



**Community of Valdez
Strategic Planning Weekend #5: Milestones
March 10, 2012**

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Planning Cells Summary

Milestones are discrete, measurable deliverables—something created—that help achieve objectives. They must be measurable, sustainable, affordable, and implementable. Milestones can fall under more than one objective or goal.

On March 10, 2012, the Cells met for the first of two sessions to identify potential milestones that would help achieve each of the five goals' objectives¹. The groups were asked to identify not only the actual milestone, but also to identify the responsible party (what entity would be accountable for completing the milestone), a general estimate of cost, the level of urgency for completion, and the level of complexity in order to achieve the milestone (see Appendix A: Milestone Form). Approximately 130 distinct potential milestones were identified by the eight Cell groups.

The Planning Core met on March 11, 2012, to hear a brief update on the strategic planning process and to answer questions from the Cell representatives regarding any issues or concerns raised during the Cell discussions. As a result of a question raised by the Education Cell, the group approved adding a new objective under Goal 1: *Provide and maintain a wide range of educational opportunities.*

The Planning Cells will meet again on March 31 to continue brainstorming potential milestones. A public open house will be held April 10 for the purpose of presenting the strategic planning project to the citizens of Valdez, to provide an opportunity for those citizens to identify other potential milestones, and to begin a preliminary prioritization of potential milestones recommended for short, medium-, and long-term implementation.

What follows is a **preliminary summary** of the March 10 brainstorming session—milestones and responsible parties only—grouped by Cell.

Common Milestone terms:

*Build
Create
Establish
Recruit
Design
Implement
Conduct
Publish
Institute
Produce
Develop
Construct
Found
Start*

¹ Not all Cells may have milestones under each and every objective. Conversely, some milestones may be listed more than once because they meet more than one objective.



Business and Economic Development

Goal 1. The Community of Valdez will manage its resources through a cost effective and efficient use of its revenues, assets, resources, and human capital to support a responsible, sustainable future.

- a. Plan for spending based on prioritized needs and considering long range revenue forecasts

Milestone	Responsible Party (if identified)
Evaluate symbiotic partnership opportunities in the community (e.g., Alyeska waste heat to fuel storage)	
Develop bridge and decision-making scenarios based on different revenue forecasts from TAPS and gas line vs no gas line	
Develop long-range CIP and Major Maintenance Program for public infrastructure	
Reduce city per capita spending to statewide average	City Council

- b. Develop, use and maintain land and water resources in environmentally compatible ways

Create Valdez Community Land Trust	
Develop land use plan to avoid urban sprawl and maintain available land for future economic development and land conservation/natural hazard avoidance	
Establish a self-sustaining spring Chinook sports fishing using VFDA	VFDA, City

- c. Maximize use of cost-effective, renewable resources

Conduct a feasibility study for hydro options	
Develop a catalogue of renewable resources	VFDA, City
Establish a self-sustaining spring Chinook sports fishing using VFDA	Commercial Fishing Industry

- d. Increase affordable energy, healthcare, housing, and goods and services

Develop a plan to address aging housing (mobile homes, modular)	
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- e. Provide and maintain a wide range of educational opportunities



Goal 2. The community of Valdez will have a well-planned, sustainable, and flexible infrastructure that provides for its needs.

a. Maintain and optimize use of existing infrastructure, facilities, and land resources

Establish 5, 10, and 20 year infrastructure and facilities maintenance plan and revisit every 3-5 years	City of Valdez
Develop long-range CIP and Major Maintenance Program for public infrastructure	
Develop land use plan to avoid urban sprawl and maintain available land for future economic development and land conservation/natural hazard avoidance	
Perform an accountability study of the public and private commercial buildings and create a plan for community ADA transition	
Evaluate existing, aging infrastructure	
Improve port facilities to attract and accommodate a portion of statewide shipping (so Port of Anchorage is not the exclusive entry point for state)	
Establish a Port of Valdez Port Authority to aid in port expansion	City
Establish a competition to encourage problem-solving ideas (e.g. what do with snow lots off season)	City
Establish direct shipping of goods (water, salmon, potatoes)--partnership with Kenny Lake	Multiple

b. Plan for, prioritize, and invest responsibly in needed new, sustainable infrastructure

Develop long-range CIP and Major Maintenance Program for public infrastructure	
Investigate LEED standards for new construction and renovation	
Establish a self-sustaining spring Chinook sports fishing using VFDA	VFDA, City
Build a 30 million pound cold storage facility using waste energy from Petro Star to develop a secondary seafood/agriculture processing facility	VFDA, Petro Star
Create Harbors and Upland Master Plan	City

c. Enhance the built environment and promote innovation

Investigate LEED standards for new construction and renovation	
Develop program to include community pride and community conditions (e.g. snow removal) in new building construction and renovation projects	
Build a 30 million pound cold storage facility using waste energy from Petro Star to develop a secondary seafood/agriculture processing facility	VFDA, Petro Star
Create Harbors and Upland Master Plan	City
Establish a competition to encourage problem-solving ideas (e.g. what do with snow lots off season)	City



d. Promote public/private partnerships in building and operating infrastructure

Evaluate symbiotic partnership opportunities in the community (e.g., Alyeska waste heat to fuel storage)	
Host meeting of key 8A and other construction entities to show what Valdez has to offer	
Build a 30 million pound cold storage facility using waste energy from Petro Star to develop a secondary seafood/agriculture processing facility	VFDA, Petro Star
Establish direct shipping of goods (water, salmon, potatoes)--partnership with Kenny Lake	Multiple
Develop testing and training platform	City

Goal 3. The community of Valdez will be the preferred hub for the region

- a. Leverage and promote geographic and infrastructure attributes to establish Valdez as a regional resource

Establish a Port of Valdez Port Authority to aid in port expansion	City
Develop testing and training platform	City

- b. Increase hub opportunities
c. Develop and strengthen regional alliances

Goal 4. The community of Valdez will have a diverse, engaged, and active citizenry that is proactive in addressing community responsibility.

- a. Promote public/private and inter-agency partnerships to meet the needs of residents

Establish a connection between the middle/high school students and city government	City/VCSD
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- b. Increase responsible access to healthy recreational opportunities

Establish a self-sustaining spring Chinook sports fishing using VFDA	VFDA, City
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- c. Encourage local community commitment through volunteerism and philanthropy
d. Strengthen the connection between the community and the military and other transitional residents
e. Increase proactive community communication



f. Celebrate diversity, community pride, and local history and culture

Goal 5. The community of Valdez will have a healthy, diverse economy

a. Develop workforce resources through education, training, and career opportunities

Establish a connection between the middle/high school students and city government	City/VCSD
Build a 30 million pound cold storage facility using waste energy from Petro Star to develop a secondary seafood/agriculture processing facility	VFDA, Petro Star
Develop testing and training platform	City

b. Strengthen existing industries and local small businesses

Support small business owners (we want local small business owners; local citizen business owners because they react differently to the community (like banks, grocery store) how do we change this in our community	Chamber of Commerce/business community
Establish a self-sustaining spring Chinook sports fishing using VFDA	VFDA, City
Build a 30 million pound cold storage facility using waste energy from Petro Star to develop a secondary seafood/agriculture processing facility	VFDA, Petro Star
Establish a Port of Valdez Port Authority to aid in port expansion	City
Develop Sulfur Cake use program (waste byproduct from Petro Star)	City and Petro Star

c. Encourage new business development and investment

Support small business owners (we want local small business owners; local citizen business owners because they react differently to the community (like banks, grocery store) how do we change this in our community	Chamber of Commerce/business community
Establish a self-sustaining spring Chinook sports fishing using VFDA	VFDA, City
Establish a Port of Valdez Port Authority to aid in port expansion	City
Develop Sulfur Cake use program (waste byproduct from Petro Star)	City and Petro Star

d. Expand marketing of Valdez’s existing resources and attributes

Establish a self-sustaining spring Chinook sports fishing using VFDA	VFDA, City
Establish a Port of Valdez Port Authority to aid in port expansion	City
Develop testing and training platform	City
Develop Sulfur Cake use program (waste byproduct from Petro Star)	City and Petro Star

e. Support and encourage military operational presence and investment

Establish a Port of Valdez Port Authority to aid in port expansion	City
Develop testing and training platform	City



- f. Advance business opportunity through improved transportation, energy, and communication resources

Establish a Port of Valdez Port Authority to aid in port expansion	City
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Healthcare

Goal 1. The Community of Valdez will manage its resources through a cost effective and efficient use of its revenues, assets, resources, and human capital to support a responsible, sustainable future.

- a. Plan for spending based on prioritized needs and considering long range revenue forecasts
- b. Develop, use and maintain land and water resources in environmentally compatible ways
- c. Maximize use of cost-effective, renewable resources
- d. Increase affordable energy, healthcare, housing, and goods and services

Milestone	Responsible Party (if identified)
Meet transportation needs	Valdez Coordinated Transportation Committee
Develop a master health campus plan (city council approved--LTC, Assisted living, MRI and rehab expansion)	Community task force/Providence Valdez Medical Center
Expand number and types of specialties offered	Providence Valdez Medical Center
Utilize telemedicine	Providence Valdez Medical Center

- e. Provide and maintain a wide range of educational opportunities

Goal 2. The community of Valdez will have a well-planned, sustainable, and flexible infrastructure that provides for its needs.

- a. Maintain and optimize use of existing infrastructure, facilities, and land resources

Develop a master health campus plan (city council approved--LTC, Assisted living, MRI and rehab expansion)	Community task force/Providence Valdez Medical Center
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b. Plan for, prioritize, and invest responsibly in needed new, sustainable infrastructure

Replace carport at senior center	City of Valdez/Senior Center
Develop a master health campus plan (city council approved—Long Term Care, Assisted living, MRI and rehab expansion)	Community task force/Providence Valdez Medical Center
Build a new fire station near the hospital	City of Valdez

c. Enhance the built environment and promote innovation

d. Promote public/private partnerships in building and operating infrastructure

Meet transportation needs	Valdez Coordinated Transportation Committee
Build and operate an assisted living facility	City of Valdez, Community task force, private operator
Build a new fire station near the hospital	City of Valdez

Goal 3. The community of Valdez will be the preferred hub for the region

- a. Leverage and promote geographic and infrastructure attributes to establish Valdez as a regional resource
- b. Increase hub opportunities
- c. Develop and strengthen regional alliances

Goal 4. The community of Valdez will have a diverse, engaged, and active citizenry that is proactive in addressing community responsibility.

a. Promote public/private and inter-agency partnerships to meet the needs of residents

Create a consolidated grant-writing position	City of Valdez
Maintain public health infrastructure and services	City Public Health
Meet transportation needs	Valdez Coordinated Transportation Committee
Create a program to bridge the gap between medicate and self pay for in-home service clients	Senior Center/Connecting Ties
Develop a full-fledged occupational health program	Providence Valdez Medical Center



Enhance the EMS system locally to the paramedics level	Fire Department
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- b. Increase responsible access to healthy recreational opportunities
- c. Encourage local community commitment through volunteerism and philanthropy

Maintain current response times for all emergency incidents	Fire Department
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- d. Strengthen the connection between the community and the military and other transitional residents
- e. Increase proactive community communication

Conduct a survey of agency services and programs	All agencies
Create a tracking system for State/Federal funding (to identify where funds come from for services)	Community task force/Providence Valdez Medical Center
Develop a master health campus plan (city council approved--LTC, Assisted living, MRI and rehab expansion)	Emergency Manager

- f. Celebrate diversity, community pride, and local history and culture

Goal 5. The community of Valdez will have a healthy, diverse economy

- a. Develop workforce resources through education, training, and career opportunities

Sustain nursing and CNA programs	PVMC, PWSCC, City
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- b. Strengthen existing industries and local small businesses
- c. Encourage new business development and investment
- d. Expand marketing of Valdez’s existing resources and attributes
- e. Support and encourage military operational presence and investment
- f. Advance business opportunity through improved transportation, energy, and communication resources

Meet transportation needs	Valdez Coordinated Transportation Committee
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Culture and Recreation

Goal 1. The Community of Valdez will manage its resources through a cost effective and efficient use of its revenues, assets, resources, and human capital to support a responsible, sustainable future.

- a. Plan for spending based on prioritized needs and considering long range revenue forecasts
- b. Develop, use and maintain land and water resources in environmentally compatible ways
- c. Maximize use of cost-effective, renewable resources
- d. Increase affordable energy, healthcare, housing, and goods and services
- e. Provide and maintain a wide range of educational opportunities

Goal 2. The community of Valdez will have a well-planned, sustainable, and flexible infrastructure that provides for its needs.

- a. Maintain and optimize use of existing infrastructure, facilities, and land resources

Milestone	Responsible Party (if identified)
Establish community trail network	Department of Parks & Recreation
Build covered ice rink	Department of Parks & Recreation
Complete Pool Slide	Department of Parks & Recreation

- b. Plan for, prioritize, and invest responsibly in needed new, sustainable infrastructure

Create a plan to establish a new museum and community facility	Museum
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- c. Enhance the built environment and promote innovation

Implement Urban Design Plan	City of Valdez
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- d. Promote public/private partnerships in building and operating infrastructure

Establish community trail network	Department of Parks & Recreation
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Goal 3. The community of Valdez will be the preferred hub for the region

- a. Leverage and promote geographic and infrastructure attributes to establish Valdez as a regional resource
- b. Increase hub opportunities

Establish a multi-use (multi-generational) facility	City of Valdez
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- c. Develop and strengthen regional alliances

Institute an artist-in-residence program	Museum
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Goal 4. The community of Valdez will have a diverse, engaged, and active citizenry that is proactive in addressing community responsibility.

- a. Promote public/private and inter-agency partnerships to meet the needs of residents

Establish a comprehensive transportation program	City of Valdez
Create a Valdez Community Foundation	Association of non-profits

- b. Increase responsible access to healthy recreational opportunities

Develop trail system around Valdez that will support summer and winter recreational activities	VCSD (gyms not available)
Establish winter senior and handicapped exercise program	Department of Parks & Recreation
Build covered ice rink	Department of Parks & Recreation

- c. Encourage local community commitment through volunteerism and philanthropy

Create a Valdez Community Foundation	Association of non-profits
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- d. Strengthen the connection between the community and the military and other transitional residents

Be designated a "Coast Guard City"	VCVB
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- e. Increase proactive community communication

Expand VCSD's History/Civic Course offerings to include additional civic engagement with Valdez for secondary students	VCVB
Publish up-to-date community calendar	



f. Celebrate diversity, community pride, and local history and culture

Implement a plan for 50th anniversary of the 1964 earthquake	City/School District
Develop local government close-up program (include city's local service agencies) what does it take for a healthy community forum	Beautification Task Force/City
Implement beautification plan	City

Goal 5. The community of Valdez will have a healthy, diverse economy

- a. Develop workforce resources through education, training, and career opportunities
- b. Strengthen existing industries and local small businesses
- c. Encourage new business development and investment
- d. Expand marketing of Valdez's existing resources and attributes

Develop a marketing plan that focuses on year-round tourism	VCVB
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- e. Support and encourage military operational presence and investment
- f. Advance business opportunity through improved transportation, energy, and communication resources



Military

Goal 1. The Community of Valdez will manage its resources through a cost effective and efficient use of its revenues, assets, resources, and human capital to support a responsible, sustainable future.

- a. Plan for spending based on prioritized needs and considering long range revenue forecasts
- b. Develop, use and maintain land and water resources in environmentally compatible ways
- c. Maximize use of cost-effective, renewable resources
- d. Increase affordable energy, healthcare, housing, and goods and services

Milestone	Responsible Party (if identified)
Create an incentive program for military personnel	Chamber of Commerce

- e. Provide and maintain a wide range of educational opportunities

Goal 2. The community of Valdez will have a well-planned, sustainable, and flexible infrastructure that provides for its needs.

- a. Maintain and optimize use of existing infrastructure, facilities, and land resources
- b. Plan for, prioritize, and invest responsibly in needed new, sustainable infrastructure
- c. Enhance the built environment and promote innovation
- d. Promote public/private partnerships in building and operating infrastructure

Create an all-hazards framework that uses the NIMS organization to address planned and unplanned catastrophic incidents (review and execute annually, update every three years)	City administration (in coordination with responsible state and local agencies)
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Goal 3. The community of Valdez will be the preferred hub for the region

- a. Leverage and promote geographic and infrastructure attributes to establish Valdez as a regional resource
- b. Increase hub opportunities



- c. Develop and strengthen regional alliances

Goal 4. The community of Valdez will have a diverse, engaged, and active citizenry that is proactive in addressing community responsibility.

- a. Promote public/private and inter-agency partnerships to meet the needs of residents
- b. Increase responsible access to healthy recreational opportunities

Build a waterfront trail	Valdez Parks & Rec (in coordination with USCG and Alaska National Guard)
Identify a focal-point for military recreational opportunities (there is abundant recreational equipment owned by the US Military that used...educate)	Department of Parks and Recreation

- c. Encourage local community commitment through volunteerism and philanthropy
- d. Strengthen the connection between the community and the military and other transitional residents

Conduct survey of military family needs	City administration
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- e. Increase proactive community communication
- f. Celebrate diversity, community pride, and local history and culture

Goal 5. The community of Valdez will have a healthy, diverse economy

- a. Develop workforce resources through education, training, and career opportunities
- b. Strengthen existing industries and local small businesses
- c. Encourage new business development and investment
- d. Expand marketing of Valdez's existing resources and attributes

Develop trail system around Valdez that will support summer and winter recreational activities	Department of Parks and Recreation
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- e. Support and encourage military operational presence and investment

Institute a Community Leaders Forum (standing meeting) (need to identify meeting make-up, ground rules, type of agenda topics, participants)	City administration
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- f. Advance business opportunity through improved transportation, energy, and communication resources



Education

Goal 1. The Community of Valdez will manage its resources through a cost effective and efficient use of its revenues, assets, resources, and human capital to support a responsible, sustainable future.

- a. Plan for spending based on prioritized needs and considering long range revenue forecasts

Milestone	Responsible Party (if identified)
Establish a plan for funding all community educational programs to the maximum extent possible	City
Update the Valdez School District Strategic Plan (curriculum development in plan)	Valdez City Schools

- b. Develop, use and maintain land and water resources in environmentally compatible ways
- c. Maximize use of cost-effective, renewable resources
- d. Increase affordable energy, healthcare, housing, and goods and services

(VCSD) implement energy savings/reductions by utilizing energy efficient materials (i.e. light bulbs	VCSD
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- e. Provide and maintain a wide range of educational opportunities

Establish a Plan for funding K-12 education to the cap	City
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Goal 2. The community of Valdez will have a well-planned, sustainable, and flexible infrastructure that provides for its needs.

- a. Maintain and optimize use of existing infrastructure, facilities, and land resources

Dedicate sufficient funds to provide major maintenance on all city buildings according to city-wide needs assessment	City
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- b. Plan for, prioritize, and invest responsibly in needed new, sustainable infrastructure
- c. Enhance the built environment and promote innovation
- d. Promote public/private partnerships in building and operating infrastructure



Goal 3. The community of Valdez will be the preferred hub for the region

- a. Leverage and promote geographic and infrastructure attributes to establish Valdez as a regional resource
- b. Increase hub opportunities

Develop a mid-career professional development program	PWSCC
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- c. Develop and strengthen regional alliances

Goal 4. The community of Valdez will have a diverse, engaged, and active citizenry that is proactive in addressing community responsibility.

- a. Promote public/private and inter-agency partnerships to meet the needs of residents

Maintain and increase internship possibilities between VCSD and other local entities	VCSD
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- b. Increase responsible access to healthy recreational opportunities
- c. Encourage local community commitment through volunteerism and philanthropy
- d. Strengthen the connection between the community and the military and other transitional residents
- e. Increase proactive community communication

Maintain on-line community calendar of events	VCSD
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- f. Celebrate diversity, community pride, and local history and culture

Goal 5. The community of Valdez will have a healthy, diverse economy

- a. Develop workforce resources through education, training, and career opportunities
- b. Strengthen existing industries and local small businesses
- c. Encourage new business development and investment
- d. Expand marketing of Valdez's existing resources and attributes
- e. Support and encourage military operational presence and investment



- f. Advance business opportunity through improved transportation, energy, and communication resources



Land Use and Waterfront

Goal 1. The Community of Valdez will manage its resources through a cost effective and efficient use of its revenues, assets, resources, and human capital to support a responsible, sustainable future.

- a. Plan for spending based on prioritized needs and considering long range revenue forecasts
- b. Develop, use and maintain land and water resources in environmentally compatible ways

Milestone	Responsible Party (if identified)
Develop master plan for Robe Lake and work with DNR to update the Prince William Sound Area Plan for Robe Lake	
Address snow shedding/snow loading across property lines in building code	City
Identify affordable housing options/affordable housing study	
Update Comp Plan and Individual Area Plans	City
Address condemnation Expiration in Old Town	City
Review waterfront property status and needs in Old Town and Loop Road	City
Develop world-class, year-round recreational site on Meals Hill	
Repair/Improve landing craft dock	
Fix the Fish Pump	
Create wetlands natural trail at Robe Lake and Duck Flats	
Establish multi-use access to waterfront	

- c. Maximize use of cost-effective, renewable resources
- d. Increase affordable energy, healthcare, housing, and goods and services

Identify affordable housing options/affordable housing study	
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- e. Provide and maintain a wide range of educational opportunities



Goal 2. The community of Valdez will have a well-planned, sustainable, and flexible infrastructure that provides for its needs.

a. Maintain and optimize use of existing infrastructure, facilities, and land resources

Move grid dock from harbor to new harbor	City
Find use for Kelsy Plaza during winter month	City
Make a decision regarding what to do with warehouse by the Kelsy Dock	City
Address snow shedding/snow loading across property lines in building code	City
Identify affordable housing options/affordable housing study	
Update Comp Plan and Individual Area Plans	City
Address condemnation Expiration in Old Town	City
Review waterfront property status and needs in Old Town and Loop Road	City
Develop world-class, year-round recreational site on Meals Hill	
Repair/Improve landing craft dock	
Fix the Fish Pump	
Create wetlands natural trail at Robe Lake and Duck Flats	
Establish multi-use access to waterfront	

b. Plan for, prioritize, and invest responsibly in needed new, sustainable infrastructure

Find use for Kelsy Plaza during winter month	City
Make a decision regarding what to do with warehouse by the Kelsy Dock	City
Address snow shedding/snow loading across property lines in building code	City
Update Comp Plan and Individual Area Plans	City
Address condemnation Expiration in Old Town	City
Develop world-class, year-round recreational site on Meals Hill	

c. Enhance the built environment and promote innovation

Implement beautification plan	Beautification Task Force/City
Create mural program	
Address snow shedding/snow loading across property lines in building code	City
Identify affordable housing options/affordable housing study	
Address condemnation Expiration in Old Town	City
Develop world-class, year-round recreational site on Meals Hill	
Create wetlands natural trail at Robe Lake and Duck Flats	

d. Promote public/private partnerships in building and operating infrastructure

Identify affordable housing options/affordable housing study	
Update Comp Plan and Individual Area Plans	City



Develop world-class, year-round recreational site on Meals Hill	
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Goal 3. The community of Valdez will be the preferred hub for the region

- a. Leverage and promote geographic and infrastructure attributes to establish Valdez as a regional resource

Update Comp Plan and Individual Area Plans	City
Develop world-class, year-round recreational site on Meals Hill	

- b. Increase hub opportunities

Update Comp Plan and Individual Area Plans	City
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- c. Develop and strengthen regional alliances

Goal 4. The community of Valdez will have a diverse, engaged, and active citizenry that is proactive in addressing community responsibility.

- a. Promote public/private and inter-agency partnerships to meet the needs of residents

Develop world-class, year-round recreational site on Meals Hill	
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- b. Increase responsible access to healthy recreational opportunities

Complete Pool Slide	
Develop world-class, year-round recreational site on Meals Hill	
Create wetlands natural trail at Robe Lake and Duck Flats	
Establish multi-use access to waterfront	

- c. Encourage local community commitment through volunteerism and philanthropy
- d. Strengthen the connection between the community and the military and other transitional residents
- e. Increase proactive community communication

Maintain and update City EOP and communicate the plan to the community	City/School District
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- f. Celebrate diversity, community pride, and local history and culture

Ensure there is a on-going entity to continue with the City Beautification Plan	
Create mural program	
Create wetlands natural trail at Robe Lake and Duck Flats	

Goal 5. The community of Valdez will have a healthy, diverse economy



- a. Develop workforce resources through education, training, and career opportunities

Develop testing and training platform	City?
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- b. Strengthen existing industries and local small businesses

Repair/Improve landing craft dock	
Fix the Fish Pump	
Establish multi-use access to waterfront	

- c. Encourage new business development and investment

Conduct a feasibility study on business storefronts in harbor expansion area	City
Update Comp Plan and Individual Area Plans	City
Establish multi-use access to waterfront	

- d. Expand marketing of Valdez's existing resources and attributes

- e. Support and encourage military operational presence and investment

- f. Advance business opportunity through improved transportation, energy, and communication resources

Update Comp Plan and Individual Area Plans	City
Establish multi-use access to waterfront	



Social Services

Goal 1. The Community of Valdez will manage its resources through a cost effective and efficient use of its revenues, assets, resources, and human capital to support a responsible, sustainable future.

- a. Plan for spending based on prioritized needs and considering long range revenue forecasts
- b. Develop, use and maintain land and water resources in environmentally compatible ways
- c. Maximize use of cost-effective, renewable resources
- d. Increase affordable energy, healthcare, housing, and goods and services

Milestone	Responsible Party (if identified)
Maintain and increase social services	All social services
Maintain and grow the transportation program	Connecting ties, City
Increase availability of the Equipment Loan Program	Senior Center
Identify options to reduce electric/fuel costs	CVEA, City, multiple agencies
Build more, affordable housing, including senior/independent housing	Senior Center
Develop a sustainable source of food at the food bank,	Food Bank
Implement a summer program for free or reduced meals	VCSD, City, Local businesses
Create food education program (educate people on food prep and uses, give ideas for cost-effective, emergency needs)	Food bank
Develop low-cost meal program (soup kitchen)	Senior Center, Food bank
Create a treatment center or plan to accommodate	Providence Valdez Medical Center
Develop referral system (identify treatment options and accessibility study)	Providence Valdez Medical Center, social service organization
Build assisted living facility	Providence Valdez Medical Center, Senior Center
Develop a strategy to address residential energy costs	CVEA, fuel companies
Continue to support AA and Alanon	Mental Health, churches

- e. Provide and maintain a wide range of educational opportunities



Goal 2. The community of Valdez will have a well-planned, sustainable, and flexible infrastructure that provides for its needs.

- a. Maintain and optimize use of existing infrastructure, facilities, and land resources
- b. Plan for, prioritize, and invest responsibly in needed new, sustainable infrastructure

Replace carport at senior center	City
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- c. Enhance the built environment and promote innovation
- d. Promote public/private partnerships in building and operating infrastructure

Develop a plan to address short-term homelessness (community shelter)	Churches, City, Food bank, others
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Goal 3. The community of Valdez will be the preferred hub for the region

- a. Leverage and promote geographic and infrastructure attributes to establish Valdez as a regional resource

Create a plan to distribute extra resources to those in need	Whole community
Establish high school substance abuse prevention program	Mental Health, VCSD

- b. Increase hub opportunities
- c. Develop and strengthen regional alliances

Goal 4. The community of Valdez will have a diverse, engaged, and active citizenry that is proactive in addressing community responsibility.

- a. Promote public/private and inter-agency partnerships to meet the needs of residents

Increase availability of the Equipment Loan Program	Senior Center
Identify options to reduce electric/fuel costs	CVEA, City, multiple agencies
Increase awareness of the different social services available in Valdez	Social service organizations
Develop a plan to address short-term homelessness (community shelter)	Churches, City, Food bank, others
Create a plan to distribute extra resources to those in need	Whole community

- b. Increase responsible access to healthy recreational opportunities



c. Encourage local community commitment through volunteerism and philanthropy

Identify ways for local businesses to become more engaged in community needs/volunteerism	Local businesses, non-profits (Chamber of Commerce)
Have a volunteer fair	non-profits, city

d. Strengthen the connection between the community and the military and other transitional residents

e. Increase proactive community communication

Develop local government close-up program (include city's local service agencies) what does it take for a healthy community forum	
Increase awareness of the different social services available in Valdez	Social service organizations
Have a volunteer fair	non-profits, city

f. Celebrate diversity, community pride, and local history and culture

Develop a program to promote cultural awareness	Native Village of Valdez, other cultural entities
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Goal 5. The community of Valdez will have a healthy, diverse economy

a. Develop workforce resources through education, training, and career opportunities

Develop a diversity education program	PWSCC, VCSD
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b. Strengthen existing industries and local small businesses

c. Encourage new business development and investment

d. Expand marketing of Valdez's existing resources and attributes

e. Support and encourage military operational presence and investment

f. Advance business opportunity through improved transportation, energy, and communication resources



Utilities, Energy, and Infrastructure

Goal 1. The Community of Valdez will manage its resources through a cost effective and efficient use of its revenues, assets, resources, and human capital to support a responsible, sustainable future.

- a. Plan for spending based on prioritized needs and considering long range revenue forecasts
- b. Develop, use and maintain land and water resources in environmentally compatible ways

Milestone	Responsible Party (if identified)
Develop Allison Creek Hydroelectric	CVEA
Conduct a feasibility study for hydro options	CVEA

- c. Maximize use of cost-effective, renewable resources

Publish annual report on non-traditional energy generation opportunities	CVEA
Develop Allison Creek Hydroelectric	New Co-Op (Jerry)
Create a fuel pellet program/cardboard pellet creation program or partnership	CVEA

- d. Increase affordable energy, healthcare, housing, and goods and services

Develop Allison Creek Hydroelectric	CVEA
Revisit allocation for City Energy Assistance Program	City Council
Create a fuel pellet program/cardboard pellet creation program or partnership	New Co-Op (Jerry)
Conduct a feasibility study for hydro options	CVEA

- e. Provide and maintain a wide range of educational opportunities

Goal 2. The community of Valdez will have a well-planned, sustainable, and flexible infrastructure that provides for its needs.

- a. Maintain and optimize use of existing infrastructure, facilities, and land resources

Establish 5, 10, and 20 year infrastructure and facilities maintenance plan and revisit every 3-5 years	City of Valdez
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- b. Plan for, prioritize, and invest responsibly in needed new, sustainable infrastructure

Increase water storage	Department of Public Works
Improve community-wide high speed internet service	CVT

- c. Enhance the built environment and promote innovation

- d. Promote public/private partnerships in building and operating infrastructure

Identify partnership opportunities	VCVB/Chamber of Commerce
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Goal 3. The community of Valdez will be the preferred hub for the region

- a. Leverage and promote geographic and infrastructure attributes to establish Valdez as a regional resource

- b. Increase hub opportunities

Develop Allison Creek Hydroelectric	CVEA
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- c. Develop and strengthen regional alliances

Develop Allison Creek Hydroelectric	CVEA
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Goal 4. The community of Valdez will have a diverse, engaged, and active citizenry that is proactive in addressing community responsibility.

- a. Promote public/private and inter-agency partnerships to meet the needs of residents

- b. Increase responsible access to healthy recreational opportunities

- c. Encourage local community commitment through volunteerism and philanthropy

- d. Strengthen the connection between the community and the military and other transitional residents

- e. Increase proactive community communication

- f. Celebrate diversity, community pride, and local history and culture

Goal 5. The community of Valdez will have a healthy, diverse economy



- a. Develop workforce resources through education, training, and career opportunities
- b. Strengthen existing industries and local small businesses
- c. Encourage new business development and investment
- d. Expand marketing of Valdez's existing resources and attributes
- e. Support and encourage military operational presence and investment
- f. Advance business opportunity through improved transportation, energy, and communication resources

Improve community-wide high speed internet service	CVT
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Appendix A

Milestone Form

Milestones are discrete, measurable deliverables—what is created. Common terms used in referring to milestones include: build, create, establish, recruit, design, implement, conduct, publish, institute, produce, develop, construct, found, institute, update. Milestones must be achievable, measurable, sustainable, and affordable.

Goal # _____ Objective # _____ Your Cell _____

Proposed Milestone:

Type of Deliverable (report, plan, program, etc.): _____

Responsible Party/Entity: _____

Level of Complexity Low ____ Medium ____ High ____

Level of Urgency (timeframe) Short Term ____ Mid-term ____ Long-term ____

(Optional) Potential measure (how will you know when it has been achieved?): _____

(Optional) Potential cost: \$ ____ \$\$ ____ \$\$\$ ____

Source, if known (e.g., organization strategic plan, City planning document, etc.): _____