

1. COMMUNITY AND STAKEHOLDER ENGAGEMENT OVERVIEW

The City and Borough of Wrangell (CBW) is committed to engaging the community and stakeholders to provide relevant and timely information and feedback relating to local initiatives and projects. This Community and Stakeholder Engagement Plan is designed to form the foundation for the City and Borough of Wrangell's community and stakeholder engagement efforts, in line with the CBW's Communication Plan policies and procedures.

2. ENGAGEMENT OBJECTIVES

- Deliver messaging that is understandable and accessible to stakeholders.
- Align communication and activities with the goals of the City and Borough of Wrangell.
- Support community efforts that best align with the focus areas of the City and Borough of Wrangell to maximize community impact.
- Create and maintain productive relationships with stakeholders.
- Provide current and relevant information to stakeholders.
- Increase awareness of the City and Borough of Wrangell and its objectives.
- Improve communication between the City and Borough of Wrangell and stakeholders.
- Identify new engagement opportunities and strengthen existing engagement efforts.

3. GUIDELINES FOR WRANGELL STAKEHOLDER SUPPORT EFFORTS

The City and Borough of Wrangell actively participates in the community by:

- Hosting and supporting numerous community events.
- Providing tours and presentations to educate residents.
- Having representatives on various community boards.

These efforts ensure the City and Borough of Wrangell remains connected and engaged with its residents.

A dedicated portion of the City and Borough of Wrangell's (CBW) budget supports these community initiatives. This ensures resources are used effectively to maximize their impact. All expenditures are evaluated to ensure alignment with the CBW's focus areas and strategic goals.

Many communities within the state and region compete for attention and resources. By fostering strong community ties, the City and Borough of Wrangell strengthens its position and ensures its continued success

The City and Borough of Wrangell is prohibited from providing funding to programs, initiatives or activities that benefit individuals, political campaigns or parties, groups that discriminate on the basis of age, race, sex, sexual orientation or national origin, churches or other religious organizations, or entities that pass-through monies to individuals or other groups, also referred to as "third-party giving."

4. COMMUNITY STAKEHOLDERS

Stakeholders are individuals, organizations or groups that have a vested interest in the City and Borough of Wrangell (CBW) operations, activities, and initiatives. Stakeholders have the potential to impact or be impacted by said activities.

Stakeholders identified by the CBW include, but are not limited to:

- Business Owners
- Community Members
- Community Based Organizations
- Educational Institutions and Students
- Government Officials
- Labor Organizations
- Media
- Nonprofit Organizations
- Regulators
- Taxpayers in the Borough

For the purpose of this document, commissioners, employees, customers, trade partners, and vendors are not included as stakeholder groups, as the Community and Stakeholder Engagement Plan is not intended to govern engagement with the aforementioned groups.

5. FOCUS AREAS AND STRATEGIC GOALS

The City and Borough of Wrangell has established organizational wide strategic goals, otherwise known as “focus areas,” that drive decision making and community engagement activities.

- **Quality of Life**

The City and Borough of Wrangell is committed to preserving and improving the life and affordability for all Wrangell residents.

- Convene community stakeholders to develop a community wide strategy to improve access to affordable housing, childcare, and employment.
- Develop a long-term plan for Borough rates and user fees that is sustainable for the community and preserves and improves existing services.
- Review the impacts of tourism and develop policies that prioritize the quality of life for all Wrangell residents.

- **Infrastructure**

The City and Borough of Wrangell is committed to plans and investments that sustain critical and community infrastructure for future generations.

- Create an infrastructure development plan that is cyclical and perpetually has major maintenance and capital projects segregated into phases of planning, design, and construction within the completion

timelines indicated.

- Identify and pursue funding to address existing capital needs and deferred maintenance.
- Develop Capital Expenditures (CapEx) modeling that allows the Borough to plan for and afford future capital needs.
- Develop an asset management plan for future capital investments.

- **Economic Development**

The City and Borough of Wrangell is committed to developing and selling Borough Property to provide affordable housing solutions, expand existing industries, and penetrate new markets.

- Develop Borough Property for public sale to encourage productive use and business development.
- Formulate and work with committees, community, and other stakeholders to develop a strategic plan for the Deep-Water Port site.
- Expand existing industries through community collaboration and identifying initiatives the Borough can invest resources in for successful outcomes.
- Explore additional industry opportunities with state and federal agencies, and private, public, and non-profit organizations.

- **Communication**

The City and Borough of Wrangell is committed to improving communication and strengthening relationships within the community and organization.

- Implement a CBW Communication Plan to increase engagement and participation in the decision-making process.
- Identify opportunities to partner with public and private organizations to enhance overall service delivery.
- Support and maintain all boards and commissions of the Borough through continuous engagement in the decision-making process.
- Use multimodal communication to engage the public and attract visitors to Wrangell.

- **Education & Workforce Development**

The City and Borough of Wrangell is committed to supporting education-based activities and programs that promote maritime, fabrication and transportation education in the community and region.

- Develop partnerships with educational institutions that foster maritime industry relation career and people readiness.
- Build relationships with agency partners and local businesses that can provide professional development opportunities.
- Support events, programs, and activities that address workforce gaps, include educational components related to maritime fabrication and transportation, develop hard and soft skills and served disadvantaged populations.

6. LEVELS OF ENGAGEMENT

Community and Stakeholder Engagement activities serve a variety of intents and purposes. Depending on the focus area, type of initiative and the targeted population the City and Borough of Wrangell may seek to monitor, inform, consult, involved, invest, or collaborate with stakeholders. Each intent and purpose are described below.

- Monitor

Monitor stakeholders' views via media tracking and second-hand reports.

- Inform

Inform or educate stakeholders via the website and social media postings, magazines, newsletters, brochures, speeches, presentations, conferences, tours, public displays, advertising, and lobbying.

- Consult

Gain information and feedback from stakeholders to inform decisions made internally via surveys, focus groups, one-on-one meetings, public meetings, workshops, and advisory meetings.

- Involve

Work directly with stakeholders to ensure concerns are fully understood and considered in the decision-making process via meetings, stakeholder forums, and participatory decision-making processes.

- Invest

Equip stakeholders to achieve certain outcomes via sponsorships, service agreements, or other investments in stakeholder initiatives.

- Collaborate

Partner with or convene a network of stakeholders to develop mutually agreed-upon solutions via joint projects, two-party or multi-stakeholder initiatives, and partnerships.

7. OUTREACH AND ENGAGEMENT ACTIVITIES

City and Borough of Wrangell (CBW) outreach and engagement activities collectively reach each stakeholder group and provide a platform for meaningful discussion to ensure diverse views are heard and considered throughout the development process. The goals of the various activities are to monitor, inform, consult, involve, invest, and collaborate while ensuring activities align with CBW focus areas.

Outreach and engagement activities may include but are not limited to press releases, survey, social media, lobby monitors, websites, newspapers/radio, advertisements, board, commissions and committee meetings, community engagement forums, and educational outreach.

8. BUDGETING AND REPORTING

Prior to the start of each budget cycle, the City and Borough of Wrangell staff will recommend a stakeholder engagement budget, under the Promotion & Advertising Budget of the Economic Development Department, to the Borough Assembly for review and approval. Prior to submission to the Borough Assembly, the Borough Manager should evaluate each such request to assure that it aligns with City and Borough of Wrangell focus areas and strategic goals while properly leveraging resources.

9. COMPLIANCE WITH OPEN MEETINGS ACT

The City and Borough of Wrangell has adopted policies in accordance with the State of Alaska, Open Meeting Act as per State Statute 44.62.310-312. The City and Borough of Wrangell will use its website to make available clear, updated information on issues of public concern and interest, including, but not limited to, providing:

- Press releases regarding recent City and Borough of Wrangell activities and issues impacting the Borough;
- Links to current and past editions of the City and Borough of Wrangell department reports;
- Links to the City and Borough of Wrangell social media accounts;
- Dates of upcoming Assembly, Board, and Commission meetings;
- Agendas and minutes of recent Assembly, Board, and Commission meetings;
- Information regarding the City and Borough of Wrangell's financial performance, budgets, reports, fund balances, and audits;
- Policies that document its governance practices, its code of ethics, and other policies and procedures;
- Instructions and links for submitting public information requests, questions, comments, suggestions, or complaints;
- Contact information for City and Borough of Wrangell elected officials, staff and board and commission members; and,
- Information regarding the City and Borough of Wrangell community outreach, maritime industry, and procurement programs.