

# *City and Borough of Wrangell, Alaska*

Economic Development Committee

January 11, 2023

6:30pm

## **AGENDA**

1. Call to order
2. Roll Call
3. Amendments to the Agenda
4. Conflicts of Interest
5. Election of Chair and Vice-chair
6. Approval of Minutes: October 19, 2022
7. Persons to be Heard
8. Correspondence:
9. New Business
  - a) Presentation regarding potential development opportunity for the old hospital property
10. Old Business
  - a) Economic Forum for the deep water industrial site (former mill property)
  - b) Economic Development Strategies/ Work Plan
11. Adjourn

# *City and Borough of Wrangell, Alaska*

Economic Development Committee

October 19, 2022

6:00pm

## *MINUTES*

1. Call to order and Roll Call: On phone: Bob Dalrymple, Joan Sargent (arrived late), In Chambers: Caitlin Cardinell, Jacob Hale. Wrangell Sentinel present
2. Amendments to the Agenda : Provide update on USFS project
3. Conflicts of Interest: None
4. Election of Chair and Vice-chair post poned. Jacob Hale will be resigning to move to Sitka
5. Approval of Minutes: April 19, 2022  
JH moves CC 2<sup>nd</sup> Approved unanimous
6. Persons to be Heard
7. Correspondence:
  - a) Senator Murkowski Notice of Working Waterfronts Framework  
JH... talk about affordable housing can't grow work force without a place to stay.  
JS... waterfront and access is important to us. Difficult to get cruise passengers into town and to businesses for the short time they are in.  
CC Tourism is listed as the framework.  
JS boat ramps important.  
BD broad mention of uplands and general economic operations , good for borough to provide more detail and development of that.  
All maritime would fit into the small category
8. New Business
  - a) ATIA Conference Debrief (Caitlin Cardinell)  
Emerging trends. Big concepts sweeping state is regenerative tourism. Huge theme. Tying it into Tourism. Sustainable Southeast Partnership presented their definition of it
    - 1) Honoring past present and future. Drawing on wisdom and experience of elders.  
Commitment to investing in education
    - 2) Strength and leadership.

3) Balance reciprocity of respect

4) The land. Honoring land and ocean the place that we live in.

Cruise lines doing it in small ways.. reusable water bottles not plastic. Seattle is working with Vancouver and Juneau to create a green corridor, so not a floating landfill dumping into the ocean. Being carbon neutral, hybrid power, encouraging ports to pick up on this

ATIA has a Southeast Alaska Voice of membership: idea of recognizing that cruising is continuing to increase and more and more small ships that want to go to lesser known and untouched ports.

Getting out ahead before it "happens to us". Ktn and Jnu are turn around points. Had a harder time to prepare and now catching up and seeing 1 million passengers a year.

Need to look at our own needs... infrastructure improvements need to be identified

Increased ships and small ships.

JEDC - Haines has a tourism director responsible for outreach to cruiselines and establish Haines as a port. Working with other ports...to lobby the lines to get what they want.

We could be working alongside ships to get what we need as well. Start thinking about investing in the tourism industry, creating a tourism director position. Small ship cruising increasing, get ahead of tourism for us, and focus on regenerative and sustainable.

#### b) Economic Forums for the deep water industrial site (former mill property)

Great opportunity to include housing.

JS important to get the kids to do the drone. Flood zone, two major creeks. On southside, floods into the mill property. Elevations are important about use. Utility aspect of it.

Went through a building. No rust, no leaking, still some buildings. Someone from the Harbor would love. Plot plan, but elevations are so important... recognizing what already exists.

Feel like needs to be a good survey. Here is this building and quality. Need condition assessment.

BD: Can the Peak Engineering report be shared. Went into issues with the bulk head.

Good over view of the property. Identified a snap shot of the property

CC.. information is still relevant and continue to build off of that. Relevant information.

Building on industries that already exist in town. Particularly.. start a conversation with University of Alaska Southeast.. continuing education opportunities. Expand on that and attract young folks.. create dorms to get on the job training for businesses that work here. Room for so many things.. expanding mariculture program...

JS... folks will talk about location of barge dock and move it down there.

Conversation with barge companies have started but need more serious conversation.

JS: Walking through it there is a lot of work. In that work we could improve waterfront downtown. Is not just a mill property but so many other things ... bring all that information together for the public... if talking about moving the barge ramp.. put together a talk explaining what is at the mill and let the public know what all has happened... include pictures.... Elevations, flood zones so public is aware of before comments are made.

Every piece of information about property should be made available. First step to educate public about the property.. potential, disadvantages....

CC Have good data already. Such a big thing to wrap head around... inform self.

JH... have to look at report with idea pre-pandemic... some things may not be viable but a lot of things are.

CC should try to structure this an idea of possibilities how can be developed. Begin conversations with stakeholders: UAS; potentially cruiseships but use caution; Marine Service Center (be aware of Sitka moving forward); Bargelines  
Consider locally owned tourism industry  
Consider small businesses  
Tribal stakeholders/partner  
Southeast Conference  
Juneau Economic Development

BD there are synergies with other folks of the community  
Waterfront master plan; Institute property development and housing.. leveraged or otherwise  
Idea of purchasing the mill would result in economic development for community. An industrial area to provide opportunity for small business...

Create a webpage

#### c) Economic Development Strategies/ Work Plan

CC: relook at and expand areas of focus based on our economic drivers in town.

Turn this work plan that is more actionable. Narrow areas of focus and break down further with more actionable items

Work session on the action plan

Southeast by the numbers

#### d) Discussion of old hospital

JH Funding to demolish.. will be cheaper than reconstruction. And then keep the land

Sell the other lots for residential  
What was the cost to demo? Amber has an estimate.

JH: Whoever buys will have to demolish..  
Property likely has negative value.  
Will cost more to fix than value  
Not sell it... demolish and team up with tribe to put up a community structure

Repurpose for the PSB? Sr. housing  
If you can get grants for demo...

e) Comprehensive Plan Update: Ch.4 Economic Development  
EDC recommends to get funding for the plan update...  
Very obvious that we need to address our future and legally required.

Committee review and send email suggested changes  
Goals... encourage industry expansion  
Rather than pursue new develop new industries

JS.. underlying infrastructure of community must be addressed. Housing/workers needs to be addressed. Can't expand without  
businesses need to expand and survive but no place to put workers.

Worth consulting with region wide resources. Community trying to figure out ourselves but need a wider array of resources. And want to help. Should seek outside help.  
P2P Spruce Root said they can assist city's with issues  
Spruce Root or JEDC stepping in to help with unbiased perspective. Have solutions.

BD.. made another run of good sound proposal, captures idea to get professional help..  
Assembly may be more interested in funding.  
With mill on table other things that have value for economic process would be more valuable.

## 9. Old Business

BD: Update on USFS projects  
Borough submitted quite a few proposals to SASS. Odd process. A lot of money in it.  
Wrangell got 2 projects 100k each. Blue Berry food security. Under contract. Maintain and improve berry productions that are accessible by elders and recreationist

The trail project will be crews for 6 weeks each next summer.

Great American outdoor act:

Started early with a Cabin EA, but now they are starting over. Borough is cooperating agency. But any recreation infrastructure that is improved will help economic potential

and quality of life. Bob is on IDT as cooperating agency. Folks really need to weigh in to the scoping.

10. Adjourn 7:48pm

# *City and Borough of Wrangell, Alaska*

Date: January 9, 2023

To: Economic Development Committee

From: Carol Rushmore, Economic Development Director

Re: Presentation regarding potential development opportunity for the old hospital property

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Staff had a meeting with individuals interested in purchasing the former hospital property over the holidays. They have not yet made a formal proposal to the Borough but are interested in redevelopment of the former hospital site into a Senior Housing Facility. They are presenting their information to the Economic Development Committee and the Planning and Zoning Commission this week for feed back, concerns, questions and ideas prior to submitting a formal proposal to the Borough. This is an opportunity to ask questions, raise issues and discuss any concerns as it is related the economic benefits of the community. No motion or recommendation is required at this meeting.

The presenters Jim Freeman and Kevin Jones have indicated they will do a power point and provide information ahead of time for those that must call into the meeting. Once that is received I will add it to this agenda information and email it out.

# *WRANGELL ECONOMIC DEVELOPMENT*







# *OVERVIEW*

To create a sustainable economic plan for the City of Wrangell by re-investing into the infrastructure for economic development. To provide a 5 to 7 year plan that includes re-purposing the old hospital, developing land behind the old hospital for the purpose of building townhouses and entry level homes, developing fertilizer processing abilities, installing greenhouses for the purpose of providing locally produced options for purchase and export.

# *AGENDA*

- Phase 1 – Hospital Conversion to Independent Senior Living Center
- Phase 2 – Land Development Conversion to Townhouses
- Phase 3 – Greenhouse Development for Locally Sourced Produce (Retail)
- Phase 4 – Seafood Export to lower 48
- Phase 5 – Fertilizer Processing Plant (for Farm Use and export)





# *PHASE 1*

## 310 BENNET STREET CONVERSION TO AN INDEPENDENT SENIOR LIVING CENTER

### WHAT IS AN INDEPENDENT SENIOR LIVING CENTER?

- An Independent Senior Living Center caters to active seniors who need minimal assistance and want to live in a vibrant community with other seniors like themselves. While nursing homes provide seniors who are unable to live independently with active daily assistance in their medical and living needs, an Independent Senior Living Center caters to more active seniors who are looking for convenient living conditions while also enjoying their community outside of the facility.

## *WHAT IS AN INDEPENDENT SENIOR LIVING CENTER, CONT....*

Independent Living vs. Nursing Home	Independent Living	Nursing Home
Higher end Restaurant Style Dining Experience	✓	✗
Apartment Style Homes	✓	✗
Community involvement, Events and Activities designed for easy off-site outings	✓	✗
Transportation on Demand	✓	✗
Kitchenettes	✓	✗
Comfortable Common Areas	✓	✓

# *PHASE 1 PROJECT OVERVIEW*

## *SENIOR INDEPENDENT LIVING CENTER*



- 33,000 Square Feet
- Previously an operational hospital
- 14 patient rooms
- 12 exam rooms
- 2 surgical rooms and other multi-use rooms

- Senior Living Center
- Guests are ages 55 or better
- 20 apartment-style rooms with approximately a total of 20 to 37 guests, primarily from other states
- Workout room, dining area, movie/event room, and other multi-use rooms
- Approximately 11 to 15 new jobs added with at least 4 full time salaried positions

# *PHASE 1 PROJECT COSTS*

Cost Category	Cost
Land/Building	350,000
Deferred Maintenance	250,000
Build out (Construction Estimate)	1,350,000
Signage	90,000
Kitchen Equipment	45,000
Smallwares	7,500
Technology	65,000
Furniture and Fixtures	450,000
Office Equipment and Supplies	25,000
Start-up Marketing	300,000
Professional Fees & Organizational	250,000
Licenses and/or Bonds	15,000
Other Deposits	7,500
Training/Pre-Opening Expenses	55,000
<b>Total Estimated Project Costs</b>	<b>\$3,260,000</b>

# *PHASE 1 PROJECT REVENUE POTENTIAL*

Revenue Description	Price Per Room Per Month	Number of Rooms	Total Revenue Potential/Mth
Tier 1 Room – 400 sq ft Studio	3,250	5	16,250
Tier 2 Room – 560 sq ft one bedroom	4,200	8	33,600
Tier 3 Room – 980 sq ft two bedroom	5,500	8	44,000
Total		21	\$93,850

- Annual Business Revenue \$1,126,000
- Collective annual job added wages \$320,000
- Up to 37 new residents middle to upper middle-income retirees contributing to local economy
- Pre-Opening project brings in a number of temporary workers and outside professionals (contractors, electricians, etc.) who will be spending in the local economy

# *PHASE 1 PROPOSAL AND OFFER*

## \$350,000 All Cash Offer with following Terms:

- Earnest money/down payment of \$45,000 to be paid upon acceptance
- 180-day feasibility study and development period granted to Buyers
- Earnest money/down payment is fully refundable for up to 60 days. After 60 days, and for every month thereafter, until either 180 days has expired or Buyer(s) have determined to execute the offer, whichever is sooner, \$6,250 per month will be deemed non-refundable, a potential total of \$37,000 in favor for the City
- If at any point Buyer decides to execute on the project, the entire amount of the down payment will be applied to the purchase price
- During due diligence period, Buyer requires co-operation from the City to provide medical facility information, previous operational costs, population demographics, population income, etc.





## *PHASE 2 PROJECT OVERVIEW TOWNHOUSE DEVELOPMENT*

- Townhouses will be 2 to 3 stories. To be determined
- Each Townhouse will be themed to the Senior Living Center visual (Log Cabin, River Rock, Mountain Lodge type) and will range between 850 to 1200 sq ft
- Target is to develop 5 Townhouses with the ability to accommodate 10 families (2 units per townhouse).
- Will include spacious grass park-like setting

# *PHASE 3 PROJECT OVERVIEW*

## *GREENHOUSE*



- Approximately 800 sq ft per unit
- Approximate cost of \$30,000 to \$50,000 per unit
- Target of approx. 8 to 10 units to accommodate Wrangell with a total required land area needed of 35,000 to 50,000 square feet
- Minimum of one full time salaried position and three part-time positions
- Sell produce to local grocery stores, the public and regional communities

# *PHASE 4 OVERVIEW*

## *SEAFOOD EXPORT*

- Utilizing our existing chain of restaurants in California, Nevada, Texas and Ohio, we intend to establish transportation lines to deliver Wrangell seafood to lower 48 retail outlets and restaurant stores
- Currently, much of the seafood market in the lower 48 comes from Asia with an inferior product. We believe that Wrangell can offer a premium product for an affordable price





# *PHASE 5 OVERVIEW*

## *FERTILIZER PROCESSING*



- Currently, due to geopolitical disruptions, the fertilizer available for local farmers in the USA is at risk
- We intend to utilize the resources and seafood waste abundant in Wrangell and SE Alaska to convert into fertilizer that can supplement the disruptions farmers are currently experiencing from international imports
- This product can then be used for local and regional use
- Land use for the processing plant needs to be determined



# *THANK YOU*

- We are very excited for the opportunity to work with you and the Wrangell City Team on making a difference in both the economic and financial health of the Wrangell community and increasing the revenues for the City. We understand and are excited about the scope of this project and its relation to the rest of the plan we've shared.
- We believe that these projects will collectively bring more jobs, opportunities, housing, and increase local disposable income by lowering local costs thereby increasing the quality of life for residents.

# *City and Borough of Wrangell, Alaska*

Date: January 9, 2023

To: Economic Development Committee

From: Carol Rushmore, Economic Development Director

Re: Mill forum summary

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Attached is the summary of the forum held on December 14, 2022 to discuss broader options and concerns regarding development of the mill site.

**December 14, 2022**

**Public Forum**

**6 Mile Zimovia Deep Water Industrial Site  
(Former Mill Property)**

The purpose of the community forum was to identify property concerns, potentials, and types of uses that the community would like to see or would accept at the former mill site. It was to encourage a general discussion of a broad brush of possibilities and opportunities as identified by participants. A brief slide show was provided at the beginning regarding current property status information. Over 40 participants were then divided into 5 small work groups and led through a series of activities and discussions to ultimately provide KEY INSIGHTS regarding the property. Chris Mertl of Corvus Design was the forum facilitator.



**Small Group Discussions and Outcome**

Each individual participant was asked to provide three STRENGTHS of the property – what makes this property valuable to the community for economic opportunity. The list of STRENGTHS includes:

**Site Strengths** (the number indicates the number of individuals who listed it as a strength):

16 Deep water port

14 Size

7 Accessible by Water and Road

6 Accessible Waterfront



[illegible]

**Site Weaknesses** (the number indicates the number of individuals who listed it as a strength):

[illegible]



Each Group then worked together through a series of exercises. This required considerable discussion and thought by each group to ultimately arrive at the group's KEY INSIGHTS, or pieces of advice regarding site opportunities and development.

- 1) **TEAM NAME:** Each group was first asked to provide a TEAM NAME, as the group would be reporting back to all participants along the way. This was a means to talk together, laugh, and reach an easy decision prior to more intense discussion.
- 2) **OPPORTUNITIES:** Each member on each TEAM was asked to provide three community needs. Those needs were written on sticky notes and placed on the recording sheet.
- 3) **LOCATIONS:** The OPPORTUNITIES identified in Step 2 were then separated based on where it was best located within the community. Should the OPPORTUNITY only happen or a best fit for the former mill site; Could the OPPORTUNITY be located either at the former mill site or elsewhere within town; Or, is the OPPORTUNITY best suited for another location than the former mill site.
- 4) **SUPPORT NEEDS:** The next discussion required each TEAM to select four OPPORTUNITIES that should or could be at the former mill site and write down for each the SUPPORT NEEDS – such as facilities or services – that are essential to its success.
- 5) **ENHANCEMENTS:** TEAM members were to identify other ENHANCEMENTS that would be needed on site base on development scenarios identified by the four OPPORTUNITIES and SUPPORT NEEDS.
- 6) **FUTURE HEADLINE:** TEAMS were to come up with a HEADLINE that might appear 20 years in the future.
- 7) **KEY INSIGHTS:** Based on the discussion to this point, each TEAM was asked to identify three KEY INSIGHTS, pieces of advice, main issues or concerns that continued surface during discussion.

The attachment to this document identifies the results of each exercise by TEAM. Following is a complete listing of all responses by EXERCISE.



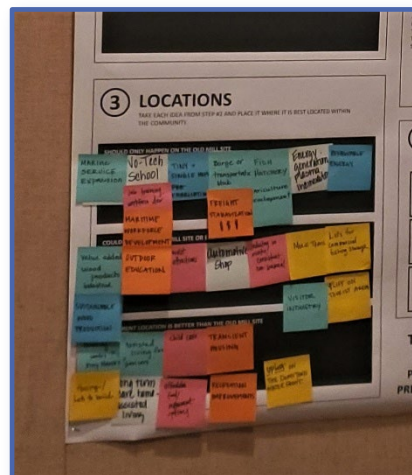
## 1) TEAM NAMES:

Old Cool Guys and the Youngin'  
Yellow-Bellied Sap Suckers  
Progressives  
What's Cooking  
Bear Grease

## 2 and 3) COMMUNITY NEEDS/OPPORTUNITIES (All Teams)

Mariculture  
Scrap Recycling  
Plasma Burner  
3 international corridors with Canada  
Tourism  
New vendors  
Larger Travel Lift to expand marine services  
Move Barge Lines  
Added Value logging – kit homes  
Lease/sell lots once developed  
Year-round employment  
Property on Tax rolls  
Mining processing complex  
Small Coast Guard Station  
Cultural Tourism  
Recycling Center  
School/Education Reform  
Child Care Facility  
Telecommunications- Live here work online  
Housing  
Expand Marine Service Center  
Tourism  
College/Technical School  
Relocation of Barge Lines to site  
Opportunity to get Industrial out of downtown  
A more attractive and workable waterfront  
Expand shipyard  
Expand Marine Industry  
Value Added resource production  
Potential green power development  
New Barge facility  
More economic Diversity  
Long-term employment in year-round enterprise  
– Light industrial  
Centralized SE Waste disposal  
Opportunities in energy development  
Housing  
Stable Workforce  
Jobs  
Industry Diversification

Infrastructure  
Large Vessel Shipyard  
Tourism Expansion  
Larger Barge Facility  
Energy Generation – Plasma incinerator  
Renewable energy  
More industry  
Tourist attractions  
Automotive Shop  
Non-Seasonal industry  
More trails  
Lots for commercial fishing storage  
Tourism area improvements  
Childcare  
Housing  
Lots to build  
Long-term care/assisted Living  
Transient Housing  
Recreation improvements  
Affordable food  
Restaurant options  
Uplift on the downtown waterfront  
Vo-tech School  
Marine Service Center expansion  
Barge or transportation Hub  
Visitor Industry



**4) SUPPORT NEEDS** (the four selected OPPORTUNITIES of each TEAM and SUPPORT NEEDS essential to the success of that OPPORTUNITY:

Expansion of Marine Service Center/Larger

Travel Lift:

Major Grant funding

Merchants

Utilities

Bulkhead

Marine Barge Lines:

Bulkhead

Dock

Lease/Sell Lots Once Developed:

Design Lots

Site Development

Utilities

Value Added Logging/Kit homes:

Utilities

Survey Lots

Expand Marine Service Center

Deep Water Landing

Travel Lift

Dock for haul out

Chandlery

Relocation of Barge Lines to former mill site

Utilities

Barge ramp

Security Fencing

Office

Tourism:

Utilities – Bathrooms

Dock and Terminal

Transportation

College/vo-tech:

Utilities

Buildings

Transportation

Dormitory

Larger Marine Service Center:

Dock Development

Utilities

Earthwork

Lift equipment

Covered Work Areas

Shuttle/Transportation

Year Round Long-term employment

Utilities

Earthwork

Vendor Space

Barge Facility

Bulkhead

Barge ramp/dolphins

Utilities

Earthwork

Economic Diversity:

Utilities

Earthwork

Vendor space/Jobs/businesses

Renewable resource/recycling stream

Industry Diversification:

Energy Plan

Centralized Waste

Large Vessel Ship Yard:

New Lift

Reinforced Platform

Utilities

Plat

Tourism Expansion:

Move Barge companies

New ramp

Bulkhead

Utilities

Infrastructure:

Lift stations

Sewer Main

Electric Distribution

Possible Water Capacity

Buildings

Marine Service Center Expansion:

Additional Travel Lift

Lease Land

Power/Water

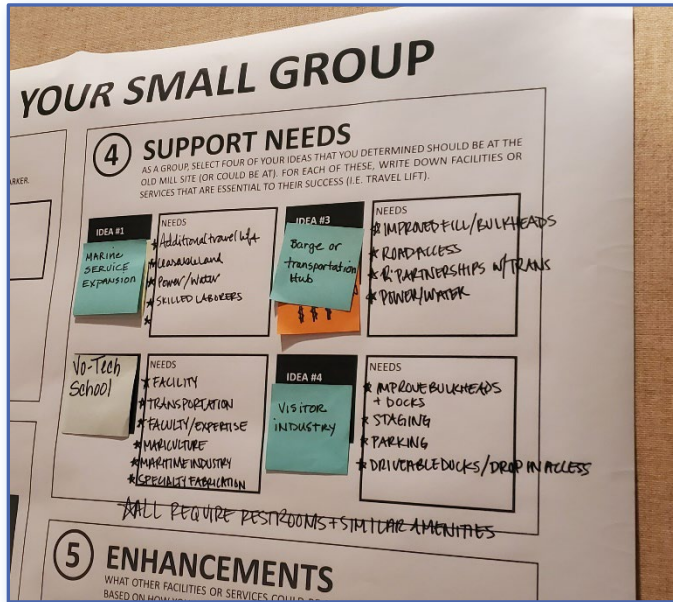
Skilled Laborers



Vo-Tech School:  
 Facility  
 Transportation  
 Faculty Expertise  
 Mariculture  
 Marine Industries  
 Specialty Fabrication

Barge or Transportation Hub:  
 Improved fill/bulkheads  
 Road Access  
 Partnerships with Transportation providers  
 Power/Water

Visitor Industry:  
 Improve bulkheads/docks  
 Staging  
 Parking  
 Drivable Docks/Drop in Access



## **5) OTHER ENHANCEMENTS (other services identified by all TEAMS that would be needed on site to benefit the four OPPORTUNITIES):**

Vendors  
 Trade School  
 Apprenticeships  
 Food Trucks or shops  
 Marketing of new opportunities  
 Enhance broadband to area  
 New dock  
 Vendor spots for Vessel repair  
 Cell Service/internet  
 Chandlery/marine supply stores  
 Transportation  
 Beautification- Refill property  
 Short term Housing  
 Housing  
 Food options: Café/food trucks/coffee shop  
 Child Care  
 Transportation services  
 Green space for users  
 Safe decent access

Fuel  
 Equipment suppliers/retail/hardware  
 Marine Services welders, painters etc  
 General Convenient Store  
 Lodging  
 Gas station  
 Restaurant  
 Storage  
 Interpretive Signs; History of the site  
 Gated Entrance  
 Convenient Store  
 Transportation Services  
 Food Trucks  
 Bike Path extension  
 Bunk House for transient workers  
 Retailers – hardware/supplies  
 Public Ramp  
 Site lighting and security



## **6) FUTURE HEADLINES**

Industrial Facility a Success – Largest Haulout Facility in Alaska

Wrangell Industrial Complex Celebrates the Graduating Class of 2042 and \$50 Million in Marine Service Center Revenue

Wrangell's Industrial Diversification Pays Off

Wrangell Shows Steady Economic Growth While Maintaining Smalltown Charm

We're Not Milling Around, Wrangell Turns Dust to Gold!

## **7) KEY INSIGHTS** (all TEAMS):

Need for utilities

Money – Investors – Grants

People – Skilled Trades

Creating a multi- purpose facility to diversify opportunities

Investing in baseline improvements

Consolidate Ownership: develop strategic long term plan; community driven management; property tax roll; market

Maintaining value and quality of life

Need to diversify and grow economy

Any solution will require a base level of development

Strategic Funding

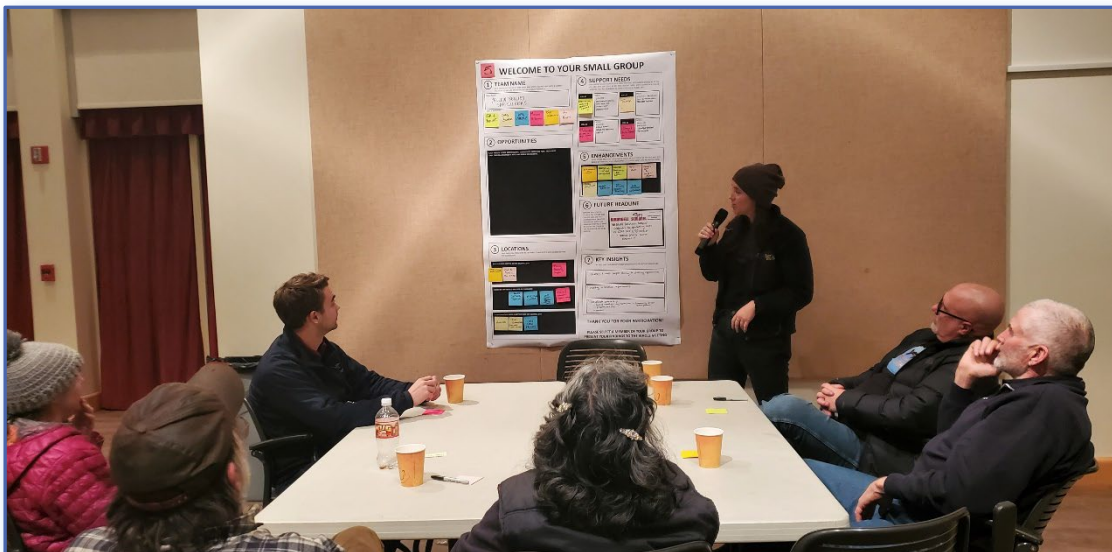
Regional Waste Processing

Certify the Development Process with Goals, Timelines and Follow-through

Partners and/or Funding

Opportunities or Challenges of mixing Industry

Prioritizing workforce development specialized Vo-tech Facility



# WELCOME TO YOUR SMALL GROUP

## 1 TEAM NAME

As a group please use a team name and write it large here with a marker. Please also include the names of your group members.

What's Cooking

## 2 OPPORTUNITIES

Each person please write down 3 community needs and place them here. Only one idea per person. Write and place the ideas.

## 3 LOCATIONS

Where does this happen on the old mill site? Write the location.

Where can we see this on the old mill site or elsewhere?

A different location is better than the old mill site.

## 4 SUPPORT NEEDS

What do you need to do to make this happen? Write the support needs.

## 5 ENHANCEMENTS

What do you need to make this better? Write the enhancements.

## 6 FUTURE HEADLINE

Write a headline for the future. Use the words: **WARRIGELL SENIORS**, **future**, **community**, **needs**, **support**, **enhancements**.

## 7 KEY INSIGHTS

What are the key insights from your group? Write the key insights.

THANK YOU FOR YOUR PARTICIPATION!

PLEASE SELECT A MEMBER OF YOUR GROUP TO PRESENT YOUR FINDINGS TO THE WHOLE MEETING

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Yellow-Bellied SNA Suckers

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BEAR GREASE

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Old Cool Guys and the party

## 2 OPPORTUNITIES

Each person please write down 3 community needs and place them here. Only one idea per person. Write and place the ideas.

## 3 LOCATIONS

Where does this happen on the old mill site? Write the location.

Where can we see this on the old mill site or elsewhere?

A different location is better than the old mill site.

## 4 SUPPORT NEEDS

What do you need to do to make this happen? Write the support needs.

## 5 ENHANCEMENTS

What do you need to make this better? Write the enhancements.

## 6 FUTURE HEADLINE

Write a headline for the future. Use the words: **WARRIGELL SENIORS**, **future**, **community**, **needs**, **support**, **enhancements**.

## 7 KEY INSIGHTS

What are the key insights from your group? Write the key insights.

THANK YOU FOR YOUR PARTICIPATION!

PLEASE SELECT A MEMBER OF YOUR GROUP TO PRESENT YOUR FINDINGS TO THE WHOLE MEETING

## ATTACHMENT A:

December 14, 2022  
Public Forum TEAM Discussion  
6 Mile Zimovia Deep Water Industrial Site

The purpose of the community forum was to identify property concerns, potentials, and types of uses that the community would like to see or would accept at the former mill site. It was to encourage discussion over a broad brush of possibilities. A brief slide show was provided at the beginning regarding current property status information. Over 40 participants were then divided into 5 small work groups and led through a series of activities and discussions to ultimately provide KEY INSIGHTS regarding the property. This is the same information provided in the Summary Document, just offered by TEAM Discussion.

### **Site Strengths** (the number indicates the number of individuals who listed it as a strength):

16 Deep water port  
14 Size  
7 Accessible by Water and Road  
6 Accessible Waterfront  
5 Out of town but still close/location isolated/  
5 level terrain  
5 Open for development and expansion opportunities  
4 Road Access  
2 Close to Utilities  
Dock  
Electrical possible  
Build ready  
Multi-use potential  
Alternative location for downtown industrial activity  
View  
Good Looking

### **Site Weaknesses** (the number indicates the number of individuals who listed it as a strength):

10 Distance to town and amenities/ transportation  
8 Fill condition/contaminants/sawdust fill  
8 Cost to improve/significant investment to improve  
5 Poor Bulkhead condition and expensive to repair/reconstruct  
5 No infrastructure  
4 Age of site and buildings/ structural integrity  
3 No dock  
3 Proximity to residential/ impact to homes/ noise  
Is it Too far from town and is wrangell equipped for major tourism development  
Bike path doesn't extend to site  
Will take Time to improve  
Bad Access from road



Keep Channel construction or push out?  
Ramp not developed  
Old mill office and lots at entrance not available  
Sunken Vessels  
Site surface poor condition  
Undeveloped  
Small area for multiple uses  
Big pile of sawdust remains  
Extensive site Repair needs

## **EXERCISE RESULTS BY TEAMS:**

### **Old Cool Guys and the Youngin**

#### **COMMUNITY NEEDS:**

Mariculture  
Scrap Recycling  
Plasma Burner  
3 international corridors with Canada  
Tourism  
New vendors  
Larger Travel Lift to expand marine services  
Move Barge Lines  
Added Value logging – kit homes  
Lease/sell lots once developed

#### **SUPPORT NEEDS:**

Expansion of Marine Service Center/Larger Travel Lift:

- Major Grant funding
- Merchants
- Utilities
- Bulkhead

Marine Barge Lines:

- Bulkhead
- Dock

Lease/Sell Lots Once Developed:

- Design Lots
- Site Development
- Utilities

Value Added Logging/Kit homes:

- Utilities
- Survey Lots

#### **OTHER ENHANCEMENTS:**

Vendors  
Trade School  
Apprenticeships



### FUTURE HEADLINE:

Industrial Facility a Success – Largest Haul Out Facility in Alaska

### KEY INSIGHTS:

Need for utilities

Money – Investors – Grants

People – Skilled Trades

## **Yellow-Bellied Sap Suckers**

### COMMUNITY NEEDS:

Year-round employment

Property on Tax rolls

Mining processing complex

Small Coast Guard Station

Cultural Tourism

Recycling Center

School/Education Reform

Child Care Facility

Telecommunications- Live here work online

Housing

Expand Marine Service Center

Tourism

College/Technical School

Relocation of Barge Lines to site

### SUPPORT NEEDS:

Expand Marine Service Center

- Deep Water Landing

- Travel Lift

- Dock for haul out

- Chandlery

Relocation of Barge Lines to former mill site

- Utilities

- Barge ramp

- Security Fencing

- Office

Tourism:

- Utilities – Bathrooms

- Dock and Terminal

- Transportation

College/vo-tech:

- Utilities

- Buildings

- Transportation

- Dormitory

### OTHER ENHANCEMENTS:

- Food Trucks or shops
- Marketing of new opportunities
- Enhance broadband to area
- New dock
- Vendor spots for Vessel repair
- Cell Service/internet
- Chandlery/marine supply stores
- Transportation
- Beautification- Refill property

### FUTURE HEADLINE:

Wrangell Industrial Complex Celebrates the Graduating Class of 2042 and \$50 Million in Marine Service Center Revenue

### KEY INSIGHTS:

- Creating a multi- purpose facility to diversify opportunities
- Investing in baseline improvements
- Consolidate Ownership: develop strategic long-term plan; community driven management; property tax roll; market

### **Progressives:**

#### COMMUNITY NEEDS:

- Opportunity to get Industrial out of downtown
- A more attractive and workable waterfront
- Expand shipyard
- Expand Marine Industry
- Value Added resource production
- Potential green power development
- New Barge facility
- More economic Diversity
- Long-term employment in year-round enterprise – Light industrial

#### SUPPORT NEEDS:

- Larger Marine Service Center:
  - Dock Development
  - Utilities
  - Earthwork
  - Lift equipment
  - Covered Work Areas
  - Shuttle/Transportation
- Year-Round Long-term employment
  - Utilities
  - Earthwork
  - Vendor Space
- Barge Facility
  - Bulkhead

- Barge ramp/dolphins
- Utilities
- Earthwork

Economic Diversity:

- Utilities
- Earthwork
- Vendor space/Jobs/businesses
- Renewable resource/recycling stream

#### OTHER ENHANCEMENTS:

- Short term Housing
- Housing
- Food options: Café/food trucks/coffee shop
- Child Care
- Transportation services
- Green space for users
- Safe decent access
- Fuel
- Equipment suppliers/retail/hardware

#### FUTURE HEADLINE:

Wrangell Shows Steady Economic Growth While Maintaining Smalltown Charm

#### KEY INSTIGHTS:

- Maintaining value and quality of life
- Need to diversify and grow economy
- Any solution will require a base level of development

### **What's Cooking:**

#### COMMUNITY NEEDS:

- Centralized SE Waste disposal
- Opportunities in energy development
- Housing
- Stable Workforce
- Jobs
- Industry Diversification
- Infrastructure
- Large Vessel Ship yard
- Tourism Expansion

#### SUPPORT NEEDS:

- Industry Diversification:
  - Energy Plan
  - Centralized Waste
- Large Vessel Ship Yard:
  - New Lift

- Reinforced Platform
- Utilities
- Plat
- Tourism Expansion:
  - Move Barge companies
  - New ramp
  - Bulkhead
  - Utilities
- Infrastructure:
  - Lift stations
  - Sewer Main
  - Electric Distribution
  - Possible Water Capacity
  - Buildings

#### OTHER ENHANCEMENTS:

- Marine Services welders, painters etc
- General Convenient Store
- Lodging
- Gas station
- Restaurant
- Storage

#### FUTURE HEADLINE:

- Wrangell's Industrial Diversification Pays Off

#### KEY INSIGHTS:

- Strategic Funding
- Regional Waste Processing
- Certify the Development Process with Goals, Timelines and Follow-through

### **Bear Grease:**

#### COMMUNITY NEEDS:

- Larger Barge Facility
- Energy Generation – Plasma incinerator
- Renewable energy
- More industry
- Tourist attractions
- Automotive Shop
- Non Seasonal industry
- More trails
- Lots for commercial fishing storage
- Tourism area improvements
- Childcare
- Housing
- Lots to build
- Longterm care/assisted Living

Transient Housing  
Recreation improvements  
Affordable food  
Restaurant options  
Uplift on the downtown waterfront  
Vo-tech School  
Marine Service Center expansion  
Barge or transportation Hub  
Visitor Industry

**SUPPORT NEEDS:**

**Marine Service Center Expansion:**

- Additional Travel Lift
- Lease Land
- Power/Water
- Skilled Laborers

**Vo-Tech School:**

- Facility
- Transportation
- Faculty Expertise
- Mariculture
- Marine Industries
- Specialty Fabrication

**Barge or Transportation Hub:**

- Improved fill/bulkheads
- Road Access
- Partnerships with Transportation providers
- Power/Water

**Visitor Industry:**

- Improve bulkheads/docks
- Staging
- Parking
- Driveable Docks/Drop in Access

**OTHER ENHANCEMENTS:**

- Interpretive Signs; History of the site
- Gated Entrance
- Convenient Store
- Transportation Services
- Food Trucks
- Bike Path extension
- Bunk House for transient workers
- Retailers – hardware/supplies
- Public Ramp
- Site lighting and security

**FUTURE HEADLINE:**

**We're Not Milling Around, Wrangell Turns Dust to Gold!**

KEY INSIGHTS:

Partners and/or Funding

Opportunities or Challenges of mixing Industry

Prioritizing workforce development specialized Vo-tech Facility

# *City and Borough of Wrangell, Alaska*

Date: January 9, 2023

To: Economic Development Committee

From: Carol Rushmore, Economic Development Director

Re: Draft Work Plan 2023

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At the October meeting there was some discussion about fleshing out the activities in more detail and identifying tasks with which the Economic Development Committee can assist. There was discussion of a work session, but due to staff schedules over the next month, a work session will be difficult to schedule until late February or March.

Staff made some update changes to the projects under the Areas of Focus based on status updates or items completed. Please review for discussion the Purpose, Mission and Goals of the Economic Development Committee as well as potential projects the Committee would like to add to the Areas of Focus.

# Economic Development Committee

## 2023-2025 Work Plan

### Purpose

The purpose of the Wrangell EDC is to act as a sounding board for and make recommendations to the Borough Assembly on development proposals, grant ideas, project proposals and other action items.

### Mission

The EDC will work to create a healthy, diversified economy with a stable tax base that supports good streets, public facilities and infrastructure, and will preserve and capitalize on its natural beauty, history and cultural diversity. New industries are welcomed that create a diverse economic base while existing industries shall be supported to remain strong and viable. We support small businesses development.

### Goals

1. **Encourage Business Development in order to Diversify the economy** so that Wrangell is not dependent on a single employer or industry
2. Support and promote **infrastructure development** that enables economic growth.
3. Support our **education** system and opportunities.
4. Maintain communication with existing businesses and community.
5. Support increased transportation access to Wrangell

### Areas of Focus for 2023-2025

- Workforce Development Issues: Housing; Job vacancies; Child Care
- Alder Top Village Subdivision: completion of Wetland Fill Permit; Construction of roads and utilities; working with WCA for their healing space
- Participate in USFS issues – Great American Outdoor Act, SASS, Cabin locations
- Identify transportation needs, issues and address long term access
- Borough Land Entitlement Selection: Finalize zoning in cooperation with Planning and Zoning Commission and begin survey of priority areas for potential opportunities
- 6 mile Zimovia deep water industrial site (former mill property): economic opportunities, master planning, marketing
- Former Wrangell Hospital property: disposal, marketing, economic opportunities