

# Alaska

# Regional

# Development

# ORganizations



January 2004

## ARDORS Annual Report

### Leveraging ARDOR Funds

Total State ARDOR grant funds:	\$620,000
TOTAL ARDOR budgets \$2,739,233	Leverage \$1 : \$4.42
Other State funds \$857,575	Leverage \$1 : \$1.38
TOTAL non-State budgets \$1,881,658	Leverage \$1 : \$3.03
Federal funds \$577,068	Leverage \$1 : \$0.93
Private sector funds \$816,869	Leverage \$1 : \$1.32
Other non-federal/non-State funds \$487,721	Leverage \$1 : \$0.79
In-kind contributions \$791,891	Leverage \$1 : \$1.28

# ARDOR Statistics

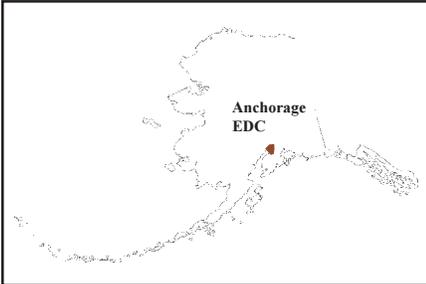
- ✓ Total number of ARDORs = 12
- ✓ Total number of board members = 190
- ✓ Total number FTE staff = 30.57
- ✓ The FTE/per capita ratio ranges from as low as 1 to 1,062 (Copper Valley EDC) to as high as 1 to 60,000 (Mat-Su RC&D).
- ✓ Estimated in-kind contribution of board members ranges from \$136,800 to \$342,000
- ✓ The volunteer contribution of board members is conservatively valued at \$30 per hour. Estimates of the total contribution of board members range from \$136,800 (average of 2 hours per month per board member) to \$342,000 (average 5 hours per month per board member). This is a significant contribution to the ARDOR program and demonstrates a high level of commitment by board members.
- ✓ ARDOR funds spent per capita in each ARDOR region:

	# Board Members	# FTE staff	pop.	FTE/capita	FY04 ARDOR \$	FY04/ capita
Anchorage Econ. Dev. Corp.	47	7	260,000	1:37,750	\$47,220	\$0.18/person
Arctic Development Council	9	2	7,500	1:3,750	\$47,870	\$6.38/person
Bering Strait Dev. Council	14	3	27,645	1:9,215	\$47,820	\$1.73/person
Copper Valley Econ. Dev. Council	9	2	2,124	1:1,062	\$47,530	\$22.38/person
Fairbanks No. Star Boro Econ. Dev. Comm.	17	1.4	83,839	1:59,171	\$47,670	\$0.57/person
Kenai Peninsula Econ. Dev. District	13	4	49,692	1:12,423	\$47,570	\$.96/person
Lower Kuskokwim Econ. Dev. Council	12	1	15,915	1:15,915	\$47,720	\$3.00/person
Mat-Su Resource Cons. and Dev., Inc.	23	1	60,000	1:60,000	\$47,450	\$0.79/person
Northwest Arctic Boro Econ. Dev. Comm.	13	2.5	12,012	1:4,805	\$47,820	\$3.98/person
Prince William Sounce Econ. Dev. District	9	1	4,257	1:4,257	\$47,620	\$11.19/person
Southeast Conference	13	2.67	74,760	1:28,000	\$47,720	\$0.64/person
Southwest Alaska Municipal Conference	11	3	29,384	1:9,795	\$48,170	\$4.64/person
<b>TOTAL</b>	<b>190</b>	<b>30.57</b>	<b>627,128</b>	<b>1:20,514</b>	<b>\$572,180</b>	<b>\$0.91/person</b>

# Table of Contents

<b>ARDOR Statistics</b> .....	<b>2</b>
<b>Anchorage Economic Development Corporation</b> .....	<b>4</b>
<b>Arctic Development Council</b> .....	<b>10</b>
<b>Bering Strait Development Council</b> .....	<b>14</b>
<b>Copper Valley Economic Development Council</b> .....	<b>20</b>
<b>Fairbanks North Star Borough Economic Development Commission</b> .....	<b>24</b>
<b>Kenai Peninsula Borough Economic Development District</b> .....	<b>30</b>
<b>Lower Kuskokwim Economic Development Council</b> .....	<b>36</b>
<b>Mat-Su Resource Conservation &amp; Development, Inc.</b> .....	<b>40</b>
<b>Northwest Arctic Borough Economic Development Commission</b> .....	<b>44</b>
<b>Prince William Sound Economic Development District</b> .....	<b>48</b>
<b>Southeast Conference</b> .....	<b>54</b>
<b>Southwest Alaska Municipal Conference</b> .....	<b>60</b>
<b>Overview</b> .....	<b>65</b>
<b>Legislative Performance Measures</b> .....	<b>66</b>
<b>Frequently Asked Questions</b> .....	<b>67</b>
<b>Contact List</b> .....	<b>68</b>
<b>ARDORs Map</b> .....	<b>69</b>

# Anchorage Economic Development Corporation



## ***Mission Statement***

*The Anchorage Economic Development Corporation exists to encourage growth and diversity in the Anchorage economy, promote a favorable business climate and improve the economic standard of living of Anchorage residents.*

## **FY 2004 Goals**

- ★ Implement a well-organized and sustained program to encourage retention and expansion of existing businesses.
- ★ Continue global logistics program.

## **FY 2004 Top Economic/Business Needs**

1. Available property for commercial development.
2. A public relations campaign devoted to changing misperceptions of decision makers around the world.
3. State of Alaska incentives to attract new businesses to our State.
4. Closure of fiscal gap.

## **FY 2004 Budget**

\$47,220	State ARDOR grant
\$314,400	Amount of other State funds
\$0	Amount of federal funds
\$516,500	Amount of private sector funds
\$91,500	Any other non-federal, non-State funds
\$1,189,620	Total FY03 ARDOR Budget <i>(total of above 5 lines)</i>
\$50,000	Total FY03 ARDOR In-Kind Contributions <i>(No description provided.)</i>

## **Other FY 2003 Accomplishments**

1. Finished TransCare Project, whereby AEDC called on Cargo operators and logistics firm worldwide.
2. Started business retention and expansion program.

## **FY 2003 Coordinated Regional Efforts Resulting in New Business Opportunities**

1. Working with an individual that wishes to start a laminated veneer lumber plant in Anchorage, using wood from the Mat-Su. Also, one of our prospects, Mountain Goat Aircraft located in the Mat-Su.
2. Attended Mat-Su Economic Development Planning meeting.
3. Have worked to include both Mat-Su and Kenai into our Vision Anchorage economic development planning process.

## **FY 2003 Goals \*** (Percentages of goal achieved: 100%. A ✓ indicates the goal was accomplished.)

- ✓ Implement a strategic marketing plan focused on attracting new businesses in select industries with the most potential for leveraging growth, incorporating a network of Anchorage business leaders who can help build relationships with others in related industry sectors.
  - Review Anchorage's Profile/Vision Statement
  - Assess Global Opportunities & Threats
  - Assess Anchorage's Strengths & Weaknesses
  - Develop Assumptions About the Future
  - Perform Competitive Analysis
  - Identify Priority Industries/Opportunities
  - Identify Strategies for Business Development and for Addressing Major Development Barriers
  - Summarize Findings & Recommendations
  - Align with other community organizations and business leaders to guide the plan.

\* A Legislative performance measure discussed on pages 65 and 66.

## **FY 2004 Organizational and Staffing Charts**

Number of Board Members: 47

Board Representation: Unknown

Number FTE staff: 7

FTE staff/capita: 1:37,150

## **FY 2004 Connection to other related services or programs (public or private)**

Partners

- ✓ Local/regional public: Municipality of Anchorage, Mat-Su Borough, Kenai Peninsula Borough

**continued . . .**

# Anchorage Economic Development Corporation

- ✓ Local/regional private: Anchorage Convention and Visitors Bureau, Anchorage Chamber, Eagle River Chamber, Anchorage Downtown Partnership, Vision Anchorage, Girdwood 2020
- ✓ State Public: State of Alaska, Ted Stevens Anchorage International Airport, Alaska Railroad
- ✓ State Private: Alaska High Tech Business Council, Small Business Development Center, University of Alaska Anchorage, Resource Development Council
- ✓ Federal Public
- ✓ Native Private: Cook Inlet Region, Inc., Arctic Slope Regional Corporation

## Customer Testimonials

I want to take this opportunity to thank you and your staff for the assistance you have provided Greatland Laser. As our company progressed over the past two years from research and development to manufacturing products, Anchorage Economic Development Corporation has been there to help answer our questions and steer us to local resources. You were instrumental in helping us locate a facility for our manufacturing operations, hiring employees, assisted with understanding issues concerning export/import regulations, and provided contacts for us to research the best method for shipping our products...to name just a few of the benefits we realized through AEDC.

As a small, locally owned and operated business, resources like the Anchorage Economic Development Corporation are critical to our ongoing success. We greatly appreciate the support and guidance we have received from AEDC in the past and look forward to a long and mutually beneficial relationship in the future.

Kim O'Meara  
CEO, Greatland Laser

## Cost-benefit analysis for FY02 - FY93

	FY02	Leverage
State ARDOR \$	\$51,385	
<b>Total ARDOR \$</b>	<b>\$1,594,629</b>	<b>\$1 to \$31.03</b>
Other State \$	\$319,016	\$1 to \$6.21
<b>Total non-State \$</b>	<b>\$1,224,229</b>	<b>\$1 to \$23.82</b>
Federal \$	N/A	N/A
Private sector \$	\$607,729	\$1 to \$11.83
Other non-federal/non-State \$	\$616,500	\$1 to \$12.00
<b>In-kind contributions</b>	<b>\$26,739</b>	<b>\$1 to \$.52</b>

	<b>FY01</b>	<b>Leverage</b>
<b>State ARDOR \$</b>	\$45,165	
<b>Total ARDOR \$</b>	\$1,253,628	\$1 to \$27.76
<b>Other State \$</b>	\$186,720	\$1 to \$4.13
<b>Total non-State \$</b>	\$1,021,743	\$1 to \$22.62
<b>Federal \$</b>	N/A	N/A
<b>Private sector \$</b>	\$528,743	\$1 to \$11.71
<b>Other non-federal/non-State \$</b>	\$493,000	\$1 to \$10.92
<b>In-kind contributions</b>	\$34,888	\$1 to \$.77

	<b>FY00</b>	<b>Leverage</b>
<b>State ARDOR \$</b>	\$45,989	
<b>Total ARDOR \$</b>	\$1,407,919	\$1 to \$30.61
<b>Other State \$</b>	\$229,296	\$1 to \$4.99
<b>Total non-State \$</b>	\$1,132,635	\$1 to \$24.63
<b>Federal \$</b>	N/A	N/A
<b>Private sector \$</b>	\$639,635	\$1 to \$13.91
<b>Other non-federal/non-State \$</b>	\$493,000	\$1 to \$10.72
<b>In-kind contributions</b>	\$23,717	\$1 to \$.52

	<b>FY99</b>	<b>Leverage</b>
<b>State ARDOR \$</b>	\$49,679	
<b>Total ARDOR \$</b>	\$1,136,782	\$1 to \$22.88
<b>Other State \$</b>	\$77,983	\$1 to \$1.57
<b>Total non-State \$</b>	\$1,009,120	\$1 to \$21.31
<b>Federal \$</b>	N/A	N/A
<b>Private sector \$</b>	\$597,120	\$1 to \$12.02
<b>Other non-federal/non-State \$</b>	\$412,000	\$1 to \$8.29
<b>In-kind contributions</b>	\$60,433	\$1 to \$1.22

	<b>FY98</b>	<b>Leverage</b>
<b>State ARDOR \$</b>	\$51,666	
<b>Total ARDOR \$</b>	\$968,093	\$1 to \$18.74
<b>Other State \$</b>	\$79,953	\$1 to \$1.55
<b>Total non-State \$</b>	\$836,473	\$1 to \$16.19
<b>Federal \$</b>	N/A	N/A
<b>Private sector \$</b>	\$376,757	\$1 to \$7.29
<b>Other non-federal/non-State \$</b>	\$459,717	\$1 to \$8.90
<b>In-kind contributions</b>	\$92,834	\$1 to \$1.80

**continued . . .**

## Board of Directors

### Board of Directors Voting Members

Kathy Porterfield, Chair	Managing Partner, KPMG
Larry Cash, Vice Chair	President, RIM Architects
Ed Lamb, Secretary/Treasurer	CEO & President, Alaska Regional Hospital
Mark Bambridge (Alaska)	Manager of Supply Chain Management, BP Exploration
Nancy Bear Usera Credit Union	Sr. VP Corporate Development, Alaska USA Federal
Bill Behnke	Sr. VP Business Development & Strategic Initiatives, GCI
Steve Butterworth Inc.	VP, Finance, Planning & Control, ConocoPhillips Alaska,
Bill Fowler	President & COO, Northern Air Cargo
Joe Griffith	General Manager, Chugach Electric Association, Inc.
Jim Hatley	Managing Director of AK Operations, Federal Express
Tony Izzo	President & CEO, ENSTAR Natural Gas Company
Jim Kubitz Corporation	VP, Real Estate & Project Planning, Alaska Railroad
Tom Maloney Inc.	VP, Marketing & Business Development, VECO Alaska,
Kirk McGee	VP, Real Estate, CIRI
Dale Morman	President, Anchorage Sand & Gravel, Inc.
Rick Morrison	President, Morrison Auto Group
Brian Nerland	District President, KeyBank National Association
Gene O'Hara	Chief Executive, Providence Alaska Medical Center
Carolyn Ottosen	AK Division Manager, United Parcel Service
Mary Ann Pease	VP of Corporate Communications, ACS
Mark Pfeffer	President, Koonce Pfeffer Bettis
Robert Poe	Senior Vice President- Alaska Operations, ASCG, Inc.
Diane Prier	President, Williams AK Petroleum, Inc.
Ken Privratsky	VP & General Manager, Horizon Lines of Alaska LLC
Royce Rock	Business Manager, Carpenters Union, Local 1281
Richard Strutz	President, Wells Fargo Bank AK
Mark Vasconi	Business Planning Director, AT & T Alascom
Pat Walsh	President & CEO, Walsh Sheppard Flynn

### *Ex-Officio Members — Legislators*

Johnny Ellis	Senator, Alaska State Legislature
Ben Stevens	Senator, Alaska State Legislature
Ethan Berkowitz	Representative, Alaska State Legislature
Lesil McGuire	Representative, Alaska State Legislature

***Ex-Officio Members — Municipality***

Mayor Mark Begich

Doug Van Etten

Brian Whittle

Mayor, Municipality of Anchorage

Assembly Member, Municipality of Anchorage

Assembly Member, Municipality of Anchorage

***Ex-Officio Members – Appointed by the Board***

Mike Brady

Bruce Bustamante

Jim Gorski

Lee Gorsuch

Ernie Hall

Mary Hughes

Bauman

Jim McMillan

Mel Nichols

Bill Noll

Tennys Owens

Mort Plumb

George Vakalis

President, Ken Brady Construction Co. Inc.

President & CEO, Anchorage Convention & Visitor's Bureau

Partner, Hughes, Thorsness, Powell, Huddleston & Bauman

Chancellor, University of Alaska, Anchorage

President, Alaska Furniture Manufacturers, Inc.

Of Counsel, Hughes, Thorsness, Powell, Huddleston &

Deputy Director-Credit, AIDEA

Vice President of Operations, DOWL Engineers

Deputy Commissioner, State of AK - DCED

President, Artique, Ltd.

Airport Director, Ted Stevens Anchorage International Airport

Chair, Anchorage Chamber of Commerce

*Contact*

Larry Crawford, CEO

900 West 5th Avenue, Suite 300

Anchorage, AK 99501

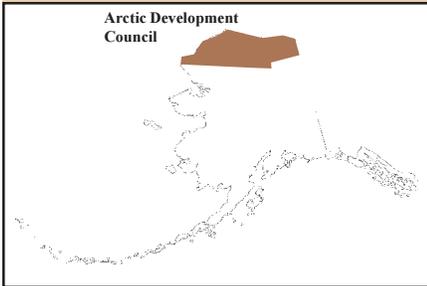
Phone: 258-3700

Fax: 258-6646

E-Mail: [bjohnson@aedcweb.com](mailto:bjohnson@aedcweb.com)

Web Site: [www.aedcweb.com/](http://www.aedcweb.com/)

# Arctic Development Council



## ***Mission Statement***

Build a sustainable, regional economy by cultivating people-centered economic development, encouraging citizen leadership, and promoting healthy human and natural environment.

## **FY 2004 Goals**

- ★ Strengthen TAP
- ★ Expand ADC's On-line presence
- ★ Promote Tourism
- ★ Provide technical assistance on federal and state projects
- ★ Provide technical assistance to villages on the North Slope when requested
- ★ By year three, at least three – five new jobs created or retained
- ★ Provide North Slope Residents affordable research materials related to small business environments
- ★ Provide gap financing by re- establishing revolving loan fund

## **FY 2004 Top Economic/Business Needs**

1. Expansion of Arts and Crafts across the North Slope Borough
2. Workforce training;
3. Develop tourism
4. Gap financing
5. Develop small businesses

## **FY 2004 Budget**

\$47,870	State ARDOR grant
\$0	Amount of other State funds
\$0	Amount of federal funds
\$4,000	Amount of private sector funds
\$19,935	Any other non-federal, non-State funds
<hr/>	
\$71,805	Total FY03 ARDOR Budget <i>(total of above 5 lines)</i>
\$9,000	Total FY04 ARDOR In-Kind Contributions:
	City of Barrow is working on a MOA with ASRC for the second floor of the bank building in Barrow; it is projected to occur before October of this year. When that happens, Native Village of Barrow has rent-free office space for ADC; City of Barrow donates council chambers for board meetings.

## Other FY 2003 Accomplishments

1. Three workshops and one seminar held
2. Assisted local non-profit with tax-related compliance issues – six years of reporting completed.

## FY 2003 Coordinated Regional Efforts Resulting in New Business Opportunities

1. Three village business plans completed
2. Grant information forwarded to villages and non-profits
3. Over 10 business packets delivered to villages
4. Two known new businesses started

## FY 2003 Goals \* (Percentages of goal achieved: 100%. A ✓ indicates the goal was accomplished.)

- ✓ Strengthen Technical Assistance Program
- ✓ Provide technical assistance on federal and state projects.
- ✓ Provide technical assistance to the outlying villages on the North Slope when requested.
- ✓ Provide North Slope Residents affordable research materials related to small business environments.
- ✓ Provide gap financing by reestablishing revolving loan fund discontinued by North Slope Borough.
- ✓ Design and implement an annual evaluation procedure to guide the on-going progress of ADC programs.

\* A Legislative performance measure discussed on pages 65 and 66.

## FY 2004 Organizational and Staffing Charts

Number of Board Members: 9

Board Representation: Education, Business, Regional Corporation, Banking, Regional Government, Local Government, Regional Tribal Government,

Number FTE staff: 2

FTE staff/capita: 0.01%

**continued . . .**

## Board of Directors

### *Executive Committee*

Robert Harcharek, (President),  
Education - North Slope  
Borough School District  
Dwain McKenzie, (Vice-Pres),  
Small Business Section -  
Arctic Video Production  
Lucy Brown, (Sec-Treas),  
Private Sector - Native  
Village of Barrow

### *Members*

Forrest “Deano” Olemaun,  
ASRC  
John Gleason, Banking - Wells  
Fargo  
Paula Bush, North Slope Borough  
Edith Vorderstrasse, City of  
Barrow  
Edith Tagoseak, Inupiat Comm.  
of the Arctic Slope  
Scott Danner, Ukpeagvik Inupiat  
Corporation

### *Contact*

Jan Phillips  
Executive Director  
P.O. Box 1353 .  
Barrow, Alaska, 99723  
Phone: 852-4146  
Fax: 852-4147  
E-Mail: [adc1@barrow.com](mailto:adc1@barrow.com)  
Web Site:  
[www.arcticdevelopment.org/](http://www.arcticdevelopment.org/)

# Arctic Development Council

## FY 2004 Connection to other related services or programs (public or private)

### Partners

- ✓ Local/regional public: Workforce Development - meeting collaboration  
North Slope Borough Planning Department – Regional Economic Development Strategies  
Village Tribal & Municipal Governments – village economic strategies
- ✓ Local/regional private: North Slope Borough, Ilisagvik College  
Multi agency coordination meetings/efforts  
Referrals to business assistance resources  
Native Village of Barrow  
Grant assistance and leads
- ✓ State Public: Possible role as Non Metropolitan Regional planning entity  
DCED  
Funding forum during FY03
- ✓ State Private: PTAC – host one to two workshops a year
- ✓ Federal Public: Natural Resources Conservation Service  
Economic Development Administration  
Working on Designation as regional Economic Development District
- ✓ Native Private: Inupiat Community of the Arctic Slope  
Grant Assistance

## Customer Testimonials

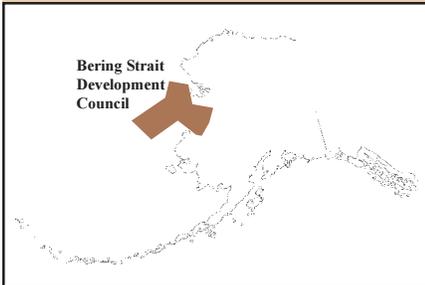
None submitted.

## Cost-benefit analysis for FY02 - FY93

	FY02	Leverage
State ARDOR \$	\$45,945	
Total ARDOR \$	\$68,168	\$1 to \$1.50
Other State \$	N/A	N/A
Total non-State \$	\$22,223	\$1 to \$.48
Federal \$	N/A	N/A
Private sector \$	N/A	N/A
Other non-federal/non-State \$	\$22,223	\$1 to \$.48
In-kind contributions	\$1,985	\$1 to \$.04

	<b>FY01</b>	<b>Leverage</b>
<b>State ARDOR \$</b>	\$44,285	
<b>Total ARDOR \$</b>	\$368,785	\$1 to \$8.33
<b>Other State \$</b>	N/A	N/A
<b>Total non-State \$</b>	\$324,500	\$1 to \$7.33
<b>Federal \$</b>	N/A	N/A
<b>Private sector \$</b>	\$1,500	\$1 to \$.03
<b>Other non-federal/non-State \$</b>	\$323,000	\$1 to \$7.29
<b>In-kind contributions</b>	N/A	N/A
	<b>FY00</b>	<b>Leverage</b>
<b>State ARDOR \$</b>	\$44,285	
<b>Total ARDOR \$</b>	\$373,546	\$1 to \$8.44
<b>Other State \$</b>	N/A	N/A
<b>Total non-State \$</b>	\$324,500	\$1 to \$7.33
<b>Federal \$</b>	N/A	N/A
<b>Private sector \$</b>	\$1,500	N/A
<b>Other non-federal/non-State \$</b>	\$323,000	\$1 to \$7.29
<b>In-kind contributions</b>	\$4,761	\$1 to \$.11
	<b>FY99</b>	<b>Leverage</b>
<b>State ARDOR \$</b>	\$51,666	
<b>Total ARDOR \$</b>	\$541,571	\$1 to \$10.48
<b>Other State \$</b>	N/A	N/A
<b>Total non-State \$</b>	\$488,000	\$1 to \$9.45
<b>Federal \$</b>	N/A	N/A
<b>Private sector \$</b>	N/A	N/A
<b>Other non-federal/non-State \$</b>	\$488,000	\$1 to \$9.45
<b>In-kind contributions</b>	\$1,905	\$1 to \$.04
	<b>FY98</b>	<b>Leverage</b>
<b>State ARDOR \$</b>	\$51,666	
<b>Total ARDOR \$</b>	\$934,674	\$1 to \$18.09
<b>Other State \$</b>	N/A	N/A
<b>Total non-State \$</b>	\$880,878	\$1 to \$17.05
<b>Federal \$</b>	N/A	N/A
<b>Private sector \$</b>	N/A	N/A
<b>Other non-federal/non-State \$</b>	\$880,878	\$1 to \$17.05
<b>In-kind contributions</b>	\$2,130	\$1 to \$.04

# Bering Strait Development Council



## ***Mission Statement***

*To strengthen and diversify the regional economy through training and technical assistance in community planning and business development.*

## **FY 2004 Goals**

- ★ Update Regional Economic Development Strategy (REDS).
- ★ Plan and coordinate the Bering Strait Regional Economic Development Conference for 275 participants
- ★ Work with EDA grant recipients in completing business development planning for businesses located in the 8 EDA multipurpose facilities.
- ★ Support entrepreneurship and small business development and promote e-commerce in the Region.
- ★ Support and assist in the promotion of regional economic development projects, natural resource products (salmon, mining etc) and support and promote regional infrastructure expansion efforts (transportation, housing, etc.)
- ★ Conduct Bering Strait Development Meetings while continuing a working relationship between Bering Strait Development Council and Kawerak, Inc.
- ★ Coordinate and Support other ARDORS, EDDS, RC&Ds, and IDAs.
- ★ Review/comment on DCA community profiles and review/comment on DCA AEIS profiles and provide statistical information.
- ★ Assist communities in grant informational activities for DCA grant programs

## **FY 2004 Top Economic/Business Needs**

1. Work force training programs to increase long-term employment.
2. Sustainable small business, e-commerce, artist, tourism and infrastructure development.
3. Increased community planning assistance and implementation.

4. Utilization of appropriate rural business development models, such as Native Nation Building, which emphasize social, cultural and political development to assist communities to develop a more holistic approach.
5. Access to capital for new and existing businesses

### **FY 2004 Budget**

\$47,820	State ARDOR grant
\$0	Amount of other State funds
\$71,000	Amount of federal funds
\$0	Amount of private sector funds
\$15,781	Any other non-federal, non-State funds
<hr/>	
\$134,601	Total FY03 ARDOR Budget <i>(total of above 5 lines)</i>
\$0	Total FY03 ARDOR In-Kind Contributions

### **Other FY 2003 Accomplishments**

1. Developed a new planning process and now have plans for 10 of our 20 tribes: Teller/Mary's Igloo, Diomedes, Wales, Golovin, Shaktoolik, White Mountain, St. Michael, Stebbins, and Unalakleet.

### **FY 2003 Coordinated Regional Efforts Resulting in New Business Opportunities**

1. Continued providing business planning assistance to the communities who received EDA funding for multipurpose buildings and Teller Fish and Meats.
2. Held the 2003 Bering Strait Regional Economic Development Conference for 276 participants.
3. Distributed 88 business information packets for individuals interested in starting or expanding a small business.
4. Out of 14 tuition assistance requests, 6 individuals completed a business related college course and were funded.
5. Artist portfolio development training was held in Shishmaref, Gambell and Savoonga.
6. Began coordination with NRCS RC&D, Alaska Gold and Norton Sound Seafood Products on a test fertilizer project for mining reclamation.

**continued . . .**

### **Board of Directors**

#### *Executive Committee*

Robert Keith (Chair), Elim IRA Council, Seat I: Kawerak Board Chairman  
 Steven Longley (Vice-Chair), Council Traditional Council, Seat N: Nome Sub-Region  
 Sue Greenly (Secretary), Alaska Airlines, Seat A: Transportation

#### *Members*

Howard Farley, Norton Sound Economic Development Corporation, Seat B: Fisheries  
 Ron Engstrom, Nome Miner's Association, Seat C: Mining  
 Scott Henderson, Wells Fargo, Seat D: Banking/Finance  
 Josie Stiles, Nome Convention and Visitor's Bureau, Seat E: Tourism  
 Kevin Zweifel, Norton Sound Health Corporation-Office of Environmental Health, Seat F: Health  
 Don Fancher, Bering Strait Regional Housing Authority, Seat G: Housing  
 Randy Romenesko, City of Nome, Seat H: City of Nome  
 Victor Ongtawasruk, Wales IRA Council, Seat J: Northern Sub-Region  
 Lincoln Simon, White Mountain IRA Council, Seat K: South Central Sub-Region  
 Simon Bekoalok Jr., Shaktoolik IRA Council, Seat L: Southeast Sub-Region  
 Ruthie Okoomealingok, Savoonga IRA Council, Seat M: St. Lawrence Island

#### *Contact*

Melissa Boeckmann  
 Kawerak, Incorporated  
 Comm & Econ Dev Prog Director  
 P.O. Box 948  
 Nome, Alaska 99762  
 Phone: (907) 443-9005  
 Fax: (907) 443-2583  
 Email: melissab@kawerak.org  
 Web site: www.kawerak.org

# Bering Strait Development Council

## **FY 2003 Goals \*** (Percentages of goal achieved:100%. A ✓ indicates the goal was accomplished.)

- ✓ Update Regional Economic Development Strategy (REDS)
- ✓ Plan and coordinate the Bering Strait Regional Economic Development Conference for 275 participants.
- ✓ Work with EDA grant recipients in completing business development planning for businesses located in the 8 EDA multipurpose facilities.
- ✓ Support entrepreneurship and small business development and promote e-commerce in the Region.
- ✓ Support and assist in the promotion of regional economic development projects, natural resource products and support and promote regional infrastructure expansion efforts
- ✓ Conduct Bering Strait Development Meetings while continuing a working relationship between BSDC and Kawerak, Inc..
- ✓ Coordinate and Support other ARDORs, EDDs and RC&Ds
- ✓ Travel to economic development conference
- ✓ Review/comment on DCBD community profiles and review/comment on DCBD AEIS profiles
- ✓ Assist communities in grant informational activities for DCBD grant programs
- ✓ Provide statistical info for DCBD, as appropriate

\* A Legislative performance measure discussed on pages 65 and 66.

## **FY 2004 Organizational and Staffing Charts**

Number of Board Members: 14

Board Representation: Kawerak, Council Traditional Council, Alaska Airlines, Norton Sound Economic Development Corporation, Nome Miner's Association, Wells Fargo, Nome Convention and Visitor's Bureau, Norton Sound Health Corporation-Office of Environmental Health, Bering Strait Regional Housing Authority, City of Nome, Wales IRA Council, White Mountain IRA Council, Shaktoolik IRA Council, Savoonga IRA Council

Number FTE staff: 3 Kawerak CED staff, 1 RC&D Coordinator

FTE staff/Capita: 1 to 2,304

## **FY 2004 Connection to other related services or programs (public or private)**

- ✓ Local/regional public: Kawerak, Inc.  
Northwest Campus  
City Governments
- ✓ Local/regional private: Alaska Gold-Crab shell fertilizer
- ✓ State public: DCED
- ✓ State private: (none)
- ✓ Federal public: EDA  
USDA RD  
NRCS/RC&D
- ✓ Native public: Bering Strait and Sitnasuak Native Corporation  
IRA's and Traditional Councils, Native Corporations

## **Customer Testimonials**

**Darlene Turner/Shishmaref** - "I would've enjoyed attending this (Bering Strait Development Council) meeting as it is one of [the] more productive committees. Thank you for what you're doing for our region and [I] hope to see you here in Shishmaref soon. I continue to sit on our IRA Council until January and will continue working with you folks. Thanks for all your help this past year.

**Richard Stasenکو/Shishmaref** - "This is the most fun I've had at a meeting." (Speaking after a community planning meeting)

### **"What is one way you can help implement the community plan?"**

- ✓ More village participation in the future by notifying others and the community what this meeting was about
- ✓ Sharing what I know
- ✓ Continue to update the priority list
- ✓ Get the community more involved in economy
- ✓ Be involved...give positive support
- ✓ Voice my opinions help make it happen

**continued . . .**

# Bering Strait Development Council

## Cost-benefit analysis for FY02 - FY93

	FY02	Leverage
State ARDOR \$	\$44,397	
Total ARDOR \$	\$118,050	\$1 to \$2.66
Other State \$	N/A	N/A
Total non-State \$	\$73,653	\$1 to \$1.66
Federal \$	\$59,000	\$1 to \$1.33
Private sector \$	N/A	N/A
Other non-federal/non-State \$	\$14,653	\$1 to \$.33
In-kind contributions	N/A	N/A

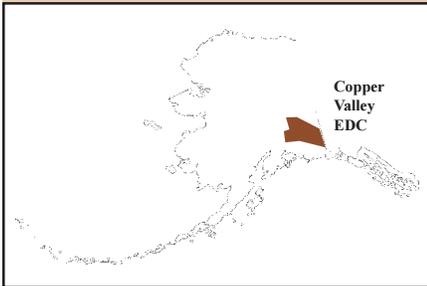
	FY01	Leverage
State ARDOR \$	\$44,285	
Total ARDOR \$	\$108,899	\$1 to \$2.46
Other State \$	N/A	N/A
Total non-State \$	\$64,614	\$1 to \$1.46
Federal \$	\$50,000	\$1 to \$1.30
Private sector \$	N/A	N/A
Other non-federal/non-State \$	\$14,614	\$1 to \$.33
In-kind contributions	\$50,000	\$1 to \$1.13

	FY00	Leverage
State ARDOR \$	\$47,692	
Total ARDOR \$	\$113,588	\$1 to \$2.38
Other State \$	N/A	N/A
Total non-State \$	\$65,896	\$1 to \$1.38
Federal \$	\$50,000	\$1 to \$1.05
Private sector \$	N/A	N/A
Other non-federal/non-State \$	\$15,896	\$1 to \$.33
In-kind contributions	N/A	N/A

	FY99	Leverage
State ARDOR \$	\$51,666	
Total ARDOR \$	\$118,886	\$1 to \$2.30
Other State \$	N/A	N/A
Total non-State \$	\$67,220	\$1 to \$1.30
Federal \$	\$50,000	\$1 to \$.97
Private sector \$	N/A	N/A
Other non-federal/non-State \$	\$17,220	\$1 to \$.33
In-kind contributions	N/A	N/A

	FY98	Leverage
<b>State ARDOR \$</b>	\$51,666	
<b>Total ARDOR \$</b>	\$111,666	\$1 to \$2.16
<b>Other State \$</b>	N/A	N/A
<b>Total non-State \$</b>	\$60,000	\$1 to \$1.16
<b>Federal \$</b>	\$40,000	\$1 to \$.77
<b>Private sector \$</b>	N/A	N/A
<b>Other non-federal/non-State \$</b>	\$20,000	\$1 to \$.39
<b>In-kind contributions</b>	N/A	N/A

# Copper Valley Economic Development Council



## ***Mission Statement***

Copper Valley Economic/RC&D Council is dedicated to perform as a public/private partnership to address the community, economic and natural resource opportunities, and the potential growth of the Copper Valley.

## **FY 2004 Goals**

- ★ The CVEDC is an efficiently run organization, representative of the region it serves. Projects reflect the needs of the region.
- ★ Natural Resources Conservation and Community Development
- ★ Develop local economic opportunities
- ★ Develop CVEDC resources to implement financial self-sufficiency

## **FY 2004 Top Economic/Business Needs**

None listed in application.

## **FY 2004 Budget**

\$47,530	State ARDOR grant
\$10,800	Amount of other State funds
\$100,000	Amount of federal funds
\$3,137	Amount of private sector funds
\$0	Any other non-federal, non-State funds
<hr/>	
\$161,467	Total FY04 ARDOR Budget <i>(total of above 5 lines)</i>
\$26,000	Total FY04 ARDOR In-Kind Contributions
	\$2,000 Prince William Sound Community College Donated Classroom space for meetings and workshops.
	\$4,800 Rent paid by NRCS
	\$1,000 NRCS Postal Services unlimited use of postal meter for mailings.
	\$2,000 NRCS Office supply
	\$400 Office Equipment
	\$16,600 Board hours donated (based upon 10 hours per month per board member @ \$15.00/hour)

## Other FY 2003 Accomplishments

1. Successfully applied for AmeriCorp VISTA Volunteer
2. Funding Summit
3. Successfully applied for Comprehensive Economic Development Strategy Grant

## FY 2003 Coordinated Regional Efforts Resulting in New Business Opportunities

1. Coordinated efforts with the Department of Community and Economic Development to offer workshops to enhance existing businesses and to assist those who wish to start a business. Prince William Sound Community College worked with both organizations to offer college credits for these courses, along with supplying the classroom space for workshops.
2. Top of the World Wide Web Productions: new start up business as a result of taking the small business workshops held by CVEDC/DCED/PWSCC
3. Glennallen Storage: New area business started with the assistance of CVEDC.
4. Copper Valley Learning Center and Daycare, Inc. given assistance to apply for AmeriCorp VISTA Volunteer to implement new curriculum programming.

## FY 2003 Goals \* (Percentages of goal achieved: 100%. A ✓ indicates the goal was accomplished.)

- ✓ The CVEDC is an efficiently run organization representative of the region it serves. Projects reflect the needs of the region.
- ✓ Natural Resources Conservation and Community Development
- ✓ Develop local economic opportunities
- ✓ Develop CVEDC resources to implement financial self-sufficiency and ability to fully implement strategies and work plan..

\* A Legislative performance measure discussed on pages 65 and 66.

## Board of Directors

Theresa Absher, (President)  
Vickie Snitzler, (Vice-President)  
Paul Boos, (Secretary)  
Chris Deck, (Treasurer)  
Julie Bator, (Director)  
Brenda Rebne, (Director)  
Michelle Bayless, (Director)  
Mike Roscovious, (Director)  
Bruce Rogers, (Director)

## Contact

John Downes,  
Executive Director  
P.O. Box 9  
Glennallen, Alaska 99588  
Phone: 822-5001  
Fax: 822-5009  
Email: [cvedc@cviternet.net](mailto:cvedc@cviternet.net)  
Web Page:  
[www.alaskaeconomicdevelopment.org/](http://www.alaskaeconomicdevelopment.org/)

**continued . . .**

# Copper Valley Economic Development Council

## FY 2004 Organizational and Staffing Charts

Number of Board Members: 9

Board Representation: Business/Economic Development/Jobs, Financial/Banking, Health Care, Tribal Governments/Non-Profits, Education/Environmental Education, Low-Income, Community Councils & Leagues, Conservation, Land Management-Planning

Number FTE staff: 2

FTE staff/capita 1:1062

## FY 2004 Connection to other related services or programs (public or private)

Partners

- ✓ Local/regional public: PWSCC, Copper Valley Seniors, Kenny Lake League
- ✓ Local/regional private:
- ✓ State Public: DOT/PF, DNR
- ✓ State Private:
- ✓ Federal Public: BLM, NPS
- ✓ Native Private:

## Customer Testimonials

None submitted.

## Cost-benefit analysis for FY02 - FY93

	FY02	Leverage
State ARDOR \$	\$44,107	
Total ARDOR \$	\$77,536	\$1 to \$1.76
Other State \$	N/A	N/A
Total non-State \$	\$33,429	\$1 to \$.76
Federal \$	\$23,500	\$1 to \$.53
Private sector \$	\$9,929	\$1 to \$.23
Other non-federal/non-State \$	N/A	N/A
In-kind contributions	N/A	N/A

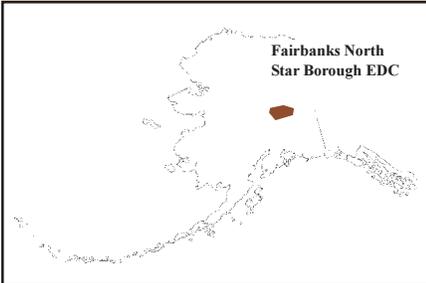
	<b>FY01</b>	<b>Leverage</b>
<b>State ARDOR \$</b>	\$44,285	
<b>Total ARDOR \$</b>	\$47,607	\$1 to \$1.08
<b>Other State \$</b>	N/A	N/A
<b>Total non-State \$</b>	N/A	N/A
<b>Federal \$</b>	N/A	N/A
<b>Private sector \$</b>	\$3,322	\$1 to \$.08
<b>Other non-federal/non-State \$</b>	N/A	N/A
<b>In-kind contributions</b>	N/A	N/A

	<b>FY00</b>	<b>Leverage</b>
<b>State ARDOR \$</b>	\$47,692	
<b>Total ARDOR \$</b>	\$52,146	\$1 to \$1.09
<b>Other State \$</b>	N/A	N/A
<b>Total non-State \$</b>	N/A	N/A
<b>Federal \$</b>	N/A	N/A
<b>Private sector \$</b>	\$4,454	\$1 to \$.09
<b>Other non-federal/non-State \$</b>	N/A	N/A
<b>In-kind contributions</b>	N/A	N/A

	<b>FY99</b>	<b>Leverage</b>
<b>State ARDOR \$</b>	\$51,666	
<b>Total ARDOR \$</b>	\$60,921	\$1 to \$1.18
<b>Other State \$</b>	N/A	N/A
<b>Total non-State \$</b>	N/A	N/A
<b>Federal \$</b>	N/A	N/A
<b>Private sector \$</b>	\$9,255	\$1 to \$.18
<b>Other non-federal/non-State \$</b>	N/A	N/A
<b>In-kind contributions</b>	N/A	N/A

	<b>FY98</b>	<b>Leverage</b>
<b>State ARDOR \$</b>	\$51,666	
<b>Total ARDOR \$</b>	\$85,209	\$1 to \$1.65
<b>Other State \$</b>	\$26,666	\$1 to \$.52
<b>Total non-State \$</b>	N/A	N/A
<b>Federal \$</b>	N/A	N/A
<b>Private sector \$</b>	\$6,877	\$1 to \$.13
<b>Other non-federal/non-State \$</b>	N/A	N/A
<b>In-kind contributions</b>	N/A	N/A

# Fairbanks North Star Borough Economic Development Commission



## ***Mission Statement***

To improve the quality of life and the standard of living for the residents of the Fairbanks North Star Borough by developing goals, establishing objectives and implementing strategies that sustain, enhance, or increase economic and social opportunities for the individuals in the region.

## **FY 2004 Goals**

- ★ To actively promote, foster, and coordinate public and private initiatives that create or increase economic development opportunities that improve our community's quality of life.

## **FY 2004 Top Economic/Business Needs**

1. Develop business incentives that encourage economic development.
2. Explore and implement funding opportunities for economic development including revolving loan funds.
3. Collaborate with UAF to facilitate technology transfer.

## **FY 2004 Budget**

\$47,530	State ARDOR grant
\$0	Amount of other State funds
\$0	Amount of federal funds
\$0	Amount of private sector funds
\$206,080	Any other non-federal, non-State funds
<hr/>	
\$253,610	Total FY04 ARDOR Budget <i>(total of above 5 lines)</i>
\$74,241	Total FY04 ARDOR In-Kind Contributions:
	One-third Executive secretary salary and benefits: \$20,491
	Approved FY04 Economic Development Coordinator: \$53,750

## Other FY 2003 Accomplishments

1. The Proposed Regional Comprehensive Plan is under development.
2. Grant to study and improve air quality
3. 60 new small businesses opened during the year.
4. Construction of 218 new housing units
5. GVEA installed battery plants to provide more reliable power

## FY 2003 Coordinated Regional Efforts Resulting in New Business Opportunities

1. Wal-Mart and new Fred Meyer superstores under construction.
2. Hawaiian Vacations flying to Fairbanks
3. Delta selected for missile defense site
4. Pogo Mine development approved
5. Hutchinson Career Center and TVC renovation to train workforce for jobs
6. FMHS constructed phlebotomy laboratory
7. UAF Museum Renovation/Addition
8. Stryker Brigade selected Ft Wainwright
9. New 380 space parking garage opened

## FY 2003 Goals \* (Percentages of goal achieved: 100%. A ✓ indicates the goal was accomplished.)

- ✓ To actively promote, foster, and coordinate public and private initiatives that create or increase economic development opportunities that improve our community's quality of life.

\* A Legislative performance measure discussed on pages 65 and 66.

## Membership

Commission membership consists of one member from the entities designated below and two members representing the community at large.

- Assembly
- Greater Fairbanks Chamber of Commerce
- Fairbanks Industrial Development Corporation
- Fairbanks Convention and Visitors Bureau
- Downtown Association/ Mainstreet Fairbanks
- North Pole Chamber of Commerce
- Representative of Small Minority Business
- University of Alaska Fairbanks
- Alaska Native Interests
- Northern Alaska Environmental Center
- Fairbanks Central Labor Council
- Fairbanks Arts Association
- FNSB Mayor or their designee
- Designee of the Mayor of Fairbanks, with concurrence of the city council
- Designee of the Mayor of North Pole, with concurrence of the city council

### Contact

Kathryn Dodge, Economic Development Division  
P. O. Box 71267

Fairbanks, AK 99707

Phone: 907-459-1309

Fax: 907-459-1102

Email:

[kdodge@co.fairbanks.ak.us](mailto:kdodge@co.fairbanks.ak.us)

Website:

[www.co.fairbanks.ak.us](http://www.co.fairbanks.ak.us)

continued . . .



## **FY 2004 Organizational and Staffing Charts**

Number of Board Members: 17

Board Representation: Local Government, Small Business, Real Estate, Organized Labor, Workforce Development, Chamber of Commerce, Black Chamber, Accounting, Mining, Tourism, Environmental, Education, Arts, Technology

Number FTE staff: 1.4

FTE staff/capita: .0016%

## **FY 2004 Connection to other related services or programs (public or private)**

### Partners

- ✓ Local/regional public: FNSB Community Research Center; Cities of Fairbanks and North Pole; Fairbanks North Star Borough.
- ✓ Local/regional private: Downtown Association - Mainstreet Fairbanks; Fairbanks Arts Association; Fairbanks Central Labor Council; Fairbanks Black Chamber of Commerce; Fairbanks Chamber of Commerce; Fairbanks Convention & Visitors Bureau; Fairbanks Economic Development Corporation; Fairbanks Neighborhood Housing Services; Festival Fairbanks; Northern Alaska Environmental Center.
- ✓ State Public: Department of Community and Economic Development; Department of Labor and Workforce Development Small Business Development Center; University of Alaska Fairbanks; University of Alaska TVC.
- ✓ State Private: Alaska Municipal League; Cold Climate Housing Research Center.
- ✓ Federal Public: Denali Commission; Economic Development Administration; USARAK. US Department of Agriculture; Rural Development.
- ✓ Native Private: Doyon Corporation.

## Customer Testimonials

My business was at a critical juncture when I called our local ARDOR. I was being courted by another state that offered me financing for expansion and manufacturing and was at a point where I was going to have to take them up on the offer. I had contacted other local bodies before, and didn't expect any more support than I had gotten before: I was in for a surprise. Our ARDOR manager listened to my concerns and challenges and found me options for financing my operation. While my business turned around without the financial support the ARDOR referred me to, I am encouraged to see that they have made providing business incentives and a revolving loan fund two of their three business goals for the year. This leaves no doubt in my mind that they heard my concern, recognized that it was important to helping businesses remain and flourish in the Fairbanks North Star Borough, and are taking action.

There is no doubt that my business is the exception that proves the rule. I was unable to receive funding from any source, public or private, to build the proto types needed to prove that my heater design was an improvement over existing technology. I can only wonder how many viable ideas have never materialized because of the lack of support in the past. If we as a community and a State are going to expand our economy we must look at value added products.

This year my manufacturing company will payout over \$500,000 to employees and suppliers in the Fairbanks area. I realize this is a very small amount in our overall economy, however if we are able to add only two new businesses the same size as mine each year, over time the impact will become significant.

Please support small manufacturers,  
R. Terry Wornath, President  
Equipment Source Inc.

Since 1999, the Fairbanks Economic Development Corporation (FEDC) has been collaborating with the Fairbanks North Star Borough (FNSB) Economic Development Division, an ARDOR, on issues of importance to Interior Alaska. The FNSB ARDOR helped facilitate economic development projects which were presented to FEDC or the FNSB by working the public end of the public/private partnerships all projects require.

Some of these projects include developing the cold weather test industry, working with the state to develop our forestry products industry, and putting together a video for national television. Without the ARDOR many of our projects would have a more difficult time moving forward. Economic Development is tough work, without the FNSB ARDOR it would be more difficult.

Ronald L. Ricketts  
Acting President/CEO  
Fairbanks Economic Development Corporation

**continued . . .**



## **Customer Testimonials (continued)**

Clear Channel Radio-Fairbanks has been coordinating with Economic Development Coordinator, Kathryn Dodge on a Tanana River area beautification project. Ms Dodge has been essential in cultivating this seedling of an idea into a future community event.

It's so easy to respond with the "no we can't"s when there are challenges attached. From the beginning, Ms. Dodge has been open-minded and motivated with seeing this project happen. She has shared with us the vision of developing it into an on-going beautification project. We appreciate her enthusiasm for a good idea and her efforts to turn it into action.

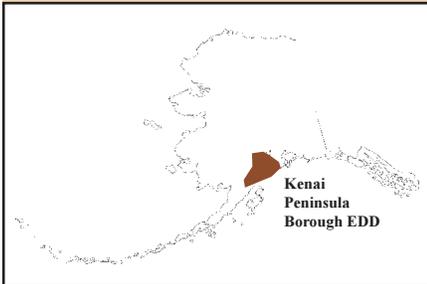
Chrys Castle  
Promotions Director  
Clear Channel Radio

## Cost-benefit analysis for FY02 - FY93

	<b>FY02</b>	<b>Leverage</b>
<b>State ARDOR \$</b>	\$45,745	
<b>Total ARDOR \$</b>	\$155,990	\$1 to \$3.41
<b>Other State \$</b>	N/A	N/A
<b>Total non-State \$</b>	\$110,245	\$1 to \$2.41
<b>Federal \$</b>	N/A	N/A
<b>Private sector \$</b>	N/A	N/A
<b>Other non-federal/non-State \$</b>	\$110,245	\$1 to \$2.41
<b>In-kind contributions</b>	\$30,450	\$1 to \$.67

	<b>FY01</b>	<b>Leverage</b>
<b>State ARDOR \$</b>	\$12,260	
<b>Total ARDOR \$</b>	\$125,130	\$1 to \$10.21
<b>Other State \$</b>	N/A	N/A
<b>Total non-State \$</b>	\$112,870	\$1 to \$9.21
<b>Federal \$</b>	N/A	N/A
<b>Private sector \$</b>	N/A	N/A
<b>Other non-federal/non-State \$</b>	\$112,870	\$1 to \$9.21
<b>In-kind contributions</b>	\$31,349	\$1 to \$2.56

# Kenai Peninsula Borough Economic Development District



## ***Mission Statement***

*The District is dedicated to the purpose of developing programs that promote and foster economic and workforce opportunities. The district's current services include planning and implementing a borough-wide comprehensive economic development strategy (CEDS), supporting small businesses with technical assistance, operating the Business Innovation Center and assisting communities with capacity building and action plans. These programs are designed to create quality, sustainable employment and related opportunities for Borough residents' and complement community and individual development initiatives.*

## **FY 2004 Goals**

- ★ Promote employment by providing businesses with Technical Assistance
- ★ Build Economic Development Capacity
- ★ Support quality, sustainable economic development
- ★ Encourage Economic Planning on community and borough levels
- ★ Travel to and participate in economic development conference
- ★ Review DCBD community profiles
- ★ Review/promote DCBD AEIS profiles
- ★ Assist communities in grant informational activities for DCBD grant programs
- ★ Provide statistical info for DCBD, as appropriate
- ★ Host a Regional Funding Summit

## **FY 2004 Top Economic/Business Needs**

1. Assist the commercial salmon industry with the promotion of the Kenai Wild brand, utilize collaborative marketing endeavors to mitigate the negative impacts to commercial fishing and improve management and regulations of the Board of Fish.
2. Consistent, equitable regulatory climate that promotes natural resource exports and that promotes investment in the Peninsula continues.
3. Promote winter and conference events and market the Peninsula as year-around destination in order to diversify the economy to create employment opportunities.
4. Assist and coordinate efforts with the Kenai Peninsula Tourism Marketing Council attracting group tour companies. Promote the Alaska Sea Life Center, the Challenger Learning Center of Alaska, the Island and Ocean Visitor Center and the Pratt Museum to increase visitations.
5. Develop the west side of Cook Inlet
6. Develop a Rural Learning Center at the Kenai Peninsula College that includes student housing and culture center.

7. Improve and expand career and vocational education classes in the secondary and post-secondary institutions.
8. Expand medical facilities and attract a skilled workforce to fill the vacancies.
9. Build and operate more senior housing and assisted living facilities.
10. To improve the roadway, marine and airway systems in the Kenai Peninsula in order to make transportation safer and more effective for commercial carriers as well as residents and tourists.
11. Produce a feasibility study on a marine “people mover” from Homer to Kenai.
12. To work with communities and support their efforts to develop convention facility or improved chamber facilities.
13. Maintain working relationships with local banks to improve access to capital for entrepreneurs who want to start or expand a business. Continue this year’s success with supporting start-up and expanding businesses in the Business Innovation Center.
14. Facilitate regional small business development and entrepreneur educational workshops.

### **FY 2004 Budget**

\$47,570	State ARDOR grant
\$0	Amount of other State funds
\$59,000	Amount of federal funds
\$75,000	Amount of private sector funds
\$50,000	Any other non-federal, non-State funds
<hr/>	
\$231,570	Total FY03 ARDOR Budget <i>(total of above 5 lines)</i>
\$0	Total FY03 ARDOR In-Kind Contributions

### **Other FY 2003 Accomplishments**

1. Completed the M. O. U. and the Workforce Development Action Plan is available on our website. [www.kpedd.org](http://www.kpedd.org).

### **Board of Directors**

#### *Executive Committee*

John Frohrip (President), Local Government, Seldovia City Official

Casey Reynolds (Vice Pres.), Community & Economic Development, Kenai Appointee

Scott McLane (Secretary), Professional Services, Soldotna City Official

Brandii O’Reagan (Treasurer), Fishing & Nonprofits, Soldotna Appointee

#### *Members*

Blaine Bardarson, Property Management, Seward Appointee

Anne Marie Holen, Tourism, Homer City Official

Blake Johnson, Organized Labor, Under/Unemployed, EDD Appointee

Ron Long, Mariculture, Borough Official, Seward

Phil Morris, Transportation / Labor, Kachemak City Official

Ed Oberts, Local Government, Borough Official, Soldotna

Nathan Orr, Visitors Industry, Seward City Official

Paul Shadura II, Commercial Fishing, Borough Appointee, Minority Rep.

Pete Sprague, Education, Borough Official

John Torgerson, Workforce Development, EDD Appointee

John Williams, Real Estate, Kenai City Official

#### *Contact Person*

Dee Gaddis  
 Admin. & Finance Coordinator  
 14896 Kenai Spur Hwy, 103-A  
 Kenai, AK 99611  
 Phone: 907-283-3335 ext. 223  
 Fax: 907-283-3913  
 E-mail: [dgaddis@kpedd.org](mailto:dgaddis@kpedd.org)  
 Web site: [www.kpedd.org/](http://www.kpedd.org/)

**continued . . .**

# Kenai Peninsula Borough Economic Development District

## **FY 2003 Coordinated Regional Efforts Resulting in New Business Opportunities**

1. Maintain and provided economic data about the Kenai with our new website and updated resource library.
2. Held four Economic Outreach Forums. Two Forums were two-day events. Attendance was great and the feedback was very positive.
3. Assisted one corporation with relocating to the Peninsula.
4. Handed out over 250 brochures at public events. These brochures are designed for industrial recruitment.
5. Assisted BIC clients and other small business owners with marketing and networking with other local businesses to create and expand market share.

## **FY 2003 Goals \*** (Percentages of goal achieved: 100%. A ✓ indicates the goal was accomplished.)

- ✓ Promote employment by providing businesses with Technical Assistance
- ✓ Build Economic Development Capacity
- ✓ Support quality, sustainable economic development
- ✓ Encourage Economic Planning on community and borough levels
- ✓ Travel to and participate in economic development conference
- ✓ Review DCBD community profiles
- ✓ Review/Promote DCBD AEIS profiles
- ✓ Assist communities in grant informational activities for DCBD grant programs
- ✓ Provide statistical info for DCBD, as appropriate
- ✓ Host a Regional Funding Summit

\* A Legislative performance measure discussed on pages 65 and 66.

## **FY 2004 Organizational and Staffing Charts**

Number of Board Members: 13

Board Representation: Local Government,  
Fishing, Non Profit Sector, Real Estate,  
Labor, Tourism

Number FTE staff: 4

FTE staff/capita: 0.000078

## **FY 2004 Connection to other related services or programs (public or private)**

### Partners

- ✓ Local/regional public: Port Graham Council
- ✓ Local/regional private:
- ✓ State Public: Department of Community & Economic Development,  
Department of Labor, Kenai Peninsula College, Alaska Vocational  
Technical Center
- ✓ State Private: Alaska Village Initiatives
- ✓ Federal Public: Economic Development Administration, Resource Conservation  
& Development
- ✓ Native Private: Kenaitze Native Association, Cook Inlet Regional Corporation,  
Port Graham Village Corporation

**continued . . .**

## Customer Testimonials

“Without the very rapid and positive efforts of the EDD on behalf of KDLL I am certain our programming service would have been severely disrupted.

Allen Auxier, KDLL Station Manager

“The KPEDD provides an invaluable service to Tribes and Kenai Borough communities and should remain available for future success in all communities”.

Angela D. Sandstol, Native Village of Tyonek Tribal administrator

I would like to share my appreciation for the work that the KPEDD is doing in the Kenai Peninsula region. Assisting the communities in developing Community Action Plans is outstanding. The Kenai Peninsula is very fortunate to have an organization such as KPEDD”.

Jeanie Kennedy, Exec. Director RurALCap

“Alaska productions is a fast-growing full service video production company whose level of progress and success is directly tied to the assistance and support we’ve had through KPEDD”.

Morgan Evans, Owner & Producer of Alaska Productions

“My experience with KPEDD has shown me that the services and resources that this agency offers to the community are extremely valuable and supportive of economic growth and sustainability on the Kenai Peninsula”.

Krsita Timlin, KPC Career Center Coordinator

## Cost-benefit analysis for FY02 - FY93

	<b>FY02</b>	<b>Leverage</b>
<b>State ARDOR \$</b>	\$50,023	
<b>Total ARDOR \$</b>	\$252,032	\$1 to \$5.04
<b>Other State \$</b>	N/A	N/A
<b>Total non-State \$</b>	\$202,009	\$1 to \$4.04
<b>Federal \$</b>	\$59,000	\$1 to \$1.18
<b>Private sector \$</b>	\$53,009	\$1 to \$1.06
<b>Other non-federal/non-State \$</b>	\$90,000	\$1 to \$1.80
<b>In-kind contributions</b>	N/A	N/A

	<b>FY01</b>	<b>Leverage</b>
<b>State ARDOR \$</b>	\$45,409	
<b>Total ARDOR \$</b>	\$217,819	\$1 to \$4.80
<b>Other State \$</b>	N/A	N/A
<b>Total non-State \$</b>	\$172,410	\$1 to \$3.80
<b>Federal \$</b>	\$59,000	\$1 to \$1.30
<b>Private sector \$</b>	\$23,410	\$1 to \$.52
<b>Other non-federal/non-State \$</b>	\$90,000	\$1 to !.98
<b>In-kind contributions</b>	N/A	N/A

	<b>FY00</b>	<b>Leverage</b>
<b>State ARDOR \$</b>	\$47,692	
<b>Total ARDOR \$</b>	\$250,805	\$1 to \$5.26
<b>Other State \$</b>	\$50,000	\$1 to \$1.05
<b>Total non-State \$</b>	\$153,113	\$1 to \$3.21
<b>Federal \$</b>	\$59,000	\$1 to \$1.24
<b>Private sector \$</b>	\$4,113	\$1 to \$.09
<b>Other non-federal/non-State \$</b>	\$90,000	\$1 to \$1.89
<b>In-kind contributions</b>	N/A	N/A

	<b>FY99</b>	<b>Leverage</b>
<b>State ARDOR \$</b>	\$47,692	
<b>Total ARDOR \$</b>	\$446,692	\$1 to \$9.37
<b>Other State \$</b>	\$50,000	\$1 to \$1.05
<b>Total non-State \$</b>	\$349,000	\$1 to \$7.32
<b>Federal \$</b>	\$59,000	\$1 to \$1.24
<b>Private sector \$</b>	N/A	N/A
<b>Other non-federal/non-State \$</b>	\$290,000	\$1 to \$6.08
<b>In-kind contributions</b>	N/A	N/A

	<b>FY98</b>	<b>Leverage</b>
<b>State ARDOR \$</b>	\$51,666	
<b>Total ARDOR \$</b>	\$1,490,431	\$1 to \$28.85
<b>Other State \$</b>	\$1,029,765	\$1 to \$19.93
<b>Total non-State \$</b>	\$409,000	\$1 to \$7.92
<b>Federal \$</b>	\$59,000	\$1 to \$1.14
<b>Private sector \$</b>	N/A	N/A
<b>Other non-federal/non-State \$</b>	\$350,000	\$1 to \$6.77
<b>In-kind contributions</b>	N/A	N/A

# Lower Kuskokwim Economic Development Council



## ***Mission Statement***

*The Lower Kuskokwim Economic Development Council exists to promote economic development activities in Bethel and 26 surrounding villages. Local planning and assistance to secure funding for small business activities and local infrastructure needs in our region is provided.*

## **FY 2004 Goals**

- ★ Develop, Expand, Diversify and Promote quality standards of the Lower Kuskokwim fisheries industry.
- ★ Promote development and growth of tourism and the visitor industry in our region.
- ★ Develop and expand local and regional retail and services industry in our region.
- ★ Provide for the sound management of the Lower Kuskokwim EDC.

## **FY 2004 Top Economic/Business Needs**

1. Develop new markets for value-added fish products, including salmon and other species.
2. Access to capital for local business development.

## **FY 2004 Budget (revised from original application)**

\$47,720	State ARDOR grant
\$54,684	Amount of other State funds
\$13,500	Amount of federal funds (USDA)
\$2,000	Amount of private sector funds
\$0	Any other non-federal, non-State funds
\$117,904	Total FY04 ARDOR Budget <i>(total of above 5 lines)</i>
\$4,000	Total FY04 ARDOR In-Kind Contributions: discounted rent, use of office equipment, office supplies, donated airfare.

## Other FY 2003 Accomplishments

1. \$18,500 obtained as non-state funding for LKEDC program operations.

## FY 2003 Coordinated Regional Efforts Resulting in New Business Opportunities

1. Eighty five fishermen received a pay incentive for icing their commercial salmon catch, utilizing insulated slush ice bags provided by LKEDC.

## FY 2003 Goals \* (Percentages of goal achieved: 100%. A ✓ indicates the goal was accomplished.)

- ✓ Develop, expand, diversify and promote quality standards of Lower Kuskokwim fisheries industry.
- ✓ Promote development and growth of tourism and visitor industry in the region.
- ✓ Develop and expand local & regional retail and service industry in the region.
- ✓ Provide for the sound management of the LKEDC.

\* A Legislative performance measure discussed on pages 65 and 66.

## FY 2004 Organizational and Staffing Charts

Number of Board Members:12

Board Representation:

regional native corporation board member  
Regional native corporation vice president  
Small business owners (5)  
Village corporation president  
Village housing authority Executive Director  
Ak State Senator  
Ak State Representatives (2)  
School District board member  
Tribal Council Representative

Number FTE staff: 1

FTE staff/capita: 1/15,915

**continued . . .**

## Board Members

### *Executive Committee*

Fred Phillip, (Chairman)  
Kwik Incorporated  
Arthur Lake (Vice Chairman)  
Kwigillingok IRA  
Council  
Peter Julius (Secretary) Small  
business owner  
Alexie Jimmie (Treasurer)  
President, United Villages  
Inc. & Small business  
owner

### *Members*

Max Angellan, Kwethluk  
Tribal Resident Council  
Andrew Guy, Calista  
Corporation  
Sam George, Small business  
owner  
Ferdinand Pleasant, Native  
Village of Kwinhagak  
Les Daenzer, Lower  
Kuskokwim School  
District  
Lyman Hoffman, State Senator  
Richard Foster, State  
Representative  
Mary Kapsner, State  
Representative

### *Contact*

Carl Berger  
Executive Director  
P.O. Box 2021  
Bethel, AK 99559  
Phone: 543-5967  
Fax: 543-3130  
E-mail:  
carl\_berger@ddc-alaska.org

# Lower Kuskokwim Economic Development Council

## **FY 2004 Connection to other related services or programs (public or private)**

### Partners

- ✓ Local/regional public: AK Dept of Labor & Workforce Development
- ✓ Local/regional private: Bethel Chamber of Commerce
- ✓ State Public: State of AK, DCED; Univ of AK Fairbanks, Kuskokwim campus
- ✓ State Private: (none)
- ✓ Federal Public: USDA Rural Development & USDA Natural Resources Conservation Service
- ✓ Native Private: Calista Corporation

## **Customer Testimonials**

“Coastal Villages Seafoods lends its full support to the efforts of the Lower Kuskokwim Economic Development Council to increase the number of slush (ice) bags available to the fishermen of the Kuskokwim districts in Alaska.”

Chief Operating Officer, CVS

“I . . . support your efforts to improve the quality of the commercial salmon catch on the Kuskokwim river by the use of insulated slush ice bags . . . I have found that fish harvested in this manner are firm, bright and in prime condition when they are iced, prior to delivery.”

John O. Mark, Commercial Fisherman  
Quinhagak, Alaska

“I like the slush (ice) bag very much, so I’m buying it.”

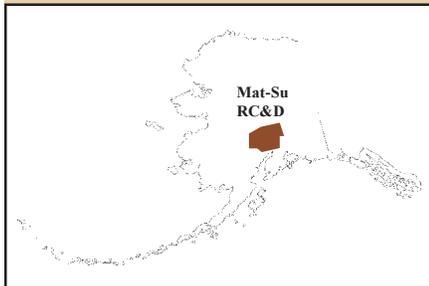
Jim White, Commercial Fisherman  
Eek, Alaska

## Cost-benefit analysis for FY02 - FY93

	<b>FY02</b>	<b>Leverage</b>
<b>State ARDOR \$</b>	\$50,200	
<b>Total ARDOR \$</b>	\$78,700	\$1 to \$1.57
<b>Other State \$</b>	N/A	N/A
<b>Total non-State \$</b>	\$28,500	\$1 to \$.57
<b>Federal \$</b>	N/A	N/A
<b>Private sector \$</b>	\$8,000	\$1 to \$.16
<b>Other non-federal/non-State \$</b>	\$20,500	\$1 to \$.41
<b>In-kind contributions</b>	\$4,500	\$1 to \$.09

	<b>FY01</b>	<b>Leverage</b>
<b>State ARDOR \$</b>	\$45,400	
<b>Total ARDOR \$</b>	\$80,100	\$1 to \$1.176
<b>Other State \$</b>	N/A	N/A
<b>Total non-State \$</b>	\$34,700	\$1 to \$.76
<b>Federal \$</b>	N/A	N/A
<b>Private sector \$</b>	\$10,200	\$1 to \$.11
<b>Other non-federal/non-State \$</b>	\$24,500	\$1 to \$.54
<b>In-kind contributions</b>	\$4,500	\$1 to \$.10
	<b>FY00</b>	<b>Leverage</b>
<b>State ARDOR \$</b>	\$47,300	
<b>Total ARDOR \$</b>	\$80,800	\$1 to \$1.71
<b>Other State \$</b>	N/A	N/A
<b>Total non-State \$</b>	\$33,500	\$1 to \$.71
<b>Federal \$</b>	N/A	N/A
<b>Private sector \$</b>	\$4,500	\$1 to \$.10
<b>Other non-federal/non-State \$</b>	\$29,000	\$1 to \$.61
<b>In-kind contributions</b>	\$4,500	\$1 to \$.10

# Mat-Su Resource Conservation & Development, Inc.



**Mission Statement**  
*Mat-Su R&DC*

## FY 2004 Goals

- ★ Establish industrial sector to provide employment & tax base
- ★ Retain & expand existing business
- ★ Establish anchor attraction for tourism development
- ★ Strive to improve CEDS through participation, public input, and dissemination
- ★ Support natural resource based opportunities
- ★ Support infrastructure development
- ★ Natural resources managed, conserved, and developed making productive use of resources while protecting environmental quality
- ★ Transfer of land from public to private

## FY 2004 Top Economic/Business Needs

1. Infrastructure development: continued expansion of basic utilities, expansion of public transportation, development of utility and transportation corridors to meet future growth, development of successful recycling program as basic community service.
2. Funding and technical assistance available to community service organizations and local non-profit organizations.
3. Expanded availability of training opportunities for employers, employees, and the unemployed.
4. Access to capital for small businesses and local projects.
5. CEDS available electronically for greater access by public, public agencies, and private business.

## FY 2004 Budget

\$47,450	State ARDOR grant
\$0	Amount of other State funds
\$100,000	Amount of federal funds
\$1,350	Amount of private sector funds
\$19,550	Any other non-federal, non-State funds
<hr/>	
\$168,350	Total FY03 ARDOR Budget <i>(total of above 5 lines)</i>
\$9,200	Total FY03 ARDOR In-Kind Contributions: Board Volunteer hours estimate 368 hours/yr total X \$25 per hour = \$9,200

## Other FY 2003 Accomplishments

1. Provided financial services for 5 local service organizations and non-profits.
2. Supported continued development of Multi-Use Sports Complex.
3. Supported expansion of hospital to meet community needs.
4. Provided economic data to businesses considering relocation to the region.

## FY 2003 Coordinated Regional Efforts Resulting in New Business Opportunities

1. Organized and Hosted 5<sup>th</sup> Annual Valley Economic Development Conference.
2. Regional Recycling program development: Weekly recycling events, increased material collections, new materials available for collection, developed business plan, began site work at permanent recycling center.
3. Development and expansion of local public transportation: new buses funded and acquired, more frequent routes to outlying areas, increase in ridership and access for social service programs, started youth program.
4. Utility expansion to Port MacKenzie

## FY 2003 Goals \* (Percentages of goal achieved: 100%. A ✓ indicates the goal was accomplished.)

- ✓ Establish industrial sector to provide employment & tax base
- ✓ Retain & expand existing business
- ✓ Establish anchor attraction for tourism development
- ✓ Strive to improve CEDS through participation, public input, and dissemination
- ✓ Support natural resource based opportunities
- ✓ Natural resources managed, conserved, and developed making productive use of resources while protecting environmental quality
- ✓ Transfer of land (public-private)

\* A Legislative performance measure discussed on pages 65 and 66.

## Board of Directors

### *Executive Committee*

Darcie Salmon, (Pres) Valley Board of Realtors  
Dick Zobel, (Vice Pres) AK Soil/Water Conservation District (SWC)  
Al Jorgenson, (Sec) Mat-Su Native Federation  
Ted Smith, Past President  
Rick Leibowitz, Small Business

### *Members*

Steve Levine, MSB School District  
Ted Smith, Willow Chamber of Commerce  
Rose Marie "Tiny" DePriest Alaska Farmers & Stock Growers  
Ed Brittingham, Greater Wasilla Chamber  
Craig Tytten, Wasilla Soil & Water Conservation District  
Janet Kincaid, Mat-Su Convention & Visitors Bureau  
Anna Van Reitz, NVDC  
Diane Keller, Mayor, City of Wasilla  
Kelly Lankford Ladere, Upper Su SWCD  
Clarence Furbush Palmer SWCD  
Elizabeth Ripley, Greater Palmer Chamber  
Dan Deedy, Enstar Gas  
Dale Adams, Mayor, City of Houston  
Tony Pippel, City of Palmer  
Wayne Carmony, Mat-Su Electric Assoc.  
Jackie Whitstine, MTA  
Debby Retherford, Wells Fargo Bank  
John Duffy, Mat-Su Borough  
Angele Rosas, Houston Chamber

### *Contact*

Charles R. Parker,  
Executive Director  
1700 E. Bogard Road, Suite 203  
Wasilla, Alaska 99654  
Phone: 373-1062 ext. 108  
Fax: 373-1064  
E-mail: matsurcd@mtaonline.net

**continued . . .**

# Mat-Su Resource Conservation & Development, Inc.

## **FY 2004 Organizational and Staffing Charts**

Number of Board Members: 23

Board Representation: utilities, local government, realtors, chambers of commerce, convention and visitors bureau, soil and water conservation districts, regional native federation, small business development, and other partners such as the Alaska Farmers & Stock Growers and the North Valley Development Council.

Number FTE staff: 2

FTE staff/capita: 0.00167%

## **FY 2004 Connection to other related services or programs (public or private)**

### Partners

- ✓ Local/regional public: Mat-Su Borough, City of Palmer, City of Wasilla, City of Houston, 23 Recognized Community Councils, Knik Tribal Council, Chickaloon Tribal Council, Department Community & Economic Development, Department of Transportation & Public Facilities, Department of Natural Resources
- ✓ Local/regional private: Chambers of Commerce: Palmer, Wasilla, Houston, Talkeetna, Big Lake, Willow
- ✓ State Public: Matanuska Electric Association, Matanuska Telephone Association, Enstar Natural Gas
- ✓ State Private: Banks, Realtors, Kiwanis, Rotary, Mat-Su Homebuilders Association, Mat-Su College
- ✓ Federal Public: U.S. Department of Commerce, U.S. Department of Agriculture
- ✓ Native Private:

## Customer Testimonials

None submitted.

## Cost-benefit analysis for FY02 - FY93

	FY00	Leverage
State ARDOR \$	\$47,692	
Total ARDOR \$	\$184,992	\$1 to \$3.88
Other State \$	N/A	N/A
Total non-State \$	\$137,300	N/A
Federal \$	\$111,800	N/A
Private sector \$	\$15,500	\$1 to \$.33
Other non-federal/non-State \$	\$10,000	\$1 to \$.21
In-kind contributions	N/A	N/A

	FY99	Leverage
State ARDOR \$	\$51,666	
Total ARDOR \$	\$207,966	\$1 to \$4.03
Other State \$	N/A	N/A
Total non-State \$	\$156,300	N/A
Federal \$	\$116,800	N/A
Private sector \$	\$23,500	\$1 to \$.45
Other non-federal/non-State \$	\$16,000	\$1 to \$.31
In-kind contributions	N/A	N/A

	FY98	Leverage
State ARDOR \$	\$51,666	
Total ARDOR \$	\$218,516	\$1 to \$.23
Other State \$	N/A	N/A
Total non-State \$	\$166,850	N/A
Federal \$	\$126,500	N/A
Private sector \$	\$8,100	\$1 to \$.16
Other non-federal/non-State \$	\$16,000	\$1 to \$.31
In-kind contributions	N/A	N/A

continued . . .

# Northwest Arctic Borough Economic Development Commission



## ***Mission Statement***

*To promote economic development that is consistent, whenever possible, with the traditions and culture of the region; to encourage entrepreneurship; and to reduce the cost-of-living for borough residents.*

## **FY 2004 Goals**

- ★ Promote the development of small businesses in the region.
- ★ Promote the arts and crafts industry for the residents of the NANA region.

## **FY 2004 Top Economic/Business Needs**

1. Continuing small business grants, loans and small business education.
2. Continuing the art purchase and marketing program.
3. Construction and operation of the new Sulainich Arts Center.

## **FY 2004 Budget**

\$47,820	State ARDOR grant
\$0	Amount of other State funds
\$0	Amount of federal funds
\$0	Amount of private sector funds
\$221,855	Any other non-federal, non-State funds
<hr/>	
\$269,675	Total FY03 ARDOR Budget <i>(total of above 5 lines)</i>
\$335,000	Total FY03 ARDOR In-Kind Contributions
	Describe the contributions: Office space for \$18,000, utilities for \$6,000, and accounting support in the form of 1/3 time of comptroller position for \$30,000, all from the NW Arctic Borough. Use of \$170,000 Small Business Revolving Loan Fund, \$105,000 Revolving Arts Purchase/Marketing Fund, and \$6,000 Revolving Youth Group Loan Fund.

## Other FY 2003 Accomplishments

1. Continued work with the North Slope Borough/Arctic EDC through the Arctic Summit, including provision of consultation on development of an arts program and loan program in the North Slope Borough that would mirror that of the Northwest Arctic
2. Borough. Development of arts centers in the villages of Selawik and Ambler.

## FY 2003 Coordinated Regional Efforts Resulting in New Business Opportunities

1. Joint effort between the Borough, Chukchi Campus of UAA, Maniilaq Association, and NANA Regional Corporation, resulted in the successful acquisition of a \$395,000 HUD Rural Development grant for construction of a Regional Art Center.
2. Hosted Russian emissaries who are interested in developing business ties to the United States and the Northwest Arctic Borough as a project in conjunction with the University of Alaska.

## FY 2003 Goals \* (Percentages of goal achieved: 100%. A ✓ indicates the goal was accomplished.)

- ✓ Administer Small Business Revolving Loan Program
- ✓ Administer Small Business Grant Program
- ✓ Administer Revolving Arts Purchase and Marketing Program
- ✓ Present Annual Arctic Small Business Gathering in Kotzebue

\* A Legislative performance measure discussed on pages 65 and 66.

## FY 2004 Organizational and Staffing Charts

Number of Board Members: 13

Board Representation: Village Corp., utilities, local government, banking, business

Number FTE staff: 2.5

FTE staff/capita: 2883.2

**continued . . .**

## Economic Development Commission

John Schaeffer, (Chair)  
Lucy Nelson, For-Profit Corporation  
Brad Reeve, Utilities  
Kim Franklin, Banking  
Jeannie Westlake, Business

### *Ex Officio*

Walter Sampson, Assembly President  
Roswell Schaeffer, Borough Mayor

### *Contact*

Lee Stoops  
Executive Director  
P.O. Box 1110  
Kotzebue, AK 99752  
Phone: 442-2500  
Fax: 442-2930  
E-mail: [lstoops@northwestarcticborough.org](mailto:lstoops@northwestarcticborough.org)  
Web site: [www.northwestarcticborough.org](http://www.northwestarcticborough.org)

# Northwest Arctic Borough Economic Development Commission

## FY 2004 Connection to other related services or programs (public or private):

### Partners

- ✓ Local/regional public: North Slope Borough, Bering Sea Fishermens Association
- ✓ Local/regional private: Chukchi College, Kotzebue IRA
- ✓ State Public:
- ✓ State Private:
- ✓ Federal Public:
- ✓ Native Private: NANA Regional Corporation, Maniilaq Association

## Customer Testimonials

Our program is highly interactive with hundreds of individuals. The popularity and high rate of usage of our programs is the consumer input from which we take inspiration.

*Classic Success Story* 2 1/2 months ago a Buckland family started a small store in their home with no capital other than \$1,600 from two of our PFD Revolving Small Business Loans. In September, they purchased \$15,000 in inventory alone. Again, their sole capital was our small business loan program! That's what I'm talking about!

## Cost-benefit analysis for FY02 - FY93

	FY02	Leverage
State ARDOR \$	\$50,273	
Total ARDOR \$	\$494,533	\$1 to \$9.84
Other State \$	N/A	N/A
Total non-State \$	\$444,160	\$1 to \$8.83
Federal \$	\$80,000	\$1 to \$1.59
Private sector \$	N/A	N/A
Other non-federal/non-State \$	\$100,000	\$1 to \$1.99
In-kind contributions	\$82,000	\$1 to \$1.63

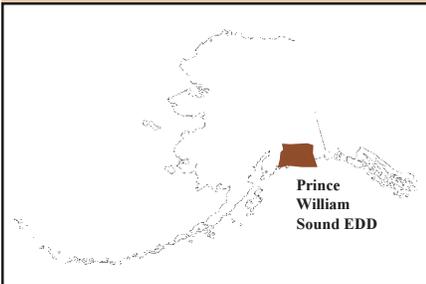
	<b>FY01</b>	<b>Leverage</b>
<b>State ARDOR \$</b>	\$44,285	
<b>Total ARDOR \$</b>	\$421,285	\$1 to \$9.51
<b>Other State \$</b>	N/A	N/A
<b>Total non-State \$</b>	\$376,963	\$1 to \$8.51
<b>Federal \$</b>	N/A	N/A
<b>Private sector \$</b>	N/A	N/A
<b>Other non-federal/non-State \$</b>	\$100,000	\$1 to \$2.26
<b>In-kind contributions</b>	\$80,000	\$1 to \$1.81

	<b>FY00</b>	<b>Leverage</b>
<b>State ARDOR \$</b>	\$47,692	
<b>Total ARDOR \$</b>	\$306,079	\$1 to \$6.42
<b>Other State \$</b>	N/A	N/A
<b>Total non-State \$</b>	\$258,387	\$1 to \$5.42
<b>Federal \$</b>	N/A	N/A
<b>Private sector \$</b>	N/A	N/A
<b>Other non-federal/non-State \$</b>	N/A	N/A
<b>In-kind contributions</b>	\$60,000	\$1 to \$1.26

	<b>FY99</b>	<b>Leverage</b>
<b>State ARDOR \$</b>	\$51,666	
<b>Total ARDOR \$</b>	\$195,745	\$1 to \$3.79
<b>Other State \$</b>		N/A
<b>Total non-State \$</b>	\$144,079	\$1 to \$2.79
<b>Federal \$</b>	N/A	N/A
<b>Private sector \$</b>	N/A	N/A
<b>Other non-federal/non-State \$</b>	N/A	N/A
<b>In-kind contributions</b>	N/A	N/A

	<b>FY98</b>	<b>Leverage</b>
<b>State ARDOR \$</b>	\$51,666	
<b>Total ARDOR \$</b>	\$172,748	\$1 to \$3.34
<b>Other State \$</b>	N/A	N/A
<b>Total non-State \$</b>	\$121,082	\$1 to \$2.34
<b>Federal \$</b>	N/A	N/A
<b>Private sector \$</b>	N/A	N/A
<b>Other non-federal/non-State \$</b>	N/A	N/A
<b>In-kind contributions</b>	N/A	N/A

# Prince William Sound Economic Development District



## ***Mission Statement***

*PWSEDD, in partnership with the State of Alaska, U. S. Dept. of Commerce and private industry, brought nearly \$6M to the villages and towns in Prince William Sound for regional development since 1991.*

## **FY 2004 Goals**

- ★ Promote Tourism: build sustainable tourism industry, support efforts in communities to build new visitor centers, work with Alaska Marine Highway & Scenic Byways Program.
- ★ Workforce Development: Continue working with Valdez Fisheries Development Association on the new seafood processing plant for the region's fishermen.
- ★ Develop regional energy plan to attract new businesses

## **FY 2004 Top Economic/Business Needs**

1. Lower energy costs
2. Natural Gas Pipeline from North Slope
3. Workforce development
4. Diversity in local economies: increased tourism

## **FY 2004 Budget**

\$47,620	State ARDOR grant
\$0	Amount of other State funds
\$0	Amount of federal funds
\$17,582	Amount of private sector funds
\$0	Any other non-federal, non-State funds
\$65,202	Total FY04 ARDOR Budget <i>(total of above 5 lines)</i>
\$8,000	Total FY04 ARDOR In-Kind Contributions: Board of Directors and member time, travel, and lodging; donated flights: community donations to projects

## Other FY 2003 Accomplishments

1. Planned educational seminars with DCBD
2. Provided information and contacts to those interested in locating businesses in Prince William Sound
3. Continued work with Valdez Fisheries to fund training as certified fish processors
4. Coordinating feature story in national publication for tourism article in FY04
5. Examples of activities:

## FY 2003 Coordinated Regional Efforts Resulting in New Business Opportunities

1. Valdez Fisheries Development Association processing plant will serve the entire region's fishermen for processing and marketing.
2. Prince William Sound Gateway Museum in Whittier will attract more visitors to the region and improve the tourism industry.
3. Chugachmiut/PWSEDD Funding Summit brought 70 members of state and federal agencies, tribes, local and regional agencies to Cordova, Feb. 5-7, 2003 that was beneficial to local economy and all attending.
4. CEDS Updated and approved by PWSEDD directors, Alaska and Regional Economic Development Administration, U. S. Dept. of Commerce.

## FY 2003 Goals \* (Percentages of goal achieved: 100%. A ✓ indicates the goal was accomplished.)

- ✓ Create tourism marketing plan with each community
- ✓ Continue work with Chenega Bay to build oil spill training center
- ✓ Sponsor Funding Summit in Cordova with Chugachmiut
- ✓ Continue work with Valdez Fisheries Small Business Incubator/Fish Processing Plant
- ✓ Open history museum in Whittier

\* A Legislative performance measure discussed on pages 65 and 66.

**continued . . .**

### Board of Directors

David Dengel, Pres., City of Valdez  
David Cobb, V. P., VFDA  
Betty Miller, Secretary  
Scott Hahn, Treas., City of Cordova  
Kenneth Gates, Cordova Electric Cooperative  
Gary Kompkoff, Tatitlek IRA Council  
Robin Moore, Whittier  
Charles Totemoff, Chenega Corp.

### Membership

BP  
City of Valdez  
City of Cordova  
City of Whittier  
Chenega IRA Council  
Chenega Corporation  
Tatitlek IRA Council  
Chugach Alaska Corporation  
Alyeska Pipeline Service Company  
Cordova Electric Cooperative  
First National Bank of Anchorage  
Eagle Quality Center/Safeway  
Wells Fargo  
Petro Star Valdez Refinery  
Prince William Sound Community College  
Samson Tug and Barge

### Contact

Sue Cogswell, Executive Director  
2207 Spenard Rd, Suite 207  
Anchorage, Alaska 99503  
Phone: 222-2440  
Fax: 222-2411  
E-mail: pwsedc@alaska.net

# Prince William Sound Economic Development District

## **FY 2004 Organizational and Staffing Charts**

Number of Board Members: 9

Board Representation: Industrial, Seafood, technology,  
defense, energy, shipping

Number FTE staff: 1

FTE staff/capita: 1:4257

## **FY 2004 Connection to other related services or programs (public or private)**

### Partners

- ✓ Local/regional public: City of Valdez, City of Cordova, City of Whittier
- ✓ Local/regional private: Valdez Fisheries Deveopment Association, Chenega Bay IRA Council, Tatitlek IRA Council
- ✓ State Public: Dept. of Labor and Workforce Dev., DCED, DCBD, Alaska Marine Highway System
- ✓ State Private:
- ✓ Federal Public: Economic Development Administration
- ✓ Native Private: Chugach Alaska (exhibits in Prince William Sound Gateway Museum)

## Customer Testimonials

As business manager for Valdez Fisheries Development Association, I would like to commend Prince William Sound Economic Development District for being a valuable resource to the communities in our region. Since its beginning in 1991, PWSEDD has worked within the region on a wide range of projects that included small business and workforce development, natural resource development, tourism planning, and a long list of other projects that were requested by the towns and villages. Valdez Fisheries has worked closely with PWSEDD and the federal Economic Development Administration to obtain funding for our Fisheries Business Incubator Investment now operating in Valdez, soon to be available in other Alaska fishing communities.

Dave Cobb

Prince William Sound Economic Development District provided technical assistance in developing our new Prince William Sound Gateway Museum, soon to open in Whittier. Working with the Alaska Division of Community and Business Development, they helped us obtain a grant to build the museum, and worked with us on every stage of the museum's development. PWSEDD is a resource center providing ideas to improve the quality of life in our rural communities.

G. P. "Pete" Heddell, Pres. Whittier Chamber of Commerce,  
(Owner, Honey Charters)

Chugachmiut and Prince William Sound Economic Development District sponsored a funding summit in partnership with state, federal and philanthropic agencies last February that brought over 70 participants to Cordova. The purpose was to discuss two important projects from each city, town, and tribe in the region, and then find funding solutions for these projects. The conference was very successful and those attending had very positive comments about the entire experience. Needless to say, it was an economic boon to Cordova during the winter season. As a member of PWSEDD, Cordova Electric Cooperative supports the ARDOR programs in Prince William Sound.

Ken Gates, President and CEO

PWSEDD worked extensively with the Exxon Valdez Oil Spill Trustee Council and state agencies in the 1990s on several multi-million dollar environmental projects in Prince William Sound. One very important project was the second clean up effort in Chenega Bay. Another was constructing residual oil collection centers in each of the five communities....bilge water is collected, then the oil removed and used as fuel to heat public buildings, returning the clean water to the sea. PWSEDD is an asset to our region.

Charles W. Totemoff, President and C. E. O.,  
Chenega Corporation.

**continued . . .**

# Prince William Sound Economic Development District

## Cost-benefit analysis for FY93 - FY02

	<b>FY02</b>	<b>Leverage</b>
State ARDOR \$	\$44,285	
Total ARDOR \$	\$79,285	\$1 to \$1.79
Other State \$	N/A	N/A
Total non-State \$	\$35,000	79%
Federal \$	N/A	N/A
Private sector \$	\$35,000	\$1 to \$.79
Other non-federal/non-State \$	N/A	N/A
In-kind contributions	N/A	N/A

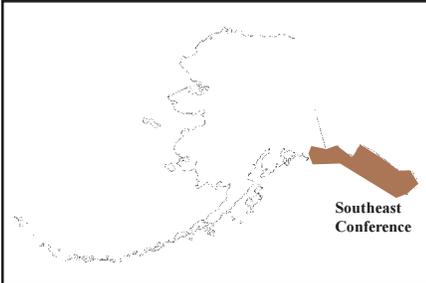
	<b>FY01</b>	<b>Leverage</b>
State ARDOR \$	\$44,285	
Total ARDOR \$	\$106,976	\$1 to \$2.42
Other State \$	N/A	N/A
Total non-State \$	\$62,691	\$1 to \$1.42
Federal \$	\$20,000	N/A
Private sector \$	\$31,500	\$1 to \$.71
Other non-federal/non-State \$	\$11,191	\$1 to \$.25
In-kind contributions	\$30,000	\$1 to \$.68

	<b>FY00</b>	<b>Leverage</b>
State ARDOR \$	\$45,408	
Total ARDOR \$	\$116,546	\$1 to \$2.57
Other State \$	N/A	N/A
Total non-State \$	\$71,138	\$1 to \$1.57
Federal \$	N/A	N/A
Private sector \$	\$51,138	\$1 to \$1.13
Other non-federal/non-State \$	\$20,000	\$1 to \$.44
In-kind contributions	N/A	N/A

	<b>FY99</b>	<b>Leverage</b>
<b>State ARDOR \$</b>	\$52,859	
<b>Total ARDOR \$</b>	\$123,969	\$1 to \$2.35
<b>Other State \$</b>	N/A	N/A
<b>Total non-State \$</b>	\$71,110	\$1 to \$1.35
<b>Federal \$</b>	N/A	N/A
<b>Private sector \$</b>	\$14,500	\$1. To \$.27
<b>Other non-federal/non-State \$</b>	\$56,610	\$1 to \$1.07
<b>In-kind contributions</b>	N/A	N/A

	<b>FY98</b>	<b>Leverage</b>
<b>State ARDOR \$</b>	\$51,666	
<b>Total ARDOR \$</b>	\$138,104	\$1 to \$2.67
<b>Other State \$</b>	N/A	N/A
<b>Total non-State \$</b>	\$86,438	\$1 to \$1.67
<b>Federal \$</b>	N/A	N/A
<b>Private sector \$</b>	\$8,075	\$1 to \$.16
<b>Other non-federal/non-State \$</b>	\$78,363	\$1 to \$1.52
<b>In-kind contributions</b>	N/A	N/A

# Southeast Conference



## ***Mission Statement***

*To help develop strong economies, healthy communities, and a quality environment in Southeast Alaska.*

## **FY 2004 Goals**

- ★ Infrastructure Development
- ★ Quality of Life Improvements
- ★ Capacity Building
- ★ Tourism Development
- ★ Timber Development
- ★ Fisheries Development
- ★ Minerals Development
- ★ Business Development
- ★ Environmental Quality Assistance
- ★ Organizational Communications
- ★ Development Planning for Organization
- ★ Organizational Efficiency

## **FY 2004 Top Economic/Business Needs**

1. Support the state appointed Marine Transportation Advisory Board in efforts to assist the Alaska Marine Highway System evolve into a more cost effective and efficient system, while seeking to better utilize assets to improve service.
2. Remain involved in recommending changes and updates to the Southeast Alaska Transportation Plan, and promote efforts to implement the Plan.
3. Continue efforts to construct a regional electrical intertie system.
4. Establish and administer a Timber Industry Revitalization Plan, utilizing specific services of a coordinator and contracted consultants to execute the plan.
5. Continue efforts to develop proposals for diversifying and revitalizing distressed fisheries in the region.
6. Establish work plan for newly constituted Health Care committee, to identify areas of common concern, and where economies of scale can be realized, foster cooperation and resource sharing among the region's health care providers.

## FY 2004 Budget

\$47,823	State ARDOR grant
\$698,554	Amount of other State funds
\$195,601	Amount of federal funds
\$128,350	Amount of private sector funds
\$0	Any other non-federal, non-State funds
<hr/>	
\$1,070,328	Total FY03 ARDOR Budget <i>(total of above 5 lines)</i>
\$226,200	Total FY03 ARDOR In-Kind Contributions: Board, Committee and Member hours donated annually. (7,540 hours total at \$30/hour)

## Other FY 2003 Accomplishments

1. CEDS Updated: 2002 CEDS update completed in July 2002. 2003 CEDS update completed in June 2003. The Planners worked with 27 communities on the CEDS and CEDS update. The original 2001 CEDS contained 284 projects. In 2002 and 2003 the CEDS matrix was expanded and edited to reflect a more accurate list of local projects and include more regional development projects in transportation, infrastructure and utilities. Sixty-four completed and discontinued projects were removed from the matrix listing; 200 projects were updated to account for work completed in the past year; and 107 new community projects were added.
2. Provided outreach and technical assistance to POW Island communities: RC&D Assistant worked with Thorne Bay, Metlakatla, Kasaan, Klawock, Hydaburg, Naukati and Craig on wetlands management, erosion control, economic and social development, and water systems development. Community Planners worked on the following projects: Naukati- Waterfront Development / Public Dock- Assisted Naukati with writing a mini-grant to contract engineering services for the design, engineering and cost estimates for construction of the waterfront dock improvements. Improvement of the dock facility will support economic development in the region, and be a source of community revenue for Naukati West Homeowners Association. - Mini-grant submitted. IFA Ferry Projects - Work to support continued funding for IFA ferry projects. The Southeast Conference Annual Meeting was held in Craig this year, which allowed Southeast Conference staff the ability to meeting with most POW city and community groups during the course of the event.

**continued . . .**

## Board of Directors

### *Executive Committee*

Tom Briggs, (President)

John "J.C." Conley, (Past President)

Murray Walsh, (First Vice President)

Rob Allen, (Second Vice President)

Carol Rushmore, (Treasurer)

Maxine Thompson,  
(Secretary)

### *Members*

Rosemary Hagevig, Director

Robert Venables, Director

Bob Ward, Director

John Pearson, Director

Keith Perkins, Director

### *Ex Officio*

Loren Gerhard, Projects and Policy Director

Meilani Schijvens,  
Administrative Director

### *Contact*

Meilani Schijvens,  
Administrative Director

PO Box 21989

Juneau, AK 99801

Phone: 463-3445 ext.27

Fax: 463-5670

E-Mail:

[meilani@seconference.org](mailto:meilani@seconference.org)

Web Site:

[www.seconference.org](http://www.seconference.org)

3. Participated in Regional Groups/Events: Hosted PACRIM RC&D Association annual meeting in FY-03: The meeting was held in Ketchikan on September 10<sup>th</sup> – 12<sup>th</sup>, 2002, was well attended, and received positive reviews from attendees. Attended Juneau Chamber of Commerce luncheons and annual banquet/meeting; met with state-wide ARDORS; Alaska Chamber of Commerce Annual Meeting; Alaska Conference of Mayors Annual Meeting; Southeast Alaska Conference of Mayors meetings; Southeast Caucus Meetings; Southeast Conference of Chambers meeting; JEDC events; Central Council’s “Angoon Economic Initiatives 2003;” Central Council’s “Salmon Summit;” Central Council’s Prince of Wales Economic Initiatives 2003; Juneau Funding Forum; and a joint Kake/Petersburg meeting. We hosted Southeast Conference’s 45<sup>th</sup> Annual Meeting, the Southeast Conference Mid-Session Summit, and a state-wide natural resource litigation issues meeting. Plan to present the Community Watershed Program at the National RC&D Association annual meeting in San Antonio in July 2003.
4. Community Strategic Planning Team Proposal: Worked on proposal to EDA to create a regional Community Strategic Planning Team. The goal of this team is to evaluate community economic trends; facilitate business plans; help nominate CEDS projects; assist in project development, funding and permitting; and support and assist local business development. Also working on creating a Southeast Conference Economic Revitalization Program.

**FY 2003 Coordinated Regional Efforts Resulting in New Business Opportunities**

1. Work with Juneau Economic Development Council and DEC on fish waste product utilization. Supported industry efforts in Excursion Inlet and elsewhere.
2. Continued support for Interisland Ferry Authority, and its development plan, which is positively affecting business on Prince of Wales Island, and Ketchikan.
3. Assisted DOT and communities in discussing a review of Southeast Alaska Transportation Plan, which is now taking place. Should result in a more coordinated plan for improving transportation options for businesses in the region.
4. Appointed Economic Development District by the U.S. Department of Commerce, after extensive effort on a Comprehensive Economic Development Strategy. Supplies communities with easier access to federal assistance for economic development projects, and assists agencies in identifying regional priorities.
5. Worked with the Central Council of Tlingit&Haida Indian Tribes of Alaska to host a Salmon Summit, explored ways to improve the outlook for area fishers.

**FY 2003 Goals \*** (Percentages of goal achieved: 100%. A ✓ indicates the goal was accomplished.)

- ✓ Community Development: Infrastructure Development, Quality of Life Improvements, Capacity Building
- ✓ Economic Development: Tourism Development, Timber Development, Fisheries Development, Minerals Development, Business and Industrial Development
- ✓ Environmental Assistance: Environmental Quality
- ✓ Organizational Development: Communications, Development Planning, Efficiency and Effectiveness

\* A Legislative performance measure discussed on pages 65 and 66.

## **FY 2004 Organizational and Staffing Charts**

Number of Board Members: 13

Board Representation: local government, lumber,  
transportation, energy, fisheries,  
tourism, small business

Number FTE staff: 2.67

FTE staff/capita: 1 : 28,000

## **FY 2004 Connection to other related services or programs (public or private)**

Partners

- ✓ Local/regional public: Southeast Conference of Mayors, Southeast Legislative Caucus
- ✓ Local/regional private: Juneau Economic Development council
- ✓ State Public: Department of Transportation & Public Facilities, DCED, DEC, University of Alaska Southeast
- ✓ State Private: Northwest Cruise Ship Association
- ✓ Federal Public: Natural Resources Conservation Service, Economic Development Administration, U.S. Forest Service
- ✓ Native Private: Central Council of Tlingit & Haida Indian Tribes of Alaska

## **Customer Testimonials**

Allen Marine Tours, Inc. (AMT) has been a member of Southeast Conference (SEC) for several years and will continue to be a member into the future. Southeast Conference has been a valuable resource for AMT since we joined. SEC is a source of information and contacts on State, Federal, and municipal issues throughout the southeast region. AMT has been able to utilize information, contacts, and forums from SEC that have allowed us to improve our business and take advantage of opportunities we might have otherwise missed. The Annual Meeting and Mid-session Summit have also allowed us to meet and socialize with many of the people we do business with in the private sector, state, federal, and municipal agencies. SEC membership has been a good investment for Allen Marine. We get far more out of it than the membership fee costs.

Rob Allen, President, Allen Marine Tours

.....Over the past 45 years the Southeast Conference has served as the region's leading advocate for transportation, energy infrastructure, economic development, and environmental quality. The organization took positions in support of timber, fishing, the establishment of the Southeast Alaska Electrical Intertie Agency, and a study to improve the Alaska Marine Highway System.

Don Smith, Publisher

Juneau Empire editorial September 22, 2002: Southeast Conference going strong at 45

**continued . . .**

The City of Craig is a long time member of Southeast Conference (SEC). As Mayor of this community I have time and again witnessed SEC taking the lead in promoting regionally significant projects and issues. Also, SEC advocacy for Southeast communities has created a region wide cohesiveness and a forum for the exchange of ideas found nowhere else in the state. In the same vein, as Board President and one of the founders of the Inter-Island Ferry Authority, I can't over-state the importance of SEC to our organization. As with the Alaska Marine Highway System, Southeast Conference has been instrumental in developing the Inter-Island Ferry Authority and we look regularly to the membership for support on important issues.

Dennis Watson  
 Mayor City of Craig Alaska

Since 2000 the Juneau Economic Development Council has been collaborating closely with Southeast Conference on issues of critical importance to southeast Alaska. The activities and network which SEC has developed greatly facilitates the ability of JEDC to deliver business assistance services throughout the region . This "human infrastructure" is the only way in which the southeast region will be able to develop and create a vibrant economy into the future, and SEC excels in this arena. The broad membership of individuals and communities which are represented in SEC are testament to their effectiveness. In turn, this network and our collaborative programs (e.g. the salmon by-product project, value added wood products) has helped JEDC become more effective in helping to create wealth and family wage jobs in Juneau and the region.

Lance Miller, Ph.D.  
 ED JEDC

**USDA Forest Service Experience with SEC**

The Alaska Region of the U.S. Forest Service are proud members of Southeast Conference (SEC) and enjoy the wonderful working relationship we have with them. SEC provides a wonderful forum for transportation and related infrastructure issues that all are so important to the commerce and economic vitality of our Southeast Alaska communities. SEC also provides an important linkage to Southeast Alaska mayors and other elected officials. Further, SEC fulfills a major role in sparking communication between federal, state, and local agencies and local elected officials that is crucial to a united approach to improving the quality of life in Southeast Alaska in an environmentally sound manner.

Steve Brink – Deputy Forest Supervisor - Resources  
 U.S. Forest Service Alaska Region

**Cost-benefit analysis for FY02 - FY93**

	<b>FY02</b>	<b>Leverage</b>
<b>State ARDOR \$</b>	\$44,297	
<b>Total ARDOR \$</b>	\$573,724	\$1 to \$12.95
<b>Other State \$</b>	\$49,855	\$1 to \$1.13
<b>Total non-State \$</b>	\$479,572	\$1 to \$10.83
<b>Federal \$</b>	\$363,472	\$1 to \$8.21
<b>Private sector \$</b>	\$110,400	\$1 to \$2.49
<b>Other non-federal/non-State \$</b>	\$5,700	\$1 to \$1.3
<b>In-kind contributions</b>	\$91,000	\$1 to \$2.05

	<b>FY01</b>	<b>Leverage</b>
<b>State ARDOR \$</b>	\$45,409	
<b>Total ARDOR \$</b>	\$357,464	\$1 to \$7.87
<b>Other State \$</b>	\$15,903	\$1 to \$0.35
<b>Total non-State \$</b>	\$296,152	\$1 to \$6.52
<b>Federal \$</b>	\$148,560	\$1 to \$3.27
<b>Private sector \$</b>	\$141,442	\$1 to \$3.11
<b>Other non-federal/non-State \$</b>	\$6,150	\$1 to \$0.14
<b>In-kind contributions</b>	\$91,000	\$1 to \$2.00

	<b>FY00</b>	<b>Leverage</b>
<b>State ARDOR \$</b>	\$48,090	
<b>Total ARDOR \$</b>	\$363,781	\$1 to \$7.56
<b>Other State \$</b>	\$19,215	\$1 to \$0.40
<b>Total non-State \$</b>	\$296,476	\$1 to \$6.17
<b>Federal \$</b>	\$78,016	\$1 to \$1.62
<b>Private sector \$</b>	\$7,764	\$1 to \$0.16
<b>Other non-federal/non-State \$</b>	\$210,696	\$1 to \$4.38
<b>In-kind contributions</b>	\$80,000	\$1 to \$1.66

	<b>FY99</b>	<b>Leverage</b>
<b>State ARDOR \$</b>	\$51,666	
<b>Total ARDOR \$</b>	\$301,966	\$1 to \$5.84
<b>Other State \$</b>	\$5,000	\$1 to \$0.10
<b>Total non-State \$</b>	\$245,300	\$1 to \$4.75
<b>Federal \$</b>	\$104,100	\$1 to \$2.01
<b>Private sector \$</b>	\$3,000	\$1 to \$0.06
<b>Other non-federal/non-State \$</b>	\$138,200	\$1 to \$2.67
<b>In-kind contributions</b>	\$75,000	\$1 to \$1.45

	<b>FY98</b>	<b>Leverage</b>
<b>State ARDOR \$</b>	\$51,666	
<b>Total ARDOR \$</b>	\$160,450	\$1 to \$3.11
<b>Other State \$</b>	N/A	N/A
<b>Total non-State \$</b>	\$108,784	\$1 to \$2.11
<b>Federal \$</b>	N/A	N/A
<b>Private sector \$</b>	N/A	N/A
<b>Other non-federal/non-State \$</b>	\$108,784	\$1 to \$2.11
<b>In-kind contributions</b>	N/A	N/A

# Southwest Alaska Municipal Conference



## ***Mission Statement***

*SWAMC advances the collective interests of Southwest Alaska's people, businesses, and communities by promoting economic opportunities that improve quality of life and influences long-term responsible development.*

## **FY 2004 Goals**

- ★ *Economic Development:* Fisheries Development, Tourism Development, Regional Economic Planning, Small Business Development, Workforce Development, and other Business and Resource Development.
- ★ *Community Development:* Infrastructure Development, Health, Education and Public Safety Development, Community Planning.
- ★ *Organizational Development:* Communications, Policy and Issue Advocacy, and Organizational Efficiency and Effectiveness.

## **FY 2004 Top Economic/Business Needs**

1. Complete and publicize findings regarding the economic geography of Southwest Alaska and identify strategies to increase wealth retention in the region.
2. Increase direct marketing capacity of region through expanded local processing capacity and technical assistance to direct marketers.
3. Expand regional infrastructure to move seafood products to market with the least cost, least handling, and greatest efficiency.
4. Reduce the region's high energy costs and develop alternative energy potential including wind and tidal power.
5. Influence positive outcomes for policy development regarding Essential Fish Habitat and Marine Protected Areas.
6. Infrastructure Development; identify revised priorities for the SW AK Transportation plan given changes in regional economy
7. Strengthen and expand ferry service; capitalize on the system's designation as a national scenic byway.

## **FY 2004 Budget**

\$48,170	State ARDOR grant
\$3,550	Amount of other State funds
\$59,000	Amount of federal funds
\$71,500	Amount of private sector funds
\$16,600	Any other non-federal, non-State funds
<hr/>	
\$198,820	Total FY04 ARDOR Budget <i>(total of above 5 lines)</i>
\$88,000	Total FY04 ARDOR In-Kind Contributions: Volunteer hours of 2,938 at \$30. This estimate does not include municipal contributions for travel and other related costs.

## **Other FY 2003 Accomplishments**

1. Initiated discussion and research of regional involvement in the development of fiber optic cable backbone with the potential to expand broadband accessibility throughout the region.
2. Initiated research on the economic geography of Southwest Alaska to determine leakages from the region, interdependencies between Southwest and Southcentral Alaska, direct incomes exported from Southwest to other areas, and other indicators of regional economic performance.

## **FY 2003 Coordinated Regional Efforts Resulting in New Business Opportunities**

1. Completed development of the Comprehensive Southwest Alaska Tourism Marketing Program.
2. Worked with the Northwest Trade Adjustment Assistance Center to provide regional harvesters, processors, and communities with access and information regarding assistance available; advocated for changes in the Trade Reform Act.
3. Developed a revised Southwest Alaska Comprehensive Economic Development Strategy that will guide ongoing efforts through 2008.
4. Provided technical assistance and training at regional fall conference and annual meeting.
5. Supported EDA funding for development of shore-side processing capacity in several communities and the development of additional marine infrastructure to facilitate the movement of seafood products in the region.

## **Board of Directors**

### *Members*

Wayne Stevens (Pres.),  
Municipal Representative-  
Kodiak Island

Alice Ruby (Vice Pres.),  
Municipal Representative-  
Bristol Bay

Frank Kelty (Sec/Treas.),  
Municipal Representative-  
Aleutians/Pribilofs

Elary Gromoff,  
Associate Representative-  
Aleutians/Pribilofs

Mayor Glen Gardner, Jr.,  
Municipal Representative-  
Aleutians/Pribilofs

Debora King,  
Associate Representative -  
Kodiak Island

Dave Woodruff,  
Municipal Representative -  
Kodiak Island

Myra Olsen,  
Associate Representative -  
Bristol Bay

Carvel Zimin,  
Municipal Representative -  
Bristol Bay

Kara Sandvik,  
Associate Representative -  
At Large

Joe Sullivan,  
Associate Representative -  
At Large

### *Contact*

Wanetta Ayers, Executive  
Director  
3300 Arctic Blvd., Suite 203  
Anchorage, AK 99503  
Phone: 562-7380  
Fax: 562-0438

E-Mail: [wayers@swamc.org](mailto:wayers@swamc.org)  
Web Site: [www.swamc.org](http://www.swamc.org)  
[www.southwestalaska.org](http://www.southwestalaska.org)

# Southwest Alaska Municipal Conference

## **FY 2003 Goals \*** (Percentages of goal achieved: 100%. A ✓ indicates the goal was accomplished.)

- ✓ Fisheries Development
- ✓ Infrastructure Development
- ✓ Tourism Development
- ✓ Education/Public Services Development
- ✓ Organizational Development

\* A Legislative performance measure discussed on pages 65 and 66.

## **FY 2004 Organizational and Staffing Charts**

Number of Board Members: 11

Board Representation: local government, fisheries, natural resources, tourism, small business, banking

Number FTE staff: 3

FTE staff/capita: 0.01%

## **FY 2004 Connection to other related services or programs (public or private)**

### Partners

- ✓ Local/regional public: 33 incorporated municipal governments; 55 federally recognized tribal governments; Southwest Legislative Delegation; two CRSAs
- ✓ Local/regional private: Kodiak Chamber of Commerce, Dillingham Chamber of Commerce, Kodiak Island Convention & Visitors Bureau, Unalaska/Port of Dutch Harbor Convention & Visitors Bureau, Aleutian/Pribilof Islands Community Development Association, Bristol Bay Economic Development Corporation, Central Bering Sea Fishermen's Association
- ✓ State Public: Department of Transportation & Public Facilities, Department of Commerce and Economic Development, Department of Fish & Game, Department of Military & Veterans Affairs, Regulatory Commission of Alaska, Department of Labor, University of Alaska
- ✓ State Private: Marine Conservation Alliance, UFA, Alaska Municipal League, Alaska Travel Industry Association, Alaska Wilderness Recreation & Tourism Association, Alaska State Chamber of Commerce, Resource Development Council, World Trade Center Alaska
- ✓ Federal Public: Economic Development Administration, U.S. Fish & Wildlife Service, Federal Highway Administration, North Pacific Fishery Management Council
- ✓ Native Private: Aleutian/Pribilof Islands Association, Aleutian Islands Housing Authority, Bristol Bay Native Association, Bristol Bay Housing Authority, Eastern Aleutian Tribes, Inc., Kodiak Area Native Association, Kodiak Island Housing Authority, The Aleut Corporation, Bristol Bay Native Corporation, Koniag, Inc., 50 village corporations

## Customer Testimonials

“Thank you very much for sending me a copy of the Southwest Alaska Comprehensive Economic Development Strategy 2003 - 2008 CEDS document . . . I have looked through it and believe it is by far the best CEDS document that I have seen to date. These documents are not easy to compile and SWAMC is to be congratulated for committing the necessary time and effort to produce such an excellent report for what is a very complex region.”

B.B Allen, State Director

U.S. Department of Agriculture - Rural Development

When the federal courts closed down the pollock fisheries in a misguided attempt to protect the Steller sea lion, our region suffered more than \$130 million dollars in economic losses. The Alaska Congressional Delegation called on SWAMC to administer a \$29 million mitigation fund to help affected fishermen, businesses and communities. SWAMC met that challenge. Unlike other ‘slow out of the gate’ mitigation programs, SWAMC designed a negotiated settlement process that brought the stakeholders together. More than 98 percent of the funds were distributed within one year. They even managed to keep the administrative costs of the program to less than one percent. When Kodiak and our fishermen needed it most, SWAMC was there to help the fishing industry - the core of our economy.

Al Burch, Executive Director

Alaska Dragners Association

“The City of Unalaska was instrumental in the formation of the Southwest Alaska Municipal Conference. Our involvement in SWAMC has consistently proven to be a worthwhile investment of time and resources. SWAMC has been instrumental in advocating for national and state fisheries policies that have ensured the ongoing participation of shore-based harvesters and processors in the lucrative Bering Sea fisheries. In helping to found SWAMC, the City of Unalaska sought to create alliances with other southwest communities on issues of common interest – our fisheries-based economies and the need for improved infrastructure throughout the region. SWAMC continues to deliver on that original vision, while expanding its role as a regional economic development entity.”

The Honorable Pam Fitch, Mayor

City of Unalaska

## Cost-benefit analysis for FY02 - FY93

	FY02	Leverage
State ARDOR \$	\$43,561	
Total ARDOR \$	\$624,127	\$1 to \$14.33
Other State \$	N/A	N/A
Total non-State \$	N/A	N/A
Federal \$	\$63,100	\$1 to \$1.45
Private sector \$	\$517,466	\$1 to \$11.88
Other non-federal/non-State \$	N/A	N/A
In-kind contributions	N/A	N/A

**continued . . .**

# Southwest Alaska Municipal Conference

	<b>FY01</b>	<b>Leverage</b>
State ARDOR \$	\$48,876	
Total ARDOR \$	\$608,921	\$1 to \$12.46
Other State \$	N/A	N/A
Total non-State \$	N/A	N/A
Federal \$	\$95,900	\$1 to \$1.96
Private sector \$	\$464,145	\$1 to \$9.5
Other non-federal/non-State \$	N/A	N/A
In-kind contributions	N/A	N/A

	<b>FY00</b>	<b>Leverage</b>
State ARDOR \$	\$42,922	
Total ARDOR \$	\$203,478	\$1 to \$4.74
Other State \$	N/A	N/A
Total non-State \$	N/A	N/A
Federal \$	\$59,000	\$1 to \$1.37
Private sector \$	\$99,556	\$1 to \$2.32
Other non-federal/non-State \$	\$2,000	\$1 to \$.05
In-kind contributions	N/A	N/A

	<b>FY99</b>	<b>Leverage</b>
State ARDOR \$	\$51,666	
Total ARDOR \$	\$241,128	\$1 to \$4.67
Other State \$	N/A	N/A
Total non-State \$	N/A	N/A
Federal \$	\$59,000	\$1 to \$1.14
Private sector \$	\$126,462	\$1 to \$2.45
Other non-federal/non-State \$	\$4,000	\$1 to \$.08
In-kind contributions	N/A	N/A

	<b>FY98</b>	<b>Leverage</b>
State ARDOR \$	\$51,666	
Total ARDOR \$	\$293,123	\$1 to \$5.67
Other State \$	N/A	N/A
Total non-State \$	N/A	N/A
Federal \$	\$59,000	\$1 to \$1.14
Private sector \$	\$157,757	\$1 to \$3.05
Other non-federal/non-State \$	\$24,700	\$1 to \$.48
In-kind contributions	N/A	N/A

# 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 a locally driven initiative, in partnership with the State, is the most effective approach to creating and sustaining a strong and healthy economy. 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 12 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, for FY04, the ARDOR's used the \$620,000 in State grant funds to leverage over \$2,739,233 million in all other types of funds.

**Board member participation reflects a local commitment to the ARDOR Program.** The 12 ARDOR boards, each with 10-20 members, constitute 150+ local, civic minded individuals who volunteer their time to achieve a stronger economic base in their region.

The original intent of the ARDOR Program was to create regional entities that could improve the local economy and eliminate regionwide 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.

# Legislative Performance Measures

The Legislature established performance measures for the ARDOR Program. Using these measures, each ARDORs performance is reported on the following pages.

Legislative Performance Measures:

1. The number of coordinated regional efforts resulting in the creation of new business opportunities. (The reporting period used on the following pages is 7/1/02-6/30/03.)

Comment: This measure counts certain ARDOR activities but it does not reflect the range of ARDOR activities. For example, many ARDORs provide training opportunities ranging from small business development to grant writing.

2. The % of goals identified through regional processes that are achieved. (The percentage reported on the following pages was derived by comparing the goals stated in the January 2003 ARDOR Annual Report with the final progress report submitted by each ARDOR for the period 7/1/02 - 6/30/03.)

The difficulty in applying this measure is that the ARDORs' goals varied in specificity. For example, ARDORs devote time to improving their organizations. Some ARDORs have simple short term goals, while others have multi-year goals that can't be accomplished in one year.

3. The amount of non-State funds leveraged by the ARDOR grants. (The dollar amount reported on the following pages provided is the amount reported by each ARDOR in their FY04 ARDOR grant application submitted in July 2003.)

The ARDORs and Department of Community and Economic Development (DCED) support the notion of using performance measures. The ARDORs and DCED look forward to working together and with the Legislature to develop performance measures that will be effective in evaluating ARDOR performance.

# Frequently Asked Questions

**What is an ARDOR?** A nonprofit organization of local volunteers, representing numerous public and private interest, 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, again in 2000, and again in 2003, 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?** The State Department of Community and Economic Development (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 12 ARDORs.

**How does as 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 the 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, ARDOR activities are 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.
- Serve as a liaison between State government and the region.

**How is an ARDOR funded?** DCED annually awards a State grant to each ARDOR that satisfies the statutory and regulatory requirements, including the requirement that each ARDOR provide a local, non-State match. For FY04, each ARDOR is receiving an average of \$47,870. The State grant and required match is usually not the ARDOR's only source of funding. ARDORs can and do receive funding from a variety of sources.

**How much money does the State contribute to the ARDORs?**

	FY99	FY00	FY01	FY02	FY03	FY04
Total	\$620.0	\$620.0	\$620.0	\$620.0	\$620.0	\$620.0
Each Grant	\$51.7	\$47.7	\$44.3	\$44.3	\$47.7	\$47.9
# of ARDORs	12	13	14	14	13	12

Note: Amounts are \$1,000.

# Contact List

**Anchorage Economic Development Corporation** (4/11/89)<sup>1</sup>  
Larry Crawford, CEO  
900 West 5th Avenue, Suite 300  
Anchorage, AK 99501  
Phone: 258-3700  
Fax: 258-6646  
E-Mail: [bjohnson@aedcweb.com](mailto:bjohnson@aedcweb.com)  
Web Site: [www.aedcweb.com/](http://www.aedcweb.com/)

**Arctic Development Council** (3/1/91)<sup>1</sup>  
Jan Phillips, Executive Director  
PO Box 1353  
Barrow, AK 99723  
Phone: 852-4146  
Fax: 852-4147  
E-mail: [adc1@barrow.com](mailto:adc1@barrow.com)  
Web Site: [www.arcticdevelopment.org/](http://www.arcticdevelopment.org/)

**Bering Strait Development Council** (1/15/97)<sup>1</sup>  
Melissa Boeckmann  
Kawerak, Incorporated  
Economic Development Planner  
P.O. Box 948  
Nome, Alaska 99762  
Phone: (907) 443-9005  
Fax: (907) 443-2583  
Email: [melissab@kawerak.org](mailto:melissab@kawerak.org)  
Web site: [www.kawerak.org/](http://www.kawerak.org/)

**Copper Valley Economic Development Council** (11/1/90)<sup>1</sup>  
John Downes, Executive Director  
PO Box 9  
Glennallen, AK 99588  
Phone: 822-5001  
Fax: 822-5009  
E-Mail: [cvedc@cvinternet.net](mailto:cvedc@cvinternet.net)  
Web Site: [www.alaskaeconomicdevelopment.org/](http://www.alaskaeconomicdevelopment.org/)

**Fairbanks North Star Borough Economic Development Commission** (4/24/00)<sup>1</sup>  
Kathryn Dodge, Economic Development Coordinator  
P. O. Box 71267  
Fairbanks, AK 99707  
Phone: 459-1309  
Fax: 459-1102  
Email: [kdodge@cofairbanks.ak.us](mailto:kdodge@cofairbanks.ak.us)  
Website: [co.fairbanks.ak.us](http://co.fairbanks.ak.us)

**Kenai Peninsula Borough Economic Development District** (2/22/89)<sup>1</sup>  
Dee Gaddis  
Admin. & Finance Coordinator  
14896 Kenai Spur Hwy, 103-A  
Kenai, AK 99611  
Phone: 907-283-3335 ext. 223  
Fax: 907-283-3913  
E-mail: [dgaddis@kpedd.org](mailto:dgaddis@kpedd.org)  
Web site: [www.kpedd.org/](http://www.kpedd.org/)

**Lower Kuskokwim Economic Development Council** (9/17/91)<sup>1</sup>  
Carl Berger, Executive Director  
PO Box 2021  
Bethel, AK 99559  
Phone: 543-5967  
Fax: 543-3130  
E-Mail: [carl\\_berger@ddc-alaska.org](mailto:carl_berger@ddc-alaska.org)

**Mat-Su Resource Conservation & Development Council** (11/1/93)<sup>1</sup>  
Charles R. Parker, Executive Director  
1700 E. Bogard Road, Suite 203  
Wasilla, AK 99654  
Phone: 373-1062 ext. 108  
Fax: 373-1064  
E-Mail: [matsurcd@mtaonline.net](mailto:matsurcd@mtaonline.net)

**Northwest Arctic Borough Economic Development Commission** (6/28/89)<sup>1</sup>  
Lee Stoops, Executive Director  
PO Box 1110  
Kotzebue, AK 99752  
Phone: 442-2500  
Fax: 442-3740  
E-Mail: [Istoops@northwestarcticborough.org](mailto:Istoops@northwestarcticborough.org)  
Web Site: [www.northwestarcticborough.org](http://www.northwestarcticborough.org)

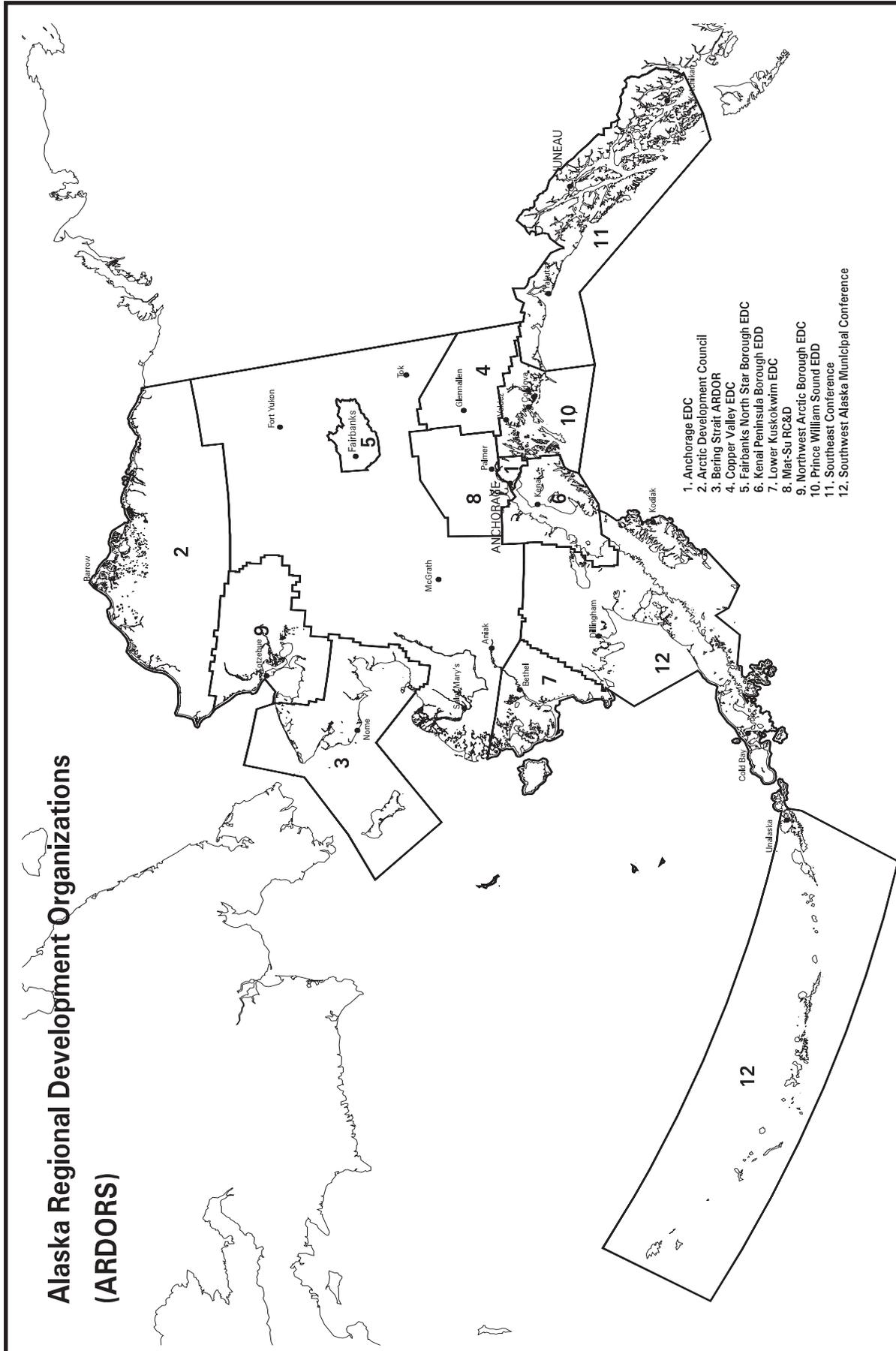
**Prince William Sound Economic Development District** (11/1/91)<sup>1</sup>  
Sue Cogswell, Executive Director  
2207 Spenard Rd, Suite 207  
Anchorage, AK 99503  
Phone: 222-2440  
Fax: 222-2411  
E-Mail: [pwsedc@alaska.net](mailto:pwsedc@alaska.net)  
Web Site: [www.alaska.net/~pwsedc/](http://www.alaska.net/~pwsedc/)

**Southeast Conference** (4/14/89)<sup>1</sup>  
Meilani Schijvens, Administrative Director  
Loren Gerhard, Projects and Policy Director  
PO Box 21989  
Juneau, AK 99801  
Phone: 463-3445 ext. 27  
Fax: 463-5670  
E-Mail: [meilani@seconference.org](mailto:meilani@seconference.org)  
Web Site: [www.seconference.org](http://www.seconference.org)

**Southwest Alaska Municipal Conference** (4/6/89)<sup>1</sup>  
Wanetta Ayers, Executive Director  
3300 Arctic Blvd., Suite 203  
Anchorage, AK 99503  
Phone: 562-7380  
Fax: 562-0438  
E-Mail: [wayers@swamc.org](mailto:wayers@swamc.org)  
Web Site: [www.swamc.org](http://www.swamc.org)  
[www.southwestalaska.org](http://www.southwestalaska.org)

<sup>1</sup> Designation Date

# Alaska Regional Development Organizations (ARDORS)



1. Anchorage EDC
2. Arctic Development Council
3. Bering Strait ARDOR
4. Copper Valley EDC
5. Fairbanks North Star Borough EDC
6. Kenai Peninsula Borough EDD
7. Lower Kuskokwim EDC
8. Mat-Su RC&D
9. Northwest Arctic Borough EDC
10. Prince William Sound EDD
11. Southeast Conference
12. Southwest Alaska Municipal Conference

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

---

---

Produced, in cooperation with the 12 ARDORs, by the State Department of Community and Economic Development, Division of Community Advocacy, 550 W. 7th Avenue, Suite 1770, Anchorage, AK 99501.

For additional copies, download from the ARDOR Program web site:

**[http://www.dced.state.ak.us/cbd/ardor/pub/04\\_ARDOR\\_rpt.pdf](http://www.dced.state.ak.us/cbd/ardor/pub/04_ARDOR_rpt.pdf)**

or contact Judy Hargis (1-907-269-4565). For more information on the ARDOR Program, call Midge Clouse (1-907-269-4587).

DCED complies with Title II of the Americans with Disabilities Act of 1990. Upon request, this report will be made available in large print or other accessible formats. Request for such should be directed to DCED at 1-907-269-4581 or TDD 1-800-930-4555.

---

---