

# Alaska Regional Development Organizations

## Annual Report

Anchorage Economic Development  
Corporation

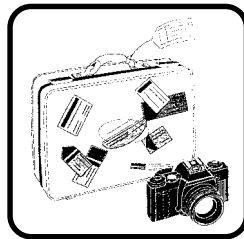
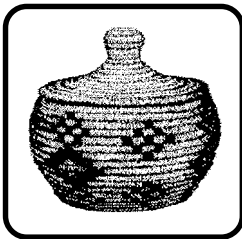


Arctic Development Council

Bering Strait Alaska Regional  
Development Organization

Copper Valley Economic Development  
Council

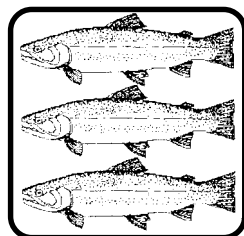
Interior Rivers Economic Development  
Council



Kenai Peninsula Borough Economic  
Development District

Lower Kuskokwim Economic  
Development Council

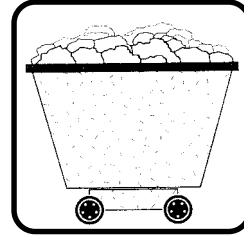
Lower Yukon Economic Development  
Council



Mat-Su Resource Conservation &  
Development Council

Northwest Arctic Borough Economic  
Development Commission

Prince William Sound Economic  
Development Council



Southeast Conference

Southwest Alaska Municipal Conference

January 2000

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“Economic development is not simply creating a business or job—and the term means something different in each region of Alaska. Where infrastructure is in place, new business starts and job creation are the translation. Where little infrastructure exists, economic development means developing the water, energy, and transportation systems and workforce—that is, creating an environment in which development can occur. Thus, economic development, especially in areas with little infrastructure, takes time. Even when the infrastructure and resources exist, creating businesses and jobs is a capacity building process—it does not happen overnight.”

Donna Tollman, Former Executive Director,  
Copper Valley Economic Development Council



# Overview

The Alaska Regional Development Organizations (ARDOR) Program is the State's contribution to regional initiatives for developing Alaska's economy. In 1988, the Legislature recognized that locally driven initiatives, in partnership with the State, is the most effective approach to creating and sustaining strong, healthy economies. The Legislature established the ARDOR Program to create a network of organizations to plan and support economic development at the regional level.

There are currently 13 ARDORs. The ARDORs, like their counterparts nationwide:

- enable local officials and businesses to pool their limited resources and work together on economic development issues.
- develop partnerships among public, private and other organizations, and
- provide needed technical assistance via direct links with local citizens.

It's not the State trying to determine what's best for the region—rather it's the residents and those doing business in the region working together to create their economic future.

The ARDOR Program is providing a return for the State's investment. The State provides \$620,000 in grant funds for the ARDOR Program. As indicated on the following pages, the accomplishments of the ARDORs are impressive. Additionally, to their credit, the ARDORs have used the \$620,000 in State grant funds to leverage over \$3.5 million annually in other funds.

Communities and local organizations are making a significant financial commitment to the ARDOR program. An FY98 DCED evaluation of the ARDOR Program indicates that 96% of the required match is provided by local sources. ARDOR board member participation reflects a local commitment to the ARDOR Program. The 13 ARDOR boards, each with 10-20 members, constitutes 150+ local, civic minded individuals, who volunteer their time to achieve a stronger economic base in their region.

ARDOR boards bring together the leadership, expertise and dedication needed to generate sustainable economic development. ARDOR boards include individuals representing the private sector, land owners, school district, utilities, local government, etc.

The original intent of the ARDOR Program was to create regional entities, similar to the Southeast Conference or Southwest Alaska Municipal Conference, that could (1) improve the local economy and (2) eliminate region-wide economic development barriers, such as inadequate transportation or uncoordinated marketing efforts.

As reflected on the following pages, the ARDORs are meeting this Legislative intent. The ARDORs work on a wide range of projects. Some, like Anchorage's "Top of the World Cargo Conference" have regional or statewide impacts. Other projects, such as eco-tourism expansion, business start-up workshops, and the Kenai Business Innovation Center, assist individuals and businesses.



## Issues

The ARDOR Program will sunset 6/30/00 unless the Legislature reauthorizes the Program. The reauthorization is a critical issue this Legislative Session. The very survival of many of the regional economic development councils is dependent on whether the ARDOR Program continues after 6/30/00.

If the funding for each ARDOR were to be increased above the \$50,000 level, the ARDORs could accomplish even more. Additional funding would allow the ARDORs to establish even more small business incubators, develop Internet marketing expertise, address more costly infrastructure needed for business development, focus on value-added manufacturing, etc.

Participants of the Arctic Development Council's Youth Entrepreneurship Program



Top row from left: Holly Elbert, Eugene Gueco, Timothy Aiken.

Bottom Row from left: Michelle Grimes, Ashley Brookes, Martina Leavitt, Steven Kaleak

"We are a group of 13 year olds that have gone through the Educating Youth on Entrepreneurship (EYE) program. We learned everything about starting a small business. We had to write a business plan and present it to the ADC Board of Directors for approval for a loan from the Youth Revolving Loan Fund to start our business. This program has given us the chance to be owners and operators of our own business "PHATsnacks". We make the decisions, pay the bills (including balancing the checkbook), order the inventory, and operate the concession stand. We have learned that in order for our business to be successful we need dedication and teamwork and work our scheduled time."  
*PHATsnacks Owners*



# Anchorage Economic Development Corporation

## 1999 Examples of Accomplishments

- New Business Incentive Program passed by Legislature and signed into law.
- BUY ALASKA available statewide on the Internet at [www.buyalaska.com](http://www.buyalaska.com).
- With DCED, published Fresh and Live Seafood Reports for Korea, Taiwan and Hong Kong.
- Assisted Kinetic Aviation, Inc. with site location, permits and financing.
- Facilitated formation of advocacy group for multi-modal transportation access to the Anchorage waterfront in support of oil industry module construction projects and shipping of goods through the Port.
- Developed and published forecast and quarterly economic updates (in AEDC newsletter - circulation 32,000), presented updates to 87 audiences (ranging in size from 5 - 600 persons), and briefed Permanent Fund managers and guests of Mayor.

The Business Incentive Program provides infrastructure, equipment, key personnel relocation costs and on-the-job training for manufacturing and value added industry in Alaska. BUY ALASKA has created or retained 331 jobs with \$15.24 million retained in Alaska's economy. An increasing fraction of services are outside of Anchorage. Fresh and Live Seafood Reports are available on CD ROM and were presented at a 10/98 public symposium. Data is in support of fresh and live air cargo from Anchorage.

## 3 Top Economic/Business Needs

- Workforce development.
- Transportation infrastructure for commercial corridors.
- Completion of year round tourist destinations in Anchorage.

To keep more of our talented entry level graduates in the Alaska workforce, student outreach about work opportunities in aviation, health services, manufacturing and tele-communication needs to be supported with promotion campaigns and collaboration with local and "Outside" universities. Anchorage's growth patterns need to accommodate industrial development and freight mobility, as well as residential, tourist and pedestrian amenities. Additional tourist destinations, such as the Native Heritage Center, Potter Marsh Nature Center and Fisheries Industry Center at Ship Creek will enhance Anchorage's year round appeal.

## 2000 Goals

- Promote Anchorage as site for global logistics and light manufacturing.
- Promote Anchorage waterfront as multi-modal transportation/trade center.
- Expand use of Anchorage businesses to Alaska communities, especially health care and education.
- Promote year round tourism and convention infrastructure and destinations.
- Provide applied economic research/analysis for business opportunities in Anchorage.

## FY 2000 Budget

\$47,692	State ARDOR grant
47,692	Locally generated match
1,060,616	Additional funds generated or leveraged by the ARDOR (may include State funds)
<b>\$1,156,000</b>	<b>Total (The State ARDOR grant funds 4% of the total.)</b>

## Board of Directors

### Executive Committee

Mel Nichols, (Chair) engineering  
 Jim Gorski, (Vice Chair) prof services  
 Gene O'Hara, (Sec/Treas) health services  
 Ernie Hall, manufacturing  
 Kirk McGee, Native corporation

### Members

Mike Brady, construction  
 William Deaver, transportation  
 Jim Kubitz, transportation  
 Max Lowe, tourism  
 Dale Mormon, construction and equipment  
 Tom Maloney, oil and gas  
 Kathy Porterfield, prof services  
 Royce Rock, organized labor  
 Dana Tindall, communications  
 Nancy Usera, financial  
 Mary Sholton-Witte, transportation

### Ex-Officio Members

Ramona Barnes, State Rep  
 Ethan Berkowitz, State Rep  
 Gene Bjornstad, elec. utilities  
 Ronald Duncan, communications  
 Thomas Edrington, tele. utilities  
 Johnny Ellis, State Senator  
 Lee Gorsuch, education  
 Wilson Hughes, communications  
 Mary Hughes, Municipality  
 Rick Mystrom, Mayor  
 Tenny Owens, retail  
 Drue Pearce, State Senator  
 Morton Plumb Jr., transportation  
 Deborah Sedwick, DCED  
 Commissioner  
 B. John Shipe, Financial  
 Randy Simmons, industrial dev.  
 Dick Tremaine, Anch. Assembly  
 Fay Von Gemmingen, Assembly

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# Arctic Development Council, Inc.

## 1999 Examples of Accomplishments

- Continued to provide technical assistance to more than 400 individuals of the North Slope Borough, including conducting a series of 2 business plan development workshops in each of the 8 communities.
- Provided revolving loan fund financing for 2 new small businesses on the North Slope. Total active loans = 9, reflecting \$221,380 in loans. Types of loans extended: Native arts and crafts, welding services, video game rentals/sales, coffeehouse, bed & breakfast and youth-owned concession stand.
- Developed Educating Youth on Entrepreneurship (EYE) Program. This helps young adults learn all aspects of ownership and operation of a small business. The 13 EYE graduates selected a small business to own and presently operate a successful concession stand at the Barrow Roller Rink.
- Implemented Youth Revolving Loan Fund - any youth organizations in the North Slope Borough are eligible to apply for a loan. Funding ranges from \$1,000 to \$5,000. One loan approved to date - a concession stand.
- Established and presently operate a Native arts and crafts gift shop; marketing outlet for local artisans.
- Continue to operate a business incubator having 4 clients and 5 successful graduates.
- Established a business resource library in the ADC Small Business Support Center providing a centralized location for residents. The library has more than 600 business-related materials (cataloged into the local Tuzzy library system) along with 2 personal computers (including a variety of software and a funding database) for client use.
- Continue to operate Project Information Center (PIC) for North Slope contractors who may review and/or purchase upcoming construction projects for bid. This year 50 borough capital improvement project bid packets were made available in the PIC and 149 plans and specifications sold. Also, available in the PIC are procurements for state and federal government construction projects.

## 3 Top Economic/Business Needs

- Privatization of borough services to private industry to increase small business ownership opportunities and efficiency of operations.
- Develop cultural tourism to replace dwindling oil revenues.
- Increase circulation of dollars spent on the North Slope.

## FY 2000 Goals

- Privatization of North Slope Borough services designated for private sector operations.
- Expand Youth Entrepreneurship Program to at least 1 outlying village.
- Expand Business Resource Library to the 7 outlying villages.
- Establish business incubator in at least 1 village.
- Develop gift shop into an artisan's cooperative, if the community wants one. Otherwise develop gift shop into privately-owned business.

## FY 2000 Budget

\$ 47,692	State ARDOR grant
423,000	Locally generated match - North Slope Borough
0	Additional funds generated or leveraged by the ARDOR (may include State funds)
<hr/>	
\$470,692	Total (The State ARDOR grant funds 10% of the total.)

## Board of Directors

### Executive Committee

Mayor Jim Vorderstrasse (Pres),  
City of Barrow  
Robert Harcharek (Vice-Pres),  
North Slope Borough  
Ron Panigeo (Treas), Ukpeagvik  
Inupiat Corp  
Lucy Brown (Sec), Tagiugmiulla  
Nunumiullu Housing  
Authority

### Members

Vacant, Native Village of Barrow  
Ray Jakubczak, BP Exploration  
Dorcus Thompson, Cape  
Smythe Air Service  
Wes Osowski, National Bank of  
Alaska  
Forrest "Deano" Olemaun,  
Arctic Slope Regional  
Corporation  
Lisa Asplin, Ilisagvik College

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"I believe that ADC here in Barrow is a great asset to the people of the North Slope. When I was in need of services to put my business package together, they were of great assistance. They helped me with putting my business plan, budget and financial projections together."  
Max Ahgeak, Egasak Electric Enterprises





# Bering Strait Regional Development Organization

## 1999 Examples of Accomplishments

- Began implementation planning and activities in response to the Comprehensive/Regional Economic Development Strategy (CEDS/REDS) for the region.
- Sponsored a regional freight symposium.
- Sponsored a regional village store managers workshop.
- Made application to USDA-NRCS for designation as a Resource Conservation and Development (RC&D) Area.
- Organized the Native Voices Theatre.
- Started a business incubator process to nurture development of construction trade skills and businesses in the region. Organized a Construction Technology Support Unity (CTSU) to assist communities with all aspects of force account construction projects.

Designation as the ARDOR has created a permanent, full time position, the Planning Development Specialist. With the support of Kawerak's CED program we expect to have a minimum of three new businesses going during 1999 and 30% increase in local construction activity.

## 3 Top Economic/Business Needs

- Education at all levels.
- Access to risk-subsidized capital.
- More participation by local residents in the construction trades.

These three elements will enhance job creation and business development and wealth creation by: (1) establishing a labor force that can take advantage of opportunities that presently, in many cases, requires importing skilled personnel with the concomitant outflow of income; (2) allowing small enterprises to start up and expand; and (3) increasing income from construction (architect, engineer, material supply, labor) which will add dramatically to the village and regional income flows and create additional wealth.

## 2000 Goals

- Continue implementing elements of the CEDS and REDS in the region.
- Develop and conduct workshops for the annual update the CEDS/REDS.
- Present a successful application for designation by USDA-NRCS as a RC&D.
- The Native Voices Theatre will have several performances and research opportunities for high school students.
- Help new businesses and growing businesses with feasibility analyses and business planning and management.
- Organize and conduct a follow-up village store manager's training workshop.
- Organize and conduct a regional economic development symposium to explore potential economic development opportunities in the region.
- Provide follow-up assistance and information in response to issues learned at the regional freight symposium.

## FY 2000 Budget

\$47,692	State ARDOR grant
15,896	Locally generated match
0	Additional funds generated or leveraged by the ARDOR (may include State funds)
<b>\$63,588</b>	<b>Total (The State ARDOR grant funds 39% of the total.)</b>

## Board of Directors

### Executive Committee

Robert Keith (Chair), Kawerak, Inc.

Don Stiles (Vice-Chair), fisheries

Mary Darlene Charles (Sec.), Southcentral Sub-regional Villages

### Members

Fred Eningowuk, banking

Simon Bekoolok, Jr., Kawerak, Inc.

Mark Johnson, tourism

Jim Rowe, transportation

Tom Sparks, minerals

Kevin Zweifel, Norton Sound

Wayne Mundy, Bering Strait Housing

Not designated, City of Nome

Gilbert Tocktoo, Northern Sub-regional Villages

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# Copper Valley Economic Development Council, Inc.

## 1999 Examples of Accomplishments

- Consolidated Area Strategic Plan.
- Community profile updated.
- Computerized Small Business Resource Center.
- Small Business Training Consortium with University of Alaska.
- IRS 501C 3 Designation obtained.
- Community needs assessment conducted.
- USDA RC&D applicant designation.
- Eastern Alaska Interior Forum.
- Small business development and training.

## Top Economic/Business Needs

- Natural gas pipeline
- Railroad expansion
- Wrangell St. Elias National Park Visitor Center
- McCarthy Highway improvements
- Local control/management of critical issues
- Physical Infrastructure/services to support growth
- Preservation/enhancement of rural lifestyle

The CVEDC has created an integrated plan of work that includes four major areas:

- Organizational development
- Community development
- Economic development
- Natural resource conservation and development

This plan will help guide the Copper Valley into the next century.

The CVEDC is guided by the principles that:

- The Copper Valley region and its residents will manage and control the future of the area through local participation and decision making.
- Local citizens, businesses, and organizations will be the beneficiaries of the economic opportunities that arise in the Copper Valley.
- The rural lifestyle of the area will be preserved and enhanced, maintaining the Copper Valley as a quality place to live, work and play.

## Board of Directors

### Members

Theresa Absher, (Pres)  
business  
Vickie Snitzler, (Vice-Pres)  
government  
Thelma Schrank, (Sec)  
employment  
Daryl Lowe, (Treas) banking  
Phil Baur  
Earl Bell, labor (retired)  
John Downes, business  
Carol Neeley, business  
Robert Wilkinson

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"The Copper Valley Economic Development council is creating the Donna Tollman award to be presented to the person that most exemplifies service to the Copper Valley community. The first award will be presented this year."

## FY 2000 Budget

\$47,692	State ARDOR grant
20,354	Locally generated match
0	Additional funds generated or leveraged by the ARDOR
<hr/>	
\$ 68,046	Total (The State ARDOR grant funds 42% of the total.)



# Interior Rivers RC&D Council

## History

The Interior Rivers Resource Conservation and Development (RC&D) Council, formed in 1997, completed its Area Plan in September of that year. The Council members articulated the following vision and mission:

## Vision

The Interior Rivers R C & D area is at 20th century standards (no Third World conditions) with local control that guides strong economic development while protecting the environment, subsistence resources, and the cultural heritage of all people.

## Mission

The mission of the Interior Rivers R C & D Council is to create long-term jobs and improve village living standards on behalf of all residents of the region.

The Council has provided assistance to a number of local projects, such as helping Chuathbaluk obtain funds for utility planning and assisting in the preparation of an Overall Economic Development Plan for Russian Mission. A project to develop community profile maps for four villages is nearing completion. The Council obtained designation as an ARDOR in 1999, and is beginning its first year of activity under this program.

## Plan for 1999/2000 Goals

The Council's first year ARDOR workplan focuses on the development of a regional economic development strategy. Using ARDOR funds and a Magnuson-Stevens grant, the Council will conduct research and surveys, host village meetings on economic issues, and develop a strategy for economic diversification. This strategy will be consistent with the Council's vision and mission, and will demonstrate respect for local values.

In response to a regional meeting held in Aniak in March 1999, the Council is also working on plans for a regional training center. A steering committee has been meeting to guide plans for a training center that will meet local needs for job skills and life skills training.

The Council's community mapping project is expected to continue into 2000 with the completion of maps for all villages in the region.

## Board of Directors

### Executive Committee

- Arnold Hamilton, (Pres)  
Shageluk
- Carl Morgan, Jr., (Vice-Pres)  
Kuskokwim Native Assoc.
- Lovey Duffy, (Sec)  
Russian Mission
- Robert Walker, (Treas) Anvik
- Jeff Nelson, Aniak

### Members

- Brian Soosuk, Chuathbaluk
- Gabe Alexie, Crooked Creek
- Gabe Nicholi, Grayling
- Alfred Demientieff, Holy Cross
- Liza Phillips, Lower Kalskag
- Theodore Gordon, Red Devil
- Andrew Gusty, Stony River
- Evan Bobby, Jr., Lime Village
- Angela Morgan, The  
Kuskokwim Corporation
- Phillip Demientieff, Tanana  
Chiefs Conference
- Kenny Morgan, Kuspuk School  
District

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## FY 2000 Budget

\$47,692	State ARDOR grant
3,417	Locally generated match
33,585	Additional funds generated or leveraged by the ARDOR
<u>\$ 84,694</u>	Total FY00 Budget (The State ARDOR grant funds 57% of the total.)



# Kenai Peninsula Borough Economic Development District

## 1999 Examples of Accomplishments

- The new Kenai Peninsula Borough industrial prospectus was designed and written.
- Implemented electronic commerce training for small businesses through the Northwest Economic Development Network Project. Trained over 103 participants in Basic and Advanced Internet, Business and Marketing, and Web Page Design. Electronic commerce training opens the doors to global markets for small businesses, providing them with the tools to compete in the new electronic marketplace.
- Provided business consultation and training to over 220 clients, resulting in 41 jobs created and 37 jobs retained, and leveraged over \$2 million in loans. Business counseling and training help new and existing businesses solve a variety of business problems.

## 3 Top Economic/Business Needs

- Expansion of the Revolving Loan Fund pool and investigation of other financing alternatives. Recapitalization of the Revolving Loan Fund would allow EDD to partner with local banks to finance more businesses considered unlikely candidates for conventional financing in a conservative lending environment.
- Assessment of infrastructure needs for value added and communications technology. Infrastructure and skilled workers are critical elements for industrial growth.
- Diversification and development of existing business. Development of existing industry strengthens the industrial base and creates jobs.

## 2000 Goals

- Establish organizations leadership role in electronic commerce, work to strengthen information technology access across economic sectors. Assist small businesses in overcoming the "rural penalty" that can result from geographic isolation by using and developing telecommunications resources.
- Target recruitment activities towards industries that can take advantage of the Kenai Peninsula's infrastructure and resource assets. Identifying assets and targeting marketing efforts towards these assets will help bring new industries to the Kenai Peninsula Borough.
- Continue to strengthen relationships with municipal/community groups to promote locally driven economic development activities. Local participation in the development of goals will ensure community support.
- Continue the creation of new jobs through business assistance.
- Expand the Business Innovation Center activities to target technology and value-added businesses. The BIC and other business assistance activities promote economic growth.

## FY 2000 Budget

\$47,692	State ARDOR grant
47,692	Locally generated match
461,402	Other operating funds leveraged by the ARDOR (may include State funds)
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\$556,786	Total Operating Funds
50,000	Pass-thru and project specific funds
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\$606,786	Total FY00 Budget (The State ARDOR grant funds 7% of the total.)

## Board of Directors

### Executive Committee

Tom Boedeker, (Pres) city manager/City of Soldotna  
 Jim Chambers, (Vice Pres) organized labor  
 Pat Norman, (Sec) minority representative/Village of Port Graham  
 Jeff Sinz, (Treas) finance/Kenai Peninsula Borough

### Members

John Crawford, minority representative, City of Seldovia  
 Philemon Morris, transportation, City of Kachemak  
 Bill Popp, non-profit, borough assembly  
 Bob Satin, recreation, City of Seward  
 Diana Spann, telecommunications, City of Soldotna  
 Mary Tougas, retail, City of Soldotna  
 Luke Welles, retail, City of Homer  
 John Williams, real estate, City of Kenai

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 Web: <http://www.kpedd.org>

If this ARDOR had more resources we could increase our outreach to provide better services to the remote villages; spend more time cultivating new industries; and concentrate on more in-depth market research in order to keep abreast of economic trends, thus enabling the organization to become more responsive to business opportunities.



# Lower Kuskokwim Economic Development Council, Inc.

## 1999 Examples of Accomplishments

- Three tourism product development tours for travel industry representatives to our region completed.
- Provided capacity building to village organizations to establish and grow local small businesses.
- Completed 2 business workshops for potential business operators.
- Promoted school-to-work activities for high school students, in partnership with the school district.
- Helped two communities seek and obtain funding to develop and implement a local economic development plan where none previously existed.
- Completed the second year of our salmon quality enhancement project, providing 75 local commercial fishermen a pay incentive for icing their catch.

The above supports job creation by providing information on business opportunities; how to access financing and technical assistance; how to operate a business successfully; educating those doing business in the region about the communities and services currently available; and giving communities a vision of how they want to improve their economy.

## 3 Top Economic/Business Needs

- Develop new markets for value-added fish products from our commercial salmon fisheries.
- Provide technical assistance to potential businesses, including assistance with preparing a business plan, securing financing, and managing a business successfully.
- Access to capital for business development.

The commercial salmon fishery is currently the economic mainstay of the region. Improving product marketability and new product development will increase the return to fishermen and allow for new jobs in the region.

## 2000 Goals

- Maintain the salmon quality enhancement project for the region's commercial salmon fishery.
- Complete economic development plans in two villages.
- Continue promoting local tourism through product development tours to our region for travel industry representatives.

The above will revitalize the region's fishery, the current leading industry, and lay the groundwork for new business development (tourism, food and lodging facilities).

## FY 2000 Budget

\$47,692	State ARDOR grant
25,000	Locally generated match
0	Additional funds generated or leveraged by the ARDOR
<b>\$72,692</b>	<b>Total ( The State ARDOR grant funds 65% of the total.)</b>

## Board of Directors

### Executive Committee

Andrew Guy, (Chair) Calista Native Corporation, Inc.  
 Myron Naneng, (Vice-Chair) President AVCP, Inc.  
 Max Angellan, (Treas) IRA Council  
 Peter Julius, (Sec) IRA Council Administrator, business

### Members

Willard Church, business, Native Village of Kwinhagak  
 Mary Kapsner, State Rep.  
 Richard Foster, State Rep.  
 Sam George, business, Yupiit School District  
 Lyman Hoffman, State Senator  
 Alexie Jimmie, business, United Villages Inc. President  
 Jackson Lomack, IRA Council  
 Fred Phillip, IRA Council, Coastal Villages (CDQ) President  
 Les Daenzer, Lower Kuskokwim School District

### Contact

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"Starting a new business is like caring for a baby. The baby is helpless and you must do whatever has to be done to meet its needs and keep it healthy so it will grow and prosper." Alexie Jimmie, LKEDC Board Member



# Lower Yukon Economic Development Council

## 1999 Examples of Accomplishments

- With DCRA and VISTA from the region, held a "Champion Community" meeting in Marshall.
- Assisted Emmonak Tribal Council's with value added fish plant sales to sample Lower Yukon School District school sites.
- Assisted the Native Village of Chuloonawick with a "Small and Needy Tribes" grant.
- Assisted Kotlik and Sheldon Point with fishery related planning.

The USDA Champion Community project brings together local, State and federal resources to address economic development in Marshall. In-region sales of fish helps circulate dollars in the region, thereby improving the local economy. The "Small and Needy Tribes" grant will further economic opportunities of individuals in the region. Fishery related planning is addressing fish buying and value added production opportunities.

## 3 Top Economic/Business Needs

- Business training for residents.
- Career guidance.
- Collateral for business loans.

These are on-going needs that, with long term intervention, can achieve economic growth in the region. The Champion Community project, if pursued in additional villages, may be a forum to address business training needs and opportunities. The LYEDC, in cooperation with the Lower Yukon School District, intends to hold a meeting to discuss agency cooperation for career guidance for the area's youth. Collateral for business loans is still an obstacle for many. To their credit, the Yukon Delta Fish Development Association and Association of Village Council Presidents, Inc. have tailored loans for region residents with collateral problems.

## 2000 Goals

- Assuming LYEDC and LYSD partner to do career guidance, will prepare and implement work plan for the same.
- Establish administrative capabilities, develop a five year economic strategy, and provide career guidance for young tribal members for the Native Village of Chuloonawick.
- Expand marketing for the Emmonak value added fish plant.
- Continue developing Kotlik and Sheldon Point fish economy.
- Achieve a federal/State/community partnership in Marshall to better coordinate economic development efforts in the community.

Career guidance is an effort to ensure that future jobs in the region will be held by area residents. Should the pilot sites in the school district do well, sales to the entire school district will be the goal. Individual community work is helping build the local economic base.

## FY 2000 Budget

\$47,692	State ARDOR grant
15,738	Locally generated match
0	Other funds generated or leveraged by the ARDOR (may include State funds)
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\$63,430	Total (The State ARDOR grant funds 75% of the total.)

## Board of Directors

### Executive Committee

George Owletuck (Pres), tribal council  
Andrew Brown (Vice-Pres), education  
Bay Johnson (Sec/Treas), banking

### Members

Edward Adams, Sr., tribal council  
Nick Andrews, Jr., tribal council  
Andrew Kelly, Sr., business  
Dan Kirby, transportation  
Benny Okitkun, Native corporation  
Alvin Owletuck, city  
Laura Peterson, city  
Doug Redfox, city  
Anthony Ulak, city  
Richard Weaver, Sr., city

### Contact

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Fax: 745-7984  
E-mail: lyedc@mtaonline.net

"The Lower Yukon Economic Development Council has worked with me on our pursuit of value-added fish plant."  
*Bill Akers, Chalunawik Native Corporation*



# Matanuska-Susitna Resource Conservation & Development Council

Our purpose is to enhance the employment and tax base of the Mat-Su Borough while maintaining a high quality of life for residents.

## 1999 Examples of Accomplishments

- Assisted Mat-Su Port Commission in obtaining funding.
- Hosted the 1st Annual Valley Economic Development Conference.
- Drafted Overall Economic Development Plan.
- Completed & distributed Timber Utilization Plan for the Mat-Su.
- Completed construction of the Houston Educational Park.
- Completed Houston Homesteaders Community Center.
- Completed Big Lake's 100 Junker Rally (clean-up project).
- Completed economic recovery grants for Wasilla, Houston, and Big Lake.
- Provided continuing assistance to: Wasilla Wonderland, Palmer Children's Playground, Houston Homesteaders, Skateboard Park, Goldrush Centennial, Palmer Hockey Association, Wasilla Soil and Water Conservation District.
- Completed portable dry kiln project.

## 3 Top Economic/Business Needs

- Lack of a port: A bulk commodity port is needed to facilitate mineral development in interior Alaska.
- Investment in infrastructure: Improved road and/or rail access is needed to develop Port MacKenzie and Hatcher Pass.
- Increased private ownership of land: Only 3% of the Mat-Su Borough is in private hands. State land (60%) is not managed for economic growth.

## 2000 Goals

- Market Port MacKenzie as an industrial site.
- Development of Hatcher Pass ski area.
- Continue work on Chijik Road access project.
- Complete the Overall Economic Development Plan.
- Complete Timber Bridge commercialization project.
- Assist the City of Houston with feasibility study of a septic treatment site.
- Apply for Economic Development District designation.
- Big Lake Fish Hatchery: Acquire land and market property.
- Host 2nd Annual Valley Economic Development Conference.

## FY 2000 Budget

\$47,692	State ARDOR grant
25,500	Locally generated match
111,800	Additional funds generated or leveraged by the ARDOR (may include State funds)
<b>\$184,992</b>	<b>Total (The State ARDOR grant funds 26% of the total.)</b>

## Board of Directors

### Executive Committee

Bruce Borup, (Pres) Palmer EDA  
 Jim Ericksen, (Vice Pres) AK  
 Farmers & Stock Growers  
 Al Jorgenson, (Sec) Mat-Su Native  
 Federation  
 "Tiny" DePriest, (Treas) Greater  
 Palmer Chamber  
 Ted Smith, Willow Chamber Past  
 Pres.

### Members

Ed Brittingham, Wasilla Chamber  
 Dan Deedy, Enstar Gas  
 Steve Levine, MSB School District  
 Edna DeVries, City of Palmer  
 Janet Kincaid, Mat-Su Convention &  
 Visitors Bureau  
 Clarence Furbush, Palmer SWCD  
 Donna Totten, Houston Chamber  
 Mayor Sarah Palin, City of Wasilla  
 Jackson Parry, Upper Su SWCD  
 Anna Von Reitz, Big Lake Chamber  
 Wayne Carmony, Mat-Su Electric  
 Assoc.  
 Darcie Salmon, Valley Board of  
 Realtors  
 Tim Sullivan, Small Bus Dev Cntr  
 Steve Totten, City of Houston  
 Dick Zobel, Alaska Soil & Water  
 Conservation District  
 Chris Holmes, MTA  
 Meg Burgett, Wasilla SWCD  
 Debby Retherford, NBA  
 Michael Scott, Mat-Su Borough  
 Manager  
 Bill Stearns, Talkeetna Chamber

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 E-mail: matsurcd@mtaonline.net



# Northwest Arctic Borough Economic Development Commission

## 1999 Examples of Accomplishments

- Established Small Business Grant Program and awarded grants to 5 small business entrepreneurs.
- Designated as a Champion Community through the Empowerment Zone application process.
- Was awarded Community Development Block Grant to design a clinic in our region.
- Provided matching grants for a Foam Panel Manufacturer, Value Added Processor and a Burnbox Construction Project.

## 3 Top Economic/Business Needs

- Tourism expansion.
- Fisheries development.
- Technology-based businesses.

## 2000 Goals

- Establish a tourism marketing council.
- Provide grant writing training to City and IRA governments.
- Establish a youth loan program.
- Organize and hold an "Arctic Business Gathering" conference.

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## Board of Directors

Levi Cleveland, (Chair)  
 Bert Adams, business  
 Jo Oxentenko, banking  
 Guy Adams, non-profit  
 Frank Greene, NAB Planning  
 Commission  
 Garth Elson, (Vice Chair)  
 business  
 Martha Whiting, NANA  
 Regional Corp  
 Brad Reeve, utilities  
 Jeff Hadley, for-profit

## Ex Officio

Andy Baker, Assembly President  
 Chuck Greene, Borough Mayor

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## Contact

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 Fax: 442-2930  
 E-mail:  
[denise\\_koutchak@yahoo.com](mailto:denise_koutchak@yahoo.com)

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If this ARDOR had more resources- the ARDOR would address some of the more costly infrastructure needs (such as water and sewer, better or new roads) that are required to develop and maintain a new business, tourism, or industry.

## FY 2000 Budget

\$47,692	State ARDOR grant
60,000	Locally generated match
0	Other funds generated or leveraged by the ARDOR (may include State funds).
<hr/>	
\$107,692	Total (The State ARDOR grant funds 44% of the total.)





# Prince William Sound Economic Development Council

## 1999 Examples of Accomplishments

- Assessment of spot shrimp in Prince William Sound - Valdez Native Tribe and NOAA.
- Approval of Comprehensive Economic Development Strategy (CEDs) by U.S. Department of Commerce, Economic Development Administration.
- Provided small business seminars and services with University of Alaska Small Business Development Center - Rural Outreach Program in Prince William Sound.
- Completed strategy to establish Maritime Response Center - Valdez.
- Provided assistance to Valdez Museum and Lord Cultural Resources/Toronto on expansion plan for museum.
- Hosted Regional Development meeting with Valdez Visitor and Convention Bureau.
- Completed project management for Tatitlek Coho Salmon release, funded by the Exxon Valdez Oil Spill Trustees.

The Spot Shrimp Population Study is a five year study to estimate the abundance of the spot shrimp population in western Prince William Sound. The project has the potential to provide useful information on a resource important to subsistence users and potentially to commercial fishers.

## 3 Top Economic/Business Needs

- Diversity in economic base for region.
- Work Force Development
- Natural gas line from the North Slope to Valdez.

## 2000 Goals

- Complete application to become RC&D.
- Become Federal Economic Development District.
- Obtain funding to build environmentally approved sewage pump-out stations in Chenega Bay, Cordova, Tatitlek and Whittier.
- Establish maritime response center in Valdez, with training satellites in other Prince William Sound communities.

A Maritime Response Center in Prince William Sound will provide a broader economic base by offering more education and technical training in oil spill response and prevention. Programs will be offered through Prince William Sound Community College. Conferences and seminars will be held throughout the year with other response and prevention specialists. The proposed Maritime Response Center - Valdez will offer technical skills necessary to train highly capable response teams for Alaska. As the program expands, these teams will be able to mobilize anywhere needed.

## FY 2000 Budget

\$47,692	State ARDOR grant
15,896	Locally generated match
29,926	Additional funds generated or leveraged by the ARDOR (may include State funds)
<b>\$ 93,514</b>	<b>Total (The State ARDOR grant funds 51% of the total.)</b>

## Board of Directors

Dave Dengal (Pres), Valdez  
 Dave Cobb,, (Vice Pres), Valdez  
 Mayor, fisheries  
 Jim Roberts (Treas), Cordova  
 Betty Miller (Sec), oil industry  
 John Christensen, Chenega Bay  
 IRA Council  
 Larry Hancock, Cordova  
 Gary Kompkoff, Tatitlek IRA  
 Council  
 Robin Moore, Whittier  
 Chuck Totemoff, Chenega Corp.

## Membership

BP Exploration, Alaska  
 Alaska Tanker Company  
 Alyeska Pipeline Service Company  
 ARCO Alaska, Inc.  
 Cities of Cordova, Valdez and  
 Whittier  
 Cooper Valley Telephone Coop.  
 Copper Valley Cellular  
 Chenega Corporation  
 Cordova Air Service  
 Carr Gottstein Foods  
 First National Bank of Anchorage  
 National Bank of Alaska  
 Tatitlek IRA Council  
 Village Inn  
 Pat Day  
 StephI Engineers  
 Valdez Chamber of Commerce  
 Valdez Convention Visitors Bureau

## Contact

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Prince William Sound Economic Development Council has sponsored over \$5,367,000 in projects since 1991, leveraged by approximately \$486,426 in State ARDOR funds.



# Southeast Conference

## 1999 Examples of Accomplishments

- Publication of the Southeast Alaska Transportation Plan, bringing together the communities of the region and insuring their needs were included in the plan.
- Creation of the Southeast Electrical Intertie Committee to work toward implementation of the the Southeast Alaska Electrical Intertie System Plan.
- Provided technical and financial assistance for tourism development, fisheries enhancement, community development, and business infrastructure projects.
- Undertook major economic development planning/research project to seek federal designation as an Economic Development District (EDD) under the US Dept. of Commerce, Economic Development Agency.

This EDD designation will complement the State designation of the Southeast Conference as an Alaska Regional Development Organization and the US Dept. of Agriculture designation as a Resource Conservation and Development Council.

## 3 Top Economic/Business Needs

- Implement the Southeast Alaska Transportation Plan to improve transportation connections, reduce operating costs, increase capacity and provide more frequent and convenient service.
- Strengthen economic opportunities through an improved electrical intertie system of sharing energy resources, lowering cost and providing for environmental conservation.
- Stimulate economic recovery and stabilization in communities adversely affected by downturns in the natural resource based economy.

Continuation and improvement to the Alaska Marine Highway System (AMHS) is critical to the future economic and social life of the region. The AMHS ties the communities of the region together.

## 2000 Goals

- Develop regional infrastructure through implementation of the Southeast Alaska Transportation Plan and the Southeast Electrical Intertie System Plan.
- Support and assist communities in planning and executing local and regional economic development efforts and projects.
- Encourage and assist communities and organizations in responsible and balanced regional development and conservation efforts, as demonstrated by the Mendenhall Watershed Management Project and the investigation of a Green Star program for marine vessels in Southeast Alaska.
- Strengthen partnerships with other organizations for the protection and improvement of the quality of life for all residents.

Southeast Conference will strive to achieve two major objectives in support of its mission to build strong economies, healthy communities and quality environment for Southeast Alaska: (1) Build upon those regional infrastructure projects that bring the communities of the region closer together and (2) Enhance the opportunity of community development through support and assistance at the individual project level.

## FY 2000 Budget

\$47,692	State ARDOR grant
47,692	Locally generated match
268,500	Additional funds generated or leveraged by the ARDOR (may include State funds)
<b>\$363,884</b>	<b>Total (The State ARDOR grant funds 13% of the total.)</b>

## Board of Directors

### Executive Committee

Bob Ward (Pres), public  
 Rosemary Hagevig (1nd VP), private  
 John "JC" Conley (2nd VP), private  
 Tom Briggs (Sec), public  
 Lonnie Anderson (Treas), Mayor of Kake  
 Linda Snow (Past Pres), at large

### Members

John Pearson, private  
 Maxine Thompson, Mayor of Angoon  
 Cheryl Lowden, public  
 Rob Allen, private  
 Murray Walsh, private

### Ex Officio

Frank Homan, Executive Director

### Contact

Frank Homan, Exec. Director  
 Southeast Conference  
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 Juneau, Alaska 99801  
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If this ARDOR had more resources- the Southeast Conference would play a more aggressive role in providing direct technical assistance to individuals and groups seeking creation and retention of new wealth in the region. Opportunities exist in all sectors of Southeast Alaska's economy. Resource enhancement and value-added manufacturing are possibilities.



# Southwest Alaska Municipal Conference

## 1999 Examples of Accomplishments

- Conducted two regional conferences.
- Through SWAMC's resolutions and legislative policy process, developed united positions on numerous issues, including transportation funding, increased fishery and marine ecosystem research, fishery disaster aid and State university funding.
- Completed Southwest Alaska brochure which highlights various community tourism products. The brochure will assist in educating existing audiences and attracting new visitor target markets.

The regional conferences provided a variety of training opportunities including tourism business development, marketing, infrastructure development, and electronic commerce opportunities that assist in business development and job creation. A united front on public policy issues is essential to create more stable local economies, improve infrastructure, and provide a better economic climate.

## 3 Top Economic/Business Needs

- Education and training.
- Diversification of local economies.
- Infrastructure development.

The local economies and availability of jobs in many Southwest Alaska communities has been adversely impacted by changes associated with the commercial fishing industry, including world market conditions, technology, and climate. Infrastructure development is essential for economic diversification. Education and training is critical for work force development to meet the challenges of diversification.

## 2000 Goals

- Conduct successful regional conferences.
- Produce Comprehensive Economic Development Strategy (CEDS) for Southwest Alaska.
- Improve visibility and utilization of regional tourism services and facilities.
- Be a strong voice for businesses and people in regard to public policy issues affecting the Southwest region.

Public policy that is favorable to rural communities can improve the climate for economic diversification, business development, and job creation. Promoting available tourism services will assist in strengthening and diversifying local economies, as well as attracting new interest in rural business. An annual economic development plan can be an important resource for Southwest communities by providing up-to-date demographic and economic information. Regional conferences are critical communication and networking situations for Southwest community representatives.

## FY 2000 Budget

\$47,692	State ARDOR grant
47,692	Locally generated match
126,108	Other funds generated or leveraged by the ARDOR (may include State funds)
<b>\$221,492</b>	<b>Total (The State ARDOR grant funds 21% of the total.)</b>

## Board of Directors

### Executive Board

Mayor Frank Kelty (Pres), City of Unalaska  
 Wayne Stevens (Vice-Pres), Chamber  
 Carvel Zimin (Sec/Treas), Bristol Bay Borough  
 Alice Ruby, Choggiung Ltd.  
 Kara Sandvik, Key Bank of Alaska

### Members

Mayor Glen Alsworth, Lake Clark Air/The Farm Lodge  
 Steven Hakala, Aleutians East Borough  
 Stephanie Madsen, Aleutian Seafood Processors Assoc.  
 Jack McFarland, Kodiak Island Borough  
 Mary Monroe, Kodiak Island Borough  
 Joe Sullivan, (At-Large) At-Sea Processors Association

### Contact

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The Southwest Alaska Municipal Conference is indeed an important advocacy group that represents a dynamic region of our state. Pointing out the inter-relationships of economic, social, and cultural issues of southwestern villages with all other rural and urban communities is an important mission and a vital service to the future of Alaska." Lt. Governor Fran Ulmer



# Frequently Asked Questions

What is an ARDOR? A non-profit organization of local volunteers, representing numerous public and private interests, working together to achieve economic development in their region. An ARDOR is organized in accordance with Alaska Statute 44.33.026 and the Alaska Administrative Code (3 AAC 57).

Why have a regional organization do economic development? The Legislature established the ARDOR Program in 1988, and again in 1997, in support of the widely held belief that a locally driven initiative, in partnership with the State and other entities, can most effectively stimulate economic development and produce healthy, sustainable local economies.

How does an ARDOR get established? DCED approves an ARDOR designation. To be approved, the ARDOR must (1) be large enough and contain adequate resources to support a regional economic development program, and (2) be an economically viable unit with shared interests, resources, traditions, and goals. Currently, there are 13 ARDORs in all regions of Alaska, except for most of the Doyon region.

How does an ARDOR work? Each ARDOR is guided by a Board comprised of the economic development interests in the region. Board members are usually appointed by organizations in the region; however, some are elected. The Board hires an Executive Director to work with the Board to ensure an annual work plan is implemented. The Board oversees and directs the activities of the ARDOR.

What are the ARDOR Program goals? Encourage a healthier economic climate to increase the number of jobs; strengthen existing businesses; attract new businesses; and encourage economic diversification.

What does an ARDOR actually do? Each ARDOR is different with regard to existing economic development; infrastructure; a marketable natural resource; an educated work force; and a cohesive leadership organization—factors in achieving economic development. Thus, what each ARDOR does, is unique to that ARDOR. Generally, however, ARDOR's:

- ✓ conduct economic development related research and planning, including develop and implement a regional economic development strategy;
- ✓ respond to information requests;
- ✓ coordinate ARDOR's activities with other economic development activities;
- ✓ provide services designed to encourage economic development;
- ✓ collect and distribute economic information;
- ✓ develop and maintain community and village economic profiles;
- ✓ coordinate State economic or business development efforts; and
- ✓ serve as a liaison between State government and the region.

How is an ARDOR funded? DCED awards annually, a State grant to each ARDOR that satisfies the statutory and regulatory requirements of the ARDOR Program, including the requirement that each ARDOR provide a local, non-State match. In FY00, each ARDOR received \$47,692. The State grant and required match is usually not the ARDOR's only source of funding. ARDOR's can and do receive funding from a variety of sources.

How much money does the State contribute to the ARDORs?

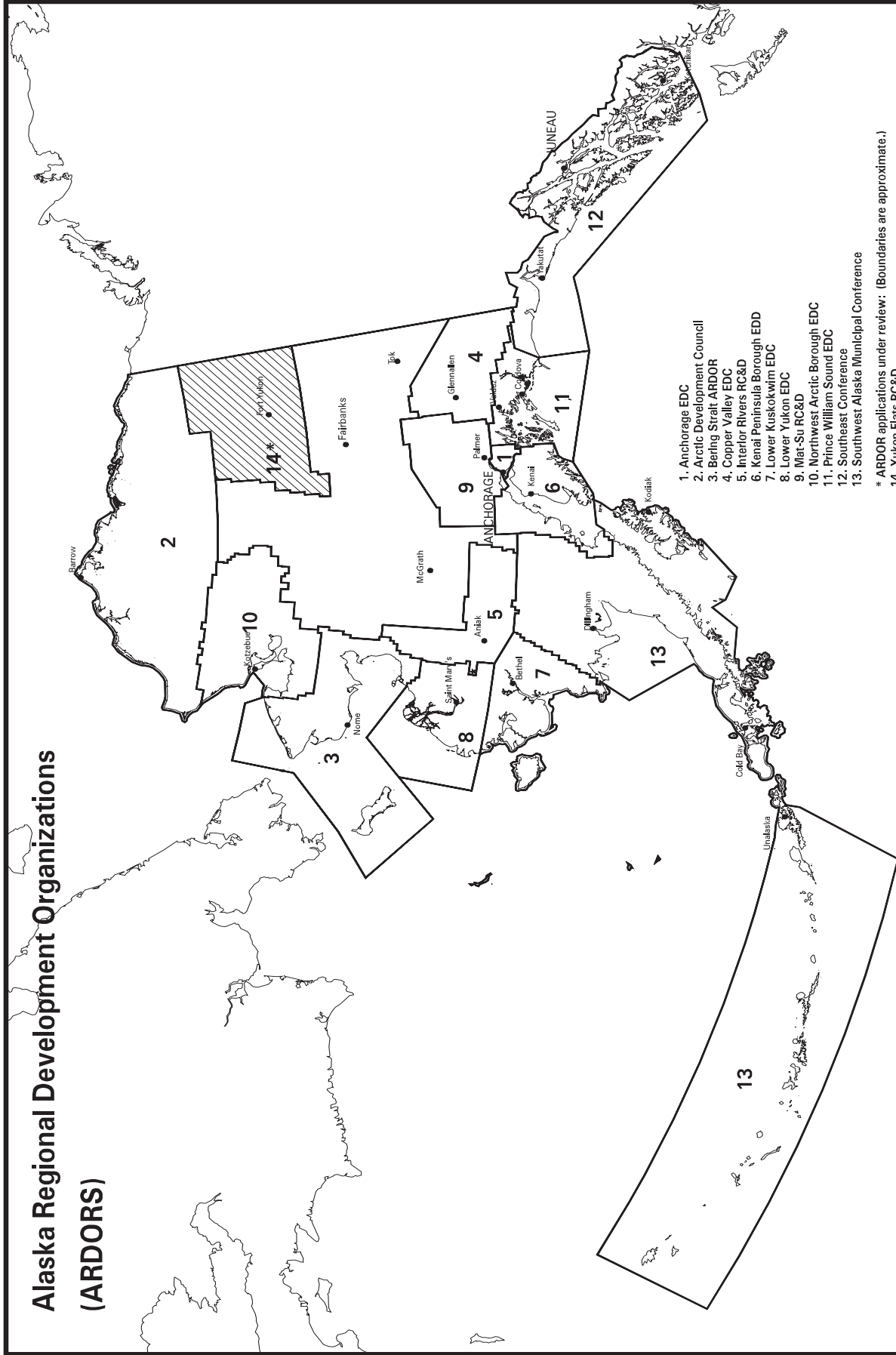
	FY97	FY98	FY99	FY00
Total	\$620.0	\$620.0	\$620.0	\$620.0
Each Grant	\$54.5	\$51.7	\$51.7	47.7
# of ARDORs	11 <sup>1</sup>	12	12	13

<sup>1</sup>Plus, one organizing ARDOR received \$20.0.  
NOTE: Amounts are \$1,000.





# Alaska Regional Development Organizations (ARDORS)



1. Anchorage EDC
2. Arctic Development Council
3. Barling Strait ARDOR
4. Copper Valley EDC
5. Interior Rivers RC&D
6. Kenai Peninsula Borough EDD
7. Lower Kuskokwim EDC
8. Lower Yukon EDC
9. Mat-Su RC&D
10. Northwest Arctic Borough EDC
11. Prince William Sound EDC
12. Southeast Conference
13. Southwest Alaska Municipal Conference
14. Yukon Flats RC&D

\* ARDOR applications under review. (Boundaries are approximate.)

NOTES: DCED anticipates the Fairbanks North Star Borough will seek ARDOR designation in FY00.  
 \*Russian Mission is in both Interior Rivers RC&D and Lower Yukon EDC.

EDC/EDD: Economic Development Commission, Corporation, Council or District  
 RC&D: Federally designated Resource Conservation & Development District

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Produced, in cooperation with the 13 ARDORs, by the State Department of Community and Economic Development, Municipal and Regional Assistance Division, 550 W. 7th Avenue, Suite 1770, Anchorage, AK 99501.

For additional copies, contact Sharon Harris (1-907-269-4580). For more information on the ARDOR program, call Nelda Warkentin (1-907-269-4568).

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