



Community of Valdez Strategic Planning Meeting Objectives February 25, 2012

Planning Core Summary

The Planning Core convened Saturday, February 25, 2012, to review the Planning Cells' work and to deliberate upon and approve a final, reasonable number of objective statements under each goal. These objectives, or strategies, will be used by the Cells during future meetings to identify objective- and Cell-specific potential milestones for implementation.

Process

The Community of Valdez Strategic Plan is based on the community's vision and is supported by goals, objectives, milestones and action items (Figure 1). Based on the Vision Statement and guidance from the eight planning Cells, the Planning Core established five overarching community goals in November 2011. The Planning Cells reconvened on December 3, 2011 and January 28, 2012 to identify and refine potential objectives under each of the five goals.

At the conclusion of the January meeting, the consultant team reviewed the Cells' ideas for common themes or concepts. These were then consolidated into a reasonable number of objective statements that captured the essence of the Cells' deliberations (Table 1) and were presented to the Core on February 25 for additional review and approval.



Figure 1: Strategic Planning Pyramid

Theme	Goal Statement	Potential Objectives
Future Prosperity/Sustainability	The Community of Valdez will manage its resources to support a responsible, sustainable future.	<ul style="list-style-type: none"> • Maintain and advance land management strategies • Maximize use of cost-effective, renewable resources • Provide cost-effective and efficient public services and incentivize cost-efficient private services • Improve access to affordable healthcare, housing, goods, and services • Diversify the economy • Lower costs for energy, goods, and services • Promote a healthy natural environment • Develop in environmentally compatible ways • Preserve community history and culture to make informed future decisions
Infrastructure	The Community of Valdez will have a well-planned, sustainable, and flexible infrastructure that provides for its needs.	<ul style="list-style-type: none"> • Maintain and optimize use of existing infrastructure, facilities, and land resources • Plan for and invest responsibly in new, maximally sustainable infrastructure • Promote accessibility through improved transportation and communication infrastructure • Enhance the built environment • Promote public/private partnerships in building and operating new infrastructure
Regional Leader	The Community of Valdez will be the preferred hub for the region.	<ul style="list-style-type: none"> • Increase awareness of Valdez’s geographic and infrastructure attributes to establish Valdez as a regional resource • Provide access to affordable healthcare, goods, and services • Increase hub opportunities • Develop and strengthen regional alliances • Be a model community with a small town atmosphere

Our Vision: Capitalizing on the intrinsic qualities of our area and its people; creating a place our grandchildren will be proud to call home.

Civic Engagement/Social Responsibility	The Community of Valdez will have a diverse, engaged, interactive community that is proactive in addressing social responsibility.	<ul style="list-style-type: none"> • Promote public/private and inter-agency partnerships to meet the needs of residents • Increase responsible access to public lands and the waterfront • Encourage local community commitment, volunteerism, investment and reinvestment • Strengthen the connection between the community and the military • Foster community participation and maintain public processes through open and proactive communication • Encourage community pride and celebrate success stories
Economic Development	The Community of Valdez will have a healthy, diverse economy.	<ul style="list-style-type: none"> • Develop human capital by facilitating training center and career opportunities for a wide spectrum of people • Increase competitiveness by expanding the availability of resources, goods, and services and leveraging complimentary services when possible • Strengthen existing industries while promoting new business development • Promote local businesses and expand outside investment in the community • Expand marketing of Valdez’s existing resources and attributes to promote tourism, investment, and development • Support and encourage military presence • Promote a positive business climate

Table 1: Consultant-Refined Objective Statements Presented to the Core for Consideration

The Core deliberated each goal’s proposed objectives and discussed issues and questions relative to language, Cell recommendations, implementation, and sample milestones. The following sections include a summary of the discussion, an unprioritized listing of objectives, and language amendments made to goals 1 and 4 based on the themes or considerations presented in the potential objective language.

Table 2 shows the final summary of the Core’s deliberation.

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creating a place our grandchildren will be proud to call home.

Goal 1—Future Prosperity and Sustainability

Financial sustainability should be included in any discussion on future sustainability. While this objective may be primarily directed at the City of Valdez, other groups may wish to consider its relevance to their own planning purposes. Investments must be based on identified needs rather than “wants”. Possible milestones under this objective might include a balanced budget and/or a plan that analyses future revenue streams.

The group also discussed the term “access” as it related to availability of energy, healthcare, housing goods and services, and determined that the issue related to a deficiency or lack of these items and their relative affordability rather than actual access to the items.

While objectives for Goal 1 should reflect the pillars of sustainability (economy, environment, and society), the group agreed that the proposed objective to diversify the economy was redundant to Goal 5, Economic Development.

A proposed Goal 1 objective related to community history and informed decision-making was moved to and considered under Goal 4, Civic Engagement.

After reviewing the objectives, it was suggested that the goal statement itself be revised to better match the newly proposed objectives. The goal statement, as revised, references revenues, assets, resources, and human capital: “The Community of Valdez will manage its resources through a cost effective and efficient use of its revenues, assets, resources, and human capital to support a responsible, sustainable future.

Goal 1 objectives are:

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

Objectives:
*Strategies (approaches)
toward achieving the goal*
Common Objective Terms
*Identify
Develop
Support
Maintain
Expand/Reduce
Increase/Decrease
Plan
Invest
Position
Improve
Analyze
Assess
Provide for
Advance*

Goal 2—Infrastructure¹

The Core generally agreed with the proposed objectives related to existing and new infrastructure investments but reiterated that any investment should be based on identified needs and resource availability. At the same time, the group believed that encouraging innovation and creativity and leveraging resources to implement infrastructure projects were important attributes to encourage. Creative solutions may provide answers to hard resource allocation questions, especially when balancing requests to implement multiple worthy projects. Based on its discussion, the Core decided upon the following objectives:

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

Goal 3—Regional Leadership

“Hub” is used in the Alaska context—a service-providing spoke and wheel to other communities. Valdez could be a hub for healthcare, education, recreation and tourism, fishing, social services, travel and logistics, and many other services. Hub should not be taken to mean the same as a “destination”.

The group considered whether each Cell should have a topic-specific objective under the regional hub goal. After much discussion, the Core maintained the objective “Increase hub opportunities” with the caveat that it retains the right to amend the objective language based on what milestones are developed.

Goal 3 objectives are:

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

Goal 4—Civic Engagement and Community Responsibility

The Core discussed the differences between social responsibility, community responsibility, and civic engagement. Similar to a previous meeting’s discussion on Quality of Life, the group decided social responsibility is based on individual values and activities should not be perceived as dictating individual actions; civic responsibility was perceived as limited to participation in government. As such, the goal was restated to include active citizenry, and community responsibility (a larger group) rather than social responsibility (individuals): “The community of Valdez will have a diverse, engaged, and active citizenry that is proactive in addressing

¹ Infrastructure refers to the bricks and mortar, physical infrastructure of the community. Transportation and communications, as such, were seen as elements of supporting a healthy economy.

community responsibility”. This change supported the inclusion of an objective related to healthy recreational opportunities.

The group also considered how the proposed Goal 4 objective related to military (personnel) differed from the military-focused objective in Goal 5 (the organization). Because of Goal 4’s focus on personnel and individuals, the group added a reference to other residents who may be based here on a temporary full-time basis.

Finally, the Core recognized that the objective related to community history, originally proposed under Goal 1, was a better relational fit to Goal 4. The revised objective addresses multiple issues raised during the Cell meetings, including community pride and sense of place.

Goal 4 objectives are:

- Promote public/private and inter-agency partnerships to meet the needs of residents
- Increase responsible access to healthy recreational opportunities
- Encourage local community commitment through volunteerism and philanthropy
- Strengthen the connection between the community and the military and other transitional residents
- Increase proactive community communication
- Celebrate diversity, community pride, and local history and culture

Goal 5—Economic Development

A number of Cells had expressed concern with the term “human capital” as it related to economic development. The Core revised the statement to focus on education, training, and career opportunities. The group also thought it important to have separate goals on existing businesses and new businesses.

The military was not viewed as an existing industry. The objective specific to the military was revised to focus on the operational aspect of the military organization as an economic driver.

The objective related to transportation and communication, originally proposed under Goal 2, was considered necessary to support a healthy economy, along with energy affordability. The potential objective related to improving access to goods and services remains under Goal 1.

Goal 5 objectives are:

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

Theme	Goal Statement	Objectives
Future Prosperity/Sustainability	The Community of Valdez will manage its resources through a cost effective and efficient use of its revenues, assets, resources, and human capital to support a responsible, sustainable future.	<ul style="list-style-type: none"> • Plan for spending based on prioritized needs and considering long range revenue forecasts • Develop, use and maintain land and water resources in environmentally compatible ways • Maximize use of cost-effective, renewable resources • Increase affordable energy, healthcare, housing, and goods and services
Infrastructure	The community of Valdez will have a well-planned, sustainable, and flexible infrastructure that provides for its needs.	<ul style="list-style-type: none"> • Maintain and optimize use of existing infrastructure, facilities, and land resources • Plan for, prioritize, and invest responsibly in needed new, sustainable infrastructure • Enhance the built environment and promote innovation • Promote public/private partnerships in building and operating infrastructure
Regional Leader	The community of Valdez will be the preferred hub for the region.	<ul style="list-style-type: none"> • Leverage and promote geographic and infrastructure attributes to establish Valdez as a regional resource • Increase hub opportunities • Develop and strengthen regional alliances
Civic Engagement	The community of Valdez will have a diverse, engaged, and active citizenry that is proactive in addressing community responsibility .	<ul style="list-style-type: none"> • Promote public/private and inter-agency partnerships to meet the needs of residents • Increase responsible access to healthy recreational opportunities • Encourage local community commitment through volunteerism and philanthropy • Strengthen the connection between the community and the military and other transitional residents • Increase proactive community communication • Celebrate diversity, community pride, and local history and culture

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Table 2: Core-Refined Goal and Objective Statements

The objective statements presented in Table 2 will be used by the Planning Cells during the milestone identification phase of the planning process. The Core requested that all potential milestones identified by the Cells relate specifically to one of the identified objectives. If orphan milestones are identified, that should trigger an investigation as to its true relevancy; however the Core may consider amendments or additions to the above referenced objective statements if an effective case can be made for any orphan milestone.

Upcoming Meetings

The next meeting of the Planning Cells will be March 10, 2012, where the Cells will begin identifying milestones (deliverables) that will lead toward achieving the stated objectives. The public will have an opportunity to review and suggest prioritization of the potential milestones at a public open house planned for April 10, 2012.

Participants	Subject	Date
Planning Cells	Milestone Identification	March 10, 2012
Planning Core	Informational Meeting	March 11, 2012
Planning Cells	Milestone Identification and Refinement	March 31, 2012
Public	Open House	April 10, 2012
Planning Core	Milestone Approval	May 5-6, 2012

Table 3: Upcoming Strategic Planning Meetings

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