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Attorneys for City of Valdez

IN THE SUPERIOR COURT FOR THE STATE OF ALASKA

THIRD JUDICIAL DISTRICT AT ANCHORAGE

In the Matter of the	)	
	)	
2021 Redistricting Plan.	)	Case No. 3AN-21-08869 CI
	)	(Consolidated)

Case No. 3VA-21-00080 CI

AFFIDAVIT OF SHERI PIERCE

STATE OF ALASKA)
) ss.
THIRD JUDICIAL DISTRICT)

SHERI PIERCE, being first duly sworn, deposes and states:

1. I am the City Clerk for the City of Valdez ("Valdez" or "City") and have held this position for 33 years.

2. At the time the Complaint in the above-referenced case was filed and at all times to date, I have been a qualified, registered voter in the State of Alaska. I currently am a qualified, registered voter in the State of Alaska.

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3. I have personal knowledge of and am competent to testify to the following facts.

4. I was born August 24, 1958, in Vancouver, Washington.

5. I moved to Valdez on August 1, 1988, and have been a resident for 34 years.

6. I have a Bachelor's Degree in Criminal Justice from Portland State University and hold a Master Municipal Clerk designation.

7. I participated in the public comment process by submitting oral testimony on September 30, 2021.[1]

8. I also observed several Alaska Redistricting Board ("Board") meetings.

I. FAIR REPRESENTATION

9. District 29 does not provide Valdez citizens with fair representation. It pairs Valdez citizens almost exclusively with Matanuska-Susitna Borough ("Mat-Su Borough") citizens who reside in the suburbs of Palmer and Wasilla. As a result, my vote and the vote of other Valdez citizens is diluted.

10. Fair representation, including the right to group effectiveness and an equally powerful vote, is required under Alaska law. District 29 and its pairing with District 30 for the creation of a senate district deprives Valdez of any meaningful vote in the legislature.

A. District 29 Is Dominated by Voters from Wasilla and Palmer Suburbs.

11. The vast majority of the Mat-Su Borough population that dominates District 29 is located in the suburbs of the Palmer and Wasilla area. As a result, elections

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[1] ARB003438.

in District 29 will be determined by the residents of these areas who do not share any socioeconomic ties with Valdez or its residents and live over 250 road miles from Valdez.[2]

12. The Wasilla and Palmer suburb communities of Fishhook (5,048), North Lakes (4,662), Tanaina (1,359), Buffalo Soapstone (1,021), Sutton-Alpine (1,013), Farm Loop (885), Chickaloon (238), and Lazy Mountain (2) are all within about 30 miles of Palmer or Wasilla and constitute 14,228 of the 18,773 people within District 29.[3] 75.8% of the population in District 29 is located within 30 miles or less of Palmer or Wasilla and about 250 road miles from Valdez. Valdez's population of 3,985 constitutes 21.4% of District 29, which leaves only 560 people or 3% of the total population living in the remainder of District 29.

13. District 29 is entirely dominated by residents of Wasilla and Palmer suburbs who share virtually no socioeconomic commonalities with Valdez.

14. While District 29 consists of a large geographical area containing numerous communities, in reality it was created by improperly pairing distinct population centers, which are approximately 250 road miles apart.

15. By using the "Districtr" program, which the Board provided as a public mapping tool, it is readily apparent that District 29 improperly combines Valdez with Palmer and Wasilla suburbs in a manner that is arbitrary and irrational. The "Districtr" program appears to contain errors with regard to the population data included therein, and

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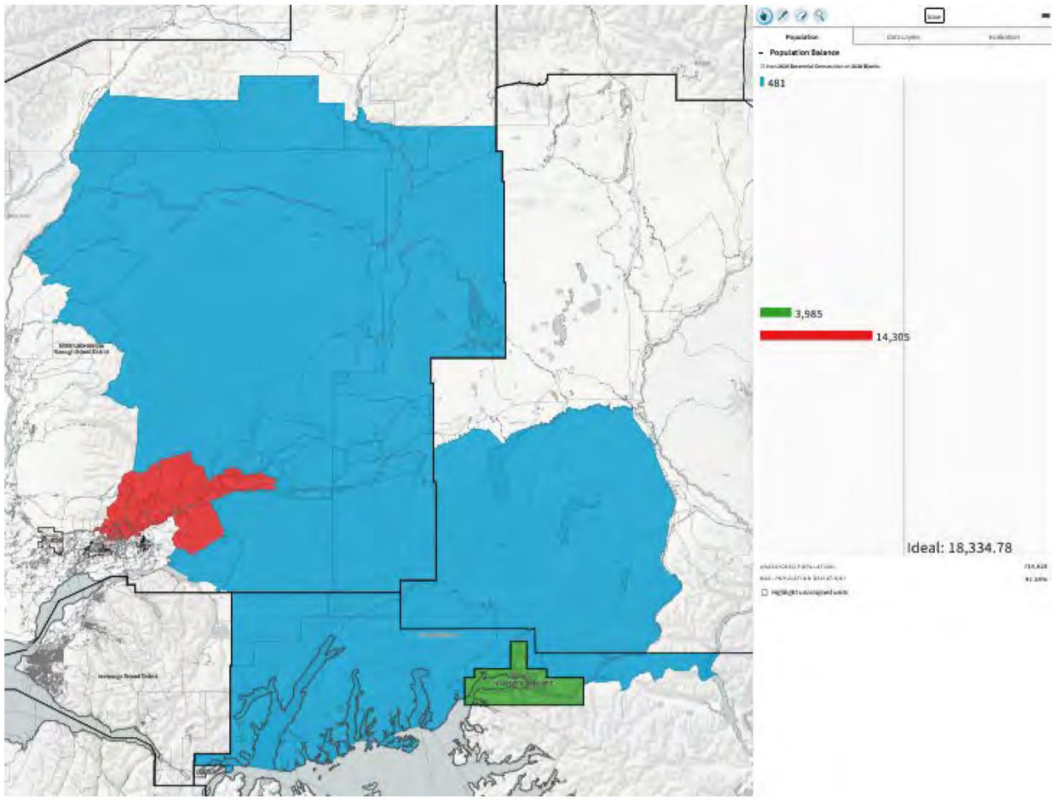
[2] Exhibit A at 2 (Road Maps).

[3] Exhibit B (District 29 Population by Cities and Boroughs).

the Board has not produced a version of the Final Plan that allows identification of populations within specific census blocks. Nevertheless, after re-creating District 29, the program allows for the creation of maps that demonstrate the improper pairing of distant population centers within District 29.



This map reflects that out of a total population of 18,771, 14,305 people reside in the red area, all of which is within about 30 miles or less of Palmer and Wasilla; 3,985 people live in the green area, which is Valdez; and only 481 people live in the blue area, which is the entirety of the remaining area in District 29.

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B. Valdez's Vote Has Been Incrementally Diluted.

16. Under the Amended Final Plan ("2002 Plan") District 12-F included Valdez in a District with nearly all Richardson Highway communities and portions of FNSB.[4] While portions of the Mat-Su Borough were included in District 12-F, the population from Mat-Su Borough communities constituted a far smaller percentage of the District. In particular, population from Wasilla and Palmer suburbs constituted a much smaller percentage of the district. The 2002 Plan also paired Valdez's house district with District 11-F, which was comprised entirely of FNSB citizens including those in North Pole. Under the 2002 Plan, Valdez generally received fair representation in both the house and senate because the districts included communities with which Valdez has close socioeconomic ties.

17. District 9-E in the 2013 Plan incorporates Valdez with at least some Richardson Highway communities including Glennallen, Delta Junction, Big Delta, Deltana, and Fort Greely.[5] However, District 9-E increased the percentage of Mat-Su Borough citizens within the district including those from Wasilla and Palmer suburbs. Under the 2013 Plan, which pairs Valdez with the Houston/Big-Lake/Western Mat-Su house district to form a senate district, the citizens of Valdez have struggled to receive fair representation of their interests in the Alaska legislature.

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[4] Exhibit C at 2 (District Maps 2002, 2013, and 2021).

[5] *Id*. at 4.

18. To my knowledge Valdez's Senator has never visited Valdez or attended any City of Valdez Meetings, there has been no outreach from his office to my office, the City Council, or to the City Manager that I am aware of.

19. District 29 in the 2021 Final Plan entirely separates Valdez from all Richardson Highway communities, with which Valdez is socioeconomically integrated, and replaces that population with residents of Wasilla and Palmer suburbs, with which Valdez is not socioeconomically integrated.[6] District 29 ensures that Valdez will not receive fair representation in the House, and pairing District 29 with District 30 ensures that Valdez will not receive fair representation in the Senate either. The Final Plan disenfranchises Valdez from its neighboring communities, which share commonalities with regard to numerous interests.

20. The chances of having a house representative or senator who actually provides representation that advances the interests of Valdez have gone from good under the 2002 Plan, to bad under the 2013 Plan, to much worse under the 2021 Final Plan. Valdez has been incrementally isolated from the communities with which it has socioeconomic ties. Population that was once derived from Richardson Highway communities and FNSB has been entirely replaced with population from Wasilla and Palmer suburbs.

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[6] *Id*. at 6.

21. Valdez Option 1 and even District 36 in board-created V.1, V.2, and V.3 plans represent alternatives that better satisfy redistricting criteria.

II. VALDEZ DOES NOT SHARE COMMON INTERESTS WITH THE WASILLA AND PALMER SUBURBS THAT CONTROL DISTRICT 29.

22. District 29 fails to incorporate Valdez in a district with communities that are socioeconomically integrated. Valdez is a TAPS community, a Richardson Highway community, and a Prince William Sound community; yet, in District 29, it is separated from all similarly situated communities.

C. TAPS and the Oil and Gas Industry.

23. There is little oil and gas property located in the Mat-Su Borough particularly on a per capita basis.[7] While Valdez has $ 1,950,652,640 of oil and gas property in its jurisdiction, the Mat-Su Borough has only .4% of that amount of oil and gas property in its jurisdiction.[8] TAPS does not traverse any portion of the Mat-Su Borough.

24. FNSB and Valdez have engaged in joint administrative appeals and extensive litigation related to the property tax valuation for oil and gas property within their jurisdictions. The interests shared between FNSB and Valdez are readily apparent from their joint litigation positions in litigation related to TAPS. In total, Valdez and FNSB have jointly engaged in 17 informal conference decisions, administrative appeals, superior court cases, and supreme court cases. During this litigation, over $110 Billion in assessed value

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[7] Exhibit D (Alaska Taxable 2020) (Mat-Su Borough has $7,903,480 in AS 43.56 oil and gas property within its jurisdiction while Valdez has $1,950,652,640).

[8] *Id*. at 4.

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was at stake. FNSB and Valdez shared lead counsel throughout the administrative appeal and litigation process. Neither the Mat-Su Borough nor any local government located therein has any interest in the valuation of TAPS nor have they participated in any administrative appeal or litigation related to TAPS valuation.

25. Valdez has not received adequate representation from its legislators on critical TAPS related issues including SB57, which was a bill proposed by Governor Dunleavy that would have eliminated the ability of Municipalities to levy property taxes on oil and gas property in their jurisdictions.

26. Tax revenues from TAPS are crucial in order to allow FNSB and Valdez to provide services for their citizens. These funds are used to provide public safety, ports and harbors, garbage collection, education, street maintenance, snow removal, search and rescue, libraries, fire protection, animal control, parks and recreation, emergency medical services, community and economic development, planning, water, sewer and electricity services. AS 43.56 oil and gas property tax revenue constitutes 80% of Valdez's annual revenue and approximately 9% of FNSB's annual revenue. The Mat-Su Borough only generates approximately .0006% of its total revenue from property taxes on oil and gas property.[9]

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[9] Calculation derived using adopted Mat-Su Borough 2021 Mill rate of 10.322, 2020 Alaska Taxable oil and gas property valuation, and Mat-Su Borough total revenue for 2021. (($7,903,480 in oil and gas property x .010322) / ($131,376,756 in total revenue) = .0006%)).

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27. Valdez and FNSB communities also share common interests in other oil and gas related issues including the Alaska LNG Project. Valdez, FNSB, North Pole, the City of Fairbanks, and the Alaska Gasline Port Authority ("AGPA") jointly filed extensive comments during the Federal Energy Regulatory Commission Environmental Impact Assessment process for the Alaska LNG Project setting forth their common position regarding the preferred route for the project. The route advocated by Valdez and FNSB would follow the existing TAPS system rather than follow an entirely new ROW that would traverse the Mat-Su Borough. The Mat-Su Borough also participated in the EIS process and submitted numerous comments arguing for a gas line route with an LNG terminal at Point MacKenzie. Valdez and FNSB are diametrically opposed to the Mat-Su Borough with regard to the Alaska LNG Project.

28. Valdez and FNSB formed the AGPA in 1999 for the purpose of facilitating the financing and construction of a natural gas pipeline from the North Slope to Valdez. For over two decades, the Port Authority has operated to advance the joint interests of Fairbanks and Valdez with regard to natural gas export projects.

29. Valdez is included with Richardson Highway Communities along the TAPS corridor for purposes of oil spill response and contingency planning.[10] Valdez and these communities share a common interest in maintaining robust oil spill response and prevention requirements. Mat-Su Borough Communities do not share these concerns.

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[10] Exhibit E at 5 (Alaska Regional Contingency Plan Excerpt).

30. The Mat-Su Borough does not rely heavily on the oil and gas industry as a source of property tax revenue or for jobs.

31. The Mat-Su Borough citizens who will control the election of both Valdez's House representative and senator under the Final Plan do not share Valdez and FNSB's interests related to TAPS or other oil and gas issues.

D. Richardson Highway

32. The Richardson Highway connects Valdez to its neighbors to the north and is the sole means of road access to Valdez. Residents of Valdez live, work, and play with residents of the communities along the Richardson Highway including FNSB.

33. Both for recreation and commerce, the Richardson Highway defines life in Valdez.

34. Valdez has historic ties to the Richardson Highway and the interior, which was originally developed as a trail used to access gold fields in the interior. The road from Valdez to Fairbanks was completed for vehicle traffic in the early 1920s and became open year-round in the 1950s. The Richardson Highway was the first long-distance road to the interior. Valdez's history has been directly tied to the interior by the Richardson Highway route for over 12 decades.

35. For recreation purposes, Valdez is directly tied to its neighbors to the north who travel to Valdez via the Richardson Highway to enjoy the immense amount of recreational opportunities in Valdez. For example, Valdez has standing Memorandums of Agreement with Fort Greely for campground operation and maintenance of Family and

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Morale Welfare and Recreation sites at the Valdez Glacier Campground[11] and Allison Creek Campground.[12] The Eielson Air Force Base Force Support Squadron maintains a military recreation site in Valdez by providing RV trailers at the Eagle's Rest RV park in Valdez as well as five, 21-foot ocean boats in the Valdez Small Boat Harbor for use by service members.[13]

36. Valdez also hosts an annual military appreciation weekend celebration, which draws service members from the military bases in the FNSB area and offers complimentary live music, fishing charters, sight-seeing cruises and other events.[14]

37. In addition to ties with the military bases within the FNSB area, Valdez is widely used by FNSB and Richardson Highway community residents in general. Residents of these communities' travel down the Richardson Highway to Valdez to fish, hunt, camp, boat, kayak, snow machine, ski, and otherwise recreate in the Valdez area. Mat-Su Borough residents utilize Valdez at a much lower rate than residents from Richardson Highway communities and FNSB do.

38. Valdez residents share numerous common recreation areas with FNSB and Richardson Highway community residents. Campgrounds, hiking trails, fishing areas, and

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[11] https://greely.armymwr.com/programs/valdez-campground.

[12] https://greely.armymwr.com/programs/allison-point-campground.

[13] https://eielsonforcesupport.com/recreation/odr/129-outdoor-recration-gallery/1738-valdez-getaway.

[14] Exhibit F (Military Appreciation Day Fliers).

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hunting areas along the Richardson Highway north of Valdez are utilized extensively by the residents of Valdez and the residents of other communities along the highway.

39. Mat-Su Borough residents are far less likely to travel to Valdez or to recreate in the areas along the Richardson Highway that Valdez residents share with Richardson Highway communities to the north.

40. The utilities utilized by Valdez generally follow the Richardson Highway north and serve communities along the highway and in the Copper River basin. These utilities do not serve the Wasilla and Palmer suburbs where over 75% of District 29's population resides.

41. Valdez also relies exclusively on the Richardson Highway for the transportation of freight from the Valdez Container Terminal north along the Richardson Highway to FNSB and other communities along the highway. The maintenance and improvement of the Richardson Highway is crucial to both Valdez and these communities.

42. The Richardson Highway ties Valdez to its communities to the north by virtue of education commonalities as well. Prince William Sound College ("PWSC") is located in Valdez and has an extension campus in Glennallen. PWSC serves Prince Williamson Sound and the Copper Basin, not the Mat-Su Borough.

43. For sports, Valdez students generally compete against students from communities along the Richardson Highway including Monroe Catholic, Hutchison, Eielson, Delta, and Galena.

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44. Whether it is in-state tourism from the residents of FNSB and other communities on the highway or out-of-state tourism, the Richardson Highway is the only means for tourists to reach Valdez by Road.

45. Tourists travelling the Alaska Highway often reach Glennallen, which is a regional hub for Valdez, and are faced with the choice of heading toward Anchorage on the Glenn Highway or toward Valdez on the Richardson Highway. Valdez engages in marketing efforts to attract tourist traffic from Glennallen south to Valdez. The Richardson Highway is also a corridor for tourists travelling via tour bus both into Valdez from FNSB. Tourists arriving in Valdez via the Alaska Marine Highway System ("AMHS"), cruise ship, or by other vessels utilize the Richardson Highway to reach the Copper River Princess Lodge or other destinations north along the Richardson Highway to Fairbanks.

E. Prince William Sound.

46. Unlike the Mat-Su Borough, Valdez has substantial ties to Prince William Sound.

47. Valdez is reliant on maritime commerce conducted in Prince William Sound and has invested heavily in its small boat harbors, port, and the Kelsey Dock, which is used as a mooring for commercial fishing vessels and cruise ships. These facilities are utilized heavily by both Valdez citizens and citizens of FNSB and other Richardson Highway communities.

48. Maritime industries including commercial fishing, charter services, marine freight transport, cruise lines, are vital to Valdez's economy. Valdez is home to five fish

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processing facilities and receives tax revenue from fish processing and commercial fishing activities.[15]

49. Valdez is a member of the Prince William Sound Economic Development District and recently participated in the development of a Prince William Sound Economic Development Strategy.[16]

50. Cruise ships, AMHS, and private vessel tourism is a critical source of income for local shops, restaurants, charter services, adventure guides, and other businesses in Valdez.

51. The Mat-Su communities included in District 29 have no nexus to maritime industries and do not have any port or harbor facilities. In fact, they do not include any coastline at all.

52. Valdez is connected to other Prince William Sound Communities by virtue of the AMHS while the Mat-Su Borough has no such connection. Similarly, Valdez is one of only two commercial airports that provide direct access to Prince William Sound.

53. Valdez is included in the Prince William Sound Area Plan for Alaska Department of Environmental Conservation contingency plans for oil spill response.[17] For the citizens of Valdez, the environmentally safe and reliable operations of TAPS, the VMT, and tanker operations are paramount. As the *Exxon Valdez* oil spill reminds us, Valdez

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[15] Exhibit G at 3 (Prince William Sound Area Contingency Plan Excerpt).

[16] Exhibit H (PWS Economic Development Strategy).

[17] Exhibit E at 4.

citizens must ensure that the operation of TAPS is conducted in a manner that does not jeopardize the fisheries that Valdez depends on and the natural splendor that makes Valdez so special. Valdez actively participates in oil spill response and contingency plan updates and revisions and has a representative on the Board of Directors for the Prince William Sound Regional Citizens Advisory Council. Mat-Su Borough communities do not share the same interest in oil spill prevention and response in Prince William Sound.

III. CONTIGUITY

54. District 29 is drawn in a manner that a Valdez citizen driving north from Valdez to Anchorage would leave District 29 approximately 45 miles from Valdez in Thompson Pass, and drive approximately 120 road miles through on the Richardson and Glenn Highways before reentering District 29.[18]

55. While District 29 may appear contiguous, it is not contiguous in the sense that much of the Highway used to reach the population centers in the Wasilla and Palmer areas and Valdez are not included in the District.

IV. PROCESS

56. The Board appears to have entirely ignored the public comment provided by both the citizens of Valdez and citizens of the Mat-Su Borough. I would encourage the Court to listen to the audio from the public hearing held in Valdez, which I understand will be produced to the court for review.

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[18] Google Map District 29 Boundaries.

57. The Board appears to have prioritized maintaining Alaska Native Claims Settlement Act ("ANCSA") boundaries to the detriment of maintaining borough boundaries and satisfying other redistricting criteria. While ANCSA boundaries may be considered, they should not override the underlying requirement that the Board create contiguous, compact, and socioeconomically integrated Districts. The Board's prioritization of protecting ANCSA boundaries resulted in Valdez being improperly placed in a district dominated by residents of Wasilla and Palmer suburbs that share no socioeconomic integration with Valdez.

58. The Board's adoption of additional proposed plans after the constitutional deadline for doing so is also troublesome to me. The V.1 and V.2 proposed plans contained identical house districts that included Valdez with Richardson Highway communities. The manner in which V.4 was adopted precluded public comment on that proposed plan prior to the Board adopting it.

DATED this 5th day of January, 2022.

Sheri L. Pierce

Sheri Pierce

SUBSCRIBED AND SWORN to before me this 5th day of January, 2022.

OFFICIAL SEAL
Allison Ferko
Notary Public - State of Alaska
My Commission Expires 10/18/2022

Notary Public in and for Alaska
My Commission Expires: 10.18.2022

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Certificate of Service

The undersigned hereby certifies that a copy of the foregoing document was e-mailed to the following attorneys/parties of record this 5th day of January, 2022:

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//s// Mary G. Hodsdon
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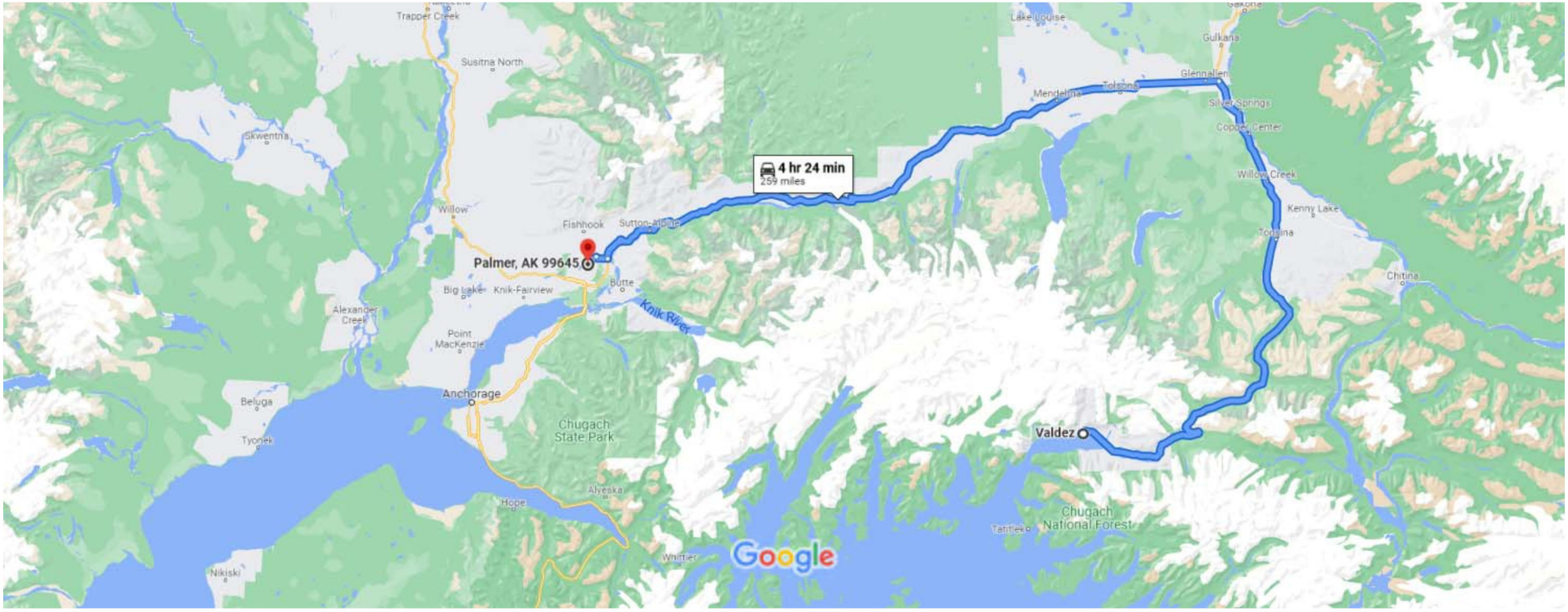
Google Maps Valdez, Alaska to Gateway, Palmer, AK 99645 Drive 259 miles, 4 hr 24 min



Map data ©2021 Google 20 mi

via AK-4 N and AK-1 S 4 hr 24 min

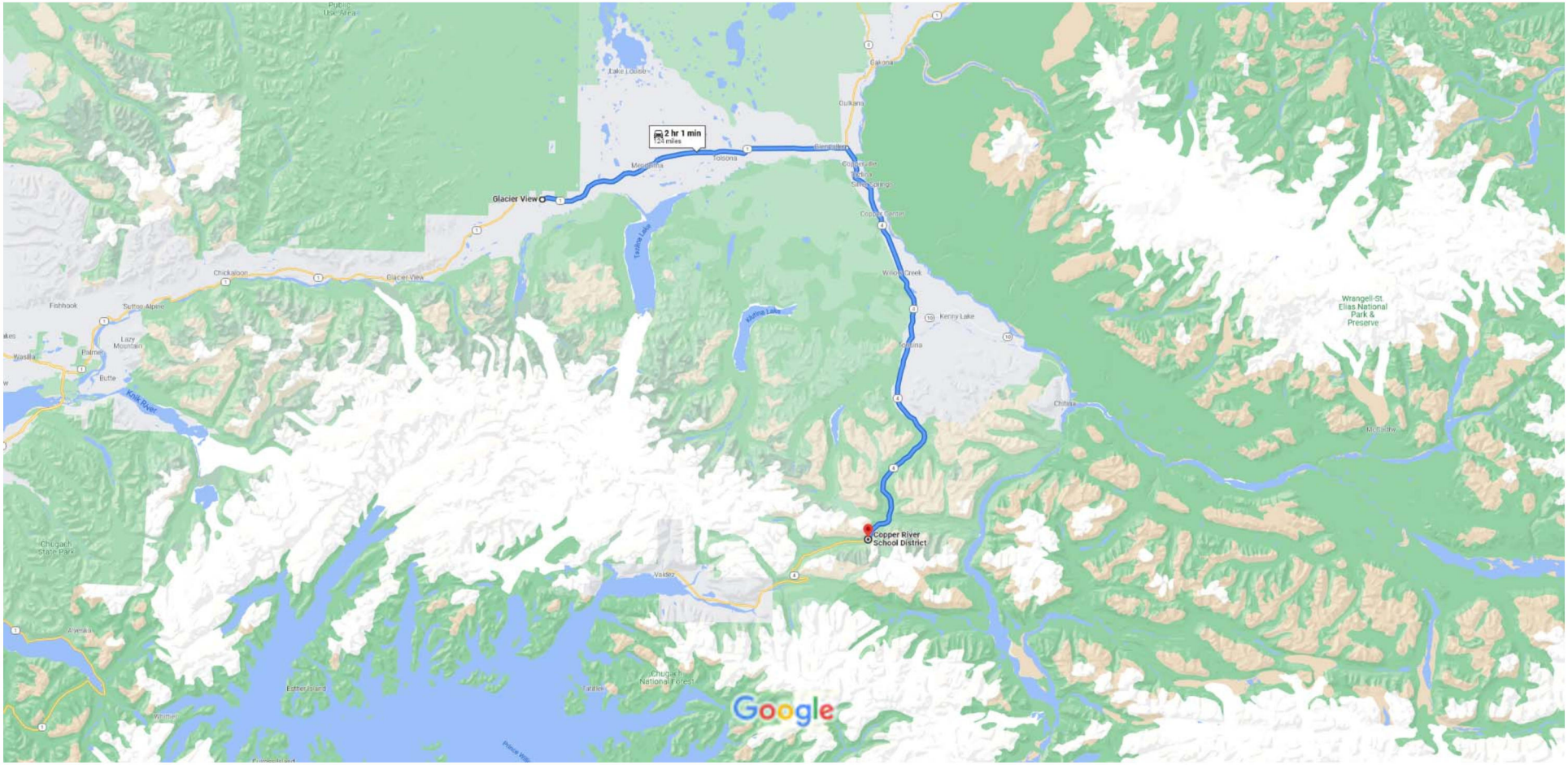
Fastest route 259 miles

Explore Gateway

Restaurants Hotels Gas stations Parking Lots More

Exhibit A
Page 1 of 3

Google Maps Glacier View, Alaska to Copper River School District, Alaska Drive 124 miles, 2 hr 1 min



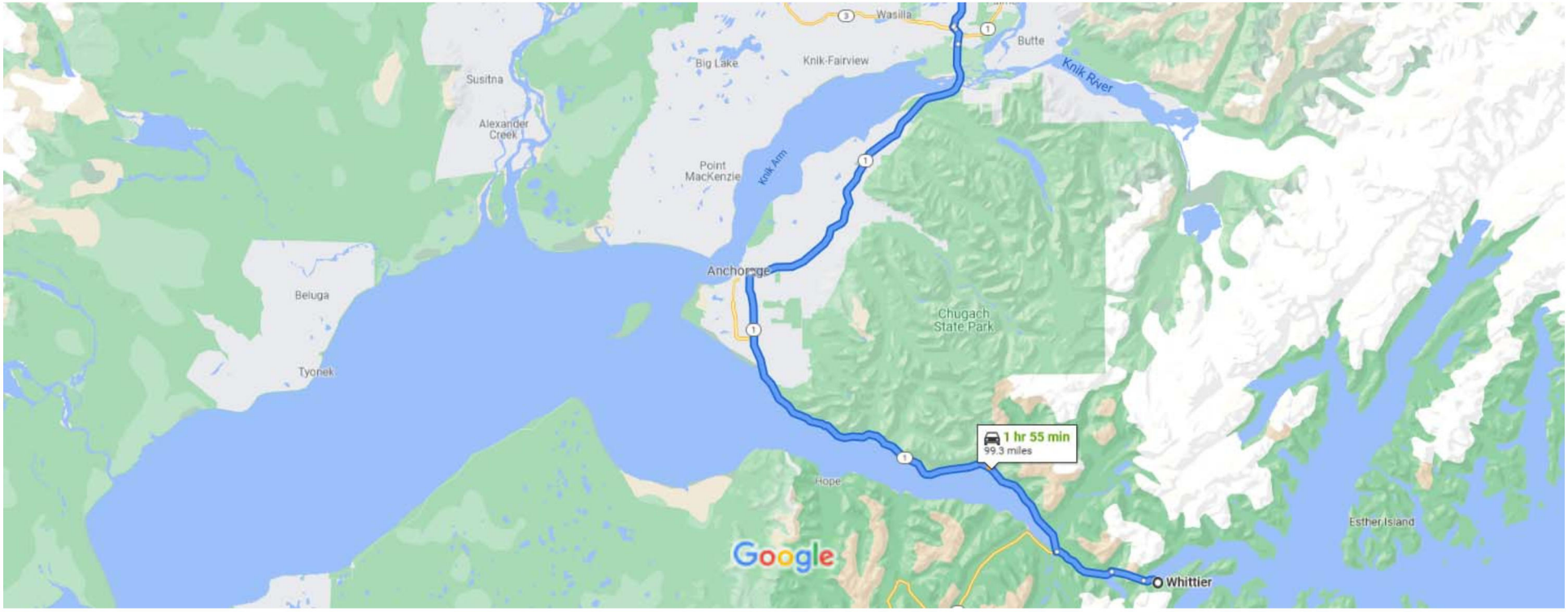
Map data ©2021 Google 10 mi

via AK-1 N and AK-4 N	2 hr 1 min
Fastest route	124 miles

Explore Copper River School District

Exhibit A
Page 2 of 3

Google Maps Whittier, Alaska 99693 to Gateway, Palmer, AK 99645 Drive 99.3 miles, 1 hr 55 min



Map data ©2021 Google 10 mi

via AK-1 N 1 hr 55 min

Fastest route, the usual traffic 99.3 miles

This route has tolls.

Explore Gateway

Restaurants Hotels Gas stations Parking Lots More

Exhibit A
Page 3 of 3

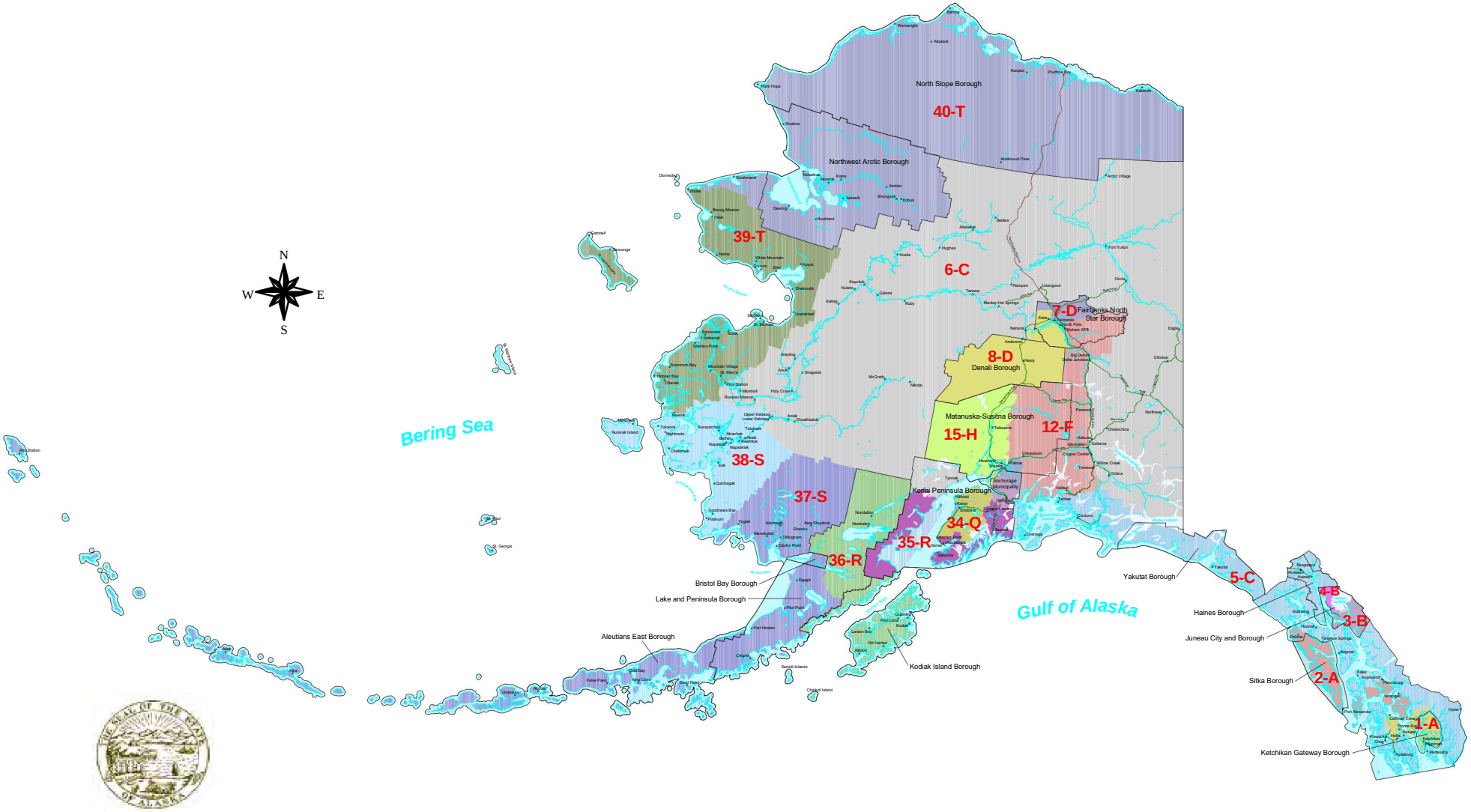
House District: 29 District Population: 18,773

How much of this proposed District was in:				This proposed House District consists of this much of:			
Borough	Matanuska-	14,736	78.5%	Borough	Matanuska-	14,736	13.8%
Borough	Chugach	4,030	21.5%	Borough	Chugach	4,030	56.7%
Borough	Copper River	7	0%	Borough	Copper River	7	0.3%

2021 House District: 29 District Population (in Cities): 18,630

How much of this enacted district is in:				This enacted House District consists of this much of:			
City	Fishhook	5,048	27.1%	City	Fishhook	5,048	100%
City	North Lakes	4,662	25%	City	North Lakes	4,662	49.3%
City	Valdez	3,985	21.4%	City	Valdez	3,985	100%
City	Tanaina	1,359	7.3%	City	Tanaina	1,359	15.4%
City	Buffalo	1,021	5.5%	City	Buffalo	1,021	100%
City	Sutton-Alpine	1,013	5.4%	City	Sutton-Alpine	1,013	100%
City	Farm Loop	885	4.8%	City	Farm Loop	885	32.2%
City	Glacier View	375	2%	City	Glacier View	375	100%
City	Chickaloon	238	1.3%	City	Chickaloon	238	100%
City	Eureka	24	0.1%	City	Eureka	24	100%
City	Lake Louise	15	0.1%	City	Lake Louise	15	100%
City	Tonsina	3	0%	City	Tonsina	3	5.5%
City	Lazy Mountain	2	0%	City	Lazy Mountain	2	0.1%
City	Talkeetna	0	0%	City	Talkeetna	0	0%

Amended Final Redistricting Plan

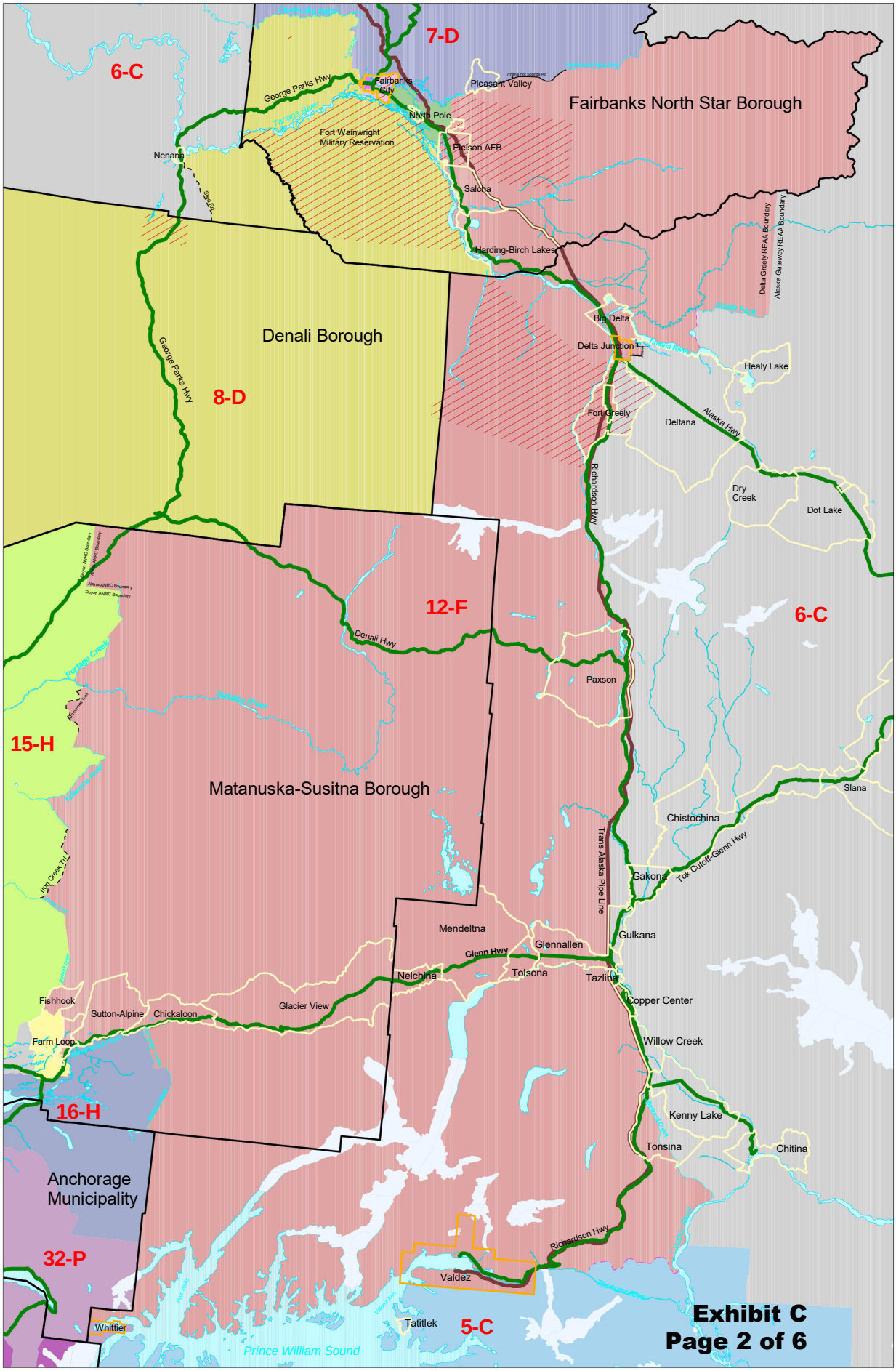


Amendments adopted by Alaska Redistricting Board
April 13 as modified on April 18, 2002

Prepared by Alaska Redistricting Board
April 25, 2002

Amended Final Redistricting Plan

Richardson Highway Area



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S

Legend

- Borough Boundary
- City Boundary
- Place Boundary
- Military Base

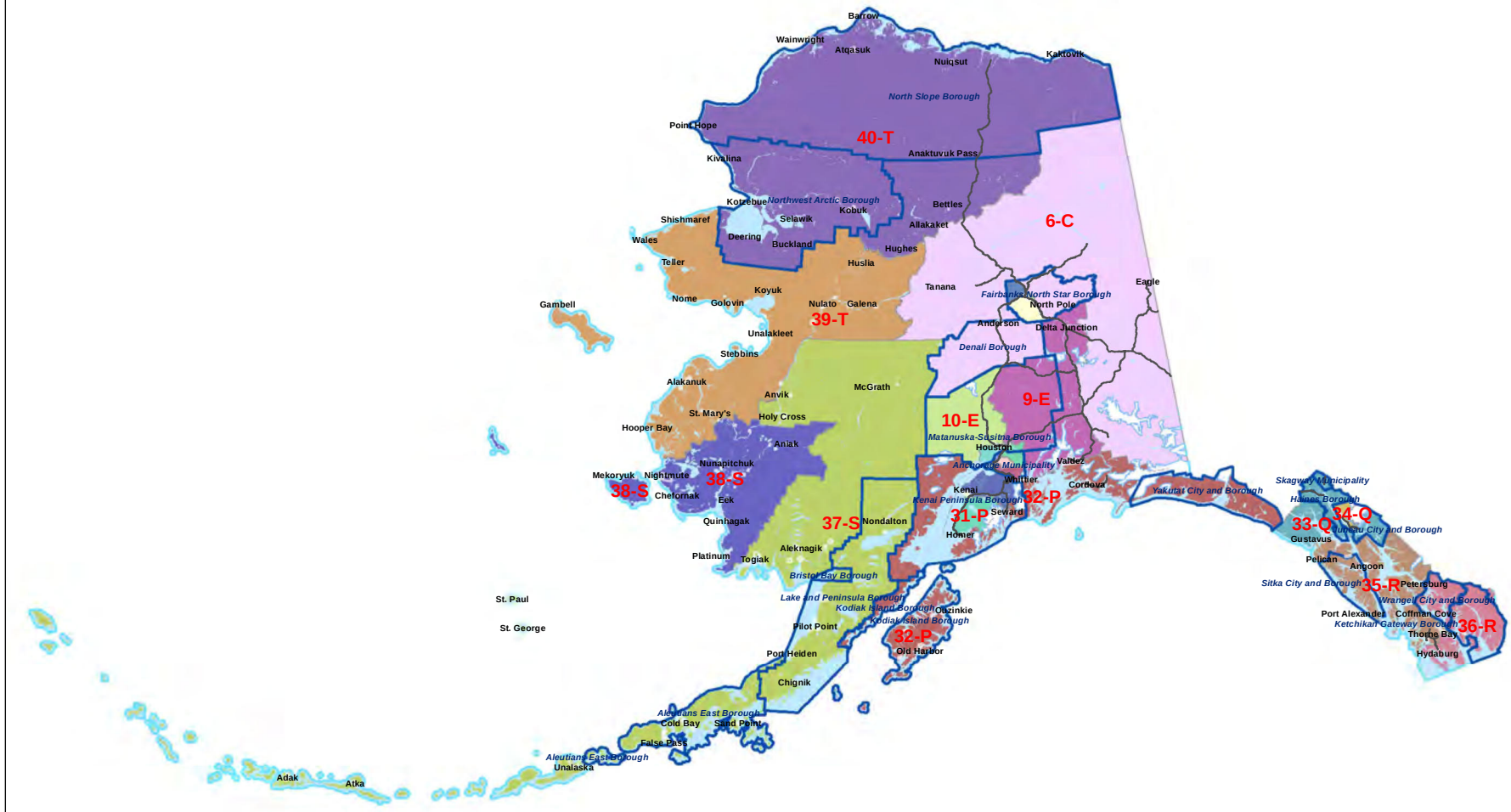
Amendments adopted by
Alaska Redistricting Board
April 13 as modified on April 18, 2002

Prepared by
Alaska Redistricting Board
April 22, 2002

Exhibit C
Page 2 of 6

2013 Proclamation House Districts

Statewide



N

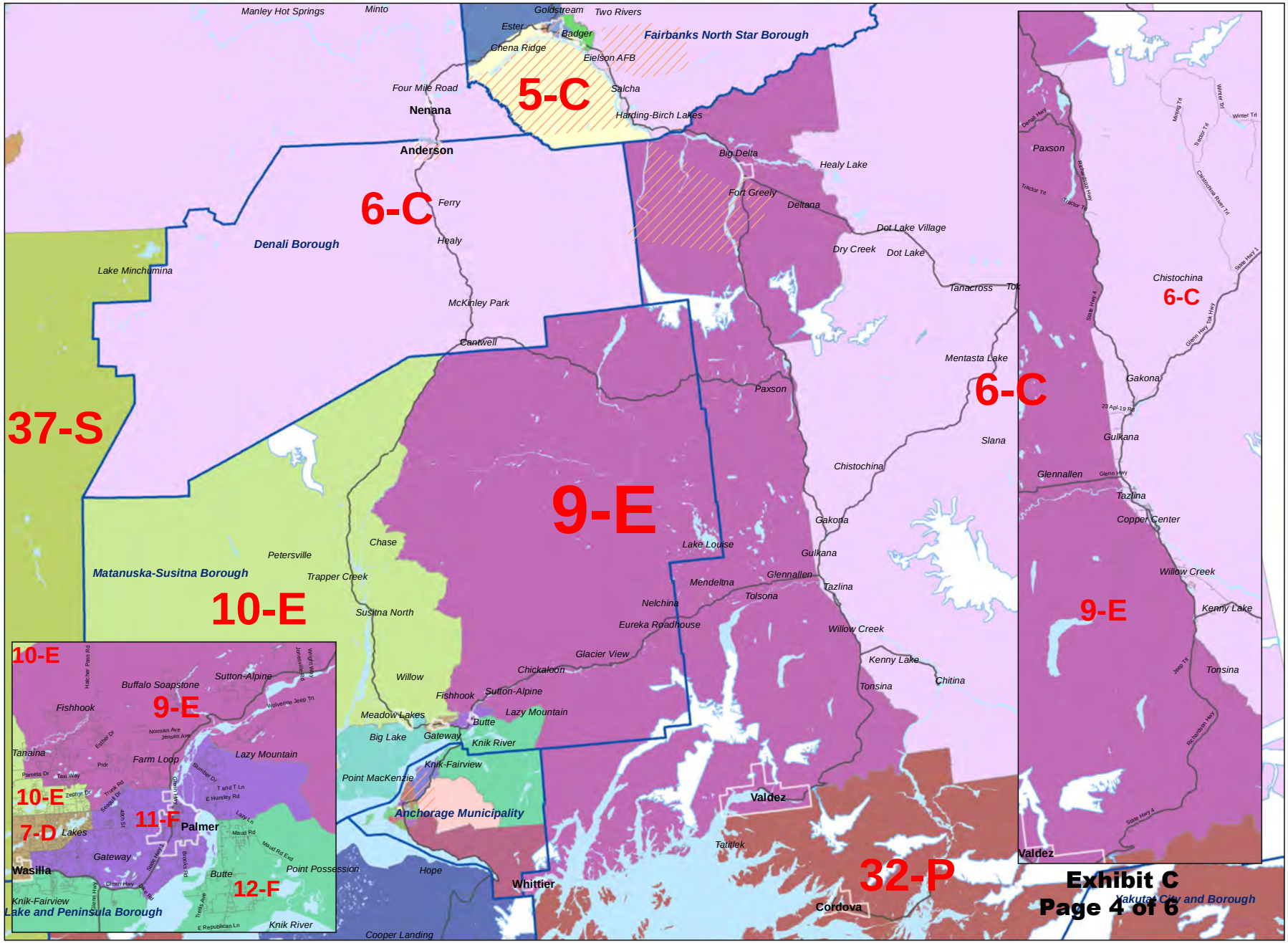
Legend
- City
- Borough
- Water Boundary

Prepared by:
Alaska Redistricting Board

Exhibit C
Page 3 of 6

2013 Proclamation House Districts

House District 9



N

Legend
- Military
- City
- Borough
- Water Boundary

Prepared by:
Alaska Redistricting Board

Exhibit C
Page 4 of 6

2021 Board Proclamation Statewide

Redistricting Plan Adopted by the Alaska Redistricting Board 11/10/2021

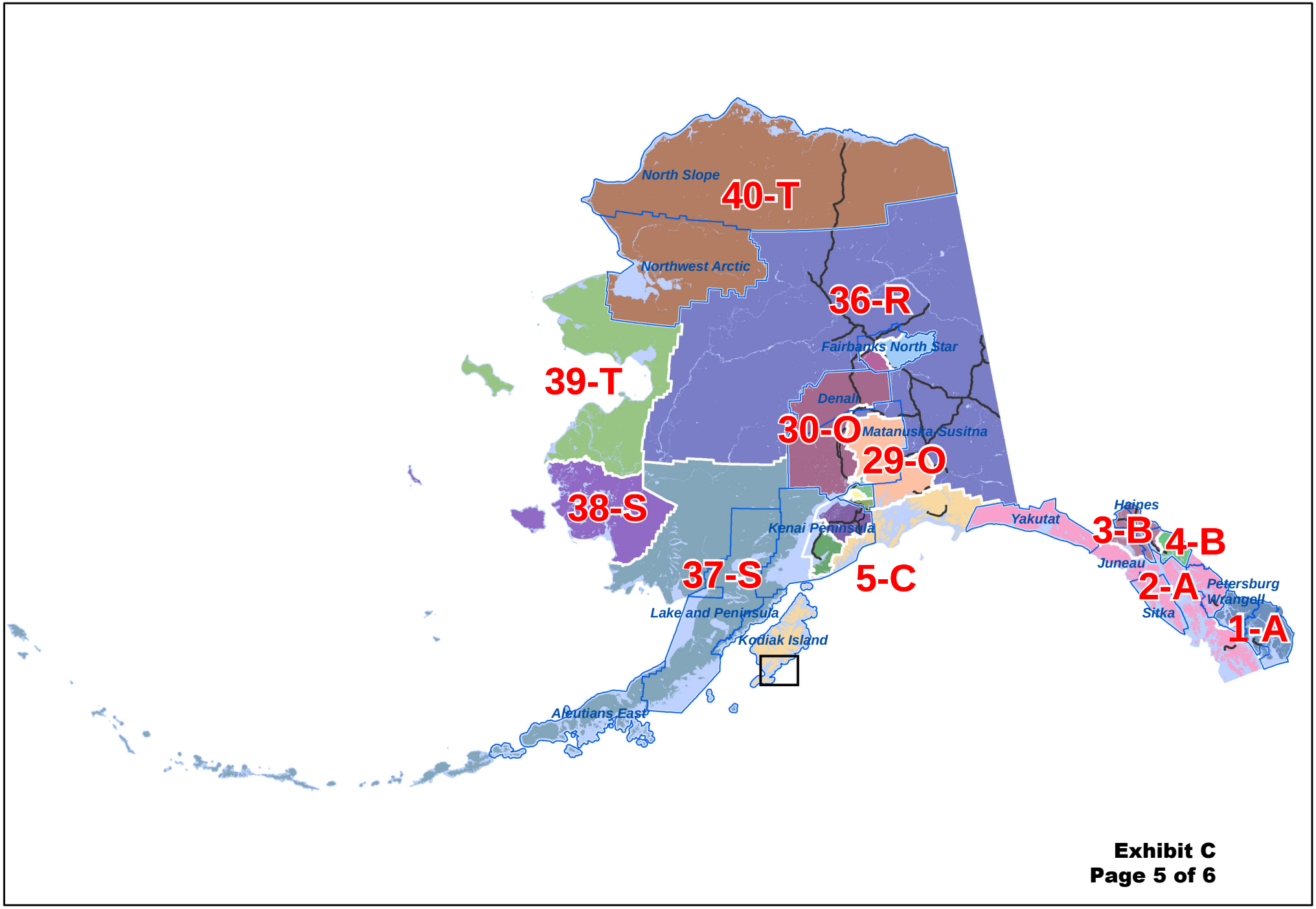


Exhibit C
Page 5 of 6

Based on 2020 Census Geography and 2020 PL94-171 Data; Map Gallery link: www.akredistrict.org/maps

2021 Board Proclamation District 29-O

Redistricting Plan Adopted by the Alaska Redistricting Board 11/10/2021

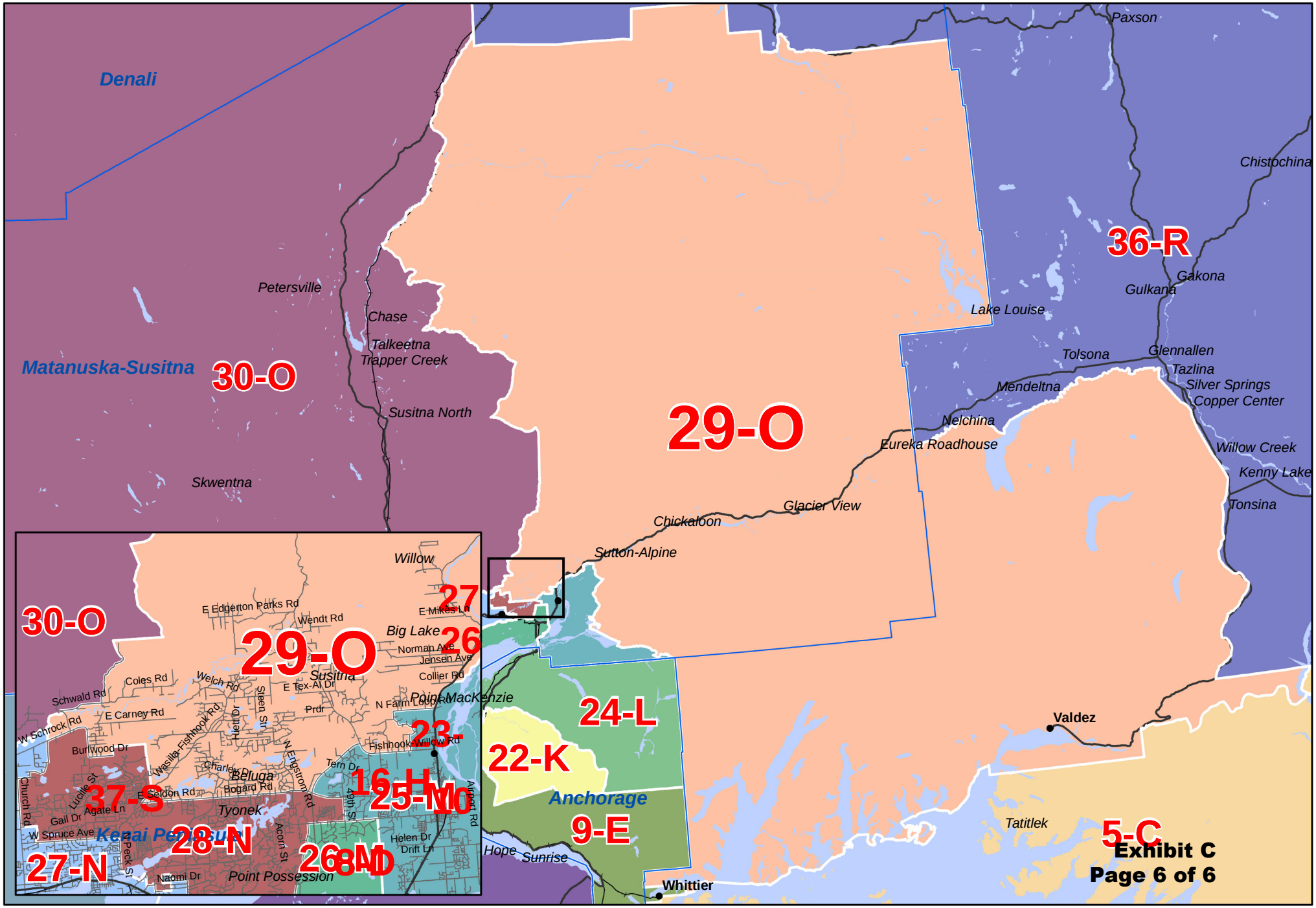


Exhibit C
Page 6 of 6

Based on 2020 Census Geography and 2020 PL94-171 Data; Map Gallery link: www.akredistrict.org/maps

ALASKA TAXABLE 2020

Municipal Taxation - Rates and Policies • Full Value Determination

REPORT

Volume LX
January 2021

Mike Dunleavy,
Govenor

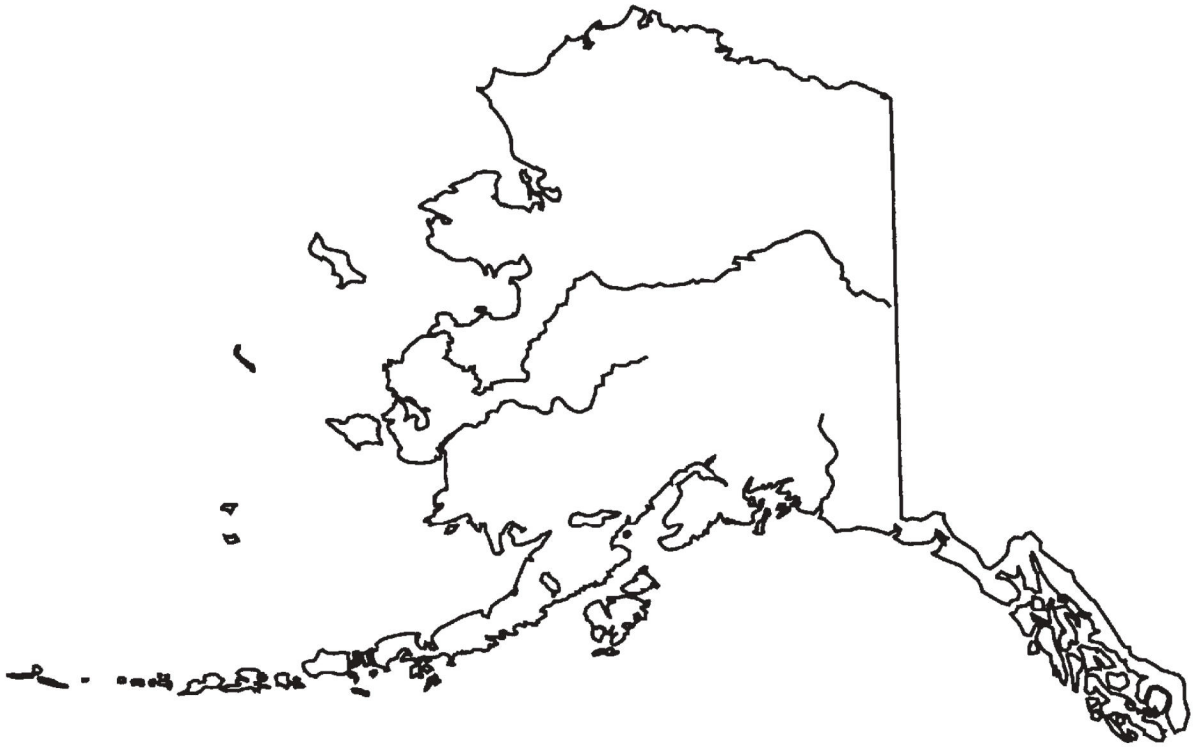
Julie Anderson, Commissioner
Department of Commerce, Community,
and Economic Development
https://www.commerce.alaska.gov/web/

Sandra Moller, Director
Division of Community & Regional Affairs
https://www.commerce.alaska.gov/web/dcra/

The Department of Commerce, Community and Economic Development complies with Title II of the Americans with Disabilities Act of 1990. Upon request, this report will be made available in large print or other accessible formats. Requests for such should be directed to the Office of the State Assessor at (907) 269-4605, or the request may be mailed to:

Office of the State Assessor
Department of Commerce, Community and Economic Development
550 W. Seventh Avenue, Suite 1640
Anchorage, AK 99501-3510

Alaska Taxable
2020



Office of the State Assessor
Joseph Caissie
Acting State Assessor

Table 2

The A/V ratios and CODs in this table are supplied by local assessment officials, and reviewed by the Office of the State Assessor.

Municipality	Locally Assessed Real Property	Locally Assessed Personal Property	State Assessed Oil & Gas Property	Total Assessed	Reported A/V Ratio % (1)	Reported COD (2)
Municipality of Anchorage	$31,904,271,312	$2,647,971,942	$152,044,560	$ 34,704,287,814	0.96	5.82
Bristol Bay Borough	$199,874,750	$197,799,838	$0	$ 397,674,588	0.84	13.65
Fairbanks North Star Borough	$7,890,654,591	$0	$720,267,520	$ 8,610,922,111	0.96	6.69
Fairbanks	N/A	N/A	$46,339,740	$ 46,339,740		
Haines Borough	$376,224,100	$0	$0	$ 376,224,100	0.98	8.22
City and Borough of Juneau	$4,742,808,985	$374,225,444	$0	$ 5,117,034,429	0.97	6.45
Kenai Peninsula Borough	$6,666,423,400	$307,927,426	$1,493,428,710	$ 8,467,779,536	0.94	12.33
Kenai	N/A	N/A	$53,200,820	$ 53,200,820		
Ketchikan Gateway Borough	$1,515,368,100	$60,724,600	$0	$ 1,576,092,700	0.95	9.24
Kodiak Island Borough	$1,298,329,669	$157,498,073	$0	$ 1,455,827,742	0.93	9.96
Matanuska Susitna Borough	$9,990,968,845	$56,075,491	$7,903,480	$ 10,054,947,816	0.94	9.82
Wasilla	N/A	N/A	$446,290	$ 446,290		
Palmer	N/A	N/A	$185,130	$ 185,130		
North Slope Borough	$848,257,562	$0	$21,562,678,020	$ 22,410,935,582	0.89	9.39
Petersburg Borough	$331,665,200	$0	$0	$ 331,665,200	0.81	21.12
City and Borough of Sitka	$1,126,204,000	$43,861,340	$0	$ 1,170,065,340	0.87	11.85
Municipality of Skagway	$359,410,580	$0	$0	$ 359,410,580	0.84	14.78
City and Borough of Wrangell	$158,912,300	$0	$0	$ 158,912,300	0.79	5.88
City and Borough of Yakutat	$52,209,900	$0	$0	$ 52,209,900	0.91	9.37
Total Borough Assessed Value	$67,461,583,294	$3,846,084,154	$23,936,322,290	$95,243,989,738		
Municipality	**Locally Assessed Real Property**	**Locally Assessed Personal Property**	**State Assessed Oil & Gas Property**	**Total Assessed**	**Reported A/V Ratio % (1)**	**Reported COD (2)**
Cordova	$229,526,625	$0	$8,989,820	$238,516,445	0.88	9.11
Craig	$112,074,600	$0	$0	$112,074,600	1.00	8.95
Dillingham	$164,980,887	$39,277,816	$0	$204,258,703	0.83	8.61
Nenana	$16,815,131	$2,933,642	$0	$19,748,773	0.96	8.74
Nome	$312,895,700	$42,114,556	$0	$355,010,256	0.88	8.92
Pelican	$11,573,047	$181,221	$0	$11,754,268	0.91	6.19
Unalaska	$446,657,475	$247,850,814	$0	$694,508,289	0.89	6.91
Valdez	$289,422,150	$0	$1,950,652,640	$2,240,074,790	0.83	10.48
Whittier	$47,155,800	$62,508,768	$1,478,040	$111,142,608	0.98	6.12
Total Cities Assessed Value	$1,631,101,415	$394,866,817	$1,961,120,500	$3,987,088,732		
Unorganized Borough Assessed Value	$0	$0	$3,093,981,590	$3,093,981,590		
Statewide Value of Assessed Property*	$69,092,684,709	$4,240,950,971	$28,991,424,380	$102,325,060,060		

Alaska
Regional Contingency Plan

Version 1

FINAL
August 2018

Alaska Regional Response Team

August 9, 2018

ARRT

Environmental Protection Agency

United States Coast Guard

Department of Commerce

Department of the Interior

Department of Agriculture

Department of Defense

Department of Justice

Department of Health and Human Services

Federal Emergency Management Agency

General Services Administration

Department of Energy

Department of Labor

Department of Transportation

State of Alaska

Dear Recipient:

Attached is the Alaska Regional Contingency Plan (RCP). This RCP serves as guidance to planners preparing for a coordinated Federal, State, and local response to a discharge, or substantial threat of discharge of oil and/or a release of a hazardous substance from a vessel or on/offshore facility operating within Alaska's boundaries and surrounding waters. The State and Federal On-Scene Coordinators shall use this guidance, in conjunction with the National Contingency Plan, to inform and support the Area Committee within each planning area in building their respective Area Contingency Plan.

The RCP is compliant with Section 300.210 of the National Contingency Plan and Alaska Statute 46.04.200.

The Alaska Regional Response Team, under the direction of the Co-Chairpersons, will review the RCP annually and update as necessary. We welcome your ideas to improve the plan. Please direct your correspondence to the following addresses:

The Alaska Department of Environmental Conservation
Prevention, Preparedness and Response Program
555 Cordova Street
Anchorage, AK 99501

U.S. Coast Guard, Seventeenth District
Plans and Force Readiness Division (dx)
P.O. Box 25517
Juneau, AK 99802-5517

U.S. Environmental Protection Agency, Region 10
Alaska Operations Office, Federal Building (Room 537)
222 West 7th Ave, #19
Anchorage, AK 99513

The RCP supersedes the *Alaska Federal/State Preparedness Plan for Response to Oil & Hazardous Substance Discharges/Releases (Unified Plan)*.

This plan and updated versions will be available on the following websites:

http://www.alaskarrt.org
http://dec.alaska.gov/spar/ppr

This document is hereby approved by the Co-Chairpersons of the Alaska Regional Response Team (ARRT).

Mark Everett
U.S. Coast Guard, Seventeenth Coast Guard District
U.S. Coast Guard Representative to the ARRT

9 AUG 2018
Date

Calvin Terada
U.S. Environmental Protection Agency, Region 10
U.S. Environmental Protection Agency Representative to the ARRT

14 Aug 2018
Date

Kristin Ryan
Alaska Department of Environmental Conservation
State of Alaska Representative to the ARRT

9 Aug 2018
Date

Figure 1 - Alaska Planning Areas

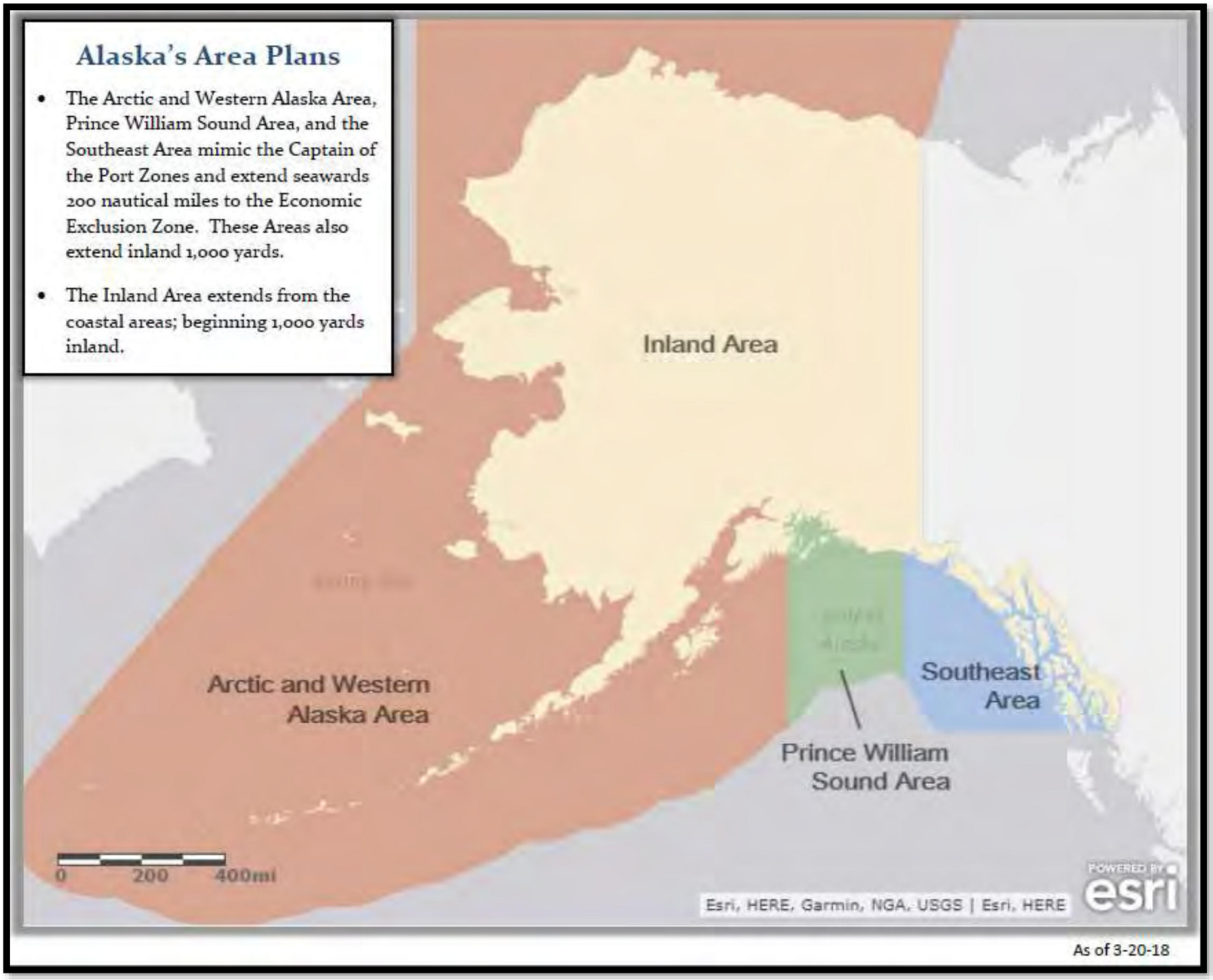
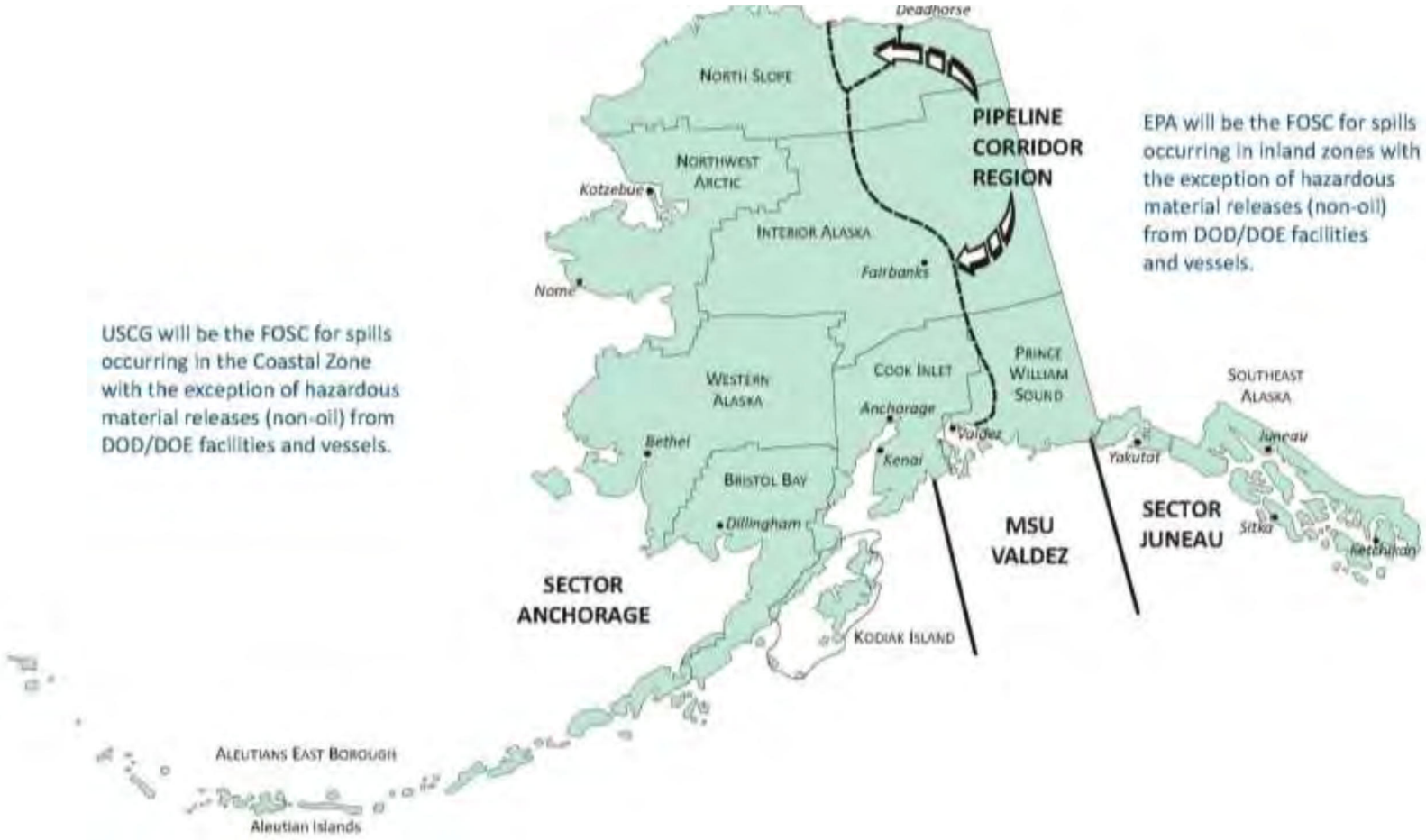


Figure 2 - Federal On-Scene Coordinators, Area of Responsibility



MILITARY APPRECIATION

★ ★ ★ ★ ★ Saluting Those Who Serve

★ ★ *SALUTING THOSE WHO SERVE* ★ ★

MILITARY APPRECIATION CEREMONY

DUE TO WEATHER, NOW BEING HELD AT THE

VALDEZ CIVIC CENTER

Saturday, May 29th

12:00 pm

FREE . LIVE MUSIC . AWARDS . COAST GUARD CITY

NEW LOCATION	VALDEZ CIVIC CENTER 314 CLIFTON DR. *LIMITED CAPACITY*	12:00 PM - 4:00 PM

HIGHLIGHTS TO THIS YEAR'S CEREMONY INCLUDE:

*2021 LOCAL VETERAN AWARDS
*A SPECIAL PRESENTATION FROM THE U.S. COAST GUARD FORMALLY DESIGNATING VALDEZ AS A "COAST GUARD CITY"
*SPECIAL SPEAKERS: CROWLEY, UNITED STATES COAST GUARD AND THE PRESIDENT OF ALYESKA PIPELINE

ENJOY LIVE PERFORMANCES BY
THE ESTEEMED U.S. 9TH ARMY BAND (1:00 PM & 3:00 PM) AND
LOCAL MUSIC ARTIST RIK NIELSEN (2:00 PM)

THE ARMY NATIONAL GUARD WILL BE ON-SITE WITH ACTIVITIES AND VENDORS WILL BE SET-UP

Visit www.VALDEZAK.GOV/EVENTS For All Event Details!

MILITARY APPRECIATION

★ ★ ★ ★ ★ Saluting Those Who Serve

Proudly presented by the the City of Valdez, Alaska

Saturday, May 29th 2021

1200: Military Appreciation Ceremony (New Location: VALDEZ CIVIC CENTER, 314 Clifton Dr.)

- Posting of Colors by US Coast Guard Forces Valdez
- Presentation of the 2021 Local Veteran Award(s)
- Special Remarks by Mr. Terry Aldridge (Operations Manager, Crowley Fuels), LCDR Sara M. Ellis-Sanborn (US Coast Guard) and Mr. Brigham McCown (President, Alyeska Pipeline)

1300-1600: Live Performance by The 9th Army Band, Vendor Market & Fun Activities

Sunday, May 30th 2021

0530-0900: Free Pancake Breakfast at the Elks Lodge (located at 339 Fairbanks Drive)

- Open to the public
- Sponsored by Valdez Elks Lodge

0600: Military Halibut Fishing Charters - Departures Begin

- Must be pre-approved & a registered ticket holder
- Open to active & reserve military members ranked E6 & below
- Sponsored by Crowley Fuels, Peter Pan Seafoods & Valdez Emblem Club

0700 & 0900: Sightseeing Cruises - Boarding Begins

- Must be pre-approved & a registered ticket holder
- Open to active & reserve military members ranked E6 & below and/or their dependents (remaining capacity will open to E7 & above and/or their dependents & Veterans on 4/30/21)
- To become a registered ticket holder & to learn more, go to www.VALDEZAK.GOV/EVENTS
- Sponsored by Lu-Lu Belle Cruises & Stan Stephens Cruises

Visit www.VALDEZAK.GOV/EVENTS For All Event Details!

Thank You to Our Volunteers, Boat Captains and Sponsors:

MILITARY HALIBUT FISHING CHARTERS

As part of Military Appreciation Weekend, the City of Valdez and community members are giving back to the men and women in our armed forces on **Sunday, May 30th 2021** by offering free halibut fishing charters. Lunch included!

*MUST BE PRE-APPROVED & A REGISTERED TICKET HOLDER

*OPEN TO ACTIVE & RESERVE MILITARY MEMBERS RANKED E6 & BELOW

REGISTRATION FULL

(APPLICATIONS ARE BEING PROCESSED)

Thank You to Our Volunteers, Boat Captains and Sponsors:

SIGHTSEEING CRUISES

As part of Military Appreciation Weekend, the City of Valdez and proud sponsors Lu-Lu Belle Cruises and Stan Stephens Cruises are giving back to the men and women in our armed forces & their dependents on **Sunday, May 30th 2021** by offering free Port of Valdez Sightseeing Cruises.

***MUST BE PRE-APPROVED & A REGISTERED TICKET HOLDER**

***OPEN NOW TO ACTIVE & RESERVE MILITARY MEMBERS RANKED E6 & BELOW AND/OR THEIR DEPENDENTS**

***REMAINING CAPACITY WILL OPEN ON 4/30/21 TO E7 & ABOVE AND/OR THEIR DEPENDENTS & VETERANS**

Thank You to Our Volunteers, Boat Captains and Sponsors:

MILITARY HALIBUT FISHING CHARTERS

LOOKING FOR BOAT CAPTAIN VOLUNTEERS

Give Back to the men and women in our armed forces on Sunday, May 30th 2021!

FOR MORE INFORMATION OR TO SIGN UP,
EMAIL EVENTS@VALDEZAK.GOV
OR CALL 907-834-3404

BOAT FUEL, BAIT & LUNCHES WILL BE PROVIDED!

MILITARY APPRECIATION

★ ★ ★ ★ ★ Saluting Those Who Serve.

PRINCE WILLIAM SOUND AREA CONTINGENCY PLAN

Version 2018.1

FINAL

March 2020

Prince William Sound Area Contingency Plan

Prince William Sound
AREA COMMITTEE

March 17, 2020

Mission Statement:

Established in 2018, the Prince William Sound Area Committee (PWSAC) manages and continuously improves upon the Area Contingency Plan, and provides a platform for consistent coordination between federal, state, tribal, and local emergency planners and responders. The PWSAC ensures expedited processes exist for exigent circumstances related to dispersant use and other mitigating substances and devices. The PWSAC is the venue for public input on all relevant government processes and scientific issues related to oil and hazardous substance spill prevention, preparedness, planning, and response within the Prince William Sound area.

Dear Recipient:

Attached is the Prince William Sound Area Contingency Plan (ACP). The ACP serves as tactical and operational instructions and guidance to responders and planners preparing for a coordinated Federal, State, and local exercise and/or response to a discharge, or substantial threat of discharge of oil and/or a release of a hazardous substance in the Prince William Sound Area of Alaska. State and Federal On-Scene Coordinators shall use the ACP, in conjunction with the Regional Contingency Plan and National Contingency Plan, to inform and support the Prince William Sound Area Committee (PWSAC) as it continuously updates and improves upon building the ACP. The ACP is compliant with Section 300.210(c) of the National Contingency Plan and Alaska Statute 46.04.210.

The PWSAC, under the direction of the Co-Chairpersons, will review the ACP annually and update in accordance with relevant agency policy and in response to operational lessons learned. We welcome your ideas to improve the plan. Please direct your correspondence to the following addresses:

Marine Safety Unit Valdez
PO Box 486

Valdez, AK 99686

The Alaska Department of Environmental Conservation
Prevention, Preparedness and Response Program

555 Cordova Street

Anchorage, AK 99501

The ACP supersedes the *Alaska Federal/State Preparedness Plan for Response to Oil & Hazardous Substance Discharges/Releases (Unified Plan)* and the ten Subarea Contingency Plans.

This plan and updated versions will be available on the following websites:

http://dec.alaska.gov/spar/ppr

Cordova: Saint Elias Ocean Products, Inc. Cordova 424-7171 Cannery Row Fish Co. 424-5920 Great Pacific Seafoods, Inc. 424-5481 Norquest Seafoods, Inc. 424-5930 Prince William Sound Aquaculture 424-7511 Copper River Delta Smokery 424-7111 Eyak Packing Co. 424-5300 North Pacific Processors 424-7111 Ocean Beauty Seafoods, Inc. 424-7171 F/V Aquarius 424-3385	**Whittier:** Anchor Services Unlimited 472-2354 Great Pacific Seafoods, Inc. 472-2400 Prince William Sound Aquaculture 424-7511 Fairmount Island Seafoods 472-2319 F/V Wave Maker 982-2670 **Valdez:** Solomon Falls Seafood 835-4874 Solomon Gulch Hatchery 835-4874 Nautilus Foods, Inc 835-4227 Silver Bay Seafood 835-8910 Peter Pan Seafoods, Inc. 835-2080

- **Logging Facilities -** The following organizations can be contacted with requests for specific information on location and timing of logging activities. Although the primary function of these organizations is not to provide such information, the individual members will be quite knowledgeable about environmental conditions and will often be willing to share information.

  Koncor Forest Products
  Anchorage

  562-3335

  FAX 562-0599

  Alaska Forest Association
  Ketchikan

  225-6114

Water & Sewage	
Miscellaneous	An oil and hazardous waste recycling center was completed in 1998.

SPILL RESPONSE SUPPORT *(Contact local officials to determine possibility of using community facilities.)*	
Potential Command Posts	Youth Teen Center, Tatitlek Community Center
Potential Staging Areas	None identified
Local Spill Response Equipment	USCG spill response conex. Emergency response equipment owned by SERVS is located near the deep-water dock in the village (con-x's containing boom, skimmers etc.) The fishing vessel administrator in the community is responsible for deployment of this equipment in a crisis. The fishing vessel administrator lives in the community year around.

9240.1.4 – Valdez Community Profile

VALDEZ COMMUNITY PROFILE

Location and Climate	Valdez is located on the north shore of Port Valdez, a deep water fjord in Prince William Sound. It lies 305 road miles east of Anchorage, and 364 road miles south of Fairbanks. It is the southern terminus of the Trans-Alaska oil pipeline. It lies at approximately 61.13083° North Latitude and -146.34833° West Longitude. (Sec. 32, T008S, R006W, Copper River Meridian.) Valdez is located in the Valdez Recording District. Winters are mild with January temperatures ranging between 20° and 30° F and summer with July temperatures ranging between 45° and 60 ° F. Annual precipitation is 70 inches of rain, and the average snowfall is an incredible 300 inches (25 feet) annually.
History, Culture, & Demographics	The Port of Valdez was named in 1790 by Don Salvador Fidalgo for the celebrated Spanish naval officer Antonio Valdes y Fernández Bazan. Due to its importance as an ice-free port, a town developed in 1898 as a launching point for gold-rushers seeking a route to the Eagle Mining District and the Klondike gold fields in the interior. Valdez soon became the supply center of its own gold mining region, and incorporated as a City in 1901. Fort Liscum was established by the US Army in 1900and shortly after, the Army helps construct a trail to Fort Egbert in Eagle, making travel to the interior far safer and easier than the previous route up and over the Valdez Glacier. . The Alaska Road Commission further improved this trail and developed the road for automobile travel to Fairbanks in the early 1920s, but it wasn't until the early 1950's that the road was open year round, and not until 1957 that the road was first paved. The 1964 earthquake destroyed the original Valdez town site, and 31 died, as a significant portion of the town's waterfront slumped off into Port Valdez. The community was rebuilt on a more stable bedrock foundation 4 miles to the west, where the town currently sits today. During the 1970s, construction of the Trans-Alaska Pipeline System terminal and other cargo transportation facilities brought rapid growth to Valdez. In March 1989, it was the center for the massive oil-spill cleanup after the "Exxon Valdez" disaster. In a few short days, the population of the town tripled. Today, as a result of significant oil taxation revenues, the City offers a variety of quality public services. The 2010 U.S. Census data showed 8.17% of the population are Alaska Native or part Native. The 2010 U.S. Census data also showed there were 1,763 total housing units, and 190 were vacant, of which 50 of these units are used only seasonally. The median household income was $80,476, per capita income was $36,609, and 5.51% of residents were living below the poverty level. The City of Valdez recently adopted a revised Natural Disaster Mitigation Plan as well, and this plan contains a lot of useful and similar information that's captured here. Go here: https://www.valdezak.gov/DocumentCenter/View/5183/City-of-Valdez-Hazard-Mitigation-Plan-Adopted-March-2019-PDF?bidId=

Economy	Valdez has one of the highest municipal tax bases in Alaska as the southern terminus for the 800-mile Trans Alaska Pipeline, and off-loading point for oil extracted from the North Slope. Four of the top ten employers in Valdez are directly connected to the oil terminus, with Alyeska Pipeline Service Co. directly employing nearly 300 people as the largest. Valdez is a major seaport, with cargo and container facility and two small boat harbors, one of which was just opened in 2019. City, state, and federal agencies combined provide significant employment. 2 residents hold commercial fishing permits.
Subsistence	The majority of Valdez residents do not practice a subsistence lifestyle However, there is a small tribal presence in Valdez that does practice subsistence. Valdez has a healthy sports fishing and recreational fishing industry as well.
Population	3,976 (2010 U.S. Census)
Borough Located In	Unorganized
Incorporation Type	Home Rule City
Native Entities	**Regional:** Chugach Alaska Corporation Chugachmiut (Regional); The Valdez Native Tribe (Local) **Nonprofit:**

EMERGENCY SERVICES	
Police	City Police Department (835-4560)
State Troopers	State Troopers Post (835-4307)
Fire	City Fire Dept./EMS (835-4560); Robe River Fire Hall; Civil Air Patrol
Medical	Valdez Community Hospital (835-2249); Valdez Native Tribe Clinic (835-4951). Auxiliary health care provided by Valdez Fire Dept/EMS (835-4560 x301).
Harbormaster	835-4981

LOCAL CONTACTS & REGIONAL/STATE ORGANIZATIONS WITH LOCAL OFFICES

ORGANIZATION	ADDRESS	PHONE	WEBSITE/EMAIL
Chugach Alaska Corporation	3800 Centerpoint Dr., Ste. 700 Anchorage, AK 99503	561-2668 532-5258 (fax)	www.chugach-ak.com
Chugachmiut	1840 Bragaw Street, Ste. 110 Anchorage, AK 99508	562-4155 563-2891 (fax)	www.chugachmiut.org
City of Valdez	P.O. Box 307 Valdez, AK 99686	835-4313 835-2992 (fax)	www.valdezak.gov
Connecting Ties, incorporated	P.O. Box 2017 Valdez, AK 99686	835-3274 835-3512 (fax)	www.connectingties.org
Copper Valley Electric Association, Inc.	P.O. Box 45 Glennallen, AK 99588	822-3211	www.cvea.org
PWS Economic Development District	610 E 5th Avenue, Suite 104a Anchorage, AK 99501	222-2440 222-2411 (fax)	www.pwsedd.org or pwsedd@gmail.com
The Valdez Native Tribe	P.O. Box 1108 Valdez, AK 99686	835-4951 835-5589 (fax)	www.chugachmiut.org or https://valdeznativetribe.org/ or office@valdeznativetribe.org
Valdez City School District	P.O. Box 398 Valdez, AK 99686	835-4357 835-4964 (fax)	www.edline.net/pages/Valdez_City_Schools
Valdez Convention and Visitors Bureau	104 Chenega Street Valdez, AK 99686	835-4636 835-4845 (fax)	www.valdezalaska.org info@valdezalaska.org
Valdez Star Newspaper	P.O. Box 2949 Valdez, AK 99686	835-2405 835-3882 (fax)	www.valdezstar.net

TRANSPORTATION	
Accessibility	The Richardson Highway connects Valdez to Anchorage, Fairbanks and Canada. Port Valdez is ice-free year round and offer boat access to greater PWS. The State Ferry provides transport to Whittier, Cordova, Kodiak, Seward and Homer in the summer; Cordova only in the winter.

Airport Facilities	The airport is operated by the state, with a 6,500-foot paved runway, instrument landing system and control tower. Floatplanes can be landed at Robe Lake, which is a nearby freshwater lake, though there are no dock or tie up areas.
Airline Services	RAVN Alaska (Formerly ERA, a commercial carrier that does daily flights between Valdez and Anchorage) Vertical Solutions (Helicopter flight seeing and air cargo charter service).
Freight	The Valdez Container Terminal is the hub for the many larger cargo and freight vessels that visit each year. Various freight companies also move cargo via the road system. In addition, hundreds of oil tankers transit through PWS each year moving crude oil from Alyeska's Valdez Marine Terminal facility. There is also a significant amount of truck traffic associated with the Petro Star refinery and refined fuel oil and jet fuel they produce.
Vessel Support	The Valdez Container Terminal has the largest floating concrete dock in the world, with a 1,200 foot front and water depth exceeding 80 feet. Numerous cargo and container facilities are present in Valdez. Two small boat harbors accommodate 500+ commercial fishing boats and recreational vessels. Boat launches, a drive-down ramp, dockside cranes, sewage and bilge pump-off, a dockside fish vacuum pump, and haul-out services are available.

FACILITIES & UTILITIES		
Telephone	GCI (1-800-800-4800 / www.gci.com) Copper Valley Telephone Cooperative (835-2231 or 1-800-478-6612 / vdzcustserv@cvtc.org)	COMMUNICATIONS
Wireless and Internet	GCI (1-800-800-4800 / www.gci.com) Copper Valley Telephone Cooperative (835-2231 or 1-800-478-6612 / vdzcustserv@cvtc.org)	
TV Stations	None	
Radio Stations	KCHU; KVAK	
Cable Provider	GCI	
Teleconferencing	Alaska Teleconferencing Network; Legislative Information Office	
Electricity	Provided by Copper Valley Electric Cooperative	
Fuel	Natural gas, gasoline, diesel, and propane.	
Fuel Storage	Unknown	
Housing	Best Western Valdez Harbor Inn, Mountain Sky Hotel, and Totem Inn are open year round, and the Glacier Sound Inn and Keystone Hotel are also open during the summer season only. Local residents have been offering a variety of options via Vacation Rentals by Owner and Air-BnB	
Water & Sewage	Water is derived from four primary wells and is stored in two 750,000-gal. reservoirs prior to piped distribution throughout Valdez. Water storage capacity is 2.24 million gallons. The sewage treatment plant is capable of processing 1.5 million gallons per day. Sewage is deposited in a secondary treatment lagoon. Over 95% of homes are fully plumbed. Many homes, outside of the city proper, use individual wells and septic systems. GCI	
Miscellaneous	The Class 2 landfill uses a balefill system. An oil and hazardous waste recycling center was completed in 1998.	

SPILL RESPONSE SUPPORT *(Contact local officials to determine possibility of using community facilities.)*	
Potential Command Posts	SERVS Valdez Emergency Operations Center (835-6620); MSU Valdez (835-7205); Valdez Convention & Civic Center (835-4440); Black Gold Recreation Hall; Valdez Recreation Center; Valdez Native Assoc. Bingo Hall; Valdez Senior Citizens Center; Valdez Consortium Library and Valdez Museum; Prince William Sound Community College (834-1600); Valdez High School (835-4767); Valdez Jr. High (835-2244); Valdez Elementary (835-4728)
Potential Staging Areas	State Operated Airport (835-5658); Alaska National Guard Armory (835-2234); Prince William Sound Community College (834-1600); Valdez High School (835-4767); Valdez Jr. High (835-2244); Valdez Elementary (835-4728); State District Court; ADEC Warehouse (835-4698); Harbor (835-4981)
Local Spill Response Equipment	ADEC spill response connex (see page B-72 for an inventory of spill response assets). Valdez is the center for crisis response equipment in Prince William Sound. Alyeska/SERVS (Ship Escort/Response Vessel System) has an enormous stockpile of response equipment.

McKINLEY RESEARCH
GROUP, LLC

Formerly McDowell Group

PRINCE WILLIAM SOUND

Comprehensive Economic Development Strategy (DRAFT)

July 2021

PREPARED FOR:

Prince William Sound Economic Development District

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PWS CEDS Strategy Committee

Mark Detter, City Manager, City of Valdez

Josie Hickel, Chugach Alaska Corporation

Helen Howarth, City Manager, City of Cordova

Jim Hunt, City Manager, City of Whittier

Brooke Mallory, Native Village of Eyak

Nanci Robart, Tribal Administrator, Native Village of Tatitlek

Buell Russell, Tribal Administrator, Native Village of Chenega Bay

PWSEDD Staff

Kristin Carpenter, Executive Director

Jake Borst, Program Manager

Acronyms and Abbreviations

ACEP	Alaska Center for Energy & Power
ADEED	Alaska Department of Education and Early Development
ADOLWD	Alaska Department of Labor and Workforce Development
AEA	Alaska Energy Authority
AHFC	Alaska Housing Finance Corporation
AIDEA	Alaska Industrial Development and Export Authority
AML	Alaska Marine Lines
ANCSA	Alaska Native Claims Settlement Act
ANTHC	Alaska Native Tribal Health Consortium
ARRC	Alaska Railroad Corporation
ARUC	Alaska Rural Utility Cooperative
AVEC	Alaska Village Electric Cooperative
CEDS	Comprehensive Economic Development Strategy
CPV	Commercial Passengers Vessel
EDA	U.S. Economic Development Administration
EVOS	Exxon Valdez Oil Spill Trustee Council
FCC	Federal Communications Commission
FY	fiscal year
H&G	headed and gutted
IHS	Indian Health Service
kWH	kilowatt hour
MOC	Memorandum of Commitment
MOU	Memorandum of Understanding
PCE	Power Cost Equalization
PEAKS	Performance Evaluation for Alaska's Schools
PFD	Permanent Fund Dividend
PK	Pre-kindergarten
PWS	Prince William Sound
PWSC	Prince William Sound College
PWSEDD	Prince William Sound Economic Development District
SERVS	Ship Escort Response Vessel System
SFY	State fiscal year
SWOT	Strengths, Weaknesses, Opportunities, Threats
TAPS	Trans Alaska Pipeline System
UAA	University of Alaska Anchorage
USPS	U.S. Postal Service
VPSO	Village Public Safety Officer

Prince William Sound (PWS) is located at the north end of the Gulf of Alaska, extending over 20,000 square miles and similar in size to West Virginia. There are five communities in the sound: Chenega, Cordova, Tatitlek, Valdez, and Whittier; their combined population is 6,750 (2020). These communities are unconnected by a unified road system; access is dependent on water and air transportation. The waters of PWS are critical to the area's character and economy, sustaining more than 300 species of fish that are essential to commercial seafood production, sport fishing, and traditional subsistence practices. Aquatic plants, including kelp and seaweed, present opportunities for further mariculture development. The region has abundant timber resources and a variety of mineral resources and historically produced gold, silver, copper, and oil. Federally-owned lands make up most of the land in the PWS region, with U.S.-government ownership followed by that of the State, Alaska Native corporations (the largest private landowners in the region), municipalities, and then other private owners. High transportation costs, lack of regional connectedness, and other factors affect regional economic development initiatives.

To address economic development effectively, the Prince William Sound Economic Development District (PWSEDD) updated its five-year (2021-2025) Comprehensive Economic Development Strategy (CEDS). The CEDS process was managed by the PWSEDD and the PWS CEDS Strategy Committee. They developed a vision statement, and provided input on regional Strengths, Weaknesses, Opportunities, and Threats (SWOT), three overarching goals were developed with 16 priority objectives, and an action plan, including priority actions, timeline, responsibilities, expected costs, and potential funding sources.

Vision Statement: Prince William Sound is an alliance of vibrant, coastal communities collaborating to build on and sustain our natural resources through responsible economic development and regional connectivity.	
Goal A: Infrastructure Development	
Goal: Improve regional connection by enhancing transportation and utilities infrastructure. Enhance infrastructure to build resilience to climate change, increase economic development opportunities, and enrich the way of life in Prince William Sound.	**Priority Objective 1:** Develop regional transportation infrastructure. **Priority Objective 2:** Increase broadband internet access and capacity. **Priority Objective 3:** Increase housing quality and affordability **Priority Objective 4:** Enhance recreational infrastructure throughout the region. **Priority Objective 5:** Reduce energy costs.
Goal B: Workforce Development	
Goal: Boost the regional continuum of education from early childhood learning through post-secondary opportunities. Enhance employability skills and adapt to the evolving opportunities of regional economic development through education and training.	**Priority Objective 1:** Increase access to early childhood education. **Priority Objective 2:** Enhance in-region post-secondary vocational training opportunities. **Priority Objective 3:** Strengthen Prince William Sound connections in-region.

Goal C: Strengthen Existing Industries and Diversify Economy	
Goal: Seek business development and investment to promote regional industry growth, responsible resource development, and economic diversity. Attract business opportunities to the region that support employment opportunities in every season.	**Priority Objective 1:** Promote PWS as a tourism destination. **Priority Objective 2:** Support the local arts and humanities community. **Priority Objective 3:** Facilitate mariculture opportunities. **Priority Objective 4:** Seek food production and processing opportunities. **Priority Objective 5:** Identify climate change and mitigation projects. **Priority Objective 6:** Support responsible mineral/quarry exploration. **Priority Objective 7:** Support responsible forestry opportunities **Priority Objective 8:** Attract new residents who telework.

Chapter 1: Introduction

The Prince William Sound Economic Development District (PWSEDD) Comprehensive Economic Development Strategy (CEDS) is a five-year strategic plan for economic development. The CEDS process engages community leaders, leverages private sector involvement, and defines a strategic blueprint for regional collaboration. The U.S. Economic Development Administration (EDA) requires updates at least every five years for PWSEDD to qualify for assistance under Public Works and Economic Adjustment Assistance programs and for designation as an Economic Development District.

Methodology

In September 2020, PWSEDD issued an RFP for a contractor to prepare the CEDS. McKinley Research Group was selected and initiated work in October 2020 with a kick-off meeting with PWSEDD staff. During this meeting, the project schedule, supportive documents, executive interview candidates, and public engagement, including an online stakeholder survey and website content, were discussed.

Typically, a CEDS process includes community meetings and site visits. However, due to COVID-19, travel was restricted, and all public engagement process meetings were virtual, using video-conferencing technology.

Brief community profiles were developed for each of the five Prince William Sound communities – Chenega, Cordova, Tatitlek, Valdez, and Whittier. These profiles can be found in Appendix A.

Executive interviews were conducted by telephone with 26 stakeholders throughout the region. The purpose of the interviews was to gather feedback on the strengths, weaknesses, opportunities, and threats (SWOT), and to learn about economic development initiatives and expectations from the CEDS process. A list of interviewees can be found in Appendix B.

Throughout this update process, McKinley Research Group reviewed existing plans and documents to assess overlap in economic development strategies related to PWS infrastructure, transportation, and community planning. The intent of these reviews was to acknowledge current initiatives and planning in the CEDS update. A list of primary documents reviewed, as well as general reference sources, may be found in Appendix C.

An online survey was designed to capture regional residents' opinions of the region's top three SWOT focus areas related to the region's economy. Regional residents were encouraged to complete the survey through social media postings, radio shows, CEDS Strategy Committee member contacts, and other communications. The survey was fielded from November 12, 2020, to May 11, 2021. A summary of the online survey results can be found in Appendix D.

McKinley Research Group facilitated six virtual PWS CEDS Strategy Committee work sessions (in November 2020, and in February, March, April (twice), and July 2021). These work sessions included a review of the CEDS process, SWOT content, and reviewed PWSEDD's overarching economic development goals. PWS

CEDS Strategy Committee members provided input about development of the CEDS's vision statement along with a review of SWOT analysis and goal statements. They also conducted a series of exercises to prioritize objectives for each of the overarching goals. Action plans for the objectives were developed, including action items, timeline, responsibility, expected costs, and potential funding sources.

A review draft of the CEDS document was submitted to PWSEDD for internal review on June 29. A revised draft was submitted to the PWS CEDS Strategy Committee for review and approval during its July meeting. A final CEDS was submitted and approved in August 2021.

CEDS Document Organization

This document is organized as follows:

- *Chapter 1: Introduction*, including document organization and methodology
- *Chapter 2: Summary Background*, including PWS socioeconomic data
- *Chapter 3: SWOT Analysis*, describing economic development strengths, weaknesses, threats, and opportunities
- *Chapter 4: Economic Resiliency*, highlighting the resilience themes emerging from stakeholders and socioeconomic data
- *Chapter 5: Strategic Direction*, including the CED's goals, SWOT, priority objectives, and action plan
- *Chapter 6: Evaluation Framework*, providing the measures used to track action plan performance

Appendices provide additional background information including:

- *Appendix A: Community Profiles*, including brief socioeconomic profiles of each PWS community
- *Appendix B*: List of Stakeholder Interviews: providing the interviewees and organizations represented
- *Appendix C:* Reference Materials, including references for planning documents and sources of socioeconomic information and data used throughout the CEDS process
- *Appendix D:* Stakeholder Online Survey Results, including general SWOT themes and verbatim additional comments

Regional Overview

Prince William Sound (PWS) is located at the north end of the Gulf of Alaska, extending over 20,000 square miles, and is made up of roughly half water and half land. For comparison, the region is similar in size to West Virginia. There are five communities in the sound: Chenega, Cordova, Tatitlek, Valdez, and Whittier. Brief profiles of these communities can be found in Appendix A.

Figure 1. Prince William Sound Map

Source: PWSEDD.

Data Considerations

PWS communities are within the U.S. Census Bureau's Chugach Census Area, a new census designation used first in the 2020 Decennial Census. This new census area represents a split of the former Valdez-Cordova Census Area into two regions: the Chugach Census Area and the Copper River Census Area. Wherever possible, this chapter uses data on the Chugach Census Area to represent the PWS communities; however, some data are only available at the Valdez-Cordova Census Area level.

Geography and Climate

The region has a variety of habitats including temperate rain forest, boreal forest, glaciers and icefields, and wetlands. The Chugach Mountains border PWS to the north and east, and the Kenai Mountains border it on the west. The Bering Glacier-Bagley Icefield lies to the east of the Copper River Delta.

Climate

PWS has a coastal climate characterized by mild temperatures and abundant precipitation. The Kuroshio Current brings warm ocean water west across PWS and the surrounding mountain ranges. Heavy rain and snowfall are common, with annual precipitation ranging from 69 inches in Valdez to 214 inches in Whittier. Despite the mild temperatures, erratic winds, tidal conditions, and heavy rain or snowfall often impact travel within and to the region.

Table 1. Average Precipitation and Snowfall by Weather Station, Prince William Sound, 1981-2010

Community	Average Annual Precipitation (Inches)	Average Annual Snowfall (Inches)
Chenega	131.23	98.9
Cordova	90.42	100.5
Valdez	69.03	326.3
Whittier	214.6	260.8

Source: National Centers for Environmental Information.

Natural Resources

A variety of natural resources abound in the PWS region. The waters of PWS are critical to the area's character and economy, sustaining more than 300 species of fish that are essential to commercial seafood production, sport fishing, and traditional subsistence practices. Jurisdiction over fisheries resources in PWS is split between the State of Alaska, with jurisdiction up to three miles offshore, and the U.S. government, which manages the area from three to 200 miles offshore known as the Exclusive Economic Zone. The sound is also a rich ecosystem for other marine life, including Orca, humpback whales, porpoise, sea otters, and many others. On land, the region is home to a host of wildlife, including resident or migratory birds, brown bear, moose, deer, fox, and many others.

PWS has abundant timber resources and is within the State of Alaska Division of Forestry Region I, which includes the coastal region from Southeast Alaska to Kodiak. Aquatic plants, including kelp and seaweed, are important parts of the sound's ecosystem and present opportunities for further mariculture development.

The region has a variety of mineral resources and historically produced gold, silver, copper, and oil. Additionally, indicators of manganese, chromium, and anthracite coal are also present alongside deposits of copper, gold-bearing quartz, and commercial quantities of granite.

Natural Hazards

Natural disasters are an ongoing source of risk in PWS. The region is within an active seismic zone in which earthquake activity occurs regularly. Tsunamis also pose significant risk due to seismic activity.

The March 27, 1964, earthquake (the Good Friday Earthquake) is the most notable example of these hazards and the devastation they can cause.[1,2] The magnitude 9.2 earthquake and resulting tsunami made previously habitable areas uninhabitable, including the village of Chenega, which lost 25 of its 76 residents. Thirteen

[1] Alaska Department of Natural Resources, Division of Geological & Geophysical Surveys, *Tsunami Inundation Maps of Cordova and Tatitlek*, Alaska https://dggs.alaska.gov/webpubs/dggs/ri/text/ri2014_001.pdf
[2] https://earthquake.usgs.gov/earthquakes/events/alaska1964/

lives were lost in Whittier as well, and numerous buildings, homes, and docks were damaged throughout the region. A new town site was developed in Valdez as the previous one was heavily damaged in the tsunami.

Landslides are another regional risk due to areas of steep terrain and seismic instability. The National Weather Service has identified a weak slope along Barry Arm, about 30 miles from Whittier, and with the potential for a landslide that could trigger a tsunami.[3] Heavy rainfall, ice jams, and other extreme weather conditions contribute to the natural hazards in PWS.

CLIMATE CHANGE

In PWS, impacts of climate change include coastal erosion, glacial melt, and ocean warming inducing acidification.

Coastal erosion will affect the region's infrastructure, likely requiring mitigation strategies and investment. Flooding and erosion have put numerous bridges and sections of the Copper River Highway at risk. The estimated cost to replace Bridge 339, due to flooding and erosion wear, totaled about $51 billion. In Cordova, the Scott and Eyak Rivers present an ongoing risk. In Valdez, the Valdez Glacier Stream, Mineral Creek, and Lowe River pose flood threats.

While the precise relationship between warmer ocean temperatures and PWS fish stocks is unknown, increased water temperatures could change the distribution or abundance of fisheries in the region.[4]

Deglaciation contributes to the severity of flood risks and rivers' increased sediment load, degrading spawning habitats and consequently the economic performance of fisheries across PWS. The Bering Glacier, east of PWS, has receded seven miles since 1900. This has increased the frequency of earthquakes as the boundary between tectonic plates becomes less stable due to the glacier's decreasing mass. Additionally, the increase in freshwater flows raises sea levels, damaging fragile coastal wetland ecosystems and adversely affecting shorebirds, wildlife, and fisheries. Large freshwater inflows to PWS also increase the rate of ocean acidification, making marine ecosystems less hospitable to native species upon which fisheries and other wildlife depend.[5] The ecological impacts of ocean warming and acidification were observed in the 2016 mass die-off of shore birds near Whittier. The National Parks Service attributes the die-off to starvation caused by a decrease in the population of cold-water zooplankton, which serve as a staple in the food chain for many PWS species.[6]

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[3] The National Weather Service, *Landslide-Generated Tsunami Risk in Prince William Sound*, Landslide-Generated Tsunami Risk in Prince William Sound (weather.gov)

[4] Terry Johnson, University of Alaska Fairbanks, Sea Grant Alaska. *Climate Change and Alaska Fisheries.* https://alaskaseagrant.org/wp-content/uploads/2018/02/Climate-Change-and-Fisheries_Johnson_WEB.pdf

[5] National Oceanic and Atmospheric Administration, *NOAA and partner scientists study ocean acidification in Prince William Sound*, HYPERLINK "https://research.noaa.gov/article/ArtMID/587/ArticleID/1078/NOAA-and-partner-scientists-study-ocean-acidification-in-Prince-William-Sound"NOAA and partner scientists study ocean acidification in Prince William Sound - Welcome to NOAA Research

[6] The National Parks Service, *Seabird Die-offs*, Seabird Die-Offs - Alaska Nature and Science (U.S. National Park Service) (nps.gov)

Land Ownership

Federally owned lands make up most of the land in the PWS region, with U.S.-government ownership followed by that of the State, Alaska Native corporations, municipalities, and then other private owners. Alaska Native corporations are the largest private landowners in the region.

Table 2. Land Ownership and Area, Prince William Sound

Category	Square Miles	Acres
Federal Lands		
Alaska Maritime Wildlife Refuge	305	195,430
Chugach National Forest	9,404	6,018,540
Bureau of Land Management	*	*
Protected Habitat	291	186,087
State Lands		
Copper River Delta Critical Habitat Area	860	550,667
Marine Parks and Recreation Sites	51	32,751
Protected Habitat	41	25,647
Other State Lands	611	367,639
Submerged and Tidal Lands	5,938	3,800,000
Alaska Native Corporation Lands		
Chenega Corporation	109	70,000
Chugach Alaska Corporation – full fee	591	378,000
Chugach Alaska Corporation – subsurface	859	550,000
Eyak Corporation	232	258,730
Tatitlek Corporation	113	72,000
Municipal Lands		
Chenega Bay	29	18,624
City of Cordova	60	38,380
Tatitlek	7	4,672
City of Valdez	277	177,344
City of Whittier	20	12,608

Source: PWSEDD, *Comprehensive Economic Development Strategies 2019*.

Protected Habitat

The1989 Exxon Valdez oil spill resulted in widespread environmental damage throughout PWS. As reparation for the extensive environmental damage and part of their restoration framework, the Exxon Valdez Oil Spill Trustee Council acquired vast tracts of land to manage in perpetuity. The Council's aim is to promote the natural recovery of spill-injured resources by minimizing the threat of additional developmental disruptions to PWS ecosystems. A secondary goal of the restoration framework is maintaining the land for

public enjoyment and future generations, which in turn keeps PWS an attractive destination for tourism, commercial fishing, subsistence activities, and general recreation, thereby improving quality of life.[7]

ANCSA Regional and Village Corporations

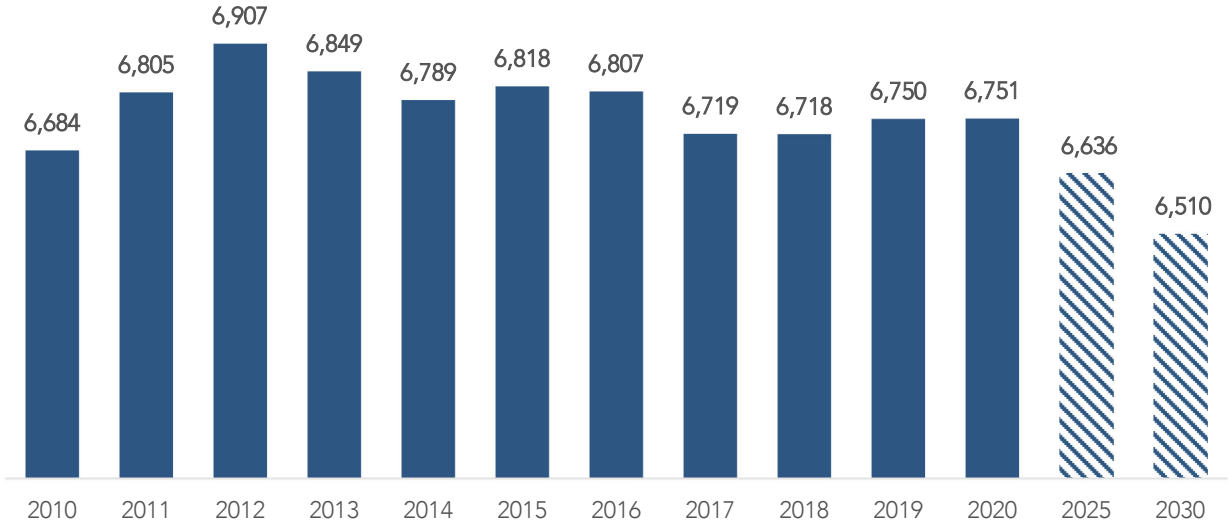
Chugach Alaska Corporation is the region's Alaska Native corporation, created pursuant to the Alaska Native Claims Settlement Act (ANCSA). Chugach Alaska is a corporation "committed to profitability, celebration of our heritage and ownership of our lands."[8] ANCSA village corporations in the region include Chenega Corporation, Tatitlek Corporation, and Eyak Corporation.

Demographic and Socioeconomic Characteristics

Current and Projected Population

In 2020, the Chugach Census Area population numbered 6,751 people. While increasing between 2010 and 2012, area population generally declined between 2013 and 2020. The most recent available projections anticipate the region's population to decline by 0.3% annually between 2020 and 2025, and by 0.4% between 2025 and 2030.[9]

Figure 2. Actual and Projected Population, Chugach Census Area, 2010-2020, 2025, 2030



Source: ADOLWD and McKinley Research Group estimates.

[7] https://www.adfg.alaska.gov/index.cfm?adfg=divisions.evosmission#:~:text=The%20mission%20of%20the%20Exxon,to%20establish%20and%20sustain%20a

[8] https://www.chugachgov.com/about/mission-and-core-behaviors/

[9] Population projections published by the DOLWD are currently available for the 2019-2045 period and are based on Valdez-Cordova Census Area population.

By Migration Patterns

A general trend of net out-migration (more residents leaving than moving to the region) has contributed to population decline in the Chugach Census Area since 2012. Rates of natural increase (births less deaths) have generally been steady in the census area over the past decade.

Table 3. Components of Population Change, Chugach Census Area, 2010-2020

Year	Births	Deaths	Natural Increase	Net Migration (In- minus Out-migration)	Population Change	Population at End of Period
2010-11	89	36	53	33	+86	6,805
2011-12	81	35	46	56	+102	6,907
2012-13	98	23	75	-133	-58	6,849
2013-14	79	38	41	-101	-60	6,789
2014-15	96	47	49	-20	+29	6,818
2015-16	92	38	54	-65	-11	6,807
2016-17	82	34	48	-136	-88	6,719
2017-18	84	30	54	-55	-1	6,718
2018-19	74	39	35	-3	+32	6,750
2019-20	83	41	42	-41	+1	6,751

Source: ADOLWD.

Just under half of Alaska residents who left the Chugach Census Area (46%) moved to Anchorage between 2019 and 2020. The Mat-Su had the second highest number of relocated residents (22%) from 2019 to 2020, followed by Kenai Peninsula and Fairbanks North Star boroughs (10% each).

Residents moving to the Chugach Census Area (33.8%) came from smaller regions across Alaska; just under 30% of residents moved from Anchorage. About 11% moved from the Mat-Su, Kenai Peninsula, and Fairbanks North Star boroughs, and about 5% from the Copper River Census Area.

Table 4. Intra-State Migration (Alaska Residents Only), Chugach Census Area, 2019-2020

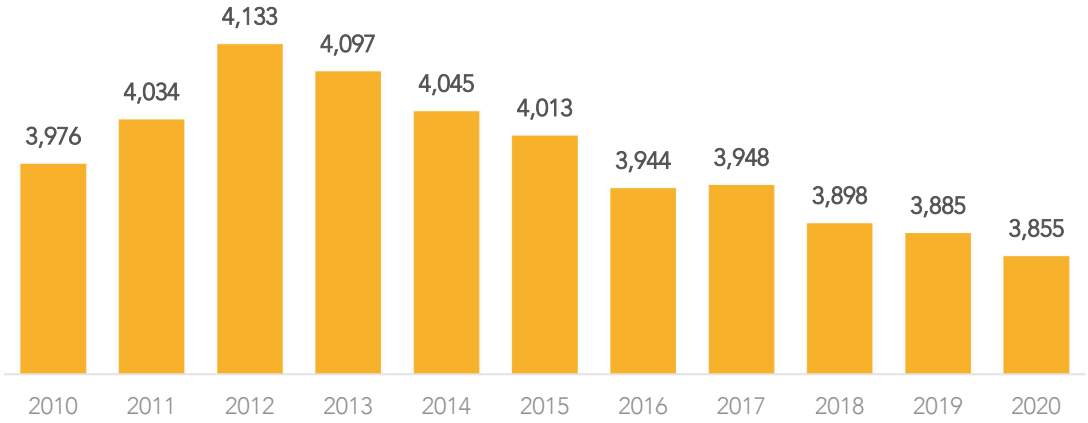
Location	To Chugach Census Area		From Chugach Census Area		Net Migration
	Number	Percent	Number	Percent	
Anchorage Municipality	41	28.9%	90	45.7%	-49
Matanuska-Susitna Borough	16	11.3%	44	22.3%	-28
Kenai Peninsula Borough	7	10.6%	20	10.2%	-13
Fairbanks North Star Borough	15	10.6%	20	3.0%	-5
Copper River Census Area	15	4.9%	6	10.2%	9
Other Alaska	48	33.8%	17	8.6%	31
Total	**142**	**100%**	**197**	**100%**	**-55**

Source: ADOLWD, PFD-Based Migration.

By Community

Valdez is the largest of the PWS communities, home to 57% of the region's population. As with the regional population, Valdez's population steadily declined in recent years, losing 278 residents (6.7% of the population) from a decade high of 4,133 in 2012 to 3,855 residents in 2020.

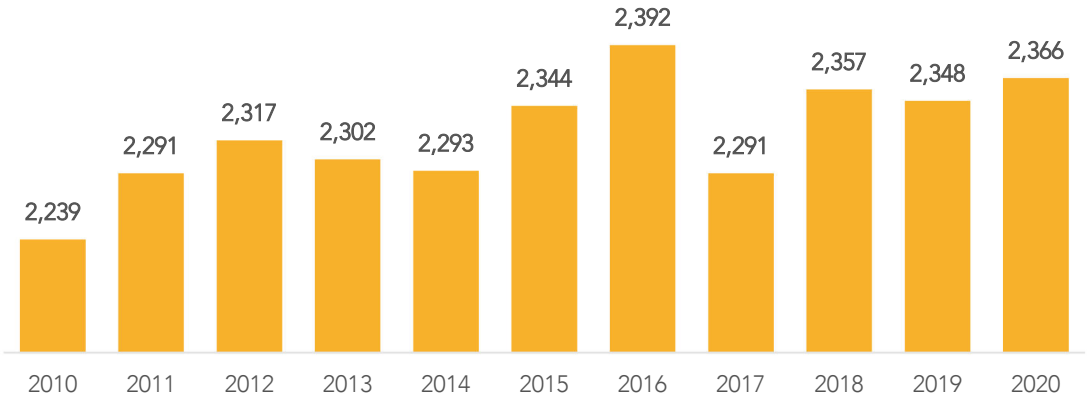
Figure 3. Valdez Population, 2010-2020



Source: ADOLWD.

Home to more than a third of the region's residents, Cordova's had overall growth of more than 125 people between 2010 and 2012 (5.7%), although annual growth has been varied during this period.

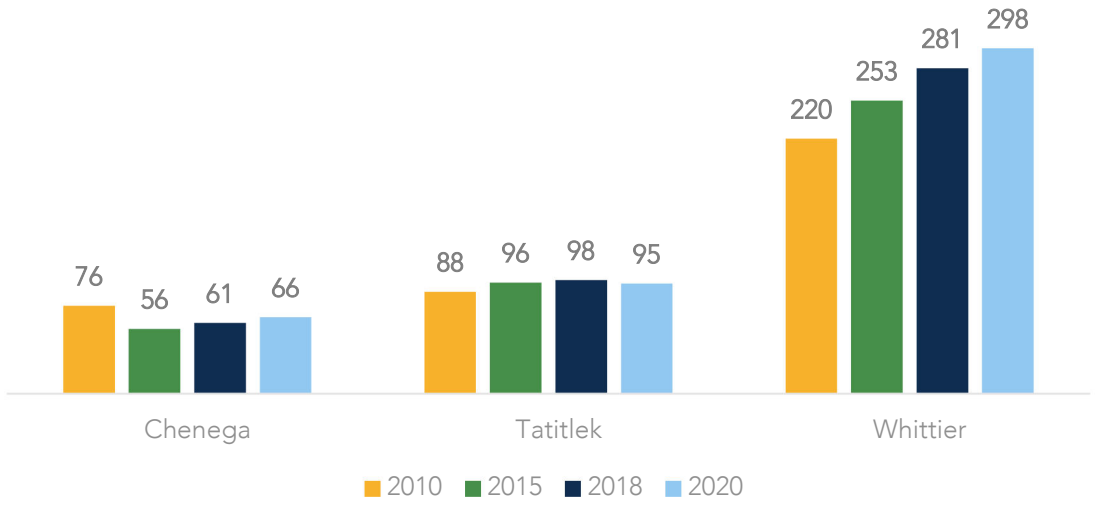
Figure 4. Cordova Population, 2010-2020



Source: ADOLWD.

The smallest community, Chenega, has averaged about 65 residents over the last 10 years, reflecting migration to and from the community. Tatilek has grown by a few residents, with seven more residents in 2020 than in 2010. Whittier has grown steadily since 2010, gaining almost 80 residents since 2010.

Figure 5. Population, Chenega, Tatitlek, Whittier, 2010-2020



Source: ADOLWD.

By Age

The elder population (age 65 and older) in the Valdez-Cordova Census Area is projected to increase 39%, or nearly 500 people, by 2025. The youth population (less than age 20) is projected to decline by 1.7% by 2025, or 44 people. While the middle-aged working population (age 35-49) is expected to grow by 5.6% by 2025, the overall working age population is expected to decline by 12% due to declines in the younger working age population (age 20 to 34) (-12%) and the older working age population (age 50-64) (-26%).[10]

Table 5. Population and Projected Growth by Age Range, Valdez-Cordova Census Area, 2020 and 2025

Age Range	2020		Projected 2025		Projected Change
	Number of Residents	% of Total	Number of Residents	% of Total	
Under 20	2,515	26.6%	2,471	26.7%	-1.7%
20-34	1,708	18.1%	1,509	16.3%	-11.7%
35-49	1,808	19.1%	1,909	20.6%	5.6%
50-64	2,140	22.6%	1,587	17.2%	-25.8%
20-64	5,656	59.8%	5,005	54.1%	-11.5%
65+	1,279	13.5%	1,774	19.2%	38.7%
Total	**9,450**	**100.0%**	**9,250**	**100%**	**-2.1%**

Source: ADOLWD and McKinley Research Group estimates.

[10] Population projections were not available for the Chugach Census Area.

By Race or Ethnicity

Three-quarters of people in the PWS region identify as White alone. About 8% of the population in the region identify as Alaska Native or American Indian alone, and 12% in the region identify the same way alone or in combination with other races.

Table 6. Race by Count or Total, Chugach Census Area, 2019 5-Year Estimates

Race or Ethnicity	Count	% of Total
One Race Alone		
White alone	5,441	76%
American Indian and Alaska Native alone	545	8%
Asian alone	371	5%
Native Hawaiian and Other Pacific Islander alone	58	1%
Black or African American alone	27	<0.5%
Some other race alone	187	3%
Two or more races	**506**	**7%**
Total	**7,135**	**100%**
Alaska Native or American Indian Alone or in Combination	*859*	*12%*
Hispanic or Latino	*442*	*6%*

Source: U.S. Census Bureau, American Community Survey 2019 5-year estimates, and McKinley Research Group estimates.

The table below shows the percentage of Alaska Native or American Indian (alone or in combination) residents by tribal group. Of Alaska Native and American Indian residents in PWS, 41% identify as Aleut, followed by Tlingit-Haida (15%), Inupiat (10%), and Athabascan (10%).

Table 7. American Indian or Alaska Native by Select Tribal Groupings, Prince William Sound, 2015-2019 5-Year Estimates

Tribal Group	Count	Percent
Alaska Native tribes:	**704**	**79.5%**
Aleut	365	41.2%
Tlingit-Haida	136	15.3%
Inupiat	91	10.3%
Alaskan Athabascan	88	9.9%
Yup'ik	24	2.7%
Alaska Native, tribes not specified	**47**	**5.3%**
American Indian	**135**	**15.2%**
Total	**886**	**100.0%**

Source: U.S. Census Bureau, American Community Survey, 2015-2019 5-year estimates.

By Educational Attainment

Among the population over age 25, 96% have at least a high school diploma or equivalent. Almost one-third of regional residents have a bachelor's degree or higher (31%); more than two-thirds have some college education (68%).

Table 8. Distribution of Educational Attainment of Population Aged 25 Years and Older, Prince William Sound, 2015-2019 5-Year Estimate

Educational Attainment	Count	Percent
No high school diploma	217	4.2%
High school graduate/General Education Diploma	1,433	27.7%
Some college or associate's degree	1,907	36.9%
Bachelor's degree	859	16.6%
Graduate or professional degree	753	14.6%
Total	**5,169**	**100.0%**

Source: U.S. Census Bureau, American Community Survey, 2015-2019 5-year estimates and McKinley Research Group estimates.

Labor Force

Labor force characteristics are available only for the Valdez-Cordova Census Area; however, these characteristics reflect trends in the Chugach Census Area labor force.

These characteristics describe the employment and unemployment of census area residents regardless of the location of their employment. The Valdez-Cordova Census Area's total labor force experienced small year-over-year changes in total numbers but ended 2019 at the same size as 2010. In 2019, labor force participation among residents aged 16 and above was 65%, reflecting a slight decrease in the working age population over the decade. The number of unemployed residents and the unemployment rates in the Valdez-Cordova Census Area generally declined over the past decade.

Table 9. Labor Force Characteristics, Valdez-Cordova Census Area, 2010-2019

Year	Employment		Unemployment		Total Labor Force Participation	
	Number	Rate	Number	Rate	Number	Rate*
2010	4,403	90.3%	473	9.7%	4,876	64.3%
2011	4,423	89.9%	498	10.1%	4,921	63.4%
2012	4,397	90.2%	480	9.8%	4,877	62.5%
2013	4,421	90.0%	489	10.0%	4,910	63.7%
2014	4,404	90.5%	461	9.5%	4,865	64.5%
2015	4,456	91.6%	408	8.4%	4,864	64.9%
2016	4,406	91.8%	396	8.2%	4,802	64.3%
2017	4,526	92.8%	352	7.2%	4,878	65.9%
2018	4,546	93.3%	326	6.7%	4,872	65.6%
2019	4,551	93.3%	326	6.7%	4,877	65.4%
% Change 2010-2019	**3.4%**	**3.3%**	**-31.1%**	**-30.9%**	**0.0%**	**1.7%**

Source: ADOLWD.
* Labor force participation rate based on labor force as a percentage of the population aged 16 and above.

In-Region Employment

The following employment statistics describe the jobs located within the Valdez-Cordova Census Area regardless of the employees' residency.

Wage and salary employment represents about 70% of jobs in the region; the remaining 30% represents self-employed individuals. Wage and salary employment generally increased over the last decade, with employment 6.1% higher in 2019 than in 2010. Self-employment varied over the same time period but ended in 2019 at about the same number of individuals as in 2010.

Table 10. Employment by Type, Valdez-Cordova Census Area, 2010-2019

Year	Wage and Salary Employment		Self-Employment		Total Employment	
	Number	% Change	Number	% Change	Number	% Change
2010	4,927	-	2,015	-	6,942	-
2011	4,990	1.3%	1,966	-2.4%	6,956	0.2%
2012	5,040	1.0%	1,937	-1.5%	6,977	0.3%
2013	5,016	-0.5%	1,998	3.1%	7,014	0.5%
2014	5,016	0.0%	2,035	1.9%	7,051	0.5%
2015	5,064	1.0%	1,874	-7.9%	6,938	-1.6%
2016	5,043	-0.4%	1,849	-1.3%	6,892	-0.7%
2017	5,154	2.2%	1,915	3.6%	7,069	2.6%
2018	5,170	0.3%	1,960	2.3%	7,130	0.9%
2019	5,229	1.1%	2,006	2.3%	7,235	1.5%
Change 2010-2019	**302**	**6.1%**	**-9**	**-0.4%**	**293**	**4.2%**

Source: Bureau of Economic Analysis.

In 2019, about 79% of total employment in the Valdez-Cordova Census Area was in the private sector; 21% were public sector employees of federal, state, local, and tribal governments or the U.S. military. Private sector employment accounted for total employment growth between 2010 and 2019, up 7.9% compared to 2010. Public sector employment declined by 8.0% over the same period.

Table 11. Employment by Private or Public Sector, Valdez-Cordova Census Area, 2010-2019

Year	Private Sector		Public Sector		Total Employment	
	Number	% Change	Number	% Change	Number	% Change
2010	5,329	-	1,613	-	6,942	-
2011	5,383	1.0%	1,573	-2.5%	6,956	0.2%
2012	5,377	-0.1%	1,600	1.7%	6,977	0.3%
2013	5,480	1.9%	1,534	-4.1%	7,014	0.5%
2014	5,534	1.0%	1,517	-1.1%	7,051	0.5%
2015	5,424	-2.0%	1,514	-0.2%	6,938	-1.6%
2016	5,409	-0.3%	1,483	-2.0%	6,892	-0.7%
2017	5,597	3.5%	1,472	-0.7%	7,069	2.6%
2018	5,642	0.8%	1,488	1.1%	7,130	0.9%
2019	5,751	1.9%	1,484	-0.3%	7,235	1.5%
Change 2010-2019	**422**	**7.9%**	**-129**	**-8.0%**	**293**	**4.2%**

Source: Bureau of Economic Analysis.

Wage and Salary Employment

Wage and salary employment varies seasonally in the Chugach Census Area, with employment highest between May and September due to high seasonal employment in the seafood processing sector. This measure of employment does not include sole proprietors and therefore does not reflect fish harvesting employment, which also varies seasonally.

Table 12. Wage and Salary Employment by Month, Chugach Census Area, 2019

Month	Employment
January	3,158
February	3,226
March	3,398
April	3,687
May	4,165
June	4,857
July	5,678
August	5,693
September	4,754
October	3,611
November	3,251
December	3,216
Annual Average	**4,058**

Source: ADOLWD.

Personal and Household Income

Valdez-Cordova Census Area residents had a total of $590.8 million in personal income in 2019. Salaries and benefits, including proprietors' income, accounted for 66% of personal income, followed by investment income (18%), and personal transfers, including the Permanent Fund Dividend (PFD) (16%).

Table 13. Total Personal Income by Component, Valdez-Cordova Census Area, 2019 ($ 2019 USD Millions)

Income Source	Amount	Percent of Total
Salaries and benefits (including proprietors' income)	$391.9	66.3%
Investments (including dividends, interest, and rents)	$107.0	18.1%
Personal transfer receipts (including PFD)	$91.9	15.6%
Total	**$590.8**	**100.0%**

Source: U.S. Bureau of Economic Analysis.

In 2019, total personal income in the Valdez-Cordova Census Area was 23% higher than in 2010. However, growth in personal income from 2010 to 2019 was lower among Valdez-Cordova Census Area residents compared to the statewide percentage.

Table 14. Percentage Change in Total Personal Income by Component, Valdez-Cordova Census Area and Alaska, 2010-2019

Income Source	Valdez-Cordova Census Area	Alaska
Salaries and benefits (including proprietors' income)	16.0%	21.3%
Investments (including dividends, interest, and rents)	38.9%	49.9%
Personal transfer receipts (including PFD)	36.7%	48.8%
Total Change	**22.5%**	**30.2%**

Source: U.S. Bureau of Economic Analysis.

The 2019 median and average household income in the Valdez-Cordova Census Area was $79,867 and $96,106, respectively. Median and average household income vary across the five PWS communities, from median income of $59,000 in Whittier to $94,625 in Cordova and average household income of $68,594 in Tatitlek to $112,521 in Cordova.

Table 15. Median and Average Household Income, Valdez-Cordova Census Area, 2019

Annual Household Income	Valdez-Cordova Census Area	Chenega	Cordova	Tatitlek	Valdez	Whittier
Median	$79,867	$74,375	$94,625	$65,000	$85,085	$59,000
Average	$96,106	$74,808	$112,521	$68,594	$98,125	$69,259

Source: U.S. Census Bureau, American Community Survey 2015-2019 5-year estimates.

Governance

Local Governments

PWS communities each have some form of local government but are not organized as a borough. Cordova, Valdez, and Whittier each have a city government providing public safety, harbor services, and others. The Cordova and Tatitlek tribal councils operate local utilities, administer community programs, and provide other services.

Table 16. Incorporation Type, Local and Tribal Government by Community

Community	Incorporation Type	Local Government	Federally Recognized Tribe
Chenega	Unincorporated	-	Chenega Bay IRA Council
Cordova	Home Rule City	City of Cordova	Native Village of Eyak
Tatitlek	Unincorporated	-	Native Village of Tatitlek (IRA)
Valdez	Home Rule City	City of Valdez	-
Whittier	2nd Class City	City of Whittier	-

Source: Alaska Department of Commerce, Community, and Economic Development.

City Taxes

The cities of Cordova, Valdez, and Whittier levy various property and sales taxes. The single largest category of assessed property value in the region is the Trans Alaska Pipeline System (TAPS) property within the City of Valdez. Oil and gas property tax rates are capped at 2% of assessed property value per the State of Alaska. The City of Valdez levies this tax on property related to TAPS, generating $39.0 million in tax revenue for the City of Valdez in FY2019.

Table 17. Property Assessed Value by Community, FY2019 ($ USD 2019 Millions)

Property Category	Cordova	Valdez	Whittier
Real and personal property	$214.8	$279.1	$87.2
Oil & gas property	$8.8	$1,951.6	$1.5
Total Assessed Value	**$223.6**	**$2,230.7**	**$88.6**

Source: Alaska Department of Revenue, Revenue Sources Book.

The cities of Cordova and Whittier levy sales taxes of 6% and 5%, respectively. Cordova also levies a 6% bed tax and car rental tax, generating a combined $281,683 in revenue in FY2019. Valdez also levies a bed tax of 8%, generating FY2019 revenue of $449,733.

Table 18. City Tax Revenue by Community, FY2019

Category	Cordova	Valdez	Whittier
Property Tax	**$2,447,089**	**$44,672,851**	**$615,409**
Sales and Other Taxes	**$3,425,849**	**$449,733**	**$997,252**
Sales tax	$3,127,512	-	$591,889
Bed tax	$274,789	$449,733	-
Car rental tax	$6,894	-	-
Other taxes	$16,654	-	$405,363
Total Tax Revenue	**$5,872,938**	**$45,122,584**	**$1,612,661**
Tax per Capita	*$2,489*	*$11,561*	*$6,582*

Source: Alaska Department of Revenue, Revenue Sources Book.

State of Alaska

The State of Alaska levies or dictates several taxes impacting PWS, including fisheries and commercial passenger vessel taxes.

The State levies Fisheries Business Tax on seafood processors (often referred to as the raw fish tax) based on the price paid to commercial fisheries. The tax is subject to revenue sharing, with half of tax revenue shared with qualifying municipalities. In state fiscal year (SFY) 2019, the City of Cordova received $1.2 million, Valdez received $409,339, and Whittier received $65,693 in Fisheries Business Tax sharing.

The State of Alaska levies a $34.50 per-passenger Commercial Passengers Vessel (CPV) Excise Tax on all cruise ships with 250 or more berths and remits $5.00 per passenger to each of a ship's first seven ports of call in Alaska. In FY2019, the City of Whittier received $871,855 in CPV tax sharing.

Table 19. State of Alaska Shared Tax Revenue by Community, FY2019

Tax Category	Cordova	Valdez	Whittier
Fisheries Business Tax	$1,233,099	$409,339	$65,693
Commercial Passenger Vessel Excise Tax	$0	$0	$871,855
Telephone Cooperative	$285,964	$178,131	$0
Electric Cooperative Tax	$12,054	$30,977	$3,578
Liquor Licenses	$8,900	$8,300	$5,100
Total Tax Revenue	**$1,540,017**	**$626,747**	**$946,226**

Source: Alaska Department of Revenue, Revenue Sources Book.

Federal Government

In 2019, about 217 U.S. military employees worked within the Valdez-Cordova Census Area. The Coast Guard is a primary driver of the military presence in Cordova, which is designated as a "Coast Guard City." With four permanently stationed cutters, Coast Guard Base Kodiak and Air Station Kodiak support the military personnel stationed in Cordova. The Coast Guard also operates Marine Safety Unit Valdez, providing oil spill response, inspections, and security services.

Livability Factors

Banking and Finance

Based on publicly available data, 15 lenders actively originated small business loans in the Valdez-Cordova Census Area in 2019, including banks with a physical location in the census area and others.[11] Lenders originated 227 small business loans to census-area businesses in 2019, with the majority of loans for $1 million or less. Loans were split about evenly between businesses with more than and less than $1 million in annual gross revenue.

Table 20. Small Business Loans Originated in Valdez-Cordova Census Area, 2019

Category	Number	Value
Loans by Amount		
$100,000 or less	211	$4,215,000
$100,001-$250,000	9	$1,444,000
Greater than $250,000	7	$2,425,000
Loans by Recipient Business Annual Revenue		
$1 million or less	119	$4,390,000
Greater than $1 million	108	$3,694,000
Total	**227**	**$8,084,000**

Source: Federal Financial Institutions Examination Council.

Education

Early Childhood Education

According to the Alaska Early Childhood Education Dashboard, the Valdez-Cordova Census Area's need for early childhood education services (day care and preschool) is greater than what is currently available.[12] PWS communities have varied levels of early childhood education offerings.

[11] Federal Financial Institutions Examination Council Community Reinvestment Act Data. Accessed 2021.
[12] thread. *Alaska's Early Childhood Education Dashboard*. 2020.

School districts in each community provide pre-kindergarten programs, including special education offerings in Valdez and Cordova. Valdez has two state-licensed child-care providers with a combined capacity of 48 children. Two state-licensed childcare programs in Cordova operate with a maximum capacity of 45 children.

Chenega, Tatitlek, and Whittier have few child-care resources with no state-licensed care facilities operating in those communities.

Chugachmiut operates a child-care program that assists families in finding child care in Cordova, Chenega, Tatitlek, and Valdez. Currently no Head Start or Early Head Start services are available in any of these communities. Cordova, Valdez, and Whittier are each served by an Infant Learning Program (ILP) offering support to families with children aged 3 and under.

Table 21. Number of Children Under 5 Years Old and Early Childhood Education Resources, 2018-2019

Community	Children Aged 5 and Under	Pre-Kindergarten Program	Number of State-Licensed Programs	State-Licensed Program Capacity
Chenega	5	Chugach School District	0	0
Cordova	116	Cordova City School District	2	45
Tatitlek	7	Chugach School District	0	0
Valdez	264	Valdez City School District	2	48
Whittier	16	Chugach School District	0	0

Source: ADOLWD, Alaska Department of Health and Social Services.

Public Schools

Three school districts operate in PWS: Chugach School District, Cordova City School District, and Valdez City School District.

The Chugach School District offers in-person pre-kindergarten (PK) through grade 12 instruction at community schools in Chenega, Tatitlek, and Whittier. The district also operates the FOCUS Homeschool open to students across Alaska and with physical locations in Anchorage, Valdez, and Fairbanks. In addition, the district operates the Voyage School Program, a short-term residential school in Anchorage where district middle and high school students learn career and technical skills.

The Cordova School District operates one elementary school serving PK through grade 6, and one combined junior and senior high school with grades 7 through 12. The district also offers an alternative Innovative Learning Program offering coursework online or through correspondence.

The Valdez City School District operates three schools, including one elementary, one middle, and one high school, as well as a homeschool program.

Table 22. Public School Enrollment and Overview by District, Academic Year 2019-2020[a]

School or District	Number of Students	Grades	Number of Teachers[b]	Year Built
Chugach School District	**515**	**-**	**19**	**-**
Chenega School	13	PK-12	3	1990
Tatitlek Community School	22	PK-12	2	1984
Whittier Community School	60	PK-12	6	1953
FOCUS Homeschool	420	PK-12	6	-
Cordova City School District	**339**	**-**	**24**	**-**
Mt. Eccles Elementary	194	PK-6	12	1955
Cordova Jr./Sr. High School	140	7-12	13	1966
Cordova School District Innovative Learning	5	K-12	1	2012
Valdez City School District	**728**	**-**	**53**	**-**
Hermon Hutchens Elementary	365	PK-5	25	1980
George H. Gilson Middle School	151	6-8	16	2014
Valdez High School	183	9-12	17	1976
Valdez Home School	29	PK-12	1	-

Source: Alaska Department of Education Data Center and Facilities.
Notes:
a. Academic Year 2019-2020 enrollment as of October 2019.
b. Number of teachers per district may vary from numbers of teachers in schools because one staff member may have multiple assignments in schools across the district or work in a district position.

Assessment Results

Alaska's Department of Education and Early Development (ADEED) conducts the Performance Evaluation for Alaska's Schools (PEAKS) assessment across all schools and district each year. The Language Arts and Math assessments are administered to students in grades 3 through 9.

In academic year 2018-2019, the percentage of students who scored as advanced or proficient in Language Arts across the three school districts was about the same or higher compared to students statewide. A higher percentage of Cordova City and Valdez City school district students were either advanced or proficient in math compared to the statewide percentage. The Chugach School District math proficiency was below the proficiency percentage (advanced and proficient combined) across the entire state.

Table 23. PEAKS Assessment by School District, Academic Year 2018-2019

Category	Chugach School District	Cordova City School District	Valdez City School District	Alaska
Language Arts				
Advanced or Proficient	*38.9%*	*52.8%*	*52.3%*	*39.3%*
Advanced	8.4%	20.3%	12.9%	10.2%
Proficient	30.5%	32.5%	39.4%	29.1%
Below or Far Below Proficient	*61.0%*	*47.2%*	*47.6%*	*61.0%*
Below Proficient	29.9%	24.5%	29.1%	26.8%
Far Below Proficient	31.1%	22.7%	18.5%	34.2%
Total	**100.0%**	**100.0%**	**100.0%**	**100.0%**
Math				
Advanced or Proficient	*16.9%*	*46.0%*	*45.4%*	*35.8%*
Advanced	2.4%	5.5%	7.9%	6.2%
Proficient	14.5%	40.5%	37.5%	29.6%
Below or Far Below Proficient	*83.1%*	*54.0%*	*54.5%*	*64.4%*
Below Proficient	53.0%	39.3%	42.5%	42.5%
Far Below Proficient	30.1%	14.7%	12.0%	21.9%
Total	**100.0%**	**100.0%**	**100.0%**	**100.0%**

Source: Alaska Department of Education and Early Development.
Note: Columns may not add to 100.0% due to rounding.

Due to school closures related to the coronavirus pandemic, PEAKS assessments were not performed in academic year 2019-2020.

Graduation Rates

In academic year 2018-2019, Cordova City and Valdez City school districts had a higher four-year high school graduation rate than the statewide average. The Chugach School District had a 64% four-year graduation rate in academic year 2018-2019, a lower rate than the statewide average of 80%.

Table 24. Four-Year High School Graduation Rates by School District, Academic Year 2018-2019

Category	Graduation Rate
Chugach School District	63.6%
Cordova City School District	96.6%
Valdez City School District	90.6%
State of Alaska Average	80.4%

Source: Alaska Department of Education and Early Development.

Post-Secondary Enrollment and CTE Placement

Of regional high school graduates in academic year 2018-2019, post-secondary enrollment the fall following graduation varied between 21% for Chugach School District students to a high of 61% for Cordova City School District students.

Table 25. Post-Secondary Enrollment Rates by School District, Academic Year 2018-2019

Category	Post-Secondary Enrollment Rate
Chugach School District	21.4%
Cordova City School District	61.1%
Valdez City School District	48.6%
Alaska	43.3%

Source: Alaska Department of Education and Early Development.

IN-REGION POST-SECONDARY OPPORTUNITIES

Based in Valdez, Prince William Sound College (PWSC) is a community campus affiliated with the University of Alaska Anchorage. Courses are offered in-person and through distance learning. The college primarily offers associate's degrees in fields such as nursing, outdoor leadership, and general studies, as well as certificate programs, including a Marine Service Technology occupational endorsement. PWSC has an extension site in Cordova collocated with the Cordova City School District through which high school students can receive college credits.

Funded by Alyeska Pipeline's Ship Escort Response Vessel System (SERVS), the Fishing Vessel Training program provides training for fishing vessels and crew to act as first responders to an oil spill. Trainings are available to contracted fishing vessels and offered throughout PWS and other communities in Southcentral Alaska. Instruction includes classroom material and on-water exercises.

Cost of Living

Alaska generally has a higher cost of living compared to the national average due to high transportation costs, among many factors. Based on data from the latest *Alaska Geographic Differential Study* (2008), PWS overall cost of living is an estimated 8% higher than that of Anchorage.[13] Several components of cost are significantly higher compared to Anchorage costs, including utilities (107% higher), food (31% higher), and fuel (25% higher).[14]

Arts Community

Art is of significant historical and ongoing importance within PWS, promoting artistic expression as a means of cultural rejuvenation and reinforcing the importance of region's natural environment. There are several art festivals and arts nonprofit organization throughout the region, such as:

- The Peksulineq Festival held in Tatitlek since 1994, also known as Cultural Heritage Week, provides an opportunity for students, elders, and instructors to share and learn Alaska Native arts, lifestyle, and the language of the Alutiiq people.

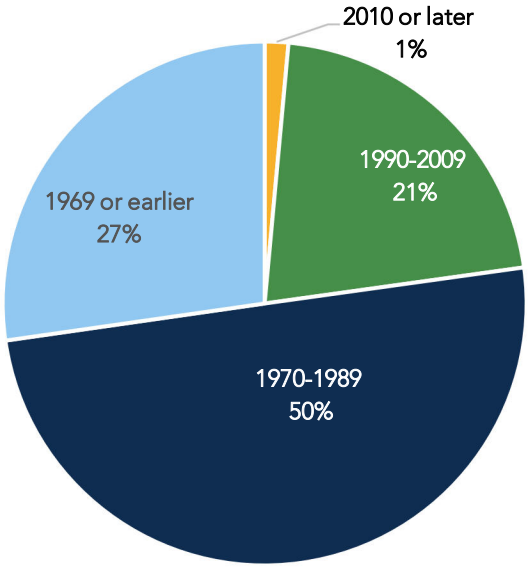
[13] https://doa.alaska.gov/dop/gds/
[14] Prince William Sound cost of living differential based on data from Cordova, Valdez, and Whittier. Cost of living is likely higher in Chenega and Tatitlek.

- In Chenega, there are activities to preserve, strengthen, enhance, and teach the Sugcestun language and cultural history through presenting and promoting traditional Alutiiq practices of religion, subsistence, education, and community values in a variety of print and digital media formats.
- The Cordova Fungus Festival emphasizes traditional subsistence practices teaching foraging, preparation, and cooking, as well as showcases the community's subsistence values artistically through various styles of painting and handicraft centered around the native plant life.
- The Copper River Salmon Jam in Cordova raises awareness of the region's rich resources and raises funds to support art opportunities with live music and a wild food cook off.
- The Richardson Highway Rendezvous Music and Art Festival is held annually in Valdez.
- The Last Frontier Theatre Conference hosted by the PWS College in Valdez since 1993 showcases theater production, allowing residents to grow as playwrights and performers, and drawing nonresidents to the community.
- The Whittier Art Association, a local non-profit formed in 1934, works in conjunction with local artists and schools throughout the year to host events where local art, done in a wide variety of mediums, are showcased in their gallery.

Housing

Of the approximately 3,200 housing units in PWS, 78% are occupied, and 22% are vacant. The region has an aging housing stock, with half of all units built between 1970 and 1989, and 27% built before 1970. High building costs and lack of available, skilled construction workers throughout the region are barriers to new housing construction. The region has a higher percentage of mobile homes (12%) than the rest of the state (4.8%).[15]

Figure 6. Housing Units by Construction Year, 2015-2019



Source: U.S. Census Bureau, American Community Survey 2015-2019 estimates.

[15] U.S. Census Bureau, American Community Survey 2015-2019 5-year estimates

Table 26. Housing Units Occupancy, PWS, 2015-2019 5-year Estimates

Occupancy	Housing Units	Percent
Occupied housing units	2,522	78%
Vacant housing units (including seasonally occupied)	702	22%
Total	**3,224**	**100%**

Source: American Community Survey, 5-Year Estimates.

High regional energy costs contribute to elevated housing costs, with Valdez-Cordova Census Area households spending about 30% more on home energy costs compared to the statewide average cost. Despite high energy costs, only about 20% of households in the Valdez-Cordova Census Area spend more than 30% of household income on housing costs (including utilities), which is lower than the statewide percentage of Alaskans who meet this cost-burdened threshold (30%).[16]

Public Safety

The Alaska State Troopers have limited presence in the region, with one wildlife officer each in Cordova and Valdez. The nearest Trooper posts are in Anchorage (closest to Whittier) and Glenallen (to Valdez). Chenega and Tatitlek are each served by the Village Public Safety Officer (VPSO) program, a division of the Alaska Department of Public Safety, with some funding from the state and additional funding from Chugachmiut. VPSOs are not law enforcement personnel but act as first responders and work in partnership with the Alaska State Troopers. Whittier has a small police department which also serves Girdwood within the Municipality of Anchorage. Due to its small size, crime data are not publicly available for arrests made by the Whittier Police Department. Cordova and Valdez both have small city police forces. In both Cordova and Valdez, the most common arrest charge is *driving under the influence of alcohol*.

Table 27. Number of Arrests by Top 10 Most Common Charges by City Police, 2015-2019 Averages

Charge	Cordova	Valdez
Aggravated Assault	5	3
Disorderly Conduct	2	5
Driving Under the Influence of Alcohol	10	28
Drug Possession	1	3
Drunkenness	2	*
Larceny	2	6
Liquor Law Violations	2	4
Vandalism	<1	4
Weapons Charges	*	2
Other Assaults	6	16
All Other Arrests	14	51
Total	**46**	**130**

Source: Alaska Department of Public Safety, *Alaska Crime Reports,* 2015-2019 and McKinley Research Group estimates.
* Not in top 10 charges for the city.

[16] Alaska Housing Finance Corporation. *Housing Market Assessment – Valdez-Cordova Census Area*. 2018.

Every PWS village and city has a fire department, professional or volunteer, that also includes people trained in emergency medical response.

Community Wellness

PWS has several health care providers operating in various communities. Chenega, Eyak (Cordova), Tatitlek, and Valdez are within the service area of Chugachmiut, a tribal health organization. Chugachmiut operates health clinics in Chenega and Tatitlek, offering primary, dental, behavioral health, and other specialty care. Chugachmiut also supports public health in the community by employing community health aides and practitioners.

While Cordova is within the Chugachmiut service area, the Native Village of Eyak operates the Ilanka Community Health Center in Cordova and offers primary and behavioral health care; it serves all Cordova residents as a Federally Qualified Health Center. Cordova is also served by one dental practice with one dentist, as well as the Cordova Community Medical Center for primary care, emergency medical, and behavioral health services. The medical center also offers acute and long-term patient care in Cordova.

Eastern Aleutian Tribes operates the Whittier Community Health Center and provides dental services through rotating dentists, and optical care in the same manner. As in both Tatitlek and Chenega, behavioral health aides offer support and some services to community members, supplemented by clinical behavioral health specialists.

The Providence Valdez Medical Center in Valdez is a critical access hospital, behavioral health center, long-term care facility, and physical, occupational and speech therapy center. The Valdez Public Health Center offers family planning services, immunizations, health education, school screenings, well-child exams, and sexually transmitted infection testing. There are two standalone dental practice in Valdez.

Economic Clusters

The manufacturing sector, mainly pertaining to seafood processing, represents the highest percentage of wage and salary employment in the Chugach Census Area (17% of employment); a significant portion of seasonal employment variation results from this sector. Transportation and warehousing accounts for an additional 14.6% of employment, followed by accommodation and food service (7.9%), retail trade (7.5%), and health care and social assistance (6.9%). Government jobs made up 27% of wage and salary employment in 2019.

Table 28. Wage and Salary Employment by Sector, Chugach Census Area, 2019

Sector	Average Annual Employment		Total Wages ($millions)	Average Annual Wages
	Number	% of Total		
Government Employment	**1,091**	**26.9%**	**$61.6**	**$56,495**
Federal	138	3.4%	$10.3	$74,998
State	259	6.4%	$14.6	$56,356
Local	694	17.1%	$36.7	$52,876
Private Sector Employment	**2,967**	**73.1%**	**$176.3**	**$59,419**
Agriculture, Forestry, Fishing and Hunting	88	2.2%	$4.1	$46,482
Mining, Quarrying, and Oil and Gas Extraction	27	0.7%	$3.0	$111,575
Utilities	(a)	(a)	(a)	(a)
Construction	101	2.5%	$8.4	$82,843
Manufacturing	671	16.5%	$33.6	$50,019
Wholesale Trade	(a)	(a)	(a)	(a)
Retail Trade	304	7.5%	$9.2	$30,300
Transportation and Warehousing	593	14.6%	$62.0	$104,503
Information	89	2.2%	$6.4	$72,014
Finance and Insurance	27	0.7%	$1.2	$46,434
Real Estate and Rental and Leasing	49	1.2%	$1.8	$37,482
Professional and Technical Services	68	1.7%	$3.8	$55,995
Management of Companies and Enterprises	67	1.7%	$6.6	$98,488
Administrative and Waste Services	119	2.9%	$9.7	$81,002
Educational Services	5	0.1%	$0.0	$5,243
Health Care and Social Assistance	281	6.9%	$12.8	$45,459
Arts, Entertainment, and Recreation	46	1.1%	$1.4	$29,936
Accommodation and Food Services	321	7.9%	$8.3	$25,683
Other Services and Unclassified	93	2.3%	$2.6	$27,568
Total	**4,058**	**100.0%**	**$237.9**	**$58,633**

Source: ADOLWD.
Note: a. Data are not reportable due to confidentiality.

The following sections further describe major economic sectors in PWS.

Seafood Harvesting, Production, and Processing

Harvesting

Commercial fishing is a key driver of the PWS economy. In 2019, 330 permit holders harvested more than 69 million pounds of fish and shellfish with a total ex-vessel value of $48 million. Harvest volume and value vary by year and, in 2018, regional residents landed 41 million pounds valued at $34 million. Species include salmon, halibut, black cod, crab, and others.

Table 29. Prince William Sound Resident Commercial Fishing Harvest, 2018 and 2019

Community	2018			2019		
	Active Fishermen	Pounds Landed	Est. Gross Earnings	Active Fishermen	Pounds Landed	Est. Gross Earnings
Cordova	288	35,125,061	$29,305,333	292	56,877,195	$40,616,006
Valdez	23	4,599,711	$3,263,645	25	11,205,602	$5,405,370
All Other Communities	15	1,483,764	$2,261,091	13	1,413,248	$2,134,729
Total	**326**	**41,208,536**	**$34,830,069**	**330**	**69,496,045**	**$48,156,105**

Source: Commercial Fisheries Entry Commission.

Salmon fisheries accounted for 96% of Valdez-Cordova Census Area residents' volume and 86% of ex-vessel earnings in 2019. Pink salmon generally make up the highest share of salmon harvest volume by regional residents, with volumes significantly greater in odd-numbered years.

The region's natural salmon runs are enhanced by five salmon hatcheries in PWS, with their pink, chum, and sockeye hatchery programs among Alaska's largest.

Table 30. Prince William Sound Salmon Harvest, Pounds and Ex-vessel Value, 2016 to 2019

	2016	2017	2018	2019
Pounds Harvested				
Chinook	224,389	291,534	133,372	362,774
Chum	20,354,049	38,715,533	27,448,428	31,631,251
Coho	4,297,748	4,292,320	4,406,800	4,238,190
Pink	47,214,829	180,974,516	86,015,958	160,881,529
Sockeye	10,383,968	8,048,818	5,959,556	13,911,962
Ex-vessel Value				
Chinook	$1,394,808	$2,232,133	$1,721,638	$3,223,318
Chum	$12,929,117	$29,568,379	$25,392,697	$18,099,898
Coho	$6,377,380	$6,435,265	$7,127,560	$5,189,863
Pink	$22,590,732	$75,695,915	$43,929,863	$55,866,762
Sockeye	$24,259,634	$21,740,757	$15,107,437	$38,346,949

Source: Alaska Department of Fish and Game.
Note: 2020 figures are preliminary.

Processing

The seafood processing industry is a key driver of the PWS economy. Based on Valdez-Cordova Census Area data, food product manufacturing, which includes seafood processing, accounted for about 12% of all wage and salary employment in the census area in 2019.

Table 31. Food Manufacturing Wage and Salary Employment by Month, Valdez-Cordova Census Area, 2019

Category	Employment
January	73
February	87
March	139
April	235
May	430
June	1,060
July	1,947
August	1,879
September	1,058
October	222
November	78
December	99
Annual Average	**672**

Source: ADOLWD.

Several seafood processors operate in PWS, including six processing facilities in Cordova, four in Valdez, and two in Whittier. Salmon species account for the highest proportion of seafood processed in the region with production of 127 million pounds of salmon in 2019. That number is up from 96 million in 2018 due to the two-year cycle of pink salmon. On a per pound basis, chinook salmon had the highest value at $17.45 per pound in 2019, followed by sockeye ($6.53 per pound) and halibut ($6.33 per pound).

Table 32. Prince William Sound Processor Seafood Production by Species, 2018 and 2019

	2018		2019		
	Pounds	Wholesale Value	Pounds	Wholesale Value	2019 $/pound
Salmon					
Chinook	1,556,329	$2,883,470	243,948	$4,257,671	$17.45
Sockeye	5,324,825	$24,843,792	8,916,231	$58,251,542	$6.53
Chum	19,523,268	$55,026,852	21,737,796	$53,652,335	$2.47
Pink	65,447,701	$135,601,432	93,649,714	$162,251,331	$1.73
Coho	4,478,581	$13,885,446	2,543,904	$8,408,894	$3.31
All salmon species	**96,330,706**	**$232,240,991**	**127,091,594**	**$286,821,773**	**$2.26**
Other Species					
Halibut	396,063	$2,767,279	416,361	$2,635,986	$6.33
Black cod	399,813	$3,178,787	317,759	$1,779,322	$5.60
Pacific cod	134,124	$268,599	95,560	$264,511	$2.77

Source: Alaska Department of Fish and Game, *Commercial Operators Annual Report*. Compiled by McKinley Research Group.

Mariculture

With abundant coastal resources, PWS is positioned to engage in Alaska's growing mariculture industry. Active mariculture operations in the region include two oyster farms and four "authorized and active" kelp farms, all in the Cordova area. Another two oyster and six kelp farm applications are currently under review by the State of Alaska.

Table 33. Prince William Sound Aquatic Farming Projects, Current Status

Business Name	Application Year	Acres	Products	Status
Sustainable Alaska Farms Enterprise, LLC	2017	24.41	Pacific Oyster	Authorized and Active
Simpson Bay Oyster Company	2017	14.38	Pacific Oyster	Authorized and Active
Icy Bay, LLC	2018	44.94	Pacific Oyster	Under Review
Native Village of Eyak	2020	114.78	Pacific Oysters, Bull Kelp	Under Review
Royal Ocean Kelp Co.	2019	2.9	Ribbon Kelp, Sugar Kelp	Authorized and Active
Sven's Wild Seafood Co.	2020	21.7	Ribbon Kelp, Sugar Kelp	Authorized and Active
Blue Green Enterprises	2020	21.7	Ribbon Kelp, Sugar Kelp	Authorized and Active
Noble Ocean Farms, LLC	2020	22.04	Ribbon Kelp, Sugar Kelp	Authorized and Active
Next Level Fisheries, LLC	2020	22.0	Ribbon Kelp, Sugar Kelp	Under Review
Sea Garden, LLC	2020	22.04	Sugar Kelp, Ribbon Kelp	Under Review
Andersen Island, LLC	2020	22.04	Sugar Kelp, Ribbon Kelp	Under Review
Alaska Deep Seas, LLC	2020	22.04	Sugar Kelp, Ribbon Kelp	Under Review
Hartney Bay Kelp Company	2020	15.04	Sugar Kelp, Ribbon Kelp	Under Review

Source: Alaska Department of Natural Resources.

Visitor Industry

Tourism is a vital component of PWS's economy, with tens of thousands of visitors traveling to the region on an annual basis. Visitation is centered in Whittier, Valdez, and Cordova, with traffic, travel modes, and activities varying greatly among these communities. The Cordova Chamber of Commerce, Valdez Convention and Visitors Bureau, and the Whittier Chamber of Commerce primarily market PWS communities as a visitor destination.

In summer 2016, the last time all visitor markets were measured, Whittier welcomed 234,000 nonresident visitors, including 130,000 cruise passengers. Cordova had 9,000 nonresident visitors and Valdez had 71,000 visitors, including 5,000 cruise visitors, though not through a direct port call. By 2019, Valdez welcomed direct cruise ship calls, increasing the size of the cruise visitor market to 12,400.

Table 34. Prince William Sound Visitor Estimates, Summer 2016

Category	Cordova	Valdez	Whittier
Cruise visitors	-	5,000	130,000
Other visitors	9,000	66,000	104,000
Estimated Market Size	**9,000**	**71,000**	**234,000**

Source: Alaska Visitor Statistics Program.

Popular activities in the region include glacier cruises, sportfishing, hiking, heli-skiing, and wildlife viewing, among others. Visitors to the region most reported participating in camping (66% of Valdez visitors), fishing (44% of Valdez visitors), wildlife viewing (42% of Valdez and 17% of Whittier visitors), hiking (34% of Valdez visitors), and day cruises (31% of Valdez and 22% of Whittier visitors).[17]

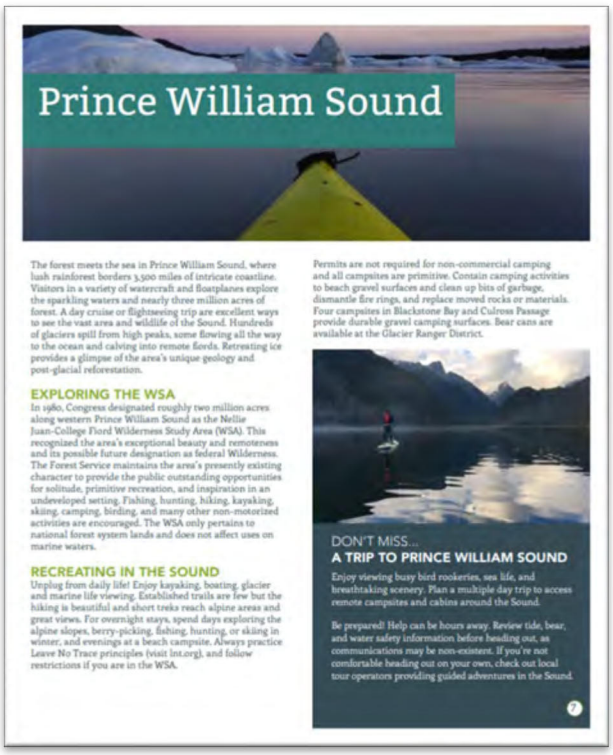
Cruise Industry

Whittier is an embarkation/disembarkation port for large cruise ships. In 2019, 194,000 cruise ship passengers either started or ended their Alaska cruise at Whittier, representing 15% of the statewide total. Cruise passengers travel to and from Whittier via motorcoach or train. Valdez also welcomes direct calls from cruise ships, representing 13 port calls and 12,400 passengers in 2019.

Sportfishing

Sportfishing is a significant component of the region's visitor industry. Fishing enthusiasts are drawn to the region's abundant marine fishing opportunities on the protected waters of PWS and the nearby Gulf of Alaska and on-road accessed drainages, including those of the Copper River Delta. In 2019, about 1,300 out-of-state residents purchased sportfish licenses from Cordova vendors, along with nearly 600 Alaska residents. In 2019, 2,870 out-of-state visitors purchased sportfish licenses from Valdez vendors, along with about 1,500 Alaska residents (which includes both Valdez and other Alaska residents). These figures represent only a portion of all sportfishermen as many licenses are purchased online.

Figure 7. U.S. Forest Service Chugach National Forest Promotional Materials



Prince William Sound

The forest meets the sea in Prince William Sound, where lush rainforest borders 3,500 miles of intricate coastline. Visitors in a variety of watercraft and floatplanes explore the sparkling waters and nearly three million acres of forest. A day cruise or flightseeing trip are excellent ways to see the vast area and wildlife of the Sound. Hundreds of glaciers spill from high peaks, some flowing all the way to the ocean and calving into remote fiords. Retreating ice provides a glimpse of the area's unique geology and post-glacial reforestation.

EXPLORING THE WSA

In 1980, Congress designated roughly two million acres along western Prince William Sound as the Nellie Juan-College Fiord Wilderness Study Area (WSA). This recognized the area's exceptional beauty and remoteness and its possible future designation as federal Wilderness. The Forest Service maintains the area's presently existing character to provide the public outstanding opportunities for solitude, primitive recreation, and inspiration in an undeveloped setting. Fishing, hunting, hiking, kayaking, skiing, camping, birding, and many other non-motorized activities are encouraged. The WSA only pertains to national forest system lands and does not affect uses on marine waters.

RECREATING IN THE SOUND

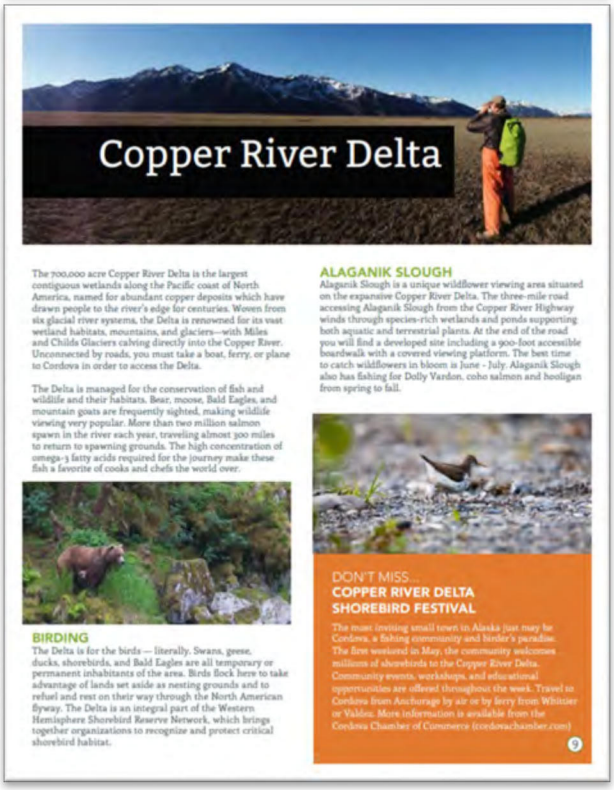
Unplug from daily life! Enjoy kayaking, boating, glacier and marine life viewing. Established trails are few but the hiking is beautiful and short treks reach alpine areas and great views. For overnight stays, spend days exploring the alpine slopes, berry-picking, fishing, hunting, or skiing in winter, and evenings at a beach campsite. Always practice Leave No Trace principles (visit lnt.org), and follow restrictions if you are in the WSA.

Permits are not required for non-commercial camping and all campsites are primitive. Contain camping activities to beach gravel surfaces and clean up bits of garbage, dismantle fire rings, and replace moved rocks or materials. Four campsites in Blackstone Bay and Culross Passage provide durable gravel camping surfaces. Bear cans are available at the Glacier Ranger District.

DON'T MISS...
A TRIP TO PRINCE WILLIAM SOUND

Enjoy viewing busy bird rookeries, sea life, and breathtaking scenery. Plan a multiple day trip to access remote campsites and cabins around the Sound.

Be prepared! Help can be hours away. Review tide, bear, and water safety information before heading out, as communications may be non-existent. If you're not comfortable heading out on your own, check out local tour operators providing guided adventures in the Sound.



Copper River Delta

The 700,000 acre Copper River Delta is the largest contiguous wetlands along the Pacific coast of North America, named for abundant copper deposits which have drawn people to the river's edge for centuries. Woven from six glacial river systems, the Delta is renowned for its vast wetland habitats, mountains, and glaciers—with Miles and Childs Glaciers calving directly into the Copper River. Unconnected by roads, you must take a boat, ferry, or plane to Cordova in order to access the Delta.

The Delta is managed for the conservation of fish and wildlife and their habitats. Bear, moose, Bald Eagles, and mountain goats are frequently sighted, making wildlife viewing very popular. More than two million salmon spawn in the river each year, traveling almost 300 miles to return to spawning grounds. The high concentration of omega-3 fatty acids required for the journey make these fish a favorite of cooks and chefs the world over.

BIRDING

The Delta is for the birds — literally. Swans, geese, ducks, shorebirds, and Bald Eagles are all temporary or permanent inhabitants of the area. Birds flock here to take advantage of lands set aside as nesting grounds and to refuel and rest on their way through the North American flyway. The Delta is an integral part of the Western Hemisphere Shorebird Reserve Network, which brings together organizations to recognize and protect critical shorebird habitat.

ALAGANIK SLOUGH

Alaganik Slough is a unique wildflower viewing area situated on the expansive Copper River Delta. The three-mile road accessing Alaganik Slough from the Copper River Highway winds through species-rich wetlands and ponds supporting both aquatic and terrestrial plants. At the end of the road you will find a developed site including a 900-foot accessible boardwalk with a covered viewing platform. The best time to catch wildflowers in bloom is June - July. Alaganik Slough also has fishing for Dolly Vardon, coho salmon and hooligan from spring to fall.

DON'T MISS...
COPPER RIVER DELTA SHOREBIRD FESTIVAL

The most inviting small town in Alaska just may be Cordova, a fishing community and birder's paradise. The first weekend in May, the community welcomes millions of shorebirds to the Copper River Delta. Community events, workshops, and educational opportunities are offered throughout the week. Travel to Cordova from Anchorage by air or by ferry from Whittier or Valdez. More information is available from the Cordova Chamber of Commerce (cordovachamber.com)

Source: U.S. National Forest Service.

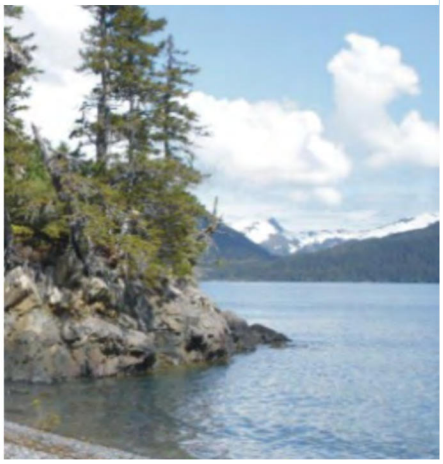
[17] McDowell Group, *Alaska Visitor Statistics Program, Summer 2016.*

Events and Meetings

Opened in 2014, the Cordova Center is a meeting facility which houses a theatre, historical museum, and community library and attracts business and convention travelers to the region.

PWS communities host several annual events that draw visitors, including the Valdez Ice Climbing Festival, snowmachine races, Silver Salmon and Halibut fishing derbies, the Copper River Delta Shorebird Festival, the Iceworm Festival, and the Copper River Salmon Jam.

Figure 8. Decision Point State Marine Park



Source: Alaska Department of Natural Resources, Division of Parks & Outdoor Recreation.

National and State Park Assets

The region's tourism assets include the PWS and Copper River Delta sections of the Chugach National Forest. The U.S. Forest Service maintains cabins and campgrounds, hiking trails, and the Crooked Creek Information Site near Valdez.

The State of Alaska also maintains several park facilities in the region. The Blueberry Lake and Worthington Glacier state recreation sites are located north of Valdez and offer camping, fishing, and hiking opportunities.

The region is home to about 15 state marine parks, a system of parks providing boating opportunities and protected anchorages. Public-use cabins are available at Shoup Bay State Marine Park (near Valdez) and Decision Point State Marine Park (near Whittier).

Oil and Gas

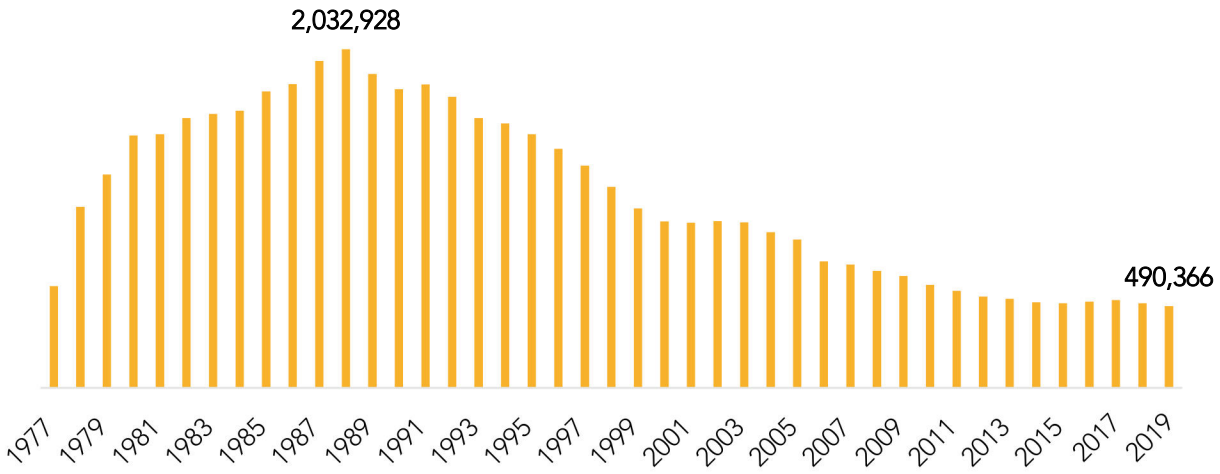
Alyeska Pipeline Service Company, operator of the Trans Alaska Pipeline System (TAPS), is one of the largest employers in the PWS region. The Valdez Marine Terminal is the terminus of TAPS, the 800-mile oil transportation system running from Alaska's North Slope to PWS. Oil is loaded for marine transport to market at the Valdez Marine Terminal, which has capacity to store 6.6 million barrels of oil. About 270 Alyeska Pipeline employees worked in Valdez in 2016, nearly 40% of the Valdez-Cordova Census Area's transportation and warehousing sector employment in that year.

Figure 9. Valdez Marine Terminal

Source: Alyeska Pipeline Services Company.

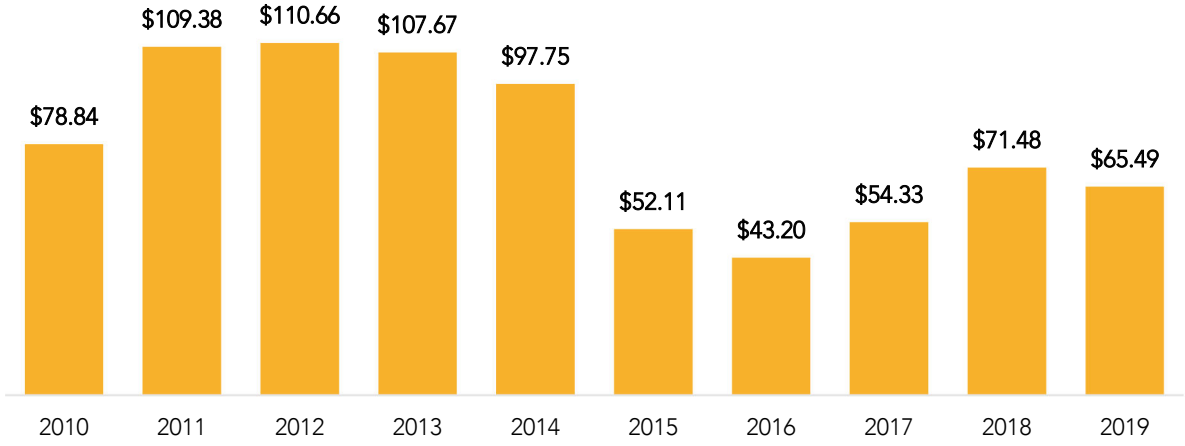
TAPS throughput peaked at more than 2 million barrels per day in 1988. Throughput has steadily declined over the past three decades, with average daily throughput of less than 500,000 barrels per day in 2019. Average annual oil prices have been volatile over the past ten years, reaching decade highs of $110.66 per barrel in 2012 before falling to $43.20 in 2016.

Figure 10. TAPS Throughput in Average Barrels per Day, 1977-2019



Source: Alyeska Pipeline Service Company.

Figure 11. Annual Average Alaska North Slope West Coast Spot Price, 2010-2019



Source: Alaska Department of Revenue, Tax Division.

Marine Transportation and Support Services

Marine transportation plays a central role in the industries active in the PWS region. Transportation of oil and spill response contribute to the marine transportation sector. Through subsidiary and contracted companies, oil companies transport crude via oil tankers from Valdez to refineries along the West Coast. Alyeska Pipeline Company funds SERVS to provide oil spill prevention and response services in PWS. The company contracts with Edison Chouest to provide oil tanker escort and spill prevention services related to the Valdez Marine Terminal.

Much of the seafood processed in the region is also transported from PWS via marine shipping. Cargo, including seafood products, are transported to and from the region via barge and rail barge by Alaska Marine Lines (AML) and Samson Tug and Barge Inc.

Infrastructure Related to Economic Development

Exxon Valdez Oil Spill Trustee Council and Settlement

The Exxon Valdez Oil Spill Trustee Council (EVOS) was formed in the aftermath of the Exxon Valdez Oil Spill and subsequent financial settlement. The council oversees restoration of the ecosystem impacted by the oil spill and administers the $900 million in civil settlement funds awarded. Council activities include restoration projects and scientific research and monitoring.

The State of Alaska was also awarded settlement funds related to civil and criminal settlements resulting from the spill. The State granted funding to Chenega and Tatitlek for oil-spill response facilities and for mariculture projects in these communities, among other projects.

Transportation

The State of Alaska, local governments, and the Alaska Railroad Corporation (ARRC) are each responsible for components of PWS's transportation system. The following sections describe various aspects of the regional system.

Ports and Harbors

With three of five communities in the region unconnected to Alaska's road system, the PWS region is highly dependent on marine transportation. Each community in the PWS region has a dock facility to receive Alaska Marine Highway System vessels and barge service.

Two of the region's ports – Valdez and Whittier – are among the few ice-free ports with links to Alaska's road system. Owned by ARRC, the Port of Whittier is also connected to Alaska's railroad system. The "aquatrain" rail barge, operated by Foss Maritime, receives shipments from Prince Rupert, B.C., three times a month, year-round. AML also provides weekly rail barge service to Whittier year-round. Containerized freight delivered to Whittier is redistributed to Cordova, Valdez, and other communities via barge and to Anchorage and on-road communities via rail or truck.

Under City of Valdez ownership, the Valdez Container Terminal is served by Samson Tug and Barge and AML, among others. The Terminal facilities are currently undersized for predicted shipping demand.[18] The port is especially active in summer months during the seafood harvest and processing season. In-bound shipments include supplies trucked to other communities along the Richardson Highway. The Valdez Marine Terminal has capacity to store 6.6 million barrels of oil. In 2019, crude petroleum shipped from the terminal accounted for more than 95% of all waterborne freight transported through PWS, including inbound and outbound cargo. Valdez also has a Small Boat Harbor and New Boat Harbor, opened in summer 2019.

The City of Cordova operates the port and small boat harbor, served by AML year-round. With three large docks and small boat harbor capacity for 727 vessels, the Cordova port and harbor are important assets related to seafood harvesting and shipping. The dock facility is also used for moorage of a U.S. Coast Guard

[18] Port of Valdez. *Valdez Comprehensive Waterfront Master Plan*. 2019.

buoy tender home-ported in Cordova. Several port and harbor-related projects are among the City of Cordova's priority capital improvement projects, including port and harbor upgrades and construction of a large vessel maintenance facility. In 2020, Cordova applied for a State of Alaska Harbor Facility Grant for repair and replacement of the Cordova Small Boat Harbor, scoring highest on the Department of Transportation & Public Facilities evaluation for FY2022.

Chenega has a small boat harbor and ferry dock and receives fuel deliveries from Valdez. Tatitlek has a ferry dock and City Dock, which provides a staging area for oil spill response operations.

Table 35. Prince William Sound Waterborne Freight Volumes, Short Tons, 2019

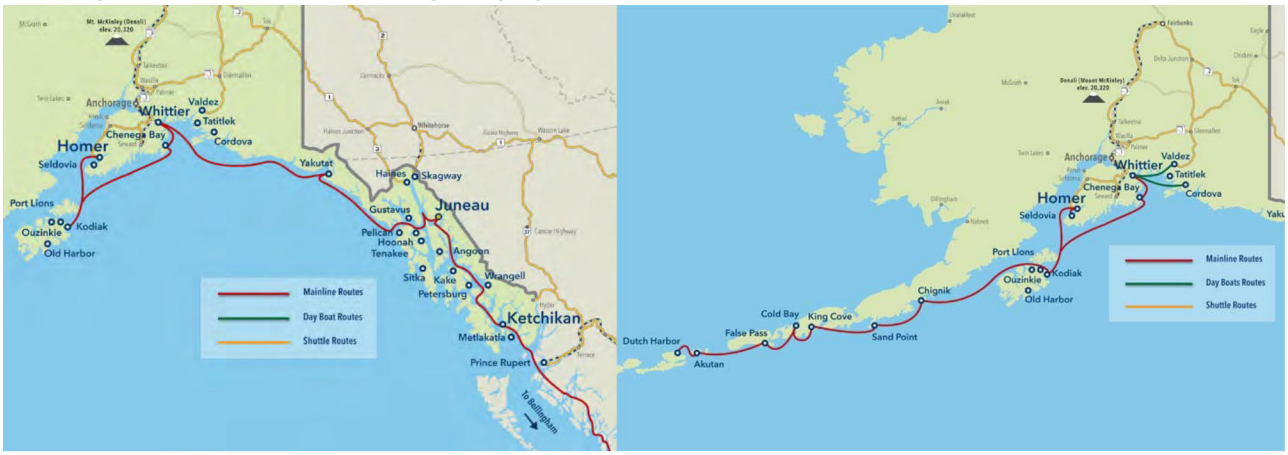
Category	Crude Petroleum	All Other Products	Total
Outbound Freight	24,704,918	570,163	25,275,081
Inbound Freight	-	625,906	625,906
Local Freight	-	71	71
All Freight	**24,704,918**	**1,196,140**	**25,901,058**

Source: U.S. Army Corps of Engineers Waterborne Commerce data compiled by McKinley Research Group.

Alaska Marine Highway

PWS communities are included in the Alaska Marine Highway System's (AMHS) "Southwest System" with varying service levels: Whittier and Chenega Bay are included in the cross-gulf route connecting Southeast and Southwest Alaska, and day boat routes connect Whittier to Valdez, Cordova, and Tatitlek. The day boat route connecting Cordova, Tatitlek, and Valdez to Whittier brings passengers to Whittier every-other day. Chenega has one departure to Whittier and one arrival from Whittier each month.

Figure 12. Alaska Marine Highway System, Cross Gulf and Southcentral/Southwest Routes



Source: Alaska Marine Highway System.

Declining AMHS funding has contributed to fewer sailings over the past five years. Between 2015 and 2019, regional passenger embarkations from PWS communities declined by nearly 50%. Passenger embarkations decreased most in Cordova (52% down) and Valdez (48%). In 2019 and 2020, due to budget constraints, Cordova lost its winter ferry service.

Table 36. Alaska Marine Highway System Passenger Embarkations by Port, PWS Region, 2015-2019

Category	Chenega	Cordova	Tatitlek	Valdez	Whittier	Regional Total
2015	145	10,430	70	9,801	16,847	37,293
2016	95	8,491	98	7,020	13,955	29,659
2017	108	7,622	106	6,590	12,590	27,016
2018	139	7,541	111	6,537	12,648	26,976
2019	147	4,992	107	5,116	9,908	20,270
% Change 2015-2019	**+1%**	**-52%**	**+53%**	**-48%**	**-41%**	**-46%**

Source: Alaska Department of Transportation and Public Facilities, McKinley Research Group calculations.

Air Transportation

Air service is another important component of the PWS region's transportation infrastructure given the lack of road connections to the region. All communities in the region have an airport or runway, which are generally publicly owned.

The largest of these airports is Cordova with a runway of 1,125,000 square feet, making it the region's most prominent. Flights connect from Anchorage and Yakutat via Alaska Airlines. The second largest airport in the region, the Pioneer Field Airport, exists just four miles outside of Valdez and is reached via Anchorage flying with Ravn Alaska. There is no scheduled flight service between Cordova and Valdez so passengers or cargo must travel through Anchorage or with a private charter.

Chenega and Tatitlek are served by one scheduled air carrier with service to Chenega weekly and Tatitlek twice a week. Outside of Cordova and Valdez, communities in the region are most accessible by private charter, the Alaska Marine Highway System, or in the case of Whittier, by road. Each of the communities has float or seaplane access.

Roads and Highways

Two communities in the region, Valdez and Whittier, are connected to Alaska's road system. Valdez is connected via the Richardson Highway, which intersects with the Glenn Highway near Glennallen. Whittier is connected to the Seward Highway via the Anton Anderson Memorial (Whittier) Tunnel, a one-lane tunnel shared by trains and vehicles. Passage through the tunnel is allowed one direction at a scheduled time.

Alaska Railroad

PWS is linked to Alaska's railway system, running from Fairbanks to Seward, via Whittier. As described above, rail barges ship freight to Whittier for further distribution throughout the state. ARRC also transports passengers from Whittier to Anchorage and other Alaska destinations, connecting cruise ship passengers to other statewide destinations.

While still speculative, in 2019, a Presidential Border Crossing Permit was submitted to further the development of a 1,500-mile privately funded rail connection between Delta Junction, Alaska, and Fort McMurray, Alberta (often referred to as the A2A project). A rail spur to Valdez is in consideration.

Energy

Most households in PWS (73%) use fuel oil for home heat. Wood is another source of home heat for 15% of households. Whittier is within the ENSTAR Natural Gas service area, accounting for nearly all households using this heating type in the region.

The cost of heating oil can be a significant driver of high cost of living in communities reliant on this heating source. In mid-2019, retail heating oil prices ranged from $3.26 to $5.90 per gallon across the region.

Table 37. Occupied Housing Units by Home Heating Type, 2015-2019 5-Year Estimates

Heating Type	Percent of Total
Heating oil	72.8%
Wood	14.7%
Utility Gas	4.8%
Other heating type	7.7%
Total	**100.0%**

Source: U.S. Census Bureau, American Community Survey.

No unified electrical grid serves the PWS communities, and much of the region relies on diesel fuel for electrical power generation. Hydropower supplements diesel fuel electricity generation in Valdez and Cordova, and Whittier is connected to the broader Anchorage electrical grid.

Residential and small commercial electricity rates per kilowatt hour (kWh) ranged between $0.20 (Whittier) and $0.92 (Tatitlek) in FY2020. The statewide Power Cost Equalization (PCE) program subsidizes fuel-based electricity generation costs in rural Alaska. In FY2020, average PCE payments per eligible customer in the PWS region ranged from $388 to $1,926.

Table 38. Residential Electricity Rates and PCE Subsidy by Community, FY2020

Community	Residential Rate per kWh Before PCE	PCE Level per kWh	Effective Residential Rate per kWh	Average Annual PCE Payment Per Eligible Customer
Chenega	$0.67	$0.36	$0.31	$1,168
Cordova	$0.35	$0.07	$0.28	$388
Tatitlek	$0.92	$0.54	$0.38	$1,926
Valdez	$0.30	-	$0.30	-
Whittier	$0.20	-	$0.20	-

Source: Alaska Energy Authority, Chugach Electric, Copper Valley Electric.

Telecommunications

Several telecommunications providers serve communities within PWS, offering internet access, wireless/cellphone, and telephone. Based on Federal Communications Commission (FCC) data, 84% of Valdez-Cordova Census Area residents have access to terrestrial broadband at speeds of at least 25 megabits per second (Mbps) download/3 Mbps upload, about the same percentage as the statewide population. A lower percentage of the Valdez-Cordova Census Area population has access to the faster internet speeds (100 Mbps download/10 Mbps upload) compared to the statewide percentage.

Table 39. Percentage of Population with Broadband Internet Providers by Speed Tier, 2018

Community	Valdez-Cordova Census Area	Alaska
10/1 Mbps	90%	93%
25/3 Mbps	84%	85%
100/10 Mbps	44%	79%

Source: Federal Communications Commission.

Several communities have fiber-optic broadband internet access through providers, including Cordova Telephone Cooperative, GCI, and Copper Valley Telecom. Projects creating new network linkages within the region and to other Alaska communities are newly completed or currently underway. In fall 2020, Copper Valley Telecom completed a "Fiber to the Home" project connecting Tatitlek to the Valdez network. Cordova Telephone Cooperative received a Federal USDA ReConnect grant in 2019 to connect the provider's fiber optic network to Yakutat through a series of remote wireless towers.

The FCC recommends school districts maintain 1 Mbps of bandwidth per enrolled student to enable digital learning. Two of the three school districts operating in the PWS region meet this bandwidth per student recommendation.

Table 40. School District Internet Bandwidth per Student, 2020

School District	Bandwidth per Student
Chugach School District	5.4 Mbps
Cordova City School District	460 kbps
Valdez City School District	1.6 Mbps
FCC recommended bandwidth	1 Mbps

Source: Connect K-12.

Water, Sewer, and Solid Waste

Water, sewer, and solid waste services are provided by city or tribal governments in each community, as described in the table below.

Table 41. Water and Wastewater Systems by Community

Community	Operator	Water and Wastewater System	Solid Waste
Chenega	Chenega IRA Council	Community Water System, Surface Water	Class III Community Landfill
Cordova	City of Cordova	Class 2 Water Distribution, Wastewater Treatment and Collection Systems	Class II Municipal Solid Waste Landfill
Tatitlek	Native Village of Tatitlek	Community Water System, Surface Water	Class III Community Landfill
Valdez	City of Valdez	Class 1 and 2 Water Distribution Systems, Class 2 Wastewater Collection and Treatment Systems	Class II Municipal Solid Waste Landfill and Inert Monofill Construction and Demolition Landfill
Whittier	City of Whittier	Small Untreated Water System, Large Scale Septic	Alaska Waste Management on contract

Source: Alaska Department of Environmental Conservation.

Chapter 3: SWOT Analysis

This chapter discusses the SWOT analysis conducted by PWSEDD with input from the PWS CEDS Strategy Committee and stakeholders in the context of the information presented in *Chapter 2: Summary Background*.

To meet PWS's overall economic development potential, the borough will need to leverage its strengths and mitigate its weaknesses to take advantage of existing and future opportunities and address outside threats. The SWOT analysis addresses the question, *Where is the PWS region now in achieving its economic development potential?* The table summarizes factors identified to answer that question. It is followed by a summary of each of the four SWOT analysis components.

Prince William Sound SWOT Summary

Strengths	Weaknesses	Opportunities	Threats
• Marine/port/pipeline infrastructure in place • Environmental stewardship • Airport infrastructure • Tribal communities and ANCSA corporate values • U.S. Coast Guard/defense presence • Cultural background & history • High secondary school graduation rate • State University community campus • Family-friendly communities • Scenic environment (natural beauty/ unique wilderness) • Natural resources – minerals, forestry, water • Environmental stewardship • Strong arts community • Marine resources – fisheries, aquaculture, and others	• Lack of quality, affordable housing • Transportation challenges/inaccessibility/ interconnectivity due to remote geography, infrastructure, and weather • Lack of developable land • Cost of living • Insufficient broadband infrastructure • Aging infrastructure • High utility costs • Small population base • Lack of available, skilled workforce • Lack of economic diversity/ seasonal economies • Competing for visitor market/ recreational market	• Port infrastructure improvements • Expanded visitor industry offerings – cultural and wilderness/outdoor recreation • Internet/broadband infrastructure improvement • Potential for regional ferry system • Gas pipeline • Gateway to the Arctic • Rail development (A2A) • Alternative energy – hydro, solar • Maritime industry training • Remote worker attraction • Mariculture • Fisheries/ hatchery development • Enhanced arts community • Food manufacturing industry development • Carbon capture opportunities • Increased mineral exploration (i.e., gravel)	• State fiscal support for ferry system • Climate change • Earthquake/tsunami/land slide risk • State fiscal support for education continuum • National and international economy/ confidence affecting tourism market • Oil and gas commodity prices/production affecting TAPS through-put • Seafood commodity prices • Health of fishery • Lengthy and costly permitting process • Regional/state competition for resources and tourism • Pandemics

Overview

Strengths – Existing Internal Advantages

PWS's strengths include its rich culture heritage, natural resources, marine resources, education infrastructure, and scenic environment. Components of these strengths include:

- *Marine/port/pipeline infrastructure in place* – As all communities are coastal, the region has existing port, dock, and harbor infrastructure. The TAPS terminus is in Valdez.
- *Environmental stewardship* – The ecology of PWS is highly valued and the aftermath of the *Exxon Valdez* oil spill strengthened the protective systems.
- *Airport infrastructure* – Most communities are accessible by air, except for Whittier.
- *Strength of tribal communities and ANCSA corporate values* – Strength of the Alaska Native corporations and their private land ownership, and Tribal sovereignty entails a unique ability and responsibility to protect tribal lands and self-government, giving structure to and supporting success of communities in developing infrastructure critical to economic and community development.
- *U.S. Coast Guard/defense presence* – The U.S. Coast Guard located in Cordova provides maritime safety and support for personal, fishing, and maritime vessels.
- *Cultural background & history* – The region's rich cultural history supports self-sufficiency and resiliency in an environment of climate and social change.
- *High secondary school graduation rate* – With higher than state-average graduation rates in Cordova City and Valdez City school districts, high school graduates have opportunities for vocational and academic post-secondary education.
- *State University community campus* – University of Alaska's PWSC in Valdez and Cordova offers regional in-class and distance learning for regional residents.
- *Family-friendly communities* – Crime rates are low throughout the region and the lifestyle supports family time and activities.
- *Scenic environment (natural beauty/unique wilderness)* – PWS is renowned for its scenic beauty and wilderness and is attractive for both recreation and visitor uses.
- *Natural resources* – The region is rich in mineral, forest, and water resources.
- *Marine resources – fisheries, aquaculture, and others* – The region has a diverse array of marine resources that support a seafood industry and further development of aquaculture industries.
- *Strong arts community* – Organizations, such as the Cordova Arts and Pageants, support education, understanding, and appreciation of visual and performing arts community. The Alaska Native culture of the region has a rich arts and crafts heritage.

Weaknesses – Existing Internal Disadvantages

PWS's economic development weaknesses stem from lack of connectivity, including transportation and internet infrastructure, aging infrastructure and affordable quality housing, and high-cost burdens for business and residents. Components of these weaknesses include:

- *Transportation challenges/inaccessibility/ interconnectivity due to remote geography, infrastructure, and weather* – The region lacks consistent and reliable ferry service between communities, and there are no roads or air service that connect all communities within the region. Weather also impacts safe and consistent transportation options for residents and visitors. Additionally, there is not a well-established network of collaboration to support organizations and communities on regional economic development issues.
- *Lack of quality, affordable housing* – Housing stock throughout the region is aging and expensive to rent, own, or build.
- *Lack of developable land* – While Alaska Native corporations have private land available for development, access to the land can be problematic due to geography and federal policy.
- *Cost of living* – High cost of living, including high housing costs, transportation, consumables, and energy, contribute to higher wage requirements and costs of doing business.
- *Insufficient broadband infrastructure* – High speed broadband is not available consistently throughout the region and often impacts education, business, and personal uses.
- *Aging infrastructure* – Local, state, and federal government investment in infrastructure is lagging and is needed to support maintenance, modernization, replacement, or new infrastructure development.
- *High utility costs* – Relative to major urban settings in Alaska, utility costs can be significantly higher for fuel, power, internet, and other utilities.
- *Small population base* – The region has a relatively small population base to support community support sectors and economic development growth.
- *Lack of available, skilled workforce* –Gaps exist between local residents' level of expertise and the types of jobs available in the region.
- *Lack of economic diversity seasonal economies* – Year-round business and employment opportunities are relatively limited outside of health services, government services, and TAPS (in Valdez).
- *Competition for visitor market/recreational market* – Funding to attract more visitor and recreation options to the region must compete with that for other markets.

Opportunities – Potential External Improvement

PWS's economic development opportunities include improving ferry and other transportation connections; developing natural resources, including those in the mariculture sector; developing and promoting visitor and recreation offerings; and diversifying business and sector development. Components of these opportunities include:

- *Potential for regional ferry system* – Support of a regional ferry system can improve reliable resident and business transportation connectivity within PWS.
- *Port infrastructure improvements* – Improve regional ports to help lower transportation costs and prepare for climate change impacts.
- *Expanded visitor industry offerings* – Enhance the existing cultural and wilderness/outdoor recreation opportunities for resident and visitor use.
- *Internet/broadband infrastructure improvement* – Expand and improve internet connectivity to enhance entrepreneurship, business development, and distance delivery of education while lowering costs.
- *Gas pipeline* – Develop a gas pipeline from Alaska's North Slope to Valdez to enhance energy options and reduce energy costs, as well support pipeline construction and production jobs.
- *Gateway to the Arctic* – Support new infrastructure and economic activities for emergent national security, economic, and transportation issues related to Alaska's strategic Arctic location.
- *Rail development (A2A)* – Add a rail link connecting Valdez to the Alaska railroad expansion to Canada, expanding transportation options for resource and product distribution to and from PWS.
- *Alternative energy – hydro, solar* – Employ new technologies to expand energy options and potentially reduce energy costs to the region.
- *Maritime industry training* – Connect training to available employment opportunities in PWS's maritime industry.
- *Remote worker attraction* – Promote the PWS lifestyle available to workers who choose to work remotely.
- *Mariculture* – Develop new businesses to support growth of PWS's mariculture sector.
- *Fisheries/ hatchery development* – Sustain support for existing and enhanced fisheries and hatchery development.
- *Enhanced arts community* – Augment support and development of the region's rich arts sector, including Alaska Native, visual, and performance arts.
- *Food manufacturing industry development* – Seek financial support for food processing facilities and business opportunities.

- *Carbon capture opportunities* – Identify climate change mitigation projects, such as blue and carbon sequestration, and green energy/energy efficiency.

- *Increased mineral exploration* – Support mineral exploration and potential development of the region's mineral resources.

Threats – Potential Negative Impacts

PWS faces potential threats to economic development, including climate change, dependency on state funding, global commodity prices, outside interests, and political dynamics. Components of these threats include:

- *State fiscal support for ferry system* – Alaska's fiscal crisis is impacting the state's ability to support an efficient, consistent, and reliable ferry system to connect the region's coastal communities.

- *Climate change* – Impacts include coastal erosion, ocean salination, health of aquaculture resources, glacier melt, and infrastructure and maintenance.

- *Earthquake/tsunami/landslide risk* – Alaska's natural earthquake activity presents ongoing readiness for tsunami and landslides.

- *State fiscal support for education continuum* – The state's fiscal constraints impact the public education system from pre-K to post-secondary academic and vocational offerings to regional residents.

- *National and international economy's impact on the tourism market* – The visitor market is affected by national and international consumer confidence.

- *Oil and gas commodity prices/production affecting TAPS through-put* – TAPS through-put and vitality is impacted by North Slope oil production decreases and global oil pricing.

- *Seafood commodity prices* – Global seafood prices impact income, business, and investment stability in the seafood sector.

- *Fisheries' health*– Development of PWS fisheries is dependent on proper state, federal, and international management and changing climate factors.

- *Lengthy and costly permitting process* – State and federal permitting inefficiencies can impact investment in PWS infrastructure and natural and marine resource development.

- *Regional/state competition for resources and tourism* – Growing pressures on regional and state budgets threaten PWS's ability to attract public funding for resource and tourism market development.

- *Pandemics* – COVID-19 and its variants, as well as other pandemics, have heavy consequences for regional economies.

This plan's vision statement reflects the need for collaboration within the region to reduce connectivity barriers in transportation, communications, education, and economic diversity. Through stakeholder interviews, data analysis, and work with the PWSEDD, key themes emerged to enhance PWS's economic resiliency.

- **Strengthen Regional Collaboration and Connectivity** – To address the disconnectedness due to lack of regional transportation, communication, and other infrastructure networks, PWS is seeking ways to coordinate legislative and investment objectives, and leverage shared and local interests to create strong regional outcomes.
- **Strengthen Cultural Ties** – PWS's approach to its economic development strategy includes a strong emphasis on the region's culture to ensure development does not harm the environment, subsistence resources, scenic beauty, and wilderness, and enhances quality of life.
- **Diversify Economy –** PWS is highly dependent on seasonal industries, such as seafood and tourism, and plans to pursue opportunities to diversify the economy and full-year business opportunities, including additional natural resource development (mariculture), arts, and other initiatives.
- **Diversify Energy Sources** – Reliance on diesel fuel for heat and energy increases cost of living in the region and makes it vulnerable to changes in fuel prices; While the PCE program reduces the cost of energy for households currently, reductions in the program could significantly impact cost of living. The region is implementing a strategy that would diversify energy sources and move away from diesel to alternative sources suited to small-scale production and reduce power costs.
- **Develop Competitive Infrastructure** – PWS recognizes the need to incorporate emergent communications technology and transportation infrastructure, competitively positioning PWS as an attractive region to invest and do business.
- **Enhance Job Skills** – PWS is working toward skills training within the region to position its residents to take advantage of business and industry development opportunities, such as maritime industry opportunities, small business entrepreneurship, and mariculture.
- **Reduce Climate Change Impacts** – PWS recognizes the need to be prepared for and reduce impacts of climate change on regional infrastructure and economic development opportunities.

Chapter 5: Strategic Direction and Action Plan

This chapter presents the CEDS vision statement, overarching goals, priority objectives and action plan as developed in consultation with the PWSEDD and stakeholders. Action plan items include:

- Activities – *What activities need to be completed?*
- Timeline – *What is a realistic time frame for execution?*
- Responsibility – *Which organization will lead, and which organization will support the action item?*
- Expected costs – *How much will this action item cost?*
- Potential funding sources – *Where will funding come from?*

CEDS Vision Statement

Prince William Sound is an alliance of vibrant, coastal communities collaborating to build on and sustain our natural resources through responsible economic development and regional connectivity.

Strategic Plan

GOAL A: *Improve regional connection by enhancing transportation and utilities infrastructure. Enhance infrastructure to build resilience to climate change, increase economic development opportunities, and enrich the way of life in Prince William Sound.*

Infrastructure Development

Strengths	Weaknesses	Opportunities	Threats
• Marine/port/pipeline infrastructure in place • Environmental stewardship • Airport infrastructure • Low water and sewage treatment costs • Tribal communities and ANCSA corporate values • U.S. Coast Guard/defense presence	• Lack of quality, affordable housing • Transportation challenges/inaccessibility/ interconnectivity due to remote geography, infrastructure, and weather • Lack of developable land • Cost of living • Insufficient broadband infrastructure • Aging infrastructure • High utility costs	• Port infrastructure improvements • Expanded visitor industry offerings – cultural and wilderness/outdoor recreation • Internet/broadband infrastructure improvement • Potential for regional ferry system • Gas pipeline • Gateway to the Arctic • Rail development (A2A) • Alternative energy – hydro, solar	• State fiscal support for ferry system • Climate change • Earthquake/tsunami/land slide risk

Infrastructure Development

Priority Objective 1: Develop regional transportation infrastructure					
Action	**Timeline**	**Lead**	**Partners**	**Cost**	**Funding Sources**
a. Explore intra-regional ferry system: convene regional committee to share existing resources	Fall 2021	PWSEDD	PWS Municipalities and Tribes, Chambers of Commerce/Visitor Bureaus	Under $1,000	PWSEDD
b. Explore intra-regional ferry system: analyze intra-regional ferry system financial feasibility	2022	PWSEDD	Regional Intra-Regional Ferry Committee	$100,000	US EDA CARES Act, Local government support
c. Evaluate/analyze governance of PWS Port Authority	2022	PWSEDD	Regional Intra-Regional Ferry Committee	$50,000	US EDA CARES Act, Local government support
d. Maritime infrastructure: evaluate infrastructure consistency as it relates to intra-regional ferry authority	2023	PWSEDD	Regional Intra-Regional Ferry Committee	$50,000-$100,000	Local government support, ADOT&PF
e. Air connections: Convene regional committee to champion enhanced air transportation connections	Fall 2021	PWSEDD	Chambers of Commerce/Visitor Bureaus, Airport Managers, Carriers	Under $1,000	PWSEDD
f. Air connections: Evaluate/analyze barriers to scheduled air transportation, including market conditions, carrier perspective, and physical infrastructure/assets	2022	PWSEDD	DOT&PF, Carriers	Under $5,000	PWSEDD, leverage Airport Master Plan planning process
g. Air connections: Strategize with air charter operators to ensure sustained service	2022	PWSEDD	Local air charter operators	Under $1,000	PWSEDD
Priority Objective 2: Increase broadband internet access and capacity					
Action	**Timeline**	**Lead**	**Partners**	**Cost**	**Funding Sources**
a. Identify status of connectivity, needs, potential funding opportunities, and state of technology	2021-2025	PWSEDD	Cordova Telephone Cooperative, Copper Valley Telecom, Tribal Councils	$5,000 - $10,000	PWSEDD, Denali Commission, USDA Community Connect, NTIA Connectivity Program

Infrastructure Development (continued)

Priority Objective 3: Increase housing quality and affordability					
Action	**Timeline**	**Lead**	**Partners**	**Cost**	**Funding Sources**
a. Convene regional housing working group	Fall 2021	PWSEDD	NPRHA, Housing developers, Tribal Councils, AHFC, realtors	Under $1,000	PWSEDD
b. Identify strategies for increasing market rate and affordable housing stock	2022	PWSEDD	Regional housing working group	$5,000	PWSEDD EDA Agreements
c. Explore strategies to increase energy efficiency of housing stock	2022-2025	PWSEDD	AHFC, NPRHA, REAP, Cold Climate Housing Center	$5,000-$10,000	HUD programs, Alaska Housing and Finance Corporation, other energy efficiency grants
Priority Objective 4: Enhance recreational infrastructure throughout the region					
Action	**Timeline**	**Lead**	**Partners**	**Cost**	**Funding Sources**
a. Support regional SCORP planning	2021-2022	PWSEDD	SCORP PWS Regional Working Group	Under $1,000	Land & Water Conservation Fund
b. Promote public awareness of existing infrastructure	2021-2025	Chambers of Commerce/ Visitors Bureau	PWSEDD, USFS, ADNR, ATIA, Alaska Native corporations	$25,000-$50,000	US ARPA, tourism/recreation grants
c. Create and promote a marine trail to leverage existing State marine Parks and private lodging	2021-2025	Alaska Outdoor Alliance	PWSEDD, USFS, ADNR, Alaska Native corporations, PWS Stewardship Foundation	$200,000	DNR Recreation Trails Grant Program, Recreation infrastructure grants, EVOS Trustee Council, Land & Water Conservation Fund
Priority Objective 5: Reduce energy costs					
Action	**Timeline**	**Lead**	**Partners**	**Cost**	**Funding Sources**
a. Convene energy committee to explore alternative energy sources to reduce costs	2021-2025	PWSEDD	Cordova Electric Cooperative, Copper Valley Electric, REAP, AEA, Tribal Councils	$5,000	EDA

GOAL B: *Boost the regional continuum of education from early childhood learning through post-secondary opportunities. Enhance employability skills and adapt to the evolving opportunities of regional economic development through education and training.*

Workforce Development

Strengths	Weaknesses	Opportunities	Threats
• Cultural background & history • High secondary school graduation rate • Tribal communities and ANCSA corporate values • State University community campus • Family-friendly communities	• Cost of living • Small population base • Lack of available, skilled workforce	• Maritime industry training • Remote worker attraction	• State fiscal support for education continuum

Workforce Development

Priority Objective 1: Increase access to early childhood education					
Action	**Timeline**	**Lead**	**Partners**	**Cost**	**Funding Sources**
a. Convene a stakeholder group and prospective partners to explore options for early childhood education	Fall 2021	PWSEDD	Chugachmiut, thread, Camp Fire, ADEED, Childcare providers, Chambers of Commerce	Under $1,000	PWSEDD
Priority Objective 2: Enhance in-region post-secondary vocational training opportunities					
Action	**Timeline**	**Lead**	**Partners**	**Cost**	**Funding Sources**
a. Convene a stakeholder group to address current and future needs	2021-2025	Cordova School District CTE Lead	School districts, University of Alaska, Local businesses, ADOLWD, Alaska Native corporations and tribal councils	$5,000	Alaska Safety Alliance grants
Priority Objective 3: Strengthen Prince William Sound College connections in-region					
Action	**Timeline**	**Lead**	**Partners**	**Cost**	**Funding Sources**
a. Advocate for an enhanced/continued presence with University of Alaska leadership to bring more resources to the PWS College	2021-2025	PWS College	PWSEDD, school districts, Chambers of Commerce, Alaska Native corporations, and tribal councils	$5,000 to $10,000	UA, PWSEDD, Alaska Native corporations
b. Explore Alaska Native Tribal educational resources	2021-2025	Chugach Alaska Corporation	Valdez Native Tribe, Native Village of Eyak, TCC Partnership	$50,000	Alaska Native corporations and tribal entities
c. Promote opportunities for students to stay in-region through college	2021-2025	PWS College	PWSEDD, school districts, Chambers of Commerce, Alaska Native corporations, and tribal councils	$10,000	UA, Alaska Native corporations

Goal C: *Seek business development and investment to promote regional industry growth, responsible resource development, and economic diversity. Attract business opportunities to the region that support employment opportunities in every season.*

Strengthen Existing Industries and Diversify Economy

Strengths	Weaknesses	Opportunities	Threats
• Marine resources – fisheries, aquaculture, and others • Scenic environment (natural beauty/ unique wilderness) • Natural resources – minerals, forestry, water • Environmental stewardship • Tribal communities and ANCSA corporate values • Strong arts community	• Lack of developable land • Lack of economic diversity/ seasonal economies • Competing for visitor market/ recreational market	• Mariculture • Fisheries/ hatchery development • Enhanced arts community • Food manufacturing industry development • Carbon capture opportunities • Increased mineral exploration (i.e., gravel)	• National and international economy/ confidence affecting tourism market • Oil and gas commodity prices/production affecting TAPS through-put • Seafood commodity prices • Health of fishery • Lengthy and costly permitting process • Climate change • Regional/state competition for resources and tourism • Pandemics

Strengthen Existing Industries and Diversify Economy

Priority Objective 1: Promote PWS as a tourism destination					
Action	**Timeline**	**Lead**	**Partners**	**Cost**	**Funding Sources**
a. Attract small cruise vessels	2021-2025	VCVB, Cordova Chamber of Commerce, GWCC	VCVB, Cordova Chamber of Commerce, GWCC, PWSEDD	$50,000-$100,000	CARES Act, US ARPA, bed tax revenues
b. Attract business conference market	2021-2025	VCVB, Cordova Chamber of Commerce, GWCC	VCVB, Cordova Chamber of Commerce, GWCC, PWSEDD	$40,000	Bed tax revenues, Safe Travel and Promotions Grant (2021-2022)
c. Develop outdoor recreation assets and marketing	2021-2025	PWSEDD	State and Federal agencies, Regional outdoor recreation businesses	$100,000-$5 million	Land & Water Conservation Fund, Recreation Trails Program, various foundations, U.S. Forest Service, Alaska Native corporations
d. Focus on marketing to independent travelers and Alaskans	2021-2025	VCVB, Cordova Chamber of Commerce, GWCC	VCVB, Cordova Chamber of Commerce, GWCC	$200,000	CARES Act, US ARPA, bed tax revenues
e. Develop Alaska Native cultural tourism opportunities	2021-2025	TCC Partnership	Chugach Alaska Corporation, Chenega Corporation, Tatitlek Corporation	$200,000	EVOS Trustee Council, tribal economic development grants
Priority Objective 2: Support the local arts and humanities community					
Action	**Timeline**	**Lead**	**Partners**	**Cost**	**Funding Sources**
a. Convene a regional arts roundtable to develop brand/marketing/identity around local arts community, including Alaska Native arts, performing arts, visuals arts, and others	2022	PWSEDD	Valdez Arts Council, Cordova Arts, Chugach Heritage Foundation	$5,000	PWSEDD
b. Support construction of new arts venues including museums, galleries, and performance halls	2021-2025	PWSEDD	Valdez Arts Council, Cordova Arts, Chugach Heritage Foundation	<$1,000	PWSEDD

Strengthen Existing Industries and Diversify Economy (continued)

Priority Objective 3: Facilitate mariculture opportunities					
Action	**Timeline**	**Lead**	**Partners**	**Cost**	**Funding Sources**
a. Facilitate relationships with potential producers, buyers and processors	2021-2025	PWSEDD	Alaska Mariculture Alliance, Alaska Sea Grant	$15,000	PWSEDD, EDA, NOAA
b. Ensure PWS voice is represented within the Alaska Mariculture Alliance board and shares information with local stakeholders	2021-2025	PWSEDD	ADF&G, kelp farmers	$5,000	PWSEDD
c. Attract investment in PWS mariculture	2021-2025	PWSEDD	Alaska Mariculture Alliance, Alaska Sea Grant, kelp farmers	$20,000	PWSEDD, EDA, NOAA, EVOS Trustee Council, Denali Commission
Priority Objective 4: Seek food production and processing opportunities					
Action	**Timeline**	**Lead**	**Partners**	**Cost**	**Funding Sources**
a. Establish co-operative greenhouses/ community gardens in the region	2021-2025	PWSEDD	Copper River Watershed Project, local school districts, municipalities/tribal councils	$500,000	USDA, Alaska DNR, tribal health grants
b. Explore opportunities for food production processing facility development	2021-2025	PWSEDD	City of Cordova, CR/PWS Marketing Association	$7 million-$10 million	EDA, USDA
Priority Objective 5: Identify climate change mitigation projects					
Action	**Timeline**	**Lead**	**Partners**	**Cost**	**Funding Sources**
a. Explore blue and carbon sequestration opportunities	2021-2025	Chugach Alaska Corporation	PWSEDD, Alaska DNR, U.S. Forest Service, UA, private landowners	$100,000	EVOS Trustee Council, conservation nonprofit corporations
b. Promote green energy/energy efficiency in residential and commercial construction & manufacturing	2021-2025	CVEA,CEC, Chugach Electric	PWSEDD, municipalities/tribal councils, NPRHA, AHFC, PWS College	$200,000	U.S. Department of Energy, REAP, AEA, AHFC, HUD
Priority Objective 6: Support responsible mineral/quarry exploration					
Action	**Timeline**	**Lead**	**Partners**	**Cost**	**Funding Sources**
a. Attract investors to look for other mining opportunities	2021-2025	Chugach Alaska Corporation	PWSEDD	$20,000	Chugach Alaska Corporation

Strengthen Existing Industries and Diversify Economy (continued)

Priority Objective 7: Support responsible forestry opportunities					
Action	**Timeline**	**Lead**	**Partners**	**Cost**	**Funding Sources**
a. Collaborate with Chugach Alaska Corporation on responsible forestry initiatives	2021-2025	Chugach Alaska Corporation	PWSEDD	$10,000	PWSEDD, Chugach Alaska Corporation
Priority Objective 8: Attract new residents who telework					
Action	**Timeline**	**Lead**	**Partners**	**Cost**	**Funding Sources**
a. Define target audiences for campaign	2021-2022	PWSEDD	Local Chambers of Commerce	$5,000	PWSEDD
b. Collaborate with Chambers of Commerce on community marketing, recruitment material to promote opportunities for work-from-home	2022-2023	Local Chambers of Commerce	PWSEDD	$25,000	EDA, bed tax revenues

The matrix below summarizes the qualitative and quantitative performance measures developed for objectives and action items for each of the three goals.

Goal A: Improvement and Development of Critical Infrastructure	
Action	**Performance Measure**
Priority Objective 1: Develop regional transportation infrastructure	
a. Explore intra-regional ferry system: convene regional committee to share existing resources	• Committee members identified and selected • Regional committee convened by fall 2021
b. Explore intra-regional ferry system: analyze intra-regional ferry system financial feasibility	• Funding sources identified • Level of funding received • Financial feasibility analysis of intra-regional ferry system commissioned • Financial feasibility analysis of intra-regional ferry system completed
c. Evaluate/analyze governance of PWS Port Authority	• Funding sources identified • Level of funding received • Governance analysis of intra-regional port authority commissioned • Governance analysis of intra-regional port authority completed
d. Maritime infrastructure: evaluate infrastructure consistency as it relates to intra-regional ferry authority	• Funding sources identified • Level of funding received • Infrastructure analysis commissioned • Infrastructure analysis completed
e. Air connections: Convene regional committee to champion enhanced air transportation connections	• Committee members identified and selected • Regional committee convened by fall 2021
f. Air connections: Evaluate/analyze barriers to scheduled air transportation, including market conditions, carrier perspective, and physical infrastructure/assets	• Funding sources identified • Level of funding received • Air transportation analysis commissioned • Air transportation analysis completed
g. Air connections: Strategize with air charter operators to ensure sustained service	• Carrier representatives identified and selected • Interviews/work session with air carrier operators completed by the end of 2022
Priority Objective 2: Increase broadband internet access and capacity	
a. Identify status of connectivity, needs, potential funding opportunities, and state of technology	• Broadband infrastructure gap and needs analysis conducted • Infrastructure strategy defined

Goal A: Improvement and Development of Critical Infrastructure (continued)	
Action	**Performance Measure**
Priority Objective 3: Increase housing quality and affordability	
a. Convene regional housing committee	• Committee members identified and selected • Regional committee convened by fall 2021
b. Prepare regional housing study	• Funding sources identified • Level of funding received • Housing infrastructure needs and gap analysis commissioned • Housing infrastructure needs and gap analysis completed
Priority Objective 4: Enhance recreational infrastructure throughout the region	
a. Support regional SCORP planning	• Participated in regional SCORP Working Group process
b. Create a marine trail to leverage existing State marine Parks and private lodging	• Funding sources identified • Level of funding received • Marine trail(s) defined and mapped • Infrastructure needs assessment conducted
Priority Objective 5: Reduce energy costs and increase efficiency	
a. Convene energy committee to explore innovative ways to reduce energy costs consistent with coastal climate conditions	• Committee members identified and selected • Regional committee convened regularly • Regional Energy Plan update considered

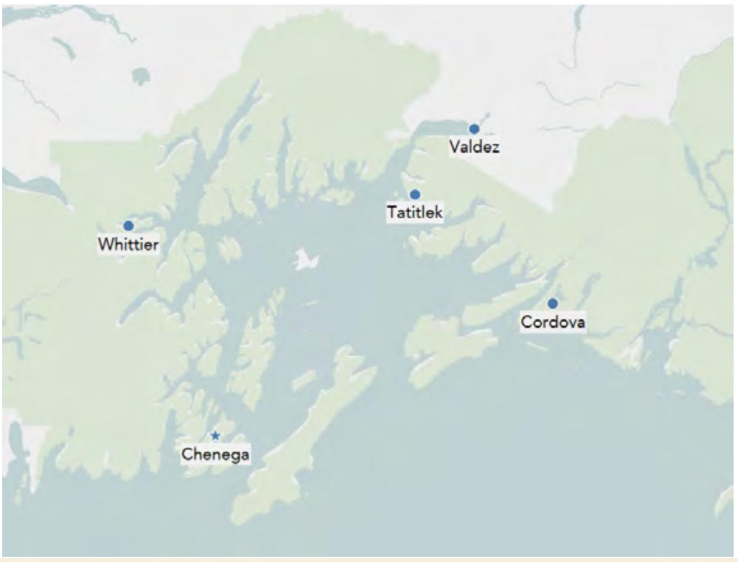
Goal B: Workforce Development	
Action	**Performance Measure**
Priority Objective 1: Increase access to early childhood education	
a. Convene a stakeholder group and prospective partners to explore options for early childhood education	• Stakeholder group/partners representatives identified and selected • Stakeholder group/partners convened by fall 2021
Priority Objective 2: Enhance in-region post-secondary vocational training opportunities	
a. Convene a stakeholder group to address current and future needs	• Stakeholder group representatives identified and selected • Stakeholder group convened regularly
Priority Objective 3: Strengthen Prince William Sound College connections in-region	
a. Advocate for an enhanced/continued presence with University of Alaska leadership to bring more resources to the PWS College	• Participated in advocacy to support and enhance PWS College
b. Explore Alaska Native Tribal educational resources	• Participated in Alaska Native Tribal educational resource development
c. Encourage students to stay in-region through college	• Participated in PWS College recruitment campaigns

Goal C: Strengthen Existing Industries and Economic Diversity	
Action	**Performance Measure**
Priority Objective 1: Promote PWS as a tourism destination	
a. Attract small cruise vessels	• Coordinated regional efforts to attract small cruise industry
b. Attract business conference market	• Identified opportunities for conference market development • Supported regional CVB proposals to conference organizers
c. Promote public awareness of existing outdoor recreation assets and infrastructure	• Funding sources identified • Level of funding received • Market strategy defined • Marketing campaign initiated
d. Promote marine trail	• Market strategy defined • Marketing campaign initiated
e. Focus on marketing to independent travelers and Alaskans	• Advocated for regional PWS destination brand development • Supported CVB campaigns to brand PWS as a destination
f. Develop Alaska Native cultural tourism opportunities	• Supported Alaska Native organizations in development or promotion of regional cultural tourism
Priority Objective 2: Support the local arts and humanities community	
a. Convene a regional arts roundtable to develop brand/marketing/identity around local arts community, including Alaska Native arts, performing arts, visuals arts, and others	• Arts organization roundtable representatives identified and selected • Regional arts roundtable convened by the end of 2022
b. Support development of arts venues including museums, galleries, and performance halls	• Advocated for finance and market feasibility analyses for enhanced arts infrastructure
Priority Objective 3: Facilitate mariculture opportunities	
a. Facilitate relationships between producers, processors, and buyers	• Identified potential buyers and processors • Coordinated business connections
b. Ensure PWS voice is represented within the Alaska Mariculture Alliance board and shares information with regional stakeholders	• Identified regional stakeholders • Communicated with Alaska Mariculture Alliance regularly • Promoted opportunities for stakeholder engagement with Alaska Mariculture Alliance • PWS representative seated on Alaska Mariculture Alliance
c. Attract investment in PWS mariculture	• Defined opportunities for mariculture industry investment • Developed strategies to attract investment • Number of new mariculture permits and producers established

Goal C: Strengthen Existing Industries and Economic Diversity (continued)	
Action	**Performance Measure**
Priority Objective 4: Seek food production and processing opportunities	
a. Establish co-operative greenhouses/community gardens in the region	• Cooperative greenhouse/community garden feasibility analysis completed • Sited selected • Funding sources identified • Level of funding received • Number of cooperative/community gardens established in the region
b. Explore opportunities for food production processing facility development	• Food Production Processing Facility development feasibility completed
Priority Objective 5: Identify climate change mitigation projects	
a. Explore blue and carbon sequestration opportunities	• Identified blue and carbon sequestration opportunities
b. Promote green energy/energy efficiency in residential and commercial construction & manufacturing	• Promoted opportunities for green energy/energy efficiency in residential and commercial construction & manufacturing
Priority Objective 6: Support responsible mineral/quarry exploration	
a. Attract investors to look for other mining opportunities	• Defined opportunities for mineral/quarry exploration • Supported strategies to attract investment • Number of new mineral/quarries established
Priority Objective 7: Support responsible forestry opportunities	
a. Collaborate with Chugach Alaska Corporation on responsible forestry initiatives	• Supported responsible forestry initiatives • Participated in public review process
Priority Objective 8: Attract new residents who telework	
a. Define target audiences for campaign	• Investigated and identified target audience to attract
b. Collaborate with Chambers of Commerce on community marketing, recruitment material to promote opportunities for work-from-home	• Advocated for regional PWS brand development • Supported campaigns to brand PWS as a destination • Supported Chambers of commerce in development or promotion of regional recruitment

Chenega

Demographics and Socioeconomics	
Year Incorporated	Re-established 1984
Community Type	Unincorporated village/ CDP
Federally Recognized Tribe	Native Village of Chenega
Population (2019)	61
Median Age (2015-2019)	31.5
% Alaska Native/American Indian alone or in combination (2015-2019)	69.1%
Average Household Size (2015-2019)	5.23
Median Household Income (2015-2019)	$74,375
Denali Commission Distressed Community	Yes



Infrastructure	
Electric Utility	Chenega IRA Village Council (Diesel)
Water System	Surface water
Wastewater System	Chenega IRA Council
Road Access	No
Air Access	Scheduled/ Chartered flights
Runway 1	3,000 ft (gravel)
Runway 2	Float plane landing
Dock/Port	Yes

Employment

Top Employers	Employees
Chenega Bay Health Clinic	1-4
Chugachmuit Behavioral Health	1-4

Number of Active Business Licenses (2021): 3

Schools

Chenega School		
Grades: Pre-K-12	Enrollment: 13	Year Built: 1990

Cordova

Demographics and Socioeconomics	
Year Incorporated	1909
Community Type	City
Federally Recognized Tribe	Native Village of Eyak
Population (2019)	2348
Median Age (2015-2019)	38.2
% Alaska Native/American Indian alone or in combination (2015-2019)	18.8%
Average Household Size (2015-2019)	3.33
Median Household Income (2015-2019)	$94,625
Denali Commission Distressed Community	No

Infrastructure	
Electric Utility	Cordova Electric (Diesel/Hydro)
Water System	Surface Water
Wastewater System	City of Cordova Public Works
Road Access	No
Air Access	Commercial/Jet/Air Taxi/Float
Runway 1	7,500 ft
Runway 2	1,899 ft
Dock/Port	Yes

Employment

Top Employers	Employees
Copper River Seafoods	100-249
Ocean Beauty Seafoods LLC,	100-249
Trident Seafoods Office	100-249

Number of Active Business Licenses (2021): 404

Schools

Cordova Jr/Sr High School		
Grades: 7-12	Enrollment: 140	Year Built: 1966/1979
Mount Eccles Elementary School		
Grades: Pre-K-6	Enrollment: 194	Year Built: 1955/1964/2010
Cordova School District Innovative Learning		
Grades: K-12	Enrollment: 5	Year Built: 2012

Tatitlek

Demographics and Socioeconomics	
Year Incorporated	Unincorporated
Community Type	Village
Federally Recognized Tribe	Native Village of Tatitlek
Population (2019)	98
Median Age (2015-2019)	29.6
% Alaska Native/American Indian alone or in combination (2015-2019)	94.5%
Average Household Size (2015-2019)	4.56
Median Household Income (2015-2019)	$65,000
Denali Commission Distressed Community	Yes

Infrastructure	
Electric Utility	Tatitlek IRA Council
Water System	Surface water
Wastewater System	Tatitlek IRA Council
Road Access	No
Air Access	Gravel airstrip/Seaplane landing
Runway 1	3701 ft
Runway 2	Float plane landing
Dock/Port	Yes

Employment

Top Employers	Employees
Tatitlek Community School	5-9

Number of Active Business Licenses (2021): 2

Schools

Tatitlek Community School

Grades: Pre-K-12	Enrollment: 22	Year Built: 1984

Valdez

Demographics and Socioeconomics	
Year Incorporated	1901
Community Type	City
Federally Recognized Tribe	None
Population (2019)	3,885
Median Age (2015-2019)	43.3
% Alaska Native/American Indian alone or in combination (2015-2019)	3.4%
Average Household Size (2015-2019)	2.4
Median Household Income (2015-2019)	$85,085
Denali Commission Distressed Community	No

Infrastructure	
Electric Utility	Copper Valley Electric Association (Diesel/hydroelectric)
Water System	City of Valdez
Wastewater System	City of Valdez
Road Access	Yes
Air Access	Commercial/Seaplane
Runway 1	6,500 ft
Runway 2	Float plane landing
Dock/Port	Yes

Employment

Top Employers	Employees
Alyeska Pipeline Svc Co.	250-499
Transalaska Pipeline Marine	250-499
Laborers International Union	250-499

Number of Active Business Licenses (2021): 496

Schools

George H. Gilson Middle School		
Grades: 6-8	Enrollment: 151	Year Built: 2014
Valdez High School		
Grades: 9-12	Enrollment: 183	Year Built: 1976/2001
Hermon Hutchens Elementary		
Grades: Pre-K-5	Enrollment: 365	Year Built: 1980

Whittier

Demographics and Socioeconomics	
Year Incorporated	1969
Community Type	City
Federally Recognized Tribe	None
Population (2019)	281
Median Age (2015-2019)	38.1
% Alaska Native/American Indian alone or in combination (2015-2019)	25.2%
Average Household Size (2015-2019)	2.56
Median Household Income (2015-2019)	$59,000
Denali Commission Distressed Community	Yes

Infrastructure	
Electric Utility	Chugach Electric Association Inc. (Natural gas/hydroelectric/wind)
Water System	Whittier Water System
Wastewater System	Small Water System
Road Access	Yes
Air Access	Seaplane/ Charters
Runway 1	1480 ft
Runway 2	Float plane landing
Dock/Port	Yes

Employment

Top Employers	Employees
Alaska Sea Kayakers	10-19
Whittier Seafood LLC	10-19
Begich Towers	10-19

Number of Active Business Licenses (2021): 65

Schools

Whittier Community School

Grades: Pre-K-12	Enrollment: 60	Year Built: 1953/1985/1993

Appendix B: Stakeholder Interviews

- Sharon Anderson, Valdez Convention & Visitors Bureau (Valdez)
- Martha Barberio, City of Valdez (Valdez)
- Sheri Buretta, Chugach Alaska Corporation (Anchorage)
- Garrett Evridge, Alaska Ocean Cluster (Anchorage)
- Jeff Guard, Cordova City Council (Cordova)
- Michael Hanley, Chugach School District (Anchorage)
- Olen Harris, North Pacific Rim Housing Authority (Anchorage)
- Willow Hettrick, Chugach Regional Resources Commission (Anchorage)
- Josie Hickel, Chugach Alaska Corporation (Anchorage)
- Jim Holley, Alaska Marine Lines (Anchorage)
- Mark Hoover, Native Village of Eyak Tribal Council (Eyak)
- Helen Howarth, City of Cordova (Cordova)
- Jim Hunt, City of Whittier (Whittier)
- Lauren Johnson, Chugach Heritage Foundation (Anchorage)
- Sylvia Lange, Native Village of Eyak Tribal Council (Eyak)
- Brooke Mallory, Native Village of Eyak/Eyak Foundation (Cordova)
- Brigham A., McCown, Alyeska Pipeline Service Company (Anchorage)
- George Rauscher, State Representative, Alaska State Legislature (Sutton)
- Annie Reeves, City of Whittier (Whittier)
- Cathy Renfeldt, Cordova Chamber of Commerce (Cordova)
- Buell Russell, Native Village of Chenega (Chenega)
- Alex Russin, Cordova City School District (Cordova)
- Tommy Sheridan, Former ADF&G Fisheries Biologist (Cordova)
- Chuck Totemoff, Chenega Village Corporation (Anchorage)
- Jan Vanderpool, Chugachmiut (Anchorage)
- Mike Wells, Valdez Fisheries Development Association (Valdez)

Appendix C: Reference Materials

A variety of data sources were reviewed and reference in the creation of the PWSEDD CEDS, including local government documents, third-party reports, and standard data sources. This appendix outlines key data sources.

Primary documents reviewed included:

- *City of Cordova Comprehensive Plan Update*, 2019
- *Valdez Comprehensive Waterfront Master Plan*, January 2020
- *Valdez, Alaska Parks and Recreation Master Plan*, July 2020
- *Valdez Year-Round Mountain Recreation Site Study*, December 2016
- *Community of Valdez Strategic Plan 2013-2018*, January 2013
- *Whittier Comprehensive Plan 2020*, January 2020
- *Prince William Sound Regional Energy Plan*, June 2016
- *Prince William Sound Transportation Plan*, July 2001
- *Sound Opportunities – Economic Growth for the Prince William Sound Region Vision – Strategy – Action 2016-2021*

Publicly available data were analyzed to provide key context for the action plan, including:

- Alaska Department of Commerce, Community, and Economic Development (community infrastructure)
- Alaska Department of Labor and Workforce Development (demographics, employment and wages, labor force status, top employers)
- Alaska Department of Public Safety (Alaska State Troopers arrests)
- Alaska Department of Fish and Game (commercial and sport fishing harvest and participation)
- Alaska Department of Revenue, Revenue Sources Book (tax revenue)
- Alaska Department of Transportation and Public Facilities (planned/proposed regional capital projects)
- Alaska Housing Finance Corporation (housing occupancy, overcrowding, cost burdened households)
- Alaska Village Electric Cooperative and Alaska Energy Authority (fuel/electricity pricing, PCE subsidies)
- Bureau of Economic Analysis (personal income and employment)
- Denali Commission (distressed community status)
- Esri ArcGIS (Federal land ownership)
- Federal Financial Institutions Examination Council (small business loans)
- McDowell Group, *Alaska Geographic Differential Study (2008)*
- McDowell Group, *Alaska Visitor Statistics Program 7 (2017)*
- National Centers for Environmental Information (climate data)
- Alaska Department of Education and Early Development (school enrollment, grade level proficiency, and graduation rates)
- U.S. Census Bureau's 2015-2019 American Community Survey data (demographics, housing characteristics, household income)

Appendix D: Online Stakeholder Survey Results

As part of the Prince William Sound Economic Development District's Comprehensive Economic Development Strategy (CEDS) update, an online survey was designed to capture regional residents' opinions of the region's top three strengths, weaknesses, opportunities, and threats related to the region's economy. The survey questions were designed to capture open-ended responses. Regional residents were encouraged to complete the survey through social media postings, radio shows, CEDS Strategy Committee member contacts, and other communications. The survey was fielded from November 12, 2020 to May 11, 2021. A total of 92 residents responded to the survey with most residents residing in Cordova (52%), followed by Valdez (26%).

Table 42. Resident Stakeholder Online Survey: Respondents by Community

Community	Count	% of Total
Cordova	48	52%
Valdez	24	26%
Whittier	12	13%
Chenega/Tatitlek/Other	8	9%
Total	**92**	**100%**

Responses were sorted into general themes. Themes for the top three responses included:

- **STRENGTHS:** Marine resources (i.e., fisheries, aquaculture) (26%), scenic environment (19%), and outdoor recreation (9%)
- **WEAKNESSES**: Transportation challenges/inaccessibility/interconnectivity (31%), cost of living (14%), and lack of economic diversity/seasonal economics (12%)
- **OPPORTUNITIES:** Expanded visitor industry offerings (33%), fisheries/hatchery development (17%), port infrastructure (7%), and mariculture (7%)
- **THREATS:** Health of fishery (14%), state fiscal support for ferry system (13%), and political considerations (i.e., state budget in general, regulations) (8%)

Below is a table that displays sorted top responses by themes.

Table 43. Resident Stakeholder Online Survey: Most Common Themes by Percentage of Responses

Strengths		Weaknesses		Opportunities		Threats	
Category	**%**	**Category**	**%**	**Category**	**%**	**Category**	**%**
Marine resources – fisheries, aquaculture	24%	Transportation challenges/ inaccessibility/ interconnectivity due to remote geography, infrastructure, and weather	31%	Expanded visitor industry offerings – cultural and wilderness/outdoor recreation	33%	Health of fishery	14%
Scenic environment	19%	Cost of living	14%	Fisheries/hatchery development	17%	State fiscal support for ferry system	13%
Outdoor recreation	9%	Lack of economic diversity/ seasonal economies	12%	Port infrastructure improvements	7%	Political considerations (state budget in general, specific politicians, regulation)	8%
Natural resources – minerals, forestry, water	7%	Lack of quality, affordable housing	5%	Mariculture	7%	Oil and gas commodity prices/production affecting TAPS throughput	6%
Marine/port/pipeline infrastructure in place	6%	Weather and natural disasters	4%	Internet connectivity/ telecommuters/ remote business	4%	Cost of living/energy costs	5%
Tourism	6%	Aging infrastructure	4%	Ferry service/ transportation	4%	Climate change	5%
Sense of community	5%	Political considerations (specific politicians, legislative support)	3%	Oil and gas	3%	Natural disasters – earthquakes, tsunamis, landslides	5%
Physical isolation	3%	Lack of tourist traffic	3%	Food manufacturing/ seafood processing	2%	Oil spills	5%
Low population/not crowded	2%	Lack of communication/ narrow-mindedness	3%	Arts	2%	Competition with other Alaska regions	4%
Cultural background and heritage	1%	Energy costs	2%			Lack of clients/tourists/cruise ships	3%
All other	2%	All other	19%	All other	23%	All other	29%

Verbatim Additional Responses

Respondents were asked to submit any additional comments to the question, *Do you have any additional comments related to the economic development of Prince William Sound?* Below is a list of all verbatim additional comments submitted. Some responses have been altered for spelling and grammar readability.

- A huge emphasis needs to be on taking down condemned buildings and being strategic with what businesses and what type of buildings we have on our main streets (This aids in creating culture, an identity perceived by outsiders -- those looking to relocate & tourists looking to visit somewhere unique). Also, the housing crisis and the % of trailer homes in our town is nearly a joke. This element of our town is not attractive for young families/singles/young professionals to live here, in the snowiest city in America, in a single-story trailer home. Starter homes are too expensive, and the demand is too high. Something needs to be done or we won't be able to gain any momentum.
- Advertise the diversity of our populations and how accepting the communities are.
- Anchor and support sustainable businesses like Kale n' Thyme.
- Apprenticeship programs in education, sciences, and healthcare.
- Ban large cruise ships.
- Be realistic...easy to talk but it costs time/money/people to develop.
- Be willing to innovate.
- Become a strong voice for transportation.
- Better advertisement of PWS.
- Borough formation might work now because of the diverse economies of the three main cities.
- Bring back reliable ferry service.
- Build on protecting and developing key industries such as fishing, tourism, and transportation.
- Cargo shipping loading/unloading.
- Climate change is irreversible on the timescale of a human lifespan, increased variability in our natural resources must be anticipated in order to adapt.
- Collaborating with Valdez City Schools, the City of Valdez (public library, museums etc.), Alyeska, U.S. Coast Guard, Ollie course offerings (retired individuals), and courses to improve small business owners.
- Combine environment projects with tourism.
- Communities on the road don't need outlying towns.
- Community compost/bioenergy production.
- Community greenhouses.
- Connect the communities (residents will benefit and the connectedness will be very attractive to tourists).
- Continued municipal support of community residents in their recreation pursuits (e.g., Meals Hill Plan, public pool time, maintenance and development of local trails, Mighty Mites Program, etc.) and also of small businesses during economic downturns (e.g., Marketing Grant Program, Covid Conscious Business Incentive Program, etc.). All of this is much appreciated BTW!!
- Cordova needs to generate a predictable or increasing percentage of revenue from sources other than salmon (Salmon is great -- let's also diversify).
- Cordova port and harbor are failing; it houses the largest commercial fishing fleet by number of boats in the state; city needs assistance finding funding for the project.

- Create an identity, culture through a unified marketing strategy.
- Creative strategies that incorporate beauty, useable outdoor spaces, and alternate transportation routes will add value to our community.
- Dip netting.
- Encourage and support cultural arts, history, and music.
- Encourage our young people to return or stay.
- Engage tribes.... they hold many of the cards.
- Expand tourism beyond the usual suspects of skiing, fishing, bicycling, and ice climbing.
- Ferry service. (x3)
- Ferry service is a must.
- Finding ways to collaborate and support Alaska secondary educational opportunities.
- Focus marketing on millennial, adventure crowd.
- Focus on sustainable resources.
- Great opportunities exist for collaboration between PWS communities.
- Great to see PWSEDD working hard for our community and region. Thanks for all you do.
- Harsher fines and penalties for fish and wildlife violations.
- Housing infrastructure, housing options (apartments, studios, homes), and housing affordability are key. The cost to build new is exorbitant. Work with our Congressional delegation to expand the eligibility of New Market Tax Credits to communities like Cordova, which don't currently qualify. Develop the expertise and leading projects to use tools such as NMTCs to develop new housing and other infrastructure.
- How can this region be more sustainable and less reliant on imports? The million-dollar question!
- How people feel about development, and types of development, seems to skew very particular along partisan lines and thus is extremely polarized (pro vs. anti-wilderness; pro vs. anti "outsiders"). I am unsure what the way around this is.
- I encourage PWSEDD to meet quarterly in each of the communities in PWS to become a stronger, more unified voice.
- I hope we can think of something for the communities. Looking forward to the input, ideas, and survey results.
- I see a small number of people guiding the community in a direction that others aren't real happy about and there seems to be no working together.
- I'd like to see incentives for small businesses/incubators/entrepreneurs to set up shop here.
- Improve access.
- Improving our harbor supports our fishing industry; it is in dire need of repairs.
- Incentivize local business.
- Increased sport fishing numbers.
- Invest in the ferry system.
- Invest in travel and tourism.
- It is time to recognize the opportunity that IS Prince William Sound and work to responsibly develop it into the paradise that it is!

- It's definitely challenging to balance the economic benefits across communities -- communities like Valdez and Whittier can better benefit from ecotourism because of their location on the road system -- how do you spread those benefits to the non-road communities?
- Just increasing the visitor industry is not a win. More tourism may very well change the things that we value about our coastal lives.
- Keep education affordable and available.
- Keep summer fishing money from leaving Cordova.
- Lack of accountability.
- Leaders need to be forward thinking and pursue economic development opportunities so the communities in PWS don't die.
- Life is already difficult for folks living and making a living in the PWS area.
- Local government's ability to be agile and move quickly is a factor in development opportunities.
- Locally sourced food security is also important to economic growth and sustainability.
- Locals should not have to pay to go through the Whittier tunnel to come home.
- Lower cost of city fees.
- Making processors pay for water use in Cordova.
- Market the region as a great place to live for those who can telecommute.
- Network with communities.
- Open up land for development then build. Cordova needs houses, built and move-in ready to attract people to live there, not built and owned by local developers. You cannot develop an economy without citizens to operate within it.
- Particularly for Cordova, I think embracing some sort of sustainable tourism sector is absolutely crucial to this community's long-term prosperity. Natural beauty is abundant & sustainable.
- Piss-poor leadership.
- Please do more to include segments of community citizens that are traditionally reluctant to be part of these types of strategic planning activities.
- Prince William Sound is an ideal spot for inspiration, rejuvenation, etc. I imagine a facility equipped to host retreats -- artists, businesses, spiritual escapes, etc.
- Promote green spaces in town and quality of life.
- Promote small business on Main St.
- PWS communities need to work together to improve regional economy.
- Reducing hatchery production of salmon -- see hatchery-wild and similar studies for further detail.
- Retain elder population with housing and health resources.
- Revitalize Main Street.
- Seek input and participation from each community. We are all different and unique.
- Seriously by using the Cordova cash card system and making it permanent, we could ensure that money stays in Cordova. Employers could offer a portion of each payroll in a local Cordova cash card amount.
- Several smaller communities need help with major projects designed to enhance life and lifestyles in Sound communities.
- Shepard Point to protect our fisheries.
- Should become more of a community topic.

- Small business development is the way to go, larger companies are less likely to spring up where the overhead costs are so high; specialty manufacturing could work, smaller scale businesses.
- Spend more on marketing fish and tourism.
- Support independent businesses in all fields.
- Supporting communities with grant writing, more money coming in to help grow businesses and create programs that attract families with children.
- Supporting partnerships between industries and education.
- Supporting small business, most of the businesses in my town are owned by small business owners.
- Sustainable agriculture is an excellent opportunity offer fresh local produce, milk, eggs, and a variety of meats.
- Sustainable agriculture provides jobs and community activities.
- Thanks for doing this survey!
- The PWSEDD can be a strong catalyst for development.
- The small boat harbor at Whittier is seriously undersized for the amount of traffic and use from Anchorage and other residents.
- The town is great but is no longer running on the same energy it once did and people are leaving or trying to leave because their community has changed and not in a good way as one longtime resident who no longer lived here said.
- The Whittier Boat Launch is too often crowded and overused. It's undersized for the amount of boat launching activity that occurs April -- August.
- There is too much territorialism and competing industry.
- There needs to be more awareness to the aging population and how we are going to care for those who want to stay here the senior center as it exists should be ashamed of how they treat the seniors living there the wheels and meals program is appalling. The lunches that I saw delivered consistently to my aged friend weren't edible and it's a shame that someone would have even put that out as food. There needs to less ridiculous oversight and more interaction to keep them up and moving and interested in what's going on around them. Words like "I don't have to care about you" should never be uttered to an elderly person no matter how frustrated an employee is.
- This is a critical period of time for PWS communities. A good place to start is assuming within 20 years there will be little revenue from oil and wild salmon fisheries. How can we begin to diversify our economy NOW, prior to being forced to later?
- This survey was terrible. I expected to answer questions, not provide open ended comments.
- Valdez has underutilized fisheries/transportation infrastructure.
- We have a beautiful place, is very valuable, if we share it in a thoughtful way, a sustainable way, small tourism $$ could increase exponentially.
- We need a community ice rink with a roof, pipes beneath the surface, and a Zamboni.
- We need a youth hockey program to go with the ice rink.
- We need more land opened up for private development, too much is locked up by federal control. Near Cordova, the Forest service has denied multiple permits for heli-ski operations. Need to get those permits and more. Bring the small cruise operators back, too.
- We need to get our herring fishery re-opened. The fish are there but Fish and Game won't open it.
- We've come a great distance since 1992 when I first arrived.

- While our fisheries will fluctuate, potentially drastically, over the next 50 years, we remain surrounded by pristine wilderness, a dwindling land type that for many people is desirable to live on the edge of, to visit, and to be temporarily immersed in, which ironically increases the value of this wilderness and hopefully helps maintain it as a wild place. This is a resource PWS residents can count on having for several generations and one that we should strategize on how to promote, provide access sustainably creating an economy in transport, supplies, food service, local artisans, lodging, locally caught & SOLD seafood, brand enhancement, and, last but not least, taxes.
- Work on developing and running a PWS ferry.
- Working together we can achieve greatness.
- Would like to see more input by Fish and Game, Science Center, and any groups pertaining to long-term health of the fisheries and solutions.
- Would love to see some advancements in tidal energy research. Partner with Universities, etc.
- Year-round (responsible) Sound access.

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