



# ALASKA

NORTH TO OPPORTUNITY

Fiscal Year 2016 Annual Report

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Alaska Regional Development Organizations



Bill Walker, Governor  
State of Alaska

Chris Hladick, Commissioner  
Department of Commerce, Community,  
and Economic Development

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ARDOR representatives at the 2016 annual meeting

Attendees at the Anchorage Economic Development Corporation's Economic Forecast Luncheon



# ALASKA

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NORTH TO OPPORTUNITY

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Alaska Grown peonies in the Fairbanks North Star Borough

The Alaska Regional Economic Assistance Program was established in 1988 under AS 44.33.895 to encourage the formation of regional development organizations in locations across the state. These Alaska Regional Development Organizations (ARDOR) prepare and implement regional development strategies that incorporate local knowledge. Qualified ARDORs have historically received annual base project funding from the Alaska Department of Commerce, Community and Economic Development (DCCED) that may be leveraged for funding from federal, local and private programs. All ARDORs are required to provide matching funding equal to a minimum of 33.33 percent of the grant amount; in practice, many ARDORs match at far greater levels.

ARDORs are the primary economic development agencies providing support services for their regions, communities and businesses. ARDORs throughout the state have similar challenges and implement similar scopes of work, but the form and function of each ARDOR is customized to each specific region. As partners of the State of Alaska, ARDORs encourage economic development and growth in their regions and are strengthened by their connections to other regions through the statewide program.

ARDORs are directed at the local level by elected or appointed boards of directors that reflect the economic diversity and the character of the region. Some ARDORs have achieved additional federal designations, which enable the organizations to qualify for increased federal funding. ARDORs have also developed business, municipal and private memberships that reflect the distinct needs of each region.

The ten currently designated ARDORs represent areas that range in size from the Municipality of Anchorage to the sparsely populated and sprawling Southeast, Southwest and Western regions of Alaska. Several rural regions like the Arctic Slope and large expanses of the Interior do not currently have designated ARDORs.

Acting upon, maintaining and updating a region's Comprehensive Economic Development Strategy (CEDS), is an ongoing responsibility for the organizations and a requirement for many federal funding programs. A CEDS provides a clear understanding of a region's current economic situation and potential strategies forward that encourage economic growth. In FY16, four ARDORs completed an update of their regional CEDS, and three continued work on updating their CEDS or creating new ones.

ARDORs have used state government grant funds to leverage federal grants, local grants, tribal contributions, and private-sector sponsorships. During FY16, ARDORs collectively leveraged \$4.17 for every \$1 the State of Alaska invested, an increase of \$0.78 per \$1 from FY15.

In FY16, seven ARDORs pursued Business Retention and Expansion (BRE) as a focus. BRE offers the opportunity for ARDORs to partner with community organizations in their region to gather data and assess the health of the business community. The goal of the BRE project is to provide assistance to the business community based on the data. Combined, in FY16 the ARDORs collected information on the business climate in their regions from more than 1,350 businesses.

In FY16, five ARDORs assisted regional energy planning efforts supported by the Alaska Energy Authority and Department of Energy Office of Indian Energy. These regional energy plans will document the energy-related needs of each community in the region and identify strategies for reducing energy costs, and also rank projects by community for future development.

In early FY16, the ARDOR designation was removed from the Mat-Su region's ARDOR because it was not meeting the program requirements. The Division of Economic Development is working with business and community leaders in the region to identify and assist a qualified organization to fill the ARDOR role in this fast-growing and integral region of the state.

The ARDOR program was reauthorized for five years in the last legislative session, though funding for the annual ARDOR grants was removed from the FY17 budget. The ARDOR program and network is still active, and many participating organizations are seeking additional sources of funding, or going without in the wake of state budget cuts.

In FY16, Southeast Conference began to lead the creation of a comprehensive operational and business plan, recommending strategies for an effective management model for the Alaska Marine Highway ferry system. In May 2016, Governor Bill Walker signed a memorandum of understanding with Southeast Conference in support of these goals and tasked the organization to lead the statewide effort. Other coastal ARDORs are also taking part in the process.

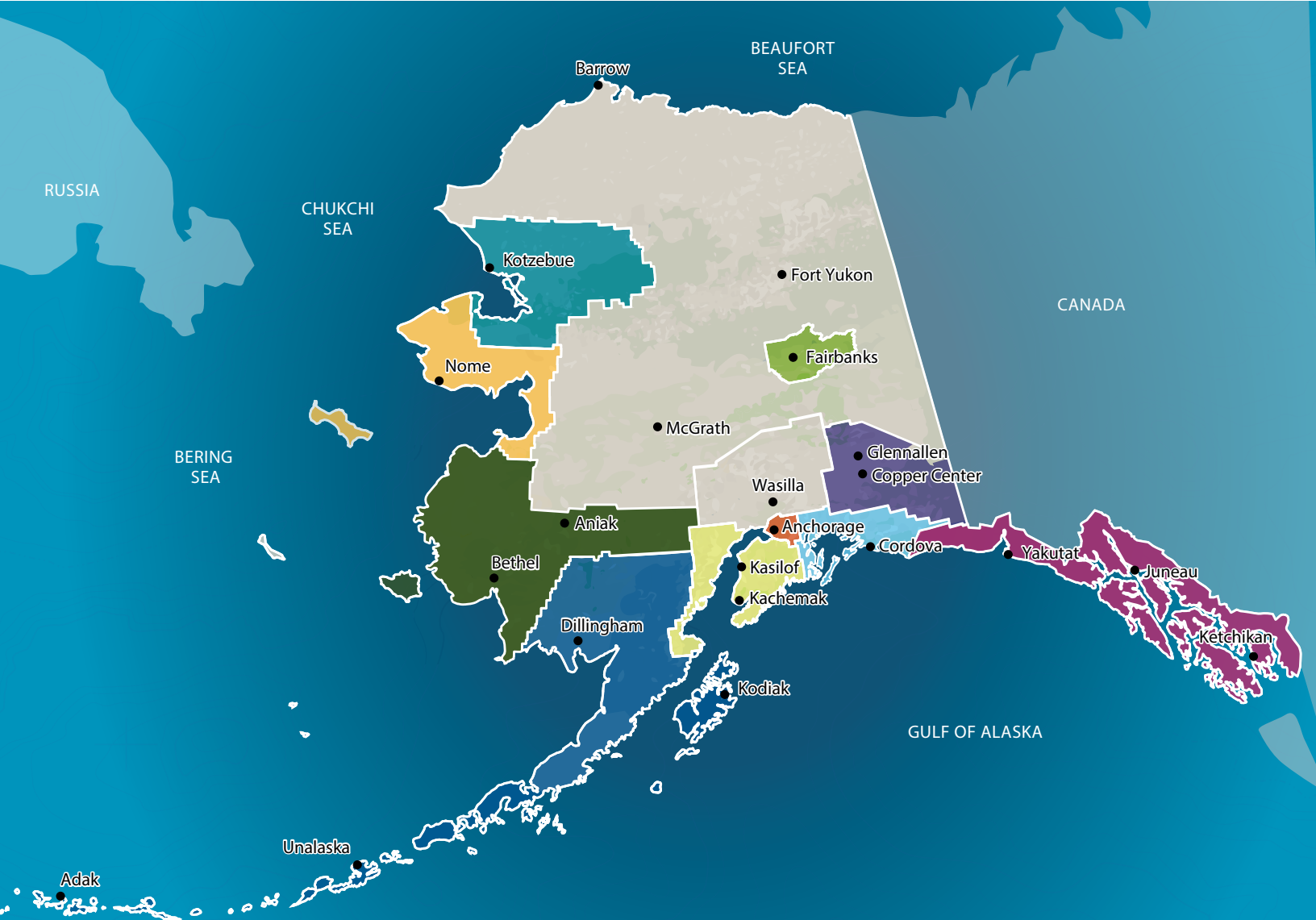


Port of Dillingham

In July 2016, the State of Alaska Division of Economic Development worked with the Anchorage Economic Development Corporation (AEDC) to produce a study of "creative class" workers. The study provides baseline information about the state's independent workforce, specifically those who are part of the creative class (design, consulting, business services, IT, etc.). The State of Alaska contracted AEDC to conduct this survey.

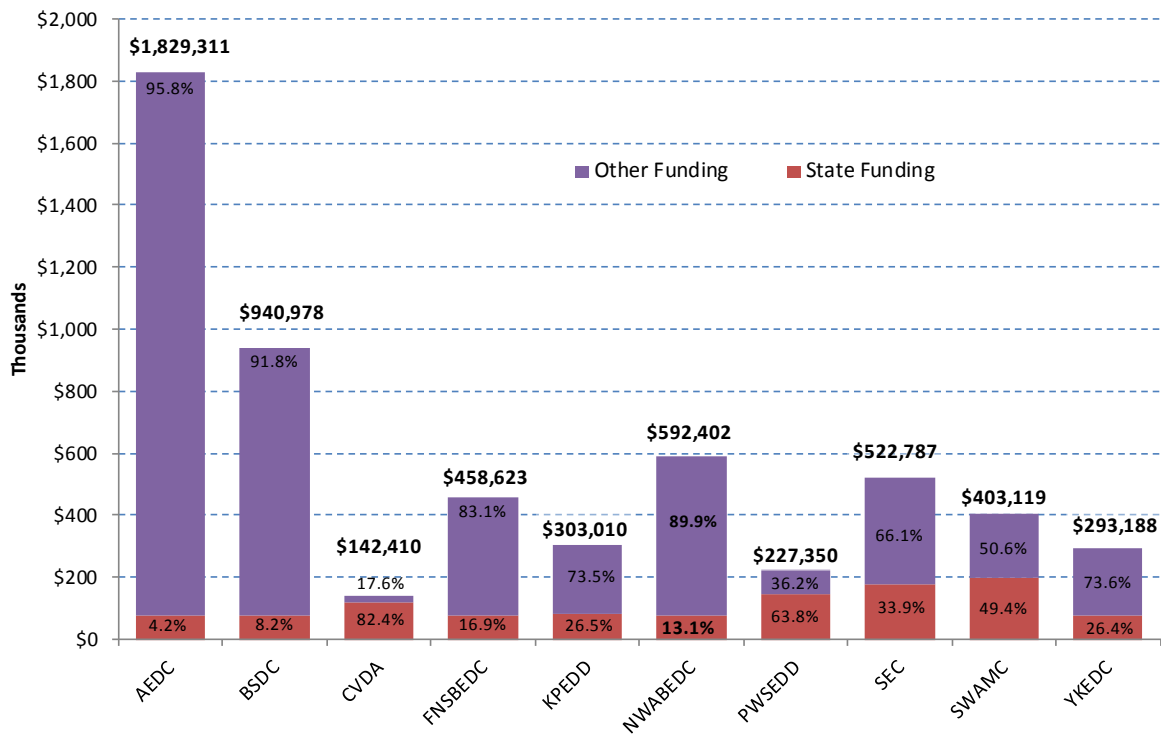
# Alaska Regional Development Organizations

- Anchorage Economic Development Corporation (AEDC)
- Bering Strait Development Council (BSDC)
- Copper Valley Development Association (CVDA)
- Fairbanks North Star Borough Economic Development Commission (FNSBEDC)
- Kenai Peninsula Economic Development District (KPEDD)
- Northwest Arctic Borough Economic Development Commission (NWABEDC)
- Prince William Sound Economic Development District (PWSEDD)
- Southeast Conference (SEC)
- Southwest Alaska Municipal Conference (SWAMC)
- Yukon-Kuskokwim Economic Development Council (YKEDC)
- Region without designated ARDOR



In FY16, the State of Alaska invested a total of \$1,106,105 including ARDOR program grants and other state funds, which were used to generate an additional \$4,607,073 from outside sources. The State of Alaska contributed nearly one fifth of total ARDOR revenue (19 percent), while private sector contributions comprised 27 percent of all ARDOR revenue. Fifty-four percent of the ARDORs' combined revenue portfolio came from a combination of tribal funds, federal funds, borough and municipal grants, investment revenue, sponsorships, conference fees and in-kind contributions.

### FY2016 ARDOR Program Funding (By source - dollars in thousands)







# Anchorage Economic Development Corporation



**Mission: To grow a prosperous, sustainable and diverse economy.**

## Board of Directors Executive Committee

Chair: Marilyn Romano  
 Vice-Chair: Raquel Edelen  
 Secretary/Treasurer: Dave Karp  
 James Hasle  
 William Dann  
 Grace Greene  
 Rick Pollock  
 Dale Wade

The Anchorage Economic Development Corporation (AEDC) is a private, non-profit corporation, in operation since 1987. It exists to encourage growth and diversity in the Anchorage economy, promote a favorable business climate and improve the standard of living of Anchorage residents. AEDC provides industry expertise and economic resources to both large corporations and growing companies interested in locating or expanding their business in Anchorage. AEDC produces trusted employment data and economic research that provide a clear snapshot of the municipality's economy. Funding sources for the corporation are a combination of private contributions, municipal and state grants and contracts.

## Economic Development Challenges in the Region

AEDC has identified several economic challenges for the Municipality of Anchorage. Implementation of a backhaul strategy to make Anchorage-based manufacturing feasible and increase product distribution outside of the Alaska market is key in growing scalable businesses in the region. As low oil prices continue to have ripple effects in the economy, a focus on strengthening existing businesses, entrepreneurship and diversifying the economy is important. AEDC's work with food-related entrepreneurs has identified a need for a central aggregating processing and distribution point for the food economy.

## Current Activities

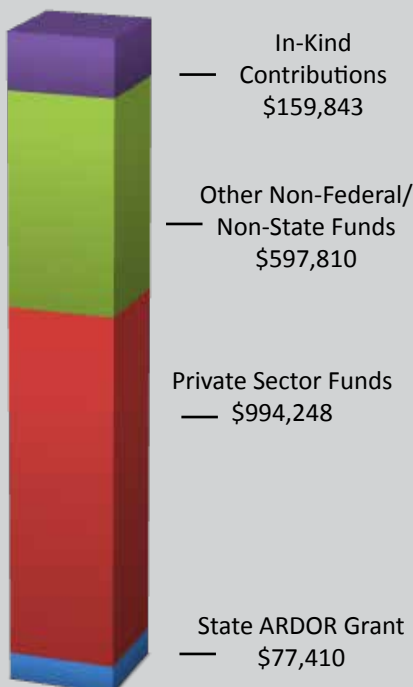
The 2014 BRE survey was highly successful, generating 676 responses from the business community. In FY15, survey results were compiled into the 2014 AEDC BRE Survey Results Summary. Based on these results, in August 2015, the AEDC Board approved the recommendation to address labor as a priority barrier. AEDC has been working with the Alaska Department of Labor, Alaska Native corporations and local businesses to address labor needs and gaps.

AEDC is working to produce a CEDS for the Municipality of Anchorage, based on the requirements and standards outlined by the federal Economic Development Administration. Creation of a CEDS can lead to future funding opportunities and increased partnerships to boost the region's economic development.

## Activities and Results in FY16

- The second Live.Work.Play. (LWP) survey was conducted, receiving over 1,200 responses that contributed to the LWP narrative revision, which was completed in October 2015 by a broad cross-section of community members. The "I Love Anchorage" Instagram exhibit was showcased at several locations throughout the Municipality in FY16.
- AEDC brought on JobsEQ, a software tool that analyzes economic and workforce trends. Research provided by JobsEQ should provide valuable insights to benefit business retention and expansion efforts and economic forecasting. AEDC staff also use this tool to distribute reports to local policy makers, businesses and organizations that work in economic development.
- AEDC assisted 97 in-state and 24 out-of-state businesses seeking help with information regarding resources or contacts in the business community.

## Revenue Portfolio





- AEDC hosted a variety of events including the first Entrepreneur Exhibit Hall at the 3-Year Outlook Luncheon, the 5th Alaska Hackathon and the Economic Forecast Luncheon. AEDC created and grew Entrepreneur Week, which now includes statewide events.
- The Airport Business Development Department finished the Ted Stevens Anchorage International Airport Economic Development Study and is moving forward with airport business development initiatives that target the identified industry opportunities.
- AEDC was contracted by the State of Alaska to develop and conduct a survey of “creative class” workers. The survey provided baseline information about the state’s independent workforce, specifically individuals who are part of the creative class (STEM, design, consulting, business services, writing, information technology, etc.). The survey findings were released in July 2016.

### Board Activities and Meetings Summary

The AEDC board met five times in FY16. State fiscal policy was a recurring topic throughout the year. Several resolutions, including the Economic Development Advisory Committee priority barriers to BRE, were approved. Updated metrics and an aspirational narrative for the LWP initiative were approved. The Airport Business Development initiative was discussed.

### Continuing and Future Projects

AEDC will further develop and implement the LWP initiative, continuing to create and strengthen ties with organizations and community members to find creative approaches to help make Anchorage the number one city in America to live, work and play in by 2025. Deliverables and updates from the initiative are published annually in the LWP magazine and announced at the annual LWP luncheon.

AEDC is working with stakeholders involved in the local food economy to assess the need for a food hub and food incubator combination that would meet the needs of farmers and food businesses that are hoping to expand.

AEDC continues toward the creation and implementation of a CEDS for the Municipality of Anchorage, with a final CEDS document planned for release in August 2017. AEDC is currently seeking funding to conduct a second round of the BRE survey.



#### CONTACT

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Bill Popp has spent more than 40 years in both the Alaska private and public sectors. As President and CEO of AEDC, he sets the strategic direction in marketing Anchorage and Alaska to companies and global industries considering Anchorage as a place in which to do business and assists local businesses looking to expand both within Anchorage and Alaska as well as Lower 48 and international markets. Popp is a past elected and appointed municipal government official for the Kenai Peninsula Borough and is a board member of the Anchorage Chamber of Commerce, Visit Anchorage, Anchorage Downtown Partnership, the Alaska Partnership for Economic Development and Anchorage Concert Association. He also serves on the UAA College of Business and Public Policy Advisory Board; Chairman of the Governor’s Broadband Task Force and is a member of the Alaska Film Group, Municipality of Anchorage Energy Policy Task Force and membership development committee of the International Economic Development Council.

#### STAFF

Will Kyzer  
Airport Business  
Development Director

Moira Sullivan  
Live.Work.Play. Director

Sean Carpenter  
Communications Director

Natasha Price  
Communications Coordinator

Allison Meyers  
Operations Coordinator

## Bering Strait Development Council

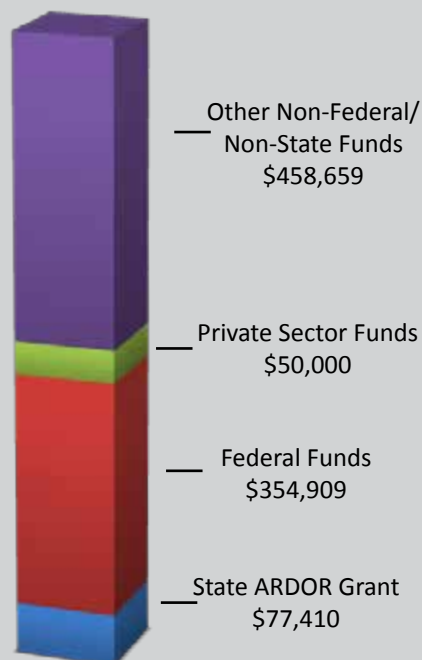


**Mission: To improve the quality of life in the Bering Strait region through employment and economic opportunities.**

### Board of Directors

Paul Kosto  
Sterling Gologergen  
Bob Hafner  
Lahka Peacock  
Richard Beneville  
Kevin Zweifel  
Frank Johnson  
Bryant Hammond  
Frank Katchatag  
Wesley Okbaok  
Peter Buck  
Axel Jackson  
Michael James  
Kirstin Timbers  
Vickie Erickson  
Kevin Bahnke  
Patti Lillie

### Revenue Portfolio



Located in Northwest Alaska, the Bering Strait Development Council (BSDC) was formed in 1997. The BSDC serves as the forum for economic development in the Bering Strait region and as the advisory committee to the regional nonprofit, Kawerak, Inc. and its Community Planning and Development Department (CPD). Leveraging the resources of the CPD, BSDC provides planning and technical assistance to communities and organizations throughout the region focusing on entrepreneurship, strategic planning, infrastructure challenges, Native arts business opportunities, grant writing and economic project development.

### Economic Development Challenges in the Region

The region's limited infrastructure and location result in increased freight costs and a high cost of living for residents. The region is highly dependent on public sector employment (local, tribal, state, and federal government), which accounts for 40 percent of all jobs. Decreasing state and federal budgets could pose a challenge. Increased traffic at the Port of Nome presents both a current challenge and future opportunity.

### Current Activities

BSDC continued its work with the BRE program, initiated in early 2015. Sixty-five regional business surveys were completed. An action plan for the second stage of the project and a resource guide based on findings were developed. The statewide Alaska Division of Economic Development software to track engagements and activities with businesses has been valuable for BSDC in administering surveys, finding trends, and communicating efficiently with stakeholders.



Nome Mayor Richard Beneville addresses participants at a small business development workshop

## Activities and Results in FY16

- BSDC coordinated activities pre- and post-Lemonade Day in 2016 – a day focused on educating young people about entrepreneurship. Fifteen communities participated with 405 local youth participants.
- BSDC hosted several workshops on how to start a business, and partnered with the University of Alaska Fairbanks campus in Nome to offer this workshop via distance delivery.
- BSDC provided Native Artist Professional Development training courses to 26 participants in four communities.
- BSDC provided technical assistance to potential applicants of the Norton Sound Economic Development Corporation's Small Business Initiative. The 2015 program awarded a total of \$127,628 to four regional entrepreneurs.
- BSDC led and coordinated a regional waste backhaul program. In 2015, the program recycled over 5,000 pounds of electronic waste, lead-acid batteries, and fluorescent light bulbs.
- BSDC worked with the Nome Visitor Center, Nome Chamber of Commerce and small business owners to coordinate opportunities for vendors across the region to participate in the Nome Berry Festival and the arrival of the Crystal Serenity cruise ship.

## Board Activities and Meetings Summary

The board met twice during FY16 to elect board members, receive an update on activities, and to hear information from the federal Economic Development Administration on the CEDS process and how the region can benefit from such a strategy.

## Continuing and Future Projects

BSDC and other partners are exploring funding opportunities for Pilgrim Hot Springs development, 60 miles outside of Nome. Agricultural potential of the site is being explored, as well as geothermal resource development.

BSDC expects to offer training in tourism planning, business planning and technical assistance, and tour guide training in the region in anticipation of increased visitor industry traffic through the Northwest Passage.



### CONTACT

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Obie Simonis rejoined Kawerak's Community Planning and Development Department as program director. Obie previously served in this capacity and as director of BSDC from 2010 until transferring in 2012. Obie has experience in the banking and mortgage industries and previously managed Westar Escrow Services in Anchorage for two years before moving to Nome and managing the local branch of Wells Fargo Bank for four years.







## Copper Valley Development Association

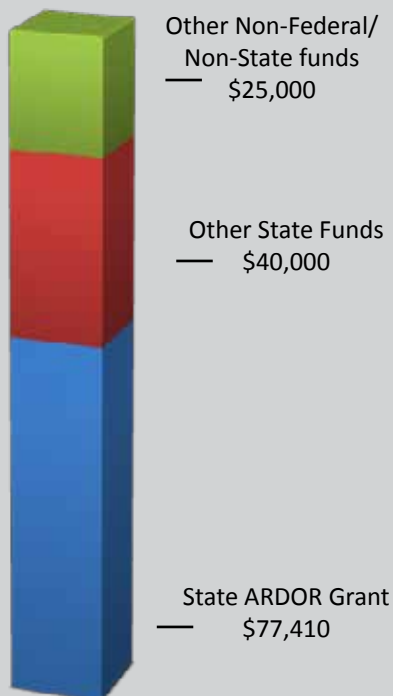


**Mission:** Facilitating public-private partnerships to improve quality of life through promoting economic development while fostering cultural and natural resource development through education and good stewardship.

### Board of Directors

Gary Hay  
 Pat Anderson  
 Theresa Absher  
 Ben Siefert  
 Eric Lutz  
 Tom Huddleston  
 Mercedes Knighten  
 Kate Forrester  
 Shelia Hay

### Revenue Portfolio



The Copper Valley Development Association (CVDA) serves the Copper River Valley, an area of approximately 20,649 square miles and a population of 2,997. CVDA functions as a public and private partnership to address natural resource and economic development opportunities. CVDA does this through information gathering and dissemination and by acting as liaison between government and the private sector, with the goal of creating self-sufficiency throughout the region through development and wise use of sustainable resources.

### Economic Development Challenges in the Region

High unemployment and poverty rates in the region present substantial challenges and the diminishing population can lead to lack of a customer base for small businesses. Limited workforce capacity inhibits economic opportunity, and lack of infrastructure and the high cost of energy limit business growth and expansion.

### Current Activities

CVDA provides local businesses and organizations with business planning, project management, pro-forma budgeting, and other start-up support services. CVDA connects businesses, community and tribal organizations to state and federal programs and funding opportunities. CVDA is working with small businesses and Copper Valley Telecommunications to increase high-speed internet connectivity and computer literacy, with the goal of increasing the number of visitors to the region.

### Activities and Results in FY16

- CVDA finalized Phase III of their regional energy plan in June 2016, in partnership with the Alaska Energy Authority. The plan documents the energy needs of each community in the region and identifies strategies for reducing energy costs. Energy projects were ranked by each community. CVDA helped Ahtna Intertribal Resource Council apply for a grant from the U.S. Department of Energy Office of Indian Energy for tribal energy planning and community energy assistance.
- CVDA assisted the Native Village of Gulkana and Soaring Eagle in the development of a pellet and bio-brick heating plant.
- CVDA assisted 15 businesses with planning, pro forma-budgeting and start-up activities.
- CVDA assisted six businesses in understanding and adhering to state regulations and permitting requirements.
- CVDA assisted six businesses with energy efficiency audits and alternative energy assessments.
- CVDA assisted agricultural businesses in applying for U.S. Department of Agriculture – Rural Energy for America Program grants, which support energy efficiency improvements and the purchase and installation of renewable energy systems. Approximately \$95,000 in project funds were applied for and approved.

- CVDA assisted two businesses in attaining \$300,000 in federal energy assistance through the U.S. Department of Agriculture Rural Energy for America grant program.
- CVDA collaborated with the University of Alaska Fairbanks (UAF) Cooperative Extension for energy, agriculture and biomass businesses, bringing UAF experts to the region to consult with local businesses.
- CVDA completed a feasibility study for a regional food hub.
- CVDA conducted advocacy at the state level in partnership with Ahtna, Inc. for their Polsona Gas Exploration Project.

### Board Activities and Meetings Summary

The board met eight times during FY16. The board was consistently updated on the financials of the organization, Phase III of the regional energy plan, grant opportunities and an office move.

### Continuing and Future Projects

CVDA will continue to build upon the successes of prior projects to assist small businesses with energy efficiency improvements, alternative energy systems and applications for federal and state funding to alleviate energy costs. CVDA will facilitate meetings between energy experts and small businesses interested in energy efficiency and renewable energy. CVDA will continue with Phase III of their regional energy planning with the Alaska Energy Authority. Next steps include working within the established work groups on identified regional energy priorities, as well as detailing resource inventory and project feasibility. CVDA is discussing the possibility of creating a commercial transportation hub for goods and services at the Gulkana Airport.



Gas Exploration Well



Jason Hoke arrived in Copper Valley in 1996 as a teacher and administrator in Chistochina for the Copper River School District. Jason later served as tribal administrator for Cheesh'na Tribal Council. He has a bachelor of arts in sociology/criminology, masters of science in special education/behaviorism, and graduate work in behavioral psychology. Jason has experience working with federal, state, municipal, tribal, and private entities throughout the United States, in a multitude of professional capacities. He is on the boards of directors for Copper Valley Telecom and Local Emergency Planning Committee, and volunteers with various other organizations. Jason was named executive director of the CVDA in 2010. Jason has had several businesses in Alaska and New York, and currently owns the Triple H Ranch near Copper Center.

#### CONTACT

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 Glennallen, Alaska 99588  
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# Fairbanks North Star Borough Economic Development Commission



**Purpose:** To actively promote, foster and coordinate public and private initiatives that create capital, diversify the economy and utilize economic capacity in ways that improve standard of living, quality of life and sustainability of urban and rural lifestyles.

## Board of Directors

- Karl Kassel
- John Eberhart
- Bryce Ward
- Kelly L. Brooks
- Van Lawrence
- Christopher Quist
- Paul Robinson
- Fred Schlutt
- Russel Talvi

The Fairbanks North Star Borough (FNSB) was incorporated in 1964 and the Economic Development Division was founded in 1980. The Fairbanks North Star Borough Economic Development Commission (FNSBEDC), located in the Borough Mayor’s Office, is comprised of the Mayor and eight commissioners appointed by the Borough Assembly. FNSBEDC is focused on growing, diversifying and defending the region’s economic base, and coordinating economic development initiatives that increase employment opportunities and improve residents’ standard of living and quality of life.

## Economic Development Challenges in the Region

The region’s legacy challenges are obtaining access to clean, affordable and sustainable energy, and diversifying the economy.

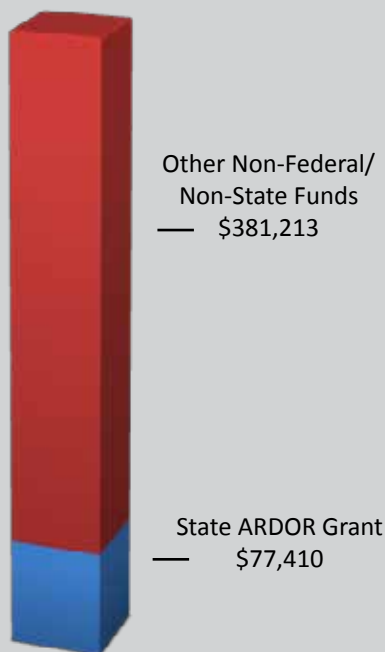
## Current Activities

FNSBEDC is pursuing economic development opportunities afforded by recently-announced military construction projects in the region, including the selection of Eielson Air Force Base in Fairbanks as the location of a new F-35A squadron. FNSBEDC is working with local, state and congressional leaders to help Alaska companies and workers benefit from the \$1.5 billion in military construction projects that are scheduled for the region between 2016 and 2021.

## Activities and Results in FY16

- The FNSB CEDS was adopted by the Borough Assembly in March 2016. The top three identified community priorities are: to lower and stabilize energy costs by expanding the energy portfolio focusing on local resources; anchor the missions of Fort Wainwright, Eielson Air Force Base, Fort Greely and Clear Air Force Base and encourage increased

## Revenue Portfolio



Fairbanks Pipeline Training Center - Photo courtesy of Lance Parrish and Fairbanks Pipeline Training Center



utilization of the existing facilities; and develop a regional cooperative market program to create a larger market for goods and services produced in the region.

- FNSBEDC collaborated with University of Alaska Fairbanks Alaska Center for Energy & Power to approve a jointly-funded Energy Management Engineer position to help achieve one of the CEDS priorities to reduce energy costs.
- FNSBEDC staff met with the Education Services Officer at the Fort Wainwright Army Education Center to explore potential workforce development partnerships via the Soldier for Life and Career Skills programs.
- FNSBEDC partnered with the Fairbanks Pipeline Training Center to offer welding classes for the National Guard, Reserve, retired and transitioning service members and active-duty service members.
- FNSBEDC partnered with the Arctic Alaska Peonies Cooperative to expand their Grower and Harvester Schools which are offered annually.

### Board Activities and Meetings Summary

The FNSBEDC Commission met ten times in FY16. Topics of discussion included: local energy supply; teacher and education staff shortages and workforce development plans; unmanned aircraft economic potential; CEDS review and amendments; location of new F-35A aircraft at Eielson Air Force Base; and cooperation with the Fairbanks Economic Development Corporation. The Commission also discussed the 2015 Arctic Peony Farm Tour Report. FY16 was a year of transition in the Borough Mayor's office and within the FNSBEDC program, bringing staff changes.

### Continuing and Future Projects

FNSBEDC will continue to work on implementation of the CEDS, supporting community priorities. The Commission receives a monthly report on the CEDS and the priorities it outlined for the region. Commission members have recognized the need to develop a strategic plan in order to execute objectives related to the CEDS, and at a future Commission meeting such a plan will be discussed.

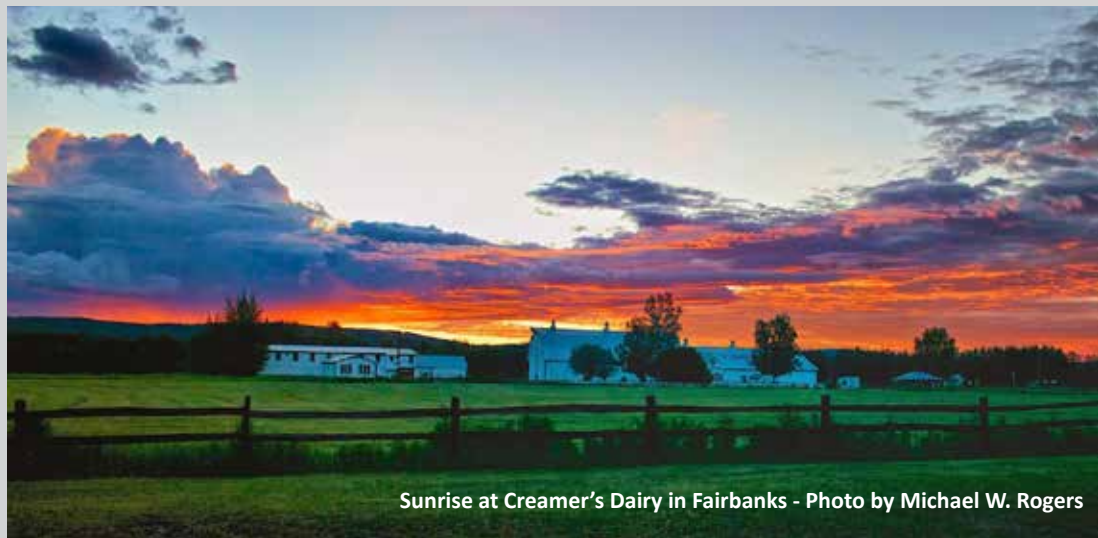
FNSBEDC will participate in the Municipal Advisory Gasline Project Review Board to help craft a fair and balanced Payment in Lieu of Taxes system for the proposed Alaska liquefied natural gas (LNG) project. Also, FNSBEDC will work with the Borough Community Planning and Legal Departments to help facilitate entrepreneurial interest in the new marijuana business within the Borough. FNSBEDC is interested in establishing military facility zones (financing districts) within the Borough and exploring financing opportunities to leverage state and local support for new and improved military facilities.



Jeff Stepp became the ARDOR Program Director for the Fairbanks North Star Borough in December 2015. Jeff worked in Juneau during six sessions of the Alaska State Legislature, including two years as the aide to the Senate Labor & Commerce Committee and two years as the co-aide to the Senate Resources Committee. He has also worked at the University of Alaska Fairbanks (UAF) in student affairs, where he served as president of the UAF Staff Council and chair of the UA Staff Alliance. Jeff enjoys volunteering in the community and has served on the boards of directors of the Yukon Quest, Fairbanks Folk Fest and Interior Alaska Center for Non-Violent Living.

#### CONTACT

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Sunrise at Creamer's Dairy in Fairbanks - Photo by Michael W. Rogers



# Kenai Peninsula Economic Development District

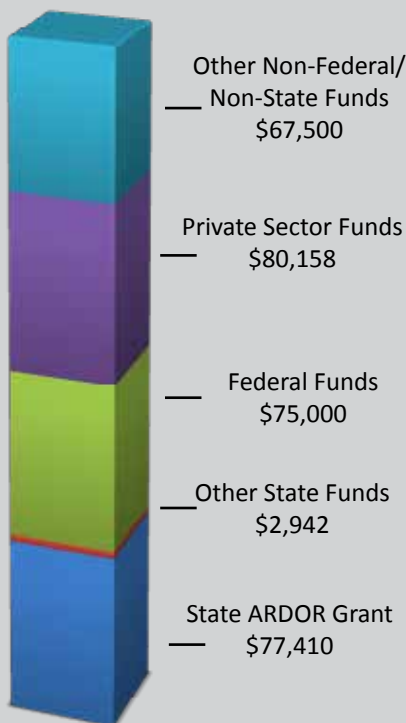


**Mission:** To serve Kenai Peninsula Borough residents by enhancing their quality of life through responsible and sustainable regional economic and workforce development.

### Board of Directors

- Brendyn Shiflea
- Todd Smith
- Rachel O'Brien
- Stephanie Queen
- Dale Butts
- Rick Koch
- Dale Bagley
- Brandii Holmdahl
- Bryan Zak
- Stan Mishin
- Julie Woodworth
- Chris Hough

### Revenue Portfolio



The Kenai Peninsula Economic Development District (KPEDD) became an ARDOR in 1989. Throughout the past 27 years, KPEDD has worked to broaden the economic development of the Kenai Peninsula Borough in southcentral Alaska. Over the organization's history, KPEDD has been involved in a variety of projects promoting economic development in the region, including public works projects, shellfish industry development, international trade, promoting a natural gas pipeline from the North Slope to Cook Inlet and employee recruitment.

### Economic Development Challenges in the Region

Demographics in the Peninsula present various challenges – aging population, costs of workforce development, reduced sales tax income and lower school district enrollment. By 2027, it is projected that 23 percent of the Borough's residents will be over the age of 65. In the face of lower oil prices and changing fish harvests, a constant challenge is the economic diversification of the local economy beyond natural resources.

### Current Activities

KPEDD continued in its landlord function for a business incubation center attached to its offices. KPEDD continues to lead BRE efforts for the region, partnering with two cities, three chambers of commerce, and the Small Business Development Center. One hundred and fifty surveys have been collected as well as personal interviews. The data has been conveyed to local government officials to promote awareness of private sector priorities and recent employment reductions.

The Borough is monitoring the possible development of the Alaska LNG project, which would export gas from the North Slope through Nikiski on the Kenai Peninsula. If constructed, this could mean substantial investment and economic opportunity for the region.



A new building at the Kenai River Brewing Co., a successful brewery in the region



## Activities and Results in FY16

- The regional CEDS was finalized in May 2016, and was submitted to the federal Economic Development Administration in June 2016. KPEDD is motivated to use this tool to increase community engagement around economic development and focus on critical issues identified in the CEDS.
- KPEDD's 2016 Situations and Prospects report was completed in May, analyzing the economic situation of the region. Three hundred copies of the report were printed and 1,500 online downloads were made. KPEDD staff has been traveling to every community in the Borough to share the information in this report, as well as the CEDS.
- KPEDD has been working with and supporting the efforts of Agrium, a natural gas-to-fertilizer plant in Nikiski, as it seeks to reopen its facility.
- KPEDD hosted the Industry Outlook Forum, providing 120 attendees with information and updates from the various economic sectors of the region. The two-day conference, which largely focuses on oil and gas, touched increasingly on the healthcare sector as an emerging force in the economy.

## Board Activities and Meetings Summary

The KPEDD board met six times in FY16. The board received updates on the local CEDS process, the statewide CEDS, the Industry Outlook Forum, the Situation and Prospects report and financials of the organization.

## Continuing and Future Projects

BRE research will be continued in FY17 with a strong working group assisting in data collection and analysis. The questionnaires will be adjusted to reflect feedback gathered from the in-person interviews. KPEDD will continue with its Situations and Prospects annual report, providing comprehensive demographic and economic data to community members, elected officials and business leaders. A long-term goal of KPEDD is to tie the BRE data to the Situations and Prospects information, with analysis.



Tesoro refinery in Kenai - Photo by M. Scott Moon, Peninsula Clarion



After serving on the KPEDD Board of Directors for more than seven years, Tim Dillon was appointed as KPEDD's Executive Director in August 2016. Previously, he was the City Manager for the City of Seldovia where he brought in more than thirty million dollars in federal, state, borough, and private grants. Tim holds a Master's degree from Eastern Kentucky University that is a combination of law, accounting, and marketing.

### STAFF

Caitlin Coreson  
Administrative Assistant

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Fishing near Kasilof - Photo by Elizabeth Earl, Peninsula Clarion



# Northwest Arctic Borough Economic Development Commission

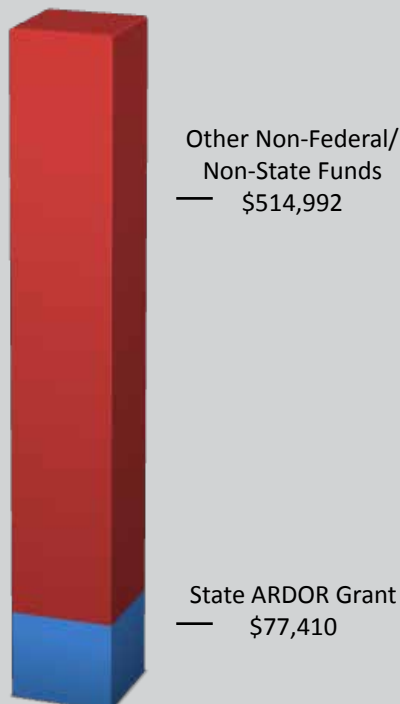


**Mission: Promote economic enhancement, research and development consistent with the traditional culture and values of the people of the region.**

## Board of Directors

Dean Westlake  
 Patrick Savok  
 Verna Westlake  
 Matt Bergan  
 Joseph Bia  
 Linda Joule  
 Millie Hawley  
 Daisy Weinard

## Revenue Portfolio



The Northwest Arctic Borough Economic Development Commission (NWABEDC), established in 1989, is located within the Northwest Arctic Borough. With 36,000 square miles of area and 3,560 miles of coastline, it is the second largest borough in the state. A population of 7,500 residents is spread throughout 11 villages. As a rural ARDOR, NWABEDC works to achieve a higher quality of life by promoting economic development while respecting and protecting Alaska Native Iñupiat values and traditions.

## Economic Development Challenges in the Region

The region is challenged by a small market base, high cost of living and transportation costs, isolation and lack of infrastructure. While some renewable energy projects have been implemented in the region, energy costs remain high. Climate change and coastal erosion also present challenges to development in the region, increasing uncertainty. Kotzebue, the hub community for the region, does not have a natural harbor and is ice-free for only a few months each year. The eleven villages in the region are not connected by a road system, nor is there a unified electrical grid.

## Current Activities

NWABEDC continues work with the Sulianich Art Center in Kotzebue, reviewing the Center's sustainability in an effort to eliminate the need for the Borough to subsidize the Center. NWABEDC has worked on finding funding opportunities and establishing an overall structure for the Center. NWABEDC continues to assess BRE in the region, assisting communities in analyzing the key drivers in their local economies, identifying opportunities to improve the business climate and implementing strategies that grow and expand local business and industry.



NWAB youth - Photo from NWAB

## Activities and Results in FY16

- NWABEDC worked with the Borough Assembly to conduct a tourism assessment in the region. The project team traveled to all communities in the Borough and held meetings, assessing suitability for sustainable eco-tourism opportunities. The project assessed the potential for visitor industry growth, potential effects on culture and community resources, market competitiveness in all 11 communities and recommendations for paths forward.
- NWABEDC supported the community of Noatak in the Noatak Fuel Haul Project, which will transport fuel to the remote community on haul roads rather than by air, reducing costs. A route through National Park Service land at Cape Krusenstern National Monument was chosen as best suited to transfer fuel from the DeLong Mountain Transportation System Port/Red Dog Mine to Noatak fuel farms. During winter 2015, a heavy equipment vehicle attempted to travel this route, but was unable to manage the rough terrain. NWABEDC continues to support this project as Noatak seeks a solution.
- In February 2016, the Northwest Arctic Regional Steering Committee met to conclude phase III of the regional energy planning effort led by the Alaska Energy Authority. The group prioritized a stable, long-range energy supply as their top goal for future work. Additionally the Northwest Arctic Regional Energy Priority list was revised at the meeting.

## Board Activities and Meetings Summary

NWABEDC met twice in FY16. Issues discussed by the Commission included sustainable tourism efforts in the Borough, the regional energy plan and the regional CEDS. A Chair and Vice-Chair for the Commission were also chosen. Kathleen McConnell, the former Director of NWABEDC is no longer with the Borough full time, but remains on contract to support ongoing efforts until the position can be filled.

## Continuing and Future Projects

NWABEDC will continue to focus on expanding visitor industry opportunities in the region. NWABEDC is exploring the formation of a cooperative for ecotourism, and will support the offering of a guide certification course.

NWABEDC will solicit interest for a feasibility and business plan for a commercial fish processing plant in the Kotzebue area. The feasibility study will examine the viability of the industry in the region, assess the market, competitiveness, viability, financing options and the proposed business plan.

NWABEDC will continue to assist residents and business owners as they apply for USDA funding for energy efficient renovations in public and residential buildings.



Kathleen McConnell is an Iñupiaq from northwest Alaska. Kathleen has lived in Kotzebue, 30 miles above the Arctic Circle, for most of her life. Her Iñupiaq name is Ayagiaq. She is the proud mother of four children. Kathleen began her career at the Native Village of Kotzebue, Kotzebue IRA, as an office manager. Her career moved quickly as the corporate office manager for the Southcentral Foundation, and on to NANA Development Corporation as a compensation manager. After obtaining her bachelor's degree in business, Kathleen returned home to Kotzebue in 2014 to join the Northwest Arctic Borough. She is currently on contract with the Borough focusing on economic development.

### CONTACT

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Kotzebue - Photo from NWAB



## Prince William Sound Economic Development District



**Mission:** To serve as a forum for the discussion of regional economic issues and to foster economic growth and job creation through strategic planning and infrastructure development.

### Board of Directors

Dave Dengel  
Lloyd Komkoff  
Dan Blair  
Patience Andersen Faulkner  
David Totemoff  
Mark Lynch  
Mike Hicks  
Ruth Knight  
Larry Evanoff

Prince William Sound Economic Development District (PWSEDD) was established in 1991 to address the need for a coordinated region-wide planning authority, receiving designation as an ARDOR at that time. In 2001 the agency received designation as a federal Economic Development District. PWSEDD serves the communities of Chenega Bay, Cordova, Tatitlek, Valdez and Whittier with a combined population of 6,700. The Chugach National Forest surrounds the region's coastal communities. Economic activity is focused on oil distribution and support services; the maritime sector, including seafood harvesting and production; and the visitor industry and outdoor recreation.

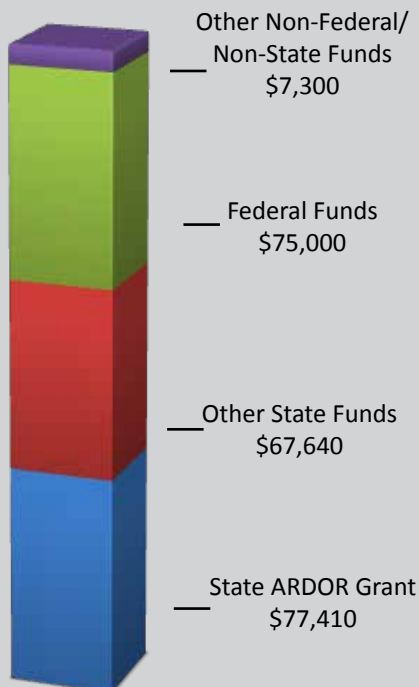
### Economic Development Challenges in the Region

High energy costs in the region present ongoing challenges, caused by heavy reliance on diesel fuel for power generation and heating. The Alaska Marine Highway ferry system provides critical transportation infrastructure for the region. The impact of state funding on the availability, frequency and dependability of ferry service is a critical economic risk factor for the region. Lack of a sufficient local workforce often requires employers to recruit workers from outside of the region. The community of Valdez is negatively impacted by declining oil throughput in the Trans-Alaska Pipeline System.

### Current Activities

PWSEDD continues to update the regional CEDS document to reflect the region's priorities, including BRE efforts. PWSEDD provides planning and grant support to the five communities in the region. PWSEDD continues to play a significant role in the Prince William Sound regional energy plan. The goal of the plan is to provide recommendations for activities and actions that will lead to reducing the long-term cost of power and dependence on fossil fuels, as well as improving energy systems in the region.

### Revenue Portfolio



Billings Glacier in Whittier



## Activities and Results in FY16

- PWSEDD continued work on updating and revising the region's CEDS for 2016-2021, a process initiated in May 2015. PWSEDD began implementation of the CEDS in July 2016 as the plan was being finalized and adopted. The planning process involved research, community meetings, surveys and public comment.
- PWSEDD continued work on the Prince William Sound regional energy plan, partnering with the Alaska Energy Authority. Phase III is now complete with a list of priority energy projects for each community, cost assessment, financing options and next steps.
- As part of the BRE effort, PWSEDD conducted a business climate survey and distributed the results online. The data was entered in the contact management software used statewide by the Alaska Division of Economic Development to track engagements and activities. Results of the study were distributed to community leaders, village and city council members and media outlets from October to December 2015. Findings from the survey were incorporated into the CEDS planning process.
- PWSEDD encouraged regional entities to participate in the U.S. Forest Service's Chugach National Forest Plan. The forest is the dominant land unit in the region. A public comment period on the plan concluded in February 2016.
- In partnership with the Kenai Mountains/Turnagain Arm Heritage Area, PWSEDD offered an interpretive training course with the National Park Service in June 2016.

## Board Activities and Meetings Summary

The Board met five times in FY16, approving the PWSEDD strategic plan, reviewing phase III of the regional energy plan, and discussing the update of the regional CEDS. Other discussion items included Whittier's new public safety building, participation in the Alaska Marine Highway System Reform Project, and the business climate survey. At the annual meeting and regional economic strategy workshop, board members and partners discussed the 2016-2021 CEDS document.

## Continuing and Future Projects

The finalized Prince William Sound Regional Energy Plan has been distributed to all communities. PWSEDD will meet with leaders in each community and assist in funding efforts to implement solar, wind, tidal, and natural gas projects.

PWSEDD is a member of the Alaska Marine Highway System Reform Project working with Southeast Conference (the ARDOR for the Southeast region), and other organizations. State ferry service is vital to the region's economy, providing access to remote communities.

PWSEDD will support the City of Whittier to remove the Buckner Building, as it has been confirmed to have mercury, lead, and asbestos and may contaminate the surrounding bay. PWSEDD will assist the City of Whittier in efforts to have a U.S. Coast Guard presence in the region.



Sue Cogswell joined PWSEDD in 1998. She previously served as curator at the Alaska Aviation Museum in Anchorage and as the membership director at the Buffalo Bill Historical Center in Cody, Wyoming. From an aviation family, she is extremely interested in arctic aviation and has traveled to Spitzbergen, Norway to visit landmarks of first polar flights.

### CONTACT

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## Southeast Conference

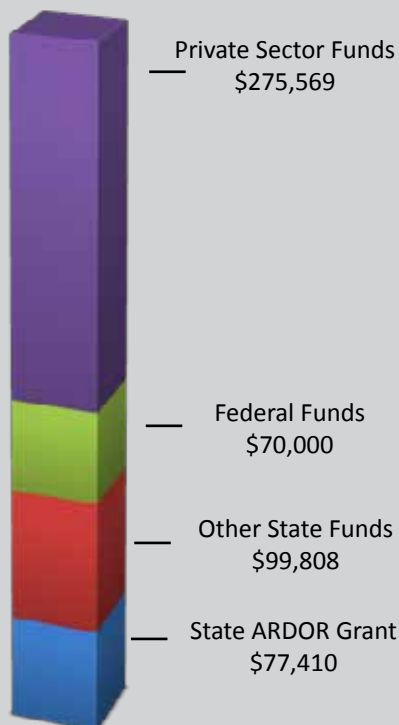


**Mission: Undertake and support activities that promote strong economies, healthy communities, and a quality environment in Southeast Alaska.**

### Board of Directors

Chelsea Goucher  
Jan Hill  
Stephen Bradford  
Alec Mesdag  
Dennis Watson  
Markos Scheer  
Graham Neal  
Rorie Watt  
Dennis Gray Jr.  
Garry White  
Carol Rushmore  
Bryce Dahlstrom  
Liz Cabrera

### Revenue Portfolio



Southeast Conference (SEC) was established in 1958 to advocate for the marine transportation needs of Southeast communities. In 1989, SEC became an ARDOR and a federal Economic Development District. The region extends 500 miles along the southeastern Alaska coast from Metlakatla to Yakutat, encompassing more than 1,000 islands. SEC combines state and federal support with private-sector investment to serve as Southeast Alaska's economic development planning engine, providing a forum for community leaders to gather, decide upon regional priorities and implement strategies to improve social and economic well-being.

### Economic Development Challenges in the Region

Challenges for the region include the high cost of energy and transportation; lack of local land ownership; high dependence on government, which provides around 35 percent of all workforce earnings in the region; fluctuating seafood and timber harvests; and changing visitor industry numbers.

### Current Activities

SEC identified several priority objectives in its 2020 CEDS that it is currently working on:

- 1) Transportation: Minimize impact of budget cuts to the Alaska Marine Highway System (AMHS) and develop sustainable operational model
- 2) Energy: Work with federal and state government to promote regional energy projects
- 3) Maritime industrial support: Support the Maritime Workforce Development Plan
- 4) Seafood industry: Support mariculture and other ocean products development in the region
- 5) Visitor industry: Attract more visitors to the region through marketing
- 6) Timber industry: Support Tongass National Forest timber harvests

### Activities and Results in FY16

- Conducted two regional conferences: the SEC three-day Annual Meeting was held in Prince Rupert in September 2015, and the three-day Mid-Session Summit took place in March 2016 in Juneau.
- In May 2016, the regional CEDS for the region was released. The CEDS 2020 Southeast Alaska Economic Plan is a strategy-driven plan developed by a diverse workgroup of local representatives from the private, public and nonprofit sectors. Over the course of 12 months, 27 workshops and strategic planning meetings were held to develop six goals, 46 objectives, 8 priority objectives and regional and industry specific SWOT analyses.
- As part of the CEDS process, in spring 2015, 416 Southeast Alaska business owners from 29 communities in the region responded to the Southeast Alaska Business Climate Survey, answering 45 questions about their experience operating a business in the region.
- In its advocacy efforts for the AMHS, SEC focused on the creation of a comprehensive operational and business plan and the development of recommendations for an effective management model for the ferry system. In May 2016, Governor Walker signed an MOU with SEC in support of these goals and tasked SEC to lead this statewide effort. "The Value of Alaska's Marine Highway in 25 Stories" was published in February 2016 as part of the

effort to highlight the importance of the ferry system. SEC worked with five of the other ARDORs to develop this publication that shows how the ferry system impacts residents across the state. 750 copies were printed and distributed.

- SEC published its annual analysis publication "Southeast Alaska by the Numbers" in September 2015, providing a comprehensive overview of the region's economy and prospective growth areas. 500 copies were printed and distributed.
- SEC served as an Energy Ambassador for the U.S. Department of Energy, supporting the Office of Indian Energy with technical assistance and outreach. In FY16, SEC assisted 34 businesses and public facilities in the region in receiving energy audits. SEC provided project management assistance to communities with state-funded energy projects. SEC assisted eight communities in applying for the U.S. Department of Energy Remote Alaskan Community Energy Efficiency Competition.

### Board Activities and Meetings Summary

The SEC board met seven times in FY16, receiving regular financial updates on the organization and discussing SEC's primary areas of focus for FY16: transportation, especially the ferry system; communications (regional broadband and cell service); efficient and renewable energy; and the regional CEDS. Other topics of discussion included SEC's support of the timber industry and how the transition to young growth harvesting will impact the industry, strategies to increase membership in SEC and fundraising.

### Continuing and Future Projects

SEC will continue to lead the AMHS alternative management project. The first phase of the project identifies alternative governance models for the state ferry system, recommending the model best suited to operate the system in an economically optimal way that meets user needs, and explores options to install a governance board. A new ferry system operating plan will be developed using the findings and recommendations from phase I in order to ensure a financially sustainable AMHS for the next 25 years. Phase II will include a fleet renewal plan and will explore potential partnerships with the private sector and revenue opportunities. A steering committee is overseeing the development of this process. SEC received a grant from the U.S. Department of Agriculture's (USDA) Rural Development program for \$96,000 to promote and conduct energy audits on commercial buildings and fishing boats in the region, in partnership with the Renewable Energy Alaska Project. SEC hopes to provide at least 26 commercial energy audits through this grant in FY17.

The SEC Energy Coordinator will continue to work collaboratively in the region with other stakeholders, including the Southeast Sustainable Partnership, which provided matching funds for the USDA energy audit program. Both organizations actively support energy efforts in Hoonah, Kake, Sitka and Prince of Wales Island, and work together on regional energy issues.



Shelly Wright has worked for the betterment of south-east Alaska for nearly 40 years with employment spanning multiple economic sectors including transportation, hospitality, and logging industries. Her experience in Southeast Alaska has provided her with a strong connection to the people, knowledge of how they live and work, and the big picture vision. Shelly was named executive director of Southeast Conference in 2007.

#### CONTACT

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Robert Venables  
Energy and Transportation Coordinator

Meilani Schijvens  
Economic Development Planner



Alaska Marine Highway System



## Southwest Alaska Municipal Conference



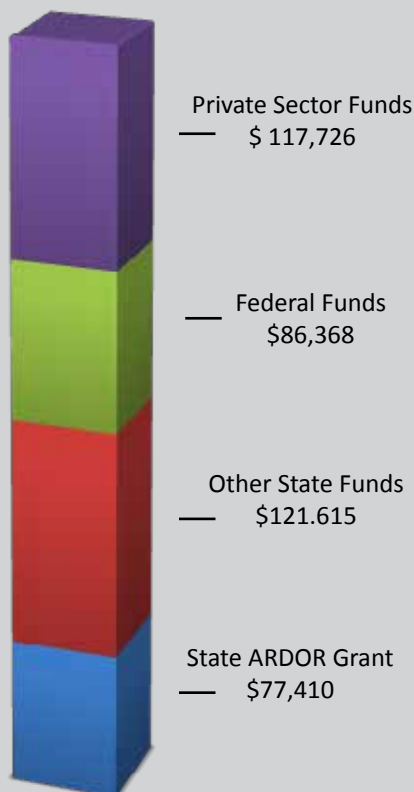
**Mission:** Advancing the collective interests of Southwest Alaska people, businesses, and communities, promoting economic opportunities to improve quality of life, and influencing long-term responsible development.

Southwest Alaska Municipal Conference (SWAMC) is a non-profit, regional economic development organization for Southwest Alaska comprised of the Alaskan Peninsula, Aleutian/Pribilof Islands, Bristol Bay and Kodiak. Since 1989, SWAMC has been the designated ARDOR and federal Economic Development District entity tasked to pursue public-private partnerships based on sound strategic planning efforts. SWAMC is a liaison between state government and regional leaders, hosting summits, communicating priorities and opportunities, implementing initiatives and acting as a unified voice for the region. SWAMC was originally founded to advocate for rural community needs and the responsible development of the region's commercial seafood industry; it remains committed to issues associated with commercial fishing, as well as telecommunications and energy infrastructure in the region.

### Board of Directors

Layton Lockett  
 Carvel Zimin  
 Rebecca Skinner  
 Glen Gardner  
 John Whiddon  
 Cynthia Berns  
 Joe Sullivan  
 Myra Olsen  
 Mayor Alice Ruby  
 Paul Gronholdt

### Revenue Portfolio



### Economic Development Challenges in the Region

The Southwest region's isolation leads to higher transportation and energy expenses, increasing the costs of doing business. Slow Internet connectivity is an ongoing challenge, as well as an overall lack of infrastructure. Stagnant workforce growth and small local populations can lead to challenges finding adequate human resources.

### Current Activities

Beginning in January 2016, SWAMC became the designated Manufacturing Extension Partnership for the State of Alaska, working with the National Institute of Standards and Technology to support Alaskan manufacturers. A staff member was hired in February 2016 for this program. As Manufacture Alaska Extension (MAKE), SWAMC staff will work throughout 2016 to survey manufacturers and develop services relevant to their needs. MAKE intends to deliver programs and services that train manufacturers in best practices and transfers technology into the field. The Sea Grant Marine Advisory Program has joined SWAMC as a partner in delivering MAKE training and workshops to seafood processors utilizing the Kodiak Fish Technical Center.

SWAMC will provide continued support of regional energy planning, helping organizations apply for state and federal funding for energy planning and supporting communities with their regional energy roadmaps.



Vertical Harvest Hydroponics

## Activities and Results in FY16

- SWAMC staff conducted 43 BRE interviews and trained three organizations in BRE interviewing. SWAMC commissioned Northern Economics to develop an Economic Geography Study to use as an advocacy tool for Southwest Alaska BRE. SWAMC continued to update quarterly BRE reports and made them available online.
- SWAMC staff collaborated to provide STEM education resource development by coordinating science nights, trainings and connecting rural schools in the region with Junior Achievement training programs.
- SWAMC organized the annual Southwest Alaska Economic Development Summit and membership meeting in March 2016 in Anchorage. The conference attracted 125 participants.

## Board Activities and Meetings Summary

The SWAMC board met 11 times in FY16, receiving updates on the organization's financials and staffing. Other discussions included the Manufacturing Extension Partnership, development of an Economic Geography Study with Northern Economics and a planning grant application to the Economic Development Administration.

## Continuing and Future Projects

SWAMC received a technical assistance grant from the Department of Energy's Office of Indian Energy to continue regional planning efforts begun by the Alaska Energy Authority. This three-year grant is intended to help reduce reliance on fossil fuels.

SWAMC will assist the Denali Commission in delivering a new rural manager training to remote Alaska communities via distance delivery, workshops and other methods. The training is designed to build capacity in rural areas to support municipal and tribal administrators in providing general administration and governance.

The Southwest Alaska Economic Geography Study will be finalized in FY17. It will be an extensive report that analyzes the economic significance of the region, especially the seafood industry.



Ice Barge in Dillingham



### CONTACT

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Doug moved to Alaska with his parents, teachers with the Bureau of Indian Affairs, in 1964. He graduated from high school in Sitka and has lived in nine different communities in his 50 years in Alaska. Doug is a graduate of American University in Washington, D.C. with a bachelor's in political science and a master's in public administration. While attaining his degrees he worked in the office of Alaska Senator Mike Gravel. Doug has abundant experience over his 36-year career working in management and policy positions for the State of Alaska and various cities. He has worked for the Department of Community and Regional Affairs, the City of Valdez, the Alaska Alcoholic Beverage Control Board, the City of St. Mary's, and the City of Palmer. He has worked extensively with the Alaska Legislature in each career position and is knowledgeable about state and local government, economic development, and issues confronting rural Alaska. Doug has lived in Anchorage for 19 years with his wife Barbara and has a grown daughter, son-in-law, son, and three young granddaughters that also reside in Anchorage.

### STAFF

Erik O'Brien  
Economist

Theresa Dayton  
Office Manager

Laura Vaught  
Energy Coordinator

Hope Broecker  
MAKE Client Services  
Manager

## Yukon-Kuskokwim Economic Development Council

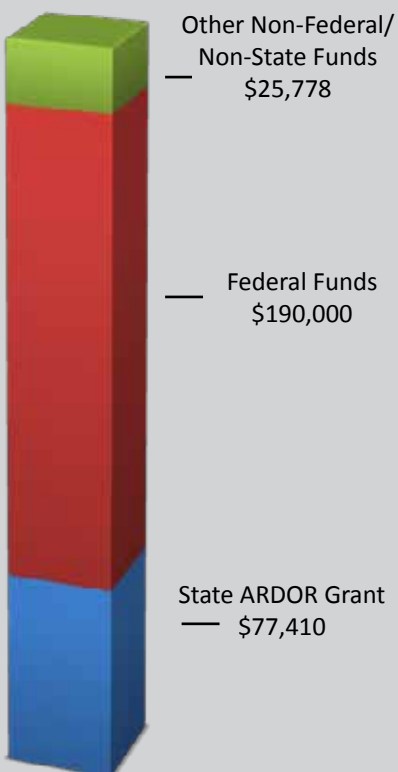


**Mission:** Advance the collective economic development interests of the Yukon-Kuskokwim people, businesses, and communities by promoting economic opportunities to improve the quality of life and influence long-term responsible development.

### Board of Directors

Vivian Korthuis  
 Jack Schulthies  
 George Guy  
 Maver Carey  
 Jeremy Osborne  
 Natalie Hanson  
 Bob Walsh  
 Clarence Daniel  
 Nili Sundown  
 Robert Herron

### Revenue Portfolio



The Yukon-Kuskokwim Economic Development Council (YKEDC) is the regional economic development organization working in conjunction with the Association of Village Council Presidents (AVCP)/Calista Region. YKEDC serves western Alaska in the Kusilvak and Bethel Census areas, encompassing 48 communities and 56 federally recognized tribes. The region is approximately the same size as Wisconsin at nearly 60,000 square miles. The population is approximately 26,000 and 86 percent are Alaska Native

### Economic Development Challenges in the Region

The region's large size and spread-out population present challenges with transportation and high energy costs. YKEDC encompasses two census areas that are some of the poorest in the nation, with a combined poverty rate of 24.9 percent. Infrastructure is lacking in the region with approximately 3,000 homes in need of replacement.

### Current Activities

YKEDC is a partner in AVCP's Community Development Resource Center. The Center's various partners have similar missions to advance community development and they work together to leverage resources and capacity to serve the region. Through AVCP's Community Development Resource Center, YKEDC staff:

- Assist in implementation and updates to the regional CEDS. The CEDS document has goals, objectives and an action plan for economic development in the region, which guides staff and programs.
- Provide outreach and technical assistance to organizations who apply for the U.S. Department of Agriculture's (USDA) Business Development, Housing and Community Facilities programs through YKEDC's cooperative agreement with USDA-Rural Development.
- Partner with the U.S. Department of Energy Office of Indian Energy to provide technical assistance in the area of community energy planning and initial energy project development.
- Serve as regional liaisons for the U.S. Department of Energy's Remote Alaskan Communities Energy Efficiency Competition, in which two of the region's communities have been selected to move forward.



## Activities and Results in FY16

- YKEDC and AVCP helped the community of Oscarville successfully apply for a U.S. Department of Housing and Urban Development Imminent Threat grant for a potable drinking water project, in partnership with the Holistic Approach to Northern Communities partners. The Alaska Native Tribal Health Consortium will manage the project.
- YKEDC, in partnership with the Fairbanks Cold Climate Housing Research Center (CCHRC) and AVCP, has been promoting affordable and energy efficient homes utilizing new truss construction technologies. YKEDC assessed the feasibility of an integrated truss manufacturing plant and sawmill in Bethel, utilizing a former fish processing plant as the location. In partnership with CCHRC, AVCP and the University of Alaska Center for Economic Development, YKEDC developed a business plan, economic impact analysis and preliminary design and cost estimates for the plant.

## Board Activities and Meetings Summary

The YKEDC board met five times in FY16. They discussed the possibility of a truss manufacturing plant and sawmill in Bethel. The board made a grant of \$35,000 toward the preliminary design and cost estimates for the proposed project, and an economic impact analysis for the plant, contracting with CCHRC and the University of Alaska Center for Economic Development for these products, respectively.

## Continuing and Future Projects

YKEDC and AVCP will coordinate 10 community energy workshops in FY17. The goal of these workshops is to develop specific community energy plans for the selected communities. A prioritization of energy projects will be created, empowering the community to pursue these projects in a cooperative, cohesive manner.

YKEDC will continue to work with its partners to move forward with the proposed truss manufacturing plant and sawmill in Bethel. YKEDC is currently seeking potential truss plant operators.



Brent Latham resides in Bethel but is from Akiachak. His parents are Brian and Carrie Latham. Brent has two sons with his wife Deanna Latham, originally from Quinhagak. He graduated from the University of Alaska Fairbanks with a bachelor of arts in rural development with an emphasis in community business and economic development. Brent has worked for Alaska Village Council Presidents since January of 2010. He enjoys all subsistence activities such as hunting, fishing, trapping, and bringing his family berry picking.

### STAFF

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Community Development  
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Community Development  
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Integrated Trusses

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JASON HOKE - Executive Director  
Copper Valley Development Association

JEFF STEPP - Special Assistant to the Mayor  
Fairbanks North Star Borough Economic Development Commission

TIM DILLON - Executive Director  
Kenai Peninsula Economic Development District

KATHLEEN McCONNELL - Former Director of Economic Development  
Northwest Arctic Borough Economic Development Commission

SUE COGSWELL - Executive Director  
Prince William Sound Economic Development District

SHELLY WRIGHT - Executive Director  
Southeast Conference

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Southwest Alaska Municipal Conference

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Division of Economic Development