Thursday, September 07, 2023   Location: Borough Assembly Chambers
5:30 PM

1. CALL TO ORDER

2. ROLL CALL

3. AMENDMENTS TO THE AGENDA

4. CONFLICT OF INTEREST

5. APPROVAL OF MINUTES

a.   Approval of the Economic Development Board meeting minutes from June 15th, 2023.

6. CORRESPONDENCE

7. PERSONS TO BE HEARD

8. BOARD MEMBER REPORTS

9. DIRECTOR REPORT

a.   Economic Development Department Report for July and August

10. UNFINISHED BUSINESS

11. NEW BUSINESS

a.   Review and discussion of the public survey results and the Six-Mile Deep-Water Port preliminary workplan.

12. NEXT AGENDA ITEMS

13. ADJOURN

Minutes of Economic Development Board Meeting
Held on June 15, 2023

1. CALL TO ORDER: @ 7:10 PM

2. ROLL CALL:

PRESENT: John DeRuyter, Brian Ashton, Chair Bob Dalrymple

ABSENT: Caitlin Cardinell

STAFF PRESENT: Kate Thomas, Matt Henson

3. AMENDMENTS TO THE AGENDA:

    a) Thomas: Asks to amend for USFS to speak after Amendments to the Agenda.

      Amendment Approved Unanimously

4. CONFLICT OF INTEREST: NONE

5. APPROVAL OF MINUTES:

    a) Economic Development Board meeting minutes from April 20th, 2023.

M/S: DeRuyter/Ashton move to approve the regular meeting minutes from April 20th, 2023.

6. CORRESPONDENCE: NONE

7. PERSONS TO BE HEARD: NONE

8. REPORTS AND ANNOUNCEMENTS:

    a) Economic Development Director Report for May 2023.

Director presented report.

    b) USFS Wrangell Ranger District update provided by Victoria Houser.

Report provided by Austin O'Brien & Barb Miranda.

Barb provided a general review of the SASS-FM program. USFS is looking for locations/projects that will benefit Wrangell's economy. Input can be submitted through the online story map. The program allows for small scale commercial harvesting. Dalrymple requested continued local analysis on areas in the Tongass. Borough input will be broad. Public comment is open through June 30. USFS to engage with local tribes to ensure that their desired projects will be funded. The goal is to have a 10-year project list to ensure resources are allocated properly.

O'Brien reported pre-commercial thinning projects begin soon. Zarembo is a priority area, moving back towards Wrangell from there. Wrangell Island blueberry production is being considered and USFS is looking to bolster berry production. USFS is working on a single small sail unit and is also in the process of filing position vacancies. Construction and repairs at the Anan Observatory are about to begin. The agency is looking for a local mill to help supply timber for the project. The recreation department is focused on deferred maintenance. A student conservation crew will assist with a variety of projects, including Borough projects. It is unclear whether the additional viewing platform will be replaced at Anan. Other projects include Roosevelt dock. The contract to take care of the washout on Zarembo Island has been awarded recently.

Thomas stated the conservation crew has worked with the Borough on three occasions. Partnerships also include cross training with chainsaw use and trail maintenance. This is an invaluable service to borough departments.

9. ITEM(S) OF BUSINESS

a) Review of preliminary results from Six-Mile-Deep Water Port public survey.

The board reviewed the preliminary results of the public survey. Ashton stated that respondents are reacting to immediate needs, but EDB must consider what options grow industry and economy while respecting community immediate desires. Community needs may be solved by further economic growth.

Thomas stated that staff will work on a plan over the next few months with Borough administration to find a strategic approach to development. Continued public outreach will be included in the plans going forward. Dalrymple requested that the findings of the survey be presented to the Assembly. A report will be provided to the Assembly with an opportunity to hold a joint workshop with the purpose of reviewing a strategy for development between the Assembly and the Economic Development Board.

10. ADJOURN: Adjourned @ 8:10

The next meeting date is September 7th.

_____
Chair

ATTEST: _____
            Secretary

ECONOMIC DEVELOPMENT DEPARTMENT REPORT

To: Planning and Zoning Commission;
           Economic Development Board; and,
           Wrangell Convention and Visitors Bureau
Cc: Borough Manager
           Borough Assembly
From: Kate Thomas, Economic Development Director
Date: August 30th, 2023

ECONOMIC DEVELOPMENT

- In April of 2023 Wrangell was notified that it was selected for the USDOT Thriving Communities Grant Program which aims to ensure that disadvantaged communities adversely or disproportionately affected by environmental, climate, and human health policy outcomes have the technical tools and organizational capacity to compete for federal aid and deliver quality infrastructure projects that enable their communities and neighborhoods to thrive. Wrangell is among a dozen or more communities that have been selected to participate following a proposal from previous Director, Carol Rushmore.

  While there is no monetary award, Wrangell will work with a group of capacity builders called RAIB (Ray, Arcadis, InfraStrategies, Beverly Scott and Associates) to establish a comprehensive development plan for the 40-acre Deep Water Port located at Six Mile. Through a series of meetings with the RAIB team and internal stakeholders a draft workplan has already been created. Priorities for developing a strategy include the following top three areas, grants and funding, partnerships and community engagement, and infrastructure needs. The workplan includes tasks, goals, performance measurements and methods to help guide efforts between 2023 and 2025.

  Staff from the City and Borough (funded by the grant) will travel to Washington DC for a fall symposium at the end of November to meet with the RAIB and USDOT team in person. There will be several panels and activities taking place including breakout sessions with other communities and designated capacity builders. Likewise, the RAIB team will have an opportunity to visit Wrangell, getting boots on the ground to better understand the attributes and challenges of developing industry on site. A plethora of resources have been made available to the RAIB team including economic reports, feasibility studies, housing information, broadband capacity and regional transportation plans. As the process progresses associated boards, agency partners, and external stakeholders will be invited to the table to provide input on new developments.

- As construction continues at Alder Top Village staff have received several public inquiries about how the parcels will be auctioned for public bidding. While construction is ongoing and not subject to be complete until next summer, staff are working towards a plan to sell the land, including possible incentives for developing the property for the purpose of primary residency. The Borough is considering whether a subdivision developer may help expedite construction for home sales. More details will be shared with Borough officials and the public as they become available.

- Directors of Finance, Capital Facilities and Economic Development met to discuss a broader plan to address grant opportunities and funding strategies. Staff are working to refine its approach plan to tackle eligible funding sources to address critical projects that currently do not have complete funding. Routine meetings are scheduled to ensure reporting deliverables are met, notices of funding opportunities are evaluated, and roles and responsibilities are clear. This effort will coincide with the Borough's annual review of goals and objectives. Because grant programs have increased criteria, creating a more competitive environment it is important that the Borough remains intentional about selecting which programs align with its Capital Improvement Plans.

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- The Borough has continued its interagency joint meetings with the Wrangell Cooperative Association. The next meeting is scheduled for September 6th. The upcoming agenda includes a progress report on Alder Top Village, permit and impact concerns at Petroglyph Beach, Thriving Community Grant program for the old mill development, land request process updates and 2024/2025 preliminary cruise ship schedule.

- Thanks to Economic Development Board Chair, Bob Dalrymple for his effort in crafting an input letter for the Southeast Alaska Sustainability Strategy for Forest Management (SASS-FM). Bob's expert knowledge of the local ranger district and involvement with the Economic Develop Board over the years positioned him to support the Borough in crafting meaningful input on the forest management plans. The letter was reviewed by the Borough Assembly and submitted by the Borough Manager in July.

- The Alaska Recreation and Parks Association Conference is scheduled for September 19, 20 and 21. Wrangell is the host community this year. Kate Thomas serves as the Secretary of the Association, a role she adopted early in her Parks and Recreation career. Kate is also the conference committee chair. Kate has worked with Nolan Center Director to orchestrate the flow within the facility, plan the execution of the e-sports keynote speaker and the technical needs of facilitation. Parks and Recreation Director Lucy Robinson has stepped in to assist with procuring swag and silent auction items, in addition to establishing plans for facility operations while department staff attend the conference. Matt Henson has played the critical and creative role of designing the conference schedule and brochure that will be distributed to all attendees.

  The Conference Committee is responsible for fundraising, planning and execution of all aspects of the conference. The team has brought in over $18,000 in corporate sponsorships and donations with an additional $4,000+ in revenues generated from registration. There are over 70 people involved in the conference between attendees, speakers, vendors, and sponsors along with local invited guests.

  In addition to the mission of the association, the conference will serve as a pilot to determine strengths and weakness of the community's hospitality services as it relates to hosting business retreats, regional conferences, and board meetings. While Wrangell has hosted several large events, things evolve and so do services and amenities. It is important that Wrangell continues to evaluate our community's capacity and finds ways to grow our early spring and late fall visitor population.

- At the upcoming conference there will be four different playground manufacturers in town. Staff are working to schedule a tour of Wrangell's playground with representatives from each company to brainstorm different concepts for layout, construction, and funding for park/playground improvements.

- Following the new year, the Borough will undergo a branding strategy, development, and implementation process with an element of public process. This will include design of a new logo, color schemes, fonts and associated templates for public notices, reports, and other related media.

- Matt Henson proposed a plan to install lobby monitors in the Library, Nolan Center, P&R, Harbor office and City Hall. The screens allow the borough to have an engaging way to interface with community members, run digital promotions outside of social media, reduce overall paper promotions and provide information to the public that can be easily digested in high traffic areas. Examples of use include promotion of public events, borough events and department announcements, city wide changes to public facing utilities and engaging silent video content such as moving infographics, web demos of borough related software, navigation of city website. Monitors have been installed in each location with software included to run the digital media on a prescribed schedule with content that is standard among all monitors, as well as unique to that department's initiatives.

TOURISM

- Matt Henson recently learned that a past Australian Ambassador traveled to Wrangell for leisure. Matt penned a well-crafted letter thanking them for their visit, inviting them to contact the Borough should they ever return to

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Wrangell or the region. Efforts like these do not go unnoticed by leaders. Thanks to Matt for his attention to detail and professionalism.

- Matt Henson and Kate Thomas are engaging in routine meetings to develop the Borough's first Tourism Marketing Plan. The plan includes a SWOT (strengths, weaknesses, opportunities, and threats) assessment for both the Travel Brand and the destination, along with visitor profiles, target markets and strategies and goals. Included in the final draft will be appendices with references to the social media schedule, priority publications, contractual services and a list of attractions and assets for promotion. The plan will be reviewed and updated on an annual basis. The structure will support the staff's overall workplan and tourism initiatives.

- Following the completion of the Marketing Plan, staff will turn their focus to media policies. This will include website privacy policies, codes of conduct, asset management, brand summary and guidelines, equity terms, photo release disclaimers and more.

- The vision for a Tourism Plan has been in the works for the past two years. A destination tourism management plan is critical to cultivating and growing the industry in a way that meets the needs and goals of service providers, visitors, and residents as whole. The Tourism Best Management Practices, Marketing Plan and Media Policies are the building blocks needed to manage niche aspects of the industry. The Tourism Plan is the umbrella that helps protect those components, while communicating the vision and intentions of the Borough as the industry evolves. The department plans to host a series of stakeholder meetings and workshops to glean more information from operators and hospitality businesses to ensure a productive and inclusive process is deployed in developing the plan.

- Port Director, Steve Miller and Matt Henson have met to discuss Marine Service Center Branding and Marketing Strategies to help bolster local appeal to independent yachters and other parties, as well as for the purposes of representing this division at tradeshows such as the Marine Expo and Seattle Boat Show. Upgrades to the website, facility signage, display material and customer services (such as online forms) may be included in the overall revamp. Wrangell's Ports and Harbors, as well as the Marine Service Center offer niche marketing opportunities that have barely been tapped to their full potential. As services evolve in other regional communities, staff have a desire to maintain a competitive edge.

- Matt Henson will travel to the DMA (Direct Marketing Association of the West) Education Summit in October. The summit will offer experiential learning labs, workshops and opportunities to network with marketing service agencies that may aid in Wrangell's evolving marketing plans. DMA supports and provides resources to enhance initiatives and technologies associated with interactions with visitors, clients, partners and more.

- Both Matt Henson and Kate Thomas will travel to Fairbanks Alaska in October of 2023 to attend the Alaska Travel Industry Association (ATIA) Conference for the first time. ATIAs mission is leading industry organization promoting Alaska as a top visitor destination, communicating and promoting the Alaskan tourism industry as one of the state's major economic forces, and will be the respected voice of the industry for the growth of the industry, while remaining stewards of the state's natural resources, cultures, and Alaska's unique quality of life.

- Matt Henson completed the transition to Google's GA4 platform. GA4 is an analytics service that enables you to measure traffic and engagement across your websites and apps. Analytic reports will help inform staff of the traffic within the Travel Wrangell website, and strategies to draw in more visitors.

- The Wander Map application launched in July of 2023. Since its inception there have been over 5,000 interactions with the map. Staff are working to ensure all media attached to points of interest is correct and up to date as much of the media has been pulled from the web. Following the end of season audit and updates, staff will work to bolster route plans that can be inserted into the map. For example, hiking routes within the Rainbow Falls circuit and common paddle route within inner channels. It is important to remember that infrastructure investments in tourism are intended to provide for the independent traveler with an added appeal to cruise passengers. Businesses who wish to be included on the map can contact Matt's office and complete the online form to submit their information.

- Matt Henson will accompany Steve Miller to the Pacific Marine Expo in November. The Pacific Marine Expo is the largest and longest running commercial fishing and commercial marine tradeshow on the West Coast, held annually in Seattle, WA, serving all aspects of the Pacific market, including commercial vessel owners, commercial fishermen, boat builders, workboat operators and seafood processors, tug, tow and marine patrol, and crew. Exposure to this opportunity, along with attendance of the Seattle Boat Show will help frame future marketing efforts for marine services in Wrangell.

- Staff are working to plan for and reduce costs of travel to the Seattle Boat Show. Taking place in February 2024, the boat show is an indoor-outdoor event, with boats on display and afloat. Generally, this show appeals to individuals interested in purchasing a boat for recreation and leisure. Previously staff from the Harbor and Eco Dev department have shared the responsibility of attending the show, with support from Port Commissioners and Convention and Visitors Bureau Board Members. Costs have grown substantially over the years due to shipping rates between Wrangell and Seattle and accommodations. By streamlining the Harbor brand and simplifying display materials (while remaining aesthetically pleasing) staff will reduce overall costs of shipping material and equipment for their booth. Similarly, staff are strategizing ways to evaluate the return on investment for tradeshows to ensure the value is there.

- A recent public complaint was filed with the State of Alaska Division of Outdoor Recreation regarding commercial use and impact concerns at the Petroglyph Beach State Park. Since the public complaint the Borough has learned of a state regulation requiring commercial use permits for tours conducted in all state parks (reference 11.AAC.12.300 and 11.AAC.18.030). Staff have been working with the State regarding how we can educate operators, evaluate impact concerns, and determine whether there is a need to establish additional stipulations as a requirement of the permit. Local commercial tour operators have received a preliminary notice of the requirement to obtain a permit. The permit is $350 with a $100 application fee. Additionally, commercial users are required to file an end of the year client report and are charged $6 per client who visits the park throughout the operating (calendar) year. In conjunction with this effort staff are working with state employees on the review and revision of the Land Use Agreement between the City and Borough and the State of Alaska. The Borough plans to share developments with WCA administrators at the next join meeting, scheduled for September 6th. The State seems very open to changing the approach of how that site is managed via partnerships. The Borough has a vested interest in improving access and amenities at the site due to its cultural and economic value.

- In July, Matt Henson visited Juneau and Sitka to study marketing trends and tactics prevalent in southeast communities. While in Sitka, Matt engaged with the Director and Communications Specialist from Visit Sitka. Together, they delved into efficient strategies for targeting potential visitors, converting them into booked trips, and reaching them once they're in-market. The Visit Sitka team elaborated on their transition from traditional to modern media channels.

  In Juneau, Matt had a constructive discussion with the Tourism Manager for the City and Borough of Juneau, Alexandra Pierce. They delved into how to further develop Wrangell's Tourism Best Management Practices, strategies to handle the cruise industry, and insights into changing cruise passenger demographics. In his meetings with the Executive Director of Travel Juneau, Liz Perry, Matt further discussed the growth and management of the cruise industry. They also considered how to adapt Juneau's marketing strategies to suit Wrangell's context.

- Matt Henson has submitted several advertisements to the Alaska Travel Industry Association to date. Snapshots of the advertisements are included for reference.
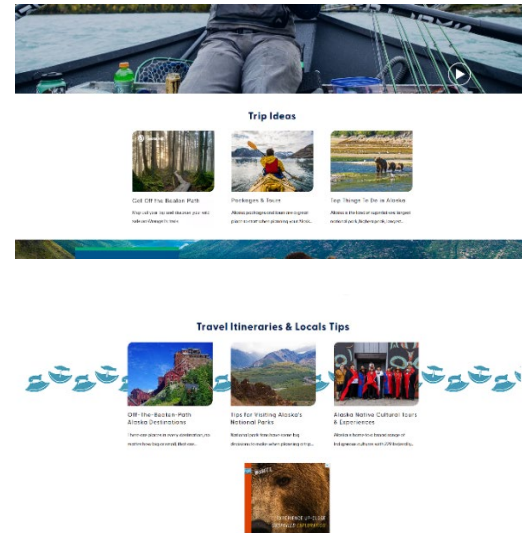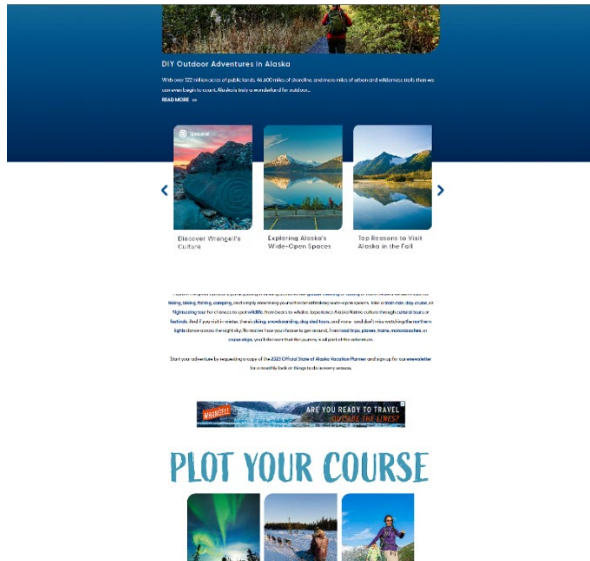
- Thanks to Alaska Adventures and Alaska Water for providing an opportunity for Matt Henson to accompany them on a tour for the purpose of capturing photos for the department's media library. Staff had positive experiences with all operators and passengers, while collecting a slew of quality images. Wrangell lacks up to date high resolution photographs that can be utilized in digital and print media publications. Often this has required Wrangell to repurpose images or seek licensing from a photographer. To support enhancements to the media library, staff purchased a mirrorless camera that has been put to good use on tours and independent site visits to local attractions. Please note that staff have directly communicated with all tour operators by email with a request to accompany them on tours that are not full of paying passengers. Staff have a vested interest in capturing media from all operator tours to ensure an equitable and diverse representation of Wrangell's offerings. While the media policy is not fully fleshed out, the department is open to sharing media that's acquired on tours.

- The Street Banner installation has been placed on hold until spring of 2024, due to a hardware issue. Staff are working to source the necessary hardware to ensure proper installation without having to modify the recently manufactured banners. While the setback is not ideal, a spring reveal with all 24 posts with the vibrant new designs is anticipated to be a huge hit.

- Staff are planning an end of season tour operator meeting following the final cruise ship in October. The port notified staff that they are removing the summer floats on September 15. While this possesses a logistical change for operators, the port continues to prioritize removal at the designated date and time due to impact concerns from fowl weather and limited labor capacity.

- The schedule for the 2025 Cruise Ship Season is evolving. Staff have been in communication with Cruise Line Agencies of Alaska and the Harbor Department as things evolve. The larger vessels (3,000 pax) referenced in a previous report are subject to call into Wrangell on May 19 and June 22. These vessels are embarking on a 17 to 22 long voyage with many ports of call. Continued planning and stakeholder input will be prioritized through the development of the Tourism Plan.

PLANNING AND ZONING

- Process and Procedure Quarterly Report
  - Public Inquiries and Request for Information- Over 50
  - Planning and Zoning Processes- 19
  - Draft Lease Agreements- 2
  - Policy Updates- 1 Code Draft for Accessory Dwelling Units

- PZ Apparent Code Violation Notices-3 for Conditional Use Permits

- The Accessory Dwelling Unit Code has been reviewed by the Borough Attorney. It will be submitted to the Planning Commission for final approval at their September 14th meeting. The purpose and intent of this chapter is to allow accessory dwelling units within residential zoning districts as designated in the code, while preserving the appearance and character of existing neighborhoods. Accessory dwelling units give homeowners flexibility in establishing separate living quarters adjacent to their homes so that they might provide housing opportunities for elderly or other family members, obtain rental income, provide affordable housing opportunities within the community, or utilize their property more efficiently.

- Amber Al-Haddad, Tom Wetor and Kate Thomas completed the ESRI ArcGIS Pro Essential Workflow training (3-day course) at the beginning of August. ArcMap (current software onboard) is getting phased out over the next year, requiring the Borough to transition to ArcGIS Pro. Staff reported productive training for all parties. The transition to ArcGIS Pro will take place at the end of the year, leading into 2024. Third party assistance may be necessary to ensure that all aspects of data are imported correctly into the new program.

- Staff met with CivicPlus (website and Municode provider) and Laserfiche (file retention program) to demo their ePermitting Modules for the purpose of establishing greater efficiency in the review of building permits and planning and zoning issues. The software will allow for a similar workflow to Municode that electronically routes review and approval processes between staff. Staff will come together to evaluate the expense versus value before proceeding with a request to purchase and onboard any new software.

- Staff were notified of three apparent code violations regarding a requirement for conditional use permits for short-term rentals within residential districts. Official letters were sent to all three parties giving notice of the requirement and a request to contact the planning department to file an application. One of the three has initiated the process by submitting an application. Staff will continue to reach out to parties when an apparent code violation is identified and/or reported.

- The City and Borough of Wrangell is working collaboratively with the Wrangell Golf Club, Inc. to assume the position of primary lease holder for the Wrangell Airport Land (Lease ADA-50185) that currently houses the golf course. The purpose of this initiative is to partner with Muskeg Meadows to further economic and recreation opportunities for the community. This process falls under the State of Alaska Department of Transportation and Public Facilities, Statewide Aviation and Rural Airport Leasing program.

  In summary the three-part process allows for the following: assignment of original lease from the Wrangell Golf Club, inc. to the City and Borough of Wrangell, establishment of a new lease for Wrangell Airport Land under the City and Borough of Wrangell ownership, and issuance of a sublease from the City and Borough of Wrangell to the Wrangell Golf Club, Inc. as the secondary lease holder.

- The Saint Francis Animal Rescue Land Lease Agreement is currently under review by the Borough Attorney. Following completion of the final draft the lease will be brought forward to the Assembly with a Resolution for review and approval.

9

Agenda Item A Items of Business

Six-Mile-Deep Water Port
Public Survey and Workplan Review

Economic Development Committee
AGENDA ITEM
September 7th, 2023

INFORMATION: The purpose of this agenda item is to review the public survey results for the deep-water port development. As well as discuss the workplan drafted by the Thriving Communities capacity building team the Borough is currently with as a result of a grant award.

A public survey soliciting input from the community on the development prospects of the Deep-Water Port was released in May, closing mid-July. The Borough received 116 responses, a strong turnout. The survey results summary has been included in the meeting packet. The detailed responses are available by request.

In April of 2023 Wrangell was notified that it was selected for the USDOT Thriving Communities Grant Program which aims to ensure that disadvantaged communities adversely or disproportionately affected by environmental, climate, and human health policy outcomes have the technical tools and organizational capacity to compete for federal aid and deliver quality infrastructure projects that enable their communities and neighborhoods to thrive. Wrangell is among a dozen or more communities that have been selected to participate.

While there is no monetary award, Wrangell will work with a group of capacity builders called RAIB (Ray, Arcadis, InfraStrategies, Beverly Scott and Associates) to establish a comprehensive development plan for the 40-acre Deep Water Port located at Six Mile. Through a series of meetings with the RAIB team and internal stakeholders a draft workplan has already been created. Priorities for developing a strategy include the following top three areas, grants and funding, partnerships and community engagement, and infrastructure needs. The workplan includes tasks, goals, performance measurements and methods to help guide efforts between 2023 and 2025.

ATTACHMENTS:

- Survey Summary
- Thriving Community Workplan
- Equity, Innovation, Agile Model (supports workplan)

RECOMMENDED ACTION: No action required. Review and discussion of survey results and workplan.

Item a.

Six Mile Mill Deep Water Port Community Survey

×

Anyone with this link can view a summary of responses

https://forms.office.com/Pages/AnalysisPage.aspx?AnalyzerToken=6BLDvLyyLhlJfFIe4LJJI   Copy   🗑

1. Which of the following best describes you?

🔵 Live in Wrangell	110	
🟠 Live in Wrangell half the year	0	
🟢 Live in Wrangell in the summer	2	
🔴 I regularly visit Wrangell for busi...	2	
🟣 I regularly visit Wrangell for ple...	1	
🟤 Investor/developer	1	
🩷 None of the above	0	

11

Item a.
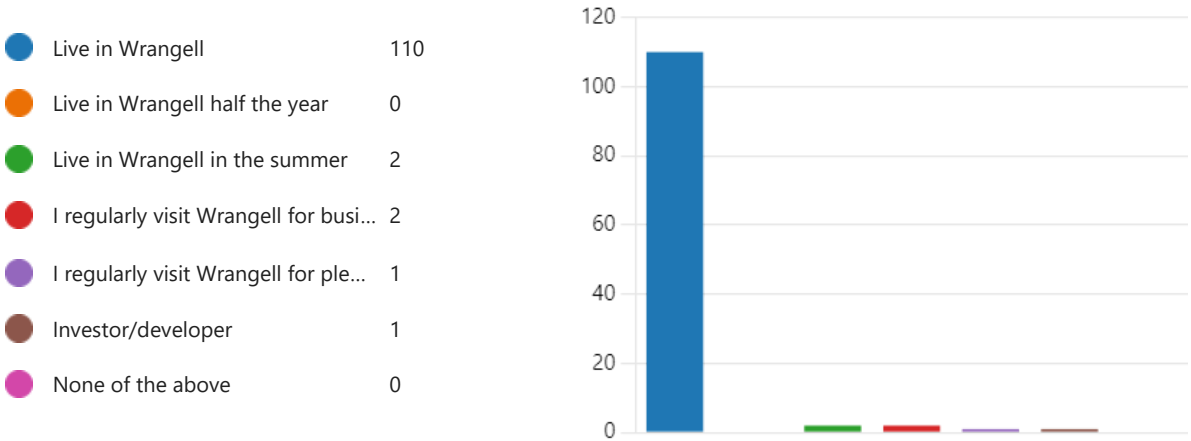
2. Overall how satisfied are you with the following aspects of living in or visiting Wrangell?

Legend:
- **Very satisfied**
- **Somewhat satisfied**
- **Neither satisfied nor dissatisfied**
- **Somewhat dissatisfied**
- **Very dissatisfied**

Categories (top to bottom):
- Safety & Security
- Natural Environment
- Trails & Open Space
- Recreation Programs & Sports Fields
- Business Environment
- Youth Opportunities
- Employment Opportunities
- Family & Medical Services
- Dining & Retail Options
- Transportation
- Specialized Services (Mechanic)
- Arts & Culture
- Senior Services & Spaces
- Public Facilities (library, pool, senior center etc.)

Axis: 100%, 0%, 100%

12

Item a.

3. Are there any community resources or amenities that you feel are lacking in Wrangell?

Latest Responses

92
Responses

"*Wrangell needs more city owned land on the market for sale to stimul...*"

"*No*"

"*Job training Childcare*"

↻ **Update**

14 respondents (**15**%) answered **needed** for this question.

mechanic services

child care

Housing   **opportunities**   **auto mechanics**

town

trails   **needed**   **mechanic**

area   **options**   **great need**

Medical care   **programs**   **service**   **year**   **Senior ser**

roads   **Youth activities**

**people's needs**

Item a.

4. As the City of Wrangell considers the future of the Six-Mile-Deep Water Port how important are following characteristics? (5 being extremely important, 1 being not important)

■ 5   ■ 4   ■ 3   ■ 2   ■ 1

Serve residents of all ages and backgrounds

Be safe and prudent

Be exciting and innovative

Mostly serve locals

Support and enhance existing businesses

Accommodate a mix of uses

Minimize costs to the city

Partner with Private and/or Non-profit sectors

Attract people from the greater regional area

100%   0%   100%

14
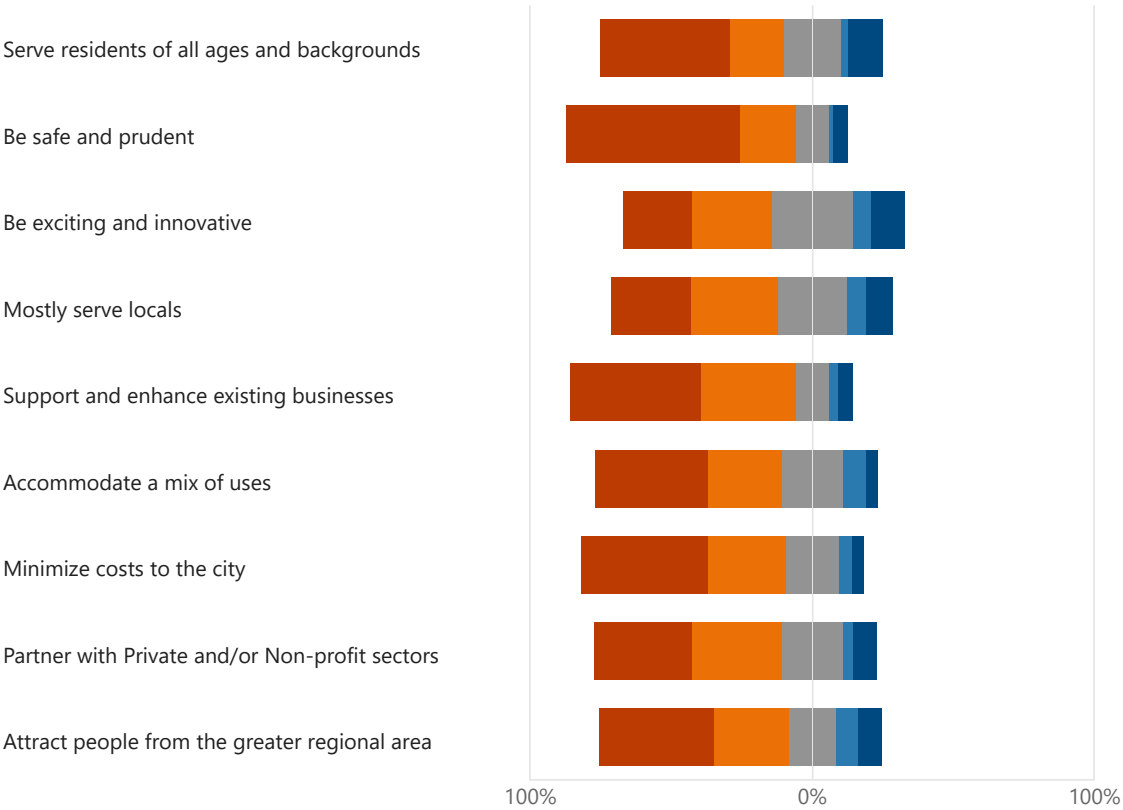
5. What would you most like to see offered at the site? Select all that apply.

🔵	Freight & Shipping (barge facility)	76
🟠	Waste Management (Scrap met...	65
🟢	Vocation & Experiential Educati...	62
🔴	Military Services (coast guard or...	50
🟣	Mariculture Development & Pro...	44
🟤	Retail Services	19
🩷	Marine Service Expansion	69
⚫	Renewable/ New Energy genera...	35
🟡	Value Added Resource fabricati...	42
🩵	Mechanic & Tech Services	61
🔵	Public Development/ Private Sale	25
🟠	Tourism Expansion	19
🟢	Other	12
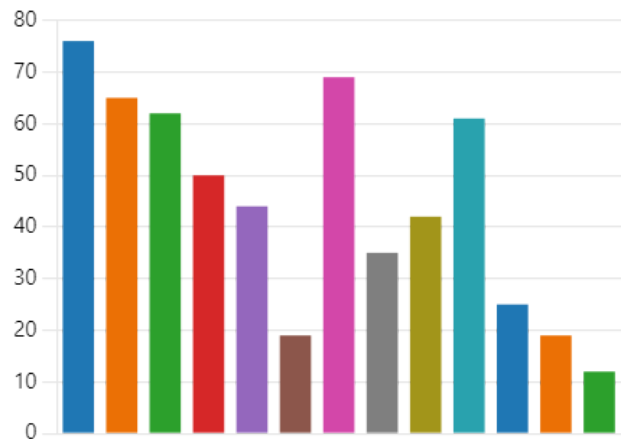
6. Tell us more about your previous answer. Are there specific activities you'd like to see taking place at this site? Who would use the site?

86
Responses

Latest Responses

"*I believe offering the deep water port to the USCG would be a great str...*"

"*Love the idea of vocational education opportunities, value-added resou...*"

"*Maintain local control of development and use.*"

↻ **Update**

18 respondents (**21**%) answered **barges** for this question.

people to move to Wrangell · industry · businesses · opportunity · downtown · facilities · barges · local · cruise ship · new businesses · Wrangell · need · Space · marine service · use · town · site · best option · property · areas

Item a.

7. What ways would you like to be involved in the Six Mile Deep Water Port development planning process?

- 🔵 Provide specific expertise and in...   16
- 🟠 Participate in focused groups   31
- 🟢 Attend public meetings/forums/...   56
- 🔴 Complete additional surveys   68
- 🟣 Review periodic emails/newslett...   67
- 🟤 Other   5
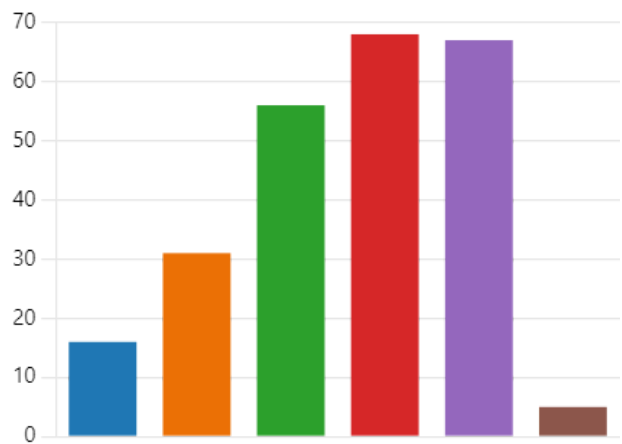
8. Is there anything else you would like us to consider?

72
Responses

Latest Responses

"*Please try to move quickly and not drag the process out over decades li...*"

"*Not at this time.*"

"*Protect environment as developing site.*"

↻ **Update**

9 respondents (**12**%) answered **property** for this question.

tax payers   marine services   water   mile mill   development
          area   town
cruise ship   **city**   benefit the comm
                                      property   **need**   taxed
community
          road use   **wrangell**   **service** **tourism**
                                                              Institute property

16

THRIVING COMMUNITIES, NETWORKED COMMUNITIES WORK PLAN

City and Borough of Wrangell, AK

RAIB (Ray, Arcadis, InfraStrategies, Beverly Scott & Associates) will work with City and Borough of Wrangell, AK as a collaborative partner using an equity model as foundation for resilient infrastructure building and decision making to help them realize their vision. We have met with the community to better understand their challenges, identify barriers, and jointly decided on this community-specific scope of work and staffing required to bring the most impactful solutions. RAIB will create a proactive approach for both short-range and long-range planning to help address the frequent socio-economic changes that may impact the delivery of community-based projects. We will establish and administer a consensus building method and tool kit that is agile in addressing small, intermediate, and large-scale projects and includes local, regional, and federal agency requirements.

(1) Work plan lead.
  - i) David Peters, david@theray.org, (415) 562-7557
  - ii) Fathima Lahar, fathima.lahar@arcadis.com , (404) 457-5710

(2) Performance period. September 10, 2023 – June 11, 2025

(3) TA customers and location: City and Borough of Wrangell, AK

(4) **Scope**. RAIB has partnered with the USDOT and Thriving Community members to address historic and systemic challenges which have had significant environmental, social, infrastructure, civil rights, economic, resiliency, and sustainability impacts. The goal is to create efficient, safe, environmentally sound, resilient, sustainable, and equitable transportation experiences.

  (a) RAIB worked with the community to better understand the capacity gaps described in the LOI. Based on a review of the LOI submitted by the community and the needs assessment, the community and RAIB identified the following overarching capacity gaps.

Capacity Gaps	
Grants & Funding	Discrepancy between the financial resources required to develop and maintain safe, reliable, robust, and sustainable transportation systems and the available funding sources. The community lacks the capital capacity to expand any of its borough business to the deepwater marine industrial site that has been recently purchased by the Borough.
Partnerships & Community Engagement	Challenge of effectively involving local communities, government agencies, and private stakeholders in the planning, design, and decision-making processes of transportation projects. The community faces challenges with finding potential partnerships or developers to expand the commercial use or add industrial developments to the site.

Capacity Gaps	
Infrastructure Needs	Disparity between the existing state of transportation infrastructure and evolving demands driven by economic factors, population growth, and changing mobility patterns. Major identified infrastructure gaps of the community include: • Development of the 40-acre deep-water marine industrial site – especially extension of the water and wastewater lines to the site. • Expanding tourism along waterfront. • Relocation of the freight and transportation infrastructure to the deep-water port. • Replacement of the water treatment center.
Traffic Issues	Difference between the demand for efficient traffic flow and challenges posed by inadequate road networks.
Accessibility	Discrepancy between inclusive transportation options for all individuals and the barriers that hinder seamless access for people with diverse mobility needs. The primary methods of transportation for the community on and off the island are via boat and plane. There are no bridges or roadways that connect the community with the other nearby land masses.
Reliable Transit Needs	Difference between the demand for consistent, safe, and dependable public transit services and the difficulties in achieving reliable operations. The community lacks a land-based transit system. The community relies on the Alaska Marine Highway system, which does not provide consistent service. Service interruptions have been a contentious issue for over a decade.
Staffing Needs	Shortfall in both skilled personnel and necessary resources required to efficiently manage, operate, and maintain transportation systems, leading to challenges in maintaining optimal functionality and service quality. The community has insufficient staffing resources for planning, subdivision requirements, permitting, etc.
Broadband & Internet Connectivity	Disparities in providing robust broadband and internet infrastructure to support modern transportation systems and broader societal needs. The digital divide exacerbates unequal access to critical digital services, affecting transportation efficiency and compounding existing inequalities in communities. The community's internet connectivity is limited to 3G and a few broadband plans, lacking the possibility of unlimited bandwidth. The community anticipates challenges with internet service at the deep-water site.
Equity & Workforce Development	Disparity in resources and capabilities, particularly in terms of ensuring equitable access and opportunities for all individuals. Due to various factors such as limited training and education opportunities, inadequate investment in developing a skilled workforce, and the lack of diversity and inclusion.

Based on the needs assessment, review of the LOI submitted by the community, and determination of community-specific capacity gaps, the community & RAIB identified the following priority focus areas and program topics:

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Priority Focus Areas & Program Topics	
Grant & Funding Research & Application Support	Conducting in-depth research to identify available grants, funding opportunities, and financial resources. Preparing and submitting compelling grant proposals, funding applications, or project proposals. Guidance on crafting effective narratives, budgets, and supporting documentation. Focus for potential state/federal funding for Rural School infrastructure/maintenance.
Partnering Opportunities	Identifying and establishing collaborative relationships with external entities that share mutual goals and interests. These partnerships can span various sectors, including business, nonprofit organizations, academia, and government agencies. Leverage combined strengths, resources, and expertise to achieve outcomes that might be difficult to attain individually. Such collaborations can lead to innovative solutions, expanded reach, and shared benefits for all parties involved. • Identify partnership opportunities with potential developers for the 40-acre deep-water marine industrial site. • Potential partnership opportunities with the tribal government
General Planning & Technical Advisory	Strategic planning for transportation infrastructure projects. Evaluation of transportation needs, development considerations, and environmental impacts. Advising on development, enhancement, or optimization of transportation systems, ensuring they are efficient, sustainable, and aligned with the overall community goals. • Advisory on potential expansion of internet coverage to the 40-acre site as tie into the upcoming broadband expansion initiative by the State of Alaska • Micro-mobility transit • Alternative accessibility options • Feasibility of drone use to meet community needs
Community & Stakeholder Engagement	Involving and collaborating with various individuals and groups who have a vested interest in a project or initiative. Strategies to gather input, feedback, and perspectives from community members, stakeholders, and relevant parties. Foster meaningful dialogue, build relationships, address concerns, and ensure that the project aligns with the needs and values of the community. Effective engagement enhances transparency, trust, and the overall success of projects by incorporating diverse viewpoints into decision-making processes.

(b) Following RAIB's original proposal, the NOFO, and the Programmatic Work Plan for the Networked Communities cohort, RAIB will implement equity, innovation, and agile models as the foundation to our TA approach. See Section 6(b) of the Networked Communities Programmatic Work Plan for a description of RAIB's equity, innovation, and agile models.

Using equity, innovation, and agile models, RAIB will complete the following technical assistance tasks:

Technical Assistance Tasks	
1. Direct Community Support	1. RAIB will conduct onsite visit(s) with the community as necessary to meet with stakeholders, assess milestones, and determine progress regarding project goals as determined by the community work plans. 2. RAIB will create Diversity, Equity and Inclusion framework, tools, and templates to use for decision making, budget creation, data collection and management, systems development, long-range and short-range planning, stakeholder education and engagement, capacity building and outcome measurements. 3. RAIB will create material sets and tools to support grant application processes, alternative resource development, and public private partnerships. 4. RAIB will deliver project management tools and systems to manage scope and scale and improve project delivery. 5. RAIB will utilize surveys, data, community sessions, and technologies to promote community decision making and project implementation. 6. RAIB will assign project management and fiscal experts to advise and guide the community through projects and create project management and fiscal tools which will enable the community to replicate process moving forward. 7. RAIB will improve the sustainability and resiliency of community projects by providing templates, plans, and implementation processes which include a focus on community strengths and long-term knowledge and process continuity. 8. RAIB will meet regularly with the community (virtually) to assist in the planning and implementation of projects and resource capacity building.
2. Cohort-Wide Support	RAIB will create peer collaboration events with the communities on a quarterly basis at minimum to enhance knowledge transfer and establish a system for capacity building. RAIB will deliver took kits, such as project management systems and community building processes which can be recreated for future projects as necessary and appropriate. RAIB will create a template(s) that centers community around decision making, partnership building, and increased capacity to leverage funding opportunities as appropriate.
3. Direct Sub-Grant to Community Partners	Based on the community needs assessment, RAIB will identify opportunities to sub-grant directly to community partners to build capacity, provide local expertise and knowledge, and support local economic and workforce development, including small and minority businesses.

9. **Performance and Goals Measurement.**

RAIB will comply with the Performance and Goals Measurement provisions of the Cooperative Agreement. To implement 2 CFR 200.301, 2 CFR 200.329, and the applicable authorities, the performance plan is based on DOT-provided performance measures. RAIB will track progress and report on the effectiveness of the City and Borough of Wrangell, AK's Work Plan.

This performance management plan seeks to achieve the following outcomes for City and Borough of Wrangell, AK:

a. Increased awareness and understanding to identify and address barriers to equitable and sustainable development of transportation infrastructure.
b. Enhanced skills and knowledge for the community.
c. Strengthened organizational capacity to improve the capabilities and effectiveness of the community.
d. Empowered community with increased community engagement, staff and leadership development, and collective action.
e. Collaboration and networking among diverse stakeholders to facilitate the sharing of knowledge, resources, and best practices, leading to more coordinated and impactful efforts.

Tasks, goals, performance measures, and methods of measurement for the City and Borough of Wrangell's Work Plan are shown in the table below.

Task	Goal	Performance Measure	Method of Measurement
- Direct community support - Cohort-wide support - Direct sub-grant to community partners	Centering community as the decision makers and beneficiaries for projects	Overall satisfaction with TA, as rated "satisfactory" and above by the TA recipients.	Quarterly survey of the community
- Direct community support	Enable development of a pipeline of transformative initiatives or projects and comprehensive community development that deliver equity, environmental, safety, mobility, housing, and economic benefits	Number and quality of transformative infrastructure projects undertaken with TA recipient	Project management plans, toolkits, templates, partnership agreements
- Direct community support	Maximize impact by leveraging additional funding and other resources	The number of grant or other funding applications submitted, or other funding strategies advanced by the supported communities for identified project	Grant and funding applications, proposals, requests, awards
- Direct community support	Adopt equity screening and meaningful public involvement practices to advance transformative community- and data-driven projects	Number of meaningful public involvement activities conducted with the TA recipients to increase engagement in transportation planning or the TA itself	Events, education, outreach materials, participation rates
- Direct community support - Cohort-wide support	Ensure longevity of technical assistance impact by ensuring the long-term transfer of knowledge through documentation and archiving	Strategy or tools implemented to develop long-term community capacity to identify the benefits and potential burdens a project will create and how the benefits will help	Toolkits, guidance, procedures, policy, processes, analysis

		reverse how a community is experiencing disadvantage	
- Direct community support - Cohort-wide support - Direct sub-grant to community partners	Be flexible in modifying or evolving technical assistance provisions as community needs change	Overall satisfaction by the community on the responsiveness by the Capacity Builder to the needs of the community	Quarterly survey of the community

KPI 1.2.2: Degree to which the transportation project increases alternatives and redundancy
KPI 1.2.5: Extent to which a project increases job accessibility for disadvantaged populations
KPI 1.2.6: Degree project has a positive impact on travel time reliability, travel time savings, & congestion
KPI 1.2.8: Degree to which the project enhances existing community assets
KPI 1.3.1: Tangible improvements/progress in identified gap areas
KPI 1.3.2: Degree to which diversity/equity compliance/accountability provisions are met
KPI 1.4.3: The degree to which the project increases the use of walking, biking, and transit
KPI 1.5.1: Number of projects that adopt equity screening & meaningful public involvement practices
KPI 1.5.2: Number & degree which projects use equity screening & meaningfully engage the public
KPI 1.6.1: Forecasted increase in the number of jobs for disadvantaged populations
KPI 1.6.2: The projected economic development impact on low-income communities
KPI 2.3.1: Number and type of partners
KPI 2.3.2: Degree to which partners leverage resources to support communities
KPI 2.3.3: Partner engagement and satisfaction
KPI 2.4.1: Number and amount ($) of grant and funding applications strategically researched and planned
KPI 2.4.2: Number and amount ($) of grant and funding applications submitted
KPI 2.4.3: Number and amount ($) of grant and funding applications awarded
KPI 3.1.1: Short-term capacity increases
KPI 3.1.2: Projected long-term capacity increases
KPI 3.1.3: Number and type of formal training sessions and educational resources provided
KPI 3.1.4: Number and type of organizational processes / procedures created
KPI 3.3.2: Degree to which performance assessment plans are executed and inform decisions
KPI 3.4.1: Number and type of scoped technical assistance provisions adjusted as approved
KPI 3.4.2: Number and type of scoped performance metrics adjusted as approved
KPI 3.4.3: Overall customer satisfaction (quarterly survey)
KPI 4.2.2: The degree to which other public, private, and philanthropic resources are leveraged
KPI 4.3.2 Number and type of reference and resource materials created
KPI 4.4.1 Number and type of processes, procedures, policy, guidance, evaluation, and analysis developed and documented

(b) Following both RAIB's original proposal and the NOFO, RAIB will implement equity, innovation, and agile models as the foundation to our TA approach.

Equity, Innovation, Agile Models	
RAIB **Equity Model** is to meet communities where they are and create a co-led decision-making process to enable a higher quality of life for community members, with a particular focus on those members who have been negatively impacted by previous decisions and systems which maintained adverse impacts.	• Gather information, meet with each community, and use in-depth interviews and written questionnaires that use a multidisciplinary and cross functional approach. 　○ Meetings are designed to promote community-led collaboration, purposefully facilitated to encourage in-depth discussion of the community's needs and to build trust between RAIB and each community. 　○ Meetings are structured to acknowledge and recognize the efforts, work, and positive intentions of all partners, to encourage conversation and idea exchange from all members, thereby reducing intimidation and miscommunication. 　○ Questions are carefully curated and applied to each community to gather applicable information that can then be synthesized to offer individualized options. Asking open questions to reduce assumption of a solution and suggestions which are uninformed. • Recognize the true experts are those who have the lived experiences, to understand those experiences and how the solutions are directly related to their experiences. • An acknowledgement and documentation of the communities' unique histories and stories to help determine why certain projects become prioritized over others. • A focus on what the community wants and prioritizes based on their needs versus a process where nonlocal technical consultants review static materials and produce plans and directives that exclude a thorough understanding of the community and the change in infrastructure, resources, and community member experiences. • Refrain from dictating actions and instead give recommendations, options, and support to the community in implementing projects and document processes for future decision making, implementation, and sustainability. • Acknowledge the inherent challenges of engagement fatigue and the potential for unforeseen outcomes, underscore resident engagement tailored to the community's preferences. Leveraging their firsthand experiences, residents demonstrate their expertise in advocating for their communities and addressing the issues that require attention.
RAIB **Innovation Model** is a framework to facilitate and guide the process of generating, developing, and implementing novel ideas, solutions, or approaches to drive positive, inclusive,	• Aggregation of a wealth of information during its initial stages, aiding collaborators in refining this data to present potential preliminary solutions. Often, this process uncovers additional projects of relevance. • Rooted in iteration and learning, innovation allows partners to swiftly adapt processes to tackle unforeseen project scopes and impacts effectively.

Equity, Innovation, Agile Models	
equitable, and sustainable change.	• Nurtures technological advancement and agility while concurrently mitigating environmental and health repercussions in the community. • Once established, the model can be applied to various functions within an organization and can be tailored according to the specified focus. • The preliminary phases of innovation may appear scattered or may involve a substantial influx of disparate information and recommendations. However, these seemingly divergent inputs lay the groundwork for subsequent steps in the process. • Innovation transcends mere technological advancements. For transformational innovation, equity must be integrated, and solution development must center around systems that enhance the well-being of those adversely affected by outdated systems and infrastructures.
RAIB **Agile Model** is a project management process that aligns phases of work into tasks which can be implemented in an iterative way and provides for multiple methods and opportunities for evaluation.	• Prioritizes cross-functional collaboration and continuous improvement, where the needs of the community partners take precedence over the adherence to the process, allowing for iteration, adjustment, and easier adoption of changes in resources, climate, infrastructure, partnerships, and economy. • Supports and promotes knowledge transfer and appoints a variety of consensus decision making avenues, so changes in management and staffing do not impede a project's progress. • Enables community while balancing costs and available resources. • Builds contingency measures into planning. • Prepares for aging technologies by utilizing an infrastructure that will accommodate upgraded technology systems. Appropriately budgets capital expenditures through P4 processes. • Foresees changes throughout the project, even in late stages. • Promote updates to projects which can save money and shorten project delivery times. • Requires upfront time commitment and agreement for all involved parties.
Outcomes and benefits of implementing equity, innovation, and agile models:	• *Reduce a top-down system which has historically been shown to diminish the integration and implementation of sustainable and resilient solutions.* • *Community-led identification of issues and community-led solutioning increase the chances for implementation and sustainability.* • *Using a flat organizational structure allows for shared responsibility and creative solutioning. Supports an equity approach to remove hierarchical decision making in favor of shared responsibility in planning and project delivery.* • *Identification of the needs and capacity gaps by the community reduces the assignment to a project that is unrealistic and ultimately diminishes the ability of the community to implement this or additional projects.*

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Equity, Innovation, Agile Models	
	Improves project management by reducing silos and decision-making gatekeeping. *By building a deep understanding of the communities' assets and strengths as well as areas of concerns and capacity challenges, the community, RAIB, and USDOT partnership can better align strategies and resource availability.* *Better identify how potential recommendations could adversely impact the quality of life for members of that community*