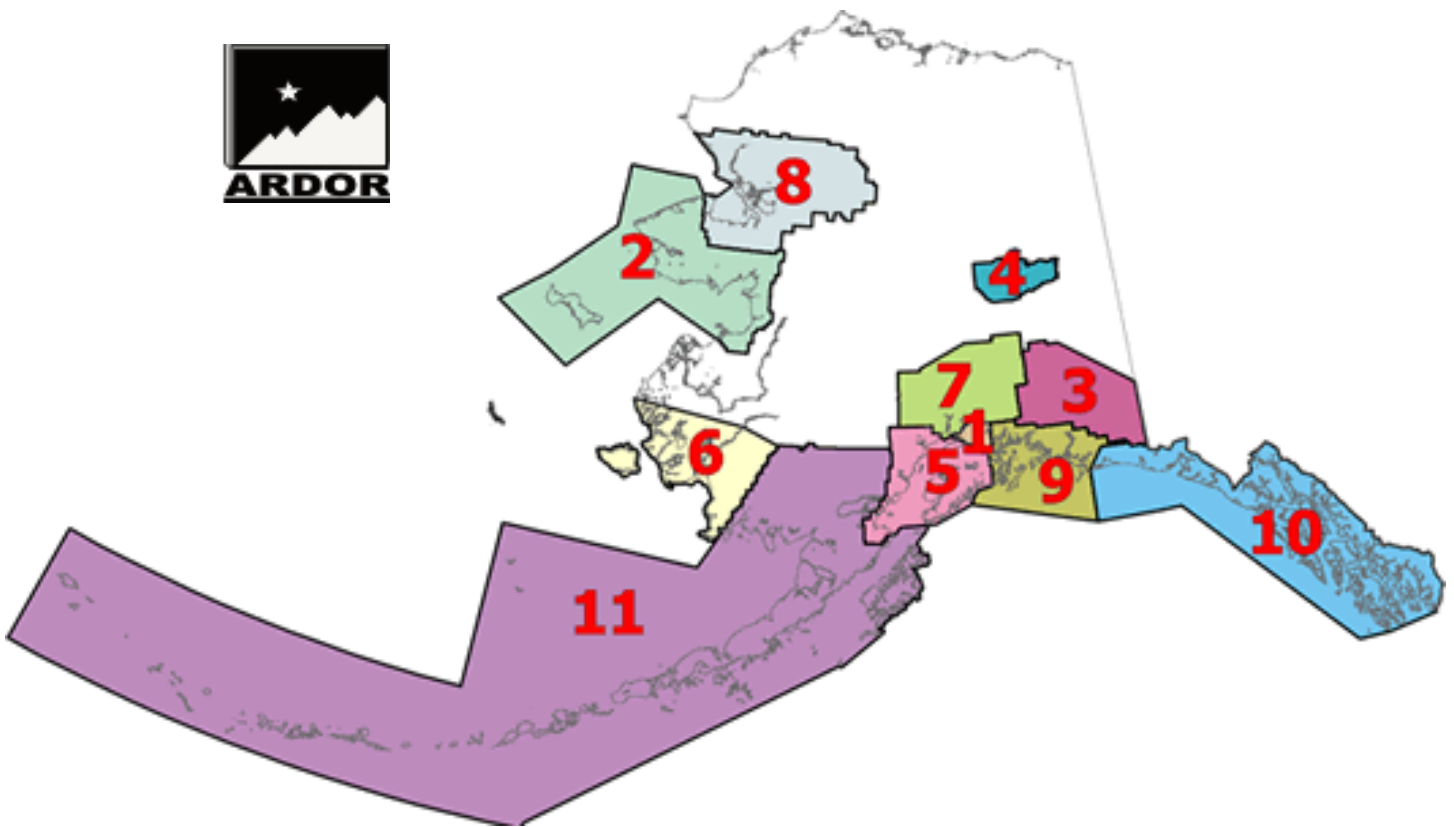


ARDORS

Alaska Regional Development Organizations



2007 Annual Report



State of Alaska

Department of Commerce, Community and Economic Development

Office of Economic Development

This report is the result of a collaborative effort between the State of Alaska, Office of Economic Development and the executive directors of the Alaska Regional Development Organizations. The contents of this report were provided by the Alaska Regional Development Organizations executive directors.

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STATE OF ALASKA

Sarah Palin, Governor

DEPARTMENT OF COMMERCE, COMMUNITY & ECONOMIC DEVELOPMENT

Emil Notti, Commissioner

OFFICE OF ECONOMIC DEVELOPMENT

Bill Allen, Director

Michael W. Hanzuk, Development Specialist

Jennifer Abbott, Development Specialist

ARDOR EXECUTIVE DIRECTORS

Bob Poe, Anchorage Economic Development Corporation

Barb Nickels, Bering Strait Development Council

John Downes, Copper Valley Economic Development Association

Dr. Kathryn Dodge, PhD, Fairbanks North Star Borough Economic Development
Commission

John Parker, Kenai Peninsula Borough Economic Development District

Carl Berger Lower Kuskokwim Economic Development Council

Marty Metiva, Mat-Su Resource Conservation and Economic Development, Inc.

D'Anne Hamilton, Northwest Arctic Borough Economic Development Commission

Sue Cogswell, Prince William Sound Economic Development District

Murray Walsh, Southeast Conference

Wanetta Ayers, Southwest Alaska Municipal Conference

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Introduction

The fiscal year 2007 annual report presents the economic development successes and challenges of this past year and the efforts of each Alaska Regional Development Organization (ARDOR) to address them. It highlights the ARDORs' accomplishments to date as well as their goals for the next fiscal year.

For additional information on the ARDOR program visit
<http://www.commerce.state.ak.us/oed/ardor/ardor.htm>

Overview

The Alaska Regional Development Organizations (ARDOR) Program is the State's contribution to economic development in Alaska's urban and rural regions. In 1988, the Alaska Legislature recognized that a locally driven initiative, in partnership with the State, was the most effective approach to creating and sustaining a strong and healthy economy in Alaska. Therefore, the Legislature established the ARDOR Program, thereby to creating a network of regional economic development organizations to plan and implement economic development at the regional level. There are currently 11 ARDORs.

The ARDORs, like their national counterparts:

- ⇒ Enable local officials and businesses to pool their limited resources and work together on economic development;
- ⇒ Develop partnerships among public, private and other organizations; and,
- ⇒ Provide technical assistance via direct links with local citizens.

As a result of the ARDOR program, local residents and business people work together to develop and implement their vision of their economic future.

Providing a return for the State's investment

The State provides approximately \$650,000 annually in grant funds for the ARDOR Program, of which the ARDORs receive \$620,000. In FY07 the ARDORs received and used these \$620,000 to leverage over \$4,469,969, or eight times the State's investment.

TOTAL 11 ARDORs		
FY 07 / \$ leverage	FY07	\$ leverage
State ARDOR Grant	\$650,000	
Total ARDOR Budget	\$4,476,914	8.01
Other State Funds	\$239,561	0.43
Total Non-State Funds	\$1,904,076	3.41
Federal Funds	\$904,667	1.62
Private Sector Funds	\$1,108,558	1.98
Other Non-Federal/Non-State Funds	\$1,665,316	2.98
In-Kind Contributions	\$417,238	0.75

Board member participation reflects a local commitment to the ARDOR Program

The 11 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 region-wide economic development barriers, such as inadequate transportation or uncoordinated marketing efforts. As reflected on the following pages, the ARDORs are meeting this legislative intent.

ARDORS comply with Title II of the Americans with Disabilities Act

Upon request, this report will be made available in large print or other accessible formats. Requests for such should be directed to staff at (907) 269-8100.

Legislative Performance Measures

The following performance measures for the ARDOR Program were established by the Alaska Legislature and reflect the reporting period of July 1, 2005 through June 30, 2006.

1. The number of coordinated regional efforts resulting in the creation of new business opportunities.ⁱ
2. The percent of goals identified through regional processes that are achieved.ⁱⁱ
3. The amount of non-State funds leveraged by the ARDOR grants.ⁱⁱⁱ

Frequently Asked Questions

What is an ARDOR?

An Alaska Regional Development Organization is a nonprofit organization representing numerous local public and private interests working together to achieve economic development in their region. An ARDOR is organized in accordance with AS44.33.895(b) and 3 AAC 57.010-900.

Why have a regional organization do economic development?

The Alaska Legislature established the ARDOR Program in 1988, and reauthorized it in 2000, 2003, and 2004, to support locally driven economic development initiatives, in partnership with the State and other entities. This is an effective way to stimulate economic development and produce healthy, sustainable regional economies.

How does an ARDOR get established?

The Department of Commerce, Community, and Economic Development approves an organization's application for 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.

How does an ARDOR work?

Each ARDOR is guided and directed by a board of directors 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 develop and implement a regional economic development strategy.

What are the ARDOR Program goals?

To facilitate development of a healthy economy that results in sustainable business growth, attraction of new business investment, and furthers economic diversification in the region.

What does an ARDOR actually do?

Each ARDOR represents a unique region which has its respective opportunities and challenges. These may include natural resources, local work force, economic maturity, infrastructure, and leadership.

Generally, ARDORs:

- ⇒ Conduct economic development research, planning, and implement a regional economic development strategy.
- ⇒ Respond to requests for information.
- ⇒ Coordinate activities with other economic development organizations.
- ⇒ Provide services designed to encourage economic development.
- ⇒ Collect and distribute regional 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?

The Department 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 FY 07, each ARDOR is receiving an average of \$60,000. ARDORs can and do receive funding from a variety of sources.

Contact List

A complete list of ARDORs, their contacts and addresses is located at the end of this publication.

AS 44.33.895. Alaska Regional Economic Assistance Program

Sec. 44.33.895. Alaska regional economic assistance program. [See delayed repeal note].

(a) The department shall

(1) encourage the formation of regional development organizations by providing assistance in forming organizations to interested individuals, including information on how to qualify and apply for regional development grants and federal funding under 42 U.S.C. 3121 - 3246 (Public Works and Economic Development Act of 1965), as amended;

(2) assist an interested individual in establishing boundaries for a proposed organization to ensure that the region

(A) is of sufficient geographic size and contains a large enough population to form an economically viable unit with shared interests, resources, traditions, and goals;

(B) contains at least one municipality that serves as a regional center; and

(C) contains the entire area of each municipality included in the region;

(3) gather information about regional economic issues, international trade, and tourism from organizations;

(4) serve as liaison between organizations and other state agencies and encourage other agencies to make resources available to help accomplish goals of the organizations;

(5) assist each organization to

(A) provide services designed to encourage economic development to local communities and businesses;

(B) collect and distribute economic information relevant to the region;

(C) participate in state marketing campaigns and join state trade missions that are relevant to the region; and

(D) develop and implement strategies to attract new industry, expand international trade opportunities, and encourage tourism within the region.

(b) Subject to (c) of this section, the department may make regional development grants to organizations for projects the department determines will be of value in encouraging economic development. During a fiscal year, the department may make no more than 15 grants and may only make grants to one organization from a particular region. An organization that is designated an economic development district under 42 U.S.C. 3171 qualifies for grants under this subsection. The department shall by regulation adopt procedures for applying for regional development grants, including application deadlines. The department may by regulation establish additional grant eligibility requirements.

(c) To qualify for a grant, a regional development organization must match the grant by providing an amount of money from non-state sources. The department shall establish by regulation a formula that determines the amount of the match required under this subsection based on the capability of each organization to generate money from non-state sources. The amount of match required may not exceed the amount of grant money

and may not be less than 20 percent of the grant. The total amount of grant money provided to an organization during a fiscal year may not exceed \$100,000.

(d) There is established in the department the regional development fund consisting of appropriations to the fund. Money from the fund may be used only for regional development grants.

(e) In this section,

(1) "department" means the Department of Commerce, Community and Economic Development;

(2) "regional development organization" or "organization" means a nonprofit organization or nonprofit corporation formed to encourage economic development within a particular region of the state that includes the entire area of each municipality within that region and that has a board of directors that represents the region's economic, political, and social interests.

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 2007 Goals

- ⇒ Assist Anchorage and Alaskan companies through a well-organized and sustained program to encourage growth, retention and/or expansion outside of Alaska.
 - Identify constraints to growth and economic opportunities; research solutions.
 - Establish objectives for jobs and investment growth.
 - Conduct marketing trips to meet with targeted prospects.
 - Market Anchorage. Recognize the entire State of Alaska as an important constituent, and enhance business between Anchorage and the rest of the state.
 - Generate as many viable business opportunities for investors.
 - Focus on helping Anchorage and Alaskan companies expand their business beyond Alaska.

- ⇒ Implement and sustain an external marketing program focused on attracting businesses in select industries with the most potential for leveraging growth, such as logistics.
 - Promote Anchorage as a Global Logistics Center with value added logistics operations.
 - Market Anchorage's strategic global location to the world.
 - Work with Ted Stevens Anchorage International Airport to prepare a plan for the development of airport property.

- Align with other appropriate organizations to prevent duplication of efforts and to communicate and market a common vision for Anchorage economic development and growth.

FY 2007 Top Economic/Business Needs

- ⇒ Continue to assist Anchorage and Alaskan companies through a well-organized and sustained program to encourage growth, retention and/or expansion outside of Alaska.
- ⇒ Maintain our recognition of the entire State of Alaska as an important constituent, and enhance business between Anchorage and the rest of the state.
- ⇒ Build on current external marketing programs focused on attracting businesses in select industries with the most potential for leveraging growth such as logistics.

FY 2007 Budget

\$Amount	Source
61,060	State ARDOR grant
23,000	Amount of other State funds
150,000	Amount of federal funds
622,000	Amount of private sector funds
<u>490,500</u>	<u>Any other non-federal, non-State funds</u>
\$1,346,560	Total FY 07 ARDOR Budget

FY 2006 Goals Accomplished

- ⇒ Press Attention.
- ⇒ Partnered with local companies/industries on workforce development.
- ⇒ Hosted a lunch for Chinese Journalists who were visiting to learn more about the Alaskan economy.

- ⇒ Hosted summer press tour for three journalists representing the Korean Broadcasting System.
- ⇒ Hosted 2nd summer press tour for five reporters, focusing on Anchorage's advantages with the logistics industry, tourism and Anchorage's high quality of life.
- ⇒ Hosted brown bag lunch on Angel Investors and business opportunities with China.
- ⇒ Hosted 2005 Annual Investor Luncheon "Marketing Anchorage's Momentum" was a success. The sold-out event included an update on Anchorage's capital project development, a presentation on creating and maintaining brand identity and Anchorage Economic Development Corporation's mid-year update on the economy.
- ⇒ Launched holiday shipping cost campaign.
- ⇒ Created new investor materials and benefits.
- ⇒ Created an ad hoc group to "Revitalize Anchorage Economic Development Corporation" and to brainstorm and help develop innovative ideas.
- ⇒ Participated in compiling consumer price index data for the American Chambers of Commerce Research Association. Anchorage Economic Development Corporation arranged several meetings between Stoam Industries and potential local partners in the manufacturing process, cold weather construction specialists, and transportation companies.
- ⇒ Traveled to International Economic Development Conference.
- ⇒ Attended Council of Supply Chain Management Professionals Conference.
- ⇒ Organized a 2nd trade mission to China.
- ⇒ Attended five concurrent tradeshow, met with logistics companies, press and government officials.

FY 2006 Coordinated Regional Efforts Resulting in New Business Opportunities

- ⇒ Developed process for identifying and solicit new business opportunities.

Other FY 2006 Accomplishments

- ⇒ Hosted a strategy session for its Board Members that provided insightful feedback to Anchorage Economic Development Corporation on how best to expedite current economic development initiatives and how best to craft future ones
- ⇒ Held its 2006 Annual Economic Forecast Luncheon – attended by over 1000 local business and community leaders. Former U.S. Secretary of Labor Robert Reich gave a thought-provoking keynote presentation.
- ⇒ Hosted a group of journalists from around the world as they learned about Anchorage's business advantages and met with a wider range of our investors.
- ⇒ Hosted lunch for Madelien A.J. de Planque Consul General of the Kingdom of the Netherlands.
- ⇒ Hosted business meeting with the Consul General of Thailand
- ⇒ Hosted lunch for Mr. Tomoo Enomoto, Black & Decker Corporation (Asia) – Discussed Black and Decker's marketing initiatives to enter the Chinese consumer market, and possible barriers to entry. Also discussed opportunities in Anchorage for logistics and parts banks at the ANC airport.
- ⇒ Hosted lunch for John Quinn - Consul General of Australia Honolulu– heard information about trade and military relationships between Australia and the United States, and explored possibilities for further development of trade and tourism relationships between Alaska and Australia.
- ⇒ With the Municipality of Anchorage hosted Mayor Greg Nickels of Seattle and the Seattle delegation (21 Seattle business executives) on an Anchorage mission to learn more about our city, our state, and ways we can work more closely together.
- ⇒ Hired Bernholz & Graham, Inc. of Anchorage, along with Edelman Public Relations/Seattle as its public relations agencies following a competitive selection process. The agencies partnered to provide Anchorage Economic Development Corporation a domestic and international media relations campaign that will market Anchorage's unique global position and advantages in global trade.
- ⇒ In conjunction with the Municipality of Anchorage and the Anchorage Convention and Visitors Bureau worked in the last stages of developing a brand for Anchorage.
- ⇒ Hosted a public forum as a part of our effort to create a brand for Anchorage.

- ⇒ Unveiled redesigned website to be more user-friendly and target to our three main audiences: investors, potential investors, and companies interested in the Anchorage business climate.
- ⇒ Traveled to International Economic Development Conference in Washington D.C., Anchorage Economic Development Corporation attended TIACA Executive Conference in Beijing, China. The meeting is visited by almost all of the air cargo airlines around the world.
- ⇒ Attended Economic Development Administration Pendleton Conference held by the Rural Oregon Institute of the Eastern Oregon University.
- ⇒ Attended PACCOM Oil and Gas expo, Anchorage Economic Development Corporation attended the Boston Seafood Show.
- ⇒ Participated in the Alaska Marketplace.
- ⇒ Participated in the University of Alaska Anchorage China Business Symposium.
- ⇒ Attended the Warehousing Education Resource Council (WERC) Annual Conference.
- ⇒ Sponsored and attended the World Trade Center Alaska India/Singapore Conference.
- ⇒ Attended the Alaska InvestNet technology licensing and R&D.

FY 2007 Organization and Staffing Charts

Number of FTE Staff: 7

2007 Board of Directors

Sophie Minich, Chair, Sr. Vice President of Business Development, CIRI
Brian Nerland, Vice Chair District President, KeyBank National Association
Michael Higley, Secretary/Treasurer, Managing Director of Alaska Operations, FedEx
Bill Behnke, Sr. VP Business Development & Strategic Initiatives, GCI
Suzanne Cherot, Managing Partner, Birch, Horton, Bittner & Cherot
Jeffrey Davis VP/General Manager, Premera Blue Cross Blue Shield of Alaska
Sheldon Fisher, Sr. VP of Product, Sales & Marketing, ACS

Peter Grunwaldt, President, Premier Alaska Tours
Sandra Halliwill, Manager of Supply Chain Management, BP Exploration (Alaska), Inc.
David Hamilton, Sr. VP Business & Commercial Lending, AK USA Federal Credit Union
Michael Higley, Managing Director of Alaska Operations, FedEx
Stephanie Holthaus, Vice President of Cargo, Northern Air Cargo
Bob Lacher, Manager of Federal Services & Infrastructure, VECO Alaska, Inc.
Bruce Lamoureux, Hospital Administrator, Providence Alaska Medical Center
Dennis Mitchell, Regional Manager - Alaska, Lynden International
Bill O'Leary, Vice President of Finance & CFO, Alaska Railroad
Stewart Osgood, President, DOWL Engineers
John Palmatier, Executive Secretary/Treasurer, Alaska Regional Council of Carpenters
Michael Prozeralik, President, Koonce Pfeffer Bettis, Inc.
Tim Schrage, Director of Operations, Brown Jug, Inc.
Chris Stephens, Associate Broker, Bond, Stephens & Johnson, Inc.
Richard Strutz, Regional President, Wells Fargo Bank N.A.
John D. Urbina, Managing Director-Investment Banking, A.G. Edwards & Sons, Inc.
Mark Vasconi, VP of Federal Government Affairs, AT & T Alascom
Pat Walsh, President & CEO, Walsh Sheppard Flynn
Brian Wenzel, VP Finance & Administration, ConocoPhillips Alaska, Inc.
Lon Wilson, President, The Wilson Agency, LLC

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, Municipality of Anchorage
Paul Bauer, Assembly Member, Municipality of Anchorage

Dan Coffey, Assembly Member, Municipality of Anchorage

Ex-Officio Members – Appointed by the Board

Chris Anderson, Deputy Director – Credit & Business Development, AIDEA

Mike Brady, Vice President, Ken Brady Construction Co. Inc.

Bruce Bustamante, President & CEO, Anchorage Convention & Visitor's Bureau

Larry Cash, President, RIM Architects

Carol Comeau, Superintendent, Anchorage School District

Bill Evans, Chair, Anchorage Chamber of Commerce

Jim Gorski, Member, Hughes Bauman Pfiffner Gorski & Seedorf LLC

Mary K. Hughes, State Director, Office of U.S. Senator Lisa Murkowski

Ed Lamb, CEO & President, Alaska Regional Hospital

Elaine Maimon, Chancellor, University of Alaska, Anchorage

Emil Notti, Commissioner, State of Alaska Department of Commerce,
Community, and Economic Development

Douglas North, President, Alaska Pacific University

Tennys Owens, President, Artique, Ltd.

Mort Plumb, Airport Director, Ted Stevens Anchorage International Airport

Kathy Porterfield, Managing Partner, KPMG

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Anchorage Economic Development Corporation

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Web Address: <http://www.aedcweb.com>

AEDC Cost Benefit Analysis and Dollars Leveraged for FY07 – FY98

	FY07	FY 07 \$ Leverage	FY06	FY 06 \$ Leverage	FY05	FY 05 \$ Leverage	FY04	FY 04 \$ Leverage
State ARDOR Grant	\$61,060		\$57,771		\$45,784		\$47,220	
Total ARDOR Budget	\$1,346,560	22.05	\$1,317,771	22.81	\$1,403,784	30.66	\$1,189,620	25.19
Other State Funds	\$23,000	0.38	\$25,000	0.43	\$250,000	5.46	\$314,400	6.66
Total Non-State Funds	\$1,112,500	18.22	\$1,235,000	21.38	\$1,153,784	25.20	\$828,000	17.53
Federal Funds	\$150,000	2.46	\$150,000	2.60				
Private Sector Funds	\$622,000	10.19	\$593,500	10.27	\$1,153,784	25.20	\$516,500	10.94
Other Non-Federal/Non-State Funds	\$490,500	8.03	\$491,500	8.51			\$91,500	1.94
In-Kind Contributions	\$45,000	0.74	\$45,000	0.78	\$60,000	1.31	\$50,000	1.06
	FY03	FY 03 \$ Leverage	FY02	FY 02 \$ Leverage	FY01	FY 01 \$ Leverage	FY00	FY 00 \$ Leverage
State ARDOR Grant	\$47,220		\$51,385		\$45,165		\$45,989	
Total ARDOR Budget	\$1,517,720	32.14	\$1,594,629	31.03	\$1,253,628	27.76	\$1,407,919	30.61
Other State Funds	\$310,000	6.57	\$319,016	6.21	\$186,720	4.13	\$229,296	4.99
Total Non-State Funds	\$11,605,000	245.76	\$1,224,229	23.82	\$1,021,743	22.62	\$1,132,635	24.63
Federal Funds								
Private Sector Funds	\$669,000	14.17	\$607,729	11.83	\$528,743	11.71	\$639,635	13.91
Other Non-Federal/Non-State Funds	\$491,500	10.41	\$616,500	12.00	\$493,000	10.92	\$493,000	10.72
In-Kind Contributions	\$24,000	0.51	\$26,739	0.52	\$34,888	0.77	\$23,717	0.52

	FY99	FY 99 \$ Leverage	FY98	FY 98 \$ Leverage
State ARDOR Grant	\$49,679		\$51,666	
Total ARDOR Budget	\$1,136,782	22.88	\$968,093	18.74
Other State Funds	\$77,983	1.57	\$79,953	1.55
Total Non-State Funds	\$1,009,120	20.31	\$836,473	16.19
Federal Funds				
Private Sector Funds	\$597,120	12.02	\$376,757	7.29
Other Non-Federal/Non-State Funds	\$412,000	8.29	\$459,717	8.90
In-Kind Contributions	\$60,433	1.22	\$92,834	1.80

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 2007 Goals

- ⇒ Update community and regional plans.
 - Travel to communities to update Local Economic Development Strategy, complete implementation strategies, research current socioeconomic information, write and submit Regional Economic Development Strategy/ Community Economic Development Strategy annual update.
 - Sustain partnerships with local, State, and Federal agencies, businesses & organizations to assist with the implementation of the goals/priorities of the Local Economic Development Strategy and Regional Economic Development Strategy.

- ⇒ Plan and Coordinate the Bering Strait Regional Conference for 150-200 participants.
 - Work with Kawerak Inc. and other partners and local businesses to plan and coordinate the conference.
 - Continue to work on business plans and provide business related workshops: credit counseling, financial literacy, business planning, taxes for small businesses, and accounting for small businesses (etc.).

- ⇒ Work with the Economic Development Administration grant recipients and other communities that have constructed multipurpose facilities in the region in completing business development
 - Work with clients interested in developing a small business and assist small business owners to develop business plans. Refer potential business owners to appropriate funding sources.

- Work with US Department of Agriculture and other partners to establish small business and/or value added products: revolving loan funds, business loans and/or other programs. Work with US Small Business Administration on entrepreneurial training.
 - Continue supporting the Tuition Assistance program for clients who enroll in business related college courses through the Northwest Campus.
 - Provide one-on-one technical assistance to Native artists through the E-Commerce and Business Research Center, including promoting the Silver Hand program and Bering Strait Inuit Cooperative.
- ⇒ Support entrepreneurship and small business development in the region.
- Partner with Alaska Manufacturing Partnership Extension to promote E-Commerce. Travel to Economic Development Conference.
 - Conduct quarterly meetings of the Bering Strait Development Council to approve and work on submitted project applications consistent with regional economic strategies.
- ⇒ Assist in regional initiatives including economic, infrastructure, and natural resource development with partner organizations.
- Review State of Alaska Division of Community Advocacy Community profiles while facilitating community-planning meetings, and provide statistical information as appropriate.
- ⇒ Support other Alaska Regional Development Organizations, Economic Development Districts and Resource Conservation and Development.
- Assist as needed, with State of Alaska Division of Community Advocacy in distribution of mini grant assistance program information.
 - Coordinate and host the Annual Grant Writer's Symposium.
- ⇒ Review/comment on State of Alaska Division of Community Advocacy community profiles and provide statistical information. Provide statistical info for State of Alaska Office of Economic Development, as appropriate.

- ⇒ Assist communities in grant informational activities for State of Alaska Division of Community Advocacy grant programs.

FY 2007 Top Economic/Business Needs

- ⇒ Access to capital for new and existing businesses.
- ⇒ Workforce Development and Financial Literacy training.
- ⇒ Sustainable small business, e-commerce, artist, tourism and infrastructure development.
- ⇒ Increased community plan project implementation.
- ⇒ Increased utilization of appropriate rural business development models.
- ⇒ Continue to update funding resource and technical assistance library.

FY 2007 Budget

\$Amount	Source
61,060	State ARDOR grant
144,699	Amount of other State funds
176,080	Amount of federal funds
35,200	Amount of private sector funds
144,699	Any other non-federal, non-State funds
\$561,738	Total FY 07 ARDOR Budget

FY 2006 Goals Accomplished

- ⇒ Updated Regional Economic Development Strategy.
- ⇒ Planned and coordinated the Bering Strait Regional Economic Development Conference for 275 participants.
- ⇒ Worked with Economic Development Administration grant recipients in completing business development planning for businesses located in the eight Economic Development Administration multipurpose facilities.
- ⇒ Supported entrepreneurship and small business development and promote e-commerce in the region.

- ⇒ Supported and assisted in the promotion of regional economic development projects, natural resource products (salmon, mining, etc.) and, supported and promoted regional infrastructure expansion efforts (transportation, housing, etc.).

FY 2006 Coordinated Regional Efforts Resulting in New Business Opportunities

- ⇒ Regional Economic Development Strategy annual update completed June 2006;
- ⇒ Four Local Economic Development Plans were updated;
- ⇒ More than 50 business information packets and/or technical assistance were provided for individuals interested in starting or expanding a small business.
- ⇒ Provided tuition assistance to five individuals and two clients received assistance for purchase of business licenses.
- ⇒ Continue working with the Nome Chamber of Commerce and Northwest Campus on shared services/interests.
- ⇒ Completed the Regional Mapping project
- ⇒ Workshops conducted in credit counseling, financial literacy, e-commerce, web site development and internet marketing.
- ⇒ Partnered with Alaska Manufacturing Extension Partnership.
- ⇒ Established six e-commerce centers in the region; Nome, Elim, Stebbins, Unalakleet, Savoonga and Golovin.

Other FY 2006 Accomplishments

- ⇒ Provided assistance in developing a business plan for two individuals who received Alaska Marketplace awards.
- ⇒ Hosted a two-day Energy Summit in April 2006.
- ⇒ Participated as a Council member for the Council on Economic Policy for Rural Alaska.
- ⇒ Assisted the Bering Strait Inuit Cooperative to strategize implementation of their goals and objectives.

⇒ Coordinated the Best Practices/Successful Economic Development Projects session for the AML Conference.

FY 2007 Organization and Staffing Charts

Number of FTE Staff: 3

FTE Staff/Capita: 1:3,124

FY 2006 Connection to Other Related Services or Programs (Public or Private)

Local/Regional Public:

Kawerak, Inc.

Northwest Campus

City Governments

Nome Chamber of Commerce

City of Nome

Local/Regional Private:

NSEDC, Regional Conference

State:

Department of Commerce, Community and Economic Development

Juneau Economic Development Council

Alaska Rural Development Council

Federal:

US Department of Commerce, Economic Development Administration

US Department of Agriculture

Natural Resources Conservation Service regional mapping project, crab shell, community garden, tree nursery, and trail staking project.

Native Organizations:

Bering Straits Native Corporation

Sitnasuak Native Corporation

Interior Rivers A's and Traditional Councils, Native Corporations

2007 Board of Directors

Robert Keith, Chair – Elim IRA Council – Seat I: Kawerak, Inc. Regional Corporation Board

Steve Longley, Vice-Chair – Council Traditional Council – Seat N: Nome Sub-Region

Sue Greenly, Secretary – Alaska Airlines - Seat A: Transportation

Simon Kineen – NSEDC - Seat B: Fisheries

Ron Engstrom – Engstrom Dredging - Seat C: Mining

Jennifer Imus – Wells Fargo - Seat D: Banking/Finance

Mitch Erikson – Seat E: Tourism

Kevin Zweife – INSHC-OEH –Seat F: Health

Daryl Kooley – BSR Housing Authority –Seat G: Housing

Randy Romenesko – City of Nome –Seat H: City of Nome

Darlene Turner – Shishmaref IRA – Seat J: Northern Sub-Region

Merlin Henry – Koyuk IRA – Seat K: S. Central Sub-R

Kermit Ivanoff – Unalakleet IRA – Seat L: Southeast Sub-R

Eddie Ungott – President, Gambell IRA – Seat M: St. Lawrence Island

Leah Senungetuk – State- Nome Job Center – Seat O: Workforce Development

Irene Anderson – Bering Straits Native Corp. – Seat P: Bering Straits Native Corporation

Contact Info:**Barb Nickels, Director**

Bering Strait Development Council

c/o Kawerak, Inc. Regional Corporation, Inc.

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Web Address: <http://www.kawerak.org>

BSDC Cost Benefit Analysis and Dollars Leveraged for FY07 – FY98

	FY07	FY 07 \$ Leverage	FY06	FY 06 \$ Leverage	FY05	FY 05 \$ Leverage	FY04	FY 04 \$ Leverage
State ARDOR Grant	\$61,060		\$57,771		\$61,284		\$47,820	
Total ARDOR Budget	\$741,443	12.14	\$741,443	12.83	\$721,325	11.77	\$134,601	2.81
Other State Funds	\$260,417	4.26	\$260,417	4.51	\$255,000	4.16		
Total Non-State Funds	\$423,255	6.93	\$423,255	7.33	\$405,041	6.61	\$86,781	1.81
Federal Funds	\$144,818	2.37	\$144,818	2.51	\$144,818	2.36	\$71,000	1.48
Private Sector Funds	\$45,437	0.74	\$45,437	0.79	\$35,223	0.57		
Other Non-Federal/Non-State Funds	\$233,000	3.82	\$233,000	4.03	\$225,000	3.67	\$15,781	0.33
In-Kind Contributions	\$175,000	2.87			\$175,000	2.86		
	FY03	FY 03 \$ Leverage	FY02	FY 02 \$ Leverage	FY01	FY 01 \$ Leverage	FY00	FY 00 \$ Leverage
State ARDOR Grant	\$47,280		\$44,397		\$44,285		\$47,692	
Total ARDOR Budget	\$122,601	2.59	\$118,050	2.66	\$108,899	2.46	\$113,588	2.38
Other State Funds								
Total Non-State Funds	\$74,781	1.58	\$73,653	1.66	\$64,614	1.46	\$65,896	1.38
Federal Funds	\$59,000	1.25	\$59,000	1.33	\$50,000	1.13	\$50,000	1.05
Private Sector Funds								
Other Non-Federal/Non-State Funds	\$15,781	0.33	\$14,653	0.33	\$14,614	0.33	\$15,896	0.33
In-Kind Contributions					\$50,000	1.13		

	FY99	FY 99 \$ Leverage	FY98	FY 98 \$ Leverage
State ARDOR Grant	\$51,666		\$51,666	
Total ARDOR Budget	\$118,886	2.30	\$111,666	2.16
Other State Funds				
Total Non-State Funds	\$67,220	1.30	\$60,000	1.16
Federal Funds	\$50,000	0.97	\$40,000	0.77
Private Sector Funds				
Other Non-Federal/Non-State Funds	\$17,220	0.33	\$20,000	0.39
In-Kind Contributions				

Copper Valley Development Association

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 2007 Goals

- ⇒ The Copper Valley will be a safe and attractive place to live, work and play. The local economy will be enriched and diversified.
 - Partner with US Bureau of Land Management and the US National Park Service in order to train vendors to do business with the federal lands throughout the state.
 - Conduct small business workshops, seminars and classes.
 - E-commerce site promotion.
 - Assist with the Local Arts & Crafts Fair.

- ⇒ The Copper Valley will become a tourist destination, with adequate services for visitors and residents alike.
 - Partner with the Chamber of Commerce and Prince William Sound Community College to develop a marketing strategy and branding for the Valley.
 - Complete DART Project.

Copper Valley residents have an appreciation and awareness of our richly diverse natural and cultural histories and pass this on to future generations and offer our visitors an appreciation of the Copper Valley.

- ⇒ Work with US Bureau of Land Management, State of Alaska Department of Natural Resources and US National Park Service
- ⇒ On trail guide development.
- ⇒ Training for Alaska Host Program.

- ⇒ Development of a regional map for trail and tourism related activities.
- ⇒ Small business training.

Copper Valley residents will have new employment opportunities.

- ⇒ Collaborate with the local school district and Copper River Native Association, businesses and unions to identify jobs and skills needed to fill them.

The creation of a more qualified work force.

- ⇒ Work with Prince William Sound Community College, Copper River School District, and Copper River Native Association to develop a vocational education program.

Copper Valley residents will need adequate quality housing to meet the future need of the coming work force.

- ⇒ Promote seminars on home ownership.
- ⇒ Hold housing summit with appropriate partners such as Alaska Housing Finance Corporation, Copper River Basin Housing Authority, and other agencies to promote growth in the housing market.
- ⇒ Promote a community bulletin board for the rental market.
- ⇒ Complete Community Economic Development Strategy.

Copper Valley will have greater access to community services.

- ⇒ Assist community in planning efforts.
- ⇒ Research public funding for community projects.
- ⇒ Continue community round table meeting.
- ⇒ Update websites.
- ⇒ Copper River Development Association and Copper River Local Emergency Planning Committee
- ⇒ Assist Copper River Local Emergency Planning Committee in administering the grant and program.

FY 2007 Top Economic/Business Needs

- ⇒ Tourism.
- ⇒ Business Development.
- ⇒ Vocational Education Project.
- ⇒ Community Service.
- ⇒ Community Collaboration.
- ⇒ Business Workshops.
- ⇒ Continued work with Copper River Local Emergency Planning Committee.
- ⇒ Car Crush Project.
- ⇒ Assist Marketing projects for the Valley.

FY 2007 Budget

\$Amount	Source
50,727	State ARDOR grant
59,800	Amount of other State funds
208,000	Amount of federal funds
10,000	Amount of private sector funds
<u>6,050</u>	<u>Any other non-federal, non-State funds</u>
\$334,577	Total FY 07 ARDOR Budget

FY 2006 Goals Accomplished

- ⇒ Branding Project (*Copper River Country*).
- ⇒ Richardson Hwy Project part I.
- ⇒ Assisted Arts and Crafts Fair.
- ⇒ Training Alaska Host Project (Train the Trainer).

- ⇒ Mapping Project.
- ⇒ Small Business Training.
- ⇒ Host monthly Round Table.
- ⇒ Up Dated Web Site.
- ⇒ Continue Working With Copper River Copper River Local Emergency Planning Committee.
- ⇒ Attended the Annual Meeting in Juneau.
- ⇒ Completed a board training workshop.
- ⇒ DART Project.
- ⇒ Richardson Highway project with Valdez / Fairbanks.

FY 2006 Coordinated Regional Efforts Resulting in New Business Opportunities

- ⇒ In Collaboration with Copper Valley Chamber of Commerce and Prince William Sound Community Collage, worked with the State of Alaska on the DART Project
- ⇒ Two new business start ups. And two possible business in the planning phases.

Other FY 2006 Accomplishments

- ⇒ The mapping project is in the final stage of completion.
- ⇒ Working with Copper River Native Association on the Vocational Education Project.
- ⇒ Branding process completed.
- ⇒ Working with several Native organizations.
- ⇒ Collaborating with other ARDOR's around the State.
- ⇒ Working with Council on Economic Policy for Rural Alaska Project

⇒ Working with Economic Development Administration, University of Alaska Anchorage and the State of Alaska Office of Economic Development on Economic Development Administration project.

⇒ Leveraged ARDOR funds 6 to 1 in 2006

FY 2007 Organization and Staffing Charts

Number of FTE Staff: 2

FTE Staff/Capita: 1: 1,064

2007 Board of Directors

Paul Boos, President

Joe Hart, Vice President

Tracey Ansell, Treasurer

Michelle Lemaire, Secretary

Vicki Snitzler – National Park Service

Theresa Absher – Alaska Job Service

Steve Heinle – Princess Tours

Contact Info:

John Downes, Executive Director

Copper Valley Development Association

P.O. Box 9

Glennallen, AK 99588

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Web Address: <http://www.alaskaeconomicdevelopment.org>

CVDA Cost Benefit Analysis and Dollars Leveraged for FY07 – FY98

	FY07	FY 07 \$ Leverage	FY06	FY 06 \$ Leverage	FY05	FY 05 \$ Leverage	FY04	FY 04 \$ Leverage
State ARDOR Grant	\$50,727		\$47,438		\$45,784		\$47,530	
Total ARDOR Budget	\$334,577	6.60	\$188,098	3.97	\$176,784	3.86	\$161,467	3.40
Other State Funds	\$59,800	1.18	\$28,800	0.61	\$23,500	0.51	\$10,800	0.23
Total Non-State Funds	\$224,050	4.42	\$111,860	2.36	\$107,500	2.35	\$103,137	2.17
Federal Funds	\$208,000	4.10	\$105,060	2.21	\$100,000	2.18	\$100,000	2.10
Private Sector Funds	\$10,000	0.20	\$6,800	0.14	\$7,500	0.16	\$4,137	0.09
Other Non-Federal/Non-State Funds	\$6,050	0.12						
In-Kind Contributions	\$16,050	0.32	\$16,650	0.35	\$34,800	0.76	\$26,000	0.55
	FY03	FY 03 \$ Leverage	FY02	FY 02 \$ Leverage	FY01	FY 01 \$ Leverage	FY00	FY 00 \$ Leverage
State ARDOR Grant	\$47,500		\$44,107		\$44,285		\$47,692	
Total ARDOR Budget	\$59,618	1.26	\$77,536	1.76	\$47,607	1.08	\$52,146	1.09
Other State Funds	\$0	0.00						
Total Non-State Funds	\$12,118	0.26	\$33,429	0.76				
Federal Funds	\$0	0.00	\$23,500	0.53				
Private Sector Funds	\$12,118	0.26	\$9,929	0.23	\$3,322	0.08	\$4,454	0.09
Other Non-Federal/Non-State Funds								
In-Kind Contributions	\$13,400	0.28						

	FY99	FY 99 \$ Leverage	FY98	FY 98 \$ Leverage
State ARDOR Grant	\$51,666		\$51,666	
Total ARDOR Budget	\$60,921	1.18	\$85,209	1.65
Other State Funds			\$26,666	0.52
Total Non-State Funds				
Federal Funds				
Private Sector Funds	\$9,255	0.18	\$6,877	0.13
Other Non-Federal/Non-State Funds				

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 2007 Goals

- ⇒ Continue to promote the Fairbanks North Star Borough (FNSB) as the strategic social, logistical, economic, educational, health and professional services hub for the Interior and Northern Regions.
- ⇒ Partnering with Interior and Northern ARDORs, develop collaborative VISTA project to strengthen regional relationships.
- ⇒ Identify and develop low cost, alternative sources of renewable energy.
- ⇒ Develop and implement plans to diversify the FNSB economy to reduce dependence on military and government sectors and foster close relationships with military that encourages involvement with the community.
- ⇒ Partner with the City of Fairbanks and the community to develop and implement "Vision Fairbanks" an urban renewal plan to revitalize downtown Fairbanks.
- ⇒ Partner with the City of North Pole in developing their "Santa's Secret Village" theme city concept.
- ⇒ Partner with community to develop Chena Riverbend and Tanana Lakes Projects.
- ⇒ Participate in community efforts to research issues and opportunities facing Fairbanks and the Interior. Develop proposed actions to address issues or develop opportunities.
- ⇒ Partner with other community organizations and communities to develop tourist destinations and awareness in FNSB and Interior.

- ⇒ Develop community entrepreneurs.
- ⇒ Work with Fairbanks Economic Development Corporation (FEDC), University of Alaska Fairbanks (UAF), US Department of Agriculture, and fellow ARDORs to develop entrepreneurial development program and business incubator.

FY 2007 Top Economic/Business Needs

- ⇒ Develop affordable renewable energy alternatives for Interior and Northern Regions.
- ⇒ Diversify & grow economy to minimize dependence on military and government while fostering close relationships with military that encourages involvement with the community.
- ⇒ Develop pipeline of entrepreneurs and programs to support them.

FY 2007 Budget

\$Amount	Source
61,060	State ARDOR grant
125,454	Amount of federal funds
<u>395,950</u>	<u>Any other non-federal, non-State funds</u>
\$582,464	Total FY 07 ARDOR Budget

FY 2006 Goals Accomplished

- ⇒ Worked closely with community Base Realignment and Closure committees to minimize impact of proposed base realignment.
- ⇒ Collaborated with FEDC to Develop strategy to increase military value of local bases, minimizing future Base Realignment and Closure or U S Department of Defense downsizing efforts, and maximizing opportunities for expansion.
- ⇒ Partnered with FEDC, UAF, local leaders to develop entrepreneurial development program and business incubator business plan.
- ⇒ Completed 5 year Community Economic Development Strategy update.
- ⇒ All Alaska Natural Gas Pipeline application filed with state, offer to purchase gas made to producers, office set up in Fairbanks North Star Borough.

- ⇒ Piloted regional hub program which helped new trade routes be successful.
- ⇒ As member of EPA Brownfields RLF Coalition, completed application for revolving loan and grant.
- ⇒ Interior Alaska Regional Council, a state recognized regional workforce & economic development council, worked with state to document Base Realignment and Closure employment impacts.

Other FY 2006 Accomplishments

- ⇒ Established VISTA umbrella in Fairbanks North Star Borough. Providing up to six volunteers to assist local community organizations in economic development/poverty reduction program development.
- ⇒ Developed business incentive ordinances; including deteriorated property and economic development tax exemptions.
- ⇒ Established first Tax Increment Finance districts in the state.

FY 2007 Organization and Staffing Charts

Number of FTE Staff: 1

FTE Staff/Capita: 1:87,650

FY 2006 Connection to Other Related Services or Programs (Public or Private)

- ⇒ Local/Regional Public: FNSB Community Research Center; FNSB Planning and Zoning; Cities of Fairbanks, North Pole and Valdez; Glennallen, Nome and Valdez ARDORs.
- ⇒ Local/Regional Private: Cold Climate Housing Research Center; Downtown Association Fairbanks; Fairbanks Arts Association; Fairbanks Central Labor Council; Fairbanks Chamber of Commerce; Fairbanks Convention & Visitors Bureau; Valdez Convention & Visitors Bureau; Fairbanks Economic Development Corporation; Fairbanks Neighborhood Housing Services; Festival Fairbanks; Interior Alaska Regional Council.
- ⇒ State: Department of Commerce, Community, and Economic Development; Department of Labor and Work Force Development; Department of Environmental Protection; Small Business Development Center; University of

Alaska Fairbanks; University of Alaska Tanana Valley Campus, University of Alaska Anchorage Center for Economic Development.

⇒ Native Organizations: Doyon Corporation; Tanana Chiefs Conference.

⇒ Federal: US Economic Development Administration; US Office of Economic Adjustment; USARAK; US Department of Agriculture, Rural Development; US Environmental Protection Agency; US Department of Energy.

2007 Board of Directors

Jim Whitaker, Chair – Mayor, Fairbanks North Star Borough

Steve Thompson – Mayor, City of Fairbanks

Jeff Jacobson – Council Member, City of North Pole

Jeffrey J. Cook

Daniel S. “Toby” Osborn

John C. “Jake” Poole

Dean NV Westlake

Hank Bartos, Assembly

Torie Foote, Assembly

Contact Info:

Dr. Kathryn Dodge

Fairbanks North Star Borough Economic Development Commission

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<http://www.co.fairbanks.ak.us/MayorsOffice/EconomicDevelopment/default.htm>

FNSB Cost Benefit Analysis and Dollars Leveraged for FY07 – FY01

	FY07	FY 07 \$ Leverage	FY06	FY 06 \$ Leverage	FY05	FY 05 \$ Leverage
State ARDOR Grant	\$61,060		\$57,771		\$45,784	
Total ARDOR Budget	\$582,464	9.54	\$730,452	9.39	\$409,864	8.95
Other State Funds						
Total Non-State Funds	\$521,404	8.54	\$652,681	8.39	\$364,080	7.95
Federal Funds	\$125,454	2.05	\$171,000	2.20		
Private Sector Funds						
Other Non-Federal/Non-State Funds	\$395,950	6.48	\$481,681	6.19	\$364,080	7.95
In-Kind Contributions	\$8,000	0.13	\$10,000	0.13		
	FY04	FY 04 \$ Leverage	FY03	FY 03 \$ Leverage	FY02	FY 02 \$ Leverage
State ARDOR Grant	\$47,530		\$47,670		\$45,745	
Total ARDOR Budget	\$253,610	5.34	\$95,340	2.00	\$155,990	3.41
Other State Funds						
Total Non-State Funds	\$206,080	4.34	\$47,670	1.00	\$110,245	2.41
Federal Funds						
Private Sector Funds						
Other Non-Federal/Non-State Funds	\$206,080	4.34	\$47,670	1.00	\$110,245	2.41
In-Kind Contributions	\$74,241	1.56			\$30,450	0.67
	FY01	FY 01 \$ Leverage				
State ARDOR Grant	\$12,260					
Total ARDOR Budget	\$125,130	10.21				
Other State Funds						
Total Non-State Funds	\$112,870	9.21				
Federal Funds						
Private Sector Funds						
Other Non-Federal/Non-State Funds	\$112,870	9.21				
In-Kind Contributions	\$31,349	2.56				

Kenai Peninsula 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 (Community Economic Development Strategy), 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 relating opportunities for Borough residents and complement community and individual development initiatives.

FY 2007 Goals

- ⇒ Stimulate entrepreneurship and small business to create and retain sustainable wealth and related opportunities.
- ⇒ Establish a leadership position through partnerships with community groups.
- ⇒ Promote KPEDD services.
- ⇒ Redefine board membership and increase the contribution of board members.
- ⇒ Market KPEDD programs.
- ⇒ Increase KPEDD voice in major issues through public policy positions.

FY 2007 Top Economic/Business Needs

- ⇒ Solution to decreasing regional natural gas supply.
- ⇒ Access to capital and high level business support to grow regional businesses.

FY 2007 Budget

\$Amount	Source
61,060	State ARDOR grant
59,000	Amount of federal funds
167,769	Amount of private sector funds
50,000	<u>Any other non-federal, non-State funds</u>
\$337,829	Total FY 07 ARDOR Budget

FY 2006 Goals Accomplished

Community Capacity Building.

⇒ Completed community economic plans in 10 small communities and one city.

Small business development.

⇒ Initiated micro loan program and issued 5 loans for \$48,000.

⇒ Issued 2 RLF loans for \$55,000.

⇒ 5 new incubator clients.

⇒ 60 ExportAlaska.com clients.

⇒ 2005 Economic Forum held May 22 in Kenai.

FY 2006 Coordinated Regional Efforts Resulting in New Business Opportunities

⇒ Kenai Development Coalition established.

⇒ Coordination of regional economic development bodies continued through 2005.

Other FY 2006 Accomplishments

- ⇒ Reauthorization of ARDOR program.
- ⇒ List serve established for state-wide economic development discussions.
- ⇒ Kenai Portal operations assumed by KPEDD.

FY 2007 Organization and Staffing Charts

Number of FTE Staff: 2

FTE Staff/Capita: 1:25,500

FY 2006 Connection to Other Related Services or Programs (Public or Private)

Local/Regional Public: Economic Development Administration, Resource Conservation and Development, USDA Rural Development.

Local/Regional Private: Port Graham Council.

State: Department of Commerce, Community, and Economic Development, Department of Labor and Workforce Development, Kenai Peninsula College, Alaska Vocational Technical Center.

Native Organizations: Kenaitize Native Association, Cook Inlet Regional Corporation, Port Graham Village Corporation.

2007 Board of Directors

David Durham, President – City of Homer
Barry Eldridge, Vice President, City of Kenai
Jeanne Camp, Secretary – Kenai Peninsula Borough
Anne Marie Holen, Treasurer – City of Homer
Jason Steen, City of Kenai
David Carey – City of Soldotna
Kristine Holdridge – City of Soldotna
Ron Long – Kenai Peninsula Borough
Paul Shadura II – KPB Minority Rep.
Bob Valdatta – City of Seward
Blake Johnson – KPEDD/Labor

Michael Haines – Kachemak City

Kurt Reynerntson – City of Seldovia

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KPEDD Cost Benefit Analysis and Dollars Leveraged for FY07 – FY98

	FY07	FY 07 \$ Leverage	FY06	FY 06 \$ Leverage	FY05	FY 05 \$ Leverage	FY04	FY 04 \$ Leverage
State ARDOR Grant	\$61,060		\$57,771		\$61,284		\$47,570	
Total ARDOR Budget	\$337,829	5.53	\$191,771	3.32	\$270,284	4.41	\$231,570	4.87
Other State Funds								
Total Non-State Funds	\$109,000	1.79	\$134,000	2.32	\$209,000	3.41	\$184,000	3.87
Federal Funds	\$59,000	0.97	\$59,000	1.02	\$59,000	0.96	\$59,000	1.24
Private Sector Funds	\$167,769	2.75	\$25,000	0.43	\$100,000	1.63	\$75,000	1.58
Other Non-Federal/Non-State Funds	\$50,000	0.82	\$50,000	0.87	\$50,000	0.82	\$50,000	1.05
In-Kind Contributions	\$50,000	0.82			\$50,000	0.82		
	FY03	FY 03 \$ Leverage	FY02	FY 02 \$ Leverage	FY01	FY 01 \$ Leverage	FY00	FY 00 \$ Leverage
State ARDOR Grant	\$47,570		\$50,023		\$45,409		\$47,692	
Total ARDOR Budget	\$265,534	5.58	\$252,032	5.04	\$217,819	4.80	\$250,805	5.26
Other State Funds							\$50,000	1.05
Total Non-State Funds	\$217,964	4.58	\$202,009	4.04	\$172,410	3.80	\$153,113	3.21
Federal Funds	\$59,000	1.24	\$59,000	1.18	\$59,000	1.30	\$59,000	1.24
Private Sector Funds	\$68,964	1.45	\$53,009	1.06	\$23,410	0.52	\$4,113	0.09
Other Non-Federal/Non-State Funds	\$90,000	1.89	\$90,000	1.80	\$90,000	1.98	\$90,000	1.89
In-Kind Contributions								
	FY99	FY 99 \$ Leverage	FY98	FY 98 \$ Leverage				
State ARDOR Grant	\$47,692		\$51,666					
Total ARDOR Budget	\$446,692	9.37	\$1,490,431	28.85				
Other State Funds	\$50,000	1.05	\$1,029,765	19.93				
Total Non-State Funds	\$349,000	7.32	\$409,000	7.92				
Federal Funds	\$59,000	1.24	\$59,000	1.14				
Private Sector Funds								
Other Non-Federal/Non-State Funds	\$290,000	6.08	\$350,000	6.77				
In-Kind Contributions								

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 2007 Goals

- ⇒ To develop, expand, diversify and promote quality standards for all lower Kuskokwim fisheries products: salmon, halibut and herring fisheries.
- ⇒ To develop and promote the growth of the tourism industry in the Yukon-Delta region.
- ⇒ Tour products and packages, including promotional brochures are developed for visitor use; visitor industry reps assist in assessing local needs of the traveling public in our region.
- ⇒ Develop and expand the local and regional retail and services industry in our region.
- ⇒ Promote local and regional business opportunities to residents; provide access to training and regional workshops in response to local needs.
- ⇒ Provide for the sound management of the Lower Kuskokwim Economic Development Council.
- ⇒ Program administration occurs, agency coordination maintained through regular meetings, new funds sought to maintain operations.

FY 2007 Top Economic/Business Needs

- ⇒ Access to capital for local business development.
- ⇒ To develop new markets and improved handling techniques for value-added fish products, including salmon, halibut and herring species.

- ⇒ To develop the local workforce to fill currently available local jobs and projected future local job needs.
- ⇒ To develop regional and local tourism infrastructure in YUKON-DELTA Delta communities.

FY 2007 Budget

\$Amount	Source
50,727	State ARDOR grant
12,062	Amount of other State funds
23,100	Amount of federal funds
17,146	Amount of private sector funds
\$103,035	Total FY 07 ARDOR Budget

FY 2006 Goals Accomplished

- ⇒ Fishing industry quality standards were promoted through our salmon quality program (eighth season); at season's end 85 fishermen received a bonus from the processor for icing their commercial catch, utilizing insulated slush ice bags provided to them by LKEDC without charge.

FY 2006 Coordinated Regional Efforts Resulting in New Business Opportunities

- ⇒ Construction of Yuut Elitnaurviat-People's Learning Center in Bethel partially completed, scheduled for opening during 2007.

Other FY 2006 Accomplishments

- ⇒ \$39,665 obtained as new funding for LKEDC program operations.

FY 2007 Organization and Staffing Charts

Number of FTE Staff: 1

FTE Staff/Per Capita: 1: 15,960

FY 2006 Connection to Other Related Services or Programs (Public or Private)

Local/Regional Public

State of Alaska Department of Labor & Workforce Development

Local/Regional Private

Bethel Chamber of Commerce; Coastal Villages Regional Fund

State

State of Alaska Department of Commerce, Community & Economic Development

Native Organizations

Calista Corporation, Bethel Native Corporation

Board of Directors

Fred Phillip, Chairman – Kwik Inc. Board Member

Arthur Lake, Vice-Chairman – Native Village of Kwigillingok

Peter Julius, Secretary – Small Business owner, Goodnews Bay, AK

Alexie Jimmie, Treasurer – Small Business owner, Toksook Bay, AK

Max Angellan – Executive Director, Kwethluk Tribal Resident Council, Inc.

Lyman Hoffman – State Senator, AK Legislature; Small Business owner, Bethel,

Richard Foster – State Representative, AK Legislature; Small Business owner

Ferdinand Pleasant – Native Village of Kwinhagak, AK

Les Daenzer – Lower Kuskokwim School District Administrator, Bethel, AK

Mary Nelson – State Representative, Alaska Legislature

Contact Info:

Carl Berger, Executive Director

Lower Kuskokwim Economic Development Council

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LKEDC Cost - Benefit Analysis and Dollars Leveraged for FY07 – FY00

	FY07	FY 07 \$ Leverage	FY06	FY 06 \$ Leverage	FY05	FY 05 \$ Leverage
State ARDOR Grant	\$50,727		\$47,438		\$33,384	
Total ARDOR Budget	\$103,035	2.03	\$66,411	1.40	\$94,384	2.83
Other State Funds	\$12,062	0.24	\$30,000	0.63	\$35,500	1.06
Total Non-State Funds	\$20,086	0.40	\$25,211	0.53	\$25,500	0.76
Federal Funds	\$23,100	0.46	\$14,000	0.30	\$18,500	0.55
Private Sector Funds	\$17,146	0.34	\$11,211	0.24	\$7,000	0.21
Other Non-Federal/Non-State Funds						
In-Kind Contributions	\$7,500	0.15	\$7,000	0.15	\$9,900	0.30
	FY04	FY 04 \$ Leverage	FY03	FY 03 \$ Leverage	FY02	FY 02 \$ Leverage
State ARDOR Grant	\$47,720		\$47,570		\$50,200	
Total ARDOR Budget	\$117,904	2.47	\$74,170	1.56	\$78,700	1.57
Other State Funds	\$54,684	1.15				
Total Non-State Funds	\$15,500	0.32	\$26,600	0.56	\$28,500	0.57
Federal Funds	\$13,500	0.28	\$13,500	0.28		
Private Sector Funds	\$2,000	0.04	\$13,100	0.28	\$8,000	0.16
Other Non-Federal/Non-State Funds					\$20,500	0.41
In-Kind Contributions	\$4,000	0.08	\$4,500	0.09	\$4,500	0.09

	FY01	FY 01 \$ Leverage	FY00	FY 00 \$ Leverage
State ARDOR Grant	\$45,400		\$47,300	
Total ARDOR Budget	\$80,100	1.76	\$80,800	1.71
Other State Funds				
Total Non-State Funds	\$34,700	0.76	\$33,500	0.71
Federal Funds				
Private Sector Funds	\$10,200	0.22	\$4,500	0.10
Other Non-Federal/Non-State Funds	\$24,500	0.54	\$29,000	0.61
In-Kind Contributions	\$4,500	0.10	\$4,500	0.10

Mat-Su Resource Conservation & Development, Inc.

Mission Statement

Mat-Su RC&D Mission Statement: To create jobs, expand the local economy, conserve natural resources and enhance the quality of life for residents and institutions of the Matanuska –Susitna Borough.

FY 2007 Goals

- ⇒ Increase establishment of an industrial base to provide employment and tax base.
- ⇒ Continue to support development at Port MacKenzie and work with Borough on economic development plan for growth corridors.
- ⇒ Establishment of an anchor attraction for tourism development.
- ⇒ Provide assistance to the Mat-Su borough and the Mat-Su Convention and Visitors Bureau in developing more anchor tourism attractions and improved tourism marketing.
- ⇒ Work with various borough community organizations (community councils, chambers of commerce, etc.) to develop community marketing strategies.
- ⇒ Retention and expansion of existing businesses.
- ⇒ Work with Mat-Su Borough economic development and planning employees on infrastructure needs.
- ⇒ Host Annual Economic Development Conference in December 2007.
- ⇒ Support Mat-Su Borough efforts to construct Agricultural Processing and Product Development Center.
- ⇒ Work with Small Business Development Center regarding development of new and existing businesses.

FY 2007 Top Economic/Business Needs

- ⇒ Development of one or more tourism anchor attractions in the Mat-Su Valley, specifically assist with efforts for downhill ski development at Hatcher Pass.
- ⇒ Continued infrastructure improvements at Port MacKenzie, specifically natural gas service, road improvements, ferry terminals; continue to support potential gravel sales for Anchorage Port expansion and sustainable timber sales in Mat-Su for chip export.

FY 2007 Budget

\$Amount	Source
47,438	State ARDOR grant Amount of other State funds
128,432	Amount of federal funds
13,500	Amount of private sector funds
15,000	<u>Any other non-federal, non-State funds</u>
\$204,370	Total FY 07 ARDOR Budget

FY 2006 Goals Accomplished

- ⇒ Established and expanded industrial activity at Port MacKenzie.
- ⇒ Expansion of tourism infrastructure in Upper Susitna Valley, involved in facilitating Hatcher Pass Nordic and Downhill Ski Area.
- ⇒ Supported natural resource based business.
- ⇒ Retention and expansion of existing business; Point MacKenzie Dairy Farms.
- ⇒ Increase transfer of land from Public Sector to private ownership, Fish Creek planning efforts.
- ⇒ Assisted in Development of Mat-Su Economic Enterprise – the first Enterprise Facilitation Community in the State of Alaska - partnered with the Sirolli Institute

Other FY 2006 Accomplishments

- ⇒ Mat-Su RC&D continues to work with Valley Community for Recycling Solutions on successful grant applications that have purchased equipment and also with fundraising efforts for their permanent facility.
- ⇒ Mat-Su RC&D hosted the 7th Annual Valley Economic Development Conference.
- ⇒ Mat-Su RC&D continues to support the Knik Arm Bridge and Toll Authority in their efforts to complete the Final Environmental Impact Study for the project.
- ⇒ Mat-Su RC&D manages account for three community projects.

FY 2007 Organization and Staffing Charts

Number of FTE Staff: 2

FTE Staff/Capita: 2 : 75,000

Board of Directors

Darcie Salmon, President – Valley Board of Realtors
Angela Rosas, Vice President – City of Houston
Al Jorgensen, Secretary – Mat-Su Native Federation
Vicki Wehe, Treasurer – Mat-Su Small Business Development Center
Ted Smith, Past President – Willow Chamber of Commerce
Cheryl Metiva, Wasilla Chamber of Commerce
Wayne Carmony, Matanuska Electric Association
Tony Pippel, City of Palmer
Dan Deedy, Enstar
Rose Marie "Tiny" DePriest, Alaska Farmers and Stock Growers
Dave Hanson, Matanuska-Susitna Borough
Clarence Furbush, Palmer Soil and Water Conservation District
Jackie Whitstine, Matanuska Telephone Association
Janet Kincaid, Mat-Su Convention & Visitors Bureau
Casey Reynolds, City of Wasilla

Steve Totten, Big Lake Chamber of Commerce
 Jeanette Barker, Greater Palmer Chamber of Commerce
 Wayne Barat, Wasilla Soil & Water Conservation District
 Anna Von Reitz, North Valley Development Council
 Al Tellman, Knik Atnu, Inc.

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MSRC&D Cost-Benefit Analysis and Dollars Leveraged for FY07 – FY03

	FY07	FY 07 \$ Leverage	FY06	FY 06 \$ Leverage	FY05	FY 05 \$ Leverage
State ARDOR Grant	\$50,727		\$47,438		\$45,784	
Total ARDOR Budget	\$190,727	3.76	\$204,370	4.31	\$194,284	4.24
Other State Funds						
Total Non-State Funds	\$30,000	0.59	\$156,932	3.31	\$148,500	3.24
Federal Funds	\$110,000	2.17	\$128,432	2.71	\$125,000	2.73
Private Sector Funds	\$15,000	0.30	\$13,500	0.28	\$13,500	0.29
Other Non-Federal/Non-State Funds	\$15,000	0.30	\$15,000	0.32	\$10,000	0.22
In-Kind Contributions	\$4,500	0.09	\$4,500	0.09	\$4,500	0.10
	FY04	FY 04 \$ Leverage	FY03	FY 03 \$ Leverage		
State ARDOR Grant	\$47,450		\$47,450			
Total ARDOR Budget	\$168,350	3.55	\$168,600	3.55		
Other State Funds						
Total Non-State Funds	\$20,900	0.44	\$121,150	2.55		
Federal Funds	\$100,000	2.11	\$100,000	2.11		
Private Sector Funds	\$1	0.00	\$11,150	0.23		
Other Non-Federal/Non-State Funds	\$19,550	0.41	\$10,000	0.21		
In-Kind Contributions	\$9,200	0.19				

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 2007 Goals

- ⇒ Promote higher education and vocational education for residents of the NWAB.
- ⇒ Provide scholarships of \$750 per semester for residents in college and or vocational training programs and \$350 for part-time students.
- ⇒ Promote the development of small businesses in the region.
- ⇒ Provide small business grants to residents who are operating a business or have a sound plan to begin a business.
- ⇒ Provide small business loans to those who are operating or beginning a small business.
- ⇒ Provide small business training classes on a semi-annual basis and individual assistance on an ongoing basis.
- ⇒ Promote the arts and crafts industry for area residents.
- ⇒ Administer an arts purchase and marketing program, allowing makers of quality crafts to have a reliable cash outlet for their work throughout the year.
- ⇒ Make arts and crafts materials and tools readily available to artists.
- ⇒ Provide business cards, advertising placards and web page exposure for the artists of the region.
- ⇒ Create and support village art centers for community use.
- ⇒ Continue Fisheries Development.

- ⇒ Provide matching funds/other financial supports to upgrade fish processing facility.
- ⇒ Provide administrative support to Kotzebue Sound Fisheries Association.
- ⇒ Maintain ARDOR Web Page within the Northwest Arctic Borough Page.
- ⇒ Issue bimonthly e-bulletins that include a local ARDOR report.
- ⇒ Provide tax filing assistance for area residents.

FY 2007 Top Economic/Business Needs

- ⇒ Facilitate/Assist chum salmon fishery continuing development.
- ⇒ Continue art center development and art marketing;
- ⇒ Reduce the cost of fuel for municipalities, native governments and individuals through development of bulk buying and storage.
- ⇒ Continue development of small businesses in the region.
- ⇒ Assist with the cost of college and vocational education

FY 2007 Budget

\$Amount	Source
50,727	State ARDOR grant
106,000	Amount of private sector funds
<u>532,000</u>	<u>Any other non-federal, non-State funds</u>
\$688,727	Total FY 07 ARDOR Budget

FY 2006 Goals Accomplished

- ⇒ Over 100 grants of tools, equipment or supplies to individual entrepreneurs and organizations, totaling \$100,000.
- ⇒ Completed Kiana, Noorvik, and Selawik art centers and opened the two latter centers for use.

- ⇒ Fish processing was initiated in 2004 and will continue in 2005 with higher goals of production and sales. Also operations assumed by the locally organized Kotzebue Sound Fisheries Association.
- ⇒ Village gardening has been initiated with a major farmed plot at the Maniilaq Remote Treatment Facility through \$5,000 grant for seeds, young plants, and the cost of an instructor and helpers.
- ⇒ Art purchases and sales have been maintained at projected levels.
- ⇒ Tax assistance was provided to over 140 households, resulting in over \$130,000 in refunds/credit payments.
- ⇒ A contract for the renovation project that will become the Kotzebue Art Center was issued with work to take place in July and August of 2006.

FY 2006 Coordinated Regional Efforts Resulting in New Business Opportunities

- ⇒ Organized Kotzebue Sound Fisheries Association, authored bylaws, licensed and provided start up funding. Over 150 seasonal jobs resulted, plus substantial revenue to airlines and other local service providers. Borough provided over \$40,000 in direct cash match and \$320,000 in operational loans.
- ⇒ Construction of Kotzebue Art Center

Other FY 2006 Accomplishments

- ⇒ Four-hundred pounds of walrus ivory from outside the region purchased and distributed through loans, sale, and trade for finished products, resulting in profits to carvers of approximately \$200,000.
- ⇒ Sponsored regional arts and crafts competition with judging and prizes in eight categories, including carving, sewing, basketry, and jewelry.

FY 2007 Organization and Staffing Charts

Number of FTE Staff: 4

FY 2006 Connection to Other Related Services or Programs (Public or Private)

Local/Regional Public:

Cities of Kotzebue, Ambler, Kobuk, Shungnak, Noorvik, Kiana, Selawik, Buckland, Deering, and Kivalina and the Native Village of Noatak. Northwest Arctic Borough School District. University of Alaska-Fairbanks and Chukchi Campus.

Native Organizations:

Nana Regional Corporation, Maniilaq Association and IRA's of Kotzebue, Kobuk, Ambler, Shungnak, Selawik, Noorvik, Kiana, Buckland, Deering, Noatak and Kivalina.

Board of Directors

Northwest Arctic Borough Assembly
Chair: Lucy Nelson Snyder, KIC
Brad Reeve, Kotzebue Electric Association
Johanna Cleveland, Kobuk
Shyla Cleveland, Shungnak
Julia Cleveland, Ambler
Sherry Swan, Buckland
Melinda Moto, Deering
Claudia Sampson, Buckland
Karen Jackson, Noorvik
Frederica Schaeffer, Noatak
Dolly Foster, Kivalina
Diana Ramoth, Selawik

Contact Info:

D' Anne Hamilton, Executive Director

Northwest Arctic Borough Economic Development Commission
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NWABEDC Cost Benefit Analysis & Dollars Leveraged for FY07 – FY03

	FY07	FY 07 \$ Leverage	FY06	FY 06 \$ Leverage	FY05	FY 05 \$ Leverage
State ARDOR Grant	\$50,727		\$47,438		\$45,784	
Total ARDOR Budget	\$688,727	13.58	\$493,953	10.41	\$386,384	8.44
Other State Funds						
Total Non-State Funds	\$25,363	0.50	\$446,515	9.41	\$340,600	7.44
Federal Funds						
Private Sector Funds	\$106,000	2.09				
Other Non-Federal/Non-State Funds	\$532,000	10.49	\$446,515	9.41	\$340,600	7.44
In-Kind Contributions	\$25,000	0.49	\$565,000	11.91	\$334,000	7.30
	FY04	FY 04 \$ Leverage	FY03	FY 03 \$ Leverage		
State ARDOR Grant	\$47,820		\$47,220			
Total ARDOR Budget	\$269,675	5.64	\$371,828	7.87		
Other State Funds						
Total Non-State Funds	\$221,855	4.64	\$324,608	6.87		
Federal Funds			\$55,000	1.16		
Private Sector Funds						
Other Non-Federal/Non-State Funds	\$221,855	4.64	\$269,608	5.71		
In-Kind Contributions	\$335,000	7.01	\$277,000	5.87		

Prince William Sound Economic Development District

Mission Statement

The mission of Prince William Sound Economic Development District is to serve as a forum for the discussion of regional economic issues and to foster economic growth and job creation through strategic planning and infrastructure development.

FY 2007 Goals

- ⇒ Create new Comprehensive Economic Development Strategy (CEDS), meet in each community to discuss infrastructure development, transportation, Workforce development;
 - Arrange meetings in Chenega Bay, Cordova, Tatitlek, Valdez, and Whittier.

- ⇒ Support a strong regional tourism strategy for cultural, ecotourism and adventure travel;
 - Support tourism activities in region such as Valdez Fly-In, Maritime Expo, Valdez Theater Conference, Iceworm Festival, Shorebird Festival, and Walk to Whittier.

- ⇒ Support fishing industry, cold storage, processing facility, workforce development;
 - Continue supporting efforts to value add seafood products and expand market for region's fishermen and women, produce high dollar gourmet fish for world markets.

FY 2007 Top Economic/Business Needs

- ⇒ LNG pipeline to Valdez.
- ⇒ Increase tourism.
- ⇒ Cold storage and processing plant in Valdez.

FY 2007 Budget

\$Amount	Source
50,727	State ARDOR grant
59,000	Amount of federal funds
<u>15,000</u>	<u>Amount of private sector funds</u>
\$124,727	Total FY 07 ARDOR Budget

FY 2006 Goals Accomplished

- ⇒ Worked with communities to secure funding for cold storage facility, marine vessel lift, harbor improvements,
- ⇒ Successful effort to receive FY 07 Economic Development Administration's (U. S. Dept. of Commerce) Planning and Technical Assistance Grant.
Increased Tourism activities and attractions.

FY 2006 Coordinated Regional Efforts Resulting in New Business Opportunities

- ⇒ Held marketing meetings/promoted tourism to international travelers
- ⇒ Worked with M/V Chenega and Alaska Marine Highway System

Other FY 2006 Accomplishments

- ⇒ Hosted over 1500 visitors from every country and state in the new Prince William Sound Museum in Whittier

FY 2007 Organization and Staffing Charts

Number of FTE Staff: 1

FY 2006 Connection to Other Related Services or Programs (Public or Private)**Local/Regional Public**

Communities of Chenega Bay, Cordova, Tatitlek, Valdez and Whittier, Prince William Sound Community College,

Native Organizations

Chenega Council, Tatitlek Village I.R.A. Council

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Prince William Sound Economic Development District
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PWSDC Cost-Benefit Analysis and Dollars Leveraged for FY07 – FY98

	FY07	FY 07 \$ Leverage	FY06	FY 06 \$ Leverage	FY05	FY 05 \$ Leverage	FY04	FY 04 \$ Leverage
State ARDOR Grant	\$50,727		\$47,438		\$45,784		\$47,620	
Total ARDOR Budget	\$79,074	1.56	\$85,600	1.80	\$96,284	2.10	\$65,202	1.37
Other State Funds								
Total Non-State Funds	\$18,347	0.36	\$38,162	0.80	\$50,500	1.10	\$17,582	0.37
Federal Funds			\$20,000	0.42	\$40,000	0.87		
Private Sector Funds	\$15,000	0.30	\$15,000	0.32	\$10,500	0.23	\$17,582	0.37
Other Non-Federal/Non-State Funds	\$13,470	0.27	\$3,162	0.07				
In-Kind Contributions	\$10,000	0.20	\$20,000	0.42	\$10,000	0.22	\$8,000	0.17
	FY03	FY 03 \$ Leverage	FY02	FY 02 \$ Leverage	FY01	FY 01 \$ Leverage	FY00	FY 00 \$ Leverage
State ARDOR Grant	\$47,620		\$44,285		\$44,285		\$45,408	
Total ARDOR Budget	\$63,335	1.33	\$79,285	1.79	\$106,976	2.42	\$116,546	2.57
Other State Funds								
Total Non-State Funds	\$15,715	0.33	\$35,000	0.79	\$62,691	1.42	\$71,138	1.57
Federal Funds					\$20,000	0.45		
Private Sector Funds	\$15,715	0.33	\$35,000	0.79	\$31,500	0.71	\$51,138	1.13
Other Non-Federal/Non-State Funds					\$11,191	0.25	\$20,000	0.44
In-Kind Contributions	\$8,400	0.18		0.00	\$30,000	0.68		

	FY99	FY 99 \$ Leverage	FY98	FY 98 \$ Leverage				
State ARDOR Grant	\$52,859		\$51,666					
Total ARDOR Budget	\$123,969	2.35	\$138,104	2.67				
Other State Funds								
Total Non-State Funds	\$71,110	1.35	\$86,438	1.67				
Federal Funds								
Private Sector Funds	\$14,500	0.27	\$8,075	0.16				
Other Non-Federal/Non-State Funds	\$56,610	1.07	\$78,363	1.52				
In-Kind Contributions								

Southeast Conference

Mission Statement

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

FY 2007 Goals

Community Development

- ⇒ University of Alaska Southeast Scholarship Program. Continue funding efforts, continue scholarship endowment.
- ⇒ Health care infrastructure and programs. Continue to work with the new Health Committee to Southeast Conference that has over 20 members and is very active. The Commissioner of Health and Social Services or his designee attends these meetings. Community Consulting.
- ⇒ Community consulting render advice and consultation, as needed, coordinate with other economic groups.
- ⇒ Conference of Mayors Support, hold meetings assist SEACOM in region wide mayor's communication between meetings. Work closely with mayors on issues important to communities.
- ⇒ Southeast caucus support, work with Southeast Caucus in the 2007 State Legislative session.
- ⇒ Conference of Chambers support, continue meetings and coordination with all Southeast chambers.

Economic Development

- ⇒ Southeast Alaska Transportation Plan Monitoring, work with State of Alaska Department of Transportation and Public Facilities on transportation plans (Site Acceptance Test Plan, STIP) and area plans like the Sitka Access Study, Northern Panhandles Transportation Study and others.
- ⇒ Marine Transportation Advisory Board, continue work as representative of Alaska Marine Highway advisory board.

- ⇒ Southeast Intertie Plan/Construction; continue to lobby for additional funds for intertie sections; complete environmental assessment for Kake-Petersburg Section; Complete funding for Juneau-Hoonah sections.
- ⇒ Regional Solid Waste Facility, develop and implement grant program for regional Solid Waste Plan; work closely with communities to develop acceptable plan.
- ⇒ Regional Economic Inventory, develop and implement grant program for regional economic survey of Southeast Alaska Communities.
- ⇒ Southeast Conference Transportation Committee. Meet regularly with transportation committee (30 members.) on issues such as SATP, IFA, STIP, MTAB, AMHS, fish freight and other freight transportation issues
- ⇒ Continue to be a regional liaison to Council on Economic Policy for Rural Alaska.

Tourism

- ⇒ Maintain tourism committee to address a broad array of tourism issues. Continue work with re-established committee with more than 15 members; develop programs and resolutions.
- ⇒ Maintain Economic Development committee to address a broad array of economic issues. Continue work with SEC committee, which has re-established with 24 members, forward recommendations.

Timber Development

- ⇒ Tongass Land Management Plan Monitoring. Continue efforts to meet with Governors staff on this issue, and continue to work closely with mayors and the Forest Service. Work with media.
- ⇒ Continue work of timber coordinator and timber committee.

Fisheries

- ⇒ Shellfish Aquaculture Development, through the POW RC&D Coordinator work with the community Naukati to obtain 2nd Class City Status in order to qualify for shellfish nursery development grants funding.
- ⇒ Maintain Fisheries committee to address a broad array of fisheries issues; continue to hold meetings of Fisheries Committee; develop resolutions and letters of support or opposition to new proposals.

Minerals Development

⇒ Combine planning efforts with Juneau Economic Development Council. Work closely with JEDC, Coeur Alaska Inc., Greens Creek mining organizations, Olympic Resources Group, Rubicon Minerals Corporation to support mineral development in Southeast. Attended Coeur Inc. Write letters in support of mining issues.

Business Development

- ⇒ Support the Juneau Economic Development Council with referrals. Make referrals to JEDC revolving load fund.
- ⇒ Support the University of Alaska Southeast, Small Business Development Center; work with Business Development Center on referrals and consultation.

Environmental Assistance

- ⇒ Hazardous Household Waste Collection Program, receive completed report from contractor on 2006 efforts, developmental plans underway for following year's collection.
- ⇒ Maintain Environment committee to address a broad array of environment issues. Committee makes recommendations to the Board on formation of Regional Hazmat Team, regional solid waste solutions, adaptive technologies and private companies working to reduce and manage wastes.

Communications

- ⇒ Board Reports and meetings; maintain high level of communication between board, membership and committees.
- ⇒ Website/Newsletter, Update website and track "web page hits," minimum of 2 newsletters per year. Develop web-based or email newsletter.
- ⇒ Annual Report, work with RC&D Coordinators, all Southeast communities and CCTHITA to develop the 2007 annual Community Economic Development Strategy update report that also fulfilled annual planning requirements for the RC&D Area Plan and ARDOR program.
- ⇒ Membership Meeting, hold Annual Membership meeting in Ketchikan – September 07.
- ⇒ Mid-Session Summit, hold Mid-session summit in Juneau - March 07

Development Planning

- ⇒ Participate in regional and national development organizations; attend State Chamber Conference, Juneau Chamber of Commerce luncheons and annual banquet/meeting; meet with state-wide ARDORS; Alaska Conference of Mayors Annual Meeting; Southeast Alaska Conference of Mayors meetings; JEDC events.
- ⇒ Recruit, work to recruit new members.
- ⇒ Recurring revenue sources; develop new and recurring income sources from memberships, sponsorships and grant funds.

FY 2007 Top Economic/Business Needs

- ⇒ Affordable housing for workers, affordable power, streamlined regulations, stability in the region.

FY 2007 Budget

\$Amount	Source
61,060	State ARDOR grant
235,000	Amount of other State funds
59,000	Amount of federal funds
70,060	Amount of private sector funds
<u>52,000</u>	<u>Any other non-federal, non-State funds</u>
\$477,120	Total FY 07 ARDOR Budget

FY 2006 Goals Accomplished

Community Development

- ⇒ Completed watershed grants.
- ⇒ Record scholarship grants.
- ⇒ Finished power export study.

Economic Development

- ⇒ Participated in State of Alaska Department of Transportation and Public Facilities planning.
- ⇒ Continued MTAB participation.
- ⇒ Assisted Alaska Marine Highway System scheduling issues.

Timber Development

- ⇒ Continued effort on Intertie and timber issues.
- ⇒ Continued Household Hazardous Waste program.

Communications

- ⇒ Mid-Session Summit, hold Mid-session summit in Juneau - March 2006.

Development Planning

- ⇒ Eight active committees; weekly reports and near-monthly board meetings.

FY 2006 Coordinated Regional Efforts Resulting in New Business Opportunities

- ⇒ Worked with the Juneau Economic Development and Small Business Administration on new opportunities. Worked to develop new opportunities in the timber industry.

Other FY 2006 Accomplishments

- ⇒ Completion of Route Analysis, Petersburg to Kake electrical intertie study; Completion of Solid Waste Reports.
- ⇒ Near Completion of Economic Inventory of Communities; Timber Supply Study for manufacturing.

FY 2007 Organization and Staffing Charts

Number of FTE Staff: 4

FTE Staff/Capita: 1: 17,500

FY 2006 Connection to Other Related Services or Programs (Public or Private)

Local/Regional Public:

⇒ Attend and testify at public meetings and before state legislators; Work with legislators, mayors, city managers, public works directors on a multitude of issues. Work with regional US Forest Service personnel.

Local/Regional Private:

⇒ Attend Chambers of Commerce meeting; Meet with transportation consultants and contractors, engineering firms; cruise lines and fishing organizations.

State:

⇒ Governor's Office, Departments of Transportation, Environmental Conservation, Law, and Commerce, Community and Economic Development

Native Organizations:

⇒ Central Council for Tlingit & Haida Indian Tribes of Alaska, Sealaska Corporation, numerous for-profit and non-profit village corporations and councils.

2007 Board of Directors

Carol Rushmore – President, Economic Development Planner, Wrangell

Randy Wanamaker - CBJ Assembly, Juneau

Jon Bolling - Second Vice-President, Manager City of Craig

John Stein - Administrator, City & Borough of Sitka

David Stone - Vice President, Second Vice President, CBJ Assembly Member
AEL&P, Juneau

Robert Venables - Past President, Manager Borough of Haines

Linda J. Snow - Southeast Strategies, Juneau

Julie Decker - SE Alaska Regional Dive Fisheries Association, Wrangell

Paul Axelson - SE Stevedoring, Ketchikan

Mike Korsmo - City of Skagway Council Member, Skagway

Maxine Thompson - Angoon Trading Co., Angoon

Leo Luczak - City of Petersburg,

John Conley – Owner, Service Auto Parts, Ketchikan

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Murry Walsh, Executive Director

Southeast Conference

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SEC Cost Benefit Analysis & Dollars Leveraged for FY07 – FY98

	FY07	FY 07 \$ Leverage	FY06	FY 06 \$ Leverage	FY05	FY 05 \$ Leverage	FY04	FY 04 \$ Leverage
State ARDOR Grant	\$61,060		\$57,771		\$61,284		\$47,823	
Total ARDOR Budget	\$477,120	7.81	\$817,771	14.16	\$1,097,284	17.90	\$1,070,328	22.38
Other State Funds			\$350,000	6.06	\$110,000	1.79	\$698,554	14.61
Total Non-State Funds	\$181,060	2.97	\$410,000	7.10	\$926,000	15.11	\$323,951	6.77
Federal Funds	\$63,000	1.03	\$100,000	1.73	\$764,000	12.47	\$195,601	4.09
Private Sector Funds	\$120,443	1.97	\$120,000	2.08	\$162,000	2.64	\$128,350	2.68
Other Non-Federal/Non-State Funds	\$22,537	0.37	\$190,000	3.29				
In-Kind Contributions	\$75,000	1.23	\$190,000	3.29	\$130,000	2.12	\$226,200	4.73
	FY03	FY 03 \$ Leverage	FY02	FY 02 \$ Leverage	FY01	FY 01 \$ Leverage	FY00	FY 00 \$ Leverage
State ARDOR Grant	\$47,720		\$44,297		\$45,409		\$48,090	
Total ARDOR Budget	\$1,417,358	29.70	\$573,724	12.95	\$357,464	7.87	\$363,781	7.56
Other State Funds	\$438,470	9.19	\$49,855	1.13	\$15,903	0.35	\$19,215	0.40
Total Non-State Funds	\$931,168	19.51	\$479,572	10.83	\$296,152	6.52	\$296,476	6.17
Federal Funds	\$819,568	17.17	\$363,472	8.21	\$148,560	3.27	\$78,016	1.62
Private Sector Funds	\$108,600	2.28	\$110,400	2.49	\$141,442	3.11	\$7,764	0.16
Other Non-Federal/Non-State Funds	\$3,000	0.06	\$5,700	0.13	\$6,150	0.14	\$210,696	4.38
In-Kind Contributions	\$144,800	3.03	\$91,000	2.05	\$91,000	2.00	\$80,000	1.66
	FY99	FY 99 \$ Leverage	FY98	FY 98 \$ Leverage				
State ARDOR Grant	\$51,666		\$51,666					
Total ARDOR Budget	\$301,966	5.84	\$160,450	3.11				
Other State Funds	\$5,000	0.10						
Total Non-State Funds	\$245,300	4.75	\$108,784	2.11				
Federal Funds	\$104,100	2.01						
Private Sector Funds	\$3,000	0.06						
Other Non-Federal/Non-State Funds	\$138,200	2.67	\$108,784	2.11				
In-Kind Contributions	\$75,000	1.45						

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 2007 Goals

Fisheries Development

- ⇒ Monitor fisheries regulatory, management, and marketing issues that may impact Southwest Alaska fisheries and influence policies, management, and marketing initiatives to create a more stable fisheries economy in the region.
- ⇒ Engage the environmental community in an ongoing dialogue to anticipate, avoid, and alleviate legal challenges that adversely impact the fisheries economy of Southwest Alaska.
- ⇒ Facilitate and support industry, state, and local efforts to expand seafood marketing efforts and develop new seafood markets.

Tourism Development

- ⇒ Support the development and maintenance of a regional tourism marketing program.
- ⇒ Identify and develop niche tourism markets that increase opportunities for residents of Southwest Alaska.
- ⇒ Influence federal, state, and local policies and management plans regarding public lands, fish and wildlife resources, infrastructure, and marketing.

Economic Development

- ⇒ Coordinate an ongoing regional economic planning effort and supplemental research that highlights the economic needs and challenges of Southwest Alaska.

Small Business Development

- ⇒ Determine methods to encourage and facilitate new businesses start-ups and provide technical assistance to existing businesses.

Other Business and Resource Development

- ⇒ Encourage the development of natural resources and targeted industries that are compatible and complementary with existing development in Southwest Alaska and local community interests.

Workforce Development

- ⇒ Increase the capacity of individuals to participate effectively in the workplace, thereby improving their productivity and employability by aligning industry needs with job and skill training programs.

FY 2007 Top Economic/Business Needs

- ⇒ Stimulate small business development and entrepreneurship to capitalize on existing and emerging economic sectors.
- ⇒ Reduce the region's high energy costs and develop alternative energy potential including wind power; develop new energy sources to facilitate priority development projects; assist communities in coping with high energy prices.
- ⇒ Expand regional transportation infrastructure to move seafood products to market with the least cost, least handling, and greatest efficiency; full funding for timely implementation of the Southwest Alaska Transportation Plan.
- ⇒ Plan and coordinate regional workforce development strategies that will prepare the Southwest workforce for jobs in new and emerging industries.
- ⇒ Identify strategies to increase wealth retention in the region and reduce poverty in the region's most distressed communities.
- ⇒ Increase direct marketing capacity of region through expanded local processing capacity and technical assistance to harvesters and direct marketers.
- ⇒ Influence positive outcomes for fisheries and ocean policies to maintain regional access and economic participation in state and federal fisheries.

Strengthen and expand ferry service; capitalize on the system's designation as an All American Road.

FY 2007 Budget

\$Amount	Source
61,060	State ARDOR grant
63,000	Amount of federal funds
120,443	Amount of private sector funds
<u>22,537</u>	<u>Any other non-federal, non-State funds</u>
\$267,040	Total FY 07 ARDOR Budget

FY 2006 Goals Accomplished

Fisheries Development

- ⇒ Monitored and commented on North Pacific Fishery Management Council policy development on GOA Groundfish rationalization; monitored policy development on state and federal fisheries issues; commented on economic and community impacts.
- ⇒ Advocated for various fisheries issues in the region and supported supplemental fisheries research on both the state and federal levels.
- ⇒ Monitored and mobilized regional stakeholders to comment on reauthorization of the Magnuson-Stevens Fisheries Conservation and Management Act.
- ⇒ Supported the efforts of the Pribilof Islands Collaborative to resolve community, industry, and conservation issues through the creation of a new collaborative paradigm; initiated agreement to facilitate efforts through administrative support and in-kind contributions.

Tourism Development

- ⇒ Continued ongoing regional tourism marketing strategies.
- ⇒ Continued exploration of small ship cruise market.
- ⇒ Continued coordination of the Southwest segment development of the Alaska Marine Highway National Scenic Byway.

- ⇒ Organizational efforts resulted in a successful bid to name the Alaska Marine Highway System byway an All American Road.
- ⇒ Continued dialogue with all public land and resource agencies on tourism development issues in the region.
- ⇒ Partnered with local, regional and state tourism efforts to promote the region.
- ⇒ Hosted a Share Your Heritage Workshop in conjunction with the National Trust for Historic Preservation with 21 participants from the region to focus on cultural tourism development.

Regional Economic Planning

- ⇒ Updated Comprehensive Economic Development Strategy and continued implementing action plan.
- ⇒ Continued to showcase the Economic Geography of Southwest Alaska with regional and statewide audiences.
- ⇒ Southwest Alaska Economic Summit featured rationalized fisheries, oil/gas/mineral development, emergency preparedness, seafood harvesting and processing innovations, and rural energy.

Workforce Development

- ⇒ Facilitated the Southwest Alaska Workforce Development Council.
- ⇒ Provided advisory input to the Alaska Workforce Investment Board.

Business and Resource Development

- ⇒ Participated in community meetings on mineral, oil and gas development.
- ⇒ Engaged mineral development players, communities and agencies in discussions about needs and impacts of large scale mining for Au, Cu, Mb, in the region.

Infrastructure Development

- ⇒ Updated prioritized capital improvement projects list; initiated fourth round compilation and update while maintaining a high level of village and tribal entity participation.

- ⇒ Continued to work with the Alaska Department of Transportation on the implementation of the Southwest Alaska Transportation Plan.
- ⇒ Advocated for SWAMC infrastructure projects with the Alaska State Legislature, the Alaska Congressional Delegation, the Alaska Department of Transportation & Public Facilities, the U S Federal Highway Administration, and other transportation entities.
- ⇒ Continued to advocate for development of fiber optic cable backbone in the region; Southwest Alaska Municipal Conference represented on the Alaska Telecommunications Users Consortium and the Alaska Information Infrastructure Task Force; exploring local/regional development models.

Health, Education and Public Safety Development

- ⇒ Continued to disseminate from the Quality of Life Index to the regional stakeholders and key decision-makers.

Community Planning

- ⇒ Participated in community planning efforts throughout the region.
- ⇒ Worked with the City of Dillingham to provide technical assistance with its community plan.

Communication

- ⇒ Continued community and member communications;
- ⇒ Held workshops and participated in in-region meetings to network and learn.

Policy and Issue Advocacy

- ⇒ Adopted and disseminated resolutions on economic and community development issues which were distributed to various elected officials and agencies.
- ⇒ Commented on state and federal policies and legislation that would impact the region's economies and communities.

Organizational Efficiency and Effectiveness

- ⇒ Held regular monthly meetings of the Board of Directors.

- ⇒ Held meetings for six ongoing committees as well as various work sessions and special task groups.
- ⇒ Grew membership revenue by sixteen percent.
- ⇒ Maintained a 97 percent member renewal rate.
- ⇒ Maintained financial, administrative, and personnel policy standards as prescribed by the Board.

FY 2006 Coordinated Regional Efforts Resulting in New Business Opportunities

- ⇒ Ongoing regional tourism marketing efforts resulted in increased inquiries by consumers, travel trade and travel media.
- ⇒ Established a partnership with the Alaska Manufacturing Extension Partnership to identify candidates for business referrals.
- ⇒ Supported Economic Development Administration funding for development of community based seafood processing facilities, harbor infrastructure projects, and municipal services projects.

Other FY 2006 Accomplishments

- ⇒ Represented the needs and interests of Southwest Alaska communities on the U.S. Department of Commerce Advisory Committee on President Bush's Strengthening America's Communities Initiative.
- ⇒ Initiated work on a Seafood Harvesting Labor Data Project to resolve long-standing deficiencies in regional economic reporting and to better understand the demographics and trends among the permit-holder and crew member labor force.
- ⇒ Initiated work with the Department of Transportation on a technical update to the Southwest Alaska Transportation Plan focusing on seafood supply chain improvements.

FY 2007 Organization and Staffing Charts

Number of FTE Staff: 3

FTE Staff/Capita: 1: 9,677

FY 2006 Connection to Other Related Services or Programs (Public or Private)

Local/Regional Public:

Aleutians East Borough, Bristol Bay Borough, City of Adak, City of Akutan, City of Aleknagik, City of Atka, City of Chignik, City of Clarks Point, City of Dillingham, City of Egegik, City of False Pass, City of King Cove, City of Kodiak, City of Larsen Bay, City of Manokotak, City of New Stuyahok, City of Ouzinkie, City of Pilot Point, City of Port Heiden, City of Port Lions, City of Saint Paul, City of Sand Point, City of Unalaska, Kodiak Island Borough, Lake and Peninsula Borough, Native Village of Perryville IRA, SW Cities (Cold Bay, False Pass, Nelson Lagoon)

Local/Regional Private:

Afognak Native Corporation, Agnew Beck Consulting, LLC, Alaska Airlines, Alaska Commercial Fishing and Agriculture Bank, Alaska Fresh Seafoods, Alaska Municipal League/JIA, Alaska Ocean Seafoods, L.P., Alaska Permanent Capital Management Company, Alaska Village Electric Cooperative, Inc., Aleut Enterprise Corporation, Aleutian Housing Authority, Aleutian/Pribilof Island Community Development Association, Alyeska Seafoods, Inc., American Seafoods Company LLC, Arctic Fjord, Inc., Arctic Storm, Inc., Atxam Corporation, Auriga/Aurora General Partnership, Beaver Creek Bed & Breakfast, Bering Sea Eccotech, Boyd, Chandler & Falconer, LLP, Bristol Bay Economic Development Corporation, Bristol Bay Native Corporation, Bristol Environmental & Engineering, Capitol Associates, Crowley Maritime Corporation, Delta Western Inc., Era Aviation Inc., F/T Starbound, First National Bank Alaska, Glacier Fish Company, Grand Aleutian Hotel & Unisea Inn, HDR Engineering, Inc., Iccle Seafoods, Inc., Island Seafoods, Jamin, Ebell, Schmitt & Mason, P.C., Katmailand Inc., Key Bank of Alaska, King Cove Corporation, Kodiak Inn - Best Western, Koniag, Inc., Magone Marine Service, Inc., Mundt MacGregor LLP, Naknek Electric Association, Inc., Northern Economics, Northland Services, Inc., Nushagak Electric & Telephone Cooperative, Inc., Ounalashka Corporation, Peninsula Airway, Inc., Peratrovich, Nottingham & Drage, Petro Star, Inc., Spruce Island Development Corporation, Tanadguisx Corporation, The Aleut Corporation, Unga Corporation, UniSea, Inc., United States Surimi Commission, Wells Fargo Alaska, Westward Fishing Company, Westward Seafoods, Yukon Fuel Company, Alaska Fisheries Development Foundation, Alaska Municipal League, Alaska Oceans Sea Fisheries Research Foundation, Alaska State Chamber of Commerce, Alaska Wilderness & Recreation Tourism Association, Denali Commission, Dillingham Chamber of Commerce, Kodiak Island Convention & Visitors Bureau, National Park Service, Unalaska/Port of Dutch Harbor CVB, World Trade Center Alaska, Aleutians West CRSA, Anchorage Chamber of Commerce, At-Sea Processors Association, Becharof Corporation,

Bristol Bay CRSA, Gulf of Alaska Coastal Communities Coalition, Kodiak Chamber of Commerce, Marine Conservation Alliance, North Pacific Marine Science Foundation, Pacific Seafood Processors Association,,Unalaska/Dutch Harbor Chamber of Commerce.

State:

Alaska's Marine Highway, Alaska Workforce Investment Board, Alaska Department of Community & Economic Development, Alaska Department of Fish & Game, Alaska Department of Labor and Workforce Development, Alaska Department of Transportation and Public Facilities, Alaska Housing Finance Corporation, Alaska Office of Tourism, Alaska Sea Grant Program, Kodiak College, Southwest Alaska Legislative Delegation, University of Alaska Fairbanks Bristol Bay Campus

Native Organizations

Agdaagux Tribal Council, Akutan Traditional Council, Aleut Community of St. Paul Island, Aleutian Housing Authority, Aleutian/Pribilof Island Association, Inc., Bristol Bay Housing Authority, Bristol Bay Native Association, Clark's Point Village Council, Curyung Tribal Council, Eastern Aleutian Tribes, False Pass Tribal Council, First Alaskans Institute, Kodiak Area Native Association, Naknek Native Village Council, Native Village of Belkofski, Nelson Lagoon Village Council, Pauloff Harbor Village, Pedro Bay Village Council, Qagan Tayagungin Tribe, Qawalangin Tribe of Unalaska, The Village Council of Pilot Point, Traditional Council of Togiak, Unga Tribal Council

Board of Directors

Mayor Glen Gardner, President – City of Sand Point
 Mayor Alice Ruby, Vice President – City of Dillingham
 Tom Abell, Secretary/Treasurer – Area Steward Teamsters
 Lynn Carlson – Port Heiden Tribal Council
 Frank Kelty – City of Unalaska
 Debora King – Kodiak Chamber of Commerce
 Kara Sandvik – Wells Fargo Alaska, Commercial Banking
 Joe Sullivan – Mundt MacGregor Law Firm
 Linda Freed - City of Kodiak
 Carvel Zimin – Bristol Bay Borough Assembly

Contact Info:

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SWAMC Cost Benefit Analysis & Dollars Leveraged for FY07 – FY98

	FY07	FY 07 \$ Leverage	FY06	FY 06 \$ Leverage	FY05	FY 05 \$ Leverage	FY04	FY 04 \$ Leverage
State ARDOR Grant	\$61,060		\$57,771		\$61,284		\$48,170	
Total ARDOR Budget	\$267,040	4.37	\$211,091	3.65	\$207,646	3.39	\$198,820	4.13
Other State Funds							\$3,550	0.07
Total Non-State Funds	\$109,272	1.79	\$153,320	2.65	\$146,362	2.39	\$147,100	3.05
Federal Funds	\$63,000	1.03	\$59,000	1.02	\$59,000	0.96	\$59,000	1.22
Private Sector Funds	\$120,443	1.97	\$80,000	1.38	\$74,000	1.21	\$71,500	1.48
Other Non-Federal/Non-State Funds	\$22,537	0.37	\$14,320	0.25	\$13,362	0.22	\$16,600	0.34
In-Kind Contributions	\$76,838	1.26	\$69,030	1.19	\$94,500	1.54	\$88,000	1.83
	FY03	FY 03 \$ Leverage	FY02	FY 02 \$ Leverage	FY01	FY 01 \$ Leverage	FY00	FY 00 \$ Leverage
State ARDOR Grant	\$48,170		\$43,561		\$48,876		\$42,922	
Total ARDOR Budget	\$211,370	4.39	\$624,127	14.33	\$608,921	12.46	\$203,478	4.74
Other State Funds								
Total Non-State Funds	\$163,200	3.39						
Federal Funds	\$59,000	1.22	\$63,100	1.45	\$95,900	1.96	\$59,000	1.37
Private Sector Funds	\$87,600	1.82	\$517,466	11.88	\$464,145	9.50	\$99,556	2.32
Other Non-Federal/Non-State Funds	\$16,600	0.34					\$2,000	0.05
In-Kind Contributions								
	FY99	FY 99 \$ Leverage	FY98	FY 98 \$ Leverage				
State ARDOR Grant	\$51,666		\$51,666					
Total ARDOR Budget	\$241,128	4.67	\$293,123	5.67				
Other State Funds								
Total Non-State Funds								
Federal Funds	\$59,000	1.14	\$59,000	1.14				
Private Sector Funds	\$126,462	2.45	\$157,757	3.05				
Other Non-Federal/Non-State Funds	\$4,000	0.08	\$24,700	0.48				
In-Kind Contributions								

Alaska Regional Development Organizations Contacts

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State of Alaska Department of Commerce, Community, and Economic
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ARDOR Contacts and date each organization was designated an ARDOR by the State of Alaska

ANCHORAGE ECONOMIC DEVELOPMENT CORPORATION (4/11/89)

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BERING STRAIT DEVELOPMENT COUNCIL (1/15/97)

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COPPER VALLEY ECONOMIC DEVELOPMENT ASSOCIATION (11/1/90)

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FAIRBANKS NORTH STAR BOROUGH

ECONOMIC DEVELOPMENT COMMISSION (4/24/00)

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Web site:

<http://www.co.fairbanks.ak.us/MayorsOffice/EconomicDevelopment/default.htm>

KENAI PENINSULA BOROUGH ECONOMIC DEVELOPMENT DISTRICT**(2/22/89)**

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LOWER KUSKOKWIM ECONOMIC DEVELOPMENT COUNCIL (9/17/91)

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MAT-SU RESOURCE CONSERVATION & DEVELOPMENT, INC. (11/1/93)

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**NORTHWEST ARCTIC BOROUGH ECONOMIC DEVELOPMENT
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SOUTHEAST CONFERENCE (4/14/89)

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SOUTHWEST ALASKA MUNICIPAL CONFERENCE (4/6/89)

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i This measure counts many ARDOR activities, and may not reflect the breadth and scope of the functions performed by an ARDOR in its region. For example, many ARDORs provide services that range from technical training on small business development and providing small business loans to grant writing.

ii The percentage reported on the following pages was derived by comparing the goals stated in the January 2005 ARDOR Annual Report with the final progress report submitted by each ARDOR for the period July 1, 2005 through June 30, 2006.

iii The dollar amount reported on the following pages provided is the amount reported by each ARDOR in their FY 07 ARDOR grant application submitted in July 2006.