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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 SHARON SCHEIDT

STATE OF ALASKA)
) ss.
THIRD JUDICIAL DISTRICT)

1. SHARON SCHEIDT, being first duly sworn, deposes and states:

2. I am the Mayor of the City of Valdez ("Valdez" or "City").

3. 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.

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

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5. I was born in Valdez, Alaska, on September 30, 1971.

6. I graduated from Valdez High School in Valdez, Alaska, in 1989 and obtained a Bachelor of Science degree in Marketing from Arizona State University in 1993.

7. After college, I lived in Kenai, Alaska, from 1993-1995 before moving to Fairbanks, Alaska, where I lived from 1995-1997. I lived in Michigan from 1997 and 2001 and moved to Valdez, Alaska, in 2001. I presently reside in Valdez.

8. I presently work as the Director of Communications for Copper Valley Electric Association ("CVEA") in Valdez and Glennallen. I began working for CVEA in 2007. Prior to my employment with CVEA, I worked for Kmart Corporation in Fairbanks, Alaska, from 1995-1997 as an assistant store manager and then as a buyer and merchandise planner at the corporate office in Michigan from 1997-2001. Subsequently I worked as the Executive Director of the Valdez Convention and Visitors Bureau from 2001-2007.

9. I was elected to the Valdez City Council on May 7, 2019, served as Mayor Pro Tempore from May 20, 2019, through December 10, 2020, when I assumed the position of Mayor after the resignation of the Mayor who was then serving. Subsequently, I was elected as Mayor on May 4, 2021, and my term expires in May 2024.

10. I have first-hand knowledge regarding the socioeconomic ties among Valdez and other Richardson Highway communities including Fairbanks by virtue of my personal experience as a resident of these communities, my work experience, and my roles as the Mayor of the City of Valdez and the Communications Director of CVEA.

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11. I understand the constitutional criteria under Article VI, Section 6, of the Alaska Constitution as:

> Each house district shall be formed of contiguous and compact territory containing as nearly as practicable a relatively integrated socio-economic area. Each shall contain a population as near as practicable to the quotient obtained by dividing the population of the state by forty. Each senate district shall be composed as near as practicable of two contiguous house districts. Consideration may be given to local government boundaries. Drainage and other geographic features shall be used in describing boundaries wherever possible.

12. I participated in the public comment process in my capacity as Mayor by filing public comments with the Alaska Redistricting Board ("Board") from the City of Valdez. The public comments from the City of Valdez include a Resolution dated October 14, 2021,[1] and a Resolution dated October 26, 2021, which incorporated the City of Valdez's written Comments to the Alaska Redistricting Board Regarding the 2021 Redistricting Process.[2] Those public comments are incorporated into this affidavit.

13. The 2021 Proclamation and Final Plan ("Final Plan") isolates the City of Valdez from all communities with which it shares socioeconomic ties including all Richardson Highway communities and all Prince William Sound Communities. Valdez is not included with any other Richardson Highway community or any Prince William Sound Community. Upon reviewing District 29 in the Final Plan ("District 29") and the communities included therein, it is clear to me that the Board did not satisfy the constitutional requirements. The Board appears to have entirely ignored public comments

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[1] ARB004074-004079.
[2] ARB004080-004212.

from the people living in these communities. The great weight of public testimony from both Valdez citizens and Matanuska Susitna Borough ("Mat-Su Borough") citizens shows that Valdez and the Mat-Su Borough should not be combined in a district. Rather than use the guidance provided by the citizens actually living in these communities, the Board did the exact opposite and paired Valdez with the Mat-Su Borough to the exclusion of all of the communities with which Valdez has commonalities.

I. FAIR REPRESENTATION

14. I understand that under Alaska Law the citizens of Valdez are legally entitled to '"fair and effective representation'—the right to group effectiveness or an equally powerful vote."[3] District 29 fails to provide fair representation.

15. District 29 is drawn in a manner that combines Valdez and its 3,985 citizens with 14,736 citizens from the Mat-Su Borough and 7 citizens from the Copper River census borough.[4] Mat-Su Borough residents comprise 78.5% of District 29.

16. The vast majority of the Mat-Su Borough population within District 29 lives in the suburbs of Wasilla or Palmer. As a result, elections in District 29 will be determined by citizens who live over 250 road miles from Valdez[5] and who do not share any socioeconomic ties with Valdez or its citizens.

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[3] *Hickel v. S.E. Conf.*, 846 P.2d 38, 47 (Alaska 1992), *as modified on reh'g* (Mar. 12, 1993) (quoting *Kenai Peninsula Borough v. State*, 743 P.2d 1352, 1363 (Alaska 1987)).

[4] Exhibit A at 1 (District 29 Population by Cities and Boroughs).

[5] Exhibit B at 2 (Road Maps).

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17. My vote and the vote of other Valdez citizens is even further diluted by pairing District 29 with District 30, which consists entirely of Mat-Su Borough residents with most of its population from communities along the Parks Highway.

18. Valdez has been systematically separated from the communities with which it shares socioeconomic commonalities, and the population from those communities has been replaced by population of Wasilla and Palmer suburbs.

19. In 2002, Valdez was placed in district 12-F, which included Eielson Air Force Base within the FNSB and most Richardson Highway Communities.[6] Valdez was paired with 11-F, which included North Pole and other FNSB population. Under the 2002 plan, Valdez received fair representation because most of the communities it was combined with share significant commonalities with Valdez and share the interests of Valdez citizens.

20. In 2013, Valdez was placed in District 9-E, which paired Valdez with at least some Richardson Highway communities but was included in district with a proportionally greater percentage of Mat-Su Borough population from the suburbs of Wasilla and Palmer.[7] Under the 2013 plan, it has been difficult to garner the attention of Valdez's legislators or to obtain advocacy for Valdez interests in the Alaska Legislature. This is largely due to the replacement of residents that lived in FNSB and other Richardson Highway communities under the 2002 plan with residents from the Wasilla and Palmer areas in the 2013 plan.

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

21. Now, under the 2021 Final Plan, Valdez is separated from all Richardson Highway Communities by drawing the eastern boundary of District 29 on the west side of the Richardson Highway and adding a bizarre appendage that separates Valdez from Glennallen and neighboring Glenn Highway communities. District 29 blatantly carves out any population along the Richardson Highway and replaces it with population from the Wasilla and Palmer areas. Citizens living in the suburbs of Palmer and Wasilla now constitute over 75% of Valdez's district and will utterly dominate all elections.

22. District 29 in no way passes the "makes sense" test.

23. This ensures that Valdez will not receive fair representation in the House, and pairing District 29 with District 30 further ensures that Valdez will not receive fair representation in the Senate either.

24. The Proposed District 36 included in V.1, V.2, and V.3 of the Board's Draft Plans, all of which were identical, provides a far better alternative for the citizens of Valdez because it unites Valdez with Richardson Highway communities and honors borough boundaries. Valdez Option 1 also better satisfies the constitutional criteria for redistricting as I understand them and integrates Valdez with Richardson Highway Communities and portions of FNSB including Eielson Air Force Base, much like the 2002 Amended Final Redistricting Plan.[8] These plans would ensure that Valdez receives fair representation.

25. District 29 dilutes the vote of the citizens of Valdez in a manner that deprives them of any meaningful voice in House or Senate elections.

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[8] Exhibit C at 2.

II. VALDEZ IS NOT SOCIOECONOMICALLY INTEGRATED WITH THE MAT-SU BOROUGH

26. Socioeconomic integration was defined by the delegates to the Constitutional Convention as follows: "where people live together and work together and earn their living together . . . they should be logically grouped that way."[9]

27. There is virtually no socioeconomic integration between Valdez and the Mat-Su Borough communities that dominate District 29 and particularly not with the suburbs of Palmer and Wasilla.

28. Growing up in Valdez and having lived in Fairbanks the Richardson Highway and the communities along it has been a constant part of my life.

29. I travel the Richardson Highway between Valdez and Glennallen routinely for work.

30. Whether it be for high school sports, visiting friends, recreation, or conducting business, it is the Richardson Highway that I and other Valdez citizens use to reach our neighboring Communities. However, District 29 entirely separates Valdez from all Richardson Highway communities.

A. Transportation.

31. The only transportation connection between Palmer and Wasilla suburbs and Valdez is the over 250 miles of the Richardson and Glenn highways, nearly half of which is included in District 36 rather than District 29.

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[9] *Hickel*, 846 P.2d at 46 (quoting 3 PACC 1836 (Jan. 11, 1956)).

32. The only significant link between Valdez and the Palmer and Wasilla suburbs where the great majority of the population in the District resides is that Valdez citizens drive through this area on their way to other destinations.

33. The Wasilla and Palmer suburbs included in District 29 are not destinations for Valdez citizens. The areas of these communities included in District 29 are largely residential and do not contain stores or places of business where Valdez citizens shop or do business. Aside from the occasional stop while driving to another destination, there would be no reason for me or other Valdez citizens to stop in these communities.

34. I drive between Valdez and Glennallen routinely for work and often do so several times a week. District 29 is drawn so that when making this drive I would leave District 29 approximately 45 miles from Valdez's city center in Thompson Pass, and drive approximately 120 road miles through on the Richardson and Glenn Highways before reentering District 29.[10]

35. Valdez has an airport with near daily commercial flight service between Anchorage and Valdez. There are no commercial flights between any Mat-Su Borough community and Valdez, and the Mat-Su Borough does not have a commercial airport.

36. For travel outside of Alaska, Valdez citizens increasingly utilize the Fairbanks International Airport rather than Ted Steven's International Airport in Anchorage. Recently I travelled to New York from the Fairbanks International Airport

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[10] Exhibit B at 2.

and I am aware of numerous Valdez citizens who have begun using the Fairbanks airport for out-of-state travel because it is more convenient and offers better fares.

37. While there is an Alaska Marine Highway System ("AMHS") terminal in Valdez, the Mat-Su Borough has no connection to the AMHS.

38. There is no air travel connection, AMHS connection, or any other marine transportation connection between Valdez and the Mat-Su Borough communities with which it is paired.

B. Commerce.

39. Valdez's economy is integrated with Richardson Highway communities including Fairbanks and Prince William Sound Communities, not the Mat-Su Borough.

40. Valdez and all Prince William Sound communities are members of the Prince William Sound Economic Development District ("PWSEDD"), which was established in 1991 for the purpose "foster[ing] economic growth and responsible development in the Prince William Sound region."[11] PWSEDD identified the four key industries that drive the economies of Prince William Sound communities as Oil and Gas Distribution, Seafood, Marine Transportation and Ports, and Tourism and Outdoor Recreation.[12] Valdez recently participated in the creation of a Prince William Sound Comprehensive Economic Development Strategy with other members of the PWSEDD.

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[11] https://www.pwsedd.org.
[12] https://www.pwsedd.org/key-industries.

41. In Valdez, the oil and gas industry accounts for 12% of total jobs and 28% of total earnings, the seafood industry accounts for 12% of total jobs, and the visitor sector accounts for 15% of all jobs.[13]

42. The Mat-Su Borough economy "largely consists of tourism, retail sales, and service activities."[14]

43. 34% of Mat-Su Borough citizens commute to Anchorage for work,[15] while I am aware of very few Valdez citizens who do. Similarly, there are very few Valdez citizens who commute to the Mat-Su Borough for work or vice versa.

1. <u>Oil and Gas</u>

44. Valdez relies heavily on the oil and gas sector for its economy. Most of these jobs are related to the Trans Alaska Pipeline System ("TAPS").

45. TAPS is integral to Richardson Highway communities' economies and provides numerous citizens within these communities with the means to support their families. Oil and gas related jobs account for 12% of total jobs in Valdez and 28% of total earnings.[16] Most of the oil and gas jobs in Valdez are local jobs related to work along the TAPS ROW north of Valdez and operations at the VMT.

46. TAPS facilities also provide the local governments of Valdez and the Fairbanks North Star Borough ("FNSB") with tax revenue used to provide services for the

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[13] Exhibit D at 8 (Valdez Comp Plan Excerpt).
[14] Exhibit E at 5 (Mat-Su Borough Comp Plan).
[15] https://www.matsugov.us/e/e-1/economy.
[16] Exhibit D at 8.

citizens of these communities. TAPS ties Valdez to the Richardson Highway communities through which it runs including FNSB both physically and economically.

47. In Valdez, oil and gas property accounts for 87% of the taxable property and for FNSB oil gas property accounts for 8% of taxable property. Oil and gas property constitutes only .08% of the taxable property within the Mat-Su Borough.[17]

48. Valdez and other Richardson Highway communities including FNSB share a vital interest in the safe and efficient operation of TAPS as well as fair valuations of TAPS under AS 43.56. Similarly, it is crucial for Valdez and Prince William Sound communities that the Valdez Marine Terminal ("VMT") and transportation of oil by tanker from the Port of Valdez through Prince Williamson Sound is conducted in a safe manner that protects the environment.

49. The VMT and oil tankers traversing the Port of Valdez are a fixture of the Valdez landscape and a constant reminder of the integral relationship with TAPS.

50. The Exxon Valdez oil spill is a constant reminder that Prince William Sound Communities must ensure that operations at the VMT and tanker operations are conducted in a safe and reliable manner. Valdez actively participates in the operations of the Prince William Sound Regional Citizens Advisory Council ("PWSRCAC") and has a City representative on the board of directors.

51. The Port of Valdez is the regional port for Richardson Highway communities and is used for shipping oil and gas equipment, mining equipment, military supplies, and

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[17] Exhibit F (Alaska Taxable 2020 Excerpt).

other goods north along the Richardson Highway for use in commercial and military activities.

52. While Valdez, FNSB, and other Richardson Highway communities are heavily reliant on the oil and gas industry, and particularly on TAPS, the Mat-Su Borough has virtually no connection to the oil and gas industry and has no connection to TAPS either economically or physically.

53. The Mat-Su Borough citizens who will control the election of both Valdez's house representative and senator do not share Valdez and FNSB's interests related to TAPS.

2. <u>Utilities</u>

54. Valdez shares utilities with Richardson Highway and Prince William Sound communities rather than Wasilla and Palmer suburbs.

55. CVEA and Copper Valley Telecom ("CVTC") serve Valdez and Richardson Highway communities with CVTC also serving Cordova. Both utilities maintain offices in Valdez and in the Copper Basin.

56. As the communications Director for CVEA, I am intimately familiar with the services that CVEA provides to Valdez and other Richardson Highway Communities and how CVEA ties these communities together.

57. CVEA maintains offices in Glennallen and Valdez. CVEA's service area includes Valdez and Richardson Highway Communities as well as Glenn Highway communities from Glennallen to Sheep Mountain. The service area includes Mile 0-13 of

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the Richardson Highway, Mile 62-156 of the Richardson Highway, Mile 109-189 of the Glenn Highway, Mile 0-12 of the Tok Cutoff, and Mile 0-17 of the Edgerton Highway.

58. The Solomon Gulch Hydroelectric Facility, Allison Creek Hydrolectric Facility, the Cogeneration Facility located at the Petro Star refinery, and the Valdez Diesel Plant, which are primary sources of power generation for CVEA, are all located in Valdez. An additional plant, the Diesel Plant, is located in Glennallen.

59. The communities served by CVEA include Valdez, Serendipity, Kenny Lake, Copper Center, Nelchina, Gakona, Tok Cutoff, Glennallen, Eureka, Gulkana, Tsaina, and Tazlina.[18]

60. District 29 separates Valdez from the majority of the other communities served by CVEA and separates CVEA's two offices.

61. Valdez and the other communities served by CVEA share a common interest in maintaining and improving the reliable and affordable electric service provided by CVEA. However, the Wasilla and Palmer suburbs that dominate District 29 do not. These communities are served by Matanuska Electric Association.

62. The Mat-Su Borough is also served by a different telecom and internet utility—Matanuska Telephone Association ("MTA"). MTA's service area consists of the Palmer and Wasilla areas and extends north along the Parks Highway to Anderson. MTA's service area does not include Valdez or any other Richardson Highway or Prince William Sound communities.[19]

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[18] Exhibit G (CVEA Service Area).
[19] Exhibit H (MTA Service Area Map).

63. Valdez is served by CVTC, which also serves Richardson Highway communities and Cordova.

64. I am not aware of any utilities that are shared between Valdez and the Wasilla and Palmer suburbs where over 75% of District 29's population resides.

3. <u>Maritime Commerce</u>

65. Valdez is the regional port and harbor for the interior including FNSB.

66. Valdez is home to the northern most deep-water, ice-free port in the United States and has invested heavily in the construction and maintenance of a floating container dock, which is used to deliver freight to interior Alaska, and two small boat harbors that now offer 511 slips.

67. These facilities not only serve Valdez residents but are widely used by residents from Richardson Highway communities and FNSB for both recreational and commercial purposes.

68. Valdez has a robust commercial fishing fleet, numerous charter services, and is home to five fish processing facilities.[20] The seafood industry accounts for 12% of total jobs in Valdez.[21]

69. The Valdez Fisheries Development Association ("VFDA") is located in Valdez and operates the Solomon Gulch Hatchery, coordinates other fisheries enhancement projects, and provides services related to commercial fishing. "VFDA was formed to raise, propagate, and market fish and fish products, and to develop renewable

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[20] Exhibit I (Fish Processor Map).
[21] Exhibit D at 8.

fisheries resources for the benefit of sports fishermen, commercial fishermen, fish processors, tourists, and all businesses dependent upon the fishing industry in Alaska."[22] "From 2012 to 2017, VFDA provided almost 329 million pink salmon worth an ex vessel value of more than $116 million. As an extended benefit of these fish, the seafood processing sector earned a first wholesale value of $375 million from VFDA fish from 2012 through 2017."[23]

70. There is no harbor or fish processing facility located in the Mat-Su Borough to support commercial fishing activities and no commercial fishing industry operating out of the Mat-Su Borough areas included in District 29.[24] There are also no saltwater charter operations or other marine-based industries that operate the Mat-Su Borough areas included in District 29.

71. Valdez is also a founding member of the Alaska Mariculture Alliance, which is actively promoting the mariculture industry. Valdez is engaged in several ongoing discussions with mariculture development and research operations regarding mariculture in Valdez.

I am not aware of any potential for development of mariculture industry in the Mat-Su Borough, and the portions of the Mat-Su Borough included in District 29 have no connection to saltwater.

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22 https://www.valdezfisheries.org/.
23 https://www.valdezfisheries.org/commercial/.
24 Exhibit I.

72. Valdez is home to the Valdez Station for the United States Coast Guard ("Coast Guard") and is a certified Coast Guard City. The Coast Guard operates a Marine Safety Unit from the Valdez station, and its fleet includes the marine vessel USCGC Chandeleur along with other small boats. The Mat-Su Borough has no coast guard presence that I am aware of.

73. The residents of the Palmer and Wasilla suburbs who will control the election of both Valdez's house representative and senator do not share Valdez and FNSB's interests related to maritime.

4. <u>Tourism</u>

74. Valdez relies heavily on both in-state and out-of-state tourism. The visitor sector accounts for 15% of all jobs,[25] and tourism is a critical source of income for local shops, restaurants, charter services, adventure guides, and other businesses.

75. In state tourism is largely driven by the recreational opportunities available in Valdez and most in-state visitors to Valdez arrive from Richardson Highway communities or FNSB.

76. In addition to in-state tourism Valdez is a destination for visitors from around the world and is increasingly a port of call for cruise ships barring cancellation due to the COVID-19 pandemic.

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[25] Exhibit D at 8.

C. Education.

77. Valdez and the Mat-Su Borough are not connected through shared education. Valdez schools are within the Valdez School District while Mat-Su Borough schools are in the Mat-Su Borough School District.

78. Prince William Sound College is located in Valdez and has extension campuses in Cordova and the Copper Basin. The Copper Basin extension campus is in Glennallen with outreach sites in Mentasta, Slana, Chistochina, Kenny Lake, and Chitina.

79. No student in the K-12 State school system from Valdez would attend elementary, middle, or high school with students from the Mat-Su Borough and generally these students would not compete against one another in sports.

D. Recreation.

80. Valdez is a year-round recreational destination for citizens of Richardson Highway communities.

81. Our RV parks, hotels, and campgrounds fill up with residents from these communities throughout the summer. Valdez offers a variety of recreational activities for in state travelers including fishing, hunting, mountain biking, hiking, kayaking, white water rafting, wildlife viewing, and scenic tours and cruises.

82. In the winter, residents of these communities' travel to Valdez for world class skiing, snow machining, and ice climbing.

83. These residents also travel to Valdez for high school sporting events and other social events.

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84. With 38% of the boat slips at the small boat harbor leased by Richardson Highway community residents, the socioeconomic integration of those communities with Valdez is readily apparent. Richardson Highway community residents occupy more permanent small boat harbor slips than the citizens of Valdez do. In addition, hundreds of these residents utilize the launch ramp or transient slips in Valdez.

85. Just as residents up the Richardson highway travel to Valdez for recreation, Valdes citizens travel north to recreate.

86. The Copper River and its tributaries along the Richardson Highway are common destinations for Valdez residents who sport fish and utilize the dip net fishery for subsistence. Valdez residents also extensively utilize Prince William Sound for hunting and fishing. Mat-Su communities utilize the Matanuska and Susitna Drainages and Cook Inlet. These areas are not regulated in the same manner for commercial or sport fishing purposes and constitute entirely distinct fishing areas.

87. Many Valdez residents own property, cabins, or recreational homes in the Copper Basin at or near Pippin, Tazlina, and Klutina Lake areas. Many weekends are spent recreating in these areas throughout the summer. My family regularly spends multiple weekends each year camping, fishing, ATV riding, biking, and kayaking. We also spend time in Chitina on occasion.

88. Both professionally and personally the Copper Basin is an extension of Valdez for me.

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E. Management of State Lands.

89. Valdez and the Wasilla and Palmer suburbs that dominate District 29 do not share any common interest in the management of state lands.

90. Valdez and Richardson Highway communities share a common interest in the regulation of state lands because the citizens of these communities utilize the same geographic areas and resources.

91. Valdez is included with Richardson Highway and Prince William Sound communities in Alaska Department of Environmental Conservation contingency plans for oil spill response[26] and for Area Management Plans developed by the Alaska Department of Natural Resources.[27]

92. Valdez shares a common interest in the management of state lands with Richardson Highway and Prince William Sound communities by virtue of state-defined land management boundaries in addition to shared commercial and recreational concerns.

III. CONTIGUITY

93. 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.[28]

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[26] Exhibit J (Alaska Regional Contingency Plan) at 4-5.
[27] Exhibit K (DNR Area Plan Map).
[28] Exhibit B at 2.

94. 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

95. The Board failed to properly consider public testimony offered from the community members within the Mat-Su Borough and Valdez and conducted the public input process in a manner that deprived the citizens of Valdez the ability to offer meaningful comment.

96. Article VI, Section 10(a), of the Alaska Constitution provides "[w]ithin thirty days of the official reporting of the decennial census of the United States or thirty days after being duly appointed, whichever occurs last, the board shall adopt one or more proposed redistricting plans."

97. The 2020 census data was provided to the board on August 12, 2021, making the deadline for adoption of draft plans September 11, 2021.

98. The Board adopted two proposed plans, V.1 and V.2, on September 9, 2021. V.1 and V.2 contained identical versions of District 36 that combined Valdez with Richardson Highway and other rural communities in a manner that was acceptable to Valdez.

99. V.1 and V.2 were the only proposed plans adopted on or before September 11, 2021. The adoption of these plans signaled that V.1 and V.2 would be the proposed plans subject to public comment.

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100. In determining whether to submit a third-party map for consideration and adoption by the Board for its public outreach tour, Valdez analyzed the districts proposed in V.1 and V.2 and elected not to submit a draft plan and instead support District 36 as proposed by the Board.

101. The Board did not hold another public meeting after September 9, 2021, until September 17, 2021.

102. On September 17, 2021, the Board observed presentations for third-party proposed plans and took public testimony related to those plans.

103. On September 20, 2021, after the constitutional deadline for the adoption of proposed plans had passed, the Board adopted entirely new Board-drawn plans identified as V.3 and V.4, which superseded V.1 and V.2, along with four plans created by third parties.[29]

104. The Board failed to provide adequate public notice or receive public comment regarding V.3 or V.4 prior to its adoption despite the fact that it contained radically different districts than those included in either of the previously adopted Board drawn plans.[30]

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[29] ARB000190-000192.

[30] *See* ARB000618-000855 (Board Packet for Sept.17-19, 2021 Board meetings omitting any mention of revisions to V.1 or V.2 or proposed revisions to Board drawn maps); ARB000856-000943 (Board Packet for Sept. 20, 2021, omitting any proposed revisions to Board drawn maps or revised Board drawn maps).

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105. The substantial differences between V.2 and V.4 are readily apparent in the minutes for the September 20, 2021, Board meeting[31] and include the introduction of a new proposed district combining Valdez and Mat-Su Borough communities.

106. V.4 was not made available for public review until it was presented by Board Member Borromeo on September 20, 2021, immediately prior to adoption of the proposed plans.[32]

107. The proposed plans the Board used to solicit public comment and frame the entire redistricting process were adopted after the deadline set forth in the Alaska Constitution, and V.3 and V.4 were adopted without proper public notice or comment.

108. I reserve the right to supplement this testimony following further discovery and depositions in this matter.

UNDER PENALTY OF PURGERY, I declare the statements herein are true and correct to the best of my knowledge and belief.

Sharon Scheidt

Sharon Scheidt, Mayor
City of Valdez

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

Zena M. Disney

Notary Public in and for Alaska
My Commission Expires: 05/05/2022

ZENA M. DISNEY
Notary Public
State of Alaska
My Commission Expires May 5, 2022

BRENA, BELL & WALKER, P.C.
810 N Street, Suite 100
Anchorage, Alaska 99501
Phone: (907) 258-2000
Facsimile: (907) 258-2001

31 *See* ARB000186-000192.
32 *Id.*

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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Mary G. Hodsdon

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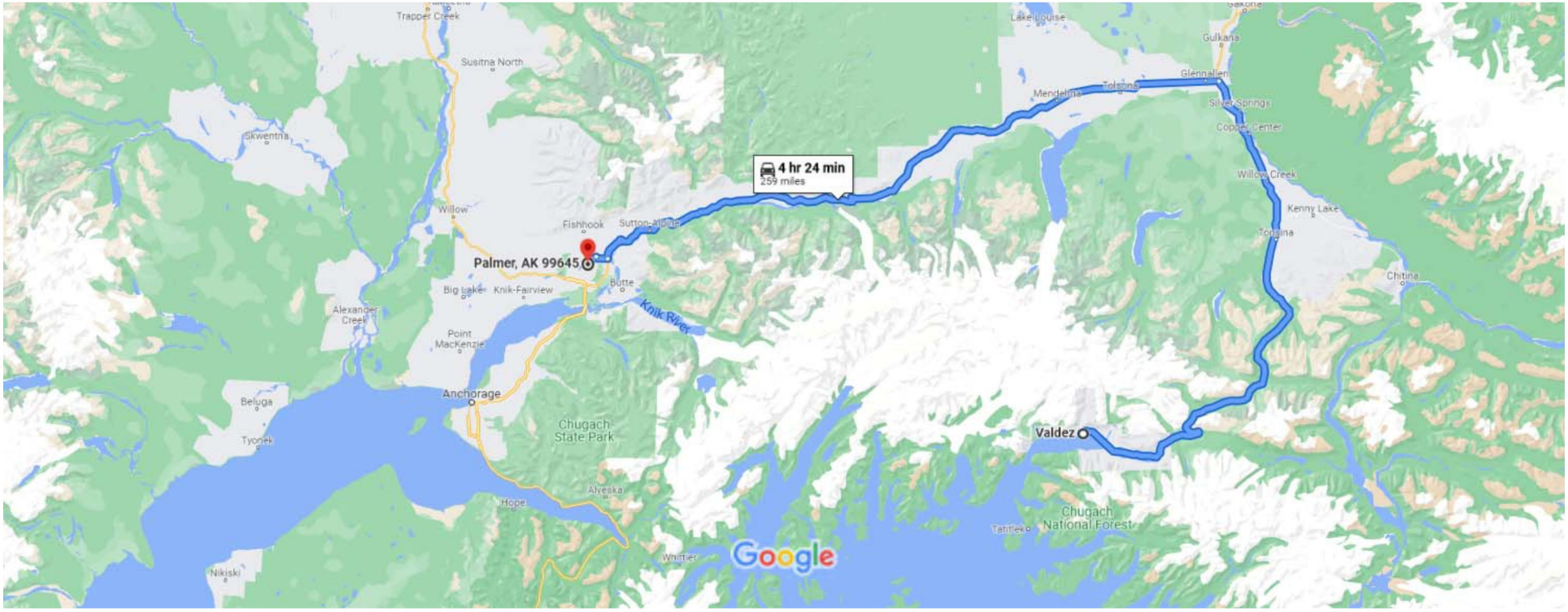
House District: 29 District Population: 18,773

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%

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

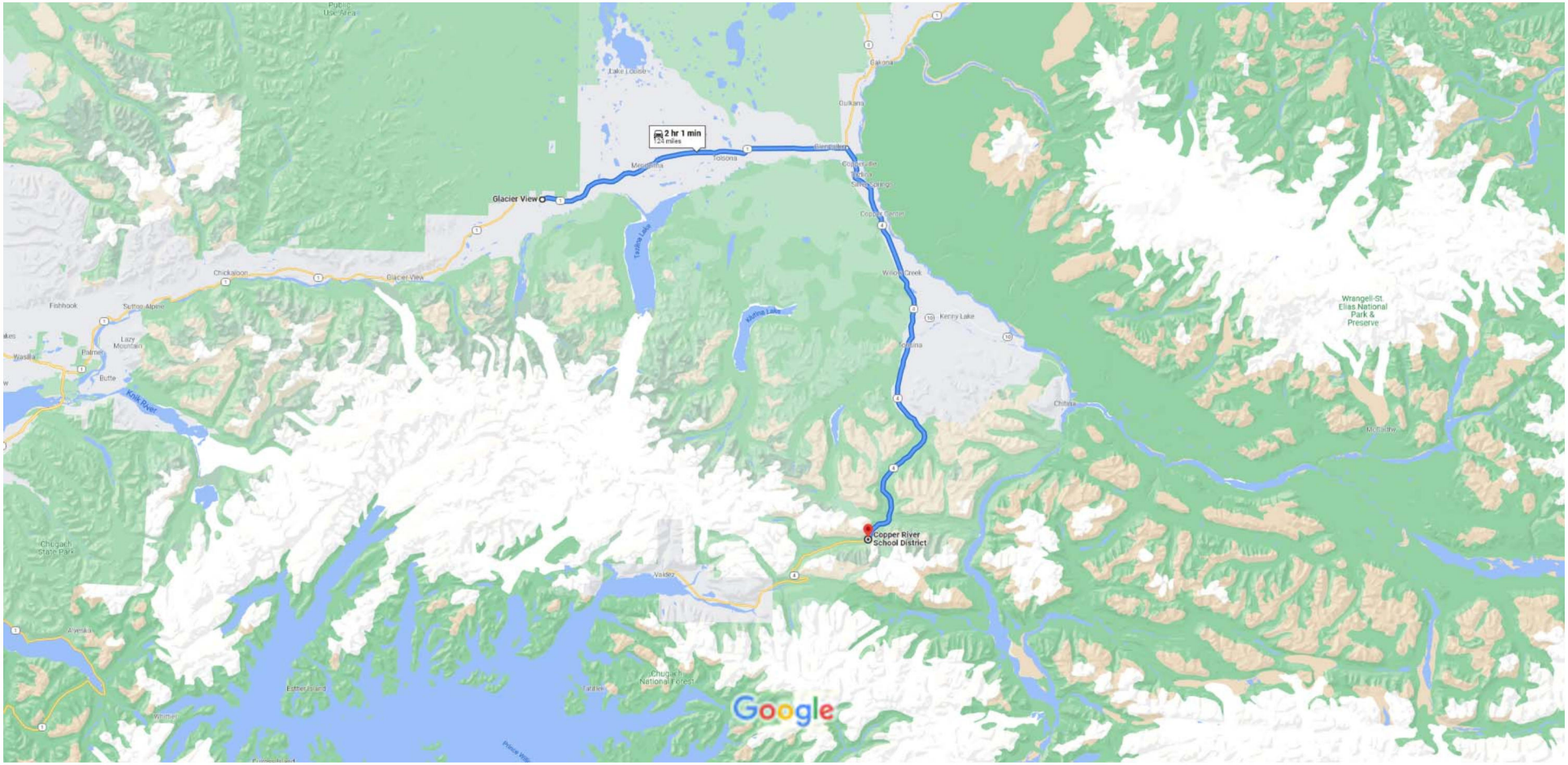
Fastest route 259 miles

Explore Gateway

Restaurants Hotels Gas stations Parking Lots More

Exhibit B
Page 1 of 3

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



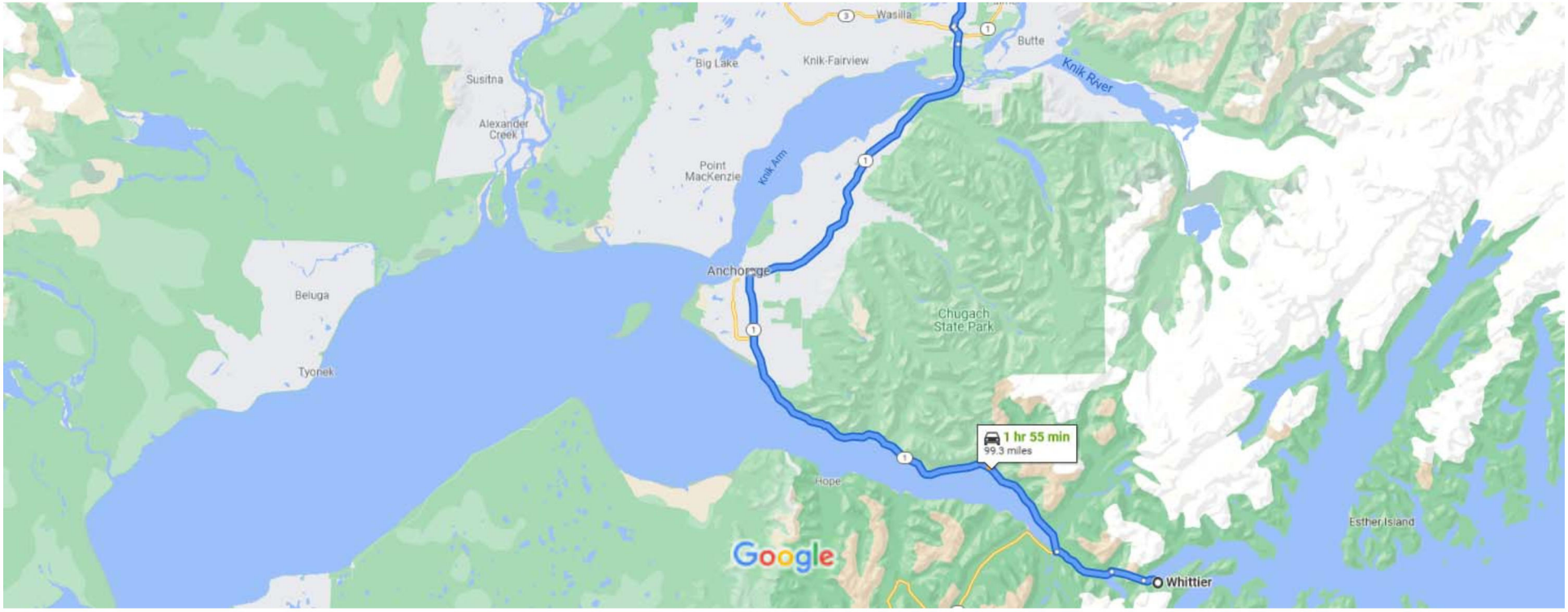
Map data ©2021 Google 10 mi

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

Explore Copper River School District

Exhibit B
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

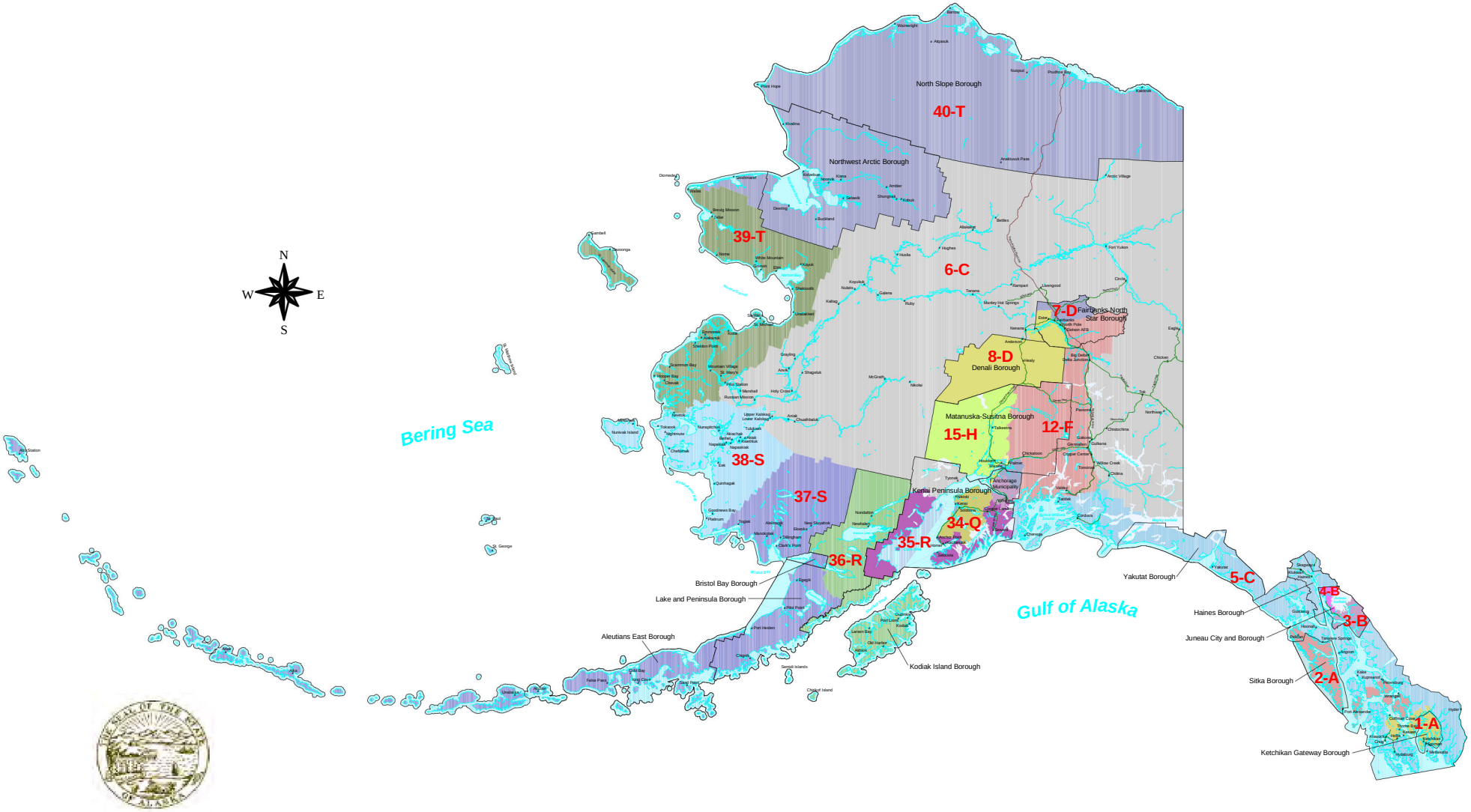
This route has tolls.

Explore Gateway

Restaurants Hotels Gas stations Parking Lots More

Exhibit B
Page 3 of 3

Amended Final Redistricting Plan

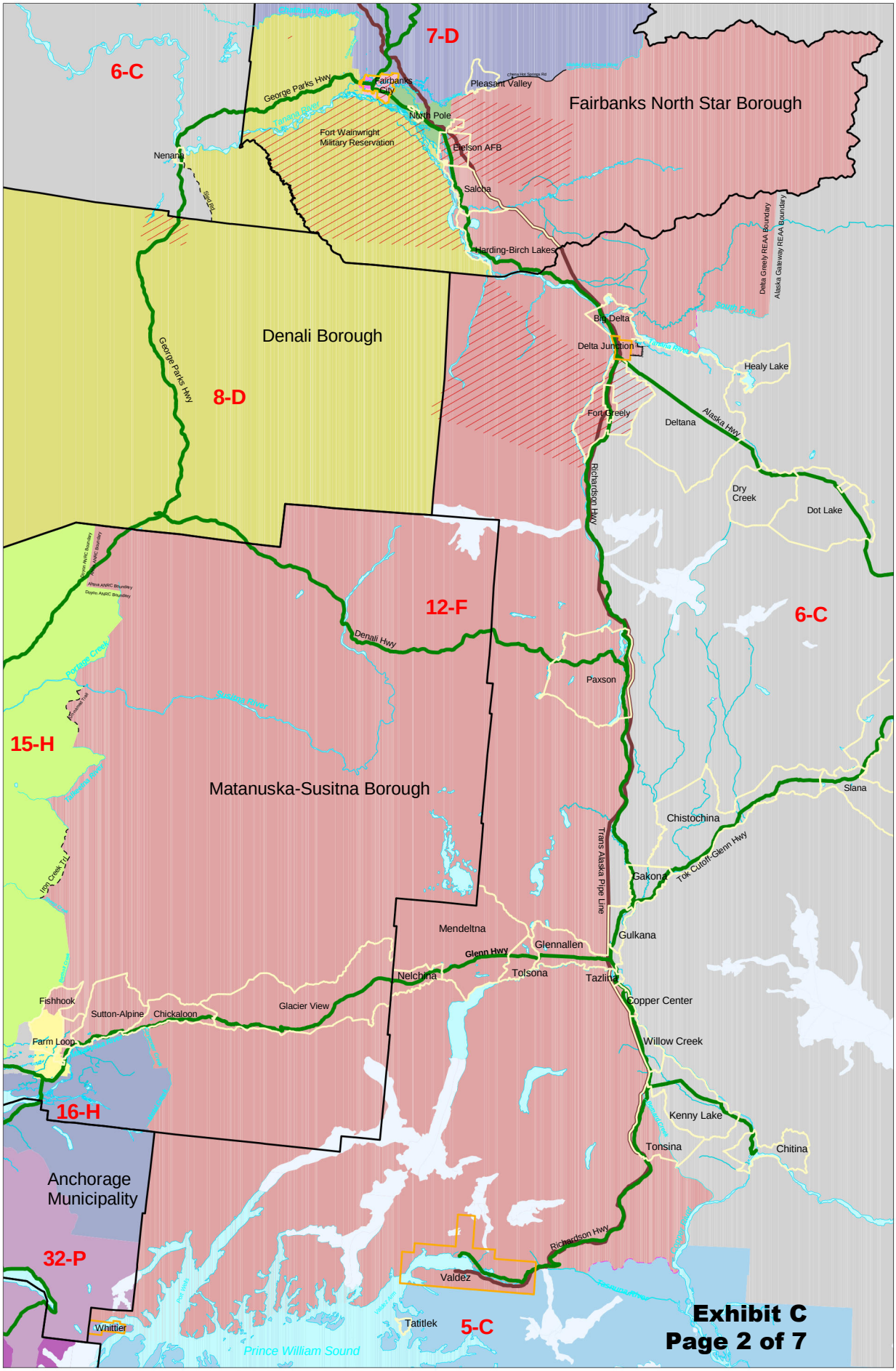


Amendments adopted by Alaska Redistricting Board
April 13 as modified on April 18, 2002

Prepared by Alaska Redistricting Board
April 25, 2002

Amended Final Redistricting Plan

Richardson Highway Area



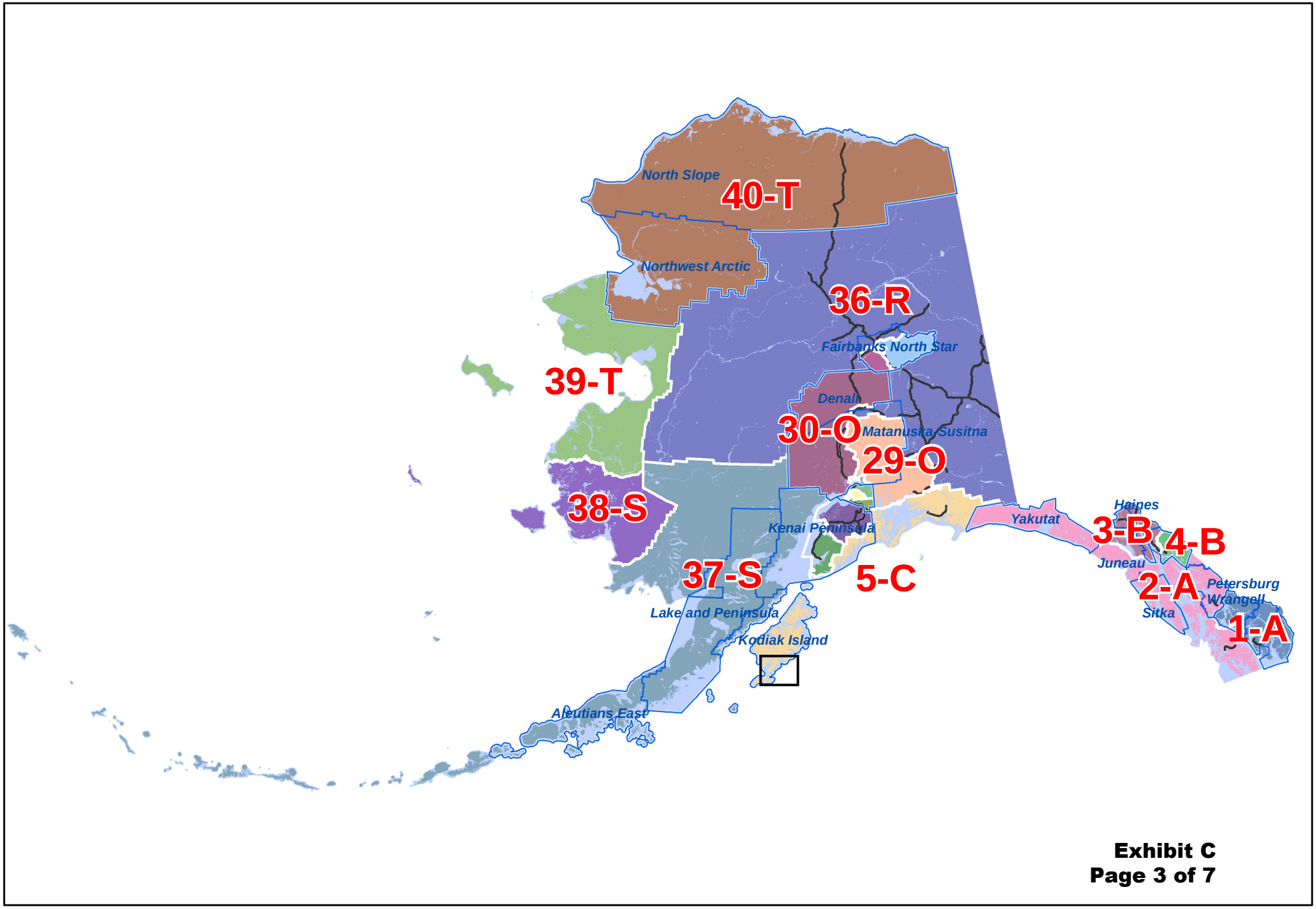
Amendments adopted by
Alaska Redistricting Board
April 13 as modified on April 18, 2002

Prepared by
Alaska Redistricting Board
April 22, 2002

Exhibit C
Page 2 of 7

2021 Board Proclamation Statewide

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



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

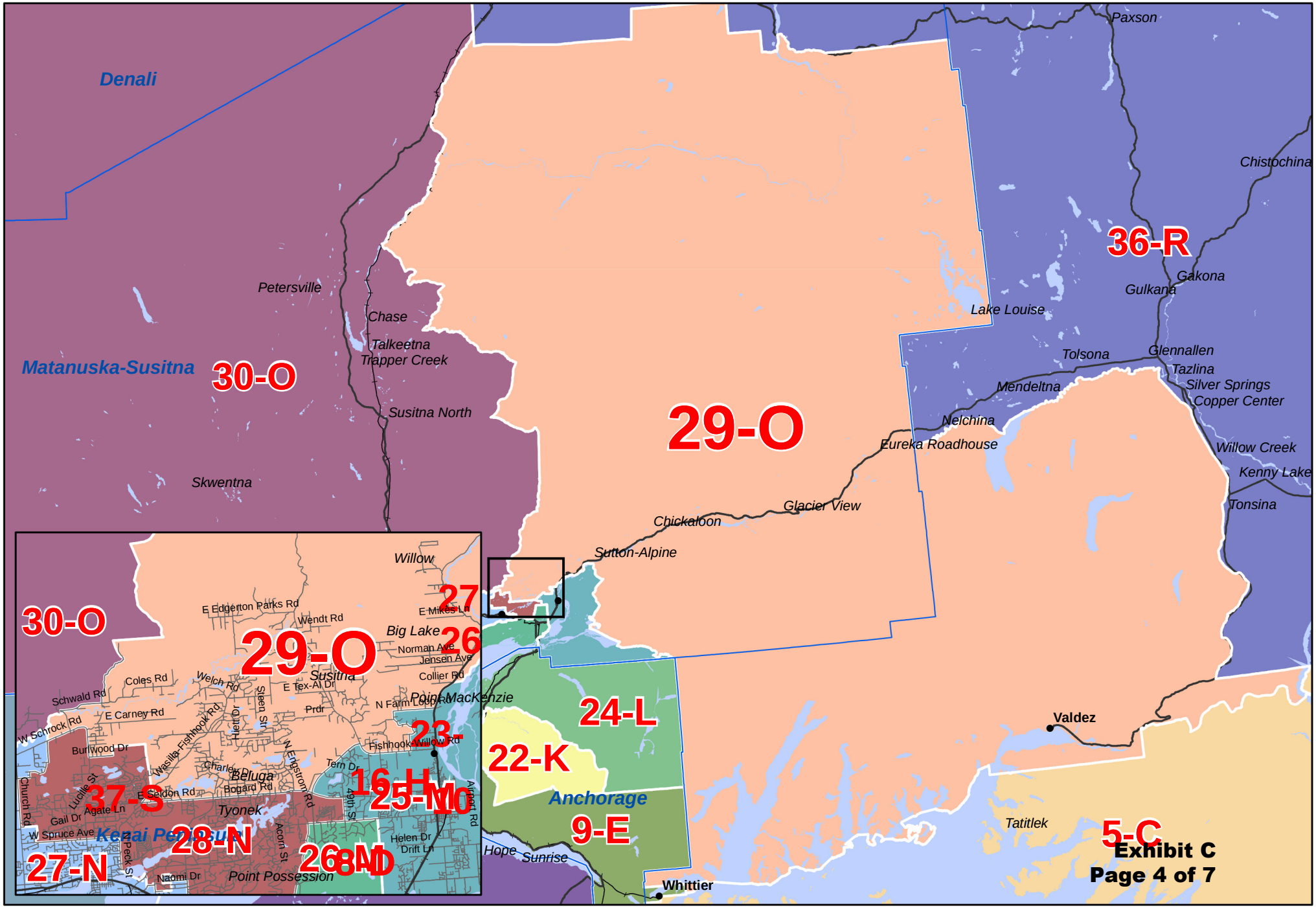
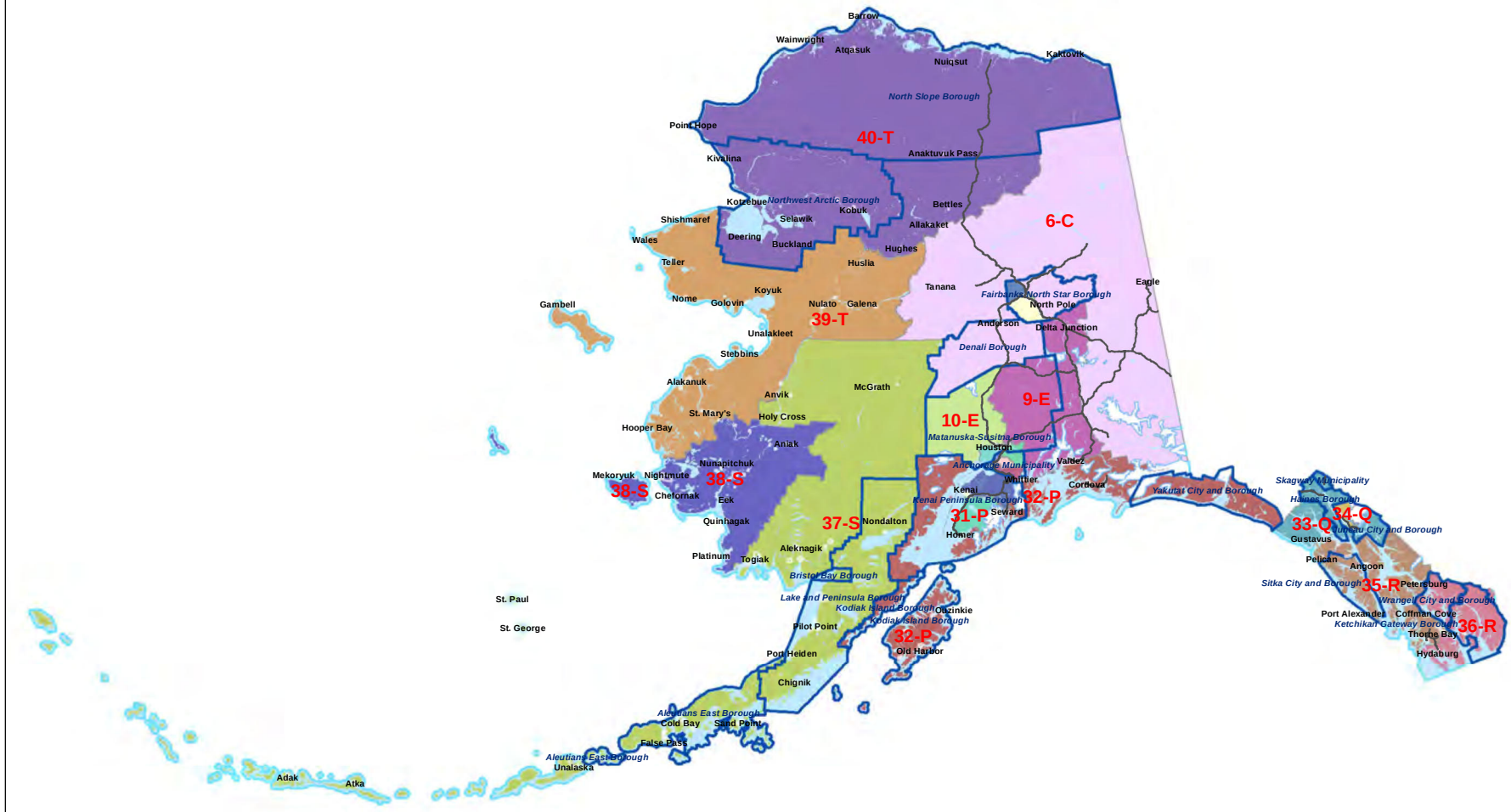


Exhibit C
Page 4 of 7

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

2013 Proclamation House Districts

Statewide



N

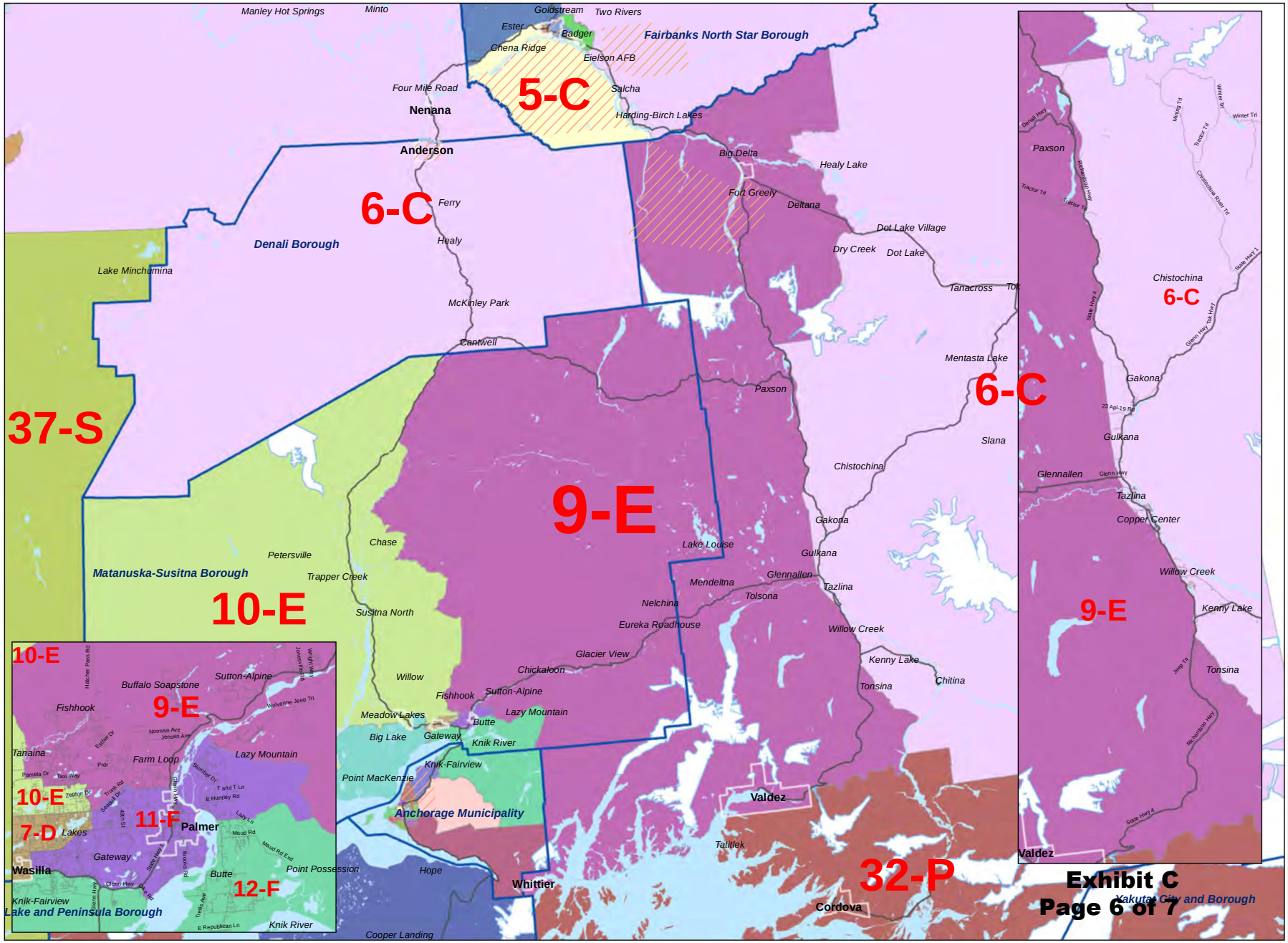
Legend
- City
- Borough
- Water Boundary

Prepared by:
Alaska Redistricting Board

Exhibit C
Page 5 of 7

2013 Proclamation House Districts

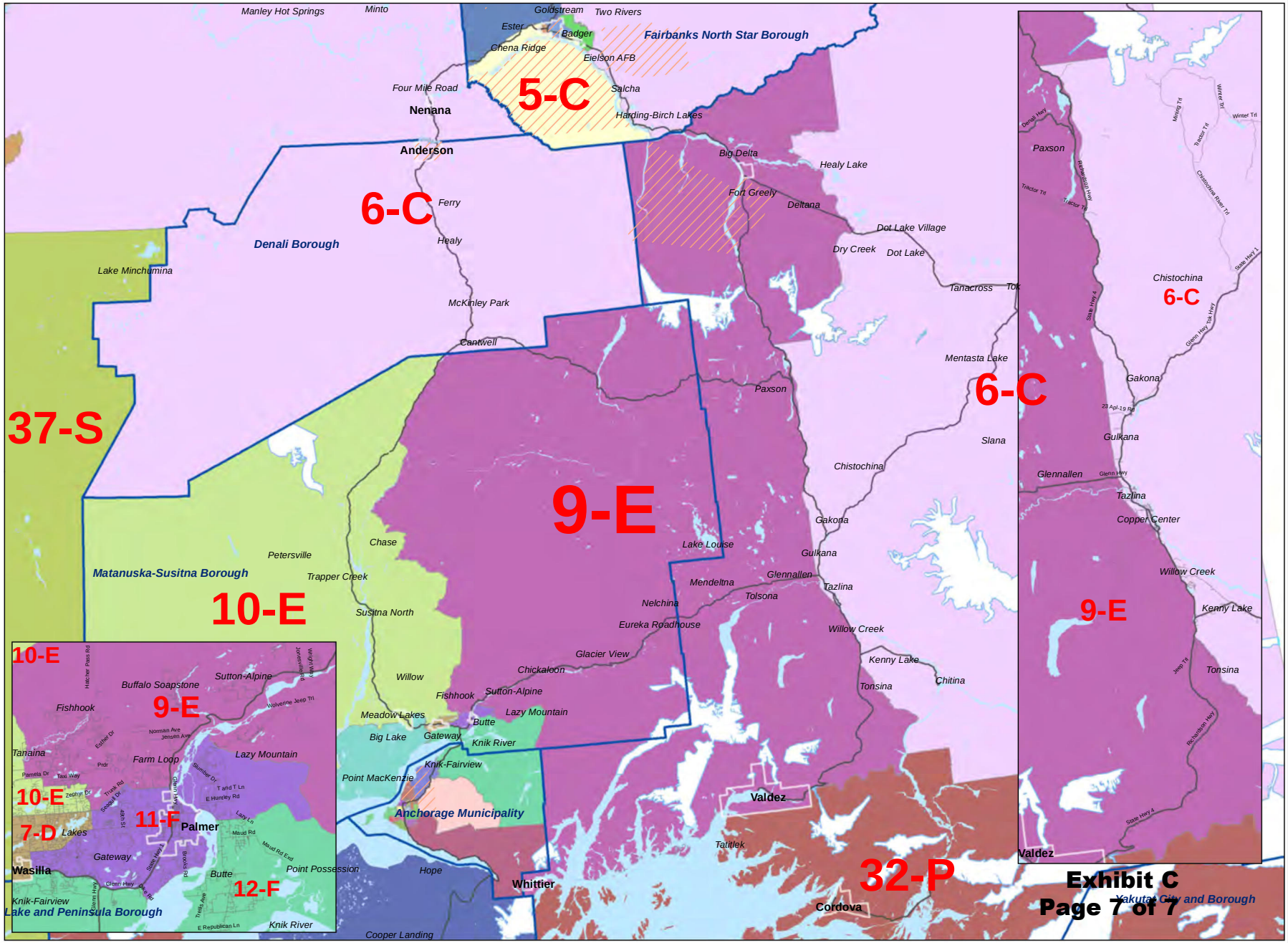
House District 9



Prepared by:
Alaska Redistricting Board

2013 Proclamation House Districts

House District 9



Prepared by:
Alaska Redistricting Board

Exhibit C
Page 7 of 7

PLANVALDEZ

OLDTOWN | NEWTOWN | YOURTOWN

VALDEZ COMPREHENSIVE PLAN REVISION

OCTOBER 2021

CITY OF VALDEZ, ALASKA • OPPORTUNITIES IN EVERY SEASON •

ACKNOWLEDGMENTS

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

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

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

VALDEZ CITY COUNCIL

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

VALDEZ CITY STAFF OVERSIGHT

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

COMPREHENSIVE PLANNING ADVISORY COMMITTEE

Colleen Stephens, Chair
Kathy Nielsen, Vice Chair
Angela Alfaro
Anna Bateman
Cherise Beatus
John Engles
John Fannin
Jesse Passin
Donna Schantz
Rhonda Wade
Mike Wells

PAST MEMBERS:

Dave Dengel
Mary Jo Evans
Jessica McKay
Dahlia O'Neil
Keith Thomas

CONSULTANT TEAM

Corvus Design
Kittelson & Associates
Rain Coast Data
SALT
PND Engineers
ECI
Gordon Smith
Corvus Culture

THANK YOU

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

TABLE OF CONTENTS

1 YOUR PLAN

2 ABOUT VALDEZ

6 COMMUNITY VOICES

7 OUR LAND

11 PLACE TYPES

27 GOALS & ACTIONS

37 MAKING IT HAPPEN

56 APPENDIX

YOUR PLAN

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

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

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

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

WHO USES A COMPREHENSIVE PLAN

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

THE ROLE OF A COMPREHENSIVE PLAN

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

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

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

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

COMMUNITY MEMBERS

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

CITY STAFF

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

PLANNING & ZONING COMMISSION

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

CITY COUNCIL

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

PLAN ORGANIZATION

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

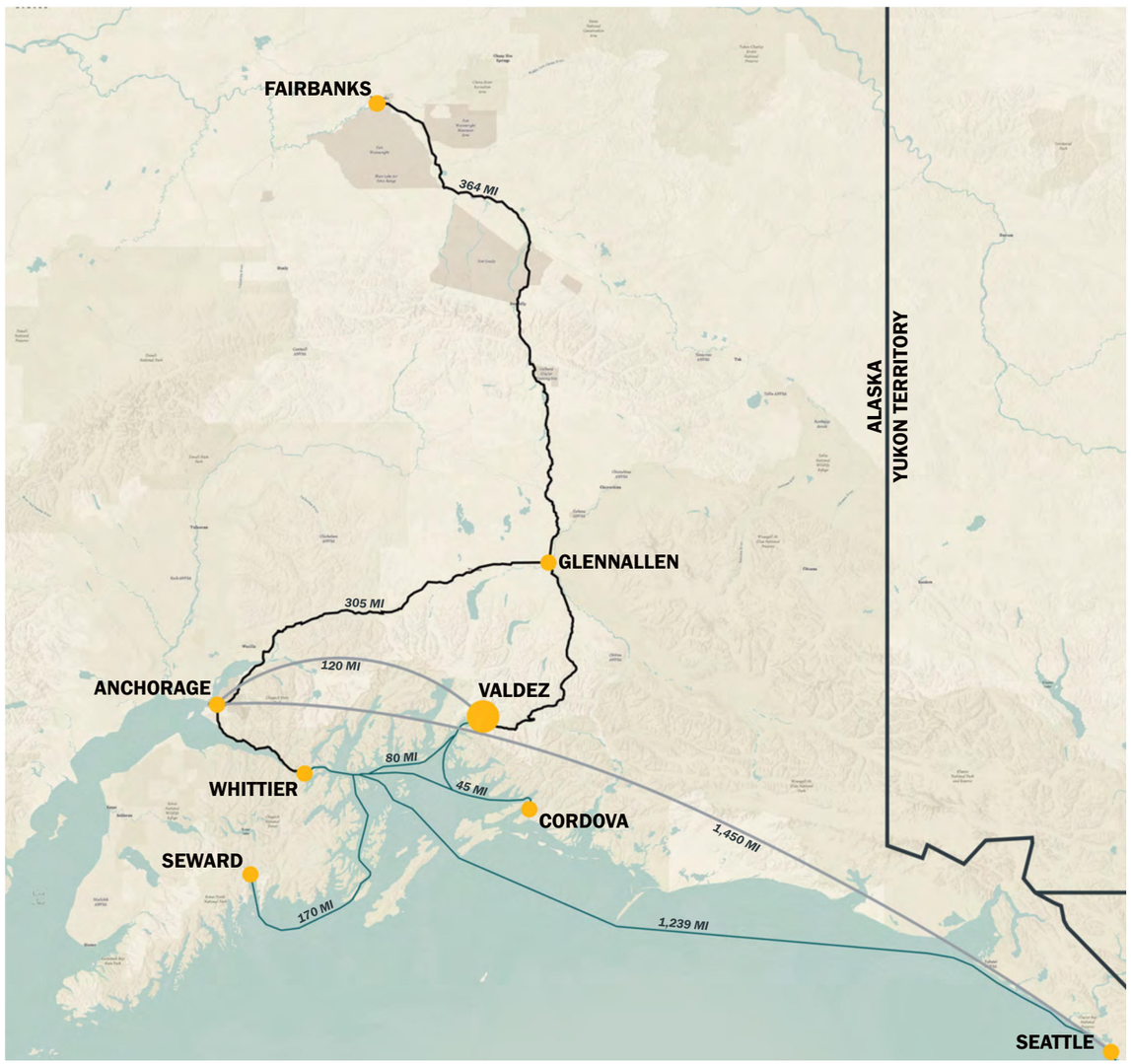
Implicit in the themes, goals, and actions is the overarching need to respond to community needs and priorities while respecting the values, character, and opportunities that are unique to Valdez. In turn, there is a desire to respond to and promote Valdez's social, economic, physical, cultural, environmental,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

PLANNING THEMES

KEEPING THE PLAN UP TO DATE

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

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



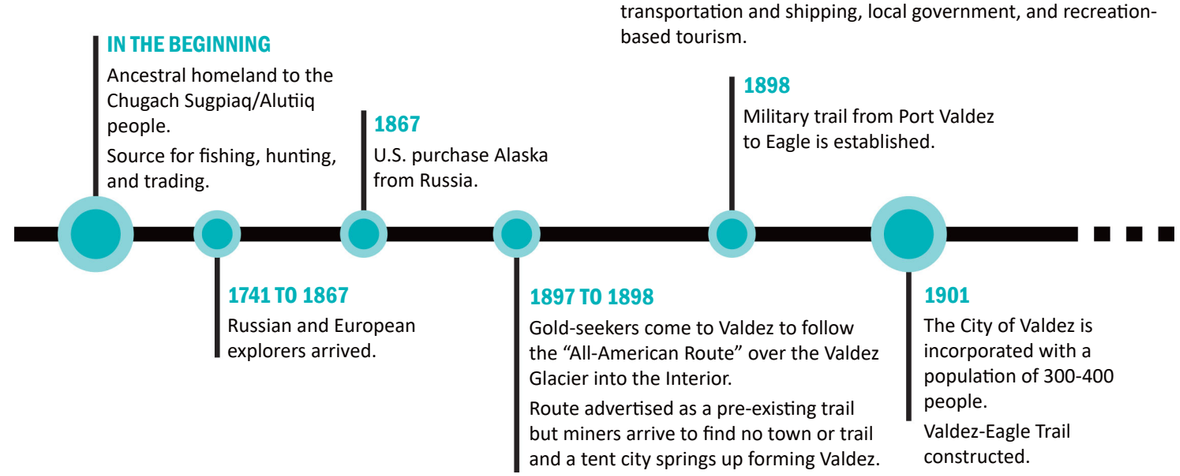
HISTORY OF VALDEZ

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

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

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

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



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

Valdez Resident

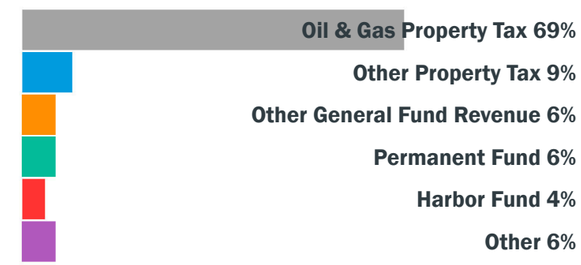
LOCAL GOVERNMENT

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

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

VALDEZ BUDGET SOURCES

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



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

Valdez Resident

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

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

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

1919
Valdez-Eagle Trail becomes Richardson Highway.

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

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

1925
Army pulls out of Valdez.

1964
Good Friday Earthquake.

1967
Town is relocated to its present day site.

1973
Trans-Alaska Pipeline is approved.

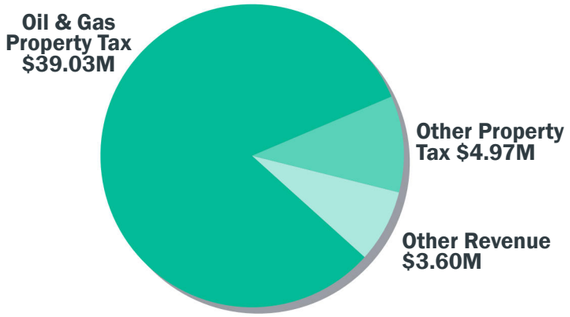
1977
First tanker carrying Alaska North Slope crude oil pulls away from its berth at the Valdez Marine Terminal.

1989
Exxon Valdez oil spill.

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

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

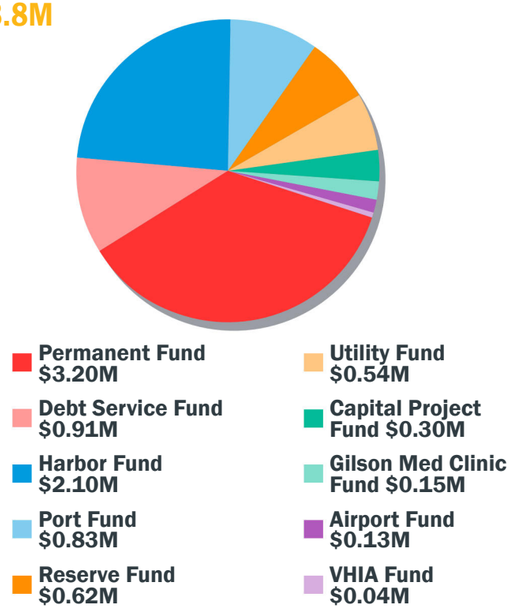
2020 GENERAL FUND REVENUES $47.6M



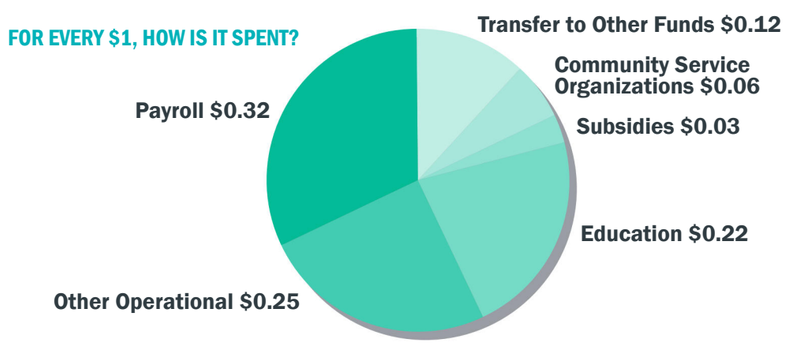
Since 2006, approximately 90% of the city's general fund revenues have been comprised of property taxes. Because the City's tax structure is dependent on property tax revenues, the City does not burden taxpayers with sales tax and substantial fees on City operated utilities. The City's mill rate is 20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

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

2020 REVENUE FROM OTHER FUNDS $8.8M



HOW DOES VALDEZ SPEND ITS MONEY?



THE ECONOMY

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

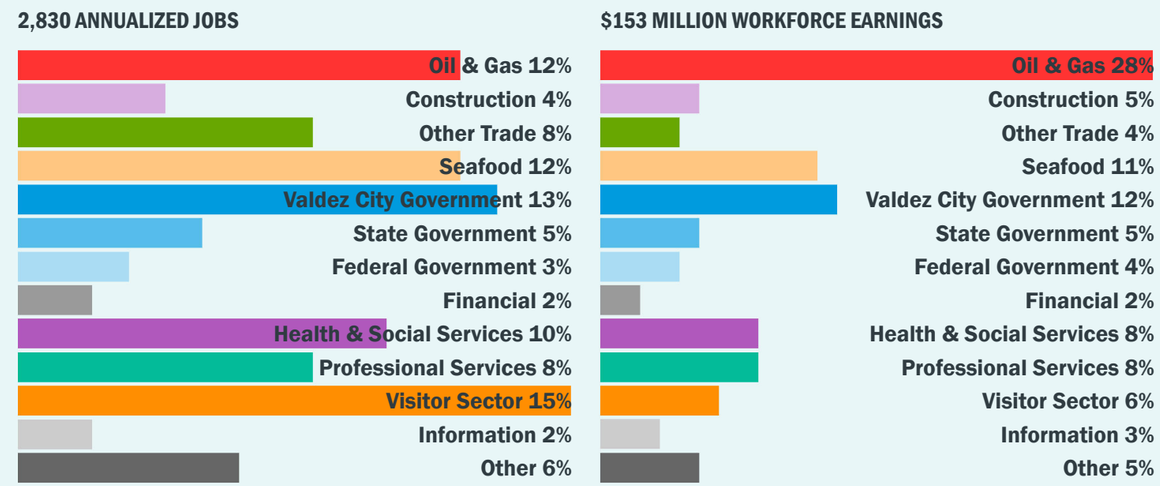
In terms of median household income, Valdez has the 2nd highest level of household earnings of any city in the state. With a median household income of $95,847, the median household income in Valdez is 25% higher than that of Alaska as a whole and 59% higher than the US.

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

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

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

THE WHOLE VALDEZ ALASKA ECONOMY 2018

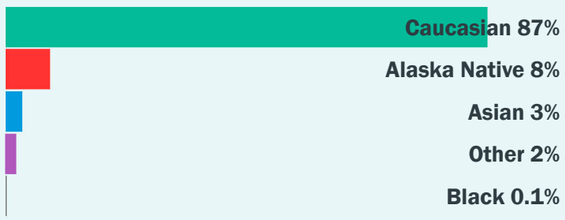


**In 2019, Valdez was split from the Valdez–Cordova Census Area and became part of the newly formed Chugach Census Area along with Cordova and Whittier. At the time data was collected, Chugach Census Area information was not available for this new area.*

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

Valdez Resident

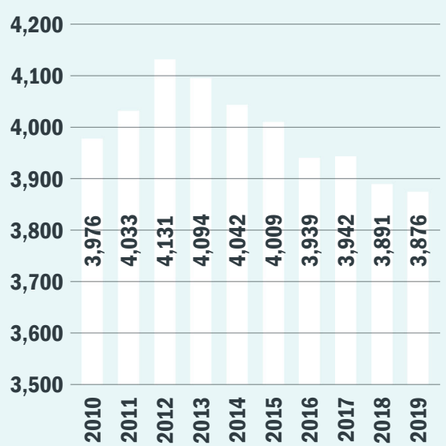
WHO LIVES HERE?



RACE

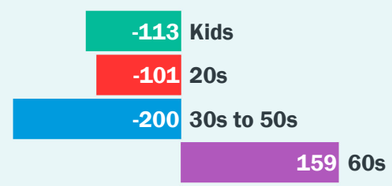
Racially, Valdez is a predominantly white community. The majority of residents are Caucasian, eight percent are Alaska Native, three percent are Asian, and 0.1% are Black. Ethnically, Valdez looks very different from the state of Alaska as a whole, which is approximately two-thirds white, 19% Alaska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

2020 POPULATION: 3,855



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

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



POPULATION PROJECTIONS

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

WHAT DOES POVERTY LOOK LIKE IN VALDEZ?

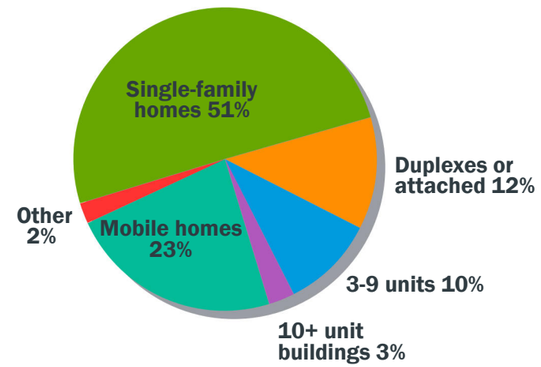
Nine percent of the total Valdez population is below poverty levels, including 16% of school-aged children. In 2018, 8% of the white population in Valdez was below poverty and 56% of Alaska Natives living in the community were living below poverty levels.

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

HOUSING

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

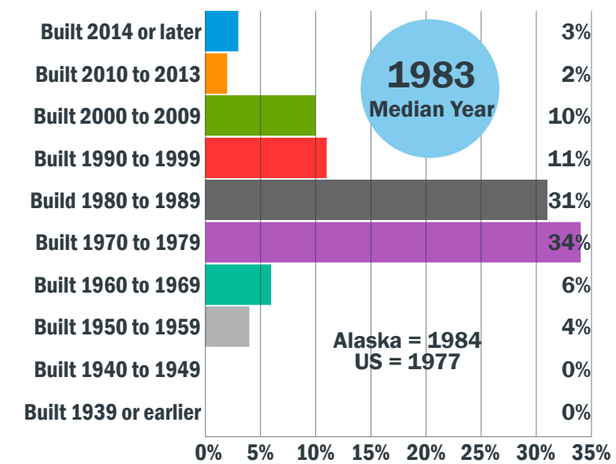
VALDEZ HOUSING INVENTORY



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

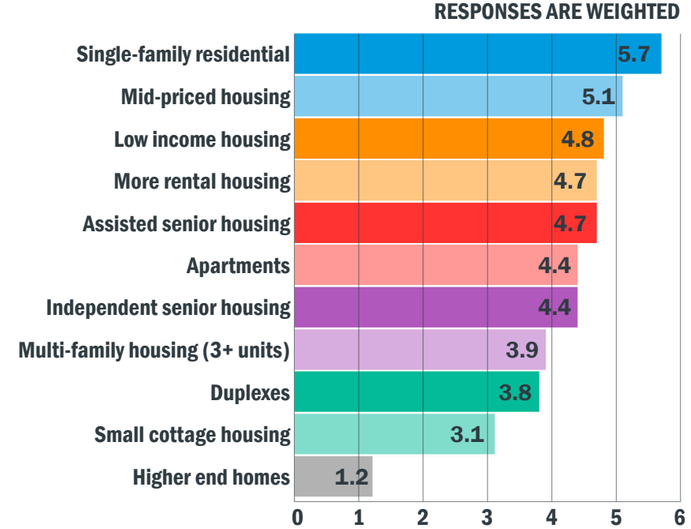
YEAR BUILT IN VALDEZ

PERCENTAGE OF HOMES BY YEAR BUILT



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

RESPONSES ARE WEIGHTED



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

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

COMMUNITY VOICES

POST CARD MAILERS
2,190 Mailed

VIRTUAL MEETINGS
134 Attendees

MEETINGS
29 Total

DRAFT PLAN COMMENTS
158 Received

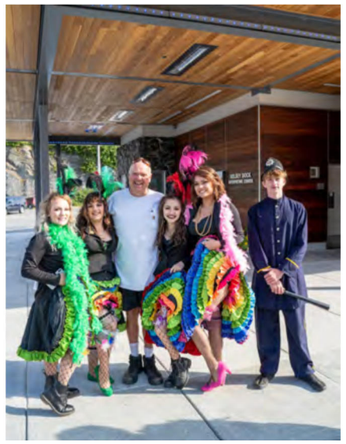
WEBSITE
2,000+ Visits

COMMUNITY SURVEY
468 Responses

FOCUS GROUP CONTACTS
148 People

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

Valdez Resident



COMMUNITY ENGAGEMENT PROCESS

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

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

OUTREACH LIMITATIONS

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

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

WHAT WE HEARD

COMMUNITY VALUES

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

CONCERNS

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

ASPIRATIONS

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

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

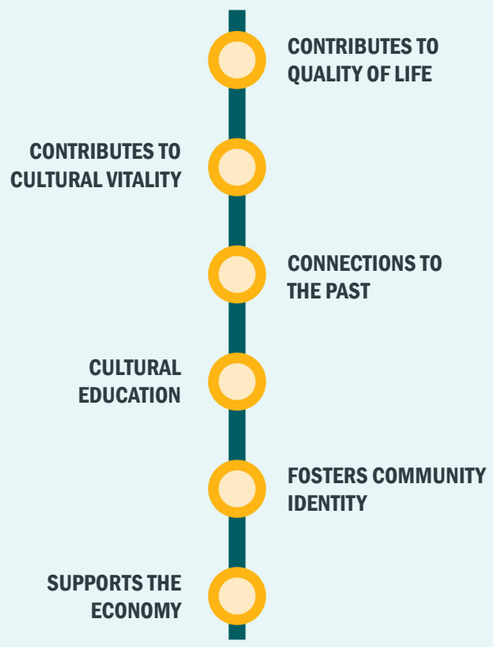
LOCAL CULTURE

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

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

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

WHY WE CARE ABOUT OUR LAND AND ITS RESOURCES



FACTORS THAT CONTRIBUTE TO OUR CULTURAL RESOURCES

THRIVING & SUSTAINABLE ECONOMY

Valdez proactively plans for and adapts to economic cycles and industries as they change and evolve.

Thriving & Sustainable Economy

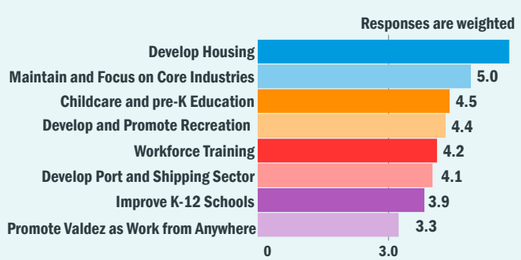
Valdez has a unique economy for a coastal community. The rich oil and gas sector provides many highly-paid jobs for non-residents, while the remainder of the economy closely resembles that of a typical coastal Alaska community. It is the wealthiest community in Alaska by many measures, yet more than half of its Alaska Natives live in poverty. Valdez residents are among those able to afford housing in the state, yet trailers make up nearly a quarter of all homes in the community.

One of the unique components of the Valdez workforce is the high level of non-residents working in the community. Non-residents are one dataset for which there is only high-level Census area data for the larger Valdez-Cordova Census area. Valdez represents approximately half of the jobs and wages in this census area.

From an economic perspective, the community's most important focus should be to increase the availability of housing stock, especially to create more rental housing and entry-level housing for the Valdez workforce. Since housing is being considered elsewhere in this document, this section will deal with other goals that will improve and grow the Valdez economy.

WHAT ARE THE MOST IMPORTANT ELEMENTS TO FACILITATE ECONOMIC GROWTH IN THE FUTURE?

(From Community Survey)



GOAL 3.1

Build upon Valdez's core economy

Continue to expand Valdez's core industries (shipping, tourism, oil, and fisheries) and status as a premier port community.

The pipeline has traditionally provided the City with stable employment as well as a steady source of tax revenue. More than a quarter of all local wages and 12% of all jobs in Valdez are in this sector. Oil is also the primary source of income for the City of Valdez with oil and gas property tax earnings. Seafood follows oil as the next most important source of jobs and workforce earnings for Valdez. The Valdez fishery is important to the community due to the number of fishermen the rich fishery supports, but also due to the logistical road connection the community provides, making it an excellent place to locate fish processing facilities. Continuing to support these industries is critical to the economic future of Valdez.

The Valdez waterfront serves as the driver for future growth, preservation, and the enhancement of Valdez as a community. Finding ways to ensure that it remains a first-class working waterfront should be encouraged. Opportunities and activities to build out the elements of the Comprehensive Waterfront Master Plan to strengthen Valdez as a premier port in Prince William Sound are important to the economic future of the community. According to the survey of nearly 500 residents developed for this project, 59% of residents call implementation of the Valdez Waterfront Comprehensive Master Plan a medium, medium-high, or highest level priority.

ACTION

A. Continue to advocate for the core economies (shipping, fishing, oil, tourism).
B. Continue to partner on the feasibility and exploration of large-scale economic projects that benefit Valdez and State.

OTHER PLANS THAT SHAPE THIS GOAL

- Valdez Pioneer Field Airport Master Plan Update (ADOT&PF)
- Waterfront Comprehensive Master Plan
- Competitive Market Analysis and Long Range Planning for the Port of Valdez
- Alaska Statewide Transportation Improvement Program (ADOT&PF)
- Alaska Statewide Long Range Transportation and Freight Plan (ADOT&PF)

GOAL 3.2

Pursue a diverse and self-reliant economy

Pursue a diverse and self-reliant local economy through working with local industries, workforce, education systems, entrepreneurs, and businesses to retain and attract businesses and residents who want to work and live in Valdez, year-round.

While the pipeline provides steady employment and a source of tax revenue, the community is concerned with the longevity of these benefits as production declines. The community desires to be proactive in creating a diverse and self-reliant economy that better insulates the City from a 'boom and bust' economy and the expected decline in oil revenue and employment. In the community survey, focus on the core industries is the priority with diversification the next economic priority. Identifying and attracting new local economic opportunities will help address this concern. Directly linked to developing a diverse economy is the need to address housing, childcare and other lifestyles issues.

ACTION

A. Participate in private/public partnerships to support small businesses.
B. Develop City incentives for new business development.
C. Continue to work with and provide support for industries (both new and existing) to develop new opportunities that diversify and support the local economy.
D. Continue to monitor and participate in discussions around Borough formation.

COLLABORATION (NON-CITY OF VALDEZ LEAD)

- Continue to be partners to facilitate hospital expansion.
- Continue to work with industry partners to identify local workforce needs and expand on workforce and trades training with UAA, high school and local businesses.

OTHER PLANS THAT SHAPE THIS GOAL

- Waterfront Comprehensive Master Plan
- Competitive Market Analysis and Long Range Planning for the Port of Valdez

GOAL 3.3

Promote Valdez as a destination

Promote the community as a year-round visitor and recreation destination while effectively balancing the benefits with possible impacts.

Prior to the pandemic, Valdez captured four percent of Alaska's non-resident visitor market, and is a recreation draw for Alaskans on the road system. When adjusted to annualized employment, the visitor industry accounted for 15% of all year-round equivalent jobs in the community (2019). The visitor sector is the top provider of jobs in Valdez, and one of the fastest growing sectors. However, the visitor industry provided only six percent of total community workforce earnings, making it the 6th most significant wage provider. There are many opportunities to increase total visitors and total visitor spending.

ACTION

A. Develop a tourist carrying capacity study, including the target number of cruise ship port calls/annually.
B. Ports and Harbors: Upgrade Kelsey Dock for cruise ships (structural, motor coach staging, wayfinding, seawalk).
C. Enhance the Old Town site as an important destination.
D. Enhance trail facilities by adding wayfinding and installing trailhead facilities.

COLLABORATION (NON-CITY OF VALDEZ LEAD)

- Partner to enable cultural, recreation, and business opportunities.
- Support partners in their development of recreation opportunities (non-motorized and motorized).
- Develop new 'local' shore excursions (eco and cultural).
- Expand shoulder season for fishing with hatchery.
- Continue to partner to market Valdez tourism.
- Increase and develop new local attractions (independent and organized tourism).

OTHER PLANS THAT SHAPE THIS GOAL

- Waterfront Comprehensive Master Plan
- Valdez Visitor Market Profile
- Valdez Museum & Historical Archive Master Interpretive Plan
- Meals Hill Master Plan (when approved 2021)

CONNECTED

Valdez has a safe and efficient multi-modal transportation network that supports future generations' health and mobility needs, enhances economic vibrancy, and improves local and regional connectivity.

Connected

Each of us relies on a network of transportation options every day: walk, fly, ferry, bicycle, bus, or drive. It's how we connect with each other, our families, jobs, and essential services like medical care. It's how we receive our food, fuel, packages, and basic goods that contribute to our quality of life. When these networks stop functioning, there are real impacts on our everyday lives - lost time, missed opportunities, and service interruptions. Maintaining a well-connected, reliable, and diverse transportation network requires planning, especially in a remote environment like Valdez.

Valdez residents, visitors, and workforces rely on the Richardson Highway, the Port of Valdez, the Alaska Marine Highway Ferry System, the Valdez Marine Terminal, and the Valdez airport for travel and cargo. One or more of these may not be operational at any given time due to extreme weather or funding constraints. Recently, air service has been disrupted, due to carrier problems and ferry service has been sporadic at best due to an aging fleet and budget constraints. It is not uncommon for the Richardson Highway to have multiple closures throughout the winter. In addition to getting to and from Valdez, making connections within the community are critical. How does someone arriving at the airport get to the Town Center or Working Waterfront? Are there designated freight routes to facilitate the efficient movement of freight and minimize conflicts with other modes? If you are visiting from a cruise ship, can you easily walk to your destinations? If you don't have a car in Valdez, can you get to work, school, and medical facilities? Moving forward, Valdez needs to ensure that these are working components of their city model.

We are in a time of transformational technologies, including fiber optic networks and 5G communications, connected and automated vehicles, mobility as a service, big data analytics, and alternative fuels. These emerging technologies are changing the way people, goods, and information move. The City of Valdez should monitor these technologies to prepare for them and assess how and if they can help achieve the City's vision.

GOAL 4.1

Improve regional connectivity

Advocate for and participate in initiatives to improve regional connectivity across multiple transportation modes including air, water, and road.

A well-connected transportation network reduces the time and distances traveled to reach destinations and increases the options for routes of travel. Planning for an integrated transportation system looks at not only how all of the individual components work independently, but also how they complement each other and function together for the safe, reliable and efficient movement of people and freight. While the City has little control over the regional network, strong community engagement in regional and state planning processes can help to identify and advocate for connectivity needs and gaps.

ACTION

A. Identify and plan for needed connections between transportation modes for efficient regional travel times.
B. Maintain and/or acquire right of way for potential future transportation uses and connectivity through subdivision actions, redevelopment, and purchases.
C. Participate in the statewide and regional transportation planning and advocacy.
D. Monitor emerging technology and statewide planning efforts.
E. Continue to advocate for reliable ferry and air service.

COLLABORATION (NON-CITY OF VALDEZ LEAD)

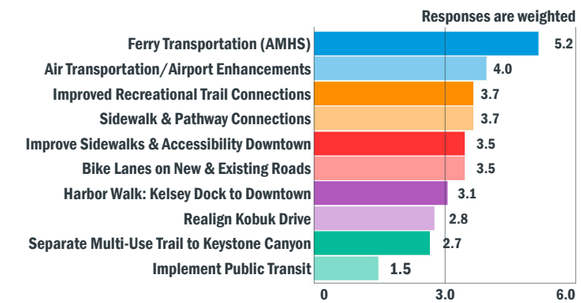
- Collaborate with coastal communities for a healthy AMHS system.

OTHER PLANS THAT SHAPE THIS GOAL

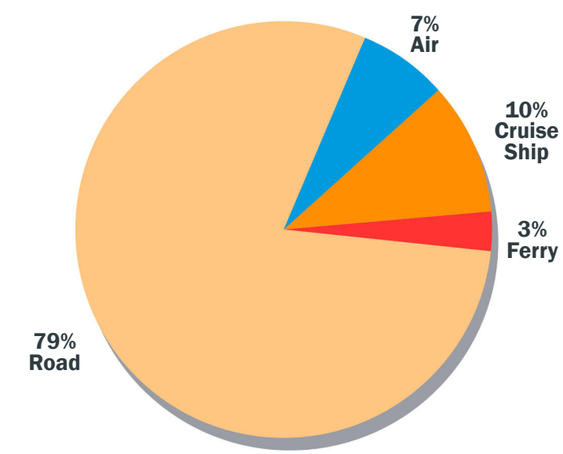
- Valdez Pioneer Field Airport Master Plan Update (ADOT&PF)
- Alaska Statewide Transportation Improvement Program (ADOT&PF)
- Alaska Statewide Long Range Transportation and Freight Plan (ADOT&PF)

HOW IMPORTANT ARE THE FOLLOWING CONNECTION IMPROVEMENTS?

(From Community Survey)



PASSENGER ARRIVALS IN VALDEZ BY MODE OF TRAVEL IN 2019



GOAL 4.2

Improve community transportation connections

Develop a safe, convenient, and linked year-round multi-modal transportation network to neighborhoods, destinations, and services.

Creating a multi-modal transportation system requires enhancing the current automobile/truck oriented system to include a network of improved pedestrian and bicycle facilities. More people walking and biking is good for the local and visitor economy and enables all members of the community to interact with each other and the surrounding environment. While all place types will benefit from a safer, walkable and bikeable network, connectivity between the Town Center and Working Waterfront should be a priority.

ACTION

A. Update and modernize road standards inclusive of non-motorized facilities.
B. Develop a pedestrian and bicycle plan (specific to area bounded by North Harbor Drive, Pioneer Drive, Hazelet Avenue and Chitna Avenue).
C. Work with ADOT&PF to complete key intersection safety studies (Hazelet Ave from Meals Avenue to Pioneer Drive).
D. Implement "park once" improvements in the Harbor and Town Center area that encourage people to park and walk to multiple destinations.
E. Coordinate with ADOT&PF to prioritize the extension of multi-use pathways (one for each, motorized (ORV) and non-motorized use) to Keystone Canyon including within the Duck Flats (ADOT&PF is lead).
F. Coordinate with ADOT&PF to prioritize the improvement of the "Welcome to Valdez" sign site (pull-out and pedestrian crossing facilities) (ADOT&PF is lead).
G. Monitor cruise ship passenger travel and assess when visitor volumes trigger a need for transportation improvements.

COLLABORATION (NON-CITY OF VALDEZ LEAD)

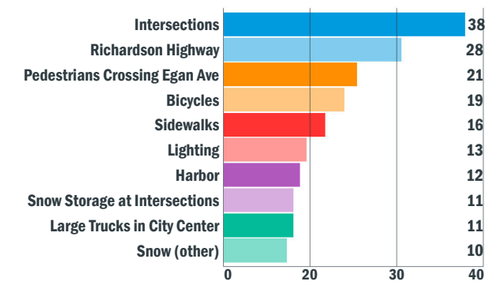
- Coordinate with local non-motorized and motorized groups for funding/implementation of improvements.
- Upgrade Richardson Highway to support movement of larger sized cargo from port to interior.
- Work with ADOT&PF to identify funding through the Surface Transportation Block Grant (STBG) program funding for transportation alternatives (TA). These set aside funds include smaller scale transportation projects such as pedestrian and bicycle facilities, trails, and safe routes to school projects.
- Work with ADOT&PF to identify opportunities for improvements to include pull outs for short-term parking, scenic views and a potential pathway along Dayville Road.

OTHER PLANS THAT SHAPE THIS GOAL

- Valdez Pioneer Field Airport Master Plan Update (ADOT&PF)
- Alaska Statewide Transportation Improvement Program (ADOT&PF)

WHAT SAFETY CONCERNS DO YOU HAVE RELATED TO TRANSPORTATION?

(From Community Survey)



Matanuska-Susitna Borough

Comprehensive Development Plan

2005 Update

Matanuska-Susitna Borough Planning and Land Use Department

Table of Contents

Page

Purpose……..1

Comprehensive Planning in the Mat-Su Borough……..1

Borough-wide Goals and Recommendations……..……3

Planning Methods……..……4

Economy……5

Public Facilities……6

Transportation……..8

Hazards……9

Land Use……9

Parks and Open Space……...12

Community Quality……14

Implementation……17

APPENDIX

Matanuska-Susitna Borough Comprehensive Development Plan Components

Borough Regional Plans……..……..……...……20

Borough Community Plans……..……20

Borough Specialty/Functional Plans……..……...……..21

Lake Management Plans……..……..21

Asset Management Plans……..…22

State and Federal Plans…..……..……..……..23

Ordinance Amending 1970 MSB Comprehensive Development Plan.....24

Matanuska-Susitna Borough Comprehensive Development Plan

(2005 Update)

Purpose

The Matanuska-Susitna Borough Comprehensive Development Plan (Borough-wide Comprehensive Plan) was originally adopted in 1970. This plan contains sections addressing Borough-wide as well as community-specific issues. Since 1970, the plan has been updated and amended through the adoption of community based plans, specific plans such as the Long Range Transportation Plan and Lake Management Plans, and plans prepared by the State of Alaska, such as the Susitna Area Plan. The purpose of revising the Borough-wide Comprehensive Plan of 1970, as amended, is to update the section addressing Borough-wide growth and development issues. In addition, this revision will discuss the method of comprehensive planning used by the Borough, how community based plans and Borough-wide plans relate to one another, and Borough-wide planning issues.

The Borough-wide Comprehensive Plan, as amended, provides general goals and policy recommendations to help guide future development in order to enhance our quality of life and the public health, safety, and welfare. Because the comprehensive plan seeks to promote a high quality of life for a twenty year period, its goals and recommendations are general in nature so as to accommodate new technologies, development patterns, a growing population and diversifying economy.

Comprehensive Planning in the Matanuska-Susitna Borough

The Borough undertakes comprehensive planning in several ways, including: participation in state and federal plans, community based plans, Borough-wide and regional plans, and functional plans such as Lake Management plans. This section describes the general public participation process used by the Borough in developing its plans, discusses the community by community approach used for comprehensive planning in the Borough, and briefly addresses implementation techniques. Implementation of the plan is further discussed on page 15.

Public Participation:

The Borough encourages active public participation in comprehensive planning efforts. The use of citizen based planning teams to develop goals, objectives, and recommendations is the standard method used by the Borough when developing its plans. In most cases, the Borough Planning Commission appoints citizens to planning teams in an effort to obtain broad public involvement and a balance of interests.

In addition to the use of planning teams, a variety of other methods are typically used to increase public involvement. These techniques vary depending upon the type of plan, level

of public interest and impact, and recommendations from the planning team, Planning Commission, Assembly and Administration. Typical public involvement efforts include open houses, survey questionnaires, public presentations, focus groups, and both informal and formal requests for public comments.

The Borough uses a formal process to adopt its plans. The formal process begins with the plan's review by the affected community council(s). After community council review, plans are reviewed by the Planning Commission where public hearing(s) are also held. The Planning Commission then makes its recommendations to the Borough Assembly where a public hearing is held and the plan is considered and adopted. Once the Borough Assembly adopts a plan, it then becomes a part of the Borough-wide Comprehensive Plan.

Matanuska River Watershed Coalition
(Frankie Barker, MSB)

Implementation:

Comprehensive plans may be implemented in a number of ways. The typical manner of implementing a comprehensive plan is through a zoning ordinance. When a community comprehensive plan is adopted by the Assembly, it is typically implemented through a zoning ordinance specific to the community planning area; these zoning ordinances are called Special Use Districts (SpUDs). There are several SpUDs within the Borough today. In addition to zoning ordinances, comprehensive plans may be implemented through subdivision regulations, capital improvement programs, specific ordinances, and general policy.

Components of the Borough-wide Comprehensive Plan:

As mentioned earlier, the Borough's comprehensive plan consists of a variety of plans addressing various Borough and community needs and issues. The plans generally fall into one of the following categories:

- State and Federal plans;
- Borough Regional plans;
- Community plans;
- Specialty or Functional plans.

For example, State plans address how state lands are to be managed. Regional transportation and public facility plans guide the development of the Borough's future infrastructure. Community plans address community goals and objectives as well as how these goals and objectives will be achieved at the local level. Lastly, specialty or functional plans address specific issues such as the management of a particular lake or the waste management function of the Borough. Table 1 describes some of the plans adopted by the Borough in each of the aforementioned categories.

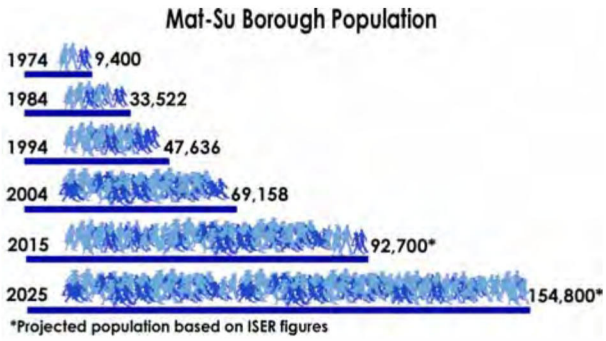
Table 1

Examples of Plans Adopted as Part of the Borough-wide Comprehensive Plan

State & Federal Plans	Borough Regional Plans	Community Plans	Specialty/Functional Plans
Susitna Area Plan	Long Range Transportation Plan	Chickaloon Comprehensive Plan	Big Lake, Lake Management Plan
Willow Sub-Basin Plan	Borough-wide Public Facilities Plan	Talkeetna Comprehensive Plan	Port MacKenzie Master Plan
Susitna Basin Forestry Guidelines	Borough-wide Parks, Recreation, and Open Space Plan	Glacier View Comprehensive Plan	Solid Waste Management Plan

Borough-wide Goals and Recommendations

The first Borough-wide Comprehensive Plan was developed and adopted in 1970. Since 1970, the Borough has dramatically changed in terms of its economy, population and built/natural environment. For instance, in 1970 the Borough had an agricultural based economy, a population of approximately 7,500 and limited infrastructure. Today, retail, finance, and real estate services are the primary sectors of the Borough's economy. The Borough's population is near 75,000 and the public and private infrastructure has grown significantly.



The new growth has also brought new industries and technologies to the Borough. Some of these new industries and technologies such as communication towers, waste incinerators, and oil and gas development have created compatibility issues in residential neighborhoods and recreational areas. Managing these and other land uses to enhance the quality of life of Borough residents, while also improving and diversifying the local economy, is one task of comprehensive planning.

Alaska State statute requires that a local community's comprehensive plan address, at a minimum, three issues: land use, transportation and public facilities. This update to the Borough's 1970 Comprehensive Development Plan addresses these issues as well as six others including Planning Methods, Community Quality, Parks and Open Space, Economy, Hazards, and Implementation.

Table 2
Comprehensive Plan Elements

State-Required Elements	Borough-Elected Elements
Transportation Public Facilities Land Use	Planning Methods Economy Hazards Parks and Open Space Community Quality Implementation

Planning Methods:
The Borough's present method of relying upon four general categories of plans (i.e., State/Federal, Borough/Regional, Community, and Specialty/Functional plans) to guide the development within the Borough provides for public participation at all levels of planning. The Borough's present method of planning provides a balance between Borough, regional, and local community desires while also providing the means to participate in state and federal decision making.

Some issues are best addressed through a Borough-wide or regional planning process. For example, developing an integrated transportation system of highways and arterials to address inter and intra state traffic is best done at the Borough-wide level. The actual location of the highway or arterial, however, is best addressed at the community level through local community based plans. The use of community based comprehensive plans and special use districts provide residents with the opportunity to guide development within their specific community. It is essential that community based plans are consistent with the goals and policies of the Borough-wide Comprehensive Plan in order to maintain efficient, equitable, and effective planning efforts throughout the Borough. To maintain the desired balance between Borough-wide and local community needs the following goals and recommendations are made:

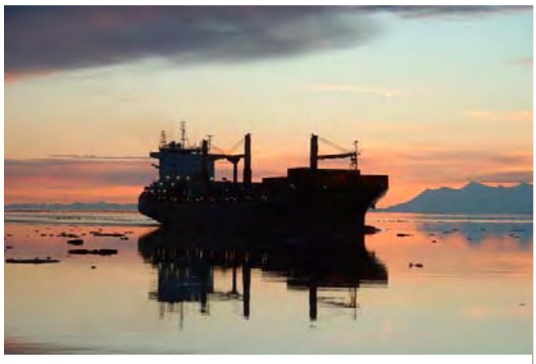
Goal (PM-1): *Use a variety of plans to address the different needs of Borough residents and communities.*
Policy PM1-1: Continue the use of four general planning categories to address the various planning needs of Borough residents and communities; the general planning categories being: state and federal, Borough-wide and regional, community, and specialty or functional plans.
Policy PM1-2: Adopt plans that are consistent with and compliment the goals and policies of the Borough-wide Comprehensive Plan.

Goal (PM-2): *Encourage local communities to develop goals, objectives, and recommendations for their communities.*
Policy PM2-1: Continue to use the community based comprehensive planning process to allow each community in the Borough to tailor land use, transportation, public facility, recreation, and other recommendations to their specific needs and desires which are consistent with the goals and policies of the Borough-wide Comprehensive Plan.

Policy PM2-2: Encourage local communities to further refine the goals and recommendations of state, federal, Borough-wide and regional plans through community based comprehensive plans which are in compliance with the goals and policies of the Borough-wide Comprehensive Plan.

Economy:

The Borough's economy has dramatically changed since 1970. The economy has changed from an agricultural based economy to one that largely consists of tourism, retail sales, and service activities. The Borough's economic maturation process continues to diversify consistent with population growth. For instance, the Borough has recently seen new development in the health care industry bringing new economic and employment opportunities to local businesses and residents.



Vessel Bound for Port MacKenzie (MSB)

The Borough continues to strive for an improved quality of life for its residents through increased economic growth and job creation. Some of the efforts that have been embarked upon include Port MacKenzie, Hatcher Pass Ski Area, creation of economic development incentives, promotion of tourism, and business retention and expansion.

The Borough needs to continue its efforts to maintain, diversify, and expand its economic base. Moreover, continued recognition and support of individual local communities specific economic goals should occur. In pursuing these efforts the Borough should seek to achieve the following goals to address economic development:

Goal (E-1): *Develop an Action Plan for continued economic development and diversification.*

Policy E1-1: Regularly update the Borough's Economic Development Plan.

Policy E1-2: Work closely with other private, public, and non-profit entities to develop an agreed upon approach to economic development and specific economic development projects.

Policy E1-3: Identify and focus resources on existing and anticipated key economic nodes as a means to improve the potential success.

Policy E1-4: Locate new economic nodes at or near major arterial intersections instead of allowing linear commercial growth along such arterials.

Policy E1-5: Encourage a mix of complimentary uses at designated economic node locations.

Policy E1-6: Recognize and support the different economic and community development goals of the Borough's local communities.

Policy E1-7: Work cooperatively with outlying borough communities to facilitate local efforts to develop economic plans that are consistent with their needs and desires.

Goal (E-2): *Manage Borough owned lands in a manner that fosters economic development while ensuring quality of life.*
Policy E2-1: Consider impacts to surrounding properties when considering potential uses of public lands.
Policy E2-2: Work with local communities to identify possible mitigation and/or enhancement plans when considering uses or sales of borough owned land.
Policy E2-3: When determining sales price of borough owned land, sales price of private property should be considered so as not to put private property owners in a disadvantaged position to sell their property.
Policy E2-4: Consider potential impacts potential buyers/leasers of borough owned land may have on surrounding community.

Goal (E-3): *Create an attractive environment for business investment.*
Policy E3-1: Provide reasonable economic and financial incentives for business retention and expansion.
Policy E3-2: Institute appropriate land use guidelines and regulations that reduce land use conflicts and protect residents and businesses.
Policy E3-3: Enhance the transportation infrastructure to reduce travel times and improve transport efficiencies and safety.
Policy E3-4: Provide superior education facilities and programs for student and worker training.
Policy E3-5: Work cooperatively with the University of Alaska Anchorage to expand the Matanuska-Susitna College to a four-year university.

Public Facilities:
Public facilities include schools, fire stations, libraries, parks, water and sewer systems, landfills, and recreational structures. These facilities are necessary to support community development and growth by supporting the provision of clean water, emergency response, education, recreation, and other vital community services. Public facilities are therefore a necessary ingredient in enhancing the borough's quality of life. A community's public facility infrastructure also engenders a sense of community by providing physical features that may promote additional development activity and thus enhancing community quality. Successful economic development relies upon a comprehensive public facilities network. Potential investors must be assured of the availability of clean water supplies, efficient waste disposal services, fire protection, and quality education opportunities.

Teeland Middle School (MSB)

The Borough's public facilities support different population centers and user groups; therefore the levels of service provided by these facilities may differ depending upon location and service population. The 1984 Borough-wide Public Facilities Plan provided five general

principles to guide the development of public facilities within the Borough. The principles have guided the Borough well over the last twenty years. Updating these five principles to address today's needs is necessary as the Borough has changed greatly since 1984. The updated principles for public facility development are:

- Public facilities serve as the basic infrastructure required to build local communities.
- Public facilities should be considered as systems that interrelate with each other.
- Public facility systems should recognize and accommodate the regional diversity of the Borough.
- Public facilities, to the extent feasible and practical, should be developed on the basis of locally adopted and reasonable standards that are appropriate to the various regions.
- Public facilities can, and should, share space and infrastructure to allow multiple uses to the extent feasible and practical.

In addition to the general principles that guide the development and placement of public facilities, facility and level-of-service standards are also important considerations for the efficient and effective development of public facilities.

Since the Borough adopted a Borough-wide Public Facilities Plan in 1984, it has been amended by the adoption of the following Borough-wide functional plans:

- Parks, Recreation, and Open Space Plan, 2000
- Solid Waste Management Plan, 2002
- Borough Library Comprehensive Plan, 2001
- Historic Preservation Plan, 1987

These functional plans have addressed the changes that have occurred in the Borough since 1984 and developed recommendations for the future. To help guide further development of the Borough's public facilities the following goals and recommendations are made:

Goal (PF-1): *Develop efficient and effective public facilities to meet the needs of the Borough's diverse communities, economy, and growing population.*
Policy PF1-1: Regularly update the 1984 Public Facilities Plan by preparing functional plans for each of the principle public facility categories to provide overall guidance to the development of the Borough's public facilities while achieving consistency with the goals and policies of the Borough-wide Comprehensive Plan.
Policy PF1-2: Allow local communities, through local community based plans, to tailor the Borough-wide Public Facilities Plan and regional functional plans to address specific local needs and conditions while tailoring such plans to comply with the goals and policies of the Borough-wide Comprehensive Plan.
Policy PF1-3: Develop a set of facility and level of service standards to guide the development of public facilities.
Policy PF1-4: To the extent feasible and practical, co-locate public facilities in order to reduce construction, operating, maintenance costs, and potential negative impacts.
Policy PF1-5: Identify and acquire the necessary land for future public facilities.

Policy PF1-6: Identify and retain public lands that are appropriate for future public facility use.
Policy PF1-7: Consider expansion of public water and sewer infrastructure where appropriate based upon population growth trends and anticipated population density.

Transportation:
A transportation plan identifies the future transportation system for an area by identifying the service level and network improvements necessary to accommodate future growth patterns. A transportation plan also makes recommendations for improving the various modes of transportation and makes recommendations that may improve how the system functions, such as congestion management and road interconnectivity throughout the community. In addition to providing recommendations addressing physical improvements, a transportation plan seeks to improve the natural environment by reducing air and water pollution. Furthermore, through reduction of travel times and safety improvements, the plan should advance the economy as well as the community's general quality of life.

The Borough adopted its first regional transportation plan in 1984 which was later updated with the adoption of the 1997 Long Range Transportation Plan. Each of these plans recognized the need for the development of a regional network of highways and arterials to support the Borough's population and economic growth. The plans also recognized the importance of improving the various modes of transportation by making recommendations for airports, marine port development, rail, and public transportation and trails that enhance connectivity between communities. System improvements through congestion management techniques, first discussed in the 1997 Long Range Transportation Plan, seek to improve the efficiency of the existing system. The progress made by the 1984 and 1997 plans should be continued and enhanced. In order for the Borough to keep pace with new technologies and globalization of the economy, recommendations should be considered for other modes of transportation such as electrical, communications, and pipelines.

Parks and Glenn Highway Interchange
(Sandra Petal, MSB)

Goal (T-1): *Develop an integrated surface transportation network that facilitates the efficient movement of people, goods, and services throughout the Borough and region.*
Policy T1-1: Regularly update the Long Range Transportation Plan.
Policy T1-2: Develop an integrated highway and arterial surface transport system.
Policy T1-3: Allow local communities, through local community based plans, to refine and tailor transportation system needs and alternatives for their particular community needs that are consistent with the borough's long range transportation plan and Borough-wide Comprehensive Plan.

Policy T1-4: Develop an effective multi-modal transportation plan that provides recommendations for all modes of transportation including surface, air, waterborne, rail, public transit and trails, pipeline, electrical, and communications. Such a plan should strive to better connect the borough's various communities and neighborhoods.
Policy T1-5: Complete functional plans that address each mode of transportation to achieve a higher level of specificity.
Policy T1-6: Provide and encourage street and trail connectivity at a regional and local level. Require new developments to integrate street and trail connectivity as a component of their proposal.

Goal (T-2): *Protect and enhance the Borough's natural resources including watersheds, groundwater supplies and air quality.*
Policy T2-1: Identify and implement techniques and incentives that improve air quality, reduce non-point water pollution, and improve fuel efficiency.
Policy T2-2: Encourage transportation planning efforts that recognize and consider the Borough's diverse land use development patterns and encourage local community land use decision-making.

Hazards:

Borough residents may periodically be confronted by natural and human caused hazards. Potential natural hazards include floods, earthquakes, avalanches, wildfire, snow and windstorms and extreme cold. Human caused hazards include hazardous material and waste spills, railroad derailments, and air and water contamination. It is vital for the Borough and its residents to be adequately prepared to respond to these hazards in order to reduce the loss of life and property. Moreover, it is necessary to have prepared action plans for community and economic recovery so that our community may begin a timely rebuilding/recovery process. To adequately address natural and human caused hazards, the following goals and recommendations are made:

Windstorm, Wasilla Lake
(Sandra Petal, MSB)

Goal (H-1): *Develop an approach for responding to natural and human caused hazards.*
Policy H1-1: Prepare a Borough-wide Hazard Mitigation Plan.

Goal (H-2): *Adequately prepare for natural and human caused emergencies.*
Policy H2-1: Conduct regular multi-agency emergency response training workshops.
Policy H2-2: Ensure Borough employees are adequately trained for emergency response.
Policy H2-3: Conduct regular public information campaigns on emergency preparedness.

Land Use:

The Borough is comprised of over 24,000 square miles containing urbanized, suburban, rural, and remote areas. There are twenty-six recognized communities, each distinguished with unique life styles and community values. While the Borough is distinguished with diversity in land use patterns and communities, a common thread exists throughout the Borough that seeks to preserve and enhance existing qualities that make living and working within the Matanuska-Susitna Borough a chosen and welcomed lifestyle.

Balancing the different needs and desires related to land use decisions is challenging. Some land use decisions need to be addressed in a consistent fashion throughout the Borough because they have a common affect on the population as a whole. Consistent application of Borough-wide land use decisions results in an effective, efficient, equitable policy. For example, the Borough created a Borough-wide seventy-five foot (75') shoreline setback for habitable structures. Developing consistent standards for businesses wishing to locate in the Borough is another reason for making some land use decisions at the Borough-wide level. Consistent standards allow the business community to better plan their investments and allow for better predictability for both industry and residents alike. Many land use issues are best addressed at a Borough-wide level because of the very nature of the issue. Examples of such issues include watersheds, groundwater, and waste disposal which affect large areas and multiple communities.

While many issues are better addressed at a regional or Borough-wide level, it is necessary to recognize that some land use issues are better addressed at the local community level. This is due to the unique characteristics embodied within the Borough's communities. For instance, communities with water and sewer infrastructure may prefer small lot development, while those communities without such infrastructure and having sensitive groundwater supplies may prefer large lot development. Certain communities may wish to preserve important historical sites or promote certain economic opportunities which may be irrelevant to other communities.

Some of the key reasons to manage land uses are to limit residential and commercial sprawl, limit proximity of incompatible uses, and to encourage uses that support one another. For instance, while it may not be appropriate for a loud, externally illuminated, busy industrial use to be located next to a residential use, there are reasons to encourage a modest-sized grocery store to be located within close proximity to residential properties. To maintain a healthy and diversified economy it is necessary to provide places for all development, especially commercial and industrial development; hence, land use regulations should accommodate such uses and provide investors with a clear understanding, supported by consistent policies, of where and how they may develop their specific investments. To support this land-use framework, the following goals and recommendations are provided:

> **Goal (LU-1):** *Protect and enhance the public safety, health, and welfare of Borough residents.*
>
> Policy LU1-1: Provide for consistent, compatible, effective, and efficient development within the Borough.

Goal (LU-2): *Protect residential neighborhoods and associated property values.*
Policy LU2-1: Develop and implement regulations that protect residential development by separating incompatible uses, while encouraging uses that support such residential uses including office, commercial and other mixed-use developments that are shown to have positive cumulative impacts to the neighborhood.

Goal (LU-3): *Encourage commercial and industrial development that is compatible with residential development and local community desires.*
Policy LU3-1: Develop and implement regulations that provide for non-residential development.
Policy LU3-2: Allow local communities, through local community based plans, to refine Borough-wide regulations addressing development patterns and impacts while maintaining consistency with the goals and policies of the Borough-wide Comprehensive Plan.

Palmer in Winter (Frankie Barker, MSB)

Goal (LU-4): *Protect and enhance the Borough's natural resources including watersheds, groundwater supplies and air quality.*
Policy LU4-1: Identify, monitor, protect, and enhance the quantity and quality of the Borough's watersheds, groundwater aquifers, and clean air resources.
Policy LU4-2: Population density standards should accommodate the natural system's ability to sustain varying density levels.

Goal (LU-5): *Recognize and protect the diversity of the Borough's land use development patterns including agricultural, residential, commercial, industrial and cultural resources, while limiting sprawl.*
Policy LU5-1: Develop and implement land use planning efforts that recognize, protect, and enhance the Borough's diverse land use development patterns and encourage local community land use decision-making, while limiting sprawl and maintaining consistency with the goals and policies of the Borough-wide Comprehensive Plan.
Policy LU5-2: Encourage and provide various lot size and population density standards to accommodate a variety of property owners and residents.

Goal (LU-6): *New developments greater than five (5) units per acre should incorporate design standards that will protect and enhance the existing built and natural environment.*

Goal (LU-7): *The borough should actively limit sprawl through setting appropriate density standards and encouraging residential and commercial development to occur in areas that are centrally located and within close proximity to public and private services.*

Parks and Open Space:

Parks and other open spaces make a distinct contribution to the landscape and quality of life in the Borough. Without proactive decisions, policies and financial commitment, this aspect of our quality of life is in jeopardy. As the Borough experiences additional growth pressures, not only is the protection and development of such areas needed, but the equitable dispersion of parks and open space should be addressed. Consequently, the Borough should strategically and creatively position itself to deal with open space demands for various users. Some of the challenges facing the Borough to meet this need are:

1. Acquiring and developing additional parkland, campgrounds and recreational areas in areas of the Borough where such amenities are deficient, by providing additional neighborhood parks, community parks, campgrounds, recreational areas and open space.

2. Providing additional pedestrian and bicycle trails and linkages, between parks, open spaces, water bodies, and neighborhoods. Acquire additional public greenways to enhance such trails and linkages.

3. Developing facilities such as restrooms and additional benches in new and existing parks and recreational areas.

4. Providing ongoing renovation and maintenance of parks and recreational areas associated facilities.

*Trunk Road Farm (*Sandra Petal, MSB)

5. Promoting habitat conservation through acquisition and preservation of important natural areas including farms and open space.

Currently, the Borough maintains a large number and diversity of parks, campgrounds and recreational areas. As the Borough's population continues to grow, the demand for various year-round passive and active recreational opportunities increases. The Borough should accommodate such demand with the following goals and recommendations:

Goal (PO-1): *To acquire, develop, and redevelop a system of parks, recreation facilities, community centers, and open spaces that is safe, functional, and accessible to all segments of the population.*

Policy PO1-1: Acquire parks, community centers, recreation, and open space facilities in those areas of the Borough facing population growth, commercial development, and in areas where facilities are deficient.

Policy PO1-2: Develop pedestrian and bicycle linkages between schools, public facilities, neighborhoods, parks and open spaces and population centers where feasible.

Policy PO1-3: Ensure adequate maintenance and operation funding prior to development of parks and recreational facilities.
Policy PO1-4: Ensure that parks and open spaces are provided using the following standards to determine the need for parks (Table 3).
Policy PO1-5: Actively promote through various land use techniques the preservation of agricultural land.

Table 3
Park and Open Space Levels of Service

Facility	**Standard**
Neighborhood Parks	5 acres/1,000 persons
Community Parks	10 acres/3,500 persons
Nature/Open Space Parks	15 acres/5,000 persons

Natural Resource Conservation. Natural areas and open spaces are a vital component of the health and well being of the Borough. Conservation and enhancement of the ecological resources found within the Borough should be a key component of its land use and park planning. In surveys and workshops, Borough citizens have consistently identified natural areas as being a key component of the Borough's quality of life.

The Borough has hundreds of lakes, streams and rivers that provide valuable habitat for fish and wildlife, contribute to water quality and provide recreational opportunities for residents and visitors. Open space corridors serve many important functions, including recreation, fish and wildlife habitat, and the connection of individual features that comprise a natural system. For example, the "Crevasse Moraine" area in the Borough's Core Area provides such functions.

Two Moose
(Jackie Muncy, MSB Photo Contest Winner)

Goal (PO-2): *Protect and preserve natural resource areas.*
Policy PO2-1: Work cooperatively with numerous resource management agencies, community councils, and citizens to care for lakes, wetlands, streams, rivers, and wildlife habitat and corridors while providing public access for recreational opportunities that have minimal impacts to such areas.
Policy PO2-2: Preserve opportunities for people to observe and enjoy wildlife and wildlife habitats.
Policy PO2-3: Identify, through analysis, potential natural resource areas throughout the Borough that should be protected.

Community Quality:

The Matanuska-Susitna Borough's natural environment, with its abundant supplies of clean water, its beauty, and its other natural resources, has attracted people to our community for generations. Natural systems serve many essential biological, hydrological, and geological functions that significantly affect life and property in the Borough. Features such as lakes, wetlands, streams and rivers provide habitat for fish and wildlife, flood control, and groundwater recharge, as well as surface and groundwater transport, storage, and filtering. Vegetation, too, is essential to fish and wildlife habitat, and also helps to support soil stability, prevents erosion, and absorbs significant amounts of water, thereby reducing runoff and flooding. A well-functioning natural environment also provides clean air, which is becoming a growing concern as the Borough continues to develop. In addition to these functions, the natural environment provides many valuable amenities such as scenic landscape, community identity, open space, and opportunities for recreation, culture, and education.

Mud Lake, Knik Public Use Area
(Frankie Barker, MSB)

In addition to the aforementioned benefits, a healthy natural environment helps to fuel the Borough's economy. Industry and its employees are attracted to communities which are recognized as having a high quality of life. The natural environment is one of the key considerations or indicators of the definition of quality of life. Currently the Borough is recognized as a place to "work and play"; this recognition must be nurtured and protected in order for the Borough to continue its ability to attract business and industry in the years to come. Two specific industries that have capitalized on the Borough's quality of life are tourism and recreational opportunities. The Borough's citizens recognize and often comment upon the important role the natural environment plays in our quality of life.

The Borough's desire and duty to protect natural resources must be balanced with the Borough's obligations to:

- Accommodate future growth, and
- Provide a development process that is timely, predictable, and equitable to developers and residents alike.

Success in balancing these complex and often conflicting concerns depends in large part upon the provision of extensive opportunities for public participation, during the formulation of policies, programs, incentives, and regulations relating to the natural environment.

As a rapidly growing community with an abundance of environmental resources, the Borough has a daunting yet reachable task to manage such resources appropriately. The Borough's natural resources include several significant rivers and lakes, many supporting

significant fish populations. The Susitna and Matanuska Rivers act as significant drainage basins, and are hydrologically unpredictable, thus requiring adequate planning for erosion and flooding occurrences. The Borough also contains a vast number of wetlands, riparian and wildlife corridors, wilderness areas, and considerable topographic variation. Being partially located on both the north and west shores of Knik Arm presents additional unique concerns and opportunities associated with the marine environment. With this said, the Borough's challenge for the future will be to accommodate new and infill growth while protecting and enhancing natural systems on public and private lands.

Natural Water Systems. The Borough is currently embarking on a study/plan to address the past, current, and future impacts as well as evaluate and record the primary functions, existing problems and future opportunities within the Big Lake Watershed natural system. This effort is indicative of the importance planning efforts have when addressing Borough-wide watershed issues.

Development, through addition of impervious surface and removal of vegetation, increases the volume and flow rate of surface water runoff. If uncontrolled, this increases the peak flow and decreases summer base flow in stream channels. Property damage and loss of human life can result if stream channels are not large enough to contain the increased flows, or if the development has encroached on the natural floodplain of the stream or river. In addition, frequent high flows can cause excessive erosion and can destroy the complex channel structure that provides food and habitat for fish and other aquatic life.

Wetlands Class (Frankie Barker, MSB)

The retention of natural drainage systems should be given priority to altering such systems in most cases. However, many natural watercourses may be unable to accommodate unusually large storms or increased runoff from development, not to mention the meandering presence many of the Borough's streams and rivers have. In such cases, the natural stream and river systems should be preserved and enhanced by stabilizing the banks of watercourses. Preserving the natural drainage system to the greatest extent feasible and discouraging non-essential structures, land modifications, or impervious surfaces in the drainage system will assist in ensuring optimal natural functioning within the drainage area.

Increases in impervious surface resulting from development cause decreases in ground water recharge. This causes a decline in base flows and subsequent loss of habitat that impacts fish and wildlife populations. Moreover, the pollutants carried with such runoff including gasoline, oil, sediment, heavy metals, and herbicides, can potentially contaminate water supplies for numerous Borough properties which rely on well systems for drinking water.

Floodplains are lands adjacent to lakes, rivers, and streams that are subject to periodic flooding and erosion. Floodplains naturally store flood water, protect water quality, and are valuable for recreation and wildlife habitat. New development or land modification in

designated floodplains should be designed to maintain natural flood storage functions and minimize hazards to life and property. Areas subject to erosion, such as the banks along the Matanuska River, should be similarly managed to accomplish the same life and safety concerns.

The availability of clean water is essential to residential and business development and to the survival of vegetation, fish, animals, and humans in our ecosystem. Water quality is degraded when indiscriminate modifications to wetlands, watercourses, lakes, subsurface drainage, or associated natural areas occur, thus disrupting basin functions. In addition to water quality degradation, such actions can cause flooding, decreases in groundwater quantity, sedimentation, erosion, uneven settlement, or drainage problems. Land surface modifications and other development activity should be properly managed to avoid these problems.

Goal (CQ-1): *Protect natural systems and features from the potentially negative impacts of human activities, including, but not limited to, land development.*

Policy CQ1-1: Use a system-wide approach to effectively manage environmental resources. Coordinate land use planning and management of natural systems with affected state and local agencies as well as affected Community Council efforts.

Policy CQ1-2: Manage activities affecting air, vegetation, water, and the land to maintain or improve environmental quality, to preserve fish and wildlife habitat, to prevent degradation or loss of natural features and functions, and to minimize risks to life and property.

Policy CQ1-3: Guide development along the Borough's many glacially braided rivers such as the Matanuska River to preserve the resources and ecology of the water and shorelines, avoid natural hazards, minimize erosion and associated property damage and public welfare and safety.

Policy CQ1-4: Provide site restoration if land surface modification violates adopted policy or development does not ensue within a reasonable period of time.

Policy CQ1-5: Make information concerning natural systems and associated regulations available to property owners, prospective property owners, developers, and the general public,

Matanuska River (Frankie Barker, MSB)

Goal (CQ-2): *Manage the natural and built environments to achieve minimal loss of the functions and values of all drainage basins; and, where possible, enhance and restore functions, values, and features. Retain lakes, ponds, wetlands, streams, and rivers and their corridors substantially in their natural condition.*

Policy CQ2-1: Using a watershed-based approach, apply best available science in formulating regulations, incentives, and programs to maintain and, to the degree possible, improve the quality of the Borough's water resources.

Policy CQ2-2: Comprehensively manage activities that may adversely impact surface and ground water quality or quantity.
Policy CQ2-3: When appropriate, utilize Borough adopted "Best Management Practices" when managing watershed impacts.
Policy CQ2-4: Develop a "wetland banking" and "land trust" program to provide property owners and developers alternatives when considering development strategies on environmentally sensitive lands.

Implementation:

There are a broad range of measures necessary to implement the Comprehensive Plan involving a wide variety of people and organizations. It is the responsibility of the Borough, however, to put in place mechanisms that will promote the actions needed for implementation. Listed below are the primary methods that will be used to implement the Plan.

- Land-use regulations (SpUDs);
- Capital improvement program;
- Subdivision regulations.

Because of the broad range of plans that the Borough utilizes when developing and implementing its comprehensive planning efforts, the Borough's implementation methods consist of all of the most common means of implementing comprehensive plans with the exception of impact fees.

A comprehensive plan cannot be implemented entirely by codes and ordinances. Some recommendations made within the plan require other types of actions that only a governing body can take. Examples of these types of actions are: developing capital improvement programs; promoting redevelopment or in-fill development, and fostering good public participation, perhaps the keystone and the catalyst of most plan implementation techniques.

Obviously, there can be many other similar actions that can aid in implementing the comprehensive plan, none of which require codes and ordinances to be put into effect by which, nevertheless, are equally as important to assist with plan implementation. For example, periodic informational meetings with Borough community councils to discuss the comprehensive plan can aid in plan implementation. Exchanges with groups like the local Chamber of Commerce and other civic organizations will keep the plan in the forefront as individuals make business decisions and civic groups plan their community assistance activities. Collectively, actions by individuals and individual civic groups can add up toward accomplishing goals set forth in the plan. When government sponsored activities are linked to non-governmental actions real progress can be made.

Land-use Regulations. Land use regulations set the legal requirements for new development and modifications to existing uses. The vast majority of such regulations are found in zoning and subdivision codes as well as shoreline plans. The Borough uses both Borough-wide and special use district (SpUD) zoning ordinances. Borough-wide zoning ordinances address land use issues that are common throughout the Borough and are most effectively and

efficiently administered on a Borough-wide basis. Examples of these ordinances include setback standards including a seventy-five foot water-body setback, alcohol beverage dispensary, sanitary solid waste disposal sites, and mobile home park standards.

Special use districts are zoning ordinances that implement locally adopted community based comprehensive plans, state management plans, and certain components of a Borough-wide plan. SpUD's are thus tailored to a local community's special conditions that are unique to the geographic boundary of such community. Local communities have the ability to redefine a particular Borough-wide zoning measure through their SpUD. For example, a community may regulate a certain land use in a more permissive or restrictive manner than provided by a Borough-wide zoning measure. A SpUD may also implement a state plan such as the Denali State Park Special Use District implements the Denali State Park Management Plan.

Common land use standards that are regulated by a zoning ordinance or other land use implementing techniques include: density standards, setback and height standards, use separation and standards, signage standards, lot coverage limitations, design standards, landscape and parking standards and wireless communication facility standards.

Although by nature regulations impose restrictions on the development of property, where appropriate, regulations can be structured to provide incentives to desired development, rather than being solely restrictive. For instance, if the community determined that a certain area is appropriate for commercial uses, however, due to the proximity to residential properties, the uses should be limited to businesses that will have minimal impacts to the area and provide a service to the surrounding properties (e.g., small grocery store), a land-use regulation could be drafted to accommodate such concerns.

Capital Improvement Plans. Although not technically a part of the Comprehensive Plan, Capital Improvement Plans, or Functional Plans, address in detail subjects more generally discussed in the Comprehensive Plan. Existing Borough functional plans include:

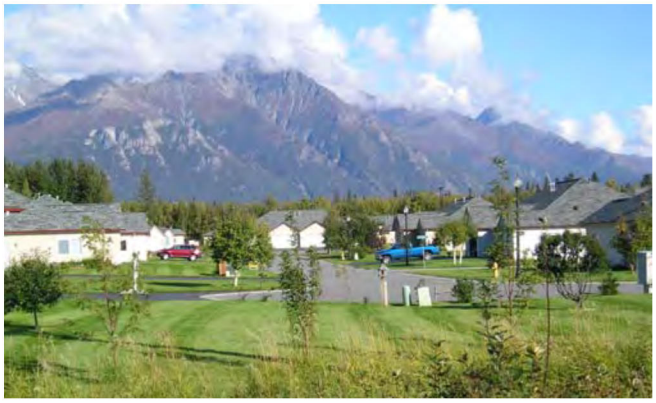
- School District Plans
- Trails and Recreation Plans (Pedestrian, Bike, Trail, Park, Refuge projects)
- Borough Capital Projects (e.g., Port MacKenzie, Hatcher Pass Ski Recreational Area)
- Transportation Plans (Federal, State, Local)

Functional plans are both guided by and help to guide the Comprehensive Plan. Theoretically, the Comprehensive Plan sets the broad policy framework which functional plans address in more detail. In practice, however, functional plans also raise issues and ideas which help to shape Comprehensive Plan goals and policies. Either way, general consistency between the Comprehensive Plan and functional plans is important, as is regular updating of functional plans to maintain their effectiveness.

Mushing (Harry Banks, MSB)

Subdivision Standards. The subdivision ordinance is one of the key tools used to implement the comprehensive plan. Subdivision regulations are designed to provide a variety of land-use benefits to a community including the following:

- Ensure a well-designed and functional subdivision or land development;
- Set minimum standards for the layout or design of developments;
- Promote coordinated development including adequate vehicular connectivity;
- Insure the installation of necessary improvements;
- Manage storm water runoff and erosion



Subdivision in Palmer (Frankie Barker, MSB)

Goal (I-1): *Encourage flexibility in the implementation of the Borough's comprehensive plans.*
Policy I1-1: Provide a variety of methods, including land-use regulations, subdivision standards and capital improvement plans, to implement the comprehensive plan.

Goal (I-2): *Allow local communities to have the ability to tailor implementation methods to local needs and desires.*
Policy I2-1: Allow the use of special use districts as a means of implementing locally adopted community based comprehensive plans if they comply with the borough-wide plan.
Policy I2-2: Allow local communities to consider land use regulations that are more flexible than Borough-wide zoning measures.

Life after the Plan:
After the Borough adopts the comprehensive plan and any implementing codes and ordinances, there is a tendency to put the plan away and to consider the planning task complete. This is not and should not be the case. A community is seldom a stagnant place; especially considering the rapid population growth the borough is experiencing. Planning is an organized process managing change. Therefore, all change should be examined to see what effects it may have upon the community. The comprehensive plan and its implementing ordinances should be adjusted accordingly. This examination and updating procedure should be done methodically and periodically. This is known as the continuing planning process. With that said, this plan should be reviewed every seven (7) years, and if the review uncovers shortcomings, the plan should be updated to account for such changes.

APPENDIX

Matanuska-Susitna Borough
Comprehensive Development Plan Components

The following is a non-inclusive list of plans and studies that are incorporated by reference as part of the Matanuska-Susitna Borough Comprehensive Development Plan (as of 2005).

MATANUSKA-SUSITNA BOROUGH REGIONAL PLANS

Matanuska-Susitna Borough Comprehensive Development Plan (adopted 1970, amended 2005)

Matanuska-Susitna Borough Public Facilities Plan (adopted 1984)

Matanuska-Susitna Borough Coastal Management Plan (adopted 1984, amended 1992)

Matanuska-Susitna Borough Historic Preservation Plan (adopted 1987)

Matanuska-Susitna Borough Core Area Comprehensive Plan (adopted 1993, amended 1997)

Matanuska-Susitna Borough Long Range Transportation Plan (adopted 1997)

Matanuska-Susitna Borough Recreational Trails Plan (adopted 2000, amended 2004)

Matanuska-Susitna Borough Rail Corridor Study (adopted 2003)

MATANUSKA-SUSITNA BOROUGH COMMUNITY PLANS

City of Palmer Comprehensive Plan (adopted 1982, amended 1999)

City of Wasilla Comprehensive Plan (to include City of Wasilla Trails Plan; City of Wasilla Alaska Railroad Relocation Reconnaissance Study; City of Wasilla Hazard Mitigation Plan, Phase I – Natural Hazards) (adopted 1992, revised 1996, amended 1999)

City of Houston Comprehensive Plan (adopted 1982, amended 2003)

Chickaloon Comprehensive Plan (adopted 1991, amended 1995)

Chase Comprehensive Plan (adopted 1993)

Glacier View Comprehensive Plan (adopted 1994)

Big Lake Comprehensive Plan (adopted 1995)

Knik-Fairview Comprehensive Plan (adopted 1997)

Petersville Road Corridor Management Plan (adopted 1998)

Lake Louise Comprehensive Plan (adopted 1998)

Talkeetna Comprehensive Plan (adopted 1998, amended 1999)

Sutton Comprehensive Plan (adopted 2000)

Meadow Lakes Comprehensive Plan (adopted 2005)

MATANUSKA-SUSITNA BOROUGH SPECIALTY/FUNCTIONAL PLANS

Matanuska-Susitna Borough Community Health Plan (adopted 1997)

Point MacKenzie Port Master Plan (adopted 1998, amended 1999)

Matanuska-Susitna Borough Solid Waste Management Plan (adopted 2002)

Matanuska-Susitna Borough Library Comprehensive Plan (adopted 2005)

Lake Management Plans

Knik Lake, Lake Management Plan (adopted 1995)

Crooked Lake, Lake Management Plan (adopted 1995)

Honeybee Lake, Lake Management Plan (adopted 1995)

Rainbow Lake, Lake Management Plan (adopted 1995)

Island and Doubloon Lake, Lake Management Plan (adopted 1995)

West Papoose Lake, Lake Management Plan (adopted 1995)

John Lake, Lake Management Plan (adopted 1995)

Crystal Lake, Lake Management Plan (adopted 1995)

Bonnie Lake Area, Lake Management Plan (adopted 1996)

Wolf Lake, Lake Management Plan (adopted 1997)

Twin Island Lake, Lake Management Plan (adopted 1997)

Fish Lake, Lake Management Plan (adopted 1997)

Blodgett Lake, Lake Management Plan (adopted 1997)

Big Lake, Lake Management Plan (adopted 1998)

Memory Lake, Lake Management Plan (adopted 1998)

Toad Lake, Lake Management Plan (adopted 1998)

Lake Management Plan (adopted 1998)

Question, Little Question, Lake Five and Unnamed Lakes, Lake Management Plan (adopted 1998)

Marilee Lake, Lake Management Plan (adopted 1998)

Diamond Lake, Lake Management Plan (adopted 1999)

Christiansen Lake, Lake Management Plan (adopted 1999)

Neklasen and Lower Neklasen Lakes (adopted 2000)

Marion Lake, Lake Management Plan (adopted 2000)

Long Lake (Houston), Lake Management Plan (adopted 2001)

Three Mile Lake, Lake Management Plan (adopted 2002)

Wolverine Lake, Lake Management Plan (adopted 2004)

Whiskey Lake, Lake Management Plan (adopted 2004)

Little Lonely Lake, Lake Management Plan (adopted 2005)

Asset Management Plans

Parks, Recreation and Open Space Plan (adopted 2001)

Deshka River Recreation Management Plan (adopted 2004)

Jordan Lake Parcel Master Plan (adopted 2004)

Talkeetna Lakes Park Plan (adopted 2004)

Talkeetna Riverfront Park Plan (adopted 2004)

STATE AND FEDERAL PLANS

Willow Sub-Basin Area Plan (adopted 1982)

Hatcher Pass Management Plan (adopted 1986)

Denali State Park Management Plan (adopted 1986)

Palmer Hay Flats State Game Refuge Management Plan (adopted 1986, revised 1999)

Susitna Area Plan (adopted 1985, amended 1993)

Hatcher Pass Management Plan Amendment (adopted 1989)

Susitna Basin Forestry Guidelines (adopted 1991)

CODE ORDINANCE

By: Borough Manager
Introduced: 12/06/05
Public Hearing: 01/03/06
Adopted: 01/03/06

MATANUSKA-SUSITNA BOROUGH
ORDINANCE SERIAL NO. 06-001

AN ORDINANCE AMENDING MSB 15.24.030(B)(1) TO ADOPT THE MATANUSKA-SUSITNA BOROUGH COMPREHENSIVE PLAN - 2005 UPDATE.

WHEREAS, the original Matanuska-Susitna Borough Comprehensive Plan was adopted in 1970, and due to the increased population growth, infrastructure demands, and other impacts associated with development an updated plan is needed; and

WHEREAS, throughout the entire update process, the Borough solicited and accepted public comments, a planning committee met several times to discuss planning methods to address growth and development issues within the Borough, and a 60 day public review period provided the public, including community councils, an opportunity to comment on the draft plan; and

WHEREAS, Boroughwide issues such as transportation systems, economic development, housing, land use, and environmental quality need continued and expanded attention; and

WHEREAS, the 2005 update introduces specific goals and policies to address the many issues that the Borough must embrace in order to maintain the high quality of life we enjoy; and

WHEREAS, the Matanuska-Susitna Borough Planning Commission adopted Resolution No. 05-44, recommending Assembly adoption of the Matanuska-Susitna Borough Comprehensive Plan - 2005 Update.

BE IT ENACTED:

Section 1. Classification. This ordinance is of a general and permanent nature and shall become a part of the Borough Code.

Section 2. Amendment of paragraph. MSB 15.24.030(B)(1) is hereby amended to read as follows:

(1) Matanuska-Susitna Borough Comprehensive Development Plan, adopted 1970, amended (1998) **2005**;

Section 3. Effective date. This ordinance shall take effect upon adoption by the Matanuska-Susitna Borough Assembly.

ADOPTED by the Matanuska-Susitna Borough Assembly this 3 day of January, 2006.

/S/

TIMOTHY L. ANDERSON, Borough Mayor

ATTEST:

/S/

MICHELLE M. MCGEHEE, CMC, Borough Clerk (SEAL)

PASSED UNANIMOUSLY: Woods, Allen, Colberg, Kvalheim, Bettine, Colver, and Vehrs

ALASKA TAXABLE 2020

Municipal Taxation - Rates and Policies • Full Value Determination

REPORT

Volume LX
January 2021

Mike Dunleavy,
Govenor

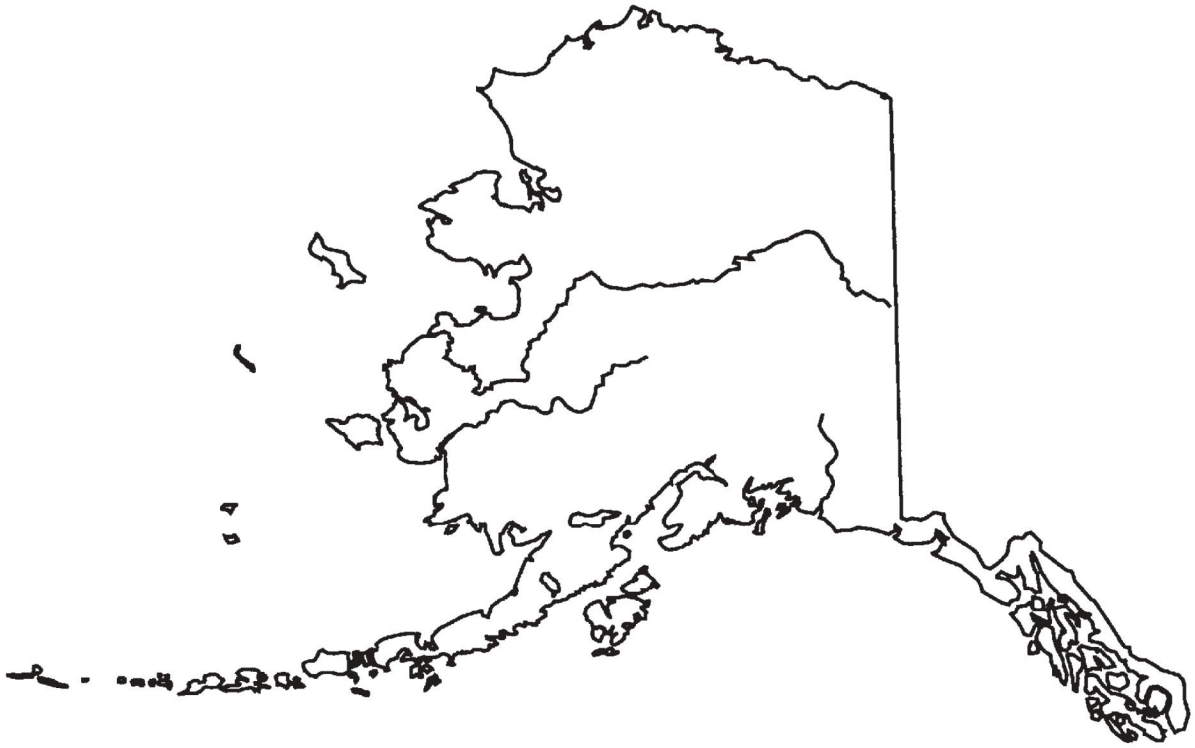
Julie Anderson, Commissioner
Department of Commerce, Community,
and Economic Development
https://www.commerce.alaska.gov/web/

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

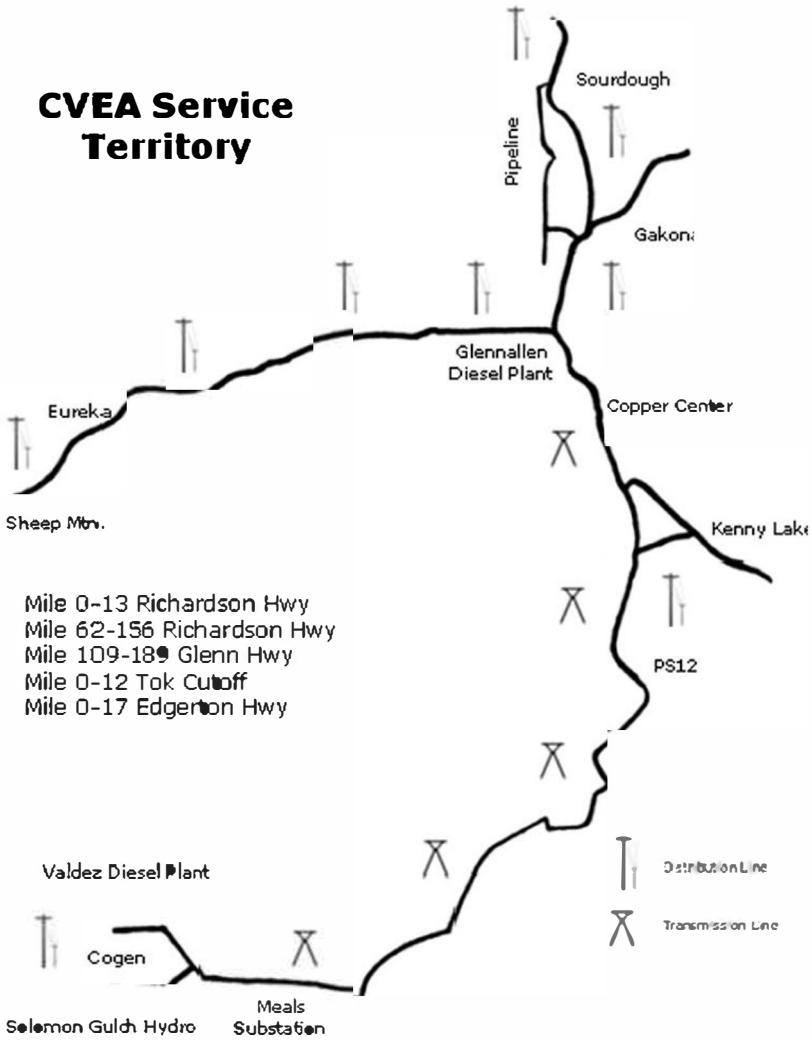


Office of the State Assessor
Joseph Caissie
Acting State Assessor

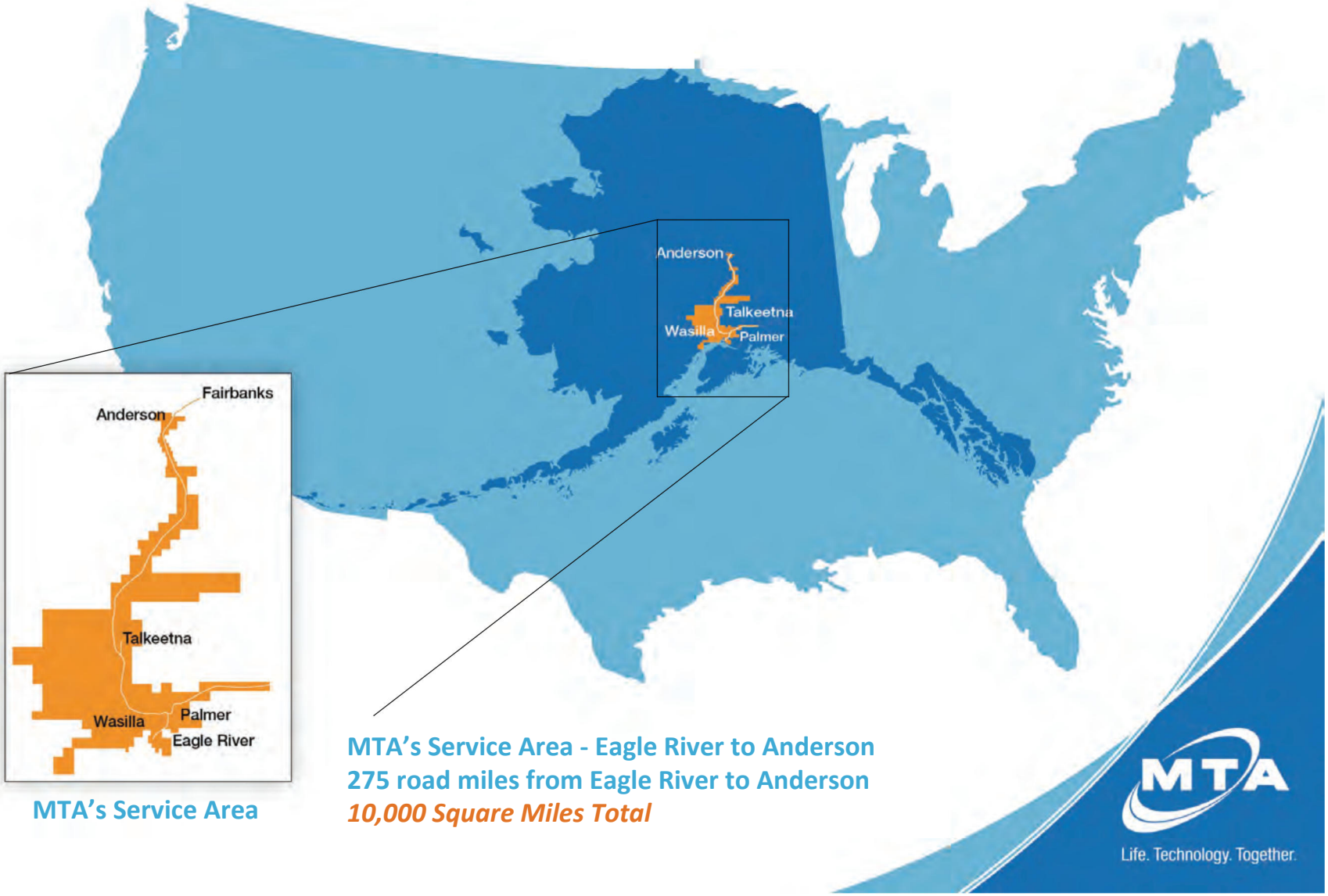
Table 2

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		


CVEA Service Territory
Sourdough
Pipeline
Gakona
Glennallen Diesel Plant
Copper Center
Eureka
Sheep Mtn.
Kenny Lake
Mile 0-13 Richardson Hwy
Mile 62-156 Richardson Hwy
Mile 109-189 Glenn Hwy
Mile 0-12 Tok Cutoff
Mile 0-17 Edgerton Hwy
PS12
Valdez Diesel Plant
Distribution Line
Transmission Line
Cogen
Meals Substation
Solomon Gulch Hydro

How big is MTA's service area?



MTA's Service Area

MTA's Service Area - Eagle River to Anderson
275 road miles from Eagle River to Anderson
10,000 Square Miles Total

Southcentral Region Canneries and Land-Based Seafood Processors*

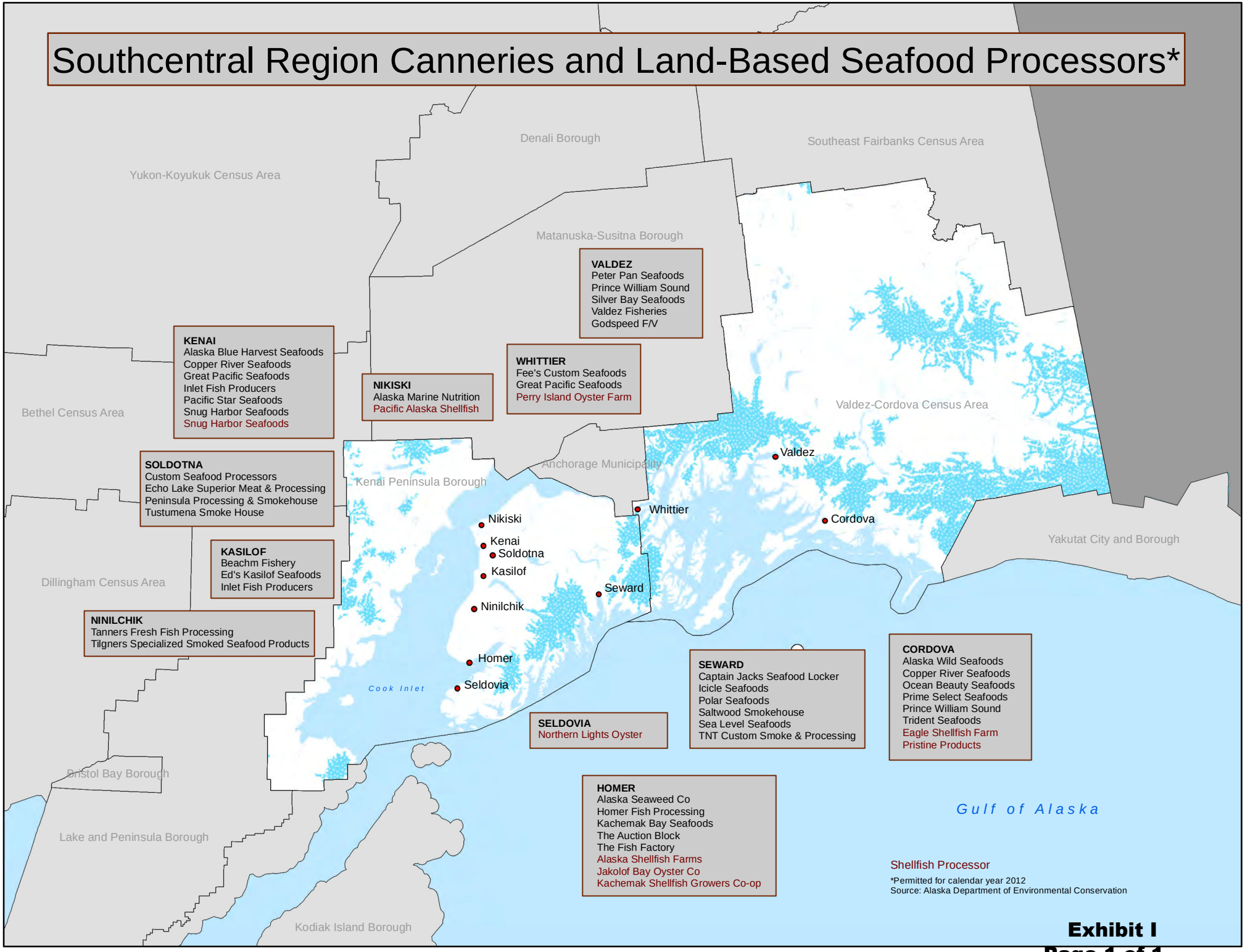


Exhibit I
Page 1 of 1

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

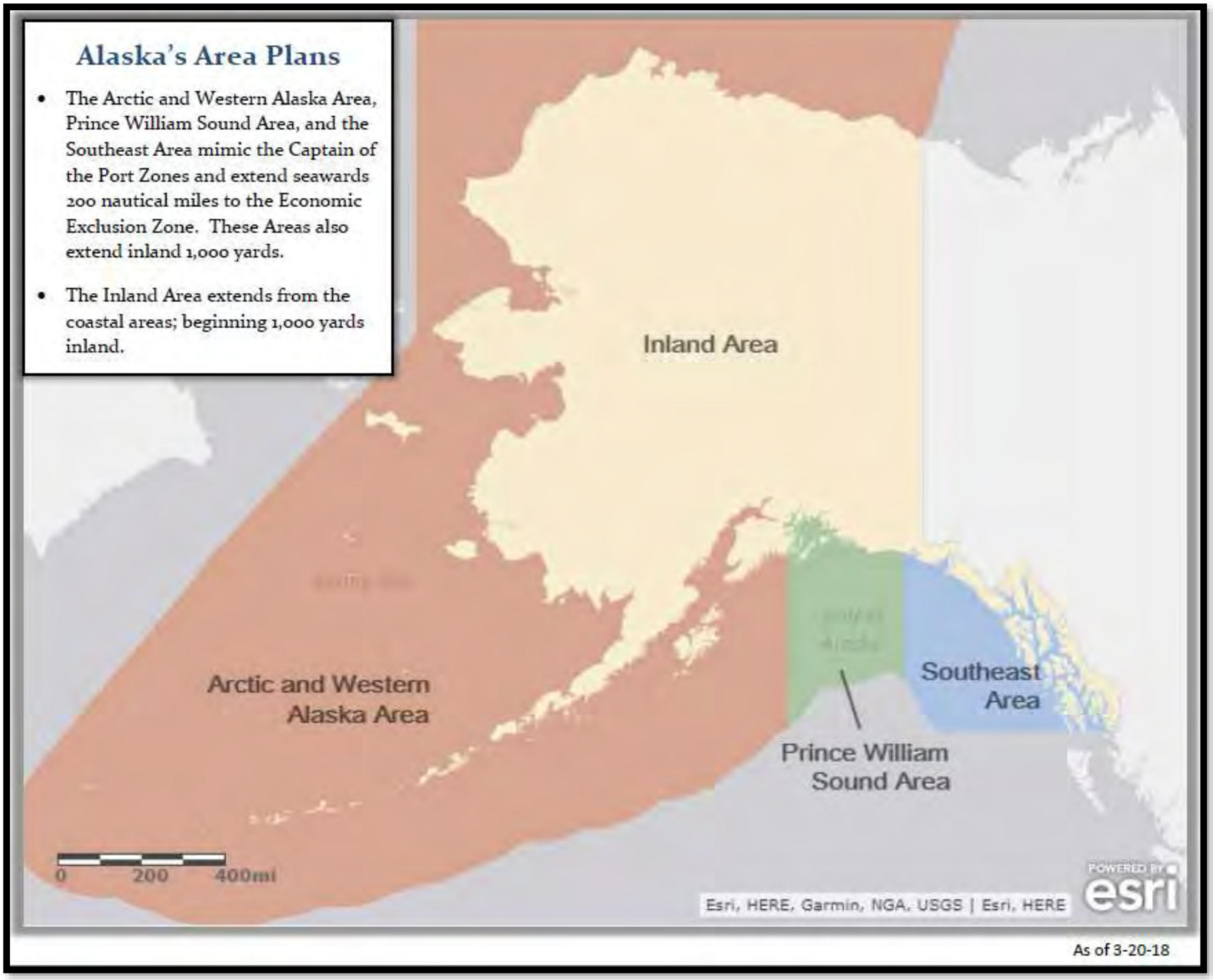
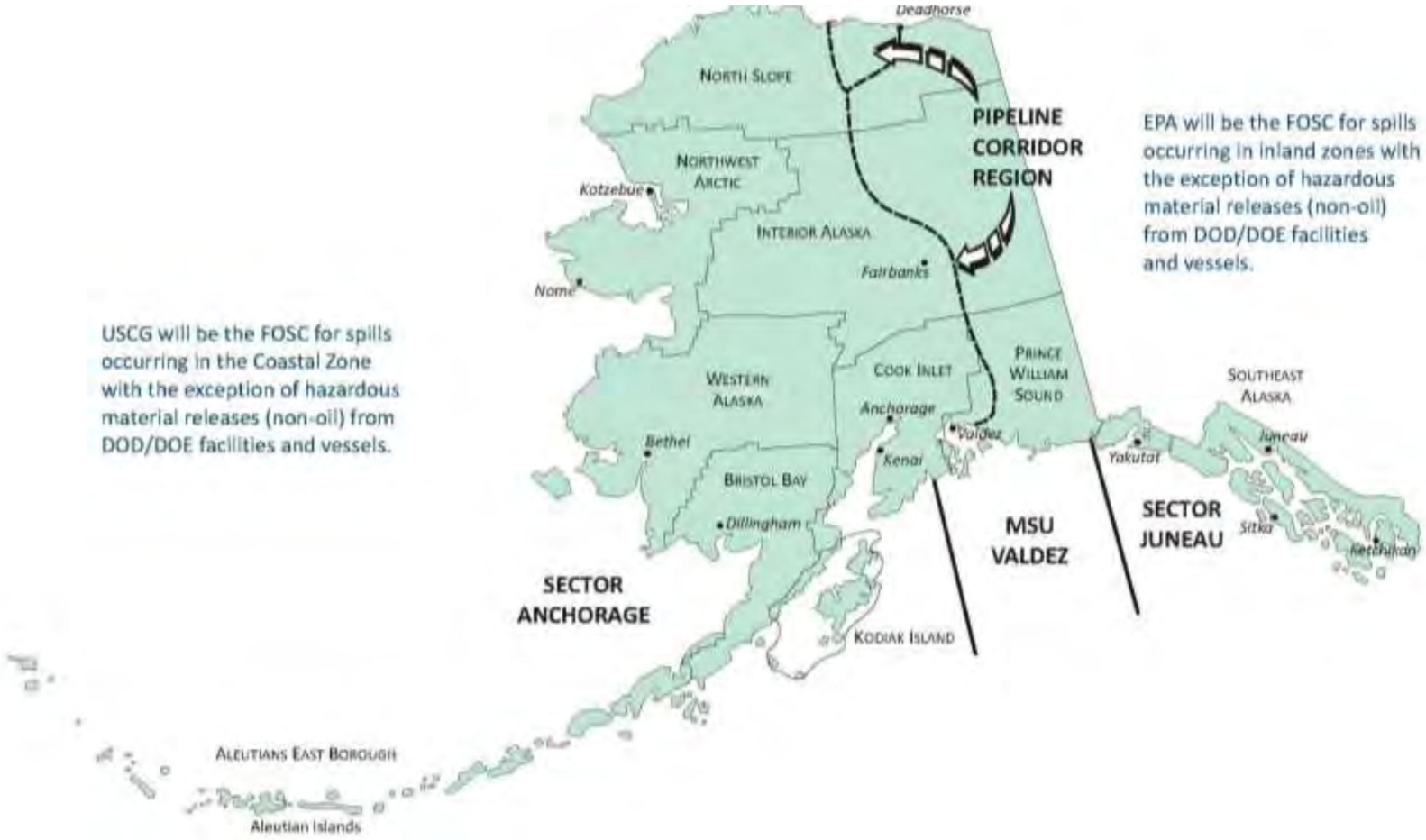


Figure 2 - Federal On-Scene Coordinators, Area of Responsibility



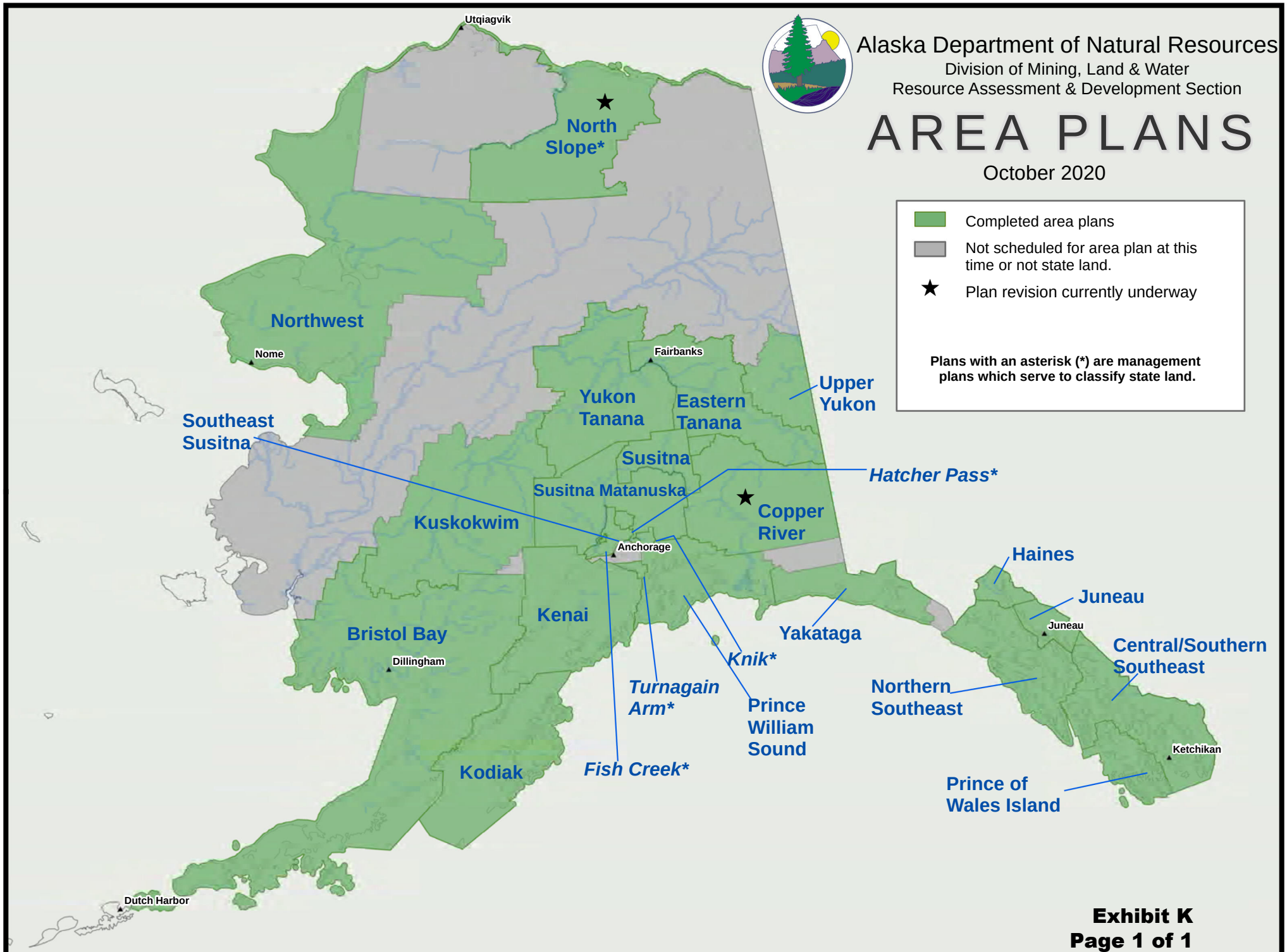


Exhibit K
Page 1 of 1

For current and finalized planning projects, see http://dnr.alaska.gov/mlw/planning/ or call the Resource Assessment & Development section at 269-8534.