 12 hours per day, from about mid-April to mid-September (approximately 22 weeks) with dedicated staff on site. If vessel owners wished to have their vessels ready before hours, they would arrange to have the vessel launched the day before. Conversely, if they return after hours, they would leave the vessel tied to the queuing float for stacking the following day.
- Operations would be minimal from mid-September to early April. Regular harbor staff would launch vessels by appointment during this period.
- Vessel space would only be leased on an annual basis (no seasonal lease arrangements).
- The operation would provide freshwater washdown of vessels prior to storage.
- There is adequate transient space in the harbor to provide overnight moorage for dry stack users that return to the harbor each night while boating.

100-VESSEL FACILITY

A 100-vessel facility – a fully enclosed metal building on a concrete pad, with pre-engineered metal racking – would measure 120-ft x 138-ft. The eave height would be 48 ft. As currently designed, this facility would accommodate the following number of vessels by size:

- 65 vessels up to 30-ft LOA with a maximum height of 9 ft and beam of about 8.5 ft (stacked five high),
- 23 vessels up to 32-ft LOA with a maximum height of 11 ft and beam of about 10 ft (stacked four high).
- 12 vessels up to 32-ft LOA with a maximum height of 14.5 ft and beam of about 10 ft (stacked three high)

There is some flexibility to adjust these height and width configurations and remain consistent with the capital and operating costs presented below. Maximum LOA (all space filled to length) would be 3,130 ft.

Capital costs

The total cost of facility and infrastructure construction is estimated at $12.3 million, including site prep, infrastructure, construction, and associated costs and equipment. This includes about $2.5 million for site infrastructure, $8.7 million for construction (including design, permitting, site prep, and contingency), and $1.1 million for equipment. These are preliminary estimates based on similarly sized buildings in Alaska. Actual costs may vary based on final design.

Table 1: Estimated Capital Costs for 100-Vessel Dry Stack Facility

CATEGORY		COST
Infrastructure		
Dredging		$1,600,000
Bulkhead		$650,000
Float/gangway		$250,000
Total Infrastructure		$2,500,000
Facility Construction		
Site prep, pad, building, racks		$6,200,000
Engineering, permits, CA, PM	20%	$1,240,000
Contingency	20%	$1,240,000
Total Facility		$8,680,000
Equipment		
Forklifts (x2)		$1,000,000
Other equipment		$110,000
Total Equipment		
Estimated Grand Total		$12,280,000

Source: ECI and McDowell Group estimates. Figures have been rounded

Estimated operational expenses

Annual operating expenses for a 100-vessel facility are estimated at $420,000.

Labor Expense

The largest annual operating expense is for staffing. Payroll and benefits are estimated at $180,000, or about 43% of total annual expenses. Staffing costs are based on spring, summer, and early fall season lasting approximately 22 weeks with the facility operating from 7am to 7pm, seven days per week. Facility staff would include two full-time and one part-time equipment operators working a total of 112 hours per week, with one operator on duty at all times. Other staff include two positions working a total of 56 hours per week. Based on current Valdez rates, the operator's compensation would be about $48 per hour including benefits; the rate for other labor is about $20 per hour including benefits. Facility maintenance personnel expense is estimated at $35,000 to cover maintenance needs beyond the capability of regular staff. This position could be contracted out or be shared with other harbor operations.

Utilities

Utilities costs, including electricity and heating oil, are based on estimated annual per sf costs of $2.20 and $3.30, respectively, and would total approximately $93,000 annually. Water, sewer, trash, and internet expenses are included in the "all other" category.

Facility and Equipment

Facility and equipment maintenance costs (non-labor) are anticipated to total approximately $37,000 annually.

All Other Costs

Other costs include supplies ($18,000), snow removal and landscaping ($12,000), insurance ($11,000), marketing ($5,000), janitorial ($4,000), and a catch-all category of $25,000 to cover other expenses.

Table 2: Estimated Annual Operating Expenses

CATEGORY	COST
Operations staff	$180,000
Maintenance staff	$35,000
Insurance	$11,000
Electric	$38,000
Heating oil	$55,000
Janitorial	$4,000
Building repairs and maintenance	$22,000
Forklift repairs and maintenance	$15,000
Supplies and parts	$18,000
Snow removal/landscaping	$12,000
Marketing	$5,000
All other	$25,000
Estimated Grand Total	$420,000

Source: ECI and McDowell Group estimates.

DRY STACK FEASIBILITY ASSESSMENT CONT'D

Revenue potential

The following analysis indicates revenue potential at various lease rates. Estimates assume the facility is 100% occupied.

Estimated Rental Rates

As a basis for rate comparisons, the Valdez Harbor 2019 annual tenant wet slip rate is $43.82 per foot LOA. For purposes of this analysis, the current wet slip rate is rounded to $44.00. Applying various percentage increases (25% to 225%) to the $44 base rate provides the revenue projections shown in the Table 3. Dry stack rental rates lower than $143 per foot LOA would not generate enough revenue to cover the facility's estimated annual operating expenses of about $420,000.

Table 3: Revenue Potential by Total Average Vessel LOA

% INCREASE ABOVE CURRENT WET SLIP RATE*	DRY STACK LOA ANNUAL RATE/FOOT	AVERAGE TOTAL LOA AT CAPACITY	TOTAL ANNUAL GROSS REVENUE
25%	$55	2,955	$163,000
50%	$66	2,955	$195,000
75%	$77	2,955	$228,000
100%	$88	2,955	$260,000
225%	$143	2,955	$423,000

Source: McDowell Group estimates. *% increase over 2019 annual tenant LOA of $44.00. Assumes 100% annual occupancy. Revenue figures have been rounded.

200-VESSEL FACILITY

A 200-vessel facility would have a footprint of 120-ft x 276-ft and accommodate 130 vessels up to 30-ft LOA and 70 vessels up to 32-ft LOA.

Capital costs

Construction cost for a 200-vessel facility is estimated at $20.5 million, a savings of about 16% over a 100-vessel facility, on a per sf basis. If facility development was phased, first constructing a 100-vessel facility then adding an additional building for another 100 vessels in the future, the estimated overall cost for both facilities would increase slightly to $21 million (in constant dollars).

Operating expenses

Reflecting some economies of scale, operating expenses are estimated to increase by about 50% to $630,000 annually for a 200-vessel facility. The largest expense, payroll and benefits, was adjusted upwards by $20,000.

Revenue potential

A rate of about $100 LOA (130% above current tenant rate) would be required to cover estimated annual operating expenses for a 200-vessel facility.

Table 4: Revenue Potential by Total Average Vessel LOA

% INCREASE ABOVE CURRENT WET SLIP RATE*	DRY STACK LOA ANNUAL RATE/FOOT	AVERAGE TOTAL LOA AT CAPACITY	TOTAL ANNUAL GROSS REVENUE
25%	$55	6,260	$344,000
50%	$66	6,260	$413,000
75%	$77	6,260	$482,000
100%	$88	6,260	$551,000
130%	$101	6,260	$634,000

Source: McDowell Group estimates. *% increase over 2019 annual tenant LOA of $44.00. Assumes 100% annual occupancy. Revenue figures have been rounded.

POTENTIAL DEMAND

There are six potential sources of demand for dry stack storage:

- Current harbor tenants
- Harbor users that purchase an annual transient pass
- Harbor users that purchase one or more monthly transient passes
- Those who frequently purchase daily harbor transient passes
- Launch ramp users not on the waitlist and not falling into the above categories
- Other unknown new demand, such as vessel owners from Anchorage/Whittier who desire the protection of dry stack

The demand for a dry stack storage services in Valdez is uncertain. As of August 2019, there are about 100 vessels 32-ft or smaller on the waitlist. Not all of these vessels would choose a dry stack option, as significantly higher costs versus wet slips would reduce demand. Boat owners would weigh the increased cost of dry stack against the benefits associated with indoor storage. For some, the convenience and security of dry stack would be worth some extra cost; for other more cost-sensitive boaters, their status quo might be preferable.

Current out-of-town users who frequently trailer their vessels to Valdez would factor transportation cost savings into dry stack rental decisions. A pickup truck towing a boat from Fairbanks that makes eight trips annually and spends two days in Valdez per trip incurs costs for fuel, launch fees, and parking estimated at $2,255 annually. The vessel owner would save approximately $1,160 on transportation, parking, and launch fees for a vessel stored in a Valdez dry stack. Dry stack users from Anchorage would see savings of about $985; Mat-Su users would save about $895. These estimates consider travel cost savings only and are not net of dry stack facility rental costs.

Table 5: Estimated Boat Owner Travel Costs

	FAIRBANKS	ANCHORAGE	MAT-SU
With Trailered Vessel			
Fuel round-trip	$1,980	$1,630	$1,450
Annual launch permit	$75	$75	$75
Parking	$200	$1,905	$1,725
Total with vessel	$2,255	$1,905	$1,725
Without Trailered Vessel			
Fuel round-trip	$990	$816	$726
Parking	$105	$104	$104
Total without vessel	$1,095	$920	$830
Estimated annual savings without trailered vessel	**$1,160**	**$985**	**$895**

Source: McDowell Group and ECI estimates. Figures have been rounded.

In summary, actual demand and annual revenues from a dry stack facility will depend on pricing. Rental rates in line with current wet slip rates would result in much greater initial demand and utilization than rates that would be required for the facility to operate on a break-even basis. At current wet slip rates, a dry stack facility with capacity for 100 vessels under 32-ft would likely be substantially or fully utilized within a few years. It would also reduce the number of vessels on the wet slip waiting list. The convenience and security of indoor storage will support rates higher than wet slip rates (which are low in Valdez, relative to Whittier, which also has highway access from population centers), though how much higher is unclear. Rates of $100/foot may be tolerable to the market and over time result in full utilization. Rental rates set at levels necessary for the facility to generate revenues to cover costs (estimated at $143/foot, assuming full utilization) may meet with some market resistance.

While there is almost certainly some existing demand for dry stack in Valdez, it is not possible to place precise estimates on that demand. This facility would be the first of its kind in Alaska. Measuring demand with a greater degree of certainty would require a comprehensive survey of current harbor users and those on the waitlist (such a survey is beyond the scope of this waterfront planning study). The survey would measure interest in the dry stack concept and price sensitivity at various lease rates.

DRY STACK FEASIBILITY ASSESSMENT CONT'D

SUMMARY

Investment in a dry stack might be best considered in the same way as investment in a boat harbor or other public marine infrastructure. The revenue generated by these facilities typically do not provide any direct payback on that investment. Benefits accrue in other ways, such as supporting important economic drivers such as local commercial or charter fishing fleets, attracting non-resident recreational boaters (and their spending), or making the community a more attractive place to live for people who enjoy a marine/boating-oriented lifestyle.

The cost of dry stack construction is significant, but less on a per-boat basis than a new harbor. The cost of new harbor and wet slip construction includes approximately $200,000 per vessel for basin construction and another $53,000 for floats and other infrastructure. The estimated per-vessel cost for dry stack construction is about $122,000 for a 100-vessel facility and about $105,000 for a 200-vessel facility. However, the community carries the cost of a dry stack facility, whereas the United States Army Corps of Engineers (USACE) carries the bulk of harbor development costs. Importantly, Valdez may not receive federal funding for additional harbor development for a decade or more as USACE typically funds new development for regions and communities on a rotational basis.

In addition to funding construction, some ongoing subsidy will be required to support operations of a dry stack facility, at least initially as interest in and demand for space in the facility grows, and perhaps long-term if the market will not bear rates needed for break-even operations.

Recognizing that demand is uncertain, and that demand will be highly correlated with rental rates, a 100-vessel facility has the potential to reach full capacity within a few years of construction at rates perhaps 50% to 75% higher than the current annual wet slip tenant rate. Higher rates mean higher operational cost recovery but slower market capture. With rates about double current wet slip rates required for break-even, some level of ongoing subsidy would be required to cover annual operating costs.

A phased approach, where a 100-vessel facility is constructed first, then expanded as demand warrants, would have less subsidy risk than starting with a 200-vessel facility. There are no significant capital cost savings associated with building a 200-vessel facility initially, compared to a 100-vessel Phase I facility and similarly sized Phase II facility.

A first step in the process of planning for and eventually developing a dry stack facility is to see how well the old and new harbors together satisfy existing demand for slips, refresh the waitlist, then identify remaining need in terms of size and number of vessels. Meantime, a face-to-face intercept survey of boaters could be conducted to quantify interest in dry stack storage and measure price sensitivity for that service.

The community would benefit economically from more vessels ported in Valdez whether in a wet slip or dry stack. Vessel owners purchase fuel, food, beverages, gifts, fishing tackle, and other supplies locally, as well as services for boat maintenance. While some financial support from the City to operate a dry stack facility may be required, it is likely that construction of a dry stack would result in increased boating-related spending in the community and support jobs in businesses that provide goods and services to boat owners.

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PLANVALDEZ

OLDTOWN | NEWTOWN | YOURTOWN

VALDEZ COMPREHENSIVE PLAN REVISION 2021

PLANVALDEZ

OLDTOWN | NEWTOWN | YOURTOWN

VALDEZ COMPREHENSIVE PLAN REVISION

OCTOBER 2021

ACKNOWLEDGMENTS

We respectfully acknowledge that we live, work, learn, and operate on the traditional ancestral lands of the Alutiiq/ Sugpiaq people.

These lands have been stewarded for thousands of years since time immemorial by the Alutiiq/Sugpiaq people. The traditional name of this area in Sugt'stun is Saucit which may come the Alutiiq word for person or people, suk.

Valdez was not traditionally occupied year-round, but was a traditional trading ground between the Alutiiq/Sugpiaq and Ahtna people since time immemorial, and we respect that this land served an important purpose for this region. We acknowledge the past history of colonization, its impacts, and the resilience of the Alutiiq/Sugpiaq people who still live here today. Valdez is a unique community in that the Valdez Native Tribe serves all local indigenous residents, and is not specific to the Alutiiq/Sugpiaq people. We acknowledge the ancestral, and current Indigenous stewards of this land who reside here today.

VALDEZ CITY COUNCIL

Sharon Scheidt, Mayor
Jimmy Devens
Dennis Fleming
Susan Love
Dawson Moore
Alan Sorum
Todd Wegner

VALDEZ CITY STAFF OVERSIGHT

Mark Detter, City Manager
Roxanne Murphy, Assistant City Manager
Kate Huber, Planning Director

COMPREHENSIVE PLANNING ADVISORY COMMITTEE

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Kathy Nielsen, Vice Chair
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ECI
Gordon Smith
Corvus Culture

THANK YOU

The planning team would like to thank the community of Valdez, City Council (current and past), Comprehensive Planning Advisory Committee, Planning and Zoning Commission and other City Boards and Commissions, Focus Group participants, Planning Department and other City Departments, and all who provided input in the development of this plan.

TABLE OF CONTENTS

YOUR PLAN

The Valdez Comprehensive Plan Revision - ***Plan Valdez*** is a collective vision developed by the community to shape Valdez over the next 20 years. It offers a foundation for determining effective public policy and land use decisions now and into the future. The plan is broken down into themes, goals, and actions that create a framework for informed, directed development and decision making. ***Plan Valdez*** outlines short- and long-term planning actions that will continue to safeguard the City's history and sense of place. Overall, the plan:

- Establishes a blueprint for future land use and infrastructure to effectively and efficiently guide private and public investments;
- Seeks to balance competing demands on land to the greatest benefit for citizens and the community as a whole;
- Identifies areas that will benefit from public infrastructure to promote well-planned, phased development patterns;
- Facilitates the development of work plans, budgets, capital improvements, and recommended amendments to zoning and land use ordinances to achieve desired goals and responsible stewardship of public resources; and,
- Implements a consistent framework for addressing land use issues that will establish a degree of predictably for property owners, businesses, and residents.

Plan Valdez builds on the region's rich history and community values, integrates previous and upcoming plans and projects, and recognizes the contributions of City leaders and community members. It reflects these continuances and changes, as well as the contemporary values and issues of concern within the community. It embodies what Valdez will be for future generations and acknowledges that change is gradual and requires a long-term commitment.

Plan Valdez *was drafted during the health pandemic, COVID-19, and at a time when the nation is actively addressing racial equity. Both of these historic events make planning for the future less certain but also exemplify the need to proactively plan for a healthy and inclusive future.*

WHO USES A COMPREHENSIVE PLAN

A Comprehensive Plan means little if it is not implemented. To be successful, the plan strategies must be implemented through the shared responsibility of all stakeholders including residents, private developers, civic groups, businesses, City Staff, Boards and Commissions, local government, and elected officials through capital improvements. The following outlines who and how they would use ***Plan Valdez.***

COMMUNITY MEMBERS

(Residents, business owners, developers)
When submitting a development application or reviewing one, use the plan to document which goals, objectives and actions the proposed project implements.

CITY STAFF

(Planning & Development Services)
Use the plan to conduct analysis of proposed actions for consistency with the plan and local ordinances to make land use and zoning recommendations to the Planning and Zoning Commission.

PLANNING & ZONING COMMISSION

(Community members appointed by City Council)
Use the plan to provide policy recommendations to the City Council. Base decision-making and findings of fact on consistency with the plan, local ordinances, and regulations.

CITY COUNCIL

(Elected by community members)
Base decision-making and findings of fact on consistency with the plan. Use the plan to guide policy decisions to facilitate plan goals, objectives, and actions.

THE ROLE OF A COMPREHENSIVE PLAN

A Comprehensive Plan serves many functions, and is used in a variety of ways.

PLANVALDEZ

BASIS FOR COMMUNITY PROGRAMS AND DECISION MAKING The goals and policies guide the Planning and Zoning Commission and City Council in their deliberations on zoning, subdivisions, capital improvements, and other matters relating to land use and development. This provides a stable, long-term basis for decision-making.

BASIS FOR REGULATORY ACTION
Forms the groundwork for a statutory basis upon which zoning and land use decisions are made.

LONG-TERM GUIDE Assists in the long-term evaluation of public and private proposals that affect the community's physical, social, economic, and environmental characteristics.

PLAN ORGANIZATION

The plan is organized to ensure that City leaders, elected officials, staff, and the community can effectively use the document as a guide for important policies and decisions. To create a framework for the priorities within the plan, seven themes were developed each with specific goals supported by the community's vision with short- and long-term actions to achieve the goals. Through public outreach and input, the themes were chosen to encapsulate ***Plan Valdez.***

Implicit in the themes, goals, and actions is the overarching need to respond to community needs and priorities while respecting the values, character, and opportunities that are unique to Valdez. In turn, there is a desire to respond to and promote Valdez's social, economic, physical, cultural, environmental, and historic characteristics that make up the community's fabric.

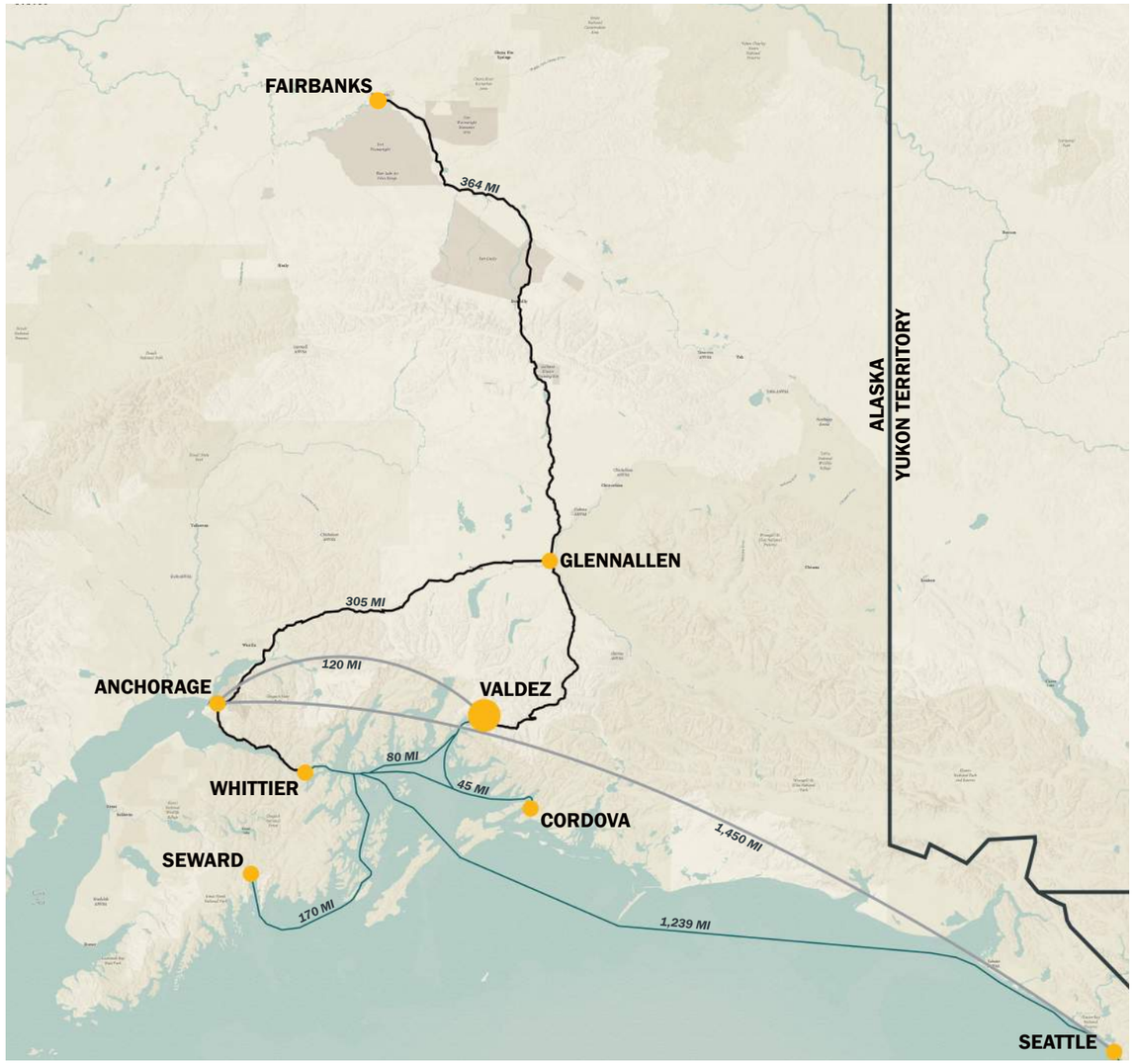
PLANNING THEMES

KEEPING THE PLAN UP TO DATE

Plan Valdez is intended to be a living document. Full updates to the plan should be undertaken every 5 years. The plan may also require amendments between updates. A major amendment would result in a substantial alteration of the City's land use mixture or boundary or a rezone of existing parcels and require approval of the Planning and Zoning Commission and City Council. Major amendments to ***Plan Valdez*** should be done when:

- The extension of facilities and services (road, water, sewer) has changed the optimum intensity of development appropriate for the area.
- The pattern of growth in an area no longer reflects the type of growth expected in the current designation.
- There are new community or neighborhood plans and/or specific planned developments, which may either replace existing designations or which may have policies, elements, or standards which modify, replace, or supersede the plan.
- There is substantial support from residents and property owners for the proposed change.

ABOUT VALDEZ



HISTORY OF VALDEZ

Located on the Chugach Alutiiq/Sugpiaq people's ancestral homeland, the Valdez area has the traditional place name of Saucit, and may have the meaning '*the people from the place that rises into view'.* It has been a gathering place since time immemorial for Alaska Native people to meet, hunt, fish, and trade. Seasonal villages existed in the area; however, they were not permanently inhabited before the town's founding by white settlers. Captain Cook was the first non-native visitor to Prince William Sound in 1778. Spanish cartographer Salvador Fidalgo sailed to Alaska in 1790 to reestablish the Spanish claim to the area and named it the Bay of Valdes after Admiral Antonio Valdes.

In the winter of 1897, 4,000 prospectors traveled to the Valdez area as part of the Klondike Gold Rush. Valdez was falsely advertised as the All-American Route to the goldfields of the Interior; however, there was no town or established trail upon their arrival. The prospectors established a tent city that eventually grew into Valdez. The following year, a formal trail was established through Thompson Pass to the Interior. Realizing Valdez as a strategic location, the Army built Fort Liscum at the present day Alyeska Trans-Alaska Pipeline terminal.

The trail provided the only American inland route to Fairbanks and was upgraded to become the Richardson Highway in 1919, with Valdez serving as the primary shipping port in and out of the Interior. During this time, the primary industries included local mining, shipping, fox farming, fishing, and tourism. In 1924, the Alaska Railroad connected the port community of Seward to Anchorage and Fairbanks, and Valdez was no longer the only entry to the Interior. The community entered its first bust period, with the population falling to 500 residents. At the onset of the bust, Fort Liscum closed. Valdez continued as a fisheries, shipping, and local mining community, but at a smaller scale. Over time, the community served a greater role in the shipping of military freight to the Interior.

On Good Friday, March 27, 1964, a magnitude 9.2 earthquake rocked the Valdez area. The earthquake triggered an underwater landslide resulting in several tsunami waves that destroyed the Valdez waterfront, killing 35 people. The townsite (now called Old Town) was condemned and relocated four miles to the west at its present site. In 1973, Federal Government plans approved the Trans-Alaska Pipeline construction with the terminus at Valdez, setting off a growth boom with 8,000 residents. In 1989, the population dropped to 3,500 and has remained near 4,000. Today, Valdez's primary industries are the oil sector, fisheries, transportation and shipping, local government, and recreation-based tourism.

IN THE BEGINNING
Ancestral homeland to the Chugach Sugpiaq/Alutiiq people.
Source for fishing, hunting, and trading.

1741 TO 1867
Russian and European explorers arrived.

1867
U.S. purchase Alaska from Russia.

1897 TO 1898
Gold-seekers come to Valdez to follow the "All-American Route" over the Valdez Glacier into the Interior.
Route advertised as a pre-existing trail but miners arrive to find no town or trail and a tent city springs up forming Valdez.

1898
Military trail from Port Valdez to Eagle is established.

1901
The City of Valdez is incorporated with a population of 300-400 people.
Valdez-Eagle Trail constructed.

"The town was here before the pipeline and it will be here after. Don't plan for the kids you have now, plan for future generations."

Valdez Resident

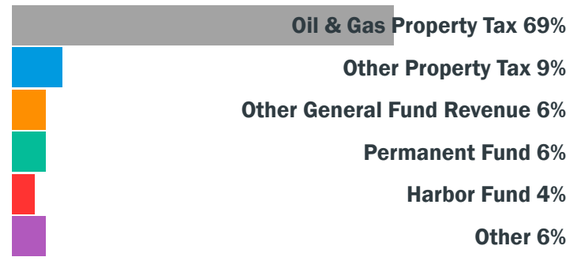
LOCAL GOVERNMENT

Valdez is a home-rule city. The Home Rule Charter states that the Charter "shall be liberally construed to the end that the City may have all powers necessary or convenient for the conduct of its municipal affairs, including all powers that cities may assume pursuant to the provisions of the state constitution." The city manager serves as the chief administrative officer for the City and is appointed by, and serves at the pleasure of, the City Council. The city manager is responsible for the overall supervision and coordination of City operations and the City budget. City of Valdez departments include:

- Administration
- Capital Facilities
- City Clerk
- Economic Development
- Finance
- Fire
- Human Resources
- Information Technology
- Parks, Recreation & Cultural Services
- Planning
- Police
- Ports and Harbors
- Public Works

VALDEZ BUDGET SOURCES

The City operates on an annual budget that represents a calendar year fiscal year, beginning on January 1st and ending on December 31st. The annual budget report highlights the financial needs and resources of the City's upcoming fiscal year. These items include capital expenditures, capital improvements, City expenditures, and City revenue. Over the past 6 years from 2016 to 2021, the City budget has ranged from $50M to $73M with an average annual budget of approximately $61M. Property tax revenues have averaged approximately $44.5M.



"My parents and grandparents, they talk about the cycles. It's been a boom and bust town since the beginning."

Valdez Resident

1902
Army builds Fort Liscum and installs a telegraph line connecting Seattle, WA, to Eagle, AK (bypassing Canada for the first time – WA-AK Military Cable and Telegraph System).
Keystone Canyon Trail is further developed.

1900 TO 1920
Valdez is a busy town supporting a bowling alley, university, several breweries, a dam and hydroelectric plant, sawmill, the seat of (the Territory of) Alaska's Third Judicial District, a bank, two movie theaters, two newspapers, an Ursuline convent, and an excellent public library, hospital, and public school system. In addition to the main industries of mining and shipping, fox farming, fishing, and tourism provide additional employment and revenues.

1906
Cliff Gold Mine, north shore of Port Valdez, results in approx. 51,740 oz. of gold (roughly $19 million in current prices) and 8,153 oz. of silver.

1919
Valdez-Eagle Trail becomes Richardson Highway.

1920 TO 1930
Valdez's first boom has busted. Mining ceases to be profitable.

1924
The completion of the Alaska Railroad from Seward to Fairbanks, via Anchorage. Valdez is no longer the only entry to the Interior.

1925
Army pulls out of Valdez.

1964
Good Friday Earthquake.

1967
Town is relocated to its present day site.

1973
Trans-Alaska Pipeline is approved.

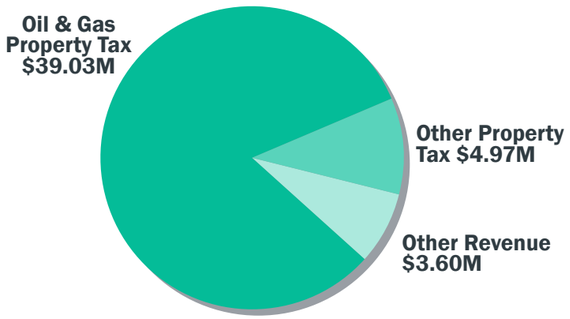
1977
First tanker carrying Alaska North Slope crude oil pulls away from its berth at the Valdez Marine Terminal.

1989
Exxon Valdez oil spill.

TODAY
A diverse economy comprised of oil, winter and summer tourism/recreation, fishing and seafood, transportation, and shipping.

One of the key challenges for the long-term economic viability of the City of Valdez finances is its dependence on property taxes for revenue.

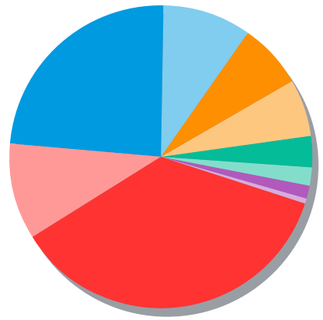
2020 GENERAL FUND REVENUES $47.6M



Since 2006, approximately 90% of the city's general fund revenues have been comprised of property taxes. Because the City's tax structure is dependent on property tax revenues, the City does not burden taxpayers with sales tax and substantial fees on City operated utilities. The City's mill rate is 20 mills (2% or $20 dollars for every $1,000 of taxable value) to maximize property tax collections based on the State of Alaska Statutory formula for the taxation of oil and gas. About 90% of the tax revenue comes from the marine terminal, Petro Star's Valdez refinery, and other Trans-Alaska Pipeline System (TAPS) pipeline facilities. This leaves the City of Valdez especially vulnerable to changes in property valuations for these key properties. Case-in-point, a new valuation for TAPS will be developed in 2021. If that assessment is significantly below current levels, the City of Valdez will have to reassess its fiscal priorities and/or find alternative revenue streams for the community. Both the fairness and the sustainability of the Valdez tax and fee system will be a challenge and focal point for the community looking forward.

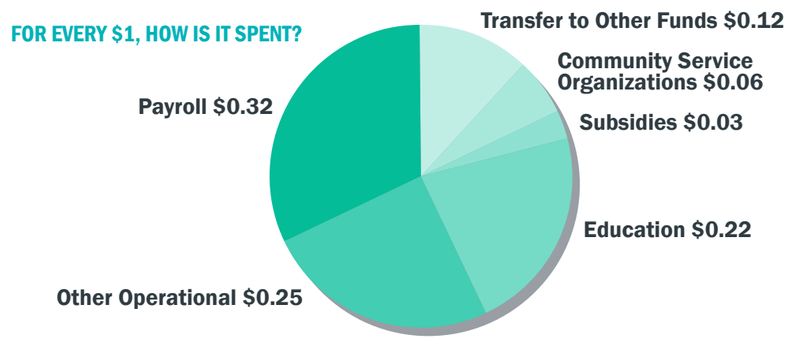
The City of Valdez Permanent Fund was established 1977. The City of Valdez charged oil company owners of the pipeline 1%, in exchange for letting the companies use the City's bonding authority to issue tax-exempt bonds. This created a $13.5 million windfall and the permanent fund. The principal of the fund "shall not be spent, but shall be held perpetually in trust for the benefit of the present and future generations of Valdez residents." The purpose of the Valdez Permanent Fund and the fund's long term capability of becoming a source of operational funding for the City will be examined by the City Council. The City should develop a plan for revenue diversification in the event of a significant future disruption to property tax values.

2020 REVENUE FROM OTHER FUNDS $8.8M



- Permanent Fund $3.20M
- Utility Fund $0.54M
- Debt Service Fund $0.91M
- Capital Project Fund $0.30M
- Harbor Fund $2.10M
- Gilson Med Clinic Fund $0.15M
- Port Fund $0.83M
- Airport Fund $0.13M
- Reserve Fund $0.62M
- VHIA Fund $0.04M

HOW DOES VALDEZ SPEND ITS MONEY?



THE ECONOMY

By many measures, Valdez has the highest median household income in Alaska. Well-paying oil jobs push income levels significantly higher than other Alaska towns. Valdez has the highest total median earnings of any community across Alaska at $63,304 and also has the highest median full-time, year-round earnings at $71,346.

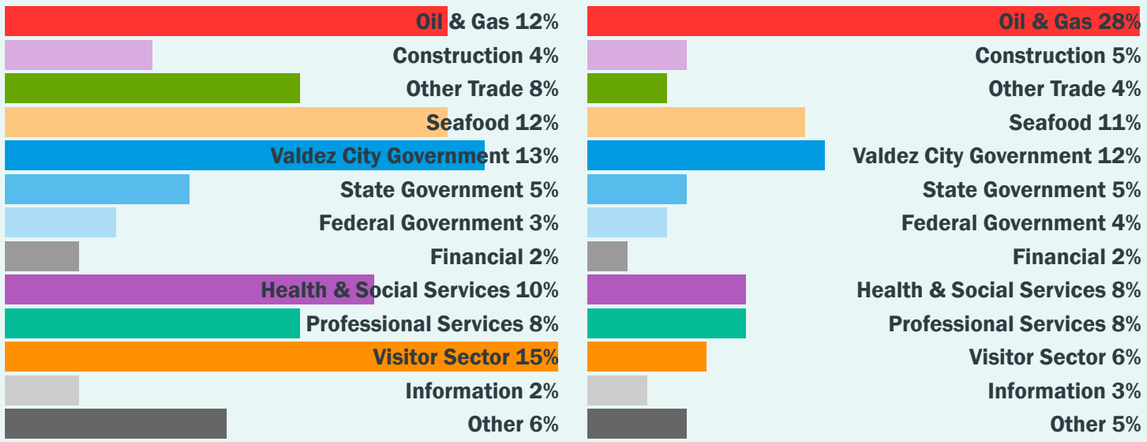
In terms of median household income, Valdez has the 2nd highest level of household earnings of any city in the state. With a median household income of $95,847, the median household income in Valdez is 25% higher than that of Alaska as a whole and 59% higher than the US.

A total of 3,922 non-local workers in the Valdez-Cordova Census Area* in 2018 earned $83.9 million, accounting for 41% of all earnings that year, and comprising 59% of the total workers in the area.

The high level of non-resident workforce is driven by seafood processing and oil refining. In the Valdez-Cordova Census area, 82% of seafood processing workers are non-Alaskans.

In Valdez in 2018, there were 2,830 jobs with an associated $153 million in workforce earnings. The oil and gas sector is the largest provider of local wages, making up 28% of all workforce earnings in 2018. However, oil supports fewer annualized direct jobs, or year-round equivalent jobs, than the visitor sector, the seafood sector, or the Valdez government, which comprise the top three job providers in the community.

THE WHOLE VALDEZ ALASKA ECONOMY 2018

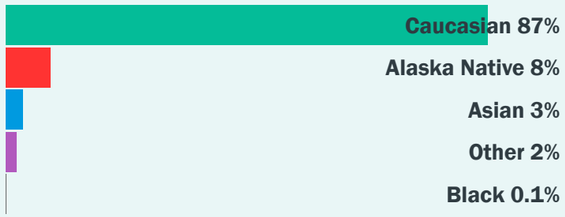


**In 2019, Valdez was split from the Valdez–Cordova Census Area and became part of the newly formed Chugach Census Area along with Cordova and Whittier. At the time data was collected, Chugach Census Area information was not available for this new area.*

"Where can we effectively compete? An airplane factory won't work, we are a hub for transportation, fishing, and tourism."

Valdez Resident

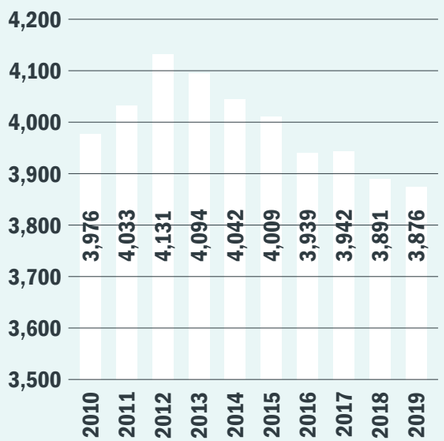
WHO LIVES HERE?



RACE

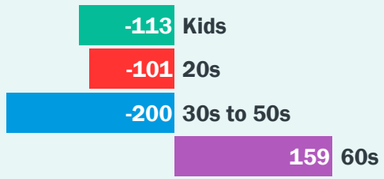
Racially, Valdez is a predominantly white community. The majority of residents are Caucasian, eight percent are Alaska Native, three percent are Asian, and 0.1% are Black. Ethnically, Valdez looks very different from the state of Alaska as a whole, which is approximately two-thirds white, 19% Alaska Native, 9% Asian, and 5% Black.

2020 POPULATION: 3,855



In the past seven years, the population has fallen every year but one, for a total loss of six percent, or 255 people. Some specific sub-demographic groups have fallen much more quickly than the total population.

7 YEARS OF VALDEZ POPULATION CHANGE
-225 PEOPLE -6%



POPULATION PROJECTIONS

Continued Valdez population losses are expected, with 38 fewer residents projected in 2020. The 2025 Valdez population is on track to be the lowest recorded population for the community since the 1980s. According to these pre-COVID-19 estimates, between 2020 and 2045, the community is expected to lose 7% of its population, with a loss of 11% in the three decades between 2015 and 2045.

WHAT DOES POVERTY LOOK LIKE IN VALDEZ?

Nine percent of the total Valdez population is below poverty levels, including 16% of school-aged children. In 2018, 8% of the white population in Valdez was below poverty and 56% of Alaska Natives living in the community were living below poverty levels.

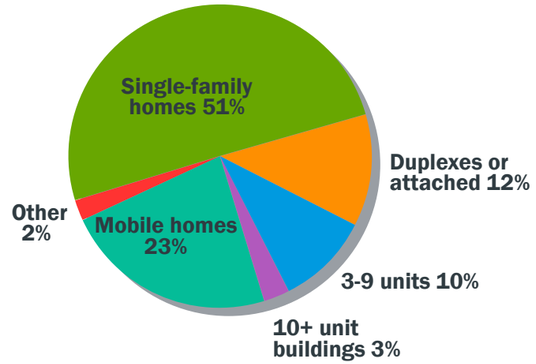
"Sometimes people can't find housing so they choose not to relocate to Valdez for the job."

Valdez Resident

HOUSING

Valdez has a high percentage of mobile/manufactured homes that make up the overall housing stock. Nationally, just 4.6% of all housing stock is made up of mobile homes. In Alaska, that figure is slightly higher at 6.3%, while coastal Alaska is 7.4%. In Valdez mobile homes make up 23%, nearly a quarter, of all housing units.

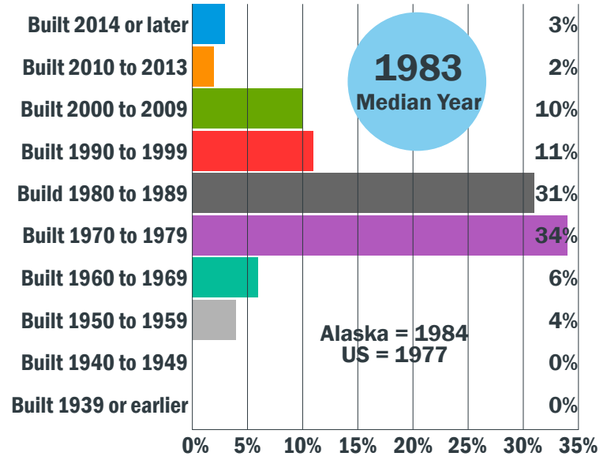
VALDEZ HOUSING INVENTORY



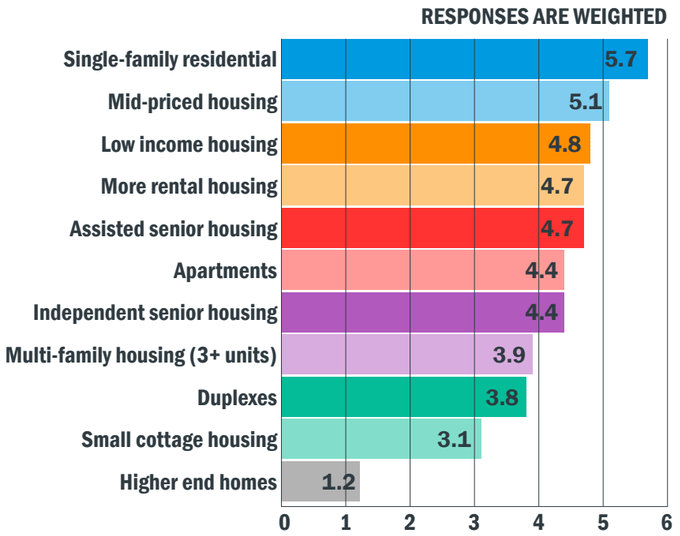
Valdez is also unique in terms of when housing was constructed in the community. Nearly all of the housing was built in the years immediately following the 1964 Good Friday earthquake when the community was relocated, and during the pipeline boom.

YEAR BUILT IN VALDEZ

PERCENTAGE OF HOMES BY YEAR BUILT



HOW IMPORTANT ARE DEVELOPMENT OF THE FOLLOWING HOUSING TYPES IN VALDEZ?



Results from the community survey provided feedback for the types of housing that the community feels is missing in Valdez. The top three housing developments that are most important to residents are single-family residential, mid-priced housing, and low-income housing.

"The availability of housing in general is very important. This is the biggest complaint or concern we get from new hires."

Valdez Resident

COMMUNITY VOICES

POST CARD MAILERS
2,190 Mailed

VIRTUAL MEETINGS
134 Attendees

MEETINGS
29 Total

DRAFT PLAN COMMENTS
158 Received

WEBSITE
2,000+ Visits

COMMUNITY SURVEY
468 Responses

FOCUS GROUP CONTACTS
148 People

"When kids graduate they want to explore the world. When they come back to Valdez, they want to meet a partner, get a job, and buy a house. Can they do it?"

Valdez Resident

COMMUNITY ENGAGEMENT PROCESS

The community of Valdez shared with the planning team their perspective on what the future vision of their ideal community is. These community values, concerns, and aspirations created the foundation for ***Plan Valdez***. To date, throughout the 18-month long process, over 750 voices were heard through multiple opportunities to provide input. These opportunities included virtual public meetings, focus groups, City Commission and Board meetings, City Council work sessions, the community survey, and submitting comments in response to the release of the draft plan.

The planning team typically held monthly meetings with the Comprehensive Planning Advisory Committee throughout the process. Several meetings were held with the Planning and Zoning Commission, various City Boards and Commissions, the Planning Department, and other City Departments. Valuable input from these diverse groups of stakeholders also helped to shape the plan's vision.

OUTREACH LIMITATIONS

At the onset of the project, the COVID-19 pandemic hit the world and impacted the public engagement process planned for ***Plan Valdez***. Due to travel restrictions, the planning team resorted to virtual meetings throughout the duration of the discovery and planning process. The planning team maintained paper copies and mailers to ensure that people without access to the virtual meetings were included in the process and had chances to participate in ***Plan Valdez***.

While these tools were successful, they do not fully replace direct interaction and idea sharing that occurs through in-person engagement events. Unfortunately, these limitations were insurmountable and required to ensure the health, safety, and welfare of the community.

WHAT WE HEARD

COMMUNITY VALUES

- Small town spirit and values
- Neighbors helping neighbors
- Resiliency
- Access to recreation
- Culture and history

CONCERNS

- Protecting character while growing the economy
- Increasing development costs and high cost of living
- Reduced regional transportation services
- Growing quality education and employment opportunities
- Diminishing population
- Access to healthcare
- Limited access to affordable childcare
- Long-term mental and physical health
- Lack of affordable housing and general lack of housing

ASPIRATIONS

- Be a community where people want to stay
- Have a sustainable, stable, and year-round economy
- Have quality affordable services: education, health care, childcare, and senior living
- Have a variety of housing types to meet different needs and income levels
- Be a model city for wellness
- Grow in a positive and productive trajectory with the public and private sectors partnering in an efficient and effective manner
- Be celebrated for its quality of life
- Balance racial inequities

OUR LAND

The natural features and resources of Valdez are central attributes that attracted early settlement and continue to attract residents, visitors, and businesses today. The historic and cultural resources of the community represent a living history of the area. Choices made in how the City is developed and how residents live day-to-day affect the quality of these resources. In turn, natural hazards, climate change, and other environmental issues potentially pose a threat to these same resources. Therefore, land use plans and major land use decisions need to be made with the fullest possible understanding of the resources and potential impacts. By integrating the natural, cultural, and built environment, Valdez will preserve and enhance a high quality of life for its residents with clean water, recognition of its historical past, habitat for fish and wildlife, and safe and secure places for people to live and work.

LOCAL CULTURE

Valdez is located in Prince William Sound, the ancestral homeland of the Chugach Sugpiaq/Alutiiq people, and is rich in history and culture. There is scant documented information regarding the archaeological and cultural resources of the area; however, indigenous community members indicate there are important cultural resources here. Documented information is similarly lacking for subsistence use areas as the City of Valdez is located in a state Non-Subsistence Use Area and Valdez is considered a non-rural community under federal subsistence regulations. Community members have expressed their support in identifying and preserving the cultural resources in the area, including historic sites, buildings, and sensitive cultural locations.

Currently, the City of Valdez does not have a program that actively manages and considers cultural resources; however, ordinance 97-01 and Chapter 2.36 of Valdez Municipal Code established a Valdez Museum and Historical Archive that supports and enhances goals in heritage preservation, public education and economic development. The City of Valdez does not have a landmark designation program, nor does it maintain an inventory of local places deemed worthy of preservation. There are no properties in the City of Valdez that are listed in the National Register of Historic Places and there are no properties listed in the Alaska Landmark Register.

Historic and cultural resource preservation is conducted as part a comprehensive planning framework, combining benefits of preservation with other community planning objectives. While federal and state laws and regulations govern the consideration of these place-based resources during state and federal project planning, consideration and preservation of these resources is most effective at the local level. The goal of ***Plan Valdez*** is to set up a framework that aligns with the private sector, independent organizations, and citizens to increase awareness of, and to protect Valdez's cultural resources.

WHY WE CARE ABOUT OUR LAND AND ITS RESOURCES

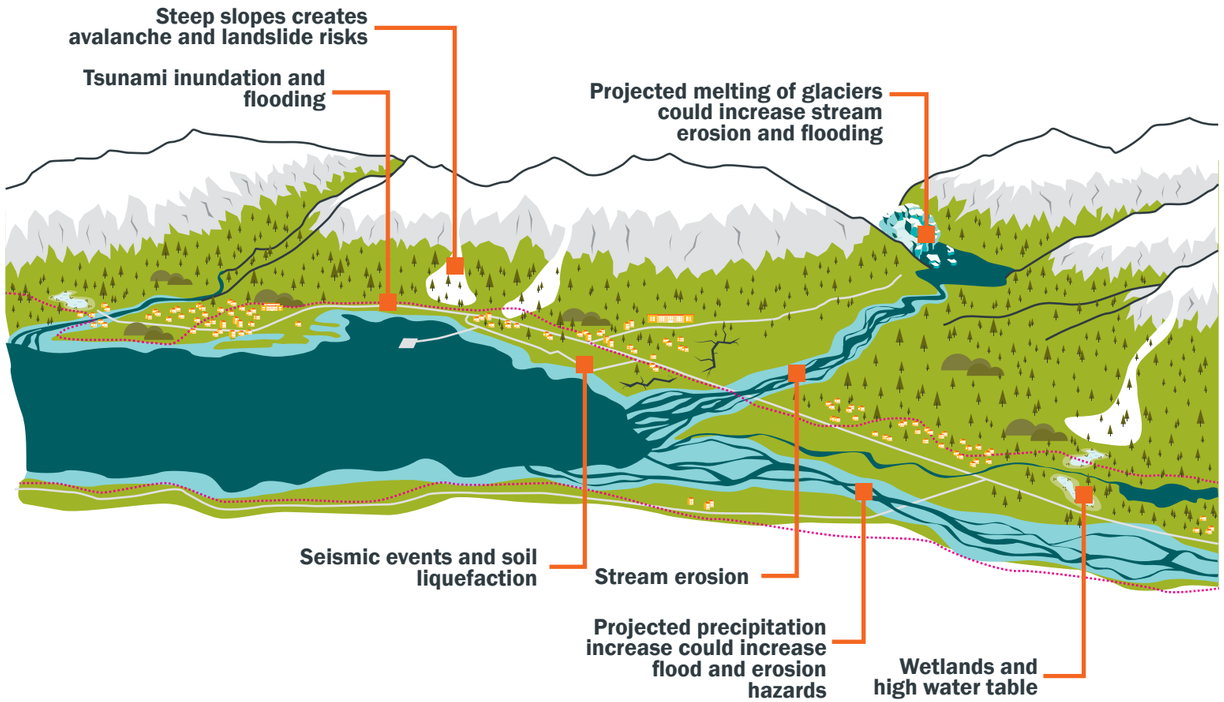
FACTORS THAT CONTRIBUTE TO OUR CULTURAL RESOURCES

ENVIRONMENTAL FACTORS

Valdez's environmental system is an intricate network of living, engineered, and climatic features working together. The health of the City is directly correlated to recognition of the risks associated with this extreme landscape and the strength of this ecosystem. Developed areas are generally susceptible to flooding, erosion, liquefaction during earthquakes, and landslides and avalanches from the adjacent mountain slopes. Valdez is in an active earthquake zone, although rare, Valdez can suffer from wildfires in hot, dry weather.

Historically, avalanches have been a source of transportation disruption to the community, routinely blocking the Richardson Highway and cutting off road access into and out of Valdez. These avalanches and landslides can be triggered naturally by rain, groundwater fluctuations, and seismic events, and also by human activities. Prince William Sound creeks, streams and rivers surround and flow through the town, which is situated at approximately 100 feet above sea level. This makes Valdez prone to flooding, high ground water, and tsunami hazards.

Understanding the functions and risks associated with natural systems and what types of activities may impact these functions now and in the future as conditions change, is key to protecting sensitive lands and for sustainable development. These environmental conditions often add front-end costs to development projects, and operation and maintenance of systems in order to protect the public. It is therefore essential for the community to recognize natural hazard risks that have the potential to affect development and public safety and plan to be resilient to them. Public safety and critical infrastructure as well as structures that could pose a substantial risk to human life in case of damage or failure such as schools, senior and assisting living facilities, and hospitals should be located in areas with a low risk for hazards.



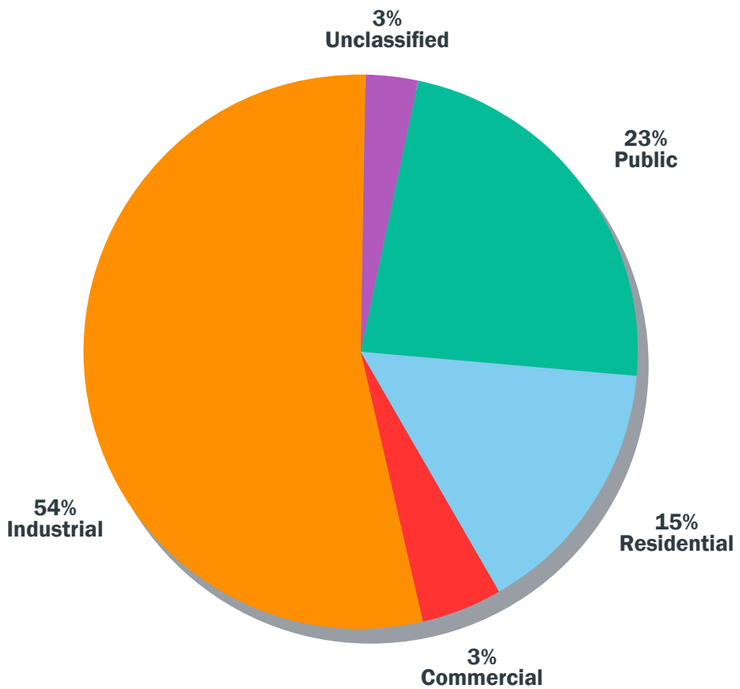
LAND CLASSIFICATION

LAND OWNERSHIP

The Valdez city limits encompasses 272 square miles of land and water, with approximately 222 square miles being land. Much of the land within the city limits, 202 square miles, are managed by an agency other than the City of Valdez and includes state and federal lands and are designated as Public Lands. The City of Valdez owns roughly 53% of land in Valdez not managed by state or federal agencies.

With the 202 square miles of lands managed by the state and federal agencies removed from the analysis, the following summaries the existing generalized zoning for the City of Valdez.

ZONING ANALYSIS



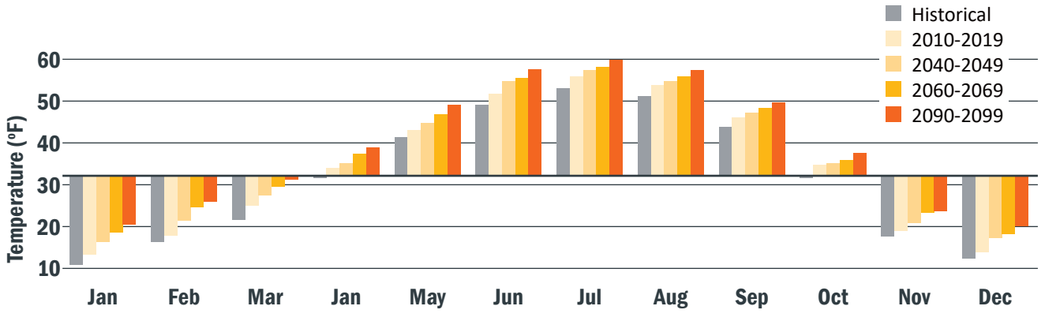
"Valdez is located within one of the most beautiful settings. With that comes impacts; both good ones and those that make life here challenging."

Valdez Resident

CLIMATE PROJECTIONS

Climate change affects the characteristics of the hazards that affect our planning areas, and as such, is a lens through which we can examine planning decisions. Based on a planning horizon within this century, projected climate change impacts include increased temperatures and increased winter rainfall.

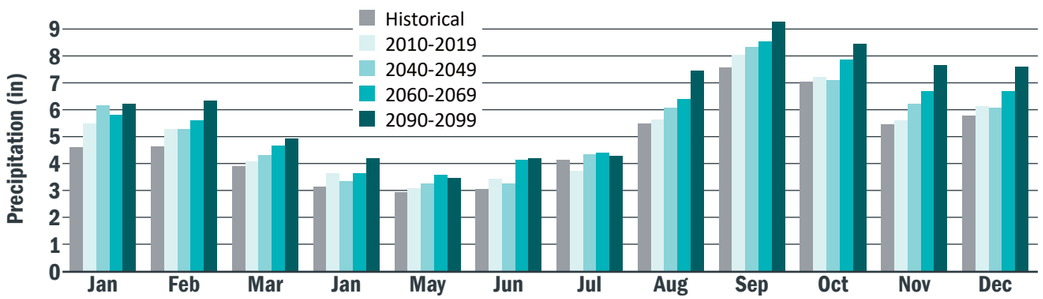
AVERAGE MONTHLY TEMPERATURES FOR VALDEZ, ALASKA*



Average temperatures are expected to warm by about 5.5°F in the next 50 years, with average temperatures in January predicted to rise approximately 8.0°F above current temperatures from only slightly above freezing to well above freezing. Many rivers in the area will shift from a below-freezing to above-freezing temperature regime. The Valdez growing season may be expected to increase from 150 days to approximately 230 days.

* Climate change modeling is based on historical CRU 3.2 and 5 Model Projected Average at 10mm resolution, High Emissions (RCP 6.0) Scenario.

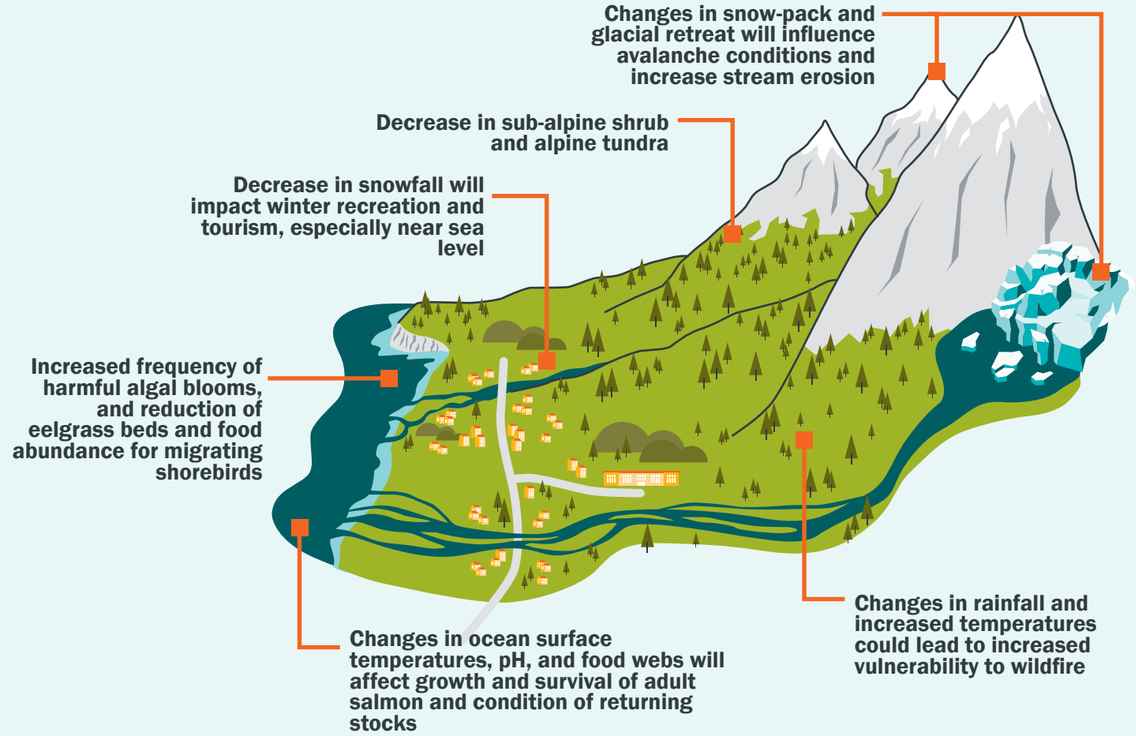
AVERAGE MONTHLY PRECIPITATION FOR VALDEZ, ALASKA*



Greater precipitation is projected throughout the year, with the most substantial increases occurring from September through May. The proportion of days when precipitation is expected to fall as snow rather than rain is projected to decrease by 23 percent from October to March, with the largest decline in October to November. A potential increase in the frequency and intensity of strong storms is also expected.

* Climate change modeling is based on historical CRU 3.2 and 5 Model Projected Average at 10mm resolution, High Emissions (RCP 8.5) Scenario

CLIMATE RISKS



SEVERE WEATHER RISKS

Severe weather is a likely to become an increased threat to Valdez, affecting the whole community and putting over $250,000,000 of infrastructure at risk. These risks may include an increase in winter rain events, flooding, and erosion.

The estimated combined storm surge and tide elevation in Port Valdez with a 100-year recurrence interval is 10.6 feet above sea level, impacting waterfront locations and properties within the river deltas. Indirect flood risks that impact the public safety include road closures, access and response capabilities, limited availability of perishable commodities, and isolation. Flooding and erosion risks are considered likely and impacts to buildings and infrastructure in Valdez could be widespread. Impacts from rising sea levels are not anticipated due to land rebound.

Closures of the Richardson Highway due to snowstorms and avalanches in the Thompson Pass are more-or-less an annual event cutting Valdez off from road transportation for varying periods. The critical issue is frequency and severity, which could be affected by predicted increases in snowfall and temperature, making the snow-pack more unstable and producing larger avalanches. With the reduction of ferry service and recent uncertainty around commercial airline operations, closures of this sort would potentially have a more considerable impact today than five years ago.

While annual snow depths are expected to be reduced, the increase of late winter rain to snow on roof structures will add weight that could impact structures and affect drainage systems.

DEVELOPMENT SUITABILITY MAP

DEVELOPMENT SUITABILITY

Using City of Valdez publicly available data, environmental conditions, and hazard mapping, were overlaid to graphically illustrate and anticipate ecological impacts on development. Polygons were assigned values to display areas with the lowest, medium, and highest development costs based on conditions that would impact construction costs. The development suitability criteria are as follows:

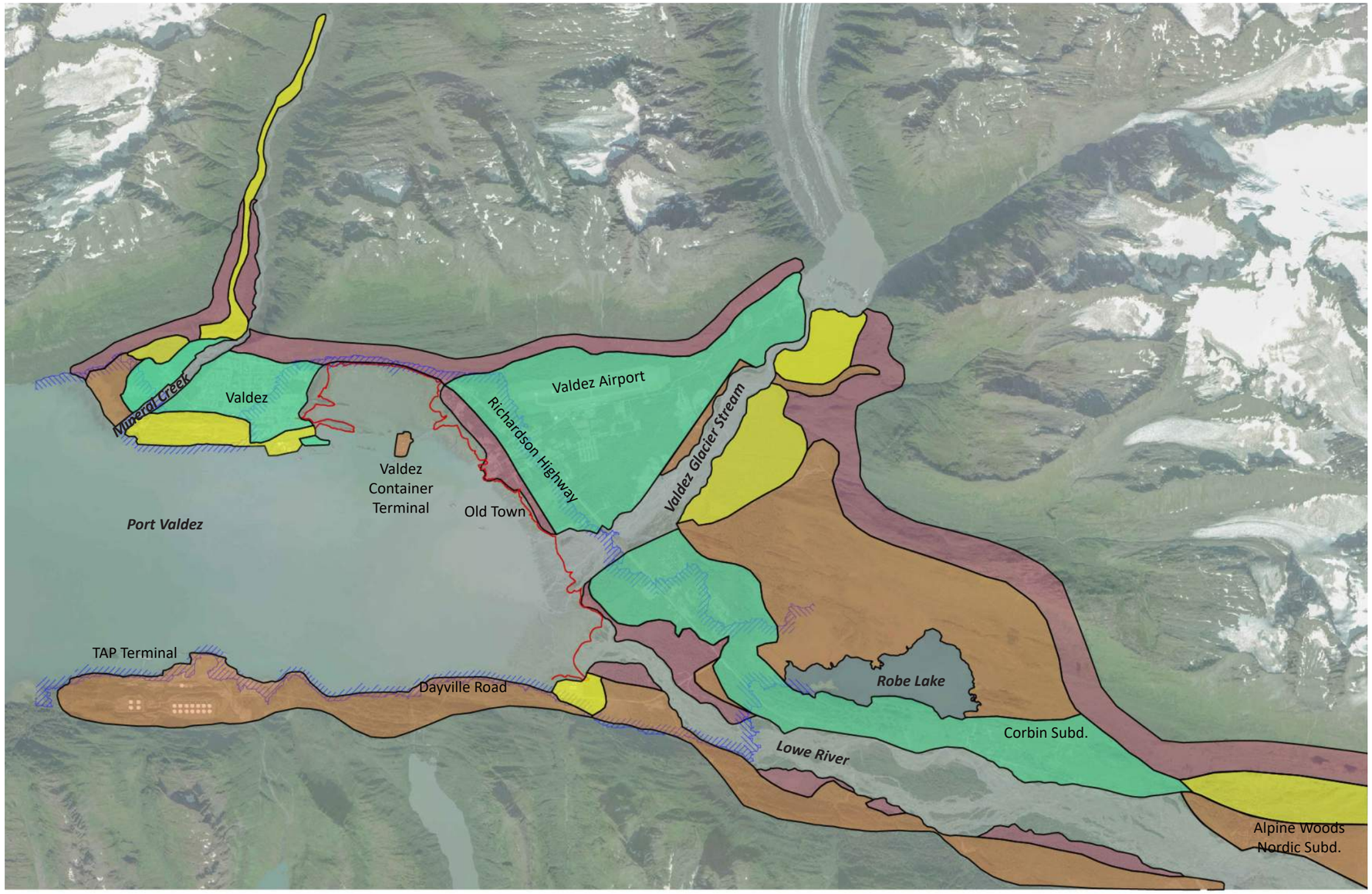
- Low Development Constraints (Green): Areas without environmental impacts and slopes less than 10%.
- Medium Development Constraints (Yellow): Areas with one or more environmental impacts resulting in more extensive groundwork due to moderate slopes (10-15%), less stable soils, as well as areas of partial wetlands where mitigation may be required.
- High Development Constraints (Orange): Areas with one or more environmental impacts where significant groundwork and additional structures may be required. These include slopes 15-25%, significant soil and wetland conditions, and areas prone to flooding.
- Areas with Significant Environmental Constraints (Red): Development is not recommended in these areas due to steep slopes greater than 25%, avalanche and landslide hazards, and areas subject to significant flooding events.

100 Year Storm Surge
Tsunami Inundation Boundary

Development below the 100 year storm surge elevation (10.6' MLLW) should be limited to critical waterfront structures needed for waterfront access. Design of structures in this area should take into consideration the risk of storm surge and flooding.

Development in the Tsunami Inundation area and in areas of steep slopes may be possible, however, the risk of damage and life safety must be carefully assessed and avoided or mitigated during planning.

This conceptual level map graphically illustrates generalized areas and is intended to be a guide to future land use development. The map is based on readily available data from the City and other sources and has not been field verified by the planning team. Actual site-specific environmental conditions and associated development costs may vary from what is shown. Additional information is in the Appendix as technical memorandums and maps.



PLACE TYPES

The future land use map is a geographic and thematic representation for future land use development in Valdez. It is to be a gradual transition towards a long-term vision. ***Plan Valdez*** describes future land uses in terms of place types that reflect the overall character of Valdez and represent how the community would like to grow moving forward. The place types and corresponding land use maps are based on the goals expressed by the community, existing land uses, future needs, and known hazards. The place types will serve as the framework for future land use patterns encouraged in Valdez and as a guide for future development decisions, infrastructure improvements, and public and private investment.

While the place types will be used to guide future decisions on rezoning, development regulations, and policies, they are not legally binding but they provide direction for these other documents and policies that are. The place types set the stage for planned amendments to the City's zoning code and will help promote a more sustainable pattern of development. ***The intent is to incrementally transition zoning districts over time to implement the vision.***

Due to much of Valdez's land being developed, the proposed place types are generally consistent with existing uses and zoning districts with a few notable exceptions.

- May be different from what is physically on the ground today, indicating that the City expects the current use to gradually change in the future;
- Reflect recommendations to reclassify some industrial lands to better accommodate residential and commercial needs; and,
- Some land uses have been re-designated to Conservation, Recreation, or lands requiring further study with a recommendation they be designated for Future Residential/ Recreation or Future Industrial/Working Waterfront due to avalanche hazards, flood zones, steep terrain, or sensitive landscapes.

It is the intent that zoning will be the regulatory tool used to implement the place type designations. Each color-coded place type provides desired land uses and lists compatible zoning districts. Many of the place type categories have more than one corresponding zoning district, permitting an interpretation of the map based on existing uses and local conditions.

The place types include two overlays (see Specialty), and there may be a need to develop a third overlay to respond to the proposed Alaska To Alberta (A2A) railway development. Planning for the railway is still in its early stages, and if it becomes feasible, a new overlay should be developed as part of a future update of ***Plan Valdez***.

Areas without a place type designation are Public Lands managed by government agencies other than the City of Valdez. Conservation is an allowable land use for all place types. Descriptions of the land use types are found in the Appendix.

CONSISTENCY STATEMENT & FINDINGS OF FACT

The comprehensive plan is not an ordinance or law, however, land use plans, development plans, subdivision actions, and rezoning decisions must be "consistent" with the adopted plan and future land use map. Consistent means "furthers or does not contradict the objectives, goals, and policies contained in the comprehensive plan."

Consistency statements and/or findings of fact are the specific reasons given to either approve or deny an application or request. Findings of fact should be, as the name implies, based on fact and substantial evidence rather than opinion. The following is an example of a motion and findings of fact related to a rezoning request.

The planning commission recommends that the governing body approve the proposed rezoning based on the following findings of fact: 1. The proposed rezoning is consistent with the ***comprehensive plan's future land use map***. 2. The proposed rezoning is consistent with ***the comprehensive plan's goals and policies*** related to the location of high density residential housing. 3. The proposed rezoning is consistent with adopted plans for the general area. 4. Findings of fact require supporting evidence.

HOW TO USE THIS SECTION

PLACE TYPE

Each page contains a place type that describes the overall character of the area and desired uses.

PRIMARY LAND USE

These land uses are more prominent and play a defining role in characterizing the place type.

SUPPORTING LAND USE

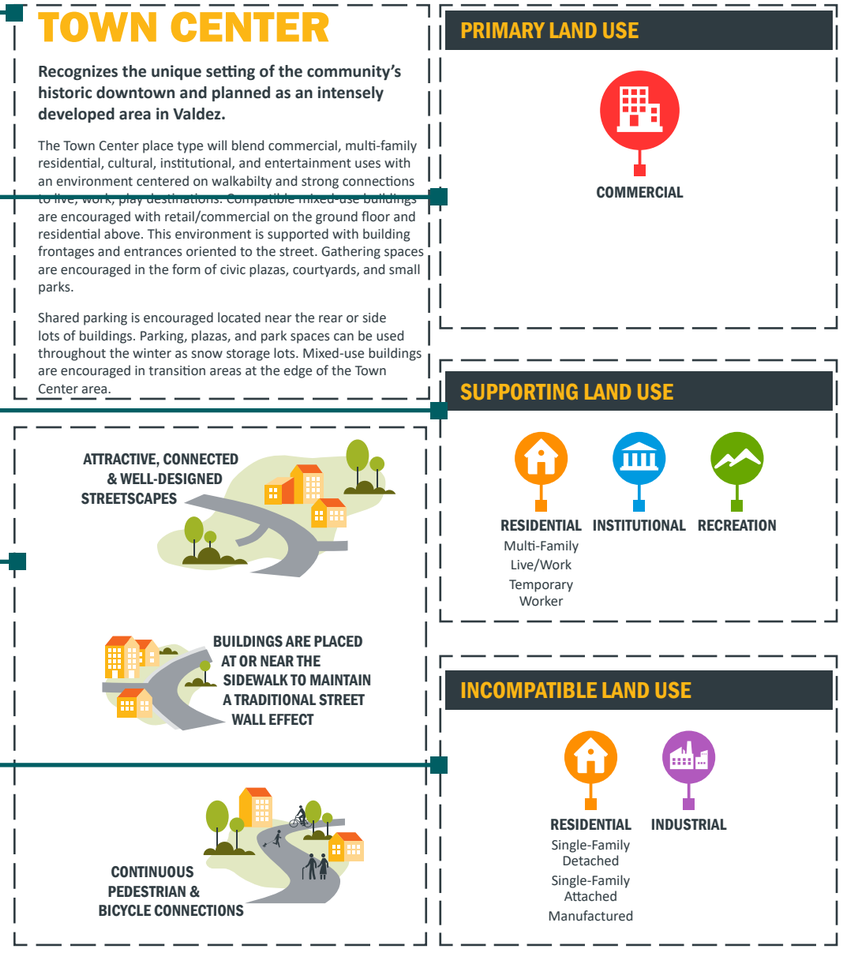
These land uses are less prevalent and serve to support the primary land uses.

DEFINING CHARACTERISTICS

These are the characteristics that will define the place type including uses, access and connectivity, visual character, and supporting amenities.

INCOMPATIBLE LAND USE

These land uses are not consistent within the place type. It is the intent that existing incompatible uses are transitioned out as the place types redevelop.



RESIDENTIAL

The residential place type includes a range of housing choices, including single-family, small lot single-family, townhomes, cottage housing, manufactured homes, and multi-family developments to meet the needs of present and future residents. As the community experiences shifting demographic and market trends, there will be an increasing demand for housing options that support all stages of life, income levels, and lifestyles. New residential development should add diversity to the existing housing stock and create a variety of housing opportunities for families, singles, young professionals, seniors, persons with disabilities, and multi-generational families.

Manufactured housing and mobile home parks are an important form of housing in Valdez, in that there is a shortage of affordable housing. While it is expected that existing mobile home parks will remain where they are, the desired long-term vision is for any new affordable housing to be located outside industrial areas to avoid public health, noise, emissions, and other safety impacts, including truck traffic that can be associated with industrial uses in residential areas.

NEW TOWNSITE NEIGHBORHOOD

Characterizes the first area that was developed after the 1964 Good Friday earthquake and the relocation of the community.

The New Townsite Neighborhood place type will continue to reflect its origins as a planned townsite, characterized by single-family detached homes. As the area continues to mature, the inclusion of more duplexes, townhomes, accessory dwelling units, and small scale multi-family housing is expected.

Multi-family housing and appropriately scaled neighborhood commercial are encouraged when the New Townsite Neighborhood place type transitions towards the Town Center and Mixed-Use Center. Parks, schools, and religious institutions are encouraged, as well as multi-modal connection networks. Distinctive characteristics are reinforced by encouraging developments compatible in scale and design.

PRIMARY LAND USE

RESIDENTIAL
Single-Family Detached
Single-Family Attached

SUPPORTING LAND USE

RESIDENTIAL
Small Scale Multi-Family
Live/Work
Manufactured

RECREATION
All

COMMERCIAL
Neighborhood

INSTITUTIONAL
Education
Community

INCOMPATIBLE LAND USE

RESIDENTIAL
Temporary Worker

INDUSTRIAL
All

COMMERCIAL
General
Major Office

INSTITUTIONAL
Medical

RESIDENTIAL NEIGHBORHOOD

Single-family homes with public utilities in residential neighborhoods requiring automobile dependency.

The Residential Neighborhood place type has a dependency on the automobile to reach services and jobs. The Residential Neighborhood may include parks, greenbelts, community centers, and similar amenities. Public services, including water and wastewater services, are readily available or in close proximity with a service expansion plan in place.

RESIDENTIAL NEIGHBORHOODS WITH UTILITIES

DEPENDENCY ON THE AUTOMOBILE

ENCOURAGE CONNECTIONS TO PUBLIC SPACES & AMENITIES

PRIMARY LAND USE

RESIDENTIAL
Single-Family Detached
Single-Family Attached

SUPPORTING LAND USE

RESIDENTIAL
Manufactured
Multi-Family (Up to and including four-plex)

RECREATION
All

INSTITUTIONAL
Educational
Community

INCOMPATIBLE LAND USE

RESIDENTIAL
Live/Work
Temporary Worker
Multi-Family (Greater than four-plex)

INDUSTRIAL
All

COMMERCIAL
All

INSTITUTIONAL
Medical

RURAL NEIGHBORHOOD

Larger lots or clustered on smaller lots to preserve natural features, important vistas, and viewsheds.

The Rural Neighborhood place type is exclusively used for residential buildings and surrounded by lands that exhibit a more rural character. Development layouts follow land contours, incorporate natural features, and protect sensitive resources. The neighborhoods are automobile dependent and frequently characterized by non-grid street patterns and relatively long distances to the Town Center. Public services are not readily available and large lots are required to support on-site wells and septic systems.

LARGE LOTS OR CLUSTERED SMALLER LOTS WITH PRIVATE SEWER AND WATER

DEPENDENCY ON THE AUTOMOBILE

PROTECT SENSITIVE RESOURCES & INCORPORATE NATURAL FEATURES

PRIMARY LAND USE

RESIDENTIAL
Single-Family Detached

SUPPORTING LAND USE

RESIDENTIAL
Single-Family Attached
Manufactured

RECREATION
Parks
Passive

INCOMPATIBLE LAND USE

RESIDENTIAL
Live/Work
Multi-Family
Temporary Worker

INDUSTRIAL
All

COMMERCIAL
All

RECREATION
Regional

INSTITUTIONAL
All

COMMERCIAL

The commercial place types supports shopping, eating, working, and receiving professional and personal services. This designation promotes businesses that typically have direct contact with customers.

TOWN CENTER

Recognizes the unique setting of the community's historic downtown and planned as an intensely developed area in Valdez.

The Town Center place type will blend commercial, multi-family residential, cultural, institutional, and entertainment uses with an environment centered on walkability and strong connections to live, work, play destinations. Compatible mixed-use buildings are encouraged with retail/commercial on the ground floor and residential above. This environment is supported with building frontages and entrances oriented to the street. Gathering spaces are encouraged in the form of civic plazas, courtyards, and small parks.

Shared parking is encouraged and located near the rear or side lots of buildings. Parking, plazas, and park spaces can be used throughout the winter as snow storage lots. Mixed-use buildings are encouraged in transition areas at the edge of the Town Center area.

PRIMARY LAND USE

COMMERCIAL
All

SUPPORTING LAND USE

RESIDENTIAL
Multi-Family
Live/Work

INSTITUTIONAL
All

RECREATION
All

INCOMPATIBLE LAND USE

RESIDENTIAL
Single-Family Detached
Single-Family Attached
Manufactured

INDUSTRIAL
All

MIXED-USE CENTER

As places of economic activity, provides the weekly and convenience shopping needs for Valdez residents and integrates housing options to offer residents the ability to live, shop, and work in close proximity.

This place type is characterized by a mix of stand-alone retail buildings, larger stores (i.e., grocery store, general merchandise store), offices, and small-scale mixed-use buildings with higher density residential uses such as townhomes, apartments, and live/work units physically and functionally integrated. Uses can be mixed in either a vertical or horizontal configuration. Residential and office above ground-floor commercial should be encouraged. These uses are located along collector and arterial roads and tend to be more automobile oriented with larger parking areas. Pedestrian connectivity should be a priority to reduce the number of vehicle trips between uses.

A MIX OF COMMERCIAL & RESIDENTIAL LAND USES

CONTINUOUS PEDESTRIAN & BICYCLE CONNECTIONS

PRIMARY LAND USE

COMMERCIAL
All

INSTITUTIONAL
All

SUPPORTING LAND USE

RESIDENTIAL
Single-Family Attached
Multi-Family
Live/Work
Manufactured

RECREATION
All

INCOMPATIBLE LAND USE

RESIDENTIAL
Single-Family Detached

INDUSTRIAL
All

WORKING WATERFRONT

Activities that range from harbors, seafood processing, workforce housing, commercial, marine services, open space, and fishing charters.

The Working Waterfront place type is intended to represent water-related activities that derive an economic or social benefit from a waterfront location. Primarily, the uses will relate with commercial/economic enterprises, tourism, or recreation.

Land will continue to be reserved to meet current and future needs for cargo shipping, fishing, passenger cruises, ferries, excursion boats, recreational boats, and other water-dependent activities. Park space, pedestrian connection, and public space is encouraged in the working waterfront.

MIXED-USE WATER DEPENDENT DEVELOPMENT

SAFELY CONNECT PEOPLE WITH THE WORKING WATERFRONT

ACTIVE & VIBRANT HARBORS & UPLANDS

PRIMARY LAND USE

COMMERCIAL
All

INDUSTRIAL
Light
Waterfront

SUPPORTING LAND USE

RESIDENTIAL
Temporary Worker

RECREATION
Parks
Passive

INSTITUTIONAL
Community

INCOMPATIBLE LAND USE

RESIDENTIAL
Single-Family Attached
Single-Family Detached
Multi-Family
Manufactured

RECREATION
Regional

INSTITUTIONAL
Education
Medical

INDUSTRIAL
Heavy
Aviation

INDUSTRIAL

The industrial place type is intended to provide for concentrated areas of employment with a variety of heavy and light manufacturing, warehousing, mini-storage, open storage, multi-tenant industrial parks, automotive repair and similar uses. They also overlap with foreign trade zones to maximize economic opportunities.

INDUSTRIAL BUSINESS & PRODUCTION

Employment and production hub that is predominantly composed of light industrial uses with some complementary office and commercial uses.

The Industrial Business and Production place type includes light industrial businesses and operations that are consumer oriented and typically create products for the end user. They may include complementary commercial and office spaces. They have less environmental impacts than heavy industrial operations. They will be located by adjoining roadways that will accommodate truck traffic without negatively impacting quieter place types. Where this place type borders other place types setbacks and buffers are used to minimize impacts to adjacent land uses.

LIGHT INDUSTRIAL USE WITH COMPLEMENTARY OFFICE SPACES

BUFFERS ALONG ADJOINING PLACE TYPE BOUNDARIES

PRIMARY LAND USE

INDUSTRIAL
Light

SUPPORTING LAND USE

INDUSTRIAL
Aviation
Waterfront

COMMERCIAL
All

RECREATION
Motorized
Sports/
Facilities

INCOMPATIBLE LAND USE

INDUSTRIAL
Heavy

INSTITUTIONAL
All

RECREATION
All Other

RESIDENTIAL
All

INDUSTRIAL HUB

Characterized by land uses that generally have more impacts on the environment and surrounding land uses and may have the potential to affect the public health and safety due to sound, odors, and vibrations.

The Industrial Hub place type typically includes heavy industrial operations and the use of large and heavy equipment and facilities. They have more environmental impacts than Industrial Business and Production and will be required to have appropriate buffers from all other place types to minimize impacts to the environment and the public health and safety. It is important that adjoining transportation facilities provide fast and convenient freight access to the Industrial Hub and that roadway access and designs accommodate large truck traffic where appropriate.

CONVENIENT TRANSPORTATION LINKS

TRUCK TRAFFIC & LOUDER ACTIVITIES

BUFFERS ALONG ADJOINING PLACE TYPE BOUNDARIES

PRIMARY LAND USE

INDUSTRIAL
Heavy

SUPPORTING LAND USE

INDUSTRIAL
Light
Aviation
Waterfront

RECREATION
Motorized
Sports/
Facilities

INCOMPATIBLE LAND USE

COMMERCIAL
All

INSTITUTIONAL
All

RECREATION
All Other

RESIDENTIAL
All

VALDEZ AIRPORT

Aviation related services that do not conflict with safe and efficient airport operations.

The Valdez Airport place type includes the airport and may include aviation support, maintenance facilities, aircraft hangars and tie downs, aviation related tourism, short-term materials and goods storage, and tourist support services (car rental, tours).

AIRPORT RELATED SERVICES

LIGHT INDUSTRIAL USE WITH COMPLEMENTARY OFFICE SPACES

PRIMARY LAND USE

INDUSTRIAL
Aviation

SUPPORTING LAND USE

INDUSTRIAL
Light

COMMERCIAL
General

INCOMPATIBLE LAND USE

INDUSTRIAL
Heavy
Waterfront

COMMERCIAL
Neighborhood
Major Office

INSTITUTIONAL
All

RECREATION
All

RESIDENTIAL
All

PUBLIC LAND

This category includes active and passive recreational activities or areas, such as parks, athletic fields, campgrounds, preserves, habitat areas, and public open space with distinguishable walking, biking, skiing, or motorized trails.

HISTORIC TOWN SITE

In honor of the original Valdez Town Site (Old Town), this area is considered a sacred place and will have activities that complement the history of the site.

The Historic Town Site place type will have minimal development that is focused in a culturally appropriate manner. Activities are day-use only and are to include passive recreation such as hiking, fishing, and picnicking. Interpretive amenities are encouraged to highlight the story of the original Valdez townsite and the history of Valdez.

DAY-USE PASSIVE RECREATIONAL ACTIVITIES

INTERPRETIVE AMENITIES & STORY BOARDS

PRIMARY LAND USE

RECREATION
Passive

INCOMPATIBLE LAND USE

RECREATION
Parks
Regional

RESIDENTIAL
All

INSTITUTIONAL
All

COMMERCIAL
All

INDUSTRIAL
All

RECREATION

Promotes passive and active recreational opportunities that include non-motorized and motorized activities, as well as supporting facilities.

The Recreation place type focuses on a variety of recreational uses ranging from passive to active. Passive activities include those with minimal facilities including hiking, walking, cross-country skiing, cycling, and day-use areas, as well as approved motorized recreational activities. Developed and active recreation in this place type includes large open recreation space with athletic and sports fields, recreation facilities and buildings, playgrounds, campgrounds, developed fishing areas, urban trails, and parking.

STRONG TRAIL CONNECTIONS TO & BETWEEN NEIGHBORHOODS

A VARIETY OF AMENITIES THAT ACCOMMODATE ACTIVE & PASSIVE RECREATIONAL ACTIVITIES

DAY-USE PASSIVE RECREATIONAL ACTIVITIES

PRIMARY LAND USE

RECREATION
All

SUPPORTING LAND USE

INSTITUTIONAL
Community

COMMERCIAL
Recreation
Related

INCOMPATIBLE LAND USE

RESIDENTIAL
All

INSTITUTIONAL
Education
Medical

COMMERCIAL
All Others

INDUSTRIAL
All

CONSERVATION

Characterized by mainly undisturbed lands that are protected by local, state, or federal agencies or by public, private, or non-profit organizations because of their valuable natural resources or potential hazards.

The Conservation place type includes lands designated for conservation that are intended to remain in their natural state. This place type also includes some lands that are identified as hazard lands. There may be opportunities for limited passive recreation such as non-motorized trails, trailheads with parking, and viewing platforms that complement the natural setting. In some cases, after a special study, limited development may be possible but should not include habitable buildings or critical facilities.

PROTECTED NATURAL ENVIRONMENTAL CONDITIONS & HABITATS

DAY-USE PASSIVE RECREATIONAL ACTIVITIES

PRIMARY LAND USE

RECREATION
Passive

INCOMPATIBLE LAND USE

RECREATION
Parks
Regional

RESIDENTIAL
All

INSTITUTIONAL
All

COMMERCIAL
All

INDUSTRIAL
All

SPECIALTY

These lands have a special overlay, or would benefit from additional studies to better understand opportunities, constraints, and the suitability of the land to support future developments.

An overlay adds conditions to the underlying place type and allows continued use by that underlying place type; or recognizes a potential future development where the underlying place type dictates the use of this area until approval of the potential future development that would activate this overlay and its land use.

GATEWAY CORRIDOR OVERLAY

Protects and improves the aesthetic and visual character of the land directly adjacent to roadway corridors.

The Gateway Corridor place type is an overlay place type that adds conditions to the underlying place type. The underlying place type continues to be a compatible use with an emphasis on creating a positive visual experience along the corridor while providing for continued safe and efficient use of the roadway.

PRIMARY LAND USE

PER UNDERLYING PLACE TYPE

SUPPORTING LAND USE

PER UNDERLYING PLACE TYPE

INCOMPATIBLE LAND USE

PER UNDERLYING PLACE TYPE

DESTINATION RESORT OVERLAY

Lands that are strategically located and there is an existing interest to develop a recreation based destination resort.

Resorts can become significant economic generators and social gathering places creating employment opportunities, substantially expanding the tax base and enhancing the quality of life for the local community. The Destination Resort Overlay is intended to promote flexibility in development to seamlessly integrate the variety of land uses needed to support a resort ranging from residential, retail, lodging, restaurants, and utility infrastructure. There is emphasis on the need for a specialized Master Plan to promote land use compatibility and sustainability, efficient provision of transportation and utility infrastructure and to suitably protect environmentally sensitive resources, community character, and natural features. Until this project becomes reality, the underlying place type dictates land use.

The Master Plan for the proposed development will indicate the type of uses expected within this overlay and requires City approval prior to development. The land uses to the right are anticipated land uses but does not restrict the potential uses that would be associated with this development.

ANTICIPATED PRIMARY LAND USE

RECREATION
All

ANTICIPATED SUPPORTING LAND USE

RESIDENTIAL
All

COMMERCIAL
All

INDUSTRIAL
Light

ANTICIPATED INCOMPATIBLE LAND USE

INSTITUTIONAL
All

INDUSTRIAL
All others

FUTURE RESIDENTIAL/ RECREATION

Lands to be considered for future residential and recreational land use activities.

The Future Residential/Recreation place type is for lands that, in the foreseeable future, are less suitable for development because of the high cost of extending and maintaining public infrastructure and services and high expected development costs. Prior to development, a special study to better understand risks, costs, and benefits of allowing development of the area is recommended.

PRIMARY LAND USE

RECREATION
All

RESIDENTIAL
All

SUPPORTING LAND USE

INSTITUTIONAL
Community

INCOMPATIBLE LAND USE

INSTITUTIONAL
Education
Medical

INDUSTRIAL
All

COMMERCIAL
All

FUTURE INDUSTRIAL/ WORKING WATERFRONT

Lands to be considered for future industrial areas, are along the waterfront, or are located in known hazard areas.

The Future Industrial/Working Waterfront place type is for lands that, in the foreseeable future, are less suitable for development because of the high cost of extending and maintaining public infrastructure and services and high expected development costs. Prior to development, a special study to better understand risks, costs, and benefits of allowing development of the area is recommended.

PRIMARY LAND USE

INDUSTRIAL
All

SUPPORTING LAND USE

RESIDENTIAL
Temporary Worker

RECREATION
Passive
Motorized Sports/ Facilities

COMMERCIAL
General

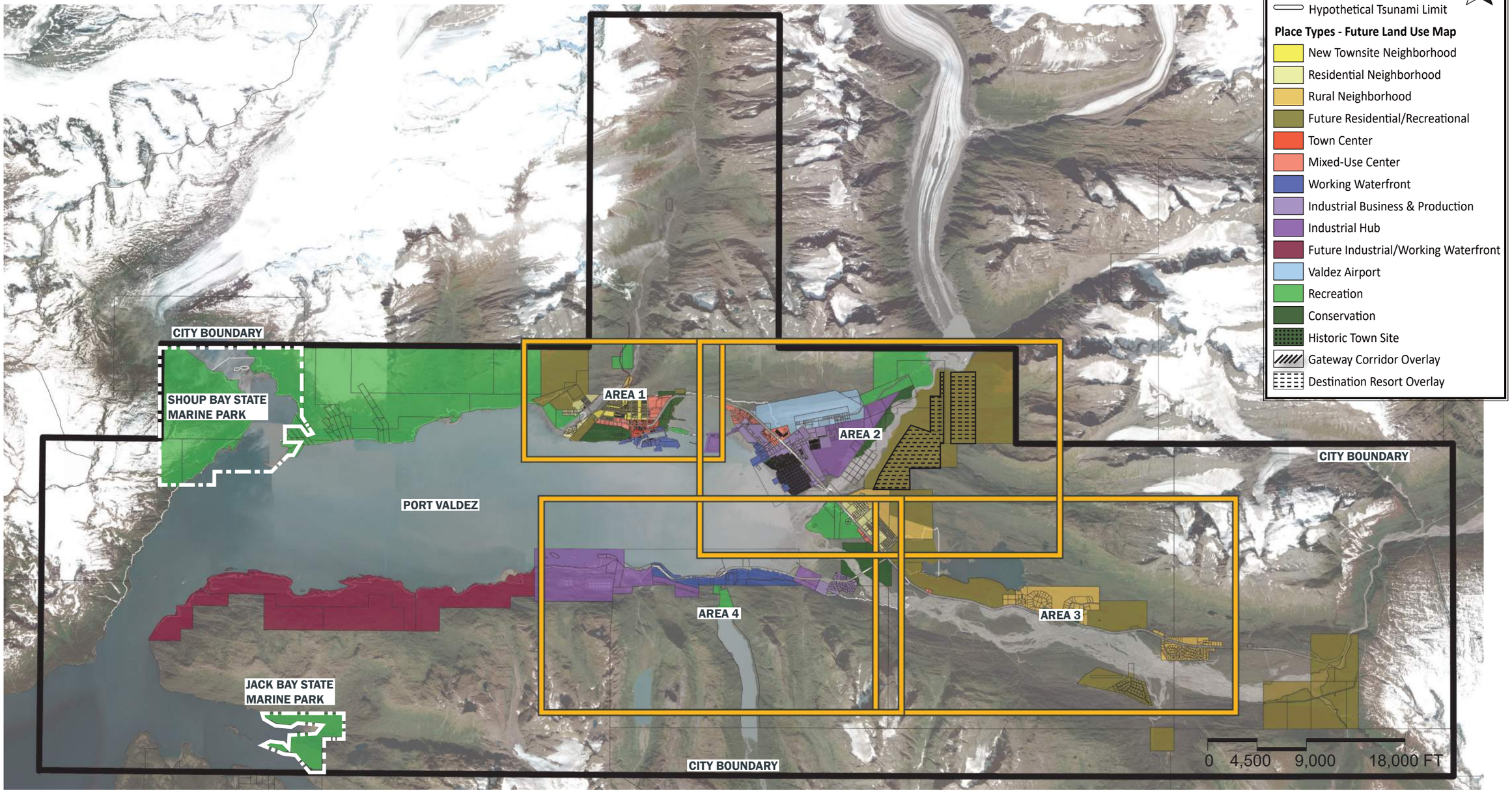
INCOMPATIBLE LAND USE

COMMERCIAL
Neighborhood
Major Office

INSTITUTIONAL
All

RESIDENTIAL
All Other

LAND USE PLACE TYPES



LEGEND

N

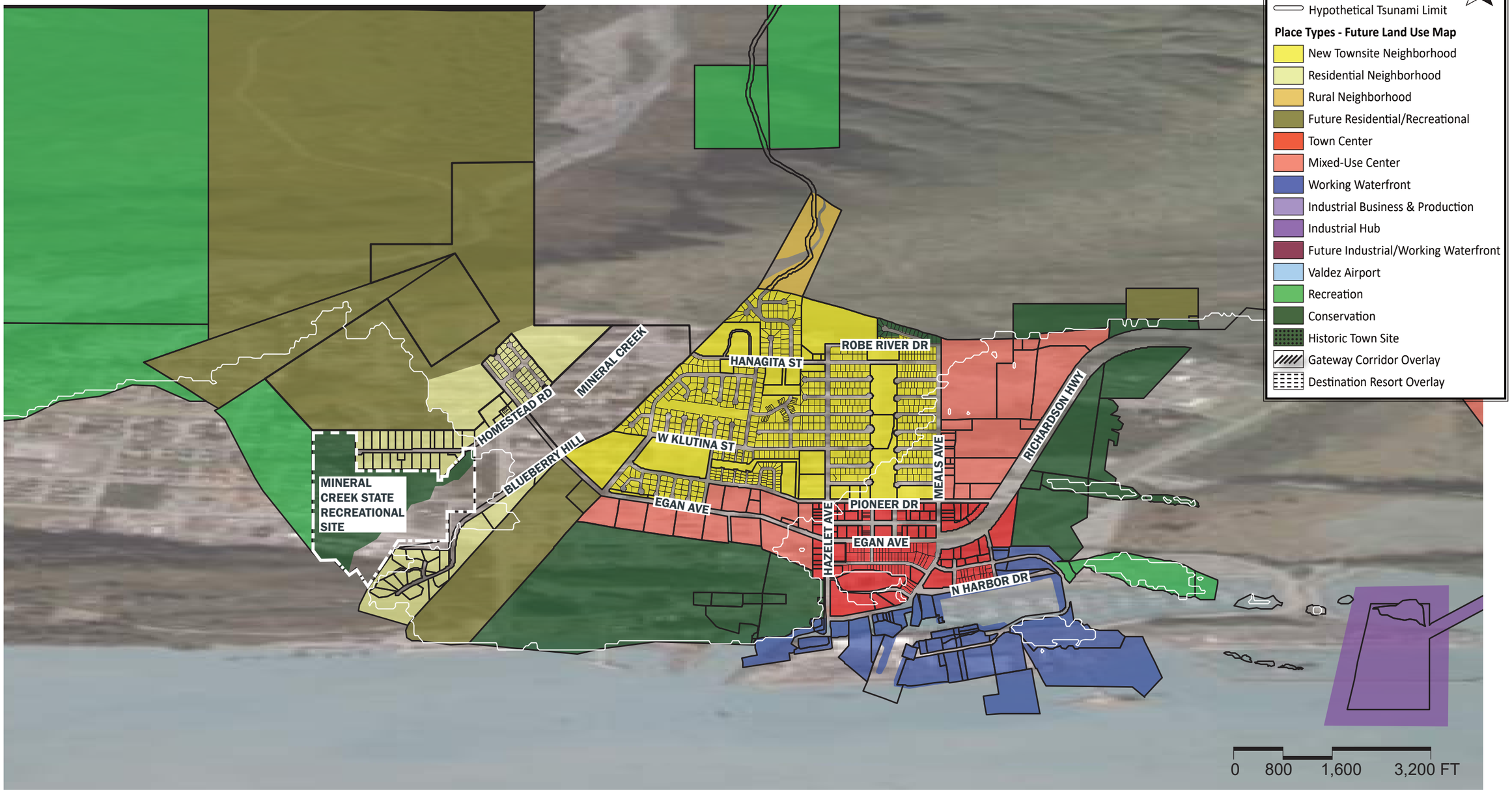
Tsunami Scenario

- Hypothetical Tsunami Limit

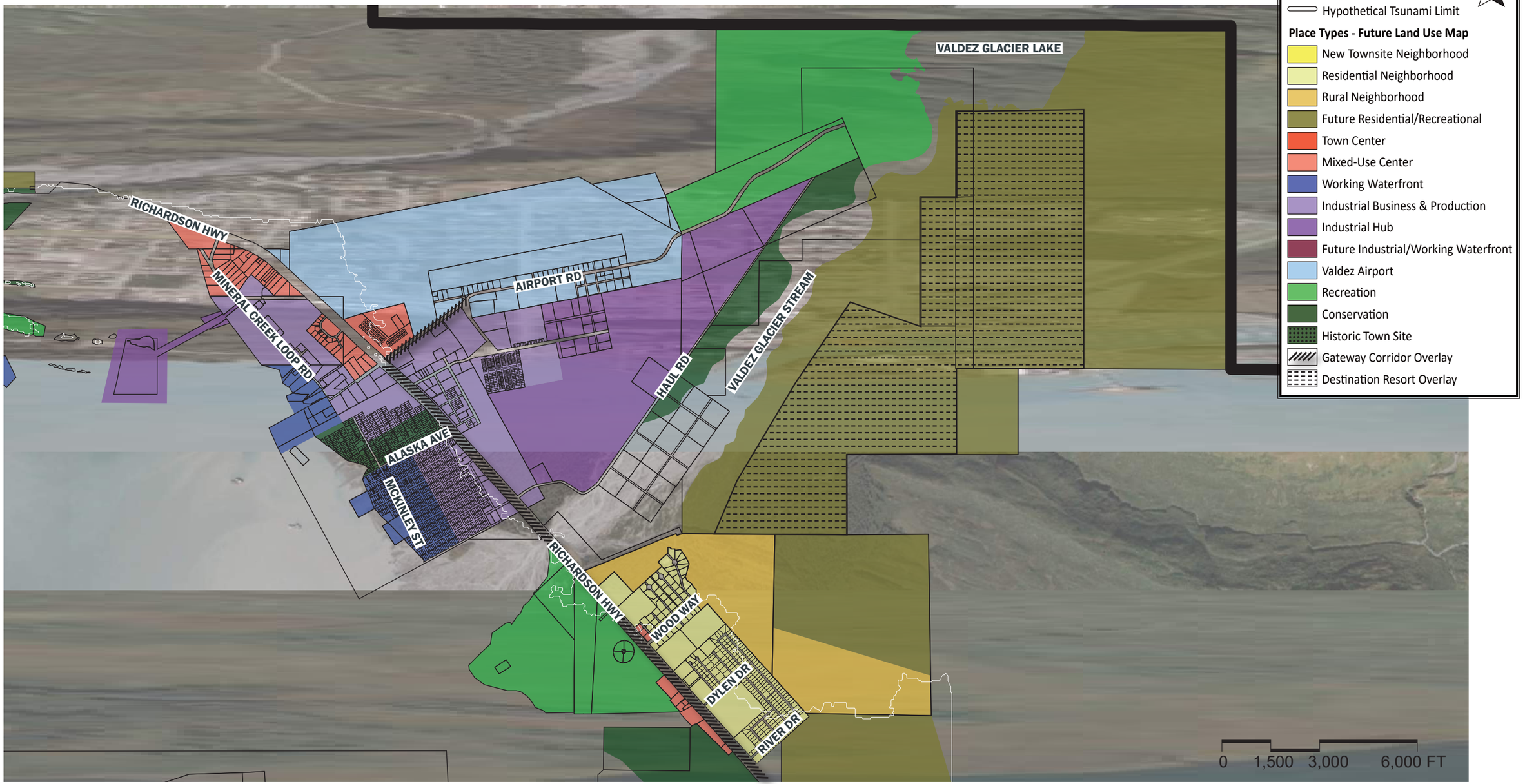
Place Types - Future Land Use Map

- New Townsite Neighborhood
- Residential Neighborhood
- Rural Neighborhood
- Future Residential/Recreational
- Town Center
- Mixed-Use Center
- Working Waterfront
- Industrial Business & Production
- Industrial Hub
- Future Industrial/Working Waterfront
- Valdez Airport
- Recreation
- Conservation
- Historic Town Site
- Gateway Corridor Overlay
- Destination Resort Overlay

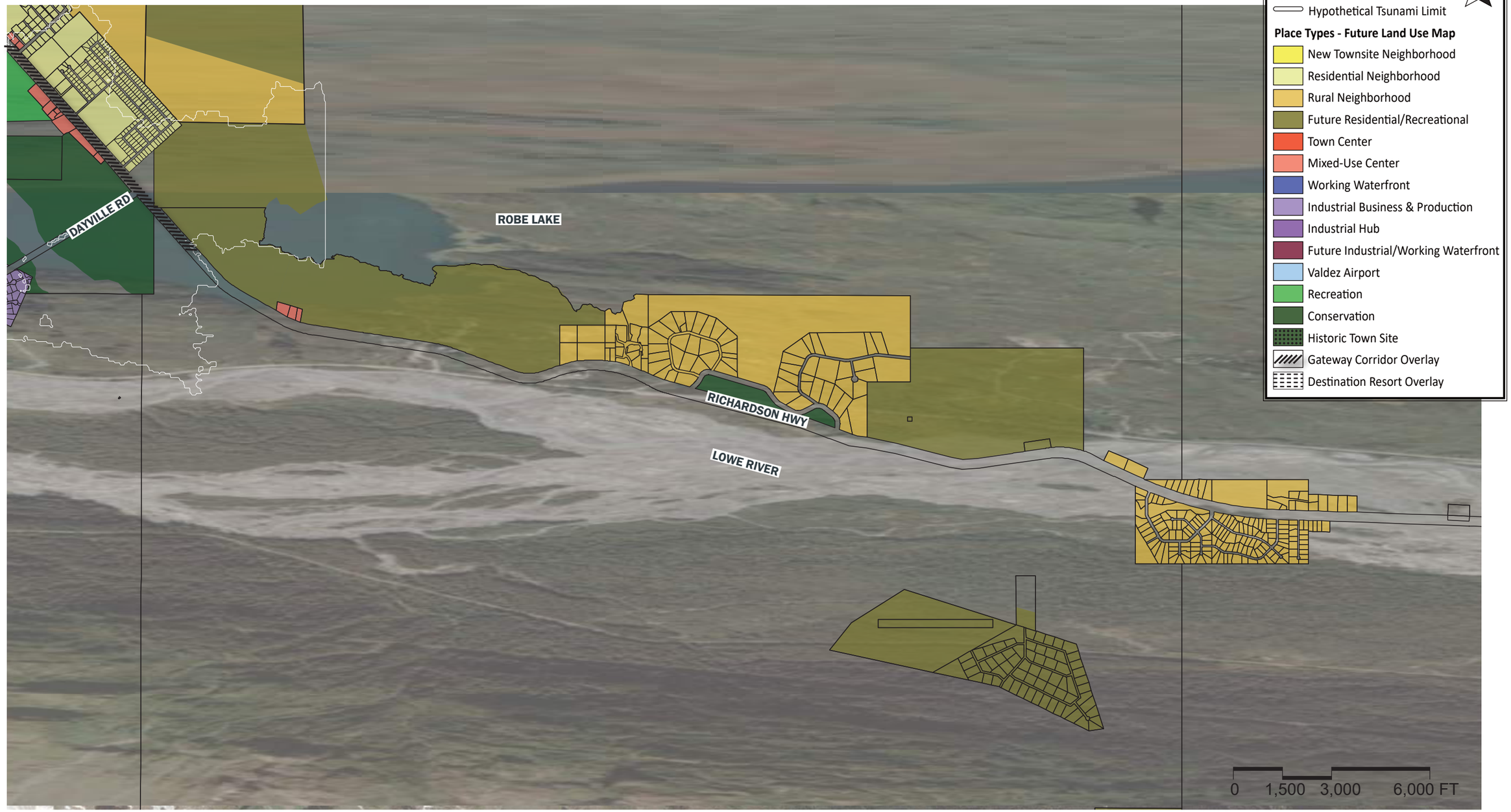
LAND USE PLACE TYPES: AREA 1



LAND USE PLACE TYPES: AREA 2



LAND USE PLACE TYPES: AREA 3



LEGEND

N

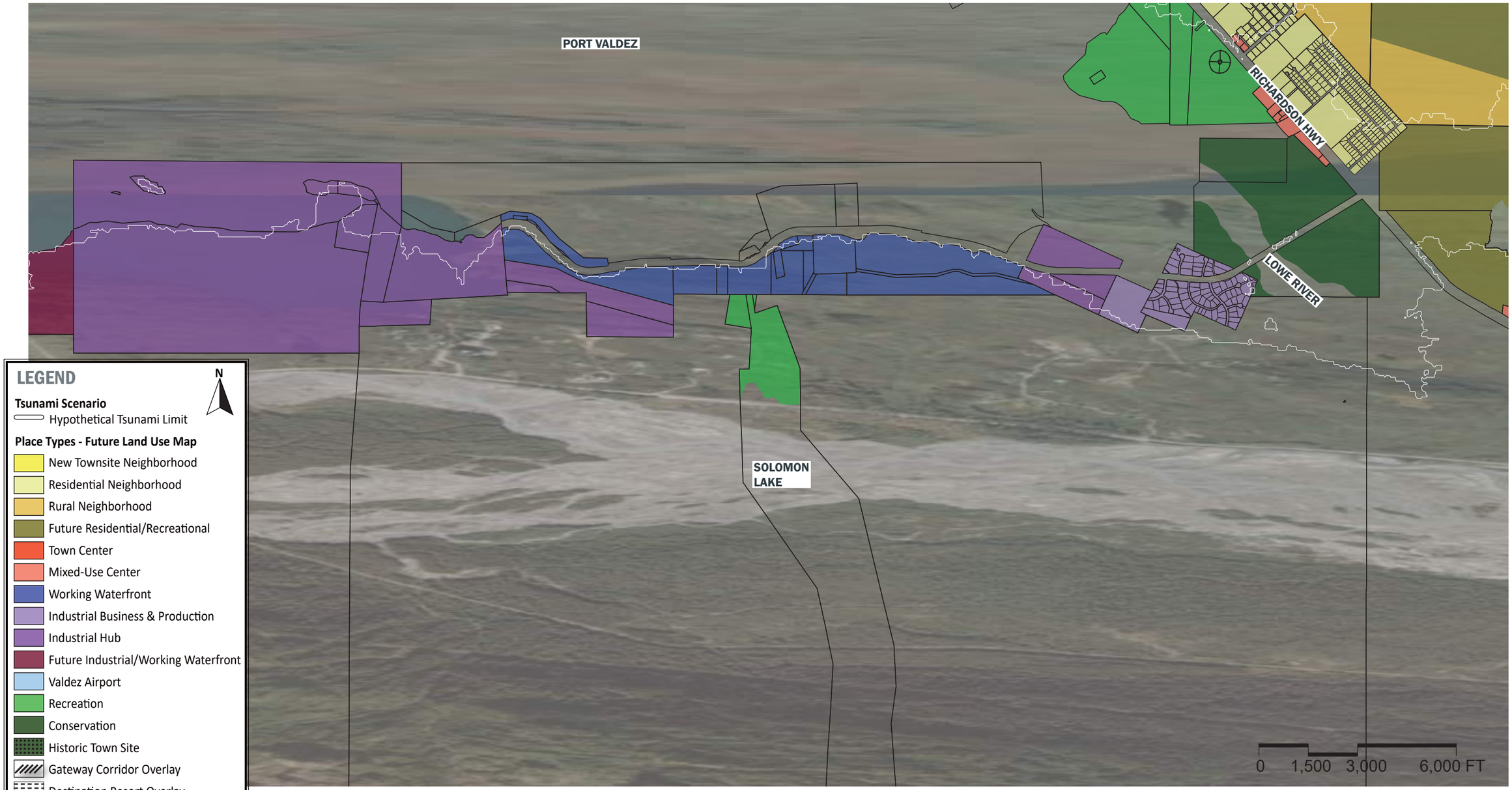
Tsunami Scenario

- Hypothetical Tsunami Limit

Place Types - Future Land Use Map

- New Townsite Neighborhood
- Residential Neighborhood
- Rural Neighborhood
- Future Residential/Recreational
- Town Center
- Mixed-Use Center
- Working Waterfront
- Industrial Business & Production
- Industrial Hub
- Future Industrial/Working Waterfront
- Valdez Airport
- Recreation
- Conservation
- Historic Town Site
- Gateway Corridor Overlay
- Destination Resort Overlay

LAND USE PLACE TYPES: AREA 4



GOALS & ACTIONS

Plan Valdez is organized into thematic elements. For each theme, specific goals and actions are identified to provide the City of Valdez with incremental steps that will work towards achieving the overall community vision. The goals describe what Valdez hopes to achieve during the 20 year plan and the actions describe implementable and measurable actions to achieve the goals.

Implicit in the themes, goals and strategies is the overarching principal of creating a more equitable community. What historic advantages or disadvantages do residents face? Are there policy barriers that can be removed to close housing, health, education, and wealth gaps? Are engagement and representation inclusive, accessible, and authentic? What policies are available to enhance opportunities for all residents including low-income residents?

COLLABORATIVE ACCOUNTABLE TRANSPARENT

LIVABLE BUILT ENVIRONMENT

THRIVING, STABLE & SUSTAINABLE ECONOMY

CONNECTED

HEALTHY LIVING

ENVIRONMENTAL STEWARDSHIP

ADAPTABLE & RESILIENT

HOW TO USE THIS SECTION

THEME

Themes are the elements that when combined, form the overall vision of this comprehensive plan.

THEME DESCRIPTION

A description of the theme for how it is used within this plan.

GOAL

Goals are what needs to be accomplished to implement the theme.

ACTION

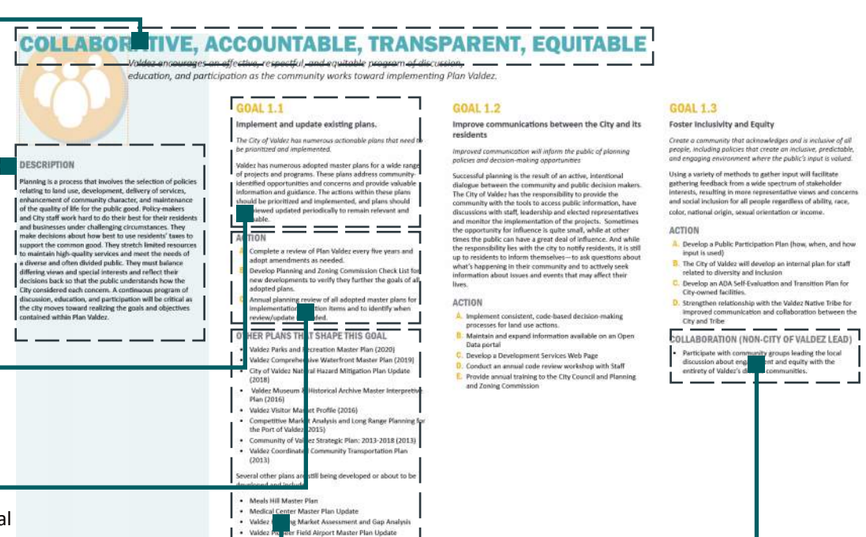
Actions are the individual steps needed to achieve the goal.

OTHER PLANS

Other plans by the City of Valdez or other entities that contribute to implementation of this goal.

COLLABORATION

Actions that occur through partnership and collaboration where the City of Valdez is not the lead.



COLLABORATIVE, ACCOUNTABLE, TRANSPARENT, EQUITABLE

Valdez encourages an effective, respectful, and equitable program of discussion, education, and participation as the community works toward implementing Plan Valdez.

Collaborative, Accountable, Transparent, Equitable

Planning is a process that involves the selection of policies relating to land use, development, delivery of services, enhancement of community character, and maintenance of the quality of life for the public good. Policy-makers and City staff work hard to do their best for their residents and businesses under challenging circumstances. They make decisions about how best to use tax revenues to support the common good. They stretch limited resources to maintain high-quality services and meet the needs of a diverse and often divided public. They must balance differing views and special interests and reflect their decisions back so that the public understands how the City considered each concern. A continuous program of discussion, education, and participation will be critical as the city moves toward realizing the goals and objectives contained within Plan Valdez.

GOAL 1.1

Implement and update existing plans.

The City of Valdez has numerous actionable plans that need to be prioritized and implemented.

Valdez has numerous adopted master plans for a wide range of projects and programs. These plans address community-identified opportunities and concerns and provide valuable information and guidance. The actions within these plans should be prioritized and implemented, and plans should be reviewed updated periodically to remain relevant and actionable.

ACTION

- **A.** Complete a review of Plan Valdez every five years and adopt amendments as needed.
- **B.** Develop Planning and Zoning Commission Check List for new developments to verify they further the goals of all adopted plans.
- **C.** Annual planning review of all adopted master plans for implementation of action items and to identify when review/update is needed.

OTHER PLANS THAT SHAPE THIS GOAL

- Valdez Parks and Recreation Master Plan (2020)
- Valdez Comprehensive Waterfront Master Plan (2019)
- City of Valdez Natural Hazard Mitigation Plan Update (2018)
- Valdez Museum & Historical Archive Master Interpretive Plan (2016)
- Valdez Visitor Market Profile (2016)
- Competitive Market Analysis and Long Range Planning for the Port of Valdez (2015)
- Community of Valdez Strategic Plan: 2013-2018 (2013)
- Valdez Coordinated Community Transportation Plan (2013)

Several other plans are still being developed or about to be developed and include:

- Meals Hill Master Plan
- Medical Center Master Plan Update
- Valdez Housing Market Assessment and Gap Analysis
- Valdez Pioneer Field Airport Master Plan Update

GOAL 1.2

Improve communications between the City and its residents

Improved communication will inform the public of planning policies and decision-making opportunities

Successful planning is the result of an active, intentional dialogue between the community and public decision makers. The City of Valdez has the responsibility to provide the community with the tools to access public information, have discussions with staff, leadership and elected representatives and monitor the implementation of the projects. Sometimes the opportunity for influence is quite small, while at other times the public can have a great deal of influence. And while the responsibility lies with the city to notify residents, it is still up to residents to inform themselves—to ask questions about what's happening in their community and to actively seek information about issues and events that may affect their lives.

ACTION

- **A.** Implement consistent, code-based decision-making processes for land use actions.
- **B.** Maintain and expand information available on an Open Data portal.
- **C.** Develop a Development Services Web Page.
- **D.** Conduct an annual code review workshop with Staff.
- **E.** Provide annual training to the City Council and Planning and Zoning Commission.

GOAL 1.3

Foster Inclusivity and Equity

Create a community that acknowledges and is inclusive of all people, including policies that create an inclusive, predictable, and engaging environment where the public's input is valued.

Using a variety of methods to gather input will facilitate gathering feedback from a wide spectrum of stakeholder interests, resulting in more representative views and concerns and social inclusion for all people regardless of ability, race, color, national origin, sexual orientation or income.

ACTION

- **A.** Develop a Public Participation Plan (how, when, and how input is used).
- **B.** The City of Valdez will develop an internal plan for staff related to diversity and inclusion.
- **C.** Develop an ADA Self-Evaluation and Transition Plan for City-owned facilities.
- **D.** Strengthen relationship with the Valdez Native Tribe for improved communication and collaboration between the City and Tribe.

COLLABORATION (NON-CITY OF VALDEZ LEAD)

- Participate with community groups leading the local discussion about engagement and equity with the entirety of Valdez's diverse communities.

LIVABLE BUILT ENVIRONMENT

Valdez is an attractive community that integrates daily activities (home, work, education, culture, and leisure) into a high-quality environment.

Livable Built Environment

The small-town character, natural setting, rich history, and sense of community defines Valdez. It is a place where people help people. Maintaining the balance between a growing and evolving economy that attracts long-term residents, employers, and visitors and preserving Valdez's unique character is critical moving forward.

Some existing neighborhoods, commercial developments, and employment centers are aging or underutilized and are vulnerable to disinvestment and decline. There are newer developments that have never realized their full potential and present ideal opportunities for redevelopment. The existing dispersed, low-density development pattern can be expensive to maintain and serve with public utilities and roads and has resulted in land use conflicts between incompatible uses. Studies have indicated limited rentals, lower-cost homes, and senior housing, which negatively impact the quality of life for some residents, the retention of residents, and the attraction and retention of employees.

Four significant challenges hamper market-driven development needed to meet Valdez's future needs:

- Suitable land available for development;
- Limited connectivity to the rest of Alaska and the Lower 48;
- High cost of construction; and
- Declining population.

The high construction costs are related to transportation and material costs, engineering and building life-safety code requirements related to seismic and snow load considerations, and the costs of putting in roads and utilities such as sewer and water. Together these make it challenging for developers to make a profit from construction and running a business.

Moving forward, reinvestment in the community should aim to keep the downtown core and waterfront as Valdez's economic and cultural heart and diversify and improve the quality of housing throughout Valdez.

GOAL 2.1

Plan for responsible growth.

Responsible growth occurs through deliberate planning, resulting in decisions that are predictable, equitable, and cost-effective.

Prioritizing and concentrating development where facilities, infrastructure, and services have the existing capacity and in areas where the Police and Fire Departments are best able to respond will improve service and reduce operation and maintenance costs. Best practices include planning for future growth and development in areas that can achieve the highest real estate tax revenues per acre. The City of Valdez will focus growth near existing infrastructure to support development in a fiscally sound manner, where the market forces will be the strongest for new residential and employment development.

ACTION

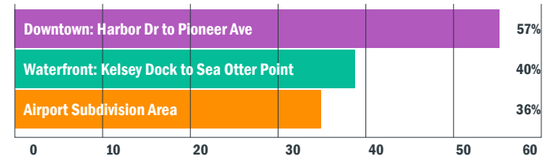
- **A.** Adopt two new zoning districts: Residential/Recreation Planned Development District; and, Industrial/ Working Waterfront Planned Development District.
- **B.** Rezone City of Valdez parcels to align with the future land use map.
- **C.** Create a Destination Resort Overlay District.
- **D.** Conduct a comprehensive rewrite of Title 17-Zoning, and Title 16-Subdivisions to implement Plan Valdez.
- **E.** Rezone parcels to align with the Future Land Use Map (included within this comprehensive plan).
- **F.** Prioritize funding for the operation and maintenance of existing public infrastructure and related services before new extensions are considered.
- **G.** Investigate development standards to establish a fair allocation to developers of the costs for required off-site improvements needed to help support the impacts of development projects on public infrastructure.
- **H.** Establish standards with which to assess existing and/or needed infrastructure improvements and associated cost for developments during review processes.
- **I.** Prioritize code enforcement of known nuisances (as defined under Titles 8 and 17) that pose a threat to public health and safety and/or the environment.
- **J.** Update Title 17 to better differentiate between nuisance types and verify coordination with recent Title 8 update.
- **K.** Enforce zoning code infractions based on zoning updates (in both Title 8 and 17).
- **L.** Conduct research on innovative approaches for "Rehabilitation of Abandoned and Dilapidated Buildings" in other states/ cities to see if a similar program would be feasible in Valdez.
- **M.** Identify special use standards in Title 17 for helicopter landing areas.
- **N.** Ensure that snow storage sites are maintained and assessed to match development and community needs.
- **O.** Officially adopt other City of Valdez district, special use areas, and master plans developed.

OTHER DOCUMENTS THAT SHAPE THIS GOAL

- Valdez Title 8-Health and Safety, Title 17-Zoning and Title 16-Subdivisions

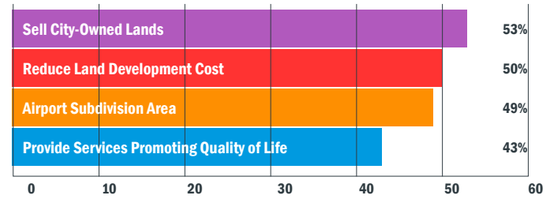
DEVELOPMENT FOCUS AREAS

Areas prioritized by survey respondents for development over the next decade. (From Community Survey)



CITY OF VALDEZ ROLE IN SUPPORTING ECONOMIC DEVELOPMENT

Limited to elements that can be integrated into ***Plan Valdez***. (From Community Survey)



LIVABLE BUILT ENVIRONMENT (CONT'D)

GOAL 2.2

Encourage redevelopment and new development

Appropriate (re)development that meets the greater needs of the community in an economic and efficient manner.

Finding ways to streamline, facilitate and incentivize development will help to generate higher quality development, new investment in under-performing properties and aging buildings, and new construction. Reinvestment programs should include smaller-scale redevelopment efforts or infill development and feature more targeted programs to improve building quality, adaptive reuse of parcels and buildings.

ACTION

- **A.** Assess feasibility of pursuing differed jurisdiction from the State Fire Marshal for fire plan review and inspection.
- **B.** Create an incentive program for the infill/redevelopment of properties already served by public water and sewer.
- **C.** Develop a land management plan for management of City of Valdez lands.
- **D.** Implement a Storefront Improvement Program to build on past and current beautification efforts.
- **E.** Identify strategic vacant and/or underdeveloped parcels for redevelopment that may benefit from a public private partnership.
- **F.** Encourage the remediation of Department of Environmental Conservation identified contaminated sites.
- **G.** Investigate utility extensions to connect existing Septic/Well sites to city water/sewer to improve public health, emergency response (fire hydrants) and reduce environmental contamination.
- **H.** Extend sewer and water utilities to service future development.

OTHER DOCUMENTS THAT SHAPE THIS GOAL

- Valdez Title 17-Zoning

GOAL 2.3

Promote, protect, and build quality housing

Quality housing is housing that meets community needs including a range of incomes, housing types, and locations; and is built with longevity in mind

Without dedicated resources or programmatic priorities to support more diverse housing types, the city's capacity to help residents find housing best suited to their needs, has been limited. Adopting a policy direction that promotes an inclusive, diverse, and flexible housing environment will contribute to a capable workforce, retain residents in the community, and help develop a sturdy customer base to sustain local businesses and population. Various housing options will enable residents to find suitable local housing regardless of income level.

ACTION

- **A.** Identify and adopt strategic housing investment areas.
- **B.** Revise residential zones in the Title 17, Zoning Code.
- **C.** Revise Title 17 to provide guidelines for short term rental housing and accessory dwelling units.
- **D.** Provide expedited development review and permitting for new housing construction in Strategic Housing Investment Areas.
- **E.** Develop Housing-Directed Incentive Programs.
- **F.** Investigate a Healthy Housing Funding Program to maintain and increase quality of housing, including energy and health-related needs.
- **G.** Monitor new loan and grant programs from state and federal housing agencies for local opportunities.
- **H.** Evaluate land for consideration for future manufactured homes and other forms of lower cost housing.

COLLABORATION (NON-CITY OF VALDEZ LEAD)

- Develop partnership with Tribe and others who have access to infrastructure and housing programs/funding.

OTHER DOCUMENTS THAT SHAPE THIS GOAL

- Valdez Housing Market Assessment and Gap Analysis (when approved 2021)
- Valdez Title 17-Zoning and Title 16-Subdivisions

HOW IMPORTANT ARE DEVELOPMENT OF THE FOLLOWING HOUSING TYPES IN VALDEZ?

(From Community Survey)

THRIVING & SUSTAINABLE ECONOMY

Valdez proactively plans for and adapts to economic cycles and industries as they change and evolve.

Thriving & Sustainable Economy

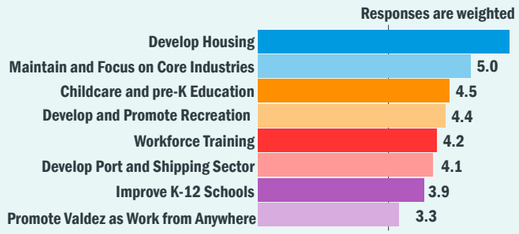
Valdez has a unique economy for a coastal community. The rich oil and gas sector provides many highly-paid jobs for non-residents, while the remainder of the economy closely resembles that of a typical coastal Alaska community. It is the wealthiest community in Alaska by many measures, yet more than half of its Alaska Natives live in poverty. Valdez residents are among those able to afford housing in the state, yet trailers make up nearly a quarter of all homes in the community.

One of the unique components of the Valdez workforce is the high level of non-residents working in the community. Non-residents are one dataset for which there is only high-level Census area data for the larger Valdez-Cordova Census area. Valdez represents approximately half of the jobs and wages in this census area.

From an economic perspective, the community's most important focus should be to increase the availability of housing stock, especially to create more rental housing and entry-level housing for the Valdez workforce. Since housing is being considered elsewhere in this document, this section will deal with other goals that will improve and grow the Valdez economy.

WHAT ARE THE MOST IMPORTANT ELEMENTS TO FACILITATE ECONOMIC GROWTH IN THE FUTURE?

(From Community Survey)



GOAL 3.1

Build upon Valdez's core economy

Continue to expand Valdez's core industries (shipping, tourism, oil, and fisheries) and status as a premier port community.

The pipeline has traditionally provided the City with stable employment as well as a steady source of tax revenue. More than a quarter of all local wages and 12% of all jobs in Valdez are in this sector. Oil is also the primary source of income for the City of Valdez with oil and gas property tax earnings. Seafood follows oil as the next most important source of jobs and workforce earnings for Valdez. The Valdez fishery is important to the community due to the number of fishermen the rich fishery supports, but also due to the logistical road connection the community provides, making it an excellent place to locate fish processing facilities. Continuing to support these industries is critical to the economic future of Valdez.

The Valdez waterfront serves as the driver for future growth, preservation, and the enhancement of Valdez as a community. Finding ways to ensure that it remains a first-class working waterfront should be encouraged. Opportunities and activities to build out the elements of the Comprehensive Waterfront Master Plan to strengthen Valdez as a premier port in Prince William Sound are important to the economic future of the community. According to the survey of nearly 500 residents developed for this project, 59% of residents call implementation of the Valdez Waterfront Comprehensive Master Plan a medium, medium-high, or highest level priority.

ACTION

- **A.** Continue to advocate for the core economies (shipping, fishing, oil, tourism).
- **B.** Continue to partner on the feasibility and exploration of large-scale economic projects that benefit Valdez and State.

OTHER PLANS THAT SHAPE THIS GOAL

- Valdez Pioneer Field Airport Master Plan Update (ADOT&PF)
- Waterfront Comprehensive Master Plan
- Competitive Market Analysis and Long Range Planning for the Port of Valdez
- Alaska Statewide Transportation Improvement Program (ADOT&PF)
- Alaska Statewide Long Range Transportation and Freight Plan (ADOT&PF)

GOAL 3.2

Pursue a diverse and self-reliant economy

Pursue a diverse and self-reliant local economy through working with local industries, workforce, education systems, entrepreneurs, and businesses to retain and attract businesses and residents who want to work and live in Valdez, year-round.

While the pipeline provides steady employment and a source of tax revenue, the community is concerned with the longevity of these benefits as production declines. The community desires to be proactive in creating a diverse and self-reliant economy that better insulates the City from a 'boom and bust' economy and the expected decline in oil revenue and employment. In the community survey, focus on the core industries is the priority with diversification the next economic priority. Identifying and attracting new local economic opportunities will help address this concern. Directly linked to developing a diverse economy is the need to address housing, childcare and other lifestyles issues.

ACTION

- **A.** Participate in private/public partnerships to support small businesses.
- **B.** Develop City incentives for new business development.
- **C.** Continue to work with and provide support for industries (both new and existing) to develop new opportunities that diversify and support the local economy.
- **D.** Continue to monitor and participate in discussions around Borough formation.

COLLABORATION (NON-CITY OF VALDEZ LEAD)

- Continue to be partners to facilitate hospital expansion.
- Continue to work with industry partners to identify local workforce needs and expand on workforce and trades training with UAA, high school and local businesses.

OTHER PLANS THAT SHAPE THIS GOAL

- Waterfront Comprehensive Master Plan
- Competitive Market Analysis and Long Range Planning for the Port of Valdez

GOAL 3.3

Promote Valdez as a destination

Promote the community as a year-round visitor and recreation destination while effectively balancing the benefits with possible impacts.

Prior to the pandemic, Valdez captured four percent of Alaska's non-resident visitor market, and is a recreation draw for Alaskans on the road system. When adjusted to annualized employment, the visitor industry accounted for 15% of all year-round equivalent jobs in the community (2019). The visitor sector is the top provider of jobs in Valdez, and one of the fastest growing sectors. However, the visitor industry provided only six percent of total community workforce earnings, making it the 6th most significant wage provider. There are many opportunities to increase total visitors and total visitor spending.

ACTION

- **A.** Develop a tourist carrying capacity study, including the target number of cruise ship port calls/annually.
- **B.** Ports and Harbors: Upgrade Kelsey Dock for cruise ships (structural, motor coach staging, wayfinding, seawalk).
- **C.** Enhance the Old Town site as an important destination.
- **D.** Enhance trail facilities by adding wayfinding and installing trailhead facilities.

COLLABORATION (NON-CITY OF VALDEZ LEAD)

- Partner to enable cultural, recreation, and business opportunities.
- Support partners in their development of recreation opportunities (non-motorized and motorized).
- Develop new 'local' shore excursions (eco and cultural).
- Expand shoulder season for fishing with hatchery.
- Continue to partner to market Valdez tourism.
- Increase and develop new local attractions (independent and organized tourism).

OTHER PLANS THAT SHAPE THIS GOAL

- Waterfront Comprehensive Master Plan
- Valdez Visitor Market Profile
- Valdez Museum & Historical Archive Master Interpretive Plan
- Meals Hill Master Plan (when approved 2021)

CONNECTED

Valdez has a safe and efficient multi-modal transportation network that supports future generations' health and mobility needs, enhances economic vibrancy, and improves local and regional connectivity.

Connected

Each of us relies on a network of transportation options every day: walk, fly, ferry, bicycle, bus, or drive. It's how we connect with each other, our families, jobs, and essential services like medical care. It's how we receive our food, fuel, packages, and basic goods that contribute to our quality of life. When these networks stop functioning, there are real impacts on our everyday lives - lost time, missed opportunities, and service interruptions. Maintaining a well-connected, reliable, and diverse transportation network requires planning, especially in a remote environment like Valdez.

Valdez residents, visitors, and workforces rely on the Richardson Highway, the Port of Valdez, the Alaska Marine Highway Ferry System, the Valdez Marine Terminal, and the Valdez airport for travel and cargo. One or more of these may not be operational at any given time due to extreme weather or funding constraints. Recently, air service has been disrupted, due to carrier problems and ferry service has been sporadic at best due to an aging fleet and budget constraints. It is not uncommon for the Richardson Highway to have multiple closures throughout the winter. In addition to getting to and from Valdez, making connections within the community are critical. How does someone arriving at the airport get to the Town Center or Working Waterfront? Are there designated freight routes to facilitate the efficient movement of freight and minimize conflicts with other modes? If you are visiting from a cruise ship, can you easily walk to your destinations? If you don't have a car in Valdez, can you get to work, school, and medical facilities? Moving forward, Valdez needs to ensure that these are working components of their city model.

We are in a time of transformational technologies, including fiber optic networks and 5G communications, connected and automated vehicles, mobility as a service, big data analytics, and alternative fuels. These emerging technologies are changing the way people, goods, and information move. The City of Valdez should monitor these technologies to prepare for them and assess how and if they can help achieve the City's vision.

GOAL 4.1

Improve regional connectivity

Advocate for and participate in initiatives to improve regional connectivity across multiple transportation modes including air, water, and road.

A well-connected transportation network reduces the time and distances traveled to reach destinations and increases the options for routes of travel. Planning for an integrated transportation system looks at not only how all of the individual components work independently, but also how they complement each other and function together for the safe, reliable and efficient movement of people and freight. While the City has little control over the regional network, strong community engagement in regional and state planning processes can help to identify and advocate for connectivity needs and gaps.

ACTION

A. Identify and plan for needed connections between transportation modes for efficient regional travel times.

B. Maintain and/or acquire right of way for potential future transportation uses and connectivity through subdivision actions, redevelopment, and purchases.

C. Participate in the statewide and regional transportation planning and advocacy.

D. Monitor emerging technology and statewide planning efforts.

E. Continue to advocate for reliable ferry and air service.

COLLABORATION (NON-CITY OF VALDEZ LEAD)

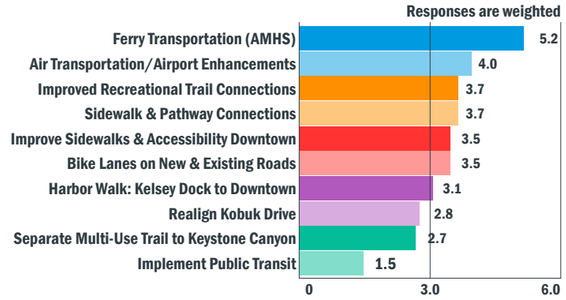
- Collaborate with coastal communities for a healthy AMHS system.

OTHER PLANS THAT SHAPE THIS GOAL

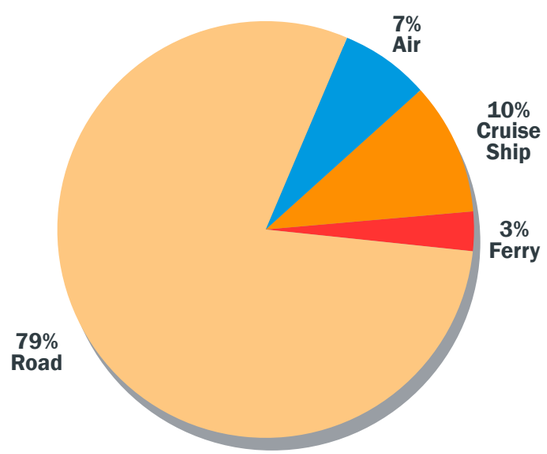
- Valdez Pioneer Field Airport Master Plan Update (ADOT&PF)
- Alaska Statewide Transportation Improvement Program (ADOT&PF)
- Alaska Statewide Long Range Transportation and Freight Plan (ADOT&PF)

HOW IMPORTANT ARE THE FOLLOWING CONNECTION IMPROVEMENTS?

(From Community Survey)



PASSENGER ARRIVALS IN VALDEZ BY MODE OF TRAVEL IN 2019



CONNECTED (CONT'D)

GOAL 4.2

Improve community transportation connections

Develop a safe, convenient, and linked year-round multi-modal transportation network to neighborhoods, destinations, and services.

Creating a multi-modal transportation system requires enhancing the current automobile/truck oriented system to include a network of improved pedestrian and bicycle facilities. More people walking and biking is good for the local and visitor economy and enables all members of the community to interact with each other and the surrounding environment. While all place types will benefit from a safer, walkable and bikeable network, connectivity between the Town Center and Working Waterfront should be a priority.

ACTION

A. Update and modernize road standards inclusive of non-motorized facilities.

B. Develop a pedestrian and bicycle plan (specific to area bounded by North Harbor Drive, Pioneer Drive, Hazelet Avenue and Chitna Avenue).

C. Work with ADOT&PF to complete key intersection safety studies (Hazelet Ave from Meals Avenue to Pioneer Drive).

D. Implement "park once" improvements in the Harbor and Town Center area that encourage people to park and walk to multiple destinations.

E. Coordinate with ADOT&PF to prioritize the extension of multi-use pathways (one for each, motorized (ORV) and non-motorized use) to Keystone Canyon including within the Duck Flats (ADOT&PF is lead).

F. Coordinate with ADOT&PF to prioritize the improvement of the "Welcome to Valdez" sign site (pull-out and pedestrian crossing facilities) (ADOT&PF is lead).

G. Monitor cruise ship passenger travel and assess when visitor volumes trigger a need for transportation improvements.

COLLABORATION (NON-CITY OF VALDEZ LEAD)

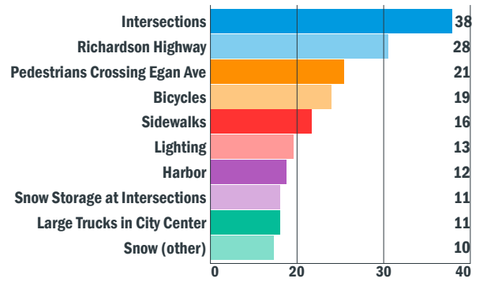
- Coordinate with local non-motorized and motorized groups for funding/implementation of improvements.
- Upgrade Richardson Highway to support movement of larger sized cargo from port to interior.
- Work with ADOT&PF to identify funding through the Surface Transportation Block Grant (STBG) program funding for transportation alternatives (TA). These set aside funds include smaller scale transportation projects such as pedestrian and bicycle facilities, trails, and safe routes to school projects.
- Work with ADOT&PF to identify opportunities for improvements to include pull outs for short-term parking, scenic views and a potential pathway along Dayville Road.

OTHER PLANS THAT SHAPE THIS GOAL

- Valdez Pioneer Field Airport Master Plan Update (ADOT&PF)
- Alaska Statewide Transportation Improvement Program (ADOT&PF)

WHAT SAFETY CONCERNS DO YOU HAVE RELATED TO TRANSPORTATION?

(From Community Survey)



HEALTHY LIVING

Valdez supports and integrates health, services, and vibrant activity centers (active living, arts and culture, health and human services, and education) to lay the groundwork for generations to come.

Healthy Living

Plan Valdez focuses on land use, housing, access to recreation, transportation, and public facilities that directly link to healthy lifestyles. Healthy living includes access to physical activity and the natural environment, as well as social and cultural connections. A healthy Valdez also means access to health care, child care, education, and overall public health, safety, and welfare of its citizens. Healthy lifestyles result in a reduction in mortality, morbidity, and disability and create a stronger sense of pride in who we are through enhanced connections with our community, heritage, and cultures.

A healthy community is an equitable community. It is essential that when addressing healthy living, we address the economic and social concerns related to equity. Having an equitable community means a community that provides the same opportunities regardless of ability, race, color, national origin, sexual orientation, or income. It is important that local traditions are acknowledged and interwoven into the community fabric.

"We have a great hospital and medical facility and a college that offers a nursing program. We should expand that program, build senior housing, and develop an economic program around our medical community...and create a town known for its senior care." *Valdez Resident*

GOAL 5.1

Provide community services

Provide safe, equitable, and convenient access to healthcare, education, childcare, wellness, and social support services.

Quality of life is directly linked to a community's ability to provide safe, convenient and equitable access to facilities and services related to childcare and education, healthcare, wellness and social services support. When one or more of these are missing, the community becomes less desirable at retaining and attracting new families and creates economic impacts. As residents age, they rely on different services and programs but all are needed for the long-term retention of families and creating healthy lifestyles and quality of life. In the Community Survey, the top three improvements to improve the quality of life in Valdez are increased childcare/preschool options, community self-sufficiency, and support services for lower-income residents. Increased access to health care, improved K-12 education and mental health care support were prioritized by 24% or more of community members. The Survey also found that providing childcare and pre-K education was a top three priority to support economic growth. The top City facilities to be expanded or renovated included the senior center, school renovations, and hospital expansion.

ACTION

- **A.** Maintain high-quality educational facilities.
- **B.** Expand and support community cultural events.
- **C.** Continue to assess and fund community service organization annual funding based on allocation of available grant funding.
- **D.** Explore options for museum enhancement.

COLLABORATION (NON-CITY OF VALDEZ LEAD)

- Encourage workforce training for core Valdez industries (maritime, trades, healthcare, service sectors)
- Update the Community Health Needs Assessment/Health Improvement Plan every three years

OTHER PLANS THAT SHAPE THIS GOAL

- Medical Center Master Plan Update (when approved 2022)

GOAL 5.2

Provide programs and facilities for active lifestyles

Provide quality parks, recreation facilities, and a variety of amenities and programs to empower year-round active lifestyles.

Safe and convenient access to recreation plays a fundamental role in the support of mental and physical health for people of all abilities, ages, socio-economic backgrounds, and ethnicities. This was made more apparent due to the COVID-19 pandemic and the need to gain access to safe outdoor recreation. Access to recreation reduces obesity and incidence of chronic disease, reduces stress levels, allows for social interaction, and improves mental health. Valdez residents place a high value on recreation and access to the outdoor recreation, year-round. The Community Survey indicates that access to recreation and open space is a top priority interwoven into the many needs of the community, beyond just healthy lifestyles. Even with abundant recreation, the Survey indicated that 34% of the participants wanted even more year-round access and was the fourth priority for quality of life.

ACTION

- **A.** Develop a recreational trails map for motorized and non-motorized users.
- **B.** Develop interpretive plan for Old Town Site
- **C.** Update Title 17 to include conditions for the approval for new motorized sport facilities.

COLLABORATION (NON-CITY OF VALDEZ LEAD)

- Update MOU and partnerships with land-managing agencies that provide recreation amenities around Valdez
- Engage in conversations with DNR, Cruise Companies, and others for possible public private partnerships for key facility management/development (i.e. trailheads)

OTHER PLANS THAT SHAPE THIS GOAL

- Valdez Parks and Recreation Master Plan
- Waterfront Comprehensive Master Plan
- Meals Hill Recreation Plan (when approved 2021)

GOAL 5.3

Provide a safe community

Provide the programs and level of service to protect life and property and create a safe community.

Valdez residents rely on the City's police and fire departments to keep them safe and to protect their property. Monitoring existing growth patterns and carefully planning for future growth helps to ensure that the city's emergency personnel have the equipment and personnel necessary to respond to calls throughout the community. Careful planning also ensures that the city's neighborhoods, schools, work places, and other gathering places are sited so as to minimize risks to life and property from natural hazards (see Goal 7.1).

ACTION

- **A.** Expand emergency response radio system to areas not served.
- **B.** Maintain personnel, resources, and training necessary within the City to provide the response called for in the City of Valdez Emergency Operations Plans and in support of emergency management disaster response plans.
- **C.** Monitor and develop system to assist vulnerable population during emergency events.

OTHER PLANS THAT SHAPE THIS GOAL

- Valdez Natural Hazards Mitigation Plan

ENVIRONMENTAL STEWARDSHIP

Valdez protects the natural and cultural environment through conservation and sustainable practices.

Environmental Stewardship

Valdez residents highly value the surrounding natural environment and consider it a primary factor in contributing to their quality of life. There is the need for active stewardship of the natural environment for both present and future generations to continue to experience this quality of life; as well as for the many benefits afforded by land and water protection. These benefits include economic value through recreation-based tourism, supporting local businesses and major industries that rely on the area's abundant natural resources (including seafood), and generating City revenue through fish taxes, sales tax, and other funding sources. Valdez's citizens are concerned about the protection of open space and landscapes including those with high environmental value such as wetlands, anadromous streams, wildlife habitat areas, and even those that contribute to the scenic beauty of the region.

Other priorities include the protection of natural areas through preservation/conservation and minimizing impacts from air and water pollution, municipal solid waste, and environmental toxins. In the 2020 Community Survey, residents were asked to select the top three priorities they felt the City should put more focus on. Expanded recycling, and preservation of natural areas and open space, both received near 50% support and were the top two responses. Environmental quality and pollution control was the fifth priority and received a priority rating by 27% of the respondents. Valdez citizens clearly understand the link between their natural environment and its contribution to the community, quality of life, and economic well-being. This is evident from the Exxon Valdez striking Bligh Reef in 1989 and spilling 10.8 million gallons of crude oil into surrounding Prince William Sound. The oil spill soiled the natural environment, significantly impacted the commercial fishing industry, and impacted the community's economy for many years.

GOAL 6.1

Protect important lands

Protect natural resources, critical habitats, historic and cultural places, and recreation lands.

Continue to commit to our legacy of responsible and conscientious environmental stewardship to ensure that the abundant wildlife, quality natural resources and scenery, and open space we experience today last long into the future. Protect and appropriately celebrate places of cultural and historic significance. These lands and places contribute to the sense of place, quality of life, and economic well-being of Valdez. The preservation and protection of natural areas and open space was the number two priority (49% support) that the City needs to put more emphasis on, as selected by the community in the Community Survey. This is accomplished through the establishment and implementation of policies and practices that preserve, protect and improve lands and places with high environmental value, those with recreation, subsistence, historic and cultural significance, and hazard lands.

ACTION

- **A.** Develop a heritage preservation program.
- **B.** Inventory historic and cultural resources and develop local landmark register.
- **C.** Initiate communication and coordination with Valdez Native Tribe for consultation processes for review of ground-disturbing development.
- **D.** Assess and update environmental mapping as needed.
- **E.** Update City GIS mapping with new hazard and environmental data from other sources as becomes available.

COLLABORATION (NON-CITY OF VALDEZ LEAD)

- Encourage conservation options/tools for high value lands in private ownership, such as conservation easements and donations.

OTHER PLANS THAT SHAPE THIS GOAL

- Valdez Natural Hazards Mitigation Plan

GOAL 6.2

Minimize environmental impacts

Minimize the community's impact on the environment and public health.

The community puts great value in its natural environment and needs to protect its residents from harmful pollutants and a variety of wastes. Improving and maintaining the City's utilities and facilities and controlling waste and pollution at the source are key strategies to minimize impacts. The proper use and disposal of sewage, stormwater, pollution and other materials limits the risk to the community and its surrounding landscape. In the 2020 Community Survey, Valdez residents were asked to rank public funding priorities. Housing was number one, with expanded public water and service being the second priority. When asked about supporting economic development in the community, providing new water, sewer and road connections was seen by the community as the third highest priority and received 49% support in the survey. This is accomplished by making infrastructure improvements to reduce impacts from hazardous materials, stormwater, sewage and landfill impacts, and establish policies and practices that support air and water quality.

ACTION

- **A.** Monitor and maintain compliance with new state and federal environmental legislation.
- **B.** Maintain lands designated for future landfill expansion and develop when additional capacity is needed.
- **C.** Advocate for and secure funding at a state and federal level to protect resources.

COLLABORATION (NON-CITY OF VALDEZ LEAD)

- Inform residents and businesses of best practices to minimize impacts on environment and public health.
- Collaborate on ocean acidification monitoring program.
- Monitor and respond to invasive species.

GOAL 6.3

Promote efficient uses of resources

Promote responsible and efficient use of resources and materials including energy consumption, waste reduction, and recycling.

The most effective method to reduce waste is to not create it, however this is a challenge. The reduction of waste, recycling, and responsible disposal protects the natural environment, saves energy and costs, reduces demand on landfills, and reduces pollution from the creation of new materials or improper disposal. The efficient use of resources and materials protects the environment and preserves resources and the environment for future generations. This is accomplished by incentives, education, and collaboration to increase energy conservation efforts including use of technological solutions and a reduction in consumption, policies and practices for new development and redevelopment that support energy conservation and efficiency, and programs and practices that encourage and support the reduction of waste through recycling, reuse, and composting.

ACTION

- **A.** Monitor recycling economics for possible re-establishment of recycling program.
- **B.** Assess City of Valdez buildings for cost effective upgrades that allow more efficient utility use.

COLLABORATION (NON-CITY OF VALDEZ LEAD)

- Encourage cost benefit analyses for economic assessment of possible sustainability upgrades.
- Encourage fleet and residential use of low or emission vehicles and equipment.
- Help to make people aware of resources like the Cold Climate Housing Research Center recommendations for insulation and design.
- Inform residents and businesses of best practices to reduce waste and be energy efficient.
- Monitor utility-scale opportunities for energy efficiency, sufficiency, economy.

ADAPTABLE & RESILIENT

Valdez responds to, adapts, and thrives under changing conditions and disruptive threats related to natural or human-caused hazard events.

Adaptable & Resilient

A significant portion of the developed areas in Valdez are within natural hazard areas susceptible to tsunamis, flooding, erosion, liquefaction during earthquakes or landslides, and avalanches. Valdez can suffer from wildfires in hot, dry weather, and in cold, wet weather Valdez can accumulate more than 500 inches of snow. Additionally, the community is at risk from disruptions to transportation and communications, shifting demographics and economic volatility, and the high costs associated with power, infrastructure, and construction. These disruptions also significantly increase social and economic threats that result in societal "stresses," such as unemployment and poor access to housing, education, health care, and other essential services. These social and economic stresses are sometimes harder to see in Valdez but can be exposed and exacerbated during a crisis or disaster.

GOAL 7.1

Reduce the community's vulnerability to natural events

Plan for and reduce the community's vulnerability from extreme weather events and natural hazards including landslides, flooding, avalanches, earthquakes, tsunamis, significant precipitation, and other events. This includes impacts from climate change.

Valdez's scenic setting brings with it a number of natural hazards and risks. Flooding, avalanches, landslides, earthquakes, and on rare occasions, tsunamis. These have all posed a threat to Valdez at some time in the past and will likely do so again in the future. Day-to-day decisions made about where and how growth will occur can affect the impact that natural disasters have on the community when they do happen. Planning and development in Valdez should be accomplished to limit risk to persons and property to the greatest extent possible. A resilient community has strategies in place to respond, adapt, and thrive under changing conditions. Resiliency planning can include updating land use codes, zoning, development standards, incentive programs, and other plans or policies to better prepare for likely disruptions while also developing measures that allow for action in the face of uncertainty or unexpected events, and gradual impacts from climate change.

ACTION

A. Work with partners to compile and maintain hazard mapping and make easily available to the public.
B. Identify public facilities and other critical infrastructure within hazard areas and develop plans for relocation. Coordinate with other entities as needed (such as ADOT&PF for Valdez Glacier Stream bridge).
C. Identify and secure sites for future locations of critical infrastructure out of areas that could be impacted by natural disasters or climate change impacts.
D. Update land use mapping and code to exclude inappropriate development from areas of concern (hazards lands, etc.).
E. Monitor changing conditions and update building codes to reflect climate change.
F. Monitor extreme weather events and their impacts.
G. Report to the community annually with information related to how climate change and weather related events for how they have and are expected to affect the community.
H. Work with state and federal agencies for mapping and policy related to climate change.
I. Continue to implement and update the Emergency Operations Plan and Natural Hazard Mitigation Plan. Discourage new subdivisions and increased density in hazard areas subject to flooding.
J. Coordinate with state and federal officials when developing response plans and seismic ordinance standards.
K. Discourage new subdivisions and increased density in hazard areas subject to flooding.
L. Coordinate work and obtain 2021/2022 Alaska Avalanche Hazard Inventory and implement recommendations.

COLLABORATION (NON-CITY OF VALDEZ LEAD)

- Encourage hazard risk assessment by developers.
- Educate residents on the possible impacts of climate change and natural hazards on their property, community and livelihoods by providing publicly accessible information and interactive maps that show the potential risks of developing in different areas.
- Work with state and federal fish and wildlife agencies, and local industries to understand economic impacts due to climate change (impacts to salmon species) and prepare for change.
- Monitor, map, and record climate change impacts (including storm surges, increased precipitation, flooding, avalanche) and report to the community.
- Develop scenarios to assess potential climate change impacts and include in future land use and planning; including infrastructure sizing/design.

OTHER PLANS THAT SHAPE THIS GOAL

- Valdez Natural Hazards Mitigation Plan

MAKING IT HAPPEN

Plan Valdez is a visionary document that presents an ambitious long-range plan to support a sustainable, healthy, and thriving community. It encapsulates the extensive efforts undertaken to determine how the City will bring about its future vision and includes a set of action priorities in each element to direct future City work. The actions need to be quantifiable and actionable supported by metrics of success. For a successful outcome there are three key implementation components: role of stakeholders, priorities for action, and plan monitoring.

Role Of Stakeholders

The City cannot do the work alone. Turning ***Plan Valdez*** into reality will take concerted, consistent attention to implementation. This requires that the City administration, departments and present and future Commissions and City Councils use the Comprehensive Plan as a key reference for all decisions and actions, consistent with the goals and actions. The successful implementation of the plan will also require collaboration and partnerships with external agencies, institutions, private businesses, and the public. The role of each stakeholder is to work together to define the principles and vision, stay informed and involved and provide feedback.

Priorities For Action

These new initiatives and ideas may be lost without common understanding of their importance to the vision of the community and the role that each City department and stakeholder plays. The tables below provides a list of priority actions needed to implement this plan, by theme. City staff and planning officials will need to update this table on an annual basis, or as necessary, to keep the responsibilities and actions current. The “Action” column identifies what is to be accomplished, the “Need” identifies the barrier, deficiency or other factors that supports the action, and the “Description” provided more detail to the action. The “Importance” column lists three levels for implementing actions: (1) - High Priority, those that should receive immediate attention and effort. (2) - Medium Priority, those that are important, but can wait for investments of attention and effort until High Priority actions have been addressed. (3) - Low Priority, those that can be done as opportunities present themselves for low cost/effort investments. There may be opportunities where circumstances present themselves that Medium and Low priority items may be completed prior to High priority actions. “Effort” identifies the ease or difficultly in completing the action. And finally, “Metric” quantifies the action and the measurable outcome that needs to be completed for each action item.

Plan Monitoring

Monitoring and evaluating the progress helps to ensures the success of ***Plan Valdez*** and provides opportunities for adjustments in response to economic, social and regional changes. Monitoring activities will include development of community indicators to determine how effective the ***Plan Valdez*** has been at achieving its vision. An annual report card should be prepared to review progress made in achieving indicator targets over the course of the year and whether a change in policy may be needed.

HOW TO USE THIS SECTION

GOAL

Goals are what needs to be accomplished to implement the theme.

GOAL 1.1

Implement and update existing plans

The City of Valdez has numerous actionable plans that need to be prioritized and implemented.

Valdez has numerous adopted master plans for a wide range of projects and programs. These plans address community-identified opportunities and concerns and provide valuable information and guidance. The actions within these plans should be prioritized and implemented, and plans should be reviewed updated periodically to remain relevant and actionable.

	ACTION	NEED	DESCRIPTION	IMPORT.	EFFORT	METRIC
1.1.A	Complete a review of Plan Valdez every five years and adopt amendments as needed.	Over time, community needs and priorities will change and new opportunities will arise. A review and update of this plan allows the community to respond to changes, and assess that action items are current and continue to reflect the community.	At a minimum of five-year intervals, the Planning Department will convene a workshop for appropriate City staff, members of the Planning and Zoning Commission, and City Council to review, propose and adopt amendments to Plan Valdez to ensure it is current and reflects development policies and practices.	High		Plan Valdez reviewed every 5 years. Full re-write for 10 years (contracted by 2029).
1.1.B	Develop Planning and Zoning Commission Check List for new developments to verify they further the goals of all adopted plans.	Information relevant to review of planning actions and new developments exists in multiple documents and throughout the code. A checklist would facilitate reviews and result in more consistent and code-based decision-making that implements the goals outlined in Plan Valdez and other adopted plans.	Develop a reference document that would provide direct guidance for review, and references to documents or code sections that should be referenced in more detail in findings of facts as part of the decision-making process. This tool would also be useful for applicants and new businesses so they can understand process and submit the necessary information to facilitate and expedite reviews.	Medium		Completion of reference document.
1.1.C	Annual planning review of all adopted master plans for implementation of action items and to identify when review/update is needed.	The community has been involved with numerous planning efforts (some incomplete) and numerous plans have been adopted. These plans have been followed/implemented to varying extents, and 'planning weariness' has been a factor within new planning processes. Identified action items were determined to be needed for the community, and should be imp-lamented or determined to be obsolete. It is critical that plans are followed and implemented in order to grow Valdez, for the community to see progress, and for the community to support planning processes and outcomes.	Existing plans provide valuable guidance and ongoing knowledge/awareness of plans is needed to identify and build on success, and identify when materials begin to be obsolete or "next steps" are needed. Plans include the Valdez Parks and Recreation Master Plan (2020), Valdez Comprehensive Waterfront Master Plan (2019), City of Valdez Natural Hazard Mitigation Plan Update (2018), Valdez Museum & Historical Archive Master Interpretive Plan (2016), Valdez Visitor Market Profile (2016), Competitive Market Analysis and Long Range Planning for the Port of Valdez (2015), Community of Valdez Strategic Plan: 2013-2018 (2013), Valdez Coordinated Community Transportation Plan (2013). Several other plans are still being developed or about to be developed and include the Meals Hill Master Plan, Medical Center Master Plan Update, Valdez Housing Market Assessment and Gap Analysis, Valdez Pioneer Field Airport Master Plan Update, and others.	High		Annual review of plans to identify completed actions and determine when plans need to be reviewed/ updated.

ACTION

Actions are the individual steps needed to achieve the goal

NEED

This describes the barrier to overcome, or the opportunity to be optimized

DESCRIPTION

Describes the action and an overview of implementation

IMPORTANCE

Provides a general assessment of importance of this action to achieving the goal

EFFORT

Provides a general assessment of how easy or difficult an action may be to implement

METRIC

Establishes a measurable outcome that can be assessed

COLLABORATIVE, ACCOUNTABLE, TRANSPARENT, EQUITABLE

Valdez encourages an effective, respectful, and equitable program of discussion, education, and participation as the community works toward implementing Plan Valdez.

GOAL 1.1

Implement and update existing plans

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1.1.A	Complete a review of Plan Valdez every five years and adopt amendments as needed.	Over time, community needs and priorities will change and new opportunities will arise. A review and update of this plan allows the community to respond to changes, and assess that action items are current and continue to reflect the community.	At a minimum of five-year intervals, the Planning Department will convene a workshop for appropriate City staff, members of the Planning and Zoning Commission, and City Council to review, propose and adopt amendments to Plan Valdez to ensure it is current and reflects development policies and practices.	High	Moderate	Plan Valdez reviewed every 5 years. Full re-write for 10 years. Initiated in 2029.
1.1.B	Develop Planning and Zoning Commission Check List for new developments to verify they further the goals of all adopted plans.	Information relevant to review of planning actions and new developments exists in multiple documents and throughout the code. A checklist would facilitate reviews and result in more consistent and code-based decision-making that implements the goals outlined in Plan Valdez and other adopted plans.	Develop a reference document that would provide direct guidance for review, and references to documents or code sections that should be referenced in more detail in findings of facts as part of the decision-making process. This tool would also be useful for applicants and new businesses so they can understand process and submit the necessary information to facilitate and expedite reviews.	Medium	Simple	Completion of reference document.
1.1.C	Annual planning review of all adopted master plans for implementation of action items and to identify when review/update is needed.	The community has been involved with numerous planning efforts (some incomplete) and numerous plans have been adopted. These plans have been followed/implemented to varying extents, and 'planning weariness' has been a factor within new planning processes. Identified action items were determined to be needed for the community, and should be imp-lamented or determined to be obsolete. It is critical that plans are followed and implemented in order to grow Valdez, for the community to see progress, and for the community to support planning processes and outcomes.	Existing plans provide valuable guidance and ongoing knowledge/awareness of plans is needed to identify and build on success, and identify when materials begin to be obsolete or "next steps" are needed. Plans include the Valdez Parks and Recreation Master Plan (2020), Valdez Comprehensive Waterfront Master Plan (2019), City of Valdez Natural Hazard Mitigation Plan Update (2018), Valdez Museum & Historical Archive Master Interpretive Plan (2016), Valdez Visitor Market Profile (2016), Competitive Market Analysis and Long Range Planning for the Port of Valdez (2015), Community of Valdez Strategic Plan: 2013-2018 (2013), Valdez Coordinated Community Transportation Plan (2013). Several other plans are still being developed or about to be developed and include the Meals Hill Master Plan, Medical Center Master Plan Update, Valdez Housing Market Assessment and Gap Analysis, Valdez Pioneer Field Airport Master Plan Update, and others.	High	Moderate	Annual review of plans to identify completed actions and determine when plans need to be reviewed/ updated.

GOAL 1.2

Improve communications between the City and its residents

Improved communication will inform the public of planning policies and decision-making opportunities

Successful planning is the result of an active, intentional dialogue between the community and public decision makers. The City of Valdez has the responsibility to provide the community with the tools to access public information, have discussions with staff, leadership and elected representatives and monitor the implementation of the projects. Sometimes the opportunity for influence is quite small, while at other times the public can have a great deal of influence. And while the responsibility lies with the city to notify residents, it is still up to residents to inform themselves—to ask questions about what's happening in their community and to actively seek information about issues and events that may affect their lives.

	ACTION	NEED	DESCRIPTION	IMPORT.	EFFORT	METRIC
1.2.A	Implement consistent, code-based decision-making processes for land use actions.	Consistency, simplicity and accountability are critical for a predictable process.	Develop consistent, code required review processes specific to development actions to facilitate predictable reviews for developers and the public. The process should describe the steps in each review process by land use action type, required applications, approximate timelines, when the public is able to provide input, who is the reviewing body, etc.	Medium	Simple	Process documented and adopted.
1.2.B	Maintain and expand information available on an Open Data portal.	The public does not currently have easy access to land use information.	Make City of Valdez GIS mapping available with a priority on the Future Land Use Map, zoning maps and natural hazard mapping.	Medium	Moderate	GIS mapping accessible on-line.
1.2.C	Develop a Development Services Web Page.	Developers have requested a more streamlined process for tracking applications.	Develop a website that provides access for the public to apply for and track permits, inspections, and plan review. The website will also help users understand what is needed, the requirements, and how to apply for the various permits, as well as the needed forms.	Medium	Moderate	New Development Services web page created and maintained.
1.2.D	Conduct an annual code review workshop with Staff.	Identification of code issues and implementation of code updates is critical for maintaining a logical and predictable process and ensuring the code provides and is clear for situations.	Establish an annual workshop at which the Planning Department and Planning and Zoning Commission review the Land Development Code and identify needed updates that further the vision of Plan Valdez and promote quality development.	Medium	Moderate	Annual workshop held.
1.2.E	Provide annual training to the City Council and Planning and Zoning Commission.	Consistency in the application of code between reviewers is critical for a predictable process.	Train commission members on responsibilities related to Robert Rules of Order, Conflicts of Interests, Ex-Parte Communication, Municipal Codes, Comprehensive Plans, and public process.	High	Moderate	Annual training held.

GOAL 1.3

Foster Inclusivity and Equity

Create a community that acknowledges and is inclusive of all people, including policies that create an inclusive, predictable, and engaging environment where the public's input is valued.

Using a variety of methods to gather input will facilitate gathering feedback from a wide spectrum of stakeholder interests, resulting in more representative views and concerns and social inclusion for all people regardless of ability, race, color, national origin, sexual orientation or income.

	ACTION	NEED	DESCRIPTION	IMPORT.	EFFORT	METRIC
1.3.A	Develop a Public Participation Plan (how, when, and how input is used).	The public has indicated that the City needs consistency in communicating with the public related to input, involvement, and ensuring the right people are involved at the right time.	Identify toolbox of appropriate communication methods, when to use them, and roles and responsibilities of city staff and the public regarding City actions. Engage with representative organizations and community leaders to provide focused input on methods and tools for culturally appropriate outreach and education.	High	Advanced	Plan adopted.
1.3.B	The City of Valdez will develop an internal plan for staff related to diversity and inclusion.	Currently there is no plan but this is a desired action.	There is the desire to better inform and train staff in diversification and inclusion policy for existing staff and new hires. May require external assistance.	High	Advanced	Plan completed (internal document).
1.3.C	Develop an ADA Self-Evaluation and Transition Plan for City-owned facilities.	The transition plan is a formal document available to the public outlining a city's compliance with ADA. If a city employs more than 50 people, a self evaluation and formal transition plan is required in some cases in order to receive federal funding.	A transition plan is a road map that inventories and can prioritize what and when improvements to existing infrastructure should occur. It identifies barriers in City programs and activities that prevents persons with disabilities from access (includes evaluation of barriers within public rights of way, buildings, and policies/practices).	High	Moderate	Plan adopted.
1.3.D	Strengthen relationship with the Valdez Native Tribe for improved communication and collaboration between the City and Tribe.	Communication and collaboration is inconsistent and there is the desire by both Tribe and City to improve relationships with each other.	Work with the Tribe to establish regularly scheduled meetings between the Tribe and City. These meetings would facilitate improved communication, sharing of ideas, and discussion for projects that might require coordination with the Tribe.	High	Moderate	Regularly scheduled meetings.

LIVABLE BUILT ENVIRONMENT

Valdez is an attractive community that integrates daily activities (home, work, education, culture, and leisure) into a high-quality environment.

GOAL 2.1

Plan for responsible growth.

Responsible growth occurs through deliberate planning, resulting in decisions that are predictable, equitable, and cost-effective.

Prioritizing and concentrating development where facilities, infrastructure, and services have the existing capacity and in areas where the Police and Fire Departments are best able to respond will improve service and reduce operation and maintenance costs. Best practices include planning for future growth and development in areas that can achieve the highest real estate tax revenues per acre. The City of Valdez will focus growth near existing infrastructure to support development in a fiscally sound manner, where the market forces will be the strongest for new residential and employment development.

	ACTION	NEED	DESCRIPTION	IMPORT.	EFFORT	METRIC
2.1.A	Adopt two new zoning districts: Residential/Recreation Planned Development District; and, Industrial/ Working Waterfront Planned Development District.	The intent of these districts is to better align the zoning with the goals of Plan Valdez and the adopted future land use map to provide the maximum benefit for public safety and welfare development and design of building sites, roadways, and other service amenities.	The zoning districts should outline a process that describes the minimum subdivision, development, and design standards based on site characteristics. For example, it should require that the nature and intensity of development be supported by adequate utilities, transportation network, drainage systems and open space to serve the development, and to minimize impacts on adjacent existing and future development and sensitive lands.	High	Advanced	New zones adopted within two years of Plan Valdez.
2.1.B	Rezone City of Valdez parcels to align with the future land use map	Rezoning City parcels is the first step to implementing Plan Valdez.	Rezoning that is consistent with the land use map provides predictable direction on how these lands could be developed.	High	Moderate	Evaluate properties and create timeline for rezone actions.
2.1.C	Create a Destination Resort Overlay District.	The purpose of the destination resort overlay zone is to provide a process for the siting of destination resorts on lands designated on the Future Land Use Map as eligible for this purpose. The resort overlay is intended to provide for carefully planned destination resort facilities, which will enhance and diversify the recreational opportunities and economy for the city of Valdez.	A “Destination resort” generally means a self-contained development providing visitor-oriented accommodations and developed recreational facilities in a setting with high natural amenities. The destination resort overlay will ensure resort development that complements the physical attractiveness and constraints of an area without significant adverse effects on adjacent rural residential subdivisions, or the significant natural and cultural features which contribute to the setting. The Overlay District should include require an approved master plan for development and schedule for development with reverted clauses. The Zoning district should outline permitted uses, design standards, minimize tract sizes, and so forth.	Medium	Advanced	Destination Resort Overlay District adopted within two years of Plan Valdez Adoption.
2.1.D	Conduct a comprehensive rewrite of Title 17, and Title 16 Subdivisions to implement Plan Valdez.	The current code has become a patchwork of amendments and revised regulations which in some cases are outdated, overly complex, and inconsistent.	Update and align Title 17 and Title 18 to remove inconsistencies and make it easier administer. The code should be modernized to address new uses and initiatives, be more user friendly to all users (such as including illustrations for development standards), and codify processes.	Medium	Advanced	Title 17 rewritten within 2 years of Plan Valdez adoption.
2.1.E	Rezone parcels to align with the Future Land Use Map (included within this comprehensive plan).	Rezoning parcels is a critical step to implementing Plan Valdez.	Work with property owners to identify willing participants to rezone lands to bring them into conformity with the adopted future place type mapping and reduce incompatible land uses. The City should consider sponsoring the rezones at no cost to the property owner.	High	Moderate	Inform impacted property owners of future land use map changes and rezone process within 1 year of Plan Valdez adoption.

GOAL 2.1 (CONT'D)

	ACTION	NEED	DESCRIPTION	IMPORT.	EFFORT	METRIC
2.1.F	Prioritize funding for the operation and maintenance of existing public infrastructure and related services before considering new extensions.	It is fiscally responsible to maintain and upgrade existing infrastructure and expected levels of service before considering expansion.	Extending, replacing and repairing aging infrastructure in established neighborhoods/ commercial areas should be the first priority. Replacement infrastructure should be sized to meet increased demands from higher-density development reflected on the future land use map. Prioritize Town center and "downtown" working waterfront infrastructure.	Medium	Moderate	Existing facilities upgraded/extended per Pavement Management Plan.
2.1.G	Investigate development standards to establish a fair allocation to developers of the costs for required off-site improvements needed to help support the impacts of development projects on public infrastructure.	Some new developments require upgrades to public infrastructure to serve the development and protect the health, welfare and safety of the public. The burden of the costs should be fairly allocated between the tax payer and the developer.	Establish standards to assess off-site infrastructure demands related to new developments. Consider developing a scorecard/checklist system for new development proposals which objectively assesses the appropriateness of new development based on short and long-term infrastructure costs and burdens on public infrastructure and services. Revise code to implement a cost sharing plan for the impact to off-site improvements (sidewalks, utilities, roads).	High	Moderate	Development standards revised and checklist created within 2 years of Plan Valdez adoption.
2.1.H	Establish standards with which to assess existing and/or needed infrastructure improvements and associated cost for developments during review processes.	The public indicated concern that developments might place too high a burden on the City of Valdez for infrastructure and services.	Develop a scorecard/checklist system for new development proposals which objectively assesses the appropriateness of new development based on short and long-term infrastructure costs and burdens on public infrastructure and services.	High	Advanced	System complete.
2.1.I	Prioritize code enforcement of known nuisances (as defined under Titles 8 and 17) that pose a threat to public health and safety and/or the environment.	Compliance with existing codes is intended to preserve neighborhood integrity, maintain safe living conditions, and protect the environment through responsive enforcement.	A nuisance is an activity or physical condition that is offensive to the senses, or interferes with another person's reasonable use and enjoyment of life or property. Because nuisance abatement are often complex, the city should, when appropriate, work with other government and social service agencies to facilitate negotiations and mitigation strategies.	High	Advanced	Initiate enforcement to known nuisances that pose threat to public health, safety and environment.
2.1.J	Update 17 to better differentiate between nuisance types and verify coordination with recent Title 8 update.	Updating and streamlining the code will provide a better definition of public nuisance types and what constitutes a violation which will facilitate enforcement of the code. Title 8 was recently updated in 2019 and needs coordination with Title 17 updates.	The city code should have different purpose statements in their preambles, and contain different administrative procedures for different nuisance types, specifically vehicle storage requirements and dilapidated buildings.	High	Advanced	Titles 17 updated and adopted. Update Title 8 as needed for coordination.
2.1.K	Enforce zoning code infractions based on zoning updates (in both Title 8 and 17).	Once the zoning code is updated, enforcement is required.	Current code is not clear on types and procedures for enforcement. There needs to be clearly defined and defendable code that allows enforcement that would be developed under 2.20.	Medium	Advanced	Initiate enforcement to known nuisances.
2.1.L	Research innovative approaches for "Rehabilitation of Abandoned and Dilapidated Buildings" in other states/ cities to see if a similar program would be feasible in Valdez.	Rehabilitation of dilapidated buildings will enhance conditions of appearance, habitability, occupancy, use and safety of all structures and premises in the city and promote economic activity.	Some jurisdictions have identified a receivership tool that fosters partnerships through a receivership program between local governments and private sector and nonprofit organizations to remedy problems associated with hazardous structures and help save demolition costs. The program helps avoid the costly process of condemnation and increases the opportunities of salvaging property instead of using demolition to abate the problem.	Medium	Moderate	Complete research and develop recommendations for rehabilitation of abandoned and dilapidated buildings.
2.1.M	Identify special use standards in Title 17 for helicopter landing areas.	Current code does not include language for helicopter use outside the airport and industrial districts and new facilities beyond the airport could create negative impacts to existing land uses.	Standards shall take into account definitions of landing facility types, distance from residential uses, frequency of use, hours of operation, and weight/size of helicopter. Zoning regulations for landing facilities should consider permitting heliports by right in industrial zones, as conditional uses in commercial zones, and as conditional uses for public purposes in residential zones.	Medium	Advanced	Develop and adopt policy related to helicopter landing areas in Title 17.
2.1.N	Ensure that snow storage sites are maintained and assessed to match development and community needs.	Snow storage is a critical need in developed areas but is not mapped or monitored.	Future land use and development in the community may modify the need, location, and size of snow storage areas to allow the community to operate in winter. Climate change over time may also modify snow storage needs. Mapping and monitoring will allow assessment of snow storage needs over time in the developed areas.	Medium	Moderate	Develop a snow storage inventory and map, assign staff to assess whether snow storage requirements align with capacity needs over time.
2.1.O	Officially adopt other City of Valdez district, special use areas, and master plans developed.	Several plans have been recently developed or will be completed in the near term and needs to be approved by the City.	Adoption of these documents which includes, but not limited to, include district, special use area, trails and parks, and land use master plans that will allow incorporation of their goals and recommendations into the Comprehensive Plan.	Medium	Simple to Moderate	Approval of plans.

GOAL 2.2

Encourage redevelopment and new development

Appropriate (re)development that meets the greater needs of the community in an economic and efficient manner.

Finding ways to streamline, facilitate and incentivize development will help to generate higher quality development, new investment in under-performing properties and aging buildings, and new construction. Reinvestment programs should include smaller-scale redevelopment efforts or infill development and feature more targeted programs to improve building quality, adaptive reuse of parcels and buildings.

	ACTION	NEED	DESCRIPTION	IMPORT.	EFFORT	METRIC
2.2.A	Assess feasibility of pursuing differed jurisdiction from the State Fire Marshal for fire plan review and inspection.	Streamline commercial building permit process to reduce timeline for plan review and approval.	Conduct a review of requirements for local jurisdiction from the State Fire Marshal to expedite plan reviews for commercial building projects, and provide commercial fire inspection services.	Medium	Advanced	Complete assessment and make recommendations to Council on how to proceed regarding differed jurisdiction.
2.2.B	Create an incentive program for the infill/redevelopment of properties already served by public water and sewer.	Because of logistics and the associated high costs of construction, incentive programs can help facilitate the implementation of Plan Valdez by facilitating quality development where it is most needed.	Identify programs and eligibility standards to make infill/redevelopment projects more attractive to developers, including regulatory and financial incentives such as tax credits/ abatements/waivers, waiver or reduction in permit/plan review fees, expedited review process, and/or flexible zoning regulations. Priority areas should include the Town Center, and adjacent working waterfront and mixed use place types.	Medium	Moderate	Incentive program approved, one new development.
2.2.C	Develop a land management plan for management of City of Valdez lands.	The city owns a significant amount of land within the City limits. Lands should be managed to their highest and best use and to the benefit of present and future residents of Valdez.	The plan should address how to preserve and enhance the value of city-owned land assets through active management including specific guidelines for land banking, acquisition, disposal and development, leases, future public purposes, and conservation.	Medium	Advanced	Land Management Plan adopted.
2.2.D	Implement a Storefront Improvement Program to build on past and current beautification efforts.	The look and feel of the commercial areas are important for community pride, economic vitality and to support the tourism industry.	Provide matching grants for exterior business remodels in the Town Center and adjacent Mixed Use and Working Waterfront districts and within the Gateway Corridor Overlay District. A local example of this program is the City of Soldotna who provides a 50% matching grant to encourage private investment to improve aesthetics in key area.	Low	Moderate	Grant program adopted. Grants awarded.
2.2.E	Identify strategic vacant and/ or underdeveloped parcels for redevelopment that may benefit from a public private partnership.	Lands should be managed to their highest and best use and to the benefit of present and future residents of Valdez.	The City should consider subdividing, rezoning, and extending utilities and roads as part of a development agreement with private developers to encourage preferred developments in strategic areas.	Medium	Moderate	Redevelop parcels through partnerships.
2.2.F	Encourage the remediation of Department of Environmental Conservation identified contaminated sites.	There are over a dozen sites in Valdez that are listed as DEC contaminated sites.	Identify if any parcels are eligible for the Environmental Protection Agency's (EPA) Land Revitalization Program/Brownfields Program and improve them as funding becomes available. The program develops, tests, and advances a range of approaches that help communities safely reuse their underused, contaminated and potentially contaminated properties and EPA offers a variety of grants to support clean up and redevelopment: https://www.epa.gov/brownfields/ types-epa-brownfield-grant-funding.	Low	Moderate	Reduction or elimination of contaminated City of Valdez sites.
2.2.G	Investigate utility extensions to connect existing Septic/Well sites to city water/sewer to improve public health, emergency response (fire hydrants) and reduce environmental contamination.	Existing septic and water systems in high density development areas are failing or expected to fail in areas with high water tables. This will create public health/environmental issues.	To eliminate the possibility of site contamination and to ensure quality of drinking water, connect developments to City sewer and water. This will also increase fire protection coverage. Areas to be prioritized are based on data related to health and safety, development density, and lot sizes. Priority areas include Blue Spruce, Northern Lights, and Robe River Subdivisions. Explore options for shared costs for utility extensions and hook-ups.	Medium	Moderate	Include high priority neighborhoods on CIP list for future funding consideration.
2.2.H	Extend sewer and water utilities to service future development.	High water tables are found in the community and older developments on private well and septic systems are failing. The public indicated interest in having new large developments connected to City sewer and water to prevent future issues.	To eliminate the possibility of site contamination and to ensure quality of drinking water and health issues, connect new developments to City sewer and water with a priority along perimeter of service areas. This will also increase fire protection coverage. Priority areas include Mineral Creek and high priority future housing areas. Explore options for shared costs for utility extensions and hook-ups.	Medium	Advanced	As new development occurs along perimeter of service areas, include utility extensions.

GOAL 2.3

Promote, protect, and build quality housing

Quality housing is housing that meets community needs including a range of incomes, housing types, and locations; and is built with longevity in mind

Without dedicated resources or programmatic priorities to support more diverse housing types, the city's capacity to help residents find housing best suited to their needs, has been limited. Adopting a policy direction that promotes an inclusive, diverse, and flexible housing environment will contribute to a capable workforce, retain residents in the community, and help develop a sturdy customer base to sustain local businesses and population. Various housing options will enable residents to find suitable local housing regardless of income level.

	ACTION	NEED	DESCRIPTION	IMPORT.	EFFORT	METRIC
2.3.A	Identify and adopt strategic housing investment areas.	Studies have indicated that there are limited rentals, lower cost homes, and senior housing which impacts retention of residents and the attraction and retention of employees.	Targeting and scaling programs and policies can increase near-term impact. It is recommended these areas are targeted within the New Town site, Town Center, and Mixed Use Place Types.	High	Advanced	Three strategic housing investment area adopted within two years of Plan Valdez adoption.
2.3.B	Revise residential zones in the Title 17, Zoning Code.	Studies have indicated that there are limited rentals, lower cost homes, and senior housing which impacts retention of residents and the attraction and retention of employees.	A significant portion of residential land in is zoned as single family residential. All residential zoning should be revised with a focus on the strategic housing investment areas to provide higher density housing where appropriate to achieve the vision in Plan Valdez and make it more attractive to developers.	High	Advanced	Title 17 Revision Complete.
2.3.C	Revise Title 17 to provide guidelines for short term rental housing and accessory dwelling units.	Title 17 zoning code for short term rental housing is out of date and needs be updated. There is a need for accessory dwelling unit language.	There is a need for both short term rental units and accessory dwelling units to make housing more affordable. Revisions should strike a balance between demand for short term and long term rental housing in the community.	High	Advanced	Title 17 Revision Complete.
2.3.D	Provide expedited development review and permitting for new housing construction in Strategic Housing Investment Areas.	Studies have indicated that there are limited rentals, lower cost homes, and senior housing which impacts retention of residents and the attraction and retention of employees.	This can help support diverse types of development by limiting the uncertainty associated with project review, zoning, permitting, entitlement, and other approval processes.	High	Simple	Expedited review available.
2.3.E	Develop Housing-Directed Incentive Programs.	Constructing new housing is expensive, including transportation and materials, necessary engineering and building life-safety code requirements related to seismic and snow load considerations, and costs associated with putting in roads and utilities such as sewer and water.	Identify programs and eligibility requirements to support new construction and renovation of single-family homes, multifamily homes, and apartments as well as conversions of nonresidential buildings to residential units. Examples include leverage vacant or underutilized City-Owned Properties, direct investment of public housing funds, tax-increment financing, bonds, revolving loans, tax abatements, density bonuses for in-fill and development connected to City utilities, and/or other proven public-private partnership models. Priority should be placed on new dwellings that increase the efficiency of providing city services.	High	Moderate to Advanced	Incentive programs established.
2.3.F	Investigate a Healthy Housing Funding Program to maintain and increase quality of housing, including energy and health-related needs.	The housing stock is aging - 70% of housing was constructed between 1965 and 1989 and the cost heating homes is high.	Offer "incentive" funding to assist with housing repairs and energy efficient upgrades. Examples of programs could include no-cost weatherization for low-income homeowners, forgivable low-interest loans or grants for home repairs to address building code violations or major systems repairs such as roof replacement, replacement or upgrades to plumbing, electrical and HVAC, a low-interest loan fund, based on financial need, in which the owner-occupant can defer repayment of the loan for 15 years or until they sell the house, whichever comes first.	Low	Moderate	Incentive program implemented.
2.3.G	Monitor new loan and grant programs from state and federal housing agencies for local opportunities.	The intent is to off-set the high cost of construction related to the cost of transportation and materials, necessary engineering and building life-safety code requirements related to seismic and snow load considerations, and costs associated with putting in roads and utilities such as sewer and water.	City staff will continue to research and explore new housing programs offered by a variety of state and federal agencies that might be appropriate for Valdez.	Medium	Simple	Staff assigned to participate and monitor.
2.3.H	Evaluate land for consideration for future manufactured homes and other forms of lower cost housing.	Mobile home parks and manufactured homes provide a needed source for affordable housing however many are located within industrial areas.	Evaluate all land zoned for residential, mixed use, and commercial, except for single family and rural residential areas, for consideration for future manufactured and other forms of low cost housing to offset any future loss of existing residential units in industrial areas. As housing is phased out of industrial areas, the intent in a no-net-loss, or increase in housing.	High	Moderate	Options for manufactured homes and other forms of lower cost housing incorporated into zoning districts, as appropriate during Title 17 Revision.

THRIVING & SUSTAINABLE ECONOMY

Valdez proactively plans for and adapts to economic cycles and industries as they change and evolve.

GOAL 3.1

Build upon Valdez's core economy

Continue to expand upon Valdez's core industries (shipping, oil and fisheries) and status as a premier port community

The pipeline provides the City with stable employment as well as a steady source of tax revenue. More than a quarter of all local wages and 12% of all jobs in Valdez are in this sector. Oil is also the primary source of income for the City of Valdez with oil and gas property tax earnings. Seafood follows oil as the next most important source of jobs and workforce earnings for Valdez. The Valdez fishery is important to the community due to the number of fishermen the rich fishery supports, but also due to the logistical road connection the community provides, making it an excellent place to locate fish processing facilities. Continuing to support these industries is critical to the economic future of Valdez.

The Valdez waterfront serves as the driver for future growth, preservation, and the enhancement of Valdez as a community. Finding ways to ensure that it remains a first-class working waterfront should be encouraged. Opportunities and activities to build out the elements of the Comprehensive Waterfront Master Plan to strengthen Valdez as a premier port in Prince William Sound are important to the economic future of the community. According to the survey of nearly 500 residents developed for this project, 59% of residents call implementation of the waterfront master plan a medium, medium-high, or highest level priority.

	ACTION	NEED	DESCRIPTION	IMPORT.	EFFORT	METRIC
3.1.A	Continue to advocate for the core economies (shipping, fishing, oil, tourism).	Core economies need to be maintained and grown.	Fishing, shipping, oil and tourism are the primary economies of Valdez and has supported the community for years. These industries need to be supported as the back-bone of the local economy providing jobs, services, and lifestyle.	Medium	Moderate	Ongoing.
3.1.B	Continue to partner on the feasibility and exploration of large-scale economic projects that benefit the City and the State.	Large scale projects provide an opportunity for economic growth and should lobbied/leveraged to the extent they provide benefit to Valdez.	Several new opportunities and development are being explored or may come about that could help diversify the local economy. These include the Alberta to Alaska (A2A) railway, expanded shipping into the Interior, Asian Pacific shipping of seafood, mariculture, and others.	Medium	Moderate	Ongoing.

GOAL 3.2

Pursue a diverse and self-reliant economy

Pursue a diverse and self-reliant local economy through working with local industries, workforce, education systems, entrepreneurs, and businesses to retain and attract businesses and residents who want to work and live in Valdez, year-round;

While the pipeline provides steady employment and a source of tax revenue, the community is concerned with the longevity of these benefits as production declines. The community desires to be proactive in creating a diverse and self-reliant economy that better insulates the City from a 'boom and bust' economy and the expected decline in oil revenue and employment. In the community survey, focus on the core industries is the priority with diversification the next economic priority. Identifying and attracting new local economic opportunities will help address this concern. Directly linked to developing a diverse economy is the need to address housing, childcare and other lifestyles issues.

	ACTION	NEED	DESCRIPTION	IMPORT.	EFFORT	METRIC
3.2.A	Participate in private public partnerships to support small businesses.	Funding or prioritization of improvements for tourism, new businesses, or other new economic opportunities can be challenging.	Providing more attractions and business opportunities for locals and visitors contributes to the local economy. Consult with the private sector to determine possible opportunities and to develop of guidance for how the City of Valdez can participate and partner. Focus of support from City should be through education programs, tools, 'economic gardening' and other opportunities.	High	Moderate	Develop programs and tools to support small businesses.
3.2.B	Develop City incentives for new business development.	Collective or individual assistance is often critical for the establishment of businesses.	Providing more attractions and business opportunities for locals and visitors contributes to the local economy. The City can assist through supporting businesses through such things as expedited permitting, "buy local" campaigns, tourism and economic marketing, temporary land leases, or other services. Consult with the private sector to determine possible opportunities and to refine or develop programs to provide assistance.	Medium	Moderate	Develop incentives program to support small businesses.
3.2.C	Continue to work with and provide support for industries (both new and existing) to develop new opportunities that diversify and support the local economy.	New local industries reduce reliance on the core industries and creates a diversified economy.	The core industries support much of the Valdez economy and Valdez has a history as a boom-bust community. Diversification through supporting new opportunities helps reduce these cycles and provides a more varied and self-reliant economy. Continue to support, as possible, these new opportunities.	Medium	Moderate	Evaluate how City might assist in supporting these new opportunities, and provide support when appropriate.
3.2.D	Continue to monitor and participate in discussions around Borough formation.	To understand the opportunities and impacts related to long and short term economic benefits and governance sustainability.	Various proposals for Borough formation that could include Valdez have been discussed in recent years. Although preliminary, it is necessary to articulate and quantify the tangible benefits communities and individuals could receive from being in a Borough, as well as potential costs. More information and analysis are needed to understand opportunities, impacts, and costs.	Medium	Simple	Evaluate Borough formation and if appropriate pursue formation.

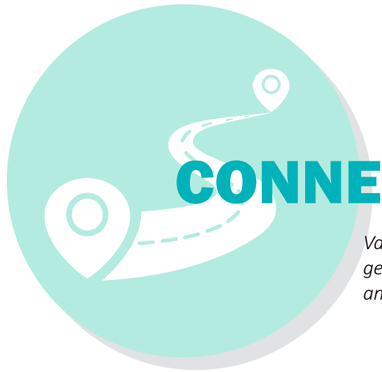
GOAL 3.3

Promote Valdez as a destination

Promote the community as a year-round visitor and recreation destination while effectively balancing the benefits with possible impacts.

In pre-pandemic time, Valdez captured four percent of Alaska's non-resident visitor market, and is a recreation draw for Alaskans connected by the road system. The visitor sector is the top provider of jobs in the community of Valdez. When adjusted to annualized employment, the visitor industry accounted for 15% of all year-round equivalent jobs in the community in 2019. It was also one of the fastest growing sectors. However, the visitor industry provided just six percent of total community workforce earnings, making it the 6th most significant wage provider. There are many opportunities to increase total visitors and total visitor spending.

	ACTION	NEED	DESCRIPTION	IMPORT.	EFFORT	METRIC
3.3.A	Develop a tourist carrying capacity study, including the target number of cruise ship port calls/annually.	Unplanned tourism growth will result in unanticipated negative consequences.	While cruise ship visitation provides economics opportunities, they can also create impacts including vehicle and pedestrian congestion, new development not consistent with the character of the town, and environmental impacts. Assess existing and future visitor demand and community visitor capacity to forecast needed growth or caps on growth to establish the desired balance between positive economics and negative visitor impacts.	Medium	Advanced	Develop study as required by increased cruise ship visitation.
3.3.B	Ports and Harbors: Upgrade Kelsey Dock for cruise ships (structural, motor coach staging, wayfinding, seawalk).	Kelsey Dock requires upgrades in order to continue to service existing uses and to properly service desired future uses.	Kelsey Dock is in need of structural improvements to support the continue use by cruise ships and other vessels that use the dock year round. Weight restrictions are now in place for vehicles driving on the deck creating operations and safety concerns. Plan, design, and construct the needed improvements.	Medium	Advanced	Upgrade dock.
3.3.C	Enhance the Old Town site as an important local destination.	Old Town suffers from a lack of investment in illustrating and telling the story of Valdez.	Old Town (West of Alaska Avenue) has the potential to be a key destination for Valdez (and the state) and has stories that are not being told effectively. Developing in a sensitive and appropriate manner with a focus on interpretation and passive recreation is desired. Include partners in telling these stories. Develop a carrying capacity study to protect the site resources.	Medium	Advanced	Develop facilities at Old Town within ten years.
3.3.D	Enhance trail facilities by adding wayfinding and installing trailhead facilities.	Trails can be difficult for visitors to find and often lack trash and sanitation facilities.	Installation of additional highway and pedestrian signage identifying trails in Valdez to help visitors find and use trails more easily. Include trash cans, restroom facilities (where appropriate), organized parking, and other typical trailhead facilities.	Medium	Moderate	Trailhead signage and facilities installed.



CONNECTED

Valdez has a safe and efficient multi-modal transportation network that supports future generations' health and mobility needs, enhances economic vibrancy, and improves local and regional connectivity.

GOAL 4.1

Improve regional connectivity

Advocate for and participate in initiatives to improve regional connectivity across multiple transportation modes including air, water, and road.

A well-connected transportation network reduces the time and distances traveled to reach destinations and increases the options for routes of travel. Planning for an integrated transportation system looks at not only how all of the individual components work independently, but also how they complement each other and function together for the safe, reliable and efficient movement of people and freight. While the City has little control over the regional network, strong community engagement in regional and state planning processes can help to identify and advocate for connectivity needs and gaps.

	ACTION	NEED	DESCRIPTION	IMPORT.	EFFORT	METRIC
4.1.A	Identify and plan for needed connections between transportation modes for efficient regional travel times.	Transfer between transportation types is not streamlined or clear.	Connections from other communities to Valdez can be challenging for those without personal vehicles. Visitors may need to take multiple transportation types that may not be integrated or convenient. Look for options for improving connectivity to Valdez.	High	Moderate	Connections identified and mapped.
4.1.B	Maintain and/or acquire right of way for potential future transportation uses and connectivity through subdivision actions, redevelopment, and purchases.	There is a risk that unavailable land would impact the success of future projects.	Maintain and/or acquire right of way for potential future transportation uses and connectivity through subdivision actions, redevelopment, and purchases.	Medium	Moderate	Parcels acquired by City of Valdez.
4.1.C	Participate in the statewide and regional transportation planning and advocacy.	There is a risk that opportunities could be missed without actively monitoring key topics, groups, and resources and advocating within/for them.	Participate in the State-wide Long Range Transportation and Freight Plan and Statewide Transportation Improvement Plan to identify needs and advocate for projects within Valdez. Include air, water and land transportation for the efficient movement of people and goods. Connect the community with State Highway Funding, airport funding, and the Alaska Marine Highway System.	Medium	Simple	Staff assigned to participate and monitor.
4.1.D	Monitor emerging technology and statewide planning efforts.	There is a risk that opportunities could be missed without actively monitoring key topics, groups, and resources and advocating within/for them.	Some examples of these transformational technologies include fiber optic networks and 5G, connected and automated vehicles, big data analytics, and alternative fuels. Valdez should focuses on the applications of new technologies for: Passenger and goods movement, Data collection and information sharing, System management and logistics, and Government services.	Medium	Simple	Staff assigned to participate and monitor.
4.1.E	Continue to advocate for reliable ferry and air service.	Valdez has significant historical and ongoing risks to ferry and air service.	Build appropriate institutional relationships involving public and private sector users, providers and regulators of the regional transportation system for ongoing dialogue on the efficiency of the systems and service improvements. Ensure adequate airport navigational aid maintenance and runway quality.	High	Simple	Staff assigned to participate and monitor.

GOAL 4.2

Improve community transportation connections

Develop a safe, convenient, and linked year-round multi-modal transportation network to neighborhoods, destinations, and services

Creating a multi-modal transportation system requires enhancing the current automobile/truck oriented system to include a network of improved pedestrian and bicycle facilities. More people walking and biking is good for the local and visitor economy and enables all members of the community to interact with each other and the surrounding environment. While all place types will benefit from a safer, walkable and bikeable network, connectivity between the Town Center and Working Waterfront should be a priority.

	ACTION	NEED	DESCRIPTION	IMPORT.	EFFORT	METRIC
4.2.A	Update and modernize road standards inclusive of non-motorized facilities.	Developing Citywide transportation standards creates consistent, safe and functional systems.	Develop a Design Criteria Manual (DCM) for road standards including non-motorized facilities for consistent development within the City of Valdez. DCM should be adopted by the City Council. Remove references to design standards in the Municipal code and refer to the DCM. This approach facilitates amendments to the document that are based on design objectives and sound engineering principals to meet specific goals for safety, functionality, constructibility, and maintenance.	Medium	Advanced	Staff assigned to develop and implement.
4.2.B	Develop a pedestrian and bicycle plan (specific to area bounded by North Harbor Drive, Pioneer Drive, Hazelet Avenue and Chitna Avenue).	Improve pedestrian and bicycle safety and connectivity to benefit residents and tourists.	Develop a pedestrian and bicycle plan the area generally bounded by North Harbor Drive, Pioneer Drive, Hazelet Avenue and Chitna Avenue. Prioritize critical gaps in pedestrian and bicycle networks with a focus on efficient and safe roadway crossings and improved lighting . Establish design standards for new pedestrian and bicycle facilities and develop an ADA transition plan for improvements to facilitate access for residents and cruise ship passengers.	Medium	Advanced	Plan adopted.
4.2.C	Work with DOT&PF to complete key intersection safety studies (Hazelet Ave from Meals Avenue to Pioneer Drive).	Improve mobility and safety for all roadway users.	Review crash history and operations to determine if improvements are required at intersections along Hazelet Avenue from Meals Avenue to Pioneer Drive.	Medium	Moderate	Improvements completed.
4.2.D	Implement “park once” improvements in the Harbor and Town Center area that encourage people to park and walk to multiple destinations.	Reduce traffic in the harbor and Town Center area reducing conflicts with pedestrians and increasing walkability.	Encourage “park once” in the Harbor and Town Center area. To improve the pedestrian environment by reducing the number of vehicles during busy summer months, consider parking lots on the periphery of the core area with clear “parking” wayfinding signage by vehicle type (passenger, RV, Truck/Trailer). Identify spaces in shared lots for 2 hour parking and longer-term parking. This meets the community desire to reduce vehicle congestion, promote walk-ability, reduce parking management, and promote economic opportunities.	Medium	Moderate	Parking Study complete.
4.2.E	Coordinate with DOT&PF to prioritize the extension of a multi-use pathway (one for each, motorized (ORV) and non-motorized use) to Keystone Canyon including within the Duck Flats (ADOT&PF is lead)	Provide connectivity for both non-motorized and motorized (ORV) transportation modes and improve safety by providing separated pathways.	It is expected that the extend pathway would be within the highway right-of way. Work with ADOT to establish the multi-use pathways for both motorized and non-motorized users.	Low	Advanced	Improvements completed.
4.2.F	Coordinate with DOT&PF to prioritize the improvement of the “Welcome to Valdez” sign site (pull-out and pedestrian crossing facilities) (ADOT&PF is lead).	The sign is a popular destination for vehicles and pedestrians and lacks adequate pull out and pedestrian facilities.	Coordinate with ADOT&PF to improve the “Welcome to Valdez” sign area to include a safer pull out to accommodate vehicle and safe pedestrian facilities and crossings.	High	Advanced	Improvements completed.
4.2.G	Monitor cruise ship passenger travel and assess when visitor volumes trigger a need for transportation improvements.	Future visitor demand may require additional transportation options.	To promote economic opportunity and support of local businesses and attractions, expand seasonal transportation options. Monitor cruise ship passenger travel and assess when visitor volumes would support a response such as a seasonal City of Valdez shuttle to transport visitor to the destinations within the City.	Low	Moderate	Staff assigned to monitor.

HEALTHY LIVING

Valdez supports and integrates health, services, and vibrant activity centers (active living, arts and culture, health and human services, and education) to lay the groundwork for generations to come.

GOAL 5.1

Provide community services

Provide safe, equitable, and convenient access to healthcare, education, childcare, wellness, and social support services

Quality of life is directly linked to a community's ability to provide safe, convenient and equitable access to facilities and services related to childcare and education, healthcare, wellness and social services support. When one or more of these are missing, the community becomes less desirable at retaining and attracting new families and creates economic impacts. As residents age, they rely on different services and programs but all are needed for the long-term retention of families and creating healthy lifestyles and quality of life. In the Community Survey, the top three improvements to improve the quality of life in Valdez are increased childcare/preschool options, community self-sufficiency, and support services for lower-income residents. Increased access to health care, improved K-12 education and mental health care support were prioritized by 24% or more of community members. The Survey also found that providing childcare and pre-K education was a top three priority to support economic growth. The top City facilities to be expanded or renovated included the senior center, school renovations, and hospital expansion.

	ACTION	NEED	DESCRIPTION	IMPORT.	EFFORT	METRIC
5.1.A	Maintain high-quality educational facilities.	The high school and elementary school are currently in need of renovations.	High-quality educational facilities are essential to recruit and retain staff and businesses.	High	Advanced	Improved High School and Elementary School.
5.1.B	Expand and support community cultural events.	There are opportunities to enhance and expand community events. Cultural events are under-represented.	The City offers and enables a good selection of events. These should be expanded as possible, including cultural events. Current community events include fun days, races and challenges, and community celebrations such as Fourth of July and Gold Rush Days. Work with local groups to facilitate participation by cultural groups or hosting of dedicated cultural events.	Medium	Moderate	New or expanded events.
5.1.C	Continue to assess and fund community service organization annual funding based on allocation of available grant funding.	The City provides funding opportunities to local organizations that provide facilities and services for community benefit.	Ongoing and identified funding opportunities include: future senior center expansion, future for child care facility, expanded community access to early childhood development and education, expanded community access to occupational, physical therapy, and counseling, future support services for people experiencing homelessness, expanded spectrum of local care including hospital, out-patient, assisted living, long-term care, hospices, and expanded resources for mental illness.	Medium	Moderate	Annual grant funding is allocated, and grantees meet goals of received grants.
5.1.D	Explore options for museum enhancement.	There is the need for an expanded, improved and/or consolidated museum experience.	The museum is currently undergoing planning efforts, and looking at funding and management strategies to best understand options for enhancement of the museum.	Low	Moderate	Museum enhancement options established.

GOAL 5.2

Provide programs and facilities for active lifestyles

Provide quality parks, recreation facilities, and a variety of amenities and programs to empower active lifestyles, year-round

Safe and convenient access to recreation plays a fundamental role in the support of mental and physical health for people of all abilities, ages, socio-economic backgrounds, and ethnicities. This was made more apparent due to the COVID-19 pandemic, and the need to gain access to safe outdoor recreation. Access to recreation reduces obesity and incidence of chronic disease, reduces stress levels, allows for social interaction, and improves mental health. Valdez residents place a high value on recreation and access to the outdoor recreation, year-round. The Community Survey indicates that access to recreation and open space is a top priority interwoven into the many needs of the community, beyond just healthy lifestyles. Even with abundant recreation, the Survey indicated that 34% of the participants wanted even more year-round access and was the fourth priority for quality of life.

	ACTION	NEED	DESCRIPTION	IMPORT.	EFFORT	METRIC
5.2.A	Develop a recreational trails map for motorized and non-motorized users.	The public indicated that access to recreation and a connected trail network to destinations is a priority.	Access to recreation and a connected trail network to destinations is a community priority for both non-motorized and motorized users. New development should include trail easements to maintain and expand trail networks to destinations and neighborhoods. The development of a recreation trails map will inventory existing trails, identify missing links, and make recommendations for a connected trail network for both OHV and non-motorized users. This will help identify areas where easements may be needed through public and private property and where future development will benefit from new trail corridors. As possible, include trail users in mapping and inventory to engage them in the process.	Medium	Moderate	Recreational trails map complete and adopted.
5.2.B	Develop interpretive plan for Old Town Site.	Old Town suffers from a lack of investment in illustrating and telling the story of Valdez.	Old Town was identified as a priority area for development for passive recreation use and interpretation. Develop an Old Town Interpretive Plan that includes the Pioneers', Valdez Native Tribe, Museum, and others. The Plan will guide the development of passive and interpretive facilities that include trails, day-use recreation facilities, and interpretation. Any plans and development must be done in a sensitive and appropriate manner.	Medium	Moderate	Old Town Interpretive Plan adopted.
5.2.C	Update Title 17 to include conditions for the approval for new motorized sport facilities.	Conditions in Title 17 are needed to allow for the approval for any new motorized sport facilities.	There is the desire to develop motorized sport facilities in the community, especially in those areas with an Industrial place type. Updated Title 17 would include conditions for approval related to noise and minimum separation from incompatible adjacent uses (ie. residential).	Low	Advanced	Update Title 17 with conditions of approval for new motorized sports facilities.

GOAL 5.3

Provide a safe community

Provide the programs and level of service to protect life and property and create a safe community.

Valdez residents rely on the City's police and fire departments to keep them safe and to protect their property. Monitoring existing growth patterns and carefully planning for future growth helps to ensure that the city's emergency personnel have the equipment and personnel necessary to respond to calls throughout the community. Careful planning also ensures that the city's neighborhoods, schools, work places, and other gathering places are sited so as to minimize risks to life and property from natural hazards. Also see Goal 7.1.

	ACTION	NEED	DESCRIPTION	IMPORT.	EFFORT	METRIC
5.3.A	Expand emergency response radio system to areas not served.	Emergency services does not have radio service in several outlying developed areas.	Radio repeaters are needed for the community emergency response radios. Areas of concern include Alpine Woods and other development in and beyond this area.	High	Advanced	Radio repeaters installed.
5.3.B	Maintain personnel, resources, and training necessary within the City to provide the response called for in the City of Valdez Emergency Operations Plans and in support of emergency management disaster response plans.	The community requires adequate level of service by all departments to create a safe community.	The sprawling nature of the community and the area's natural hazards needs to ensure that emergency management plans, personnel, equipment and services are sufficient to respond to potential emergency and disaster responses.	Medium	Advanced	Response times, management, needed resources, and programs to respond to emergencies are at an appropriate level of service.
5.3.C	Monitor and develop system to assist vulnerable populations during emergency events.	Vulnerable populations are to receive the same level of service and can be located within hazard areas.	Developing a system to identify vulnerable populations, their needed, resources, and locations will allow the City to assist in the event of a disaster or emergency.	Medium	Moderate	Vulnerable populations identified and are being appropriately assisted.

ENVIRONMENTAL STEWARDSHIP

Valdez protects the natural and cultural environment through conservation and sustainable practices.

GOAL 6.1

Protect important lands

Protect natural resources, critical habitats, historic and cultural places, and recreation lands.

Continue to commit to our legacy of responsible and conscientious environmental stewardship to ensure that the abundant wildlife, quality natural resources and scenery, and open space we experience today last long into the future. Protect and appropriately celebrate places of cultural and historic significance. These lands and places contribute to the sense of place, quality of life, and economic well-being of Valdez. The preservation and protection of natural areas and open space was the number two priority (49% support) that the City needs to put more emphasis on, as selected by the community in the Community Survey. This is accomplished through the establishment and implementation of policies and practices that preserve, protect and improve lands and places with high environmental value, those with recreation, subsistence, historic and cultural significance, and hazard lands.

	ACTION	NEED	DESCRIPTION	IMPORT.	EFFORT	METRIC
6.1.A	Develop a heritage preservation program.	Valdez currently does not have a heritage preservation program. Preserving and celebrating the community's history and culture was a survey and focus group priority.	Knowing what resources exist allows Valdez to advise on potential impacts to cultural and historic resources and identify preservation incentives and priorities, and access funds. Develop a Historic Preservation Program including a Plan supported by an ordinance, Certified Local Government Certification, a local landmark register, and staff support.	Medium	Advanced	Obtain Certified Local Government (CLG) certification. Heritage Preservation Plan or Plan Element completed.
6.1.B	Inventory historic and cultural resources and develop local landmark register.	Implementation of the heritage preservation program will require a local landmark register (inventory). Valdez has historic and cultural resources but few are inventoried. An inventory would protect these resources, a community and Valdez Native Tribe priority.	A local landmark register recognizes the places that a community has identified as being significant to its culture and history. To develop this register, there will need to be an inventory of the built environment, identification of archaeological sites, oral interviews with community members, consultation with the Valdez Native Tribe, and similar actions that identify possible cultural and historical resources. Criteria established in the heritage preservation plan will help to review these places for possible inclusion in the local landmark register. This inventory and register information is used to identify areas that will require a higher level of consideration during planning, construction and development. It also identifies opportunities for interpretation and preservation. As this is a significant effort and new resources are becoming historic over time, this inventory should be developed incrementally.	Medium	Advanced	Establish local historic and cultural resources inventory criteria (after completion of Heritage Preservation Plan or Plan Element).
6.1.C	Initiate communication and coordination with Valdez Native Tribe for consultation processes for review of ground-disturbing development.	The Valdez Native Tribe is concerned about sensitive cultural resources being impacted by construction. Protection of these resources is a community and Valdez Native Tribe priority.	Valdez Native Tribe consultation is essential to the identification, consideration, and protection of sensitive cultural resources within Valdez. The City of Valdez should establish protocol for communication with the Valdez Native Tribe.	Medium	Moderate	Established policy and process prepared in cooperation with Valdez Native Tribe in one year.
6.1.D	Assess and update environmental mapping as needed.	Environmental mapping is incomplete and dated. The City of Valdez wishes to have these maps updated to manage sensitive lands.	Update environmental mapping. Priority areas include Meals Hill, Cottonwood Subdivision expansion, Valdez Glacier Stream Area.	Medium	Advanced	Updated GIS environmental mapping.
6.1.E	Update City GIS mapping with new hazard and environmental data from other sources as becomes available.	Hazard and environmental mapping is incomplete and dated. The City of Valdez wishes to have the most up to date mapping including those from other sources to better manage lands.	Work with other agencies to obtain GIS data and incorporate into the City GIS mapping system for use by the public and the City.	Medium	Moderate	Staff assigned to monitor, gather, and update mapping with information from other sources as becomes available.

GOAL 6.2

Minimize environmental impacts

Minimize the community's impact on the environment and public health

The community puts great value in its natural environment and needs to protect its residents from harmful pollutants and a variety of wastes. Improving and maintaining the City's utilities and facilities and controlling waste and pollution at the source are key strategies to minimize impacts. The proper use and disposal of sewage, stormwater, pollution and other materials limits the risk to the community and its surrounding landscape. In the 2020 Community Survey, Valdez residents were asked to rank public funding priorities. Housing was number one, with expanded public water and service being the second priority. When asked about supporting economic development in the community, providing new water, sewer and road connections was seen by the community as the third highest priority and received 49% support in the survey. This is accomplished by making infrastructure improvements to reduce impacts from hazardous materials, stormwater, sewage and landfill impacts, and establish policies and practices that support air and water quality.

	ACTION	NEED	DESCRIPTION	IMPORT.	EFFORT	METRIC
6.2.A	Monitor and maintain compliance with new state and federal environmental legislation.	The City of Valdez is subject to compliance with other entities.	Work with other agencies to monitor new environmental legislation, policy and guidelines from state and federal sources. Validate if new policy or changes impacts City code. Share information with the public.	Medium	Moderate	Staff assigned to monitor compliance requirements and update City of Valdez code to remain in compliance.
6.2.B	Maintain lands designated for future landfill expansion and develop when additional capacity is needed.	The two City landfills are near capacity and will need to be expanded.	The City currently has ADEC approval for the expansion of the two City landfills. When required, expand these facilities to minimize impacts to the environment.	Medium	Moderate	Expand landfills as needed.
6.2.C	Advocate for and secure funding at a state and federal level to protect resources.	Funding is available for the protection of resources that the City may not be fully participating in.	The protection of the natural environment and its resources is a community priority and several programs existing that provide funding for the protection of these lands. With the assistance from state and federal funding sources, these resources can be protected.	Medium	Moderate	Staff assigned to monitor, advocate and secure funding from various government agencies.

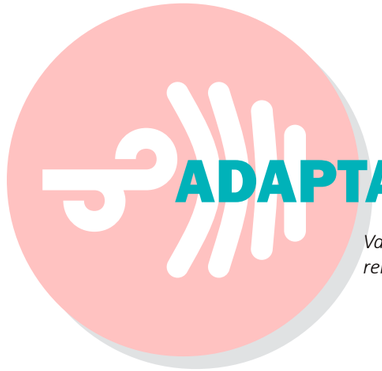
GOAL 6.3

Promote efficient uses of resources

Promote responsible and efficient use of resources and materials including energy consumption, waste reduction, and recycling

The most effective method to reduce waste is to not create it, however this is a challenge. The reduction of waste, recycling, and responsible disposal protects the natural environment, saves energy and costs, reduces demand on landfills, and reduces pollution from the creation of new materials or improper disposal. The efficient use of resources and materials protects the environment and preserves resources and the environment for future generations. This is accomplished by incentives, education, and collaboration to increase energy conservation efforts including use of technological solutions and a reduction in consumption, policies and practices for new development and redevelopment that support energy conservation and efficiency, and programs and practices that encourage and support the reduction of waste through recycling, reuse, and composting.

	ACTION	NEED	DESCRIPTION	IMPORT.	EFFORT	METRIC
6.3.A	Monitor recycling economics for possible re-establishment of recycling program.	The public indicated a desire for the future reestablishment of a recycling program.	Past recycling efforts in the community has not be profitable due to recycling economics and Valdez's remote location. Evaluate and research programs that may make recycling more feasible and re-establish if possible. The Valdez Native Tribe has expressed an interest in a partnership to bring recycling back to Valdez.	Medium	Simple	Staff assigned to monitor.
6.3.B	Assess City of Valdez buildings for cost effective upgrades that allow more efficient utility use.	Utility costs will continue to increase and are a significant cost.	Identify facilities where utility usage appears to be more intensive than would be expected. Perform building energy audit and cost benefit analysis to understand costs and energy savings strategies.	Medium	Moderate	Facilities assessed for possible benefit.



ADAPTABLE & RESILIENT

Valdez responds to, adapts, and thrives under changing conditions and disruptive threats related to natural or human-caused hazard events.

GOAL 7.1

Reduce community's vulnerability to natural events

Plan for and reduce the community's vulnerability from extreme weather events and natural hazards including landslides, flooding, avalanches, earthquakes, tsunamis, significant precipitation, and other events. This includes impacts from climate change.

Planning and development in Valdez should be accomplished to limit risk to persons and property to the greatest extent possible. A resilient community has strategies in place to respond, adapt, and thrive under changing conditions. Resiliency planning can include updating land use codes, zoning, development standards, incentive programs, and other plans or policies to better prepare for likely disruptions while also developing measures that allow for action in the face of uncertainty or unexpected events, and gradual impacts from climate change.

	ACTION	NEED	DESCRIPTION	IMPORT.	EFFORT	METRIC
7.1.A	Work with partners to compile and maintain hazard mapping and make easily available to the public.	The public does not currently have online access of hazard mapping and mapping of hazards are in need of update and information kept current.	Update area wide hazard land mapping including geologically unstable, seismic, avalanche, floodplains, wildfire, and tsunami inundation zones. Work with state, and federal partners to compile and maintain mapping.	High	Moderate	Hazard mapping updated and made available.
7.1.B	Identify public facilities and other critical infrastructure within hazard areas and develop plans for relocation. Coordinate with other entities as needed (such as ADOT for Valdez Glacier Stream bridge).	Some critical facilities and infrastructure are located within hazard areas and are at higher risk for damage/destruction and should be relocated out of hazard zones.	During the planning of new or replacement facilities (or facilities that are feasible to relocate), include evaluation of location based on current and predicted future hazard mapping. This will optimize the likelihood that a facility will be out of immediate danger for it's operable life.	Medium	Moderate	Timeline developed for relocation of critical public infrastructure and facilities within hazard zones.
7.1.C	Identify and secure sites for future locations of critical infrastructure out of areas that could be impacted by natural disasters or climate change impacts.	Public infrastructure should be located outside of hazard areas.	It is recommended that identified sites focus on public infrastructure related with emergency services.	Medium	Moderate	Sites identified and secured. Recommended actions reviewed as part of annual reporting by the City.
7.1.D	Update land use mapping and code to exclude inappropriate development from areas of concern (hazards lands, etc.).	Maintaining updated information is critical for effective decision making.	Lands deemed unsafe or environmentally sensitive are zoned to exclude inappropriate development.	Medium	Advanced	Sensitive and at risk areas are permanently zoned for appropriate or no development.
7.1.E	Monitor changing conditions and update building codes to reflect climate change.	Climate change could change the underlying criteria used for building design.	Monitor and advocate for changes to building code that encourage energy efficiency and resilient or adaptive construction techniques.	Low	Moderate	Building code incorporates changes for energy efficiency and other impacts.

GOAL 7.1 (CONT'D)

	ACTION	NEED	DESCRIPTION	IMPORT.	EFFORT	METRIC
7.1.F	Monitor extreme weather events and their impacts.	Climate change could change the underlying criteria used for planning and decision making.	Keep a register of extreme events including characteristic/data of the event and specifics of its impacts on infrastructure, other City facilities, and private properties.	High	Moderate	Register collaboratively updated after every major event by Public Works and Planning Department under the direction of the City Manager. Evaluate impacts over time.
7.1.G	Report to the community annually on how climate change and weather-related events have, and are expected to, affect the community.	There is no program in Valdez where climate change and weather impacts are reported to the community.	Monitor extreme weather events and their impacts and report out annually to community. Providing information to the public allows the community to be proactive in response to these impacts.	Medium	Moderate	First annual report completed and findings shared with the public.
7.1.H	Work with state and federal agencies for mapping and policy related to climate change.	Mapping related to climate change is incomplete and dated.	The City of Valdez wishes to have the most up to date mapping including those from other sources to better manage lands and understand how others are responding with climate change policy. Ensure that consideration of climate change is included in updates to area wide hazard land mapping including geologically unstable, avalanche, floodplains, and tsunami inundation zones.	Low	Moderate	Consideration of climate change incorporated into statements of work or contract documents for these types of mapping.
7.1.I	Develop, maintain and regularly update the emergency operations plan.	This contributes to public safety and effective City operations.	The emergency operations plan needs to be current to allow for response of all hazards including information on critical facilities including, but not limited to, dams, bridges, roads, and other critical utilities and facilities.	Medium	Moderate	Updated emergency operations plan.
7.1.J	Coordinate with state and federal officials when developing response plans and seismic ordinance standards.	This contributes to public safety and effective City operations.	Both documents are current but require update to be responsive when new information is available. This protects public safety and the operations of the City.	Medium	Moderate	Evaluate after each event and update to be responsive. Implement for each event as needed.
7.1.K	Discourage new subdivisions and increased density in hazard areas subject to flooding.	Additional development in areas subject to flooding puts people and facilities at risk and is costly to control and maintain.	The City of Valdez has invested a great deal of resources to mitigate hazards associated with development that exists in the areas most prone to flooding. Increased density in these areas could create a further financial burden and put people and facilities at risk.	Medium	Simple	Expand flood review associated with subdivision applications.
7.1.L	Coordinate work and obtain 2021/2022 Alaska Avalanche Hazard Inventory and implement recommendations.	Avalanche hazard mapping and recommendations is incomplete and aging and creates a public safety issue.	Work is underway for the development of the Alaska's Avalanche Hazard Inventory (AHI). Coordinate work and obtain information from the AHI. Review and implement recommendations as appropriate.	Medium	Moderate	AHI completed and appropriate recommendations implemented.

APPENDIX

SUPPORTING DOCUMENTS

As part of the larger Comprehensive Planning Revision project, documents and summary reports were developed by the planning team that provided the foundation, framework, and guided the development of this ***Plan Valdez*** document. These include:

- Valdez Existing Conditions Report (June 2020)
  This document reviews the community's demographics and provides an in-depth inventory of the City's existing land use, zoning, city guidelines, housing, infrastructure, economic development, and environmental practices. The report identifies potential growth areas, economic opportunities, and challenges.

- Public Meeting Summary (August 2020)
  This document summarizes the input from the first public meeting hosted remotely on July 23, 2020. The public provided input to understand community needs, priorities, and opportunities that needed to be addressed in the Comprehensive Plan Revision. The public comment period was open for two weeks after the live meeting to allow for additional input.

- Discovery Month Public Input Summary Document (November 2020)
  During the month of October, the planning team hosted 15 focus group meeting through Zoom to collect specific insight related to the group's area of expertise (healthcare, education, youth, seafood industry, etc.). Each focus group was asked to respond to the issues, opportunities and priorities related to the seven themes. Input was also received from the various City Departments.

- Community Survey Summary (January 2021)
  This document summarizes the input received from the public survey open to all Valdez residents. The purpose of the survey was to understand the goals and priorities of Valdez citizens regarding housing, roads, infrastructure, land use, and other programs in the Valdez community over the next 20 years. Over 450 Valdez residents participated in the community survey.

- Draft Goals and Themes (January 2021)
  This summarized the seven themes and the draft goals that reinforced each of the themes as guided by the Community Survey and previous public input. The goals are supported by specific actions.

- Draft Comprehensive Plan Revision Public Comment (July 2021)
  This document summarizes the public and City department input received based on the release of the Draft Comprehensive Plan Revision in April 2021. Input was received from the public presentations of the draft plan, and an extended two month period allowing public comment.

- Downtown Valdez Underperforming Property Study (September 2021)
  Underperforming properties are those parcels that are not currently developed to their "highest and best use". The study identifies underperforming properties (private, City owned and other government owned), with a focus on the extended Downtown. The study makes recommendations for these properties.

The supporting documents listed above can be found on the project website: https://valdezcompplan.blogspot.com/. In addition to these documents, the project website provides a record of the planning process in chronological order that includes meeting exercises, materials, and summaries of input received, maps and plans, interim planning documents for review and public input received, and guidance from the Comprehensive Planning Advisory Committee, City departments, and others.

PLACE TYPE LAND USE DESCRIPTIONS

RESIDENTIAL PLACES

Single-Family Detached Residential: Single-family detached residential areas consist primarily of homes on lots subdivided in an organized and planned manner. Single-family detached homes are the most prevalent residential building type in the city.

Single-Family Attached Residential: Single family attached structures contain multiple units divided by common or shared walls, with each unit having their own direct access to outside. Examples include duplexes and townhouses.

Multi-Family Residential: Multifamily residential structures contain multiple housing units and are usually stacked vertically and attached horizontally, with each unit having its entrance on a common hallway or lobby. Examples of multifamily residential developments include apartment buildings, condominiums, workforce housing, student housing, and senior housing.

Live/Work: A Live/Work unit is a building or space within a building used jointly for commercial and residential purposes by a person living within the same building or space. The residential space is secondary or accessory to the primary use as a place of work.

Manufactured Housing: Manufactured housing is defined as a structure that is mass produced in a factory, and designed and constructed to be transported to a site for installation and connected to the required utilities. It is built on a chassis and designed for long-term residential use by a family and includes a kitchen, bathroom and sleeping facilities.

Temporary Worker: Housing provided by an employer for their employees for temporary or seasonal occupancy, located at the place of employment.

COMMERCIAL PLACES

Neighborhood Commercial: Neighborhood-scaled commercial should consist of low-intensity uses on small sites that will have a limited impact on adjacent residential areas especially in terms of visible parking areas, lighting, signage, traffic, odor, noise, and hours of operation such as restaurants, coffee shops, medical offices, small service establishments like salons, small offices, day care centers, and convenience stores with limited hours of operation. Examples of uses which are considered unacceptable include fast-food restaurants, 24-hour convenience stores, and gas stations. The intent is to enable residents to obtain necessary goods and services without having to drive a long distance, and if possible, walk or bike.

General Commercial: Theses are larger and more intense commercial uses that are more automobile oriented such as retail, service industries, professional offices, grocery stores, banks, some wholesale, office-front/warehouse/shop businesses, local distribution, automobile sales and service, coffee shops, restaurants, arts, entertainment and related uses, health care clinics and facilities, hotel, motels, tourist-oriented services, small shopping centers, etc.

Major Office: Uses that consist predominantly administrative, professional, or clerical services. Examples include: law offices, accounting firms, clinics (but not hospitals), and veterinary clinics.

INSTITUTIONAL/PUBLIC/QUASI PUBLIC PLACES

Institutional: Land uses are primarily for religious, governmental, educational, social, cultural or major health care facilities (where they have beds for overnight stay). Examples include: schools, synagogues, cemeteries, hospitals, nursing homes, city halls, county and state fairgrounds, convention centers, and museums.

Education: A place where people gain an education and may include preschools, childcare, elementary schools, high schools, colleges, universities and other education facilities. The can be located on a campus with supporting land uses and learning spaces.

Community: Community land uses include government facilities, social and cultural facilities, places of worship, community and convention centers, museums and art galleries, cemeteries, and fairgrounds.

Medical: Medical land uses include hospitals, extended care facilities, major health care facilities (where they have beds for overnight stay), and assisted living, nursing homes, and senior/elder care facilities.

INDUSTRIAL PLACES

Light Industrial: Oriented to industries that are less impactful to surrounding land uses, require lighter utility use, cleaner in operations and emissions, and located in areas that are easily accessible by large vehicles such as processing, warehousing and manufacturing of goods, storage, flex space (office/warehouse/shop) development, wholesaling, distribution, marijuana cultivation services, and construction trade sales office, and landscape/horticultural center/services.

Heavy Industrial: Heavy Industrial land uses are generally more impactful to the environment and surrounding land uses. They have a potential to affect the public health and safety due to sound, odors, vibrations. They require more intensive utility service connections and large vehicle access. Example uses include storage of hazardous waste, the Valdez Container Terminal, petroleum exploration and development operations and services, manufacturing, asphalt/concrete plants, waste and recycling services, and intense automobile repair and salvage services.

Waterfront: Water-related and primarily those uses that are particularly related to marine industries such as boat harbors, boat repair facilities and storage yards, ferry terminals, fuel piers, seafood processing plants and facilities, shipyards, and storage and warehouse facilities. Waterfront uses also include workforce housing provided by employers.

Extractive: Natural resource extraction such as gravel pits or quarries.

Aviation: Principal land uses within these areas should be aviation-related such as air taxi operations, aircraft hangars and tie-downs, aviation sales, and service, rental car agencies, flight schools, and aviation freight offices and warehouses.

PARKS AND RECREATION PLACES

Parks and Recreation: These facilities vary in size and function and include recreational facilities such as a recreation center, pools, community gardens, small neighborhood parks with playgrounds, as well as larger community-wide parks with ball fields and recreation programs and open spaces such as plazas, natural settings, pathways, and trails.

Parks: Public owned community parks serving the local neighborhood with a variety of recreation facilities including sports fields, playgrounds, day-use recreation, restrooms, parking, trails, pavilions and gathering areas, and open space. They may include larger adjacent natural areas.

Passive: Public owned recreation lands that minimize impacts to the existing environment and do not include highly developed sites. Typical activities include walking, hiking, cycling, canoing, cross country skiing, wildlife viewing, and similar activities. Facilities included in this land use includes trails, overlooks, parking, trailheads, interpretation, and may include restrooms and small scale day-use recreation areas.

Regional: Regional parks are publicly-owned open spaces and facilities designed to serve a broad (regional) area that may include multiple government jurisdictions and feature both natural areas for passive recreation and active recreation facilities.

Motorized Sports/Facilities: Racetracks or contained trail systems for the use of motorcycles, snow machines, race cars or other motorized vehicles.

CONSERVATION

Conservation: Examples of preferred land uses are passive in nature such as wildlife viewing, nature walks, educational and interpretive uses and other uses that do not change the character of the land or disrupt fish and wildlife. It may include a visitors center. Conservation lands may be undeveloped and typically have site specific legal restrictions of allowable use(s).

TECHNICAL MEMORANDUMS

Technical Memos were generated by members of the team to provide an overview of issues related to natural hazards, climate change, and cultural resources. These studies are based on a limited review of existing reports, and publicly available data and maps.

TECHNICAL MEMORANDUM – AVALANCHE AND LANDSLIDES

Prepared by: Claire Ellis, EIT (PND Engineers, Inc.)

General Description

Avalanches and, to a lesser extent, landslides, are known hazards which occur around Valdez. Valdez experiences significant amounts of rain and snowfall throughout the year, and the Chugach Mountains surrounding it provide opportunity for direct avalanche and landslide impacts to the community. Historically, avalanches have been a source of transportation disruption to the community, routinely blocking the Richardson Highway and cutting off road access into and out of Valdez. Avalanches and landslides can be triggered naturally by rain, groundwater fluctuations, and seismic events, and also by human activities. Significant seismic events have affected Valdez in years past, and this remains a trigger for future avalanche and landslide events in the area. Recommendations as to future land development and safety protocols are provided to inform land use opportunities and planning.

Issues Identification

Avalanches:

Avalanches can occur when the strength of the snowpack is decreased, or from added stress on the snowpack resulting from drifted or fresh snow loadings. Most avalanches occur on slopes with angles between 25% and 50%, and less frequently on slopes with angles greater than 50%, although it is important to note that avalanches in high elevations can trigger avalanches below on slopes less than 25%. The accompanying map of Valdez denotes slopes between 25% and 50%, and slopes greater than 50%. Winter snow-bearing storms coupled with predominate north winds and south facing slopes around much of the city and portions of the Richardson Highway create conditions conducive to avalanche events. Events of concern that can trigger avalanches include:

- Seismic Activity - Earthquakes can trigger avalanches directly through shaking and we subsidence, and uplift of mountain-slopes. Seismic activity can also weaken snowpacks and destabilize slopes, leaving them susceptible to triggering by human disturbance or rain and snowfall.
- Rain and Snowfall – Rain can weaken snowpacks, leading to snow slope instability. Snowfall, particularly heavy snowfall, can overload snow slopes and lead to avalanches. When snowfall occurs in conjunction with wind, overloading can be exacerbated as additional snow is blown from the windward to the leeward slopes. Rain is a major contributing factor to land and mudslides.
- Human Disturbance – Avalanches can be triggered by human activity such as skiing, snowboarding, snow-machining, and snowshoeing.

Numerous factors contribute to the creation of snow conditions conducive to the occurrence of avalanches. These include:

- Wind and Wind Direction – Snow from the windward side of the mountain can be blown to the leeward side of a mountain, resulting in snow overloading on the leeward slope, placing it at higher risk for avalanches. The predominate wind direction in Valdez during the winter season is from the north, placing the south facing slopes surrounding Valdez to the north at an increased risk of snow overload. Wind can also weaken snowpacks by drying out binding snow layers.
- Aspect – Aspect, or the orientation of a particular slope to the sun, is important in predicting avalanche hazards, particularly in mid latitudes and describes the orientation of a particular slope to the sun, deter mining relative sun exposure. Depending on the amount of sunlight a slope receives, the snowpack will develop differently. Typically, more persistent weak layers of snow develop on cold snowpacks receiving less sun, making them more prone to slab avalanches.
- Anchors- Features such as trees, boulders, and outcroppings assist in anchoring snow slabs and serve to stabilize large slopes against movement. The mountains immediately surrounding the community of Valdez are predominately forested, providing anchoring for many slopes that might otherwise be at high risk for avalanches.

***Landslide*:**

Landslides are a result of ground failure, and can be triggered by heavy rains, seismic activity, and ground destabilization caused by human activities such as excavation or blasting. Factors that contribute to whether hazard of a given area include slope, geology, lithology, vegetation, and groundwater. Landslides can be:

- Seismic Activity – Earthquakes can trigger landslides directly through shaking, subsidence, and uplift. Slopes underlain with potentially liquifiable soils can fail during earthquake shaking. Seismic activity can also destabilize and weaken slopes and soils, making them more prone to sloughing and slides during future events.
- Rain and Snowfall – Heavy rain can saturate soils, causing mudslides and slope failures.
- Groundwater Fluctuations - Groundwater fluctuations change the pore water pressure in affected soil, which can trigger failure and sliding.
- Human Disturbance – Activities such as excavation and road construction can destabilize and trigger slopes, or leave them susceptible to triggering by other events.

Minimal documentation is available publicly regarding recent landslide risks in Valdez. Evidence exists of historic landslides around Port Valdez, however, including around a road cut constructed for the TAPS system 1.5 km east of the Valdez Marine Terminal VMT. Submarine landslides can also occur, and are commonly triggered by earthquakes, causing destructive tsunamis such as occurred during the 1964 earthquake.

Opportunities

Development should occur with avalanche and landslide risks in mind. Housing and vulnerable populations such as senior centers, schools, and hospitals should be located outside the bounds of anticipated or predicted avalanche and landslide runs. Avalanche and landslides impacts are possible at all areas along the foothills of the Chugach Mountains, with specific areas in Valdez within the hazard zone identified as follows:

- 10-Mile Alpine Woods Nordic Subdivision
- Corbin Subdivision
- Valdez Glacier Stream valley
- Slater Creek and Corbin Creek valleys
- Valdez Airport
- Mineral Creek Drainage
- Richardson Highway MP 0.0 to MP 3.0 (within the City), and MP 10.0 to MP 20.0 (approx. City limits of Valdez and of study area).

The Alaska Division of Geological and Geophysical Surveys (DGGS) is currently producing a Landslide Hazard Assessment and Avalanche Hazard Map for Valdez. These documents should be included in future planning and assessment efforts.

Planning Context

Structures that could pose a substantial risk to human life in case of damage or failure such as schools, senior and assisting living facilities, and hospitals should be located in areas at low risk for hazards from landslides and avalanches. Critical facilities required for emergency response efforts should be located to optimize and maintain road, ferry, and air access. The Richardson Highway is deemed to be the component of the Valdez community most susceptible to impact from avalanches and landslides. Both landslides and avalanches have historically disrupted travel along this highway, and as recently as 2017 have fully blocked road travel to Valdez. This poses a risk to leaving visitors stranded in Valdez or residents unable to return home, and should it coincide with a seismic and tsunami event, could restrict evacuations from the City.

References

- James Beget, P. A. (2007). Earthquake, Landslide and Tsunami Hazards in the Port Valdez area, Alaska: Consultation to the Prince William Sound Regional Citizen's Advisory Council.
- Weather Spark. (2020, December 11). Average Weather in Valdez. Retrieved from Weather Spark.

TECHNICAL MEMORANDUM – FLOODING AND TSUNAMI

Prepared by: Chad Ringler, Staff Engineer (PND Engineers, Inc.)

General Description

The City of Valdez is located at the base of the Chugach Mountains at the eastern end of Port Valdez, in an area that is primarily flat with the mountains rising steeply behind the City. The City, being situated at approximately sea level to 200 feet above sea level, with creeks, streams, and rivers flanking the towncenter, has historically been prone to flooding and tsunami hazards. Impacts of these hazards pose health and safety concerns to both public and property, and are discussed in the following paragraph, as are recommendations for planning and development.

Issues Identification

Flooding:

As shown in the attached FEMA Flood Zones map and related FEMA Flood Zone Definitions (Appendix A & D), specific areas in and around The City of Valdez are susceptible to flooding, from both upland water sources, and from combined storm surge and high tide flooding. Rainfall, snowmelt, and glacier melt also contribute to flooding at Valdez, with soil deposition, erosion, and contaminated water from such hazards affecting existing, and future development of the City.

Developed and developable areas of Valdez are located around three waterways that are prone to flooding events; Valdez Glacier Stream, Lowe River and Mineral Creek. Areas of development in proximity to these waterways include, but are not limited to Cottonwood Subdivision, Dump Road, and Brown's Creek. Riverine and glacier-dammed outburst flooding have historically occurred from these sources, with primary factors affecting the magnitude of the riverine flooding such as: the size of the drainage basin contributing to the flow of the river; the distribution of the precipitation on the basin; size and location of lakes, wetlands, or water storage basins within the drainage basin; and the size and location of the glaciers within the drainage basin.

Storm surge and high tide flooding due to winter storms in the Gulf of Alaska, vary in severity from factors such as coastline topography, speed and direction of the storm center, and by local conditions through the Valdez Narrows. Estimated combined storm surge and tide elevation in Port Valdez with 100 year recurrence interval is 10.6 feet above Sea Level pose a flooding risk to the entire Port Valdez shoreline. Flooding in the uplands area of Valdez due to this type of storm occurrence is generally small due to the steep terrain, with river deltas in the lowland areas allowing for a greater flooding potential. Coastal areas within Valdez; Cottonwood Subdivision, New and Existing Boat harbors, In Town, Mineral Creek Loop Road, and Old Town are all susceptible to storm surge and high tide flooding. Future development within this flood zone is at an increased risk of damage due to storm events, and efforts to mitigate this damage must be considered.

Tsunami:

Shown in the attached Tsunami Inundation Map (Appendix B), the City of Valdez is vulnerable to both distant source, and locally generated tsunamis and seiches generated by seismic activity or ground failure. In Valdez, the most serious threat is from locally generated tsunamis and/or seiches originating in the Port of Valdez. These waves have reached heights of 170 feet. Impact from a tsunami or seiche may cause incidents of industrial and technological emergencies; disruption of vital services; and damage and/or disruption of port and harbor facilities. This disruption could include the Trans Alaska Pipeline Marine Terminal, which is located in the Port of Valdez.

The In Town area of Valdez, situated on the Mineral Creek fan, which is a more stable area, provides some natural protection from sea waves, however, all coastal areas below 100 feet in elevation and/or within one mile of the waters edge are vulnerable to tsunami or seiche damage from destructive wave action or flooding. As shown on Appendix B, coastal areas that are at risk of tsunami related damage include Cottonwood Subdivision, Container Terminal, Old Town, as well as Dayville Road. Appendix C illustrates hazard vulnerabilities of existing structures and infrastructure to both flooding and tsunami damage throughout the City of Valdez.

Opportunities

Land use guidelines should be predicted on the constraints of the environment as well as the needs of the community. Using FEMA generated flood maps and Tsunami inundation mapping, future development and land use can best proceed to limit damage from the types of hazards as described above. Development in areas of flood hazards from storm surge and riverine flooding should take into account the effect and impact on the existing stream-side materials, vegetation, as well as proximity to the flow channels and shoreline. Development in areas of tsunami inundation should limit the risk to human life and safety, which could include low population development in the hazard zones listed above.

Planning Context

Planning and development within the City of Valdez should be accomplished to limit risk to persons and property to the greatest extent possible, using both historic and current data and investigative tools. Development in areas of high flooding risk, such as around Valdez Glacier Stream, Lowe River and Mineral Creek, as well as areas of flatlands and shoreline should not include high densities of structures that could have large scale economic impact to a flooding event. This would include residential structures that would sustain the greatest amount of damage due to flooding.

In the coastline area of tsunami inundation, development should not include structures and facilities that are necessary to the health and safety of human life, such as hospitals or utilities. Beyond the coastline, but within the inundation zone, the City should preclude development of all residential construction, with development of low-density activities only requiring intermittent occupancy, such as lay-down areas and storage. At the furthest extent of the inundation zone, low-density and light industrial/commercial developments would be acceptable. Utilities could be developed within this area.

References

- DOWL Engineers. "Old Town Hazards Assessment". City of Valdez, 1984.
- Bechtol Planning and Development. "Local Hazards Mitigation Plan". City of Valdez, 2004.

TECHNICAL MEMORANDUM – SOILS (STABILITY, WETLANDS, GROUNDWATER)

Prepared by: Cameron Klatt, EIT (PND Engineers, Inc.)

General Description

In general, the soils found in the old and new townsites of Valdez are fairly consistent. Historical data suggests that the inter-tidal zones and the seafloor of Port Valdez mostly consist of fine-grained sands and silt, with uniform fine- to medium-grained sands more prevalent in upland areas. Discontinuous lenses of loose sand, cobbles, and boulders have also been encountered in the new townsite area (Shannon and Wilson 2018; PND, 1995). Historical geotechnical data south of Port Valdez is generally consistent with soils on the north side of the bay aside from shallow bedrock and historic landslides that have been identified at locations both offshore and along Dayville Road (PND 1995, 2010; Alaska Geological Consultants and National Soil Services, 1969). The relative density of the soil in Valdez generally varies from loose to medium dense and potentially liquifiable layers are present throughout the area. Available bathymetry and soils data indicate potential offshore slope instability on the North side of Port Valdez that must be considered during design (PND 2019). Shallow bedrock has been encountered offshore on the south side of Port Valdez (Alaska Geological Consultants and National Soil Services, 1969).

The groundwater in Valdez is tidally influenced. Geotechnical investigations by DOWL (1983) and PND (2019) in the Old Town Valdez area identified groundwater between 3 feet below ground surface (bgs) and 10 feet bgs. In the new townsite area near the Valdez Harbor, water seepage indicative of groundwater was observed at depths between 2 and 10 feet bgs in test pits conducted by PND in 2001. Further inland, near the intersection of Hazelet Avenue and Pioneer Drive, groundwater was encountered at a depth of about 18 feet bgs (Shannon and Wilson 2018). Based on review of the historic geotechnical data, the depth to groundwater increases moving inland, with the water table as shallow as 3 feet bgs near-shore in Old Town Valdez and as deep as 18 feet 0.5 miles away in New Town Valdez. South of Port Valdez, groundwater was encountered between 22 and 25 feet bgs at the Petro Star facility (PND 2010).

There are three types of wetlands that are prevalent in the Valdez city limits: estuarine and marine wetlands, as well as freshwater wetlands. Estuarine and marine wetlands are characterized by their tidal influence, unconsolidated deposits, sparse vegetation, and landforms such as beaches and sand bars. (U.S. Fish & Wildlife, 2020). A wetlands map showing the type and areal extent of wetlands in the Valdez area is provided in Appendix A.

Issues Identification

While the potential soils issues within the City of Valdez are relatively consistent, a geotechnical investigation is strongly recommended for any and all construction projects in order to identify and address issues that cannot be quantified without site-specific geotechnical data. The following is a general list of issues and concerns regarding the soils in Valdez.

- Liquifiable Soils – Potentially liquifiable soils have been identified throughout Valdez and are especially prevalent in the vicinity of Old Town Valdez. During the 1964 earthquake, wide-scale liquefaction and lateral spreading occurred in the old townsite, and modern investigations suggest that the risk is still present (PND 2019).
- Lateral Spread – Any construction works on pads or adjacent to slopes have the risk of lateral spread occurring during seismic events. This is of particular concern in Old Town Valdez and any other area where there is development adjacent to a slope.
- High Groundwater Table – The elevation of the groundwater table varies throughout the study area and tends to be closest to the ground surface near waterfront and wetland areas. The presence of groundwater may result in additional development costs associated with dewatering and the long term performance of the development may be negatively affected (e.g., septic systems and crawl spaces).
- Frost Susceptibility - Frost susceptible soils are prone to frost heaving and jacking and are not suitable for use as a construction material. Frost susceptible soils are expected in the inter-tidal zones, and may be found in upland areas as well.
- Bank Erosion - Erosion of coastal areas and stream banks. During tidal action, storm surges, and periods of increased stream flow rates, erosion of stream banks and coastal areas can cause the undermining of foundations and other damage to waterfront infrastructure.
- Offshore Slope Instability - Available bathymetry and soils data indicate potential offshore slope instability due to the presence of soft soils. Near- and off-shore projects should have slope stability analysis performed and consider alternative foundation types to reduce the risk of failure due to offshore slope displacements.
- Wetlands - Impacts to wetlands should be avoided wherever practicable. Where impacts cannot be avoided, they must be minimized, compensated, and permitted by applicable agencies. In Alaska, wetlands permitting is the responsibility of the U.S. Army Corps of Engineers and the Alaska Department of Environmental Conservation, with additional local requirements as applicable.
- Contaminated Soils - When contaminated soils are encountered, development of the land containing the contaminated soil must follow federal, state, and local regulations. Known contaminated sites are shown on the Contaminated Sites map, located in Appendix A.

Opportunities

Soil conditions vary throughout Valdez and the available data suggests the presence of discontinuous lenses of liquifiable soil. Based on the geologic setting of the area, there is potential for frost susceptible soils and soils prone to large settlements and deformation under certain loading conditions. Future developments must consider liquefaction potential, lateral spreading, and the presence of frost susceptible and weak soils. Ground improvement methods such as vibration compaction, wick drains, or the use of stone columns may be required to reduce the potential for liquefaction. Deep foundations may also be used in lieu of ground improvement. Site-specific geotechnical data is required for projects in accordance with the IBC and municipal codes; no site-specific recommendations can be made without a geotechnical site investigation.

Planning Context

Detailed recommendations regarding land development require site-specific geotechnical investigations. Considering the available historical data, all future developments must consider the potential for liquefaction and the presence of frost susceptible or weak soils. Development near slopes require a slope stability analysis and retention systems as appropriate. Development of wetlands should be avoided wherever possible; when impact to wetlands cannot be avoided, the impacts must be minimized, compensated, and permitted according to applicable agencies. South of Port Valdez, projects within historic landslide footprints may encounter boulders and erratics underlying the surficial soils. Areas upland of historic landslides may have shallow bedrock. In general, landslides and glaciers may deposit boulders and erratics, which typically require additional efforts during excavation and will affect foundation recommendations.

References

- Alaska Geological Consultants and National Soil Services. “Foundation Investigation for Tank Storage and Marine Terminal”. Trans Alaska Pipeline System, 1969.
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TECHNICAL MEMORANDUM – CLIMATE CHANGE

Prepared by: Gordon Smith

General Description

Climate change is not a specific hazard where a single action or approach can mitigate its impacts. Instead, it is a factor that affects the characteristics of the hazards that affect the planning areas, and as such, it is a lens through which we examine planning decisions. The impacts of climate change occur in two ways:

- Slow-changing cumulative effects that do not require an emergency response, e.g., changes in annual precipitation rates or average temperatures.
- High impact events requiring emergency response, e.g., intense rainstorms or storm surge.

How we respond to each of these situations will be slightly different.

How we address climate change can be broken down into two types of responses:

- **Mitigation** is about what the City and individuals can do to reduce the driver of climate change—greenhouse gas emissions. Actions like improving building codes and enhancing walkability/active transportation links provide mitigation benefits and have other beneficial impacts such as cost savings and health improvements. Emphasizing the multi-purpose benefits of these types of actions can improve acceptance.
- **Adaptation** refers to actions that the City and individuals can take to reduce the negative impact of climate change. Adaptation often has immediate direct impacts, and the collateral benefits are less apparent. Migrating or moving a home directly impacts a family's lifestyle and is expensive. Unless that family has already directly experienced a related impact of climate change, like flooding, the benefit of the move is not apparent. Similarly, the cost-benefit analysis for a city of moving a major infrastructure facility can be murky. Thinking of adaptation actions like insurance is one approach. Saying there is only a chance of this happening once every 50 years; however, your house or your sewage treatment plant will be destroyed if it does happen. By moving to this location, you will protect your family and the investment you have in your home or infrastructure.

Based on a planning horizon within this century (i.e., up to approximately 2100), projected climate change impacts include (Hayward et al.):

- Average temperatures expected to warm by about 3°C in the next 50 years, with average temperatures in January predicted to rise approximately 4.5°C above current temperatures from only slightly above freezing to well above freezing. Many rivers in the area will shift from a below-freezing to above-freezing temperature regime.

Regionally, large coastal and near-coastal land areas are projected to shift from early spring thaw to the "rarely freezes" category. This shift is likely to correspond to a lack of winter snowpack and an altered hydrologic cycle. Farther from the coast and at higher elevations, spring thaw is projected to occur from 3 to 10 days earlier, on average. Projected autumnal changes are to be slightly greater than those seen in spring, with the freezing point shifting to noticeably later in the year in just a single decade. For example, an increase in the growing season from about 150 days to approximately 230 days may be expected in Valdez.

- Greater precipitation is projected throughout the year, with the most substantial increases occurring from September through May. The proportion of days when precipitation is expected to fall as snow rather than rain is projected to decrease by 23 percent from October to March, with the largest decline in October to November. A potential increase in the frequency and intensity of strong storms are also expected.
- Changes in the timing and depth of snowpack and changes in glacier extent will influence avalanche conditions. Also, the portion of the winter with enough snow at trailheads for skiing and snowmobiling will decrease significantly in some areas, impacting winter recreation and tourism.
- Relative sea level is expected to remain more-or-less the same in Valdez, in contrast to many other coastal areas in the world where sea level rise is a key concern. The lack of sea-level rise is due to tectonic forces and the rebound of the land related to glacial retreat after the last ice age. Marine and related ecosystems and infrastructure are therefore unlikely to be threatened by climate-change-induced sea-level rise.
- Ecological characteristics of the coast will change:
  - Prince William Sound, which receives up to 50 percent of its freshwater runoff from the region's tidewater glaciers, could experience significant changes in the frequency of harmful algal blooms, the extent of eelgrass beds, and the abundance of food for migrating shorebirds.
  - While some evidence suggests there is potential for increases in pink salmon abundance due to warmer ocean temperatures, salmon populations are impacted by changes in ocean conditions across much of the north Pacific where ocean surface temperatures, pH, and food webs will affect the growth and survival of adult salmon and the condition of stocks returning to the area's largely intact freshwater systems.
  - Modeling suggests that the coastal temperate rain forest will retain most of its current distribution. Simultaneously, subalpine shrub and alpine tundra are likely to decline as forests and shrublands move upward in elevation.
  - Anecdotal information suggests that changes in the rainfall regime could impact the forest in the area, leading to an increased vulnerability of the built landscape to wildfire.

Issues Identification

Based on Natural Hazard Mitigation Plan Update (City of Valdez, 2018), the highest concerns are:

Hazard	Percent of City's Geographic Area	Percent of Population	Percent of Building Stock	Percent of Community Facilities and Utilities
Avalanche	15%	15%	15%	15%
Dam Failure	5%	5%	5%	5%
Earthquake	50%	50%	50%	50%
Flood & Erosion	20%	20%	0%	0%
Landslides	5%	0%	0%	5%
Severe Weather	50%	50%	50%	50%
Tsunamis	50%	50%	50%	50%
Volcanic Hazards	50%	50%	50%	50%
Wildfire	25%	25%	25%	25%

Of these, severe weather, flood and erosion, avalanche, and wildfire are potentially exacerbated by climate change.

Severe weather is considered highly likely to occur and will affect the whole community putting over $250,000,000 of infrastructure at risk.

With the increase in winter rain events, any snow that remains on a roof may act as a "sponge" holding water and creating additional weight. The rise in freeze-thaw cycles may also create ice build-ups that could cause problems associated with weight and ice jams. These impacts could cause increased snow and ice loading on buildings.

The estimated combined storm surge and tide elevation in Port Valdez with a 100-year recurrence interval are 10.6 feet above sea level. Such flooding can occur along the entire Port Valdez shoreline. Because of the steep terrain, the area affected by the hazard is generally small; however, the relatively flat land of the river deltas allows for more significant flooding. Flooding events, even for those properties unaffected directly, will suffer due to road closures, impacts to public safety (access and response capabilities), limited availability of perishable commodities, and isolation.

Flooding and erosion can potentially impact the Trans-AK Pipeline Terminal, the Robe River Subdivision Reservoir, Glacier Stream, Lowe River, Mineral Creek, Alpine Woods Subdivision, road bridges in the area, piped water supply and wastewater, and port and harbor facilities. The probability of such impacts is considered likely and could potentially affect approximately $155,000,000 worth of buildings.

The airport, Trans-Alaska Pipeline Terminal, Gibson Middle School and Valdez High School, city and state-owned roads, bridges, the Copper Valley Telephone Co-Op, the Alyeska Pipeline Service Company, the Solomon Gulch Hydroelectric Facility, and piped water supply and wastewater are potentially affected by avalanches. At-risk building value is estimated at approximately $86,000,000.

Closures of the Richardson Highway due to snowstorms and avalanches in the Thompson Pass are more-or-less an annual event cutting the City off from road transportation for varying periods with a major avalanche closing the highway for ten days in 2014. The critical issue is frequency and severity, which could be affected by predicted increases in snowfall and temperature, making the snowpack more unstable and producing larger avalanches. With the cancellation of ferry service and uncertainty around commercial airline operations, closures of this sort would potentially have a more considerable impact today than they did even five years ago.

While the extent of wildfire is considered limited, and the probability of occurrence is considered unlikely, a wildfire has the potential to damage the Trans-AK Pipeline Terminal and put almost $200,000,000 worth of buildings at risk.

Opportunities

Monitor changes in annual precipitation rates, seasonal variations and type, document monthly mean temperatures, and keep a record of extreme events including characteristic/data of the event and specifics of its impacts on infrastructure, other City facilities, and private properties. Tying this information in with projections of future climate change-induced events will provide a more comprehensive understanding of potential impacts and costs, enabling a better proactive planning response.

Education is key. Showing people what the potential future could be will help them to make better decisions. Given the uncertainty of those future projections, it is essential to show how they are an extrapolation of past trends and tie them to actual events. Examples like the storm ten years ago and showing how high the waters came or looking at trends that show how the number, intensity, and duration of storms impacting the Richardson Highway closures have increased provide real-life examples to which people can relate. People can then consider the impacts of a larger similar-type event or these events occurring more often.

Make mapping of projected impacts publicly available. Showing people the risk to particular properties helps them make better decisions, e.g., people may decide not to build a house in a location because it is at risk from river flooding or coastal storm the potential storm surge. Consider the development of an online map with satellite imagery and street view that show people:

- Flooding both temporary and permanent (Division of Geological and Geophysical Services has a Potential Maximum Permanent Flooding map)
- Avalanche hazard (under development by Alaska Division of Geological and Geophysical Surveys)
- Erosion risk

Planning Context

Considering climate change should not be done in isolation. There are often opportunities to improve efficiencies, save operating costs, reduce risk from multiple types of events, mitigate greenhouse gas emissions, and adapt to potential changes with little or no cost increase to operations. Addressing climate change looks like good planning and wise use of funds to reduce municipal costs in the long run.

Continue to support the implementation of Mitigation Actions in the Natural Hazard Mitigation Plan Update (City of Valdez, Alaska, 2018). Actions in that plan that specifically relate to planning include:

- Accurate flood maps that delineate areas of flooding should be made publicly available.
- All new structures should be constructed according to National Flood Insurance Program requirements and set back from the river shoreline to lessen future erosion concerns and costs.
- New construction in avalanche hazard zones should be discouraged or prohibited, even if structures are not intended for habitation. Delineation of the Avalanche Zoning District where development and use are limited to low-density, seasonal use should be reviewed against current avalanche risk information.
- Removal of vegetation in areas prone to landslides should be prohibited through the land use zoning code.
- Public disclosure of avalanche risk should be linked to deed or title of property and require owners to notify renters of the hazard before occupancy.
- The City should continue to support the Avalanche Awareness Center and educate the public about avalanche and landslide hazards.
- Weather-resistant building materials and practices should continue to be encouraged through the land use zoning code.
- The Division of Geological and Geophysical Services Potential Maximum Permanent Flooding map should continue to be considered when reviewing new zoning or rezoning applications, emergency planning, and better evacuation route planning.
- Fire Wise building design, siting, and construction materials should continue to be promoted through the land use zoning code.

While not land use or planning responses, the City could also consider the following climate change mitigation actions:

- Install energy efficiency upgrades for older municipal buildings, such as insulation and window and door upgrades.
- Install a Direct Digital Control (DDC) or Supervisory Control and Data Acquisition (SCADA) system to improve monitoring and the efficiency of operations of Town facilities including buildings and the water and wastewater pump inventory;
- Ensure regular maintenance of the vehicle fleet and regularly review that the right-sized vehicles are being used for their intended purpose.
- Ensure critical infrastructure has back-up power.
- Regularly update annual snowfall and winter rainfall projections and review municipal structures for snow loading.

References

- Hayward, Gregory D., Steve Colt, Monica L. McTeague, and Teresa N. Hollingsworth, eds. (May 2017). Climate Change Vulnerability Assessment for the Chugach National Forest and the Kenai Peninsula. U.S. Department of Agriculture, Forest Service Pacific Northwest Research Station Portland, Oregon General Technical Report PNW-GTR-950.
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TECHNICAL MEMORANDUM – ARCHAEOLOGICAL AND CULTURAL RESOURCES

Prepared by: Tracie Krauthoefer (Corvus Culture)

General Description

Cultural resources are generally defined as the tangible representations of our history and heritage. Cultural resources include archaeological sites and objects, historic buildings and structures, cultural landscapes that demonstrate human expression and manipulation of the land, and ethnographic resources such as a traditional berry-picking patch, the location of which has been shared from generation to the next. Cultural resources often include intangible expressions of human culture and the continuity of cultural systems, such as Native languages, religious beliefs and subsistence activities.

While federal and state laws and regulations govern the consideration of these place-based resources during state and federal project planning, consideration and preservation of these resources is most effective at the local level. Cultural resources are often considered and managed at the local level through historic and heritage preservation programs involving ordinances and historic or heritage preservation plans/plan elements. Heritage preservation programs are commonly intertwined with economic development, education, and beautification goals and efforts through programs such as Main Street America and the federal Certified Local Government (CLG) program.

Existing Conditions

Valdez is situated within Prince William Sound, the ancestral homeland of the Chugach Sugpiaq/Alutiiq people. The Valdez area has, since time immemorial, been a gathering place for Alaska Native people from throughout the region to meet, hunt, fish and trade. Though there is scant documented information regarding the archaeological and cultural resources of the Valdez area, indigenous community members (represented by the Valdez Native Tribe [VNT], a 501c3 non-profit organization that provides health, social, educational, and cultural services to Alaska Native and American Indian beneficiaries living in the Valdez area) have indicated the presence and importance of cultural resources within Valdez. Notably, community members have indicated the importance of the Old Town area in Valdez's identity, culture and history.

Documented information is similarly lacking for subsistence use areas as the City of Valdez is located in a state Non-subsistence Use Area and Valdez is considered a non-rural community under federal subsistence regulations.

The City of Valdez does not have a program that actively manages and considers cultural resources. Ordinance 97-01 and Chapter 2.36 of Valdez Municipal Code established a Valdez Museum and Historical Archive (VMHA) to support and enhance goals in heritage preservation, public education and economic development, though the main purpose of the VMHA is to conduct programs that support public education and visitor industry development. The VMHA operates two museum facilities, as well as online exhibits, and is in the process of designing a new museum facility to consolidate collections and exhibits under one roof. The Museum's mission is to preserve, present and interpret the heritage and culture of Valdez, the Copper River Basin, and Prince William Sound.

The City of Valdez is not a CLG under the federal program administered by the State of Alaska Office of History and Archaeology (OHA). The City of Valdez does not have a landmark designation program, nor does it maintain an inventory of local places deemed worthy of preservation. There are no properties in the City of Valdez that are listed in the National Register of Historic Places (the official list of the Nation's historic places worthy of preservation) and there are no properties listed in the Alaska Landmark Register (the state's list of historic properties worthy of preservation).

Area-Specific Issues and Opportunities

Old Town

Prior to the 1964 earthquake, the City of Valdez was concentrated on the shore of Port Valdez near Valdez Glacier Stream, what is now referred to as Old Town, across the Richardson Highway from the current airport. Many of the buildings and infrastructure in Old Town were destroyed by the 1964 Earthquake and associated submarine slide and seiche waves. Following the earthquake event, Valdez was reconstructed three miles to the west, at Mineral Creek. More than 50 buildings were moved from Old Town to the new townsite at Mineral Creek, and the Old Town area was razed. All visual remains of Old Town have been extensively razed east of Alaska Avenue, while some remnants remain to the west of the road and along the waterfront.

Although no longer extant, Old Town remains an important historical place for Valdez area residents. Old Town represents the place many residents grew up in, the significant loss of life the community experienced during the earthquake event (31 people perished in Valdez), and the devastating destruction of the community itself.

During Focus Group meetings for the Revised Valdez Comprehensive Plan, residents expressed concern for development in Old Town given its significant and sensitive history. Additionally residents requested that Tribal elders be consulted regarding development projects in the area around Old Town, to ensure projects do not disturb culturally and historically sensitive places.

In 2019, Valdez completed a Comprehensive Waterfront Master Plan that identified a portion of Old Town to be set aside as the Old Town Historic Site and conserved for passive recreation use, including interpretive signage and trails, walking, and fishing opportunities. The Old Town Historic Site is located between Alaska Avenue and the City's sewage treatment plant. Areas to the east and west of the Old Town Historic Site are proposed for use as working waterfront.

The Old Town Historic Site will include development of interpretive trails and signage, parking area and restroom. To address concerns and issues raised in Focus Group meetings for the Revised Valdez Comprehensive Plan, the City should consider:

- Project review and consultation with VNT for ground-disturbing development within the Old Town Historic Site, and for the areas immediately east and west of the Old Town Historic Site identified for use as "working waterfront," to protect sensitive cultural resources.
- Collaboration with VNT and residents of color to identify and create interpretive and wayfinding elements that are inclusive and authentic representations of the many histories of the people of Valdez.

Non-Area Specific Issues

A number of non-area-specific issues were raised during Focus Group meetings and in the Revised Comp Plan Survey.

- Indigenous community members expressed frustration with a lack of transparency and communication with the City planning department and City government in general.
- Community members from diverse backgrounds felt that existing interpretation of the community's history was one-sided and did not celebrate Alaska Native history and culture or reflect the diversity of Valdez.
- Some community members expressly pointed out a desire to encourage the preservation of downtown Valdez's historic buildings but to discourage the use of fake and inauthentic historical facades.
- Community members from diverse background expressed concerns that construction and development projects might harm cultural resources as little information is documented about cultural resource locations and their significance (with the understanding that this information may not be appropriate for the public at large).

Opportunities

Several respondents to the public survey indicated that encouragement of aesthetics and historic building facades was a priority, and 27% of respondents suggested historic preservation should be a priority. These priorities, as well as the concerns discussed previously, suggest the City of Valdez should consider building a right-sized heritage preservation program. Two main opportunities address the creation of a program:

1. CLG certification

Concerns raised during Focus Group meetings and priorities indicated in the Revised Comp Plan Survey suggest greater consideration of cultural resources (particularly indigenous cultural resources) by City planning, development and construction efforts is desired.

The federal Certified Local Government process provides a well-established pathway for local governments to incorporate consideration of cultural resources into City planning. In Alaska, the CLG program is administered by the State of Alaska Office of History and Archaeology. The Office of History and Archaeology is available to provide technical support to communities seeking CLG certification. Communities in Alaska that have been certified and receive assistance though this program are the cities of Cordova, Dillingham, Kenai, Ketchikan, Nome, Seward, and Unalaska, as well as the Matanuska-Susitna Borough, Fairbanks-North Star Borough, Municipality of Anchorage, and North Slope Borough.

TECHNICAL MEMORANDUM – ARCHAEOLOGICAL AND CULTURAL RESOURCES (CONT'D)

With CLG certification, Valdez can access technical assistance in establishing and delivering their heritage preservation program, funds and training for community members who participate in administering the preservation program, and federal grant opportunities specific to the identification, consideration and preservation of cultural resources.

2. Heritage Preservation Plan or Plan Element

During focus group meetings and in the community survey, residents indicated a variety of concerns and ideas related to cultural resources and heritage preservation.

Valdez would benefit from a dedicated heritage preservation plan (created in cooperation with the VNT and through a public involvement process) that reflects and identifies community-wide goals and objectives for cultural resources and preservation, and the actions the City will encourage and take to achieve those stated goals and objectives. It is important to note that heritage preservation is not a one-size-fits-all approach. Through an engaged preservation planning process, Valdez can define what heritage preservation will mean for the community and the approach that is best-sized and best-suited to address community needs.

Planning Context

The City of Valdez has created a great Museum with interpretation elements throughout the community, but work is needed to accurately discuss the many histories of Valdez's people (the Indigenous community in particular) and places. Consideration of cultural resources by the City in land use planning and decision-making has not necessarily occurred and the locations of sensitive cultural resources have not necessarily been identified or documented. There is community support to more widely identify and preserve existing cultural resources, including historic buildings and structures.

To address concerns and build on current community support, the City of Valdez should consider the following opportunities:

- Project review and consultation with VNT for developing in the Old Town Historic Site and adjacent areas designated as working waterfront
- Collaboration with VNT and residents of color to create authentic and inclusive interpretation and wayfinding representative of the many histories of the people of Valdez
- Certification as a CLG to access resources to begin the foundation of a City heritage preservation program
- Development and implementation of a heritage preservation plan or plan element that identifies community priorities for cultural resource identification, consideration, interpretation, education and preservation.

And lastly, concerns expressed by representatives from the Indigenous community regarding lack of communication from the City extend beyond the subject of archaeological and cultural resources. The City of Valdez should consider development of a government-wide consultation policy to encourage meaningful communication and engagement with the VNT.

References

- National Park Service, 1998. NPS-28: Cultural Resource Management Guideline. NPS Office of Policy.
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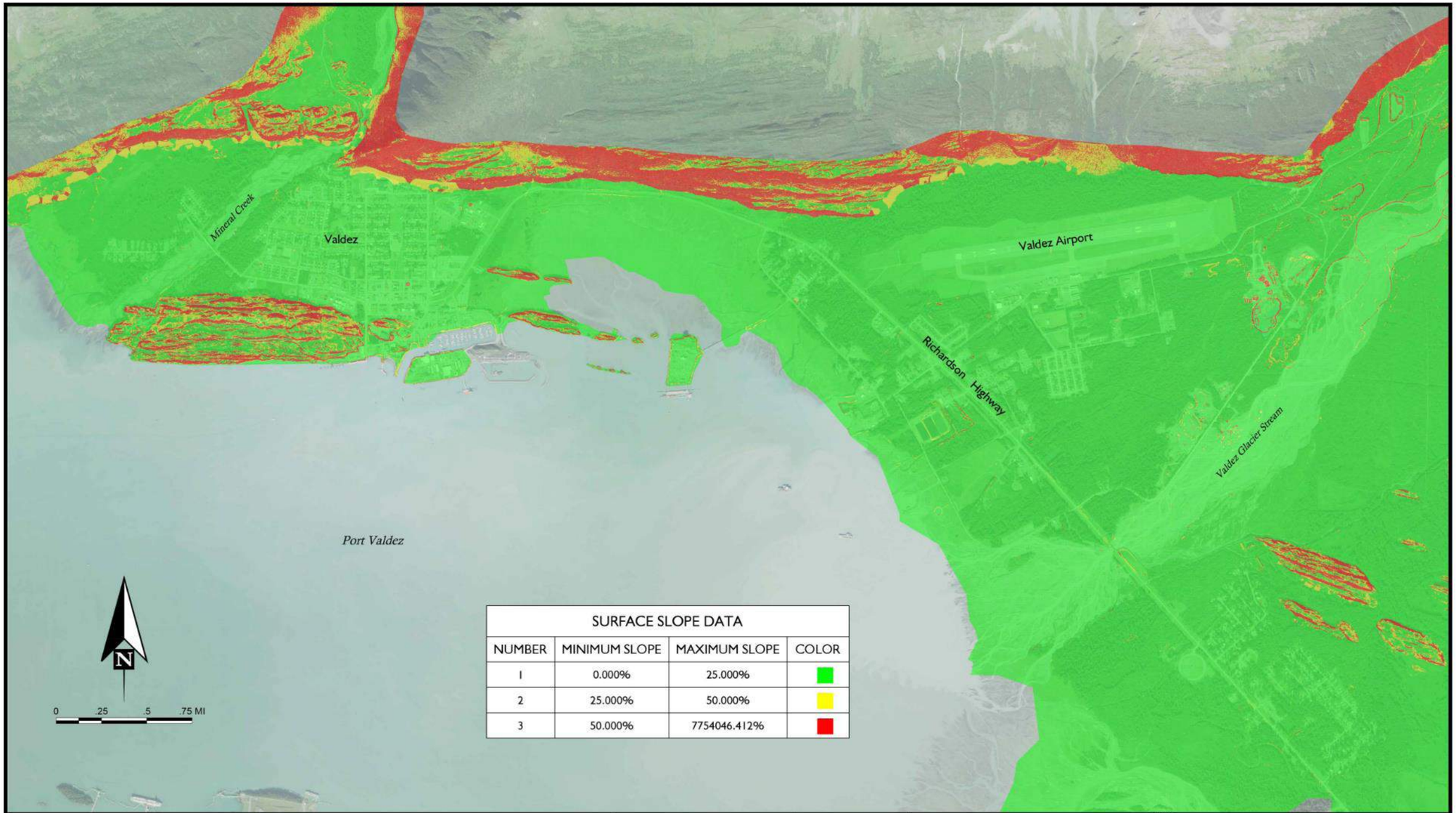
- Chugachmiut.org Accessed 1/1/2021
- Valdez Convention and Visitor's Bureau: https://www.valdezalaska.org/discover/history/1964-good-friday-earthquake/

TECHNICAL MAPS

On the following pages are the GIS maps developed by the planning team that supports the Technical Memos related to slopes (avalanches, landslides), flood and tsunami inundation, and soils (wetlands and contaminated soils). These maps were overlaid in GIS to create a composite map that identifies the varying levels of environmental concerns within the planning area. The composite map was used as the basis for the land suitability map found within the body of ***PlanValdez***. These maps are conceptual in nature and are to be used for planning purposes only.

GROUND SLOPE ANALYSIS MAP



SURFACE SLOPE DATA			
NUMBER	MINIMUM SLOPE	MAXIMUM SLOPE	COLOR
1	0.000%	25.000%	
2	25.000%	50.000%	
3	50.000%	7754046.412%	

PND Engineers, Inc. is not responsible for safety programs, methods or procedures of operation, or the construction of the design shown on these drawings. Where specifications are general or not called out, the specifications shall conform to standards of industry. Drawings are for use on this project only and are not intended for reuse without written approval from PND. Drawings are also not to be used in any manner that would constitute a detriment directly or indirectly to PND.

REV | DATE | DESCRIPTION

DATE: _____

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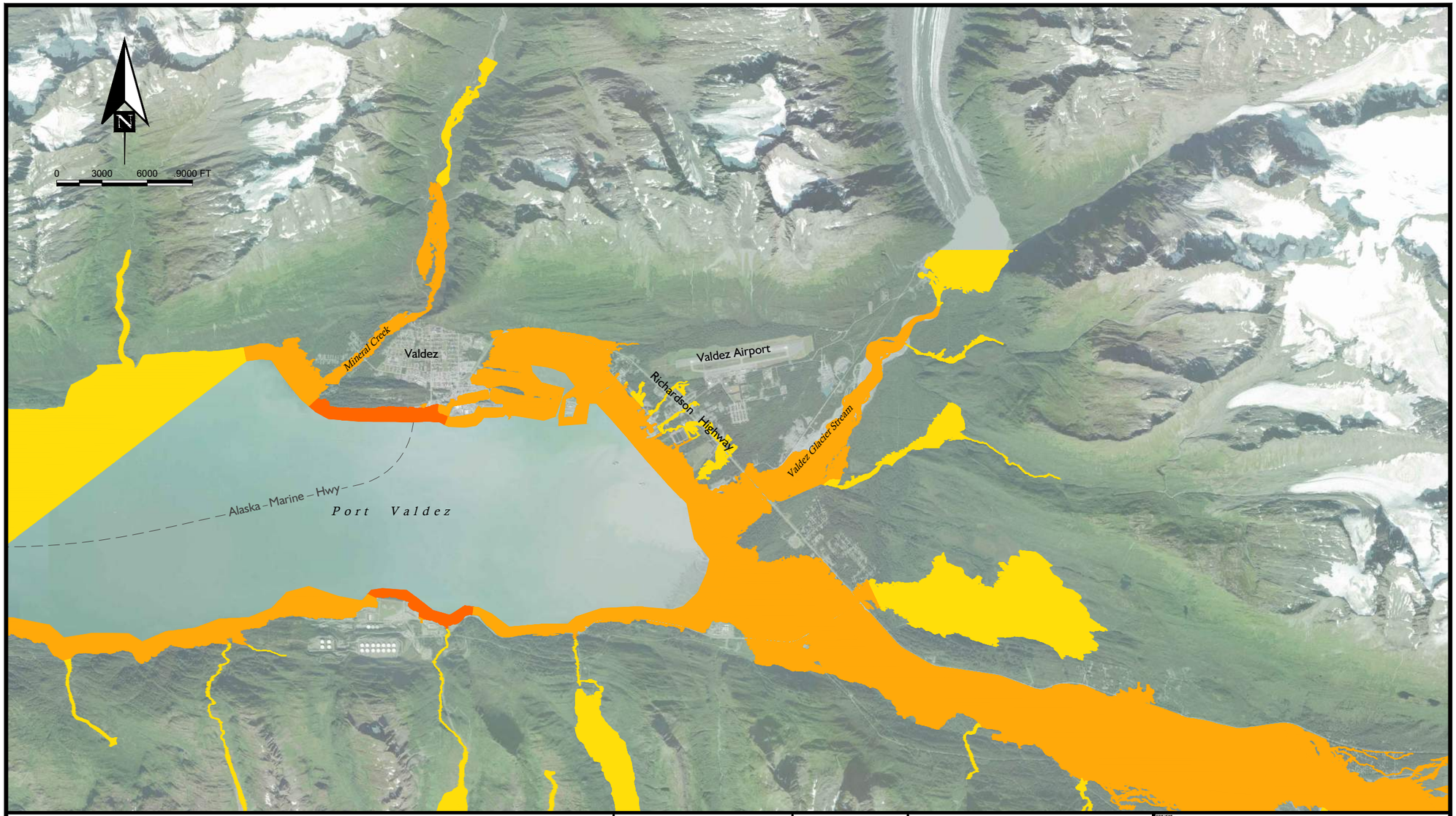
PND ENGINEERS, INC.

PROJECT: VALDEZ LAND SUITABILITY MAP

TITLE: GROUND SLOPE ANALYSIS

DESIGNED BY: – | DATE: 10/2/20 | SHEET NO.: 1 OF 1
CHECKED BY: – | PROJECT NO: 201076

FEMA FLOOD MAP



FEMA Flood Zones

Zone A

Zone VE

Zone AE

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1506 West 36th Avenue
Anchorage, Alaska 99503
Phone: 907.561.1011
www.pndengineers.com
AK. LIC# AECC250

PND ENGINEERS, INC.

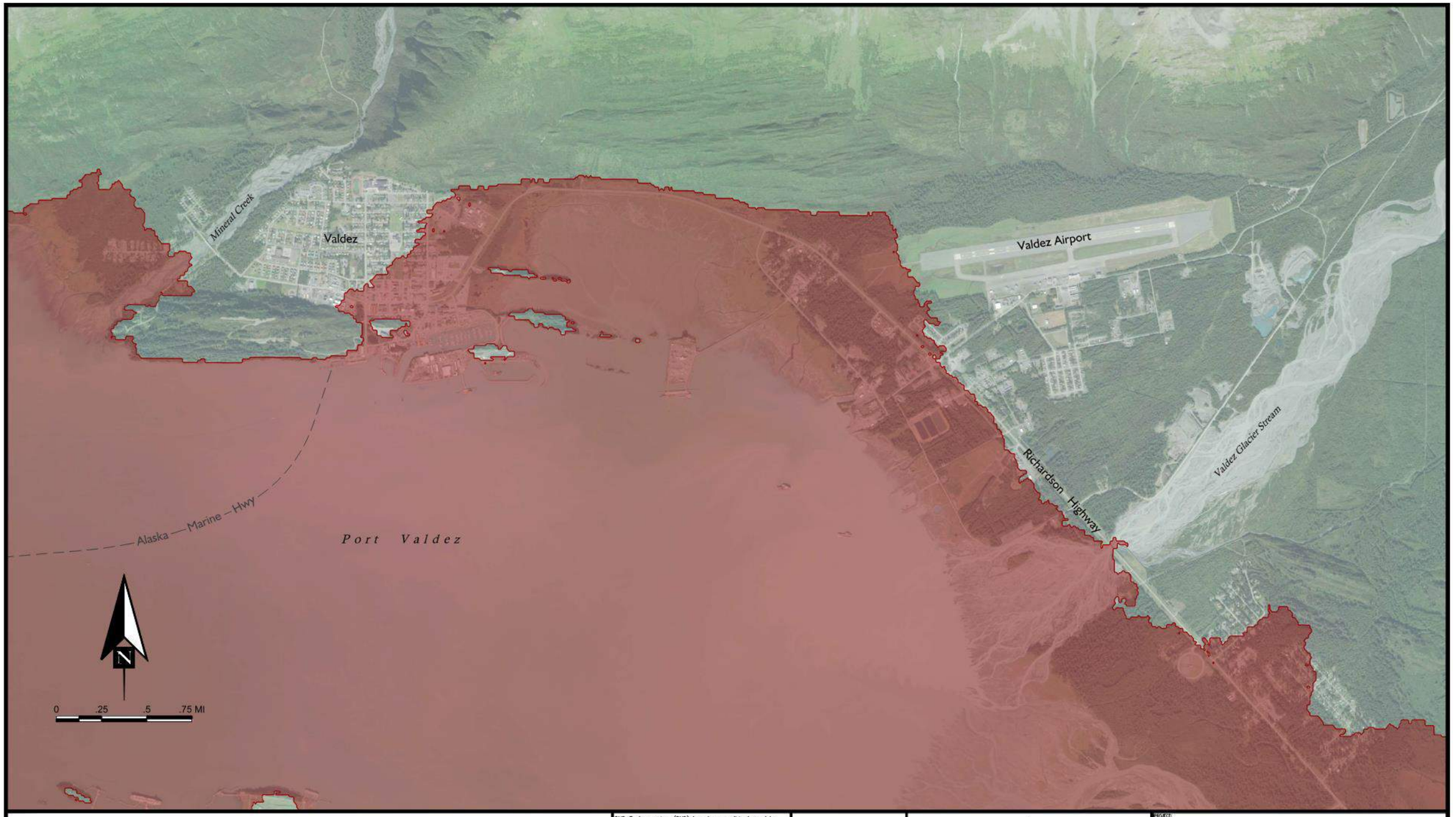
PROJECT: VALDEZ LAND SUITABILITY MAP

TITLE: FEMA FLOOD ZONES

DESIGNED BY:	–	DATE:	10/8/21
CHECKED BY:	–	PROJECT NO:	201076

SHEET NO: 1 OF 1

TSUNAMI INUNDATION MAP



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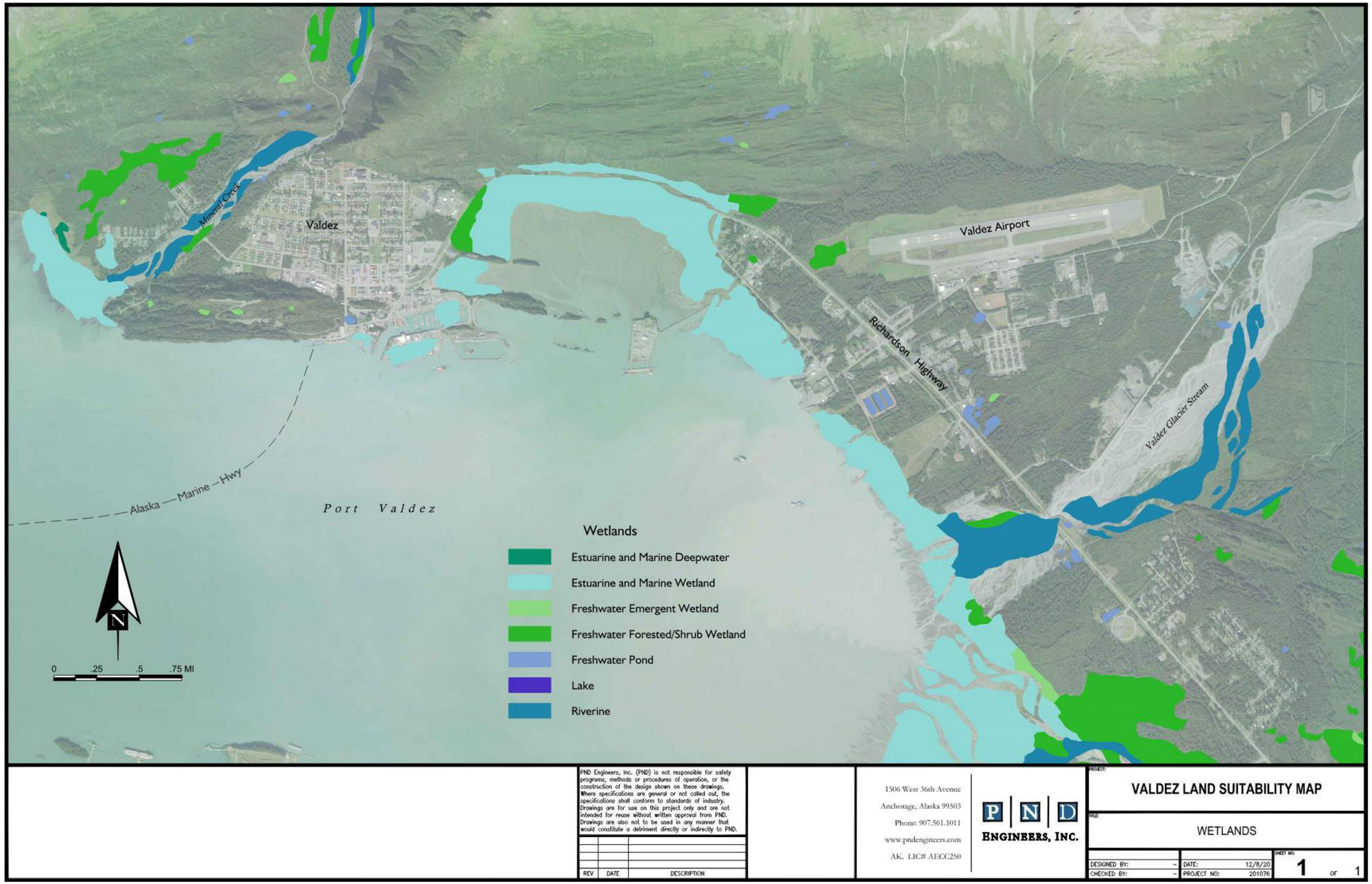
PROJECT: VALDEZ LAND SUITABILITY MAP

TITLE: ESTIMATED "MAXIMUM CREDIBLE SCENARIO" TSUNAMI INUNDATION EXTENTS

DESIGNED BY:	-	DATE: 12/8/20	SHEET NO: 1 OF 1
CHECKED BY:	-	PROJECT NO: 201076	

WETLANDS MAP



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PROJECT: VALDEZ LAND SUITABILITY MAP

TITLE: WETLANDS

DESIGNED BY:	-	DATE:	12/8/20	SHEET NO: 1 OF 1
CHECKED BY:	-	PROJECT NO:	201076	

CONTAMINATED SITES MAP

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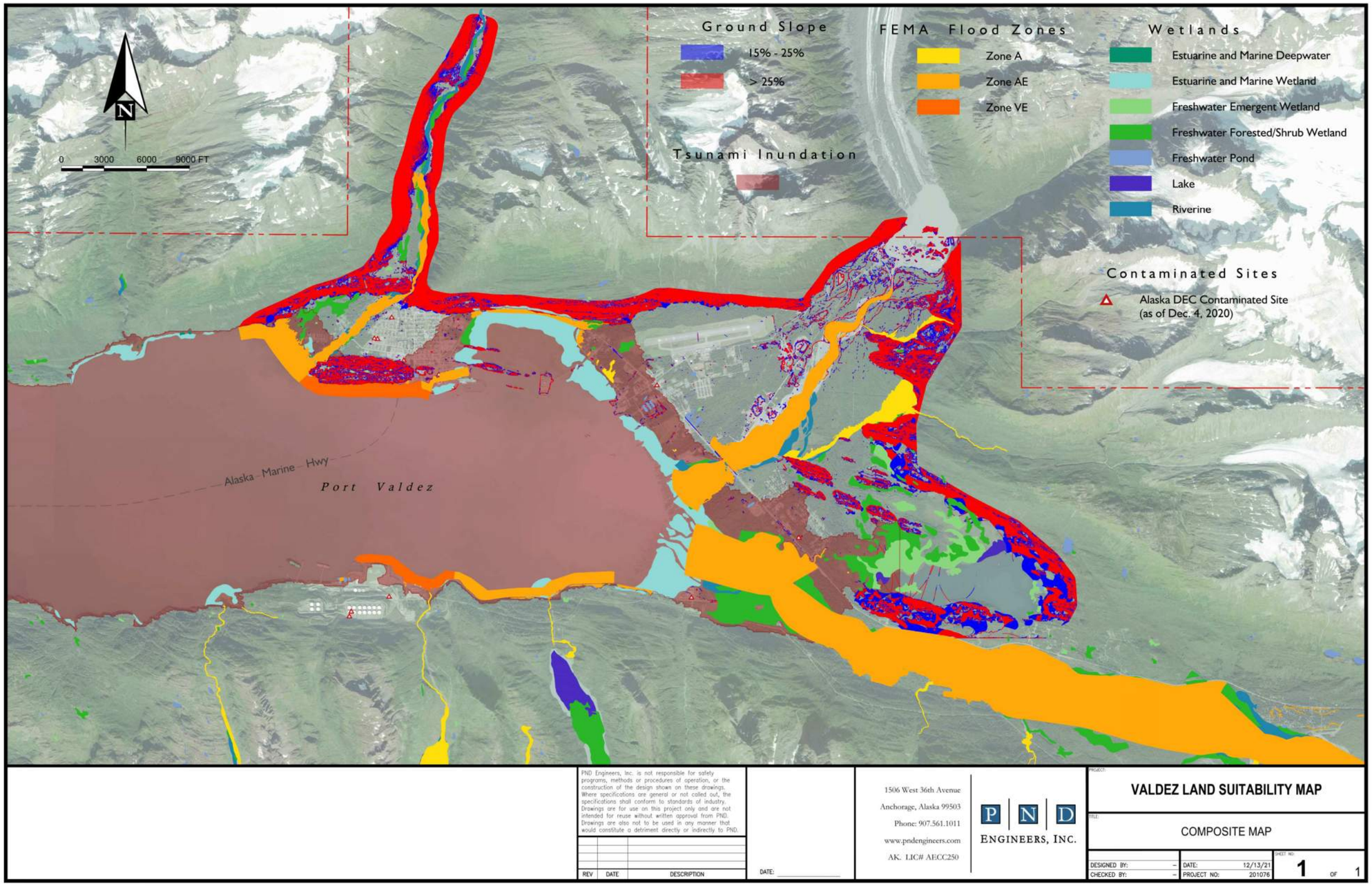
PROJECT: VALDEZ LAND SUITABILITY MAP

TITLE: CONTAMINATED SITES

DESIGNED BY:	-	DATE:	12/8/20
CHECKED BY:	-	PROJECT NO:	201076

SHEET NO: 1 OF 1

COMPOSITE OVERLAY MAP



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ENGINEERS, INC.

PROJECT: VALDEZ LAND SUITABILITY MAP

TITLE: COMPOSITE MAP

DESIGNED BY:	–	DATE: 12/13/21	SHEET NO: 1 OF 1
CHECKED BY:	–	PROJECT NO: 201076	

File #: 23-0251, **Version:** 1

ITEM TITLE:
Staff Reports
SUBMITTED BY: Jeremy Talbott, Ports & Harbors Director

FISCAL NOTES:

Expenditure Required: N/A
Unencumbered Balance: N/A
Funding Source: N/A

RECOMMENDATION:

Report Only

SUMMARY STATEMENT:

Staff will be on hand to provide the commission an update on Operations and the upcoming boating season.