



**Community of Valdez**

**Strategic Planning Weekend #4: Objectives**

**January 28, 2012**

**Planning Cells Summary**

*Objectives: Specific strategies toward attaining a goal which are not necessarily constrained to any defined timeline.*

On January 28, 2012, the Cells met for the second of two sessions that focused on developing Objectives—the strategies or approaches toward achieving the goal. The purpose of the meeting was to identify, refine, and recommend objectives that would be submitted to the Planning Core for consideration. The Core will meet February 25-26 to develop final objective language under which the Cells will identify topic-specific milestones.

The following pages outline the objectives identified by the Cells during the first session, and a summary of any discussion regarding key issues or areas of concern and additional possible objectives suggested by the Cells during the second meeting. A detailed list of the work done to develop Cell recommendations is included in Appendix A: Cell-Specific Recommendations.

**Cell Acronyms:**

H	Healthcare
SS	Social Services
CR	Cultural Resources
EUI	Energy, Utilities, and Infrastructure
E	Education
M	Military
BED	Business and Economic Development
LUW	Land Use and Waterfront

**Goal 1: Future Prosperity/Sustainability – The Community of Valdez will manage its resources to support a responsible, sustainable future.**

Objective 1. Advance land management strategies

Discussion: Cultural Resources (CR) suggested adding “Maintain and” to reflect the need to continue current land management practices

- Objective 2. Increase use of cost effective, renewable resources  
Discussion: Energy, Utilities, and Infrastructure (EUI) and Land use and Waterfront (LUW) suggested the word “Increase” was not strong enough and recommended changing “Increase” to “Maximize.”
- Objective 3. Provide cost effective and efficient private and public services  
Discussion: Business and Economic Development (BED), and EUI suggested removing “private services” as it would be outside the community’s control. However, providing support to private business to be cost-effective and efficient is important: EUI suggested adding “that promote private enterprise” to the statement.  
LUW suggested removing public (rather than private) services and incentivizing cost-effective private services  
CR, Education (E), and Military (M) suggested objectives 3 and 4 were sufficiently similar and could be combined.
- Objective 4. Improve access to affordable goods and services  
Discussion: In addition to the possible combination of objectives 3 and 4, mentioned above, additional suggestions included improving the efficiency of delivery and access to goods and services (CR), reducing the cost of business to facilitate affordability (BED), and adding specific references to housing (LUW) and healthcare—as distinct from a good or service (Healthcare [H]).
- Objective 5. Diversify the economy  
Discussion: E, M, and EUI discussed if this objective was redundant based on Goal 5: Economic Development and suggested it could be removed as an objective under Goal 1.

*Suggested additional Goal 1 Objectives:*

Some of the groups discussed the importance of including an objective related to environmental conservation or society based on the Goal’s focus on sustainability, which includes environmental, economic, and societal elements). Other groups felt strongly that there should be objectives that connect directly to each individual cell topic. The cost of living, cost of business, and cost of energy were considered discrete elements by certain cells, which necessitated stand-alone objectives. The following new objectives were identified:

- Objective 6. Preserve our history and culture to make informed future decisions (Social Services)
- Objective 7. Support efforts to sustain a healthy natural environment (Social Services)
- Objective 8. Provide opportunities for community beautification (Cultural Resources)
- Objective 9. Enhance access to cultural and recreational resources (Cultural Resources)
- Objective 10. Establish conservation options (Business and Economic Development)
- Objective 11. Lower the cost of living and the cost of energy (Business and Economic Development)
- Objective 12. Develop in environmentally compatible and conscious ways (Energy, Utilities, and Infrastructure)
- Objective 13. Reduce the cost of doing business (Energy, Utilities, and Infrastructure)
- Objective 14. Support efforts to sustain a healthy natural environment (Education and Military)
- Objective 15. Support efforts to sustain a healthy citizenry (Education and Military)

**Goal 2: Infrastructure – The Community of Valdez will have a well-planned, sustainable, and flexible infrastructure that provides for its needs.**

Objective 1. Invest responsibly in infrastructure

Discussion: Generally, all Cells agreed that we need to maintain what we have as well as invest responsibly in new. LEW proposed investing responsibility in new and existing public infrastructure. BED proposed using “maximum sustainable” infrastructure to address both existing and new infrastructure, as well as to address long-term maintenance costs. Similar to sustainable infrastructure, EUI proposed the description “eco-friendly and economical”.

Objective 2. Increase accessibility

Discussion: How do we define accessibility? SS, BED, and LUW thought this objective should be more clearly defined as transportation and communication accessibility. EUI had a different interpretation of “accessible”, and proposed maintaining and increasing accessibility by using transportation and communication infrastructure. E and M suggested deleting this objective entirely.

Objective 3. Enhance the built environment

Discussion: No discussion on this objective

*Suggested additional Goal 2 Objectives:*

In addition to maintaining existing infrastructure and accounting for maintenance costs, some cells proposed the following objectives related to leveraging resources or partnerships as means to achieve the goal:

Objective 4. Enhance public/private partnerships in building new infrastructure (E and M)

Objective 5. Enhance public and private business opportunities and collaborative services (CR)

Objective 6. Fully utilize existing facilities and land resources (CR)

Objective 7. Plan for multiuse recreational opportunities (CR)

Objective 8. Plan for lifespan cost of short- and long-term infrastructure and investments (EUI)

Objective 9. Provide for utility service and infrastructure to all developable areas within the City of Valdez (EUI)

**Goal 3: Regional Leadership – The Community of Valdez will be the preferred hub for the region.**

- Objective 1. Increase awareness of Valdez’s geographic and infrastructure attributes  
Discussion: Most groups agreed with this objective as proposed, although LUW suggested we need to also build upon our attributes.
- Objective 2. Provide access to affordable goods and services  
Discussion: Does the definition of services include healthcare? H felt strongly that healthcare should be referenced specifically and that this objective should just be included under Goal 1. LUW suggested deleting this objective under Goal 3 as it is referenced under Goal 1.
- Objective 3. Increase hub opportunities  
Discussion: What does it mean to provide “hub opportunities?” Most groups felt this should be defined further. CR suggested expanding opportunities, specifically marine-related resources.
- Objective 4. Support and increase military presence  
Discussion: The Cells had spirited debate about this objective. Do we have the ability to influence military decisions? Should this objective be moved, deleted, or amended? SS and LUW suggested deleting this objective. CR suggested removing “and increase”. EUI proposed “encourage” rather than increase. H thought this could be rephrased as a milestone to support a different objective.

*Suggested additional Goal 3 Objectives:*

Many of the additional objectives proposed across Cells focused on the importance of improving and leveraging regional relationships.

- Objective 5. Be a model community (SS and H)  
Objective 6. Develop PWS legislative alliances (CR)  
Objective 7. Maintain small town atmosphere (CR)  
Objective 8. Achieve single site borough status (BED)  
Objective 9. Develop regional strategy (BED)  
Objective 10. Strengthen regional relationships to advocate for community strengths, improve partnerships, and learn and implement best practices.

**Goal 4: Civic Engagement/Social Responsibility – The Community of Valdez will have a diverse, engaged, interactive community that is proactive in addressing social responsibility.**

- Objective 1. Expand diverse facilities to meet the needs of residents  
Discussion: No discussion on this objective.
- Objective 2. Increase access to public land  
Discussion: The Cells generally agreed this was a worthy objective. SS suggested adding “and waterfront” as well as land. CR suggested “responsible” access.
- Objective 3. Encourage local community commitment, investment, and reinvestment  
Discussion: LUW suggested adding “volunteerism”. H thought it could be rephrased but specific changes were not proposed. S suggested deleting this entirely, as it could be addressed by their proposed change to Objective 4.
- Objective 4. Strengthen the connection between the community and military  
Discussion: SS suggested this should focus on strengthening partnerships generally.

*Suggested additional Goal 4 Objectives:*

Generally, the following additional proposed objectives focus on our pride in the community, its people, and encouraging communication and involvement:

- Objective 5. Support and celebrate/encourage innovation, creativity, and achievement (SS and BED)
- Objective 6. Foster commitment to community participation (SS)
- Objective 7. Maintain open public processes (CR)
- Objective 8. Increase proactive public communication and availability of information (CR, E and M)
- Objective 9. Maintain and improve communication between agencies and individuals (EUI)
- Objective 10. Maintain/advance pride of place (CR and BED)
- Objective 11. Enhance public/private partnerships to address community needs

**Goal 5: Economic Development – The community of Valdez will have a healthy, diverse economy.**

Objective 1. Develop human capital

Discussion: Some of the Cells disliked the term “human capital” although they generally thought the concept was good and suggested emphasis on training, career opportunities, and education instead. SS suggested “Facilitate training and career opportunities for a wide spectrum of people.” H suggested “Develop productive members of society by creating new programs and training citizens.” BED suggested adding “and support career opportunities.”

Objective 2. Increase competitiveness

Discussion: Some Cells objection to the term “competitiveness”. CR, E and M<sup>1</sup>, and LUW deleted this objective; CR suggested replacing it with “Increase the availability of goods and services.” LUW combined it with Objective 4.

Objective 3. Strengthen core industries (marine-related, oil and gas, tourism, commercial fishing)

Discussion: The Cells generally agreed with this objective with some suggestions of replacing “core” with “existing” (LUW), deleting the industry areas (SS), or adding “recreational” fishing (EUI).

Objective 4. Develop new industries (especially value added industries) and business investment

Discussion: The Cells had minimal discussion on this objective, other than to recommend deleting the parenthetical phrase (CR, LUW and SS). SS suggested adding healthcare as a specific area to develop. LUW suggested combining objectives 2 and 4: “Increase competitiveness to develop...”

Objective 5. Expand investment in the community

Discussion: Only one group suggested a change to this objective, replacing it with “Facilitate expansion and diversification of existing businesses” (BED).

Objective 6. Expand awareness of Valdez’s attributes (marketing efforts)

Discussion: The Cells generally agreed with the concept of this objective, with one suggestion to rephrase it simply as “Expand marketing of Valdez’s attributes” (CR).

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<sup>1</sup> Because the same individual(s) are on multiple cells, some ideas are reflected multiple times.

*Suggested additional Goal 5 Objectives:*

The Cells recommended moving some objectives from other Goal areas to Economic Development, such as supporting the military, expanding workforce opportunities, promoting partnerships to achieve the goal, and reducing business costs/increasing availability of goods and services.

- Objective 7. Support and increase military opportunities (SS and LUW)
- Objective 8. Capitalize on existing resources such as trails, events, etc. (CR)
- Objective 9. Maintain and develop local support for local businesses (CR)
- Objective 10. Expand opportunities for workforce development (BED)
- Objective 11. Reduce the cost of doing business (EUI)
- Objective 12. Position and water resources to attract investment and development (LUW)
- Objective 13. Increase availability of goods and services (E and M)
- Objective 14. Identify complementary services (E and M)
- Objective 15. Increase resource availability (E and M)

## Appendix A: Cell-Specific Recommendations



### Community of Valdez Strategic Plan Meeting #4 January 28, 2012 Objectives Confirmation Social Services

#### Goal 1: Future Prosperity/Sustainability

*The community of Valdez will manage its resources to support a responsible, sustainable future.*

*Potential Objectives:*

1. Advance land management strategies
2. Increase use of cost-effective, renewable resources
3. Provide cost-effective and efficient public and private services
4. Improve access to affordable goods and services
5. Diversify the economy
6. Preserve our history and culture to make informed future decisions
7. Support efforts to sustain a healthy natural environment

#### Goal 2: Infrastructure

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

*Potential Objectives:*

1. Invest responsibly in infrastructure
2. Increase transportation and communication accessibility
3. Enhance the built environment

#### Goal 3: Regional Leadership

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

*Potential Objectives:*

1. Increase awareness of Valdez's geographic and infrastructure attributes
2. Provide access to affordable goods and services
3. Increase hub opportunities
4. ~~Support and increase military presence~~
5. Be a model community

#### **Goal 4: Civic Engagement/Social Responsibility**

*The community of Valdez will have a diverse, engaged, interactive community that is proactive in addressing social responsibility.*

*Potential Objectives:*

1. Expand diverse facilities to meet the needs of residents.
2. Increase access to public land and water front
3. ~~Encourage local community commitment, investment, and reinvestment~~
4. Strengthen community partnerships (non-profit, military, public, private ) ~~the connection between the community and the military~~
5. Support and celebrate innovation creativity and achievement
6. Foster commitment to community participation.

#### **Goal 5: Economic Development**

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

*Potential Objectives:*

1. ~~Develop human capital~~ Facilitate training and career opportunities for a wide spectrum of people
2. Increase ~~competitiveness~~ availability of goods and services
3. Strengthen core existing industries ~~(marine-related, oil and gas, tourism, commercial fishing)~~
4. Develop new industries ~~(especially value-added industries)~~ and business investment
5. Expand investment in the community
6. Expand awareness marketing of Valdez's attributes ~~(marketing efforts)~~
7. Support and increase military opportunities



**Community of Valdez  
Strategic Plan Meeting #4  
January 28, 2012  
Objectives Confirmation  
Cultural Resources**

**Goal 1: Future Prosperity/Sustainability**

*The community of Valdez will manage its resources to support a responsible, sustainable future.*

*Potential Objectives:*

1. **Maintain and** advance land management strategies
2. Increase use of cost-effective, renewable resources
- ~~3. Provide cost-effective and efficient public and private services~~
4. Improve **efficiency of and access to public and private** affordable goods and services
5. Diversify the economy
6. **Provide opportunities for community beautification**
7. **Enhance access to cultural and recreational resources**

**Goal 2: Infrastructure**

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

*Potential Objectives:*

1. Invest responsibly in **maintaining existing** infrastructure
2. Increase accessibility
3. Enhance the built environment
4. **Enhance public and private business opportunities (e.g. collaborative services)**
5. **Fully utilize existing facilities and land resources.**
6. **Plan for multiuse recreational opportunities**

### **Goal 3: Regional Leadership**

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

*Potential Objectives:*

1. Increase awareness of Valdez's geographic and infrastructure attributes
2. Provide access to affordable goods and services
3. ~~Increase~~ Expand "hub" opportunities including marine resources
4. Support and increase military presence
5. Develop PWS legislative alliances
6. Maintain small town atmosphere

### **Goal 4: Civic Engagement/Social Responsibility**

*The community of Valdez will have a diverse, engaged, interactive community that is proactive in addressing social responsibility.*

*Potential Objectives:*

1. Expand diverse facilities to meet the needs of residents.
2. Increase responsible access to public land
3. Encourage local community commitment, investment, and reinvestment
4. Strengthen the connection between the community and the military
5. Maintain open public process
6. Increase public communication and availability of materials
7. Maintain pride of place

### **Goal 5: Economic Development**

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

*Potential Objectives:*

1. Develop human capital
2. Increase competitiveness
3. Strengthen core industries (marine-related, oil and gas, tourism, commercial fishing)
4. Develop new industries (especially value-added industries) and business investment

5. Expand investment in the community
6. Expand awareness of Valdez's attributes (marketing efforts)
7. Capitalize on existing resources (trails, events, etc.)
8. Maintain and develop local support for local businesses



**Community of Valdez  
Strategic Plan Meeting #4  
January 28, 2012  
Objectives Confirmation  
Healthcare**

**Goal 1: Future Prosperity/Sustainability**

*The community of Valdez will manage its resources to support a responsible, sustainable future.*

*Potential Objectives:*

1. Advance land management strategies
2. Increase use of cost-effective, renewable resources
3. Provide cost-effective and efficient public and private services
4. Improve access efficiency to affordable **healthcare**, goods and services
5. Diversify the economy

**Goal 2: Infrastructure**

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

*Potential Objectives:*

1. Invest responsibly in infrastructure
2. Increase accessibility
3. Enhance the built environment

**Goal 3: Regional Leadership**

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

*Potential Objectives:*

1. Increase awareness of Valdez's geographic and infrastructure attributes
2. Provide access to affordable **healthcare**, goods, and services
3. Increase hub opportunities

4. Support and increase military presence
5. Be a model community

#### **Goal 4: Civic Engagement/Social Responsibility**

*The community of Valdez will have a diverse, engaged, interactive community that is proactive in addressing social responsibility.*

*Potential Objectives:*

1. Expand diverse facilities to meet the needs of residents.
2. Increase access to public land
3. Encourage local community commitment, investment, and reinvestment
4. Strengthen the connection between the community and the military

#### **Goal 5: Economic Development**

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

*Potential Objectives:*

1. Develop human capital ~~productive members of society by creating new programs and training citizens~~
2. Increase competitiveness
3. Strengthen core industries ~~(marine-related, oil and gas, tourism, commercial fishing)~~
4. Develop new industries, ~~(especially value-added industries healthcare, and business investment)~~
5. Expand investment in the community
6. Expand awareness of Valdez's attributes ~~(marketing efforts)~~



**Community of Valdez  
Strategic Plan Meeting #4  
January 28, 2012  
Objectives Confirmation  
Business and Economic Development**

**Goal 1: Future Prosperity/Sustainability**

*The community of Valdez will manage its resources to support a responsible, sustainable future.*

*Potential Objectives:*

1. Advance land management strategies
2. Increase use of cost-effective, renewable resources
3. Provide cost-effective and efficient public and private services
4. ~~Improve access efficiency to affordable goods and services~~ **Reduce the cost of doing business to facilitate affordable goods and services**
5. Diversify the economy
6. **Establish conservation options (manage urban sprawl and recycling opportunities for businesses)**
7. **Lower the cost of living and the cost of energy**

**Goal 2: Infrastructure**

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

*Potential Objectives:*

1. Invest responsibly in **maximum sustainable** infrastructure
2. Increase accessibility **of transportation and communication**
3. Enhance the built environment

### **Goal 3: Regional Leadership**

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

*Potential Objectives:*

1. Increase awareness of Valdez's geographic and infrastructure attributes
2. Provide access to affordable goods and services
3. Increase hub opportunities
4. Support and increase military presence
5. Achieve single site borough status
6. Develop regional strategy

### **Goal 4: Civic Engagement/Social Responsibility**

*The community of Valdez will have a diverse, engaged, interactive community that is proactive in addressing social responsibility.*

*Potential Objectives:*

1. Expand diverse facilities to meet the needs of residents.
2. Increase access to public land
3. Encourage local community commitment, investment, and reinvestment
4. Strengthen the connection between the community and the military
5. Advance "pride of place" in Valdez
6. Encourage and celebrate creativity and achievement

### **Goal 5: Economic Development**

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

*Potential Objectives:*

1. Develop human capital and support career opportunities
2. Increase competitiveness
3. Strengthen core industries (marine-related, oil and gas, tourism, commercial fishing)
4. Develop new industries (especially value-added industries) and business investment

5. ~~Expand investment in the community~~ Facilitate expansion and diversification of existing businesses
6. Expand awareness of Valdez's attributes (marketing efforts)
7. Expand opportunities for workforce development (training)



**Community of Valdez  
Strategic Plan Meeting #4  
January 28, 2012  
Objectives Confirmation  
Energy, Utilities, and Infrastructure**

**Goal 1: Future Prosperity/Sustainability**

*The community of Valdez will manage its resources to support a responsible, sustainable future.*

*Potential Objectives:*

1. Advance land management strategies
2. ~~Increase~~ **Maximize** use of cost-effective, renewable resources
3. Provide cost-effective and efficient public and private services **that promote private enterprise**
4. Improve access efficiency to affordable goods and services
5. Diversify the economy
6. **Develop in environmentally compatible and conscious ways**
7. **Reduce the cost of doing business**

**Goal 2: Infrastructure**

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

*Potential Objectives:*

1. Invest responsibly in **eco-friendly and economical** infrastructure
2. **Maintain and increase existing and new accessibility through transportation and communication infrastructure**
3. Enhance the built environment
4. **Plan for lifespan cost for short and long term infrastructure and investments**
5. **Provide for utility service and infrastructure to all developable areas within the City of Valdez**

### **Goal 3: Regional Leadership**

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

*Potential Objectives:*

1. Increase awareness of Valdez's geographic and infrastructure attributes
2. Provide access to affordable goods and services
3. Increase hub opportunities
4. Support and increase **encourage** military presence

### **Goal 4: Civic Engagement/Social Responsibility**

*The community of Valdez will have a diverse, engaged, interactive community that is proactive in addressing social responsibility.*

*Potential Objectives:*

1. Expand diverse facilities to meet the needs of residents.
2. Increase access to public land
3. Encourage local community commitment, investment, and reinvestment
4. Strengthen the connection between the community and the military
5. **Maintain and improve communication between agencies and with individuals**

### **Goal 5: Economic Development**

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

*Potential Objectives:*

1. Develop human capital
2. Increase competitiveness
3. Strengthen core industries (marine-related, oil and gas, tourism, commercial **and recreational** fishing)
4. Develop new industries (especially value-added industries) and business investment
5. Expand investment in the community
6. Expand awareness of Valdez's attributes (marketing efforts)
7. **Reduce cost of doing business**



**Community of Valdez  
Strategic Plan Meeting #4  
January 28, 2012  
Objectives Confirmation  
Land Use and Waterfront**

**Goal 1: Future Prosperity/Sustainability**

*The community of Valdez will manage its resources to support a responsible, sustainable future.*

*Potential Objectives:*

1. Advance land management strategies
2. ~~Increase~~ **Maximize** use of cost-effective, renewable resources
3. Provide cost-effective **public services and incentivize cost**-efficient ~~public and~~ private services
4. Improve access efficiency to affordable **housing**, goods, and services
5. Diversify the economy

**Goal 2: Infrastructure**

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

*Potential Objectives:*

1. Invest responsibly in **new and existing public** infrastructure
2. ~~Increase accessibility~~ **Improve transportation and communication accessibility to and from Valdez**
3. Enhance the built environment

**Goal 3: Regional Leadership**

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

*Potential Objectives:*

1. Increase awareness of **and build upon** Valdez's geographic and infrastructure attributes
2. ~~Provide access to affordable goods and services~~

3. Increase hub opportunities
4. Support and increase military presence

#### **Goal 4: Civic Engagement/Social Responsibility**

*The community of Valdez will have a diverse, engaged, interactive community that is proactive in addressing social responsibility.*

*Potential Objectives:*

1. Expand diverse facilities to meet the needs of residents.
2. Increase access to public land
3. Encourage local community commitment, **volunteerism**, investment, and reinvestment
4. Strengthen the connection between the community and the military

#### **Goal 5: Economic Development**

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

*Potential Objectives:*

1. Develop human capital
2. ~~Increase competitiveness~~
3. Strengthen ~~core~~ **existing** industries (marine-related, oil and gas, tourism, commercial fishing)
4. **Increase competitiveness** to develop new industries (~~especially value-added industries~~) and business investment
5. Expand investment in the community
6. Expand awareness of Valdez's attributes (marketing efforts)
7. **Support and increase military opportunities**
8. **Position land and water resources to attract investment and development**



**Community of Valdez  
Strategic Plan Meeting #4  
January 28, 2012  
Objectives Confirmation  
Education AND Military**

**Goal 1: Future Prosperity/Sustainability**

*The community of Valdez will manage its resources to support a responsible, sustainable future.*

*Potential Objectives:*

1. Advance land management strategies
2. Increase use of cost-effective, renewable resources
- ~~3. Provide cost-effective and efficient public and private services~~
4. ~~Improve access to affordable goods and services~~ **Improve accessibility and cost effectiveness of private and public goods and services**
5. Diversify the economy
- 6. Support efforts to sustain a healthy natural environment**
- 7. Support efforts to sustain a healthy citizenry**

**Goal 2: Infrastructure**

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

*Potential Objectives:*

1. **Plan for and invest responsibly and increase accessibility to infrastructure**
- ~~2. Increase accessibility~~
3. Enhance the built environment
4. Maintain and leverage existing infrastructure and systems
- 5. Enhance public/private partnerships in building new infrastructure**

### **Goal 3: Regional Leadership**

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

*Potential Objectives:*

1. Increase awareness of Valdez's geographic and infrastructure attributes
2. Provide access to affordable goods and services
3. Increase hub opportunities
4. Support and increase military presence
5. Strengthen regional relationships to:
  1. Advocate for community strengths
  2. Improve partnerships
  3. Learn and implement best practices

### **Goal 4: Civic Engagement/Social Responsibility**

*The community of Valdez will have a diverse, engaged, interactive community that is proactive in addressing social responsibility.*

*Potential Objectives:*

1. Expand diverse facilities to meet the needs of residents.
2. Increase access to public land
3. Encourage local community commitment, investment, and reinvestment
4. Strengthen the connection between the community and the military
5. Enhance public/private relationships to address community needs
6. Improve proactive public communication methods and availability of materials

### **Goal 5: Economic Development**

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

*Potential Objectives:*

1. Develop human capital
2. ~~Increase competitiveness~~
3. Strengthen core industries (marine-related, oil and gas, tourism, commercial fishing)
4. Develop new industries (especially value-added industries) and business investment

5. Expand investment in the community
6. Expand awareness of Valdez's attributes (marketing efforts)
7. Increase availability of goods and services
8. Identify complementary services
9. Increase resource availability

## Appendix B: Definitions and Common Terms

**Objective: Strategies or approaches toward achieving the goal.**

Common terms

Identify  
Develop

Support

Maintain

Expand/Reduce

Increase/Decrease

Plan  
Invest

Position

Improve

Advance

Analyze

Assess  
Provide for