

ALASKA REGIONAL DEVELOPMENT ORGANIZATIONS | FISCAL YEAR 2011

ANNUAL REPORT



State of Alaska
Department of Commerce, Community, and Economic Development
Alaska Regional Economic Assistance Program
Sean Parnell, Governor
Susan Bell, Commissioner
Wanetta Ayers, Director



2011 ARDOR PROGRAM ANNUAL REPORT

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Telephonic Device for the Deaf (TDD) (907) 465-5437.

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ARDORS DEFINED

Over the past two decades, ARDORS have become regional leaders in economic development planning and advocacy.

During 1988, the Alaska State Legislature established the Alaska Regional Economic Assistance Program (hereafter Program) and designated the Alaska Department of Commerce, Community, and Economic Development (DCCED) as its administrative agency. In the years following, many regions were empowered to form regional entities that quickly became known as Alaska Regional Development Organizations (ARDORS). The mission of the Program has remained consistent throughout the years: to encourage the formation of regional development organizations to prepare and implement regional development strategies (Alaska Statute 44.33.895).

Through regional development strategies, local knowledge, and coordinated implementation, ARDORS champion economic development planning for Alaska's regions and communities by leveraging baseline support provided by the State of Alaska. Qualified ARDORS receive an annual operating grant and ongoing technical assistance from DCCED,

which serves as the financial and managerial foundation of the ARDOR Program. For 24 years (1988 – 2012), ARDORS have provided customized economic development leadership, services, and planning resources for Alaska's regions, communities, and businesses. ARDORS have become the primary entities responsible for producing the economic development planning documents state and federal officials rely upon for decision-making and resource allocation purposes. Examples of ARDOR-produced planning documents include community economic development strategies (CEDs), local economic development plans, visioning documents, local and regional economic base analyses, and regional asset maps. Many ARDORS expand economic development resources by qualifying for other state and federal

government funding. Several ARDORS also generate significant funds via private-sector fundraising and membership dues. ARDORS have achieved designations including federal economic development districts (EDDs) and resource conservation districts (RCDs). ARDORS have also developed municipal and private memberships based on the unique needs, qualities, and capabilities of each region.

As the primary regional economic development planning entity and partner of the State of Alaska, ARDORS deepen state and federal understanding of local needs and issues, and expand the economic development capacity of Alaska's communities and regions.



Buckland HUD homes, new and old, October 2010. Photo courtesy of NWAB.

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STATE FUNDING

Each year, the Alaska State Legislature appropriates funding to the Alaska Regional Economic Assistance Program ranging from \$418,000 to \$745,470 over the past decade (Figure 1). These funds are equally distributed as grants based on an annual work plan (Alaska Statute 44.33.895(b)).

During fiscal year 2011, each of the 12 ARDORs received \$62,122. State funds are combined with federal funds, private sector funds, and in-kind contributions to create non-profit economic development planning entities that serve as strong regional voices that advance regional economic well-being.

Table 1. 2001 - 2012: State of Alaska ARDOR Program Funding

Fiscal Year	Funding
2002	\$418,000
2003	\$522,990
2004	\$524,273
2005	\$553,224
2006	\$583,816
2007	\$619,995
2008	\$619,993
2009	\$619,992
2010	\$677,700
2011	\$745,470
2012	\$745,470
Average	\$602,811

EFFECTIVE LEVERAGING

The ARDORs leverage state government grant funds with money received from local, federal, and private sector entities. During fiscal year 2011, ARDORS collectively leveraged \$3.30 for every \$1.00 the State of Alaska invested. Alternatively stated, the State of Alaska invested a total of \$1,055,247, including ARDOR Program and other state funds, while the ARDORs generated an additional \$3,482,099. Private sector support comprises 30 percent of the combined budget, while in-kind contributions represent 11 percent.

Table 2. 2011 Total ARDOR Funding

Funding Source	Total	Percent
State ARDOR Program Grant Funds	\$745,470	16%
Other State Funds	\$309,777	7%
Federal Funds	\$604,611	13%
Private Sector Funds	\$1,366,444	30%
Other Non-Federal/Non-State Funds	\$1,027,854	23%
In-Kind Contributions	\$483,190	11%
Total ARDOR Funding	\$4,537,346	100%



Noorvik IRA & City Council Members Meeting. Photo courtesy of NWAB.

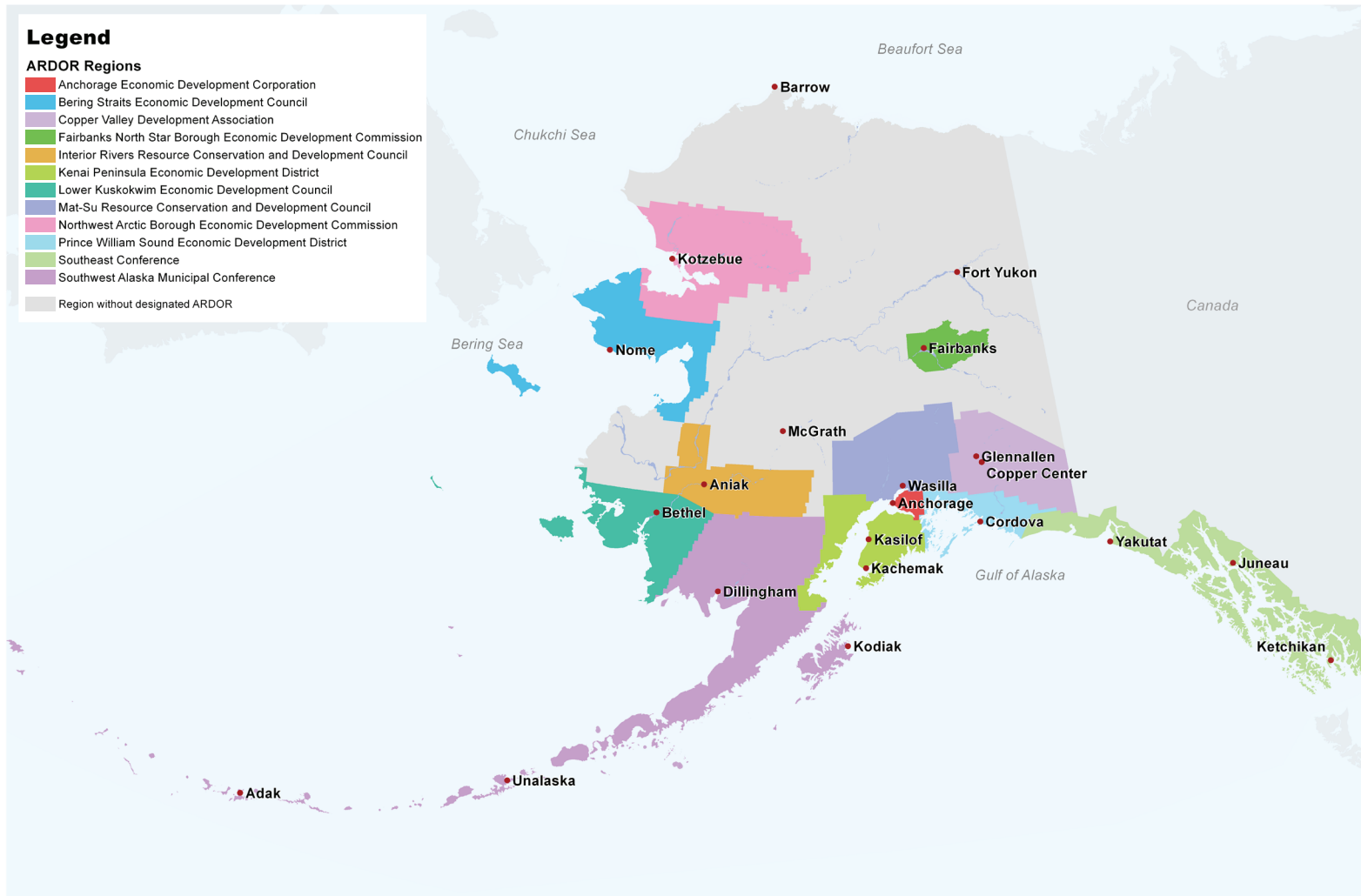
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ARDOR REGIONS

ARDORs range in size from the Municipality of Anchorage to the sprawling Southwest and Southeast regions. Notably, several rural regions do not currently have designated ARDOR organizations including the Arctic Slope, large expanses of the Interior, and the lower Yukon region in western

Alaska. During fiscal year 2012, it is anticipated the Association of Village Council Presidents (AVCP) will resubmit an application to incorporate the Lower Yukon Economic Development Council to advocate for economic well-being of communities and residents in the lower Yukon sub-region of western

Alaska. The addition of this newly-created ARDOR will increase the total to 13 organizations, splitting a relatively small sum of State of Alaska grant funds to operate robust economic development planning organizations.



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ARDOR PROGRAMS AND ACTIVITIES

As partners of the State of Alaska and leaders of regional economic development efforts, ARDORs serve as conduits to a network of economic development programs and support services for their communities, regions, and businesses. Programs and services include economic development planning, professional and technical training, business planning, and business consultation. ARDORs also serve as a common voice for local and tribal governments.

- ARDORs provide programs and services to Alaskans spanning 325,150 square miles; equal to half of Alaska's total land mass.
- ARDORs represent an estimated 242 communities, or 76 percent of all Alaska's communities.
- ARDORs advocate for the benefit of 581,488 people, or 81 percent of Alaska's total population.

Although ARDORs have much in common, the form and function of each ARDOR is customized to the region. Decisions are made by elected or appointed boards of directors that reflect the economic diversity and character of the region. ARDORs respond and adapt to their local and regional economic development needs and priorities by offering services that are responsive to region-specific opportunities and challenges.

Sockeye Salmon. Photo courtesy of SWAMC.



Shell rig in Dutch Harbor. Photo courtesy of SWAMC.

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ANNUAL ARDOR WORKPLANS

Each ARDOR provides services to their region, as guided by Alaska Statute 44.33.895(a)(5):

1. Provide services designed to encourage economic development to local communities and businesses.
2. Collect and distribute regional economic information.
3. Participate in state marketing campaigns and join state trade missions that are relevant to the region.
4. Develop and implement strategies to attract new industry, expand international trade opportunities, and encourage tourism within the region.

Each year ARDORs develop work plans that contain goals, objectives, and strategies for addressing regional economic development needs:

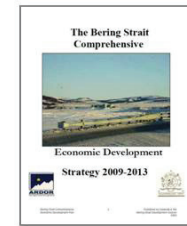
1. Facilitate the development of a healthy regional economy that results in sustainable business growth, new business investments, and economic diversification.
2. Identify and work to eliminate regional economic development barriers.
3. Develop and implement a comprehensive economic development strategy or participate in the creation and implementation of a strategy.
4. Coordinate regional planning efforts that result in new employment and business opportunities.
5. Work to enable multiple communities to collaborate and pool limited resources
6. Strengthen partnerships with public, private, and non-government organizations.
7. Establish boards of directors that represent regional economic, political, and social interests, and collaborate to foster stronger regional economies.
8. Provide technical assistance to entrepreneurs to encourage business startup, retention, and expansion.

Comprehensive economic development strategies (CEDs) or alternative plans for each of the ARDORS are available:

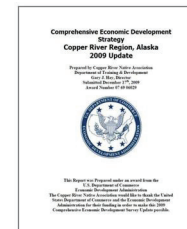
Anchorage Economic Development Corporation [Anchorage CEDs: 2010 Update](#); [Anchorage Economic Development Corporation 2010 Annual Report](#)



Bering Strait Development Council [The Bering Strait CEDs: 2009 – 2013](#)



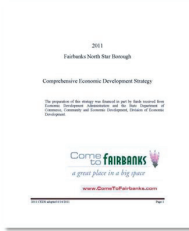
Copper Valley Development Association [CEDs: Copper River Region, Alaska 2009 Update](#)



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Fairbanks North Star Borough Economic Development Commission

2011 Fairbanks North Star Borough CEDS



Lower Kuskokwim Economic Development Council

Lower Kuskokwim CEDS and Area Plan: 2006



Prince William Sound Economic Development District

Prince William Sound Economic Development District, CEDS: 2011 – 2016



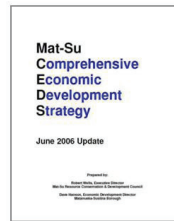
Interior Rivers Resource Conservation and Development Council

Area Plan and CEDS: 2009 – 2015



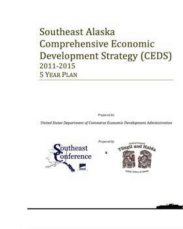
Matanuska-Susitna Resource Conservation and Development Council

Mat-Su CEDS: June 2006 Update



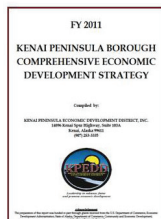
Southeast Conference

Southeast Alaska CEDS: 2011-2015



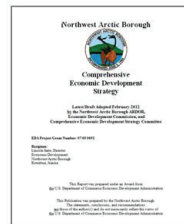
Kenai Peninsula Economic Development District

Kenai Peninsula Borough CEDS



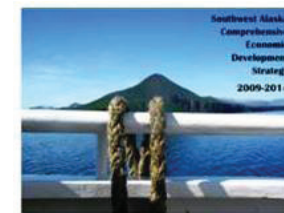
Northwest Arctic Borough Economic Development Commission

Northwest Arctic Borough: CEDS*



Southwest Alaska Municipal Conference

Southwest Alaska CEDS: 2009-2014



*Electronic report unavailable

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AEDC
Anchorage Economic
Development Corporation

Working to make Anchorage the #1 place to live, work, and play by 2025.

ANCHORAGE ECONOMIC DEVELOPMENT CORPORATION

YEAR FOUNDED: 1988

CONTACT:

510 L Street, Suite 603
Anchorage, AK 99501
(907) 523-4350
www.aedcweb.com

REGION: Representing Anchorage and partnering with the greater Southcentral region including the Matanuska-Susitna Borough and the Kenai Peninsula Borough.

MISSION: Growing and diversifying the Anchorage economy:

1. Diversifying the economy to be less dependent on oil, gas, and government spending;
2. Securing investments in physical infrastructure and community re-development;
3. Being a strong advocate for high-quality health care, education, and workforce development;
4. Promoting the development of affordable, long-term energy supplies; and
5. Seeking to maintain and improve Anchorage's world-class recreational opportunities and quality of life.

OPPORTUNITIES AND CHALLENGES

There is a general lack of economic diversity in the industries found across the state due to Alaska's natural-resource-based economy. This presents a serious concern for Alaska and Anchorage's long-term economic viability. It is imperative Anchorage find ways to attract and nurture new viable growth industries to move the statewide and local economy towards a more sustainable and diversified future.

Opportunities

- Technological infrastructure
- Quality workforce
- Global location

Challenges

- Limited economic diversification



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MANAGEMENT

Director: Bill Popp



Bill Popp has spent more than 35 years in both the private and public sectors in Alaska. As President and CEO of the Anchorage Economic Development Corporation, he sets the strategic direction

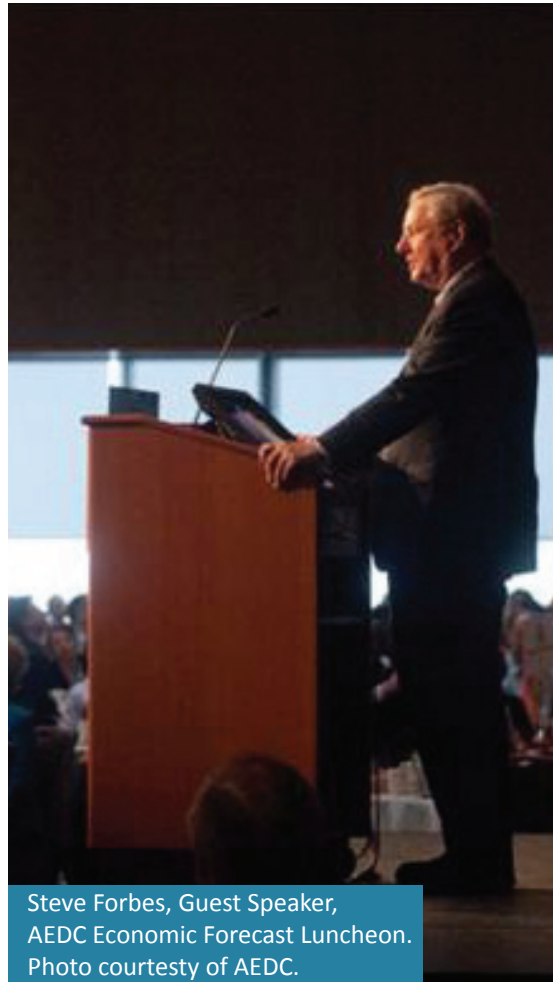
in marketing Anchorage and Alaska to companies and global industries considering Anchorage as a place to do business. Bill is currently Chairman of the Governor's Broadband Task Force and is a board member of the Anchorage Chamber of Commerce, Anchorage Convention and Visitors Bureau, Anchorage Downtown Partnership, Alaska Partnership for Economic Development, and Anchorage Concert Association.

Board:

Greg Pearce*	John Hoyt*
Joseph Everhart*	Greg Kessler*
Timothy Vig*	Mark Liland *
Terry Bailey*	Sophie Minich*
Chris Brown*	Dennis Mitchell*
Bruce Bustamante*	Bill O'Leary*
Sheri Buretta*	Stewart Osgood*
Suzanne Cherot*	Dale Pittman*
William Dann*	Michael Prozeralik*
Raquel Edelen*	Lynn Rust Henderson*
Claire Fitzpatrick*	Kirsten Schultz*
David Hamilton*	Dale Shaw*
Scott Hansen*	Jack Sheppard*
James Hasle*	Lon Wilson*
Bob Heinrich*	Michael Wynschenk*

*Private Sector

Membership: The Anchorage Economic Development Corporation is composed of 206 member businesses representing a broad cross-section of the Alaska economy including oil and gas, telecommunications, medical services, transportation, high-tech, film, and many other sectors.



Steve Forbes, Guest Speaker, AEDC Economic Forecast Luncheon. Photo courtesy of AEDC.

SELECT ACTIVITIES

Marketing Alaska's vast resources plays an important role in AEDC's mission and priorities. AEDC, the Matanuska-Susitna Borough, and the Kenai Peninsula Borough continue to team up on economic development efforts, spanning more than 52,000 square miles and including three regions across Southcentral Alaska.

Film Industry

- Highlighted film industry successes and worked with public and private entities to assist with developing a soundstage for feature film productions
- Worked to connect Anchorage-based businesses specializing in logistics, hotel, accounting, construction, electrical, legal, banking, transportation, photography, and catering with future business opportunities related to film projects in Alaska

Trade Missions

- Conducted multiple trade missions to international destinations

Recruitment

- Built innovative recruitment tools and strategies to engage new business investment and market Southcentral to interested international and domestic businesses

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KAWERAK, INC

Moving forward despite the high cost of living.

BERING STRAIT DEVELOPMENT COUNCIL

YEAR FOUNDED: 1997

CONTACT:

Kawerak, Incorporated
P.O. Box 948
Nome, Alaska 99762
(907) 443-4248
www.kawerak.org

REGION: Representing Alaska's Bering Strait region including 15 communities spanning Norton Sound, Seward Peninsula, Bering Strait, and Saint Lawrence Island.

MISSION: To improve the quality of life in the Bering Strait Region through employment and economic opportunities.

OPPORTUNITIES AND CHALLENGES

The Bering Strait region is facing many challenges and several opportunities. While the cost of living continues to escalate and the price of fuel remains high, the region is also undergoing a tightening of the housing market and an increase in sales tax revenue in Nome.

Opportunities

- Resource development including mining, natural gas, and geothermal
- Alaska and Nome highlighted in national media regarding gold mining and tourism ventures
- Potential for the establishment of a United States Coast Guard Base in Nome
- Continued support for small businesses
- Increased demand for skilled trades including plumbers, electricians, and carpenters

Challenges

- High cost of living and doing business including energy, transportation, and residential construction
- Housing shortage
- Accessing the region is expensive and often difficult



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MANAGEMENT

Director: Bryant Hammond



Bryant joined Kawerak in early 2011 as a planning and development specialist and was quickly named director of the Bering Straits Development Council. Bryant has a bachelor of arts in literary studies and a master of science in geography.

Board:

Larry Smithhisler*	Wesley Okbaak
John Odden*	Darin Douglas
Scott Johnson*	Janis Dickens
Kevin Zweifel	Eddie Ungott
Bob Mocan	Berda Willson
Josie Bahnke	Jessa Jennetten
Robert Keith	Larry Pederson*

*Private Sector

Membership: The Bering Strait Development Council is comprised of leaders from public and private sectors, as well as geographic subregions throughout Norton Sound and the Bering Strait Region. The Council represents the diverse interests of the Bering Strait region, including fisheries and mining interests, tourism and transportation organizations, regional non-profits, Native corporations, banks active in the region, the housing authority, and workforce development.

SELECT ACTIVITIES

Technological Infrastructure

- Acquired three new computers to set up new e-commerce centers in villages
- Purchased and placed five computers in five villages specifically for grant writer use

Business Planning

- A total of 30 individuals participated in two 12-week business planning course
- Hosted a monthly *Starting Your Business Workshop* in person and via teleconference
- Responded to 151 requests for assistance to Kawerak's business planning specialist

Alaska Marketplace

- Provided assistance to three Alaska Marketplace and two Norton Sound Economic Development Corporation *Small Business Initiative* winners

Entrepreneurship

- Provided tuition assistance to three students taking college-level courses through University of Alaska Fairbanks to assist in the development of a business idea

Grant Assistance

- Provided scholarships to 14 grant writers to travel to Nome and participate in grant proposal development training

Energy Planning

- Developed a draft scope of work in partnership with the Alaska Energy Authority for a regional energy planning initiative

Partnership

- Provided assistance in developing and coordinating a multi-entity geothermal resource assessment proposal

Coordination

- Assisted in coordinating an energy summit in April 2011

Traditional dancing.
Photo courtesy of BSDC



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Facilitating partnerships to improve the quality of life in the Copper Valley through economic development while protecting natural and cultural resources.

COPPER VALLEY DEVELOPMENT ASSOCIATION

YEAR FOUNDED: 1990

CONTACT:

Mile 111 Richardson Highway
P.O. Box 9
Glennallen, Alaska 99588
www.coppervalley.org

REGION: The Copper Valley encompasses approximately 22,000 square miles and is bounded by the Alaska and Talkeetna Mountain Ranges to the north, Tetlin National Wildlife Refuge and Canada to the east, Thompson Pass in the Chugach Range to the south, and the Matanuska-Susitna borough to the west. Copper Valley's total population is approximately 3,000 residents across 22 communities.

MISSION: Serving as a public-private partnership to address natural resource and economic development opportunities throughout the Copper Valley by gathering and disseminating information, acting as a liaison between organizations, and creating self-sufficiency throughout the region through development and wise use of sustainable resources.

OPPORTUNITIES AND CHALLENGES

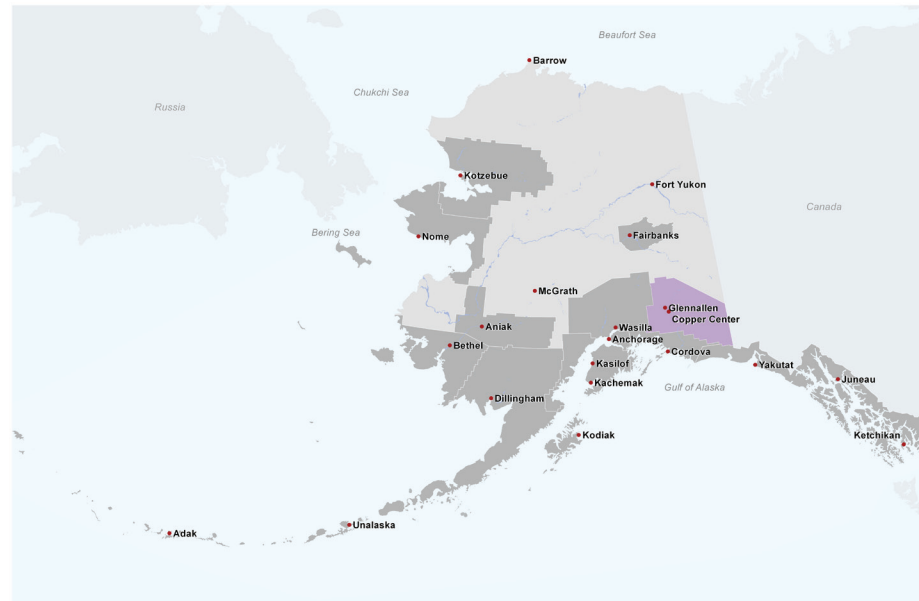
Economic development in the Copper River region is largely driven by forces from outside the region with federal government, state government, and Native organizations as the largest land owners in the region. Despite limited private land ownership, the Copper Valley also benefits from many assets including natural beauty, wildlife, fisheries, forest products, minerals, agriculture, and undeveloped oil and natural gas.

Opportunities

- Tourism
- Forestry
- Small manufacturing
- Sport fishing and hunting
- Oil and gas development
- Mining
- Niche agricultural markets

Challenges

- High cost of energy continues to be a significant constraint to economic development
- Only one percent of all land is privately owned; the National Park Service, Ahtna, Inc., State of Alaska, and the US Bureau of Land Management own the majority of land
- Leveling off or slight decline in population
- Limited infrastructure to sustain current population or grow future population



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MANAGEMENT

Director: Jason Hoke



Jason arrived in Copper Valley in 1996, as a teacher and administrator in Chistochina for the Copper River School District. Jason later served as Tribal Administrator for Cheesh'na Tribal Council. He

has a bachelors of arts in sociology/criminology, masters of science in special education/behaviorism, and graduate work in behavioral psychology. Jason has experience working with federal, state, municipal, tribal, and private entities throughout the United States, in a multitude of professional capacities. Jason was named executive director of the Copper Valley Development Association during 2010.

Board:

Gary Hay	Loreen Kramer
Pete Peschang*	Pat Anderson*
Theresa Absher	Meg Jensen*

*Private Sector

Membership: As a nonprofit, membership-based organization, Copper Valley Development Association's foundation of support and member participation spans all aspects of Copper Valley community life including small businesses, local organizations, utility companies and services, agricultural enterprises, educational institutions, tribal organizations, medical services, and state and federal organizations. Membership is also open to individuals.

SELECT ACTIVITIES

Business Retention

- Coordinated printing of Copper Center Map designed to promote existing local businesses
- Coordinated Kenny Lake community kitchen allowing local producers to can/package their goods for sale locally
- Revised webpages to promote existing local businesses
- Coordinated a garden tour designed to facilitate interaction between local agricultural producers

Business Expansion

- Coordinated the Copper Valley Regional Farmers Market Forum
- Facilitated meetings with AIDEA and local businesses
- Assisted in business planning for five local businesses
- Executed a MOA with Mat-Su ARDOR for collaborative agricultural and timber market expansion in both regions

Timber

- Facilitated establishment of new timber harvesting businesses in the region
- Assisted Ahtna and regional tribes with biomass utilization on Native lands
- Submitted eleven successful applications to the Alaska Wood Energy Task Group for biomass feasibility studies for regional, state, federal, tribal, and non-profit organizations
- Conducted biobrick usage and efficiency data collection for various heating units to establish marketing plan

Agriculture

- Established three regional farmers markets
- Coordinated Mat-Su-Copper Valley-Valdez agriculture distribution network with new business establishments
- Collaborating with Mat-Su ARDOR on a portable slaughterhouse and processor for area livestock producers
- Facilitated and distributed five tons of donated potatoes from Vander Weel Farms (Mat Valley) to area residents and charitable organizations

Tourism

- Coordinated the Copper River Watershed oral stories historic signs project
- Facilitated the Alaska Channel and Copper River Watershed Project *History of the Copper Basin* mobile app for visitors
- Worked on designating a portion of the Richardson Highway as a scenic corridor
- Assisted Glennallen businesses with a bike/walking path along the Glenn Highway
- Worked with Tonsina Lodge and National Park Service for historical landmark site designation

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Maintaining a vibrant and sustainable community.

FAIRBANKS NORTH STAR BOROUGH ECONOMIC DEVELOPMENT COMMISSION

YEAR FOUNDED: 1980

CONTACT:

809 Pioneer Road
Fairbanks, AK 99707
(907) 459-1351
www.ComeToFairbanks.com

REGION: Representing the Fairbanks North Star Borough, which is the transportation, trade, and service center for the vast Interior region encompassing 200,000 square miles, many unincorporated communities, the Golden Heart City of Fairbanks, and the City of North Pole "Where the Spirit of Christmas Lives Year 'Round."

MISSION: The Fairbanks North Star Borough Economic Development Commission was established by municipal ordinance to actively promote, foster, and coordinate public and private initiatives that create or increase profitable employment opportunities to improve Fairbanks' standard of living, quality of life, and sustainability of diverse urban and rural lifestyles.

OPPORTUNITIES AND CHALLENGES

The greater Fairbanks' economy is relatively stable given high energy costs and lack of natural gas. The Borough's bond rating was raised to AA, which reflects sound government planning and spending as well as the overall economic stability. Low-cost energy for home and business use is critical to future growth as well as surviving current federal budget cuts to defense spending.

Opportunities

- Technology transfer partnerships with the University of Alaska Fairbanks
- Clean energy
- Small scale agriculture and sustainable food opportunities
- Military equipment and supply

Challenges

- High energy costs and a lack of expandable and affordable natural gas supply
- Portions of the borough being designated as air quality non-attainment areas by the US Environmental Protection Agency
- Potential loss of the F-16 Squadron at US Eielson Air Force Base and further action to warm-base or close the base



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MANAGEMENT

Director: Chris Storhok



Since April 2004, Chris Storhok has worked for the Fairbanks North Star Borough Mayor's Office, serving first as the grants coordinator and federal liaison and ascending to directorship of the borough's

Economic Development Commission in 2011. Chris holds a master of science degree from the University of Idaho (1991). Prior to relocating to Alaska, Chris served as the Rural Development Director for Latah County, Idaho.

Board:

Luke Hopkins	Paul Robinson*
Jerry Cleworth	Jeff Bizzarro
Karen Clark*	John Davies
Howard "Buzz" Otis	Matt Want
Fred Schlutt	

*Private Sector

Membership: Commission membership is composed of nine board members appointed by the mayor or assembly presiding officer to represent the economic, political, and social interests of the greater Fairbanks community. Commission members generally include borough economic interests including small business, service industry, transportation, utilities, labor, and professional and education institutions.

SELECT ACTIVITIES

The Economic Development Commission meets monthly to work on economic issues of importance to the community including energy, military presence, agriculture, federal programs, and forest products. Over the course of a year, the Commission will work with small businesses, farms, educational institutions, and advocacy groups on a variety of topics ranging from manufacturing to housing the homeless.

Planning

- Completion of a new CEDS
- Completion of a biomass cluster project

Projects

- Initiation of geothermal exploration
- Continuation of biomass to energy power plant

Assistance

- Extensive assistance to Superior Pellets and Calypso Farms
- Funding and environmental impact statement assistance for the Alaska Railroad's rail bridge across the Tanana River

Networking

- Active membership in the Association of Defense Communities

F-16 from the 18th Aggressor Squadron, Eielson AFB. Photo courtesy of FNSBEDC.



First Friday, Golden Heart Plaza Downtown Fairbanks. Photo courtesy of Downtown Association of

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Creating long-term jobs and improving village living standards on behalf of all region residents.

INTERIOR RIVERS RESOURCE CONSERVATION AND DEVELOPMENT COUNCIL

YEAR FOUNDED: 2008

CONTACT:

P.O. Box 309

Aniak, AK 99557

(907) 675-4599

www.interiorrivers.org

REGION: Representing and serving the mid-Kuskokwim and mid-Yukon regions of Southwest Alaska including 16 villages and approximately 2,500 residents.

MISSION: Transitioning the Interior Rivers region to 20th century standards with local control that guides strong economic development while protecting the environment, subsistence resources, and the cultural heritage of all people.

OPPORTUNITIES AND CHALLENGES

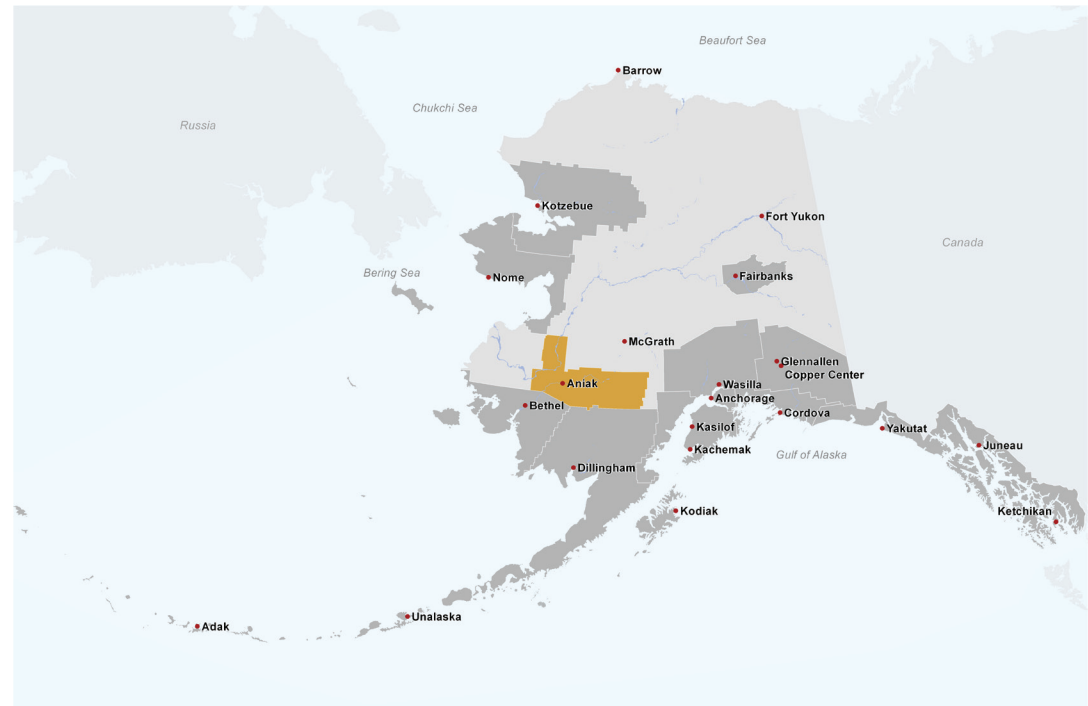
Interior Rivers is a region based primarily on subsistence activities. The population is increasing over time providing opportunity for long-term growth; however, local economies are limited and the region suffers from many challenges associated with rural and remote places.

Opportunities

- Growing population
- Abundant natural geography and renewable wildlife for subsistence use
- Hardworking and resourceful population

Challenges

- Complex and overlapping local governing structures
- Limited jobs and job training programs
- Limited recreational opportunities for youth
- Aging transportation infrastructure
- Village infrastructure improvements needed



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MANAGEMENT

Director: Angie Morgan

Angie served as interim executive director of the Council during 2011, and was named executive director during early 2012.

Board:

Wayne Morgan
Cheryl Jerabek
Robert Walker
Jerry Peterson
Dennis Thomas
Rachel Freireich
Eugene Paul
Ursula Graham
Theodore Gordon

Mary Peters
Arnold Hamilton
Pete Mellick
Betty Turner
Cynthia Navarette
Calvin Simeon
Herman Morgan
Rachel Klein

Membership: As a nonprofit 501(c)3 organization, the Council relies on development of local and regional partnerships. The Council's membership consists of representatives from tribal government, city government, or individuals with a special interest in community and economic development.

SELECT ACTIVITIES

Leadership

- After several years of leadership, Nicholas Morgan resigned as executive director and Angie Morgan was hired; 2011 has largely been a year of leadership change, transition, and capacity building

Farming

- Farming activities are increasing across the Interior Region and the Council continues to provide technical assistance, supplies, and other services for local growers and producers

Community Profile

- Significant progress in creating a community profile for all communities incorporating local businesses, tribal government, city government, and additional local contacts

Forest Products

- Efforts are underway to study potential for growth in the wood products industry and also connect interested local businesses with additional support and expertise

Networking

- Utilized expanded network enabling the Council to maximize limited resources and pursue development activities for the benefit of the region



Students visit a local farm. Photo courtesy of IRRCDC.

Fresh produce. Photo courtesy of IRRCDC.



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Leadership to enhance, foster, and promote economic development.

KENAI PENINSULA ECONOMIC DEVELOPMENT DISTRICT

YEAR FOUNDED: 1988

CONTACT:

14896 Kenai Spur Highway, Suite 103A
Kenai, Alaska 99611
(907) 283-3335
www.kpedd.org

REGION: Representing the Kenai Peninsula Borough, including 35 communities and 53,500 residents spanning 16,000 miles of Gulf Coast Alaska.

MISSION: Serving Kenai Peninsula Borough residents by enhancing quality of life through responsible and sustainable regional economic and

OPPORTUNITIES AND CHALLENGES

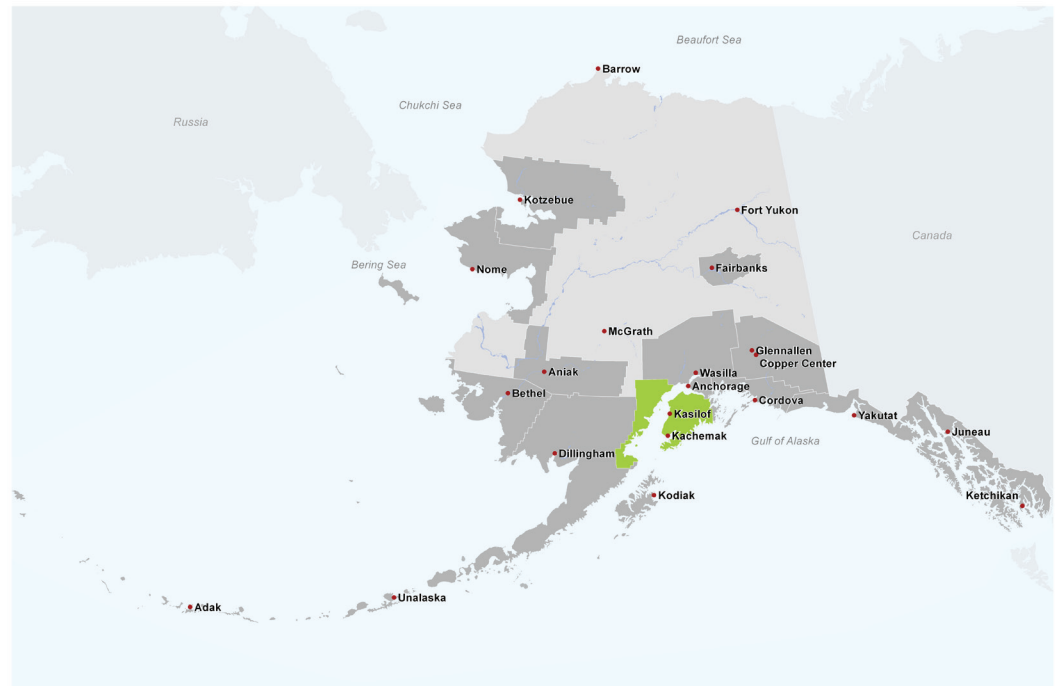
The Kenai Peninsula Borough economy is one of the most diverse in the entire state. It is easy to recognize there are many industries in action across the borough and in all communities. Prominent borough economic sectors include oil and gas, seafood, tourism, healthcare, government, construction, retail and wholesale trade, and services.

Opportunities

- Cook Inlet oil and gas exploration and development
- Cook Inlet, west side development
- Seward dock and harbor expansion
- North Slope gas pipeline to Nikiski

Challenges

- Access to funding for feasibility studies
- Trained workforce
- Energy prices
- Gas pipeline to Homer
- Natural gas production to meet industry needs



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MANAGEMENT

Director: John Torgerson

Board:

Cheryle James*	Peter Micciche
Bryan Zak	Hal Smalley
Brendyn Shiflea*	Rissie Cassgrande
Diana Spann*	Andy Patrick*
Tim Dillon	Jesse Clutts*
Linda Murphy	Mike Dye*
Fred Esposito*	Barry Eldridge
Kristine Holdridge*	

*Private Sector

Membership: The Kenai Peninsula Borough Economic Development District, or an organizational variation, has represented and served in an advisory capacity to the Kenai Peninsula Borough since 1971. The board of directors includes elected officials from the Kenai Peninsula Borough and the cities of Kenai, Soldotna, Seward, Homer, and Seldovia. The board also includes business leaders from across the borough, appointed to represent the economic sectors of the region. There is also representation of minority groups and the underemployed and underserved sector.

SELECT ACTIVITIES

During its forty-year lifetime, KPEDD has been involved in a variety of projects, including public works projects, shellfish industry development, international trade, North Slope Natural Gas Pipeline to Cook Inlet promotion, infrastructure development, and industry recruitment. Fiscal year 2011 brought many significant activities projects to completion and also the initiation of valuable partnerships for future projects.

Kenai Peninsula Construction Academy, Inc.

- Provided ongoing administrative and accounting support including the development of articles of incorporation, by-laws, and board of director support

Industry Outlook Forum

- Partnered with Kenai Chapter of the Alliance for the annual two-day forum

Kenai Peninsula Resource and Development District

- Facilitated the process of updating bylaws, reorganizing the board of directors, developing plans for an agricultural forum, and establishing long-term goals and work plan to sustain the organization

Energy Audits

- Conducted energy audits for 27 small businesses in the Homer area utilizing a USDA Small Business Energy Efficiency grant opportunity

Kenai Peninsula Construction Academy students build a greenhouse. Photo courtesy of KPEDD.



Industry Outlook Forum. Photo courtesy of KPEDD.

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LOWER KUSKOKWIM ECONOMIC DEVELOPMENT COUNCIL

Strengthening communities through economic development and partnering with local organizations to develop available and future employment opportunities.

LOWER KUSKOKWIM BOROUGH ECONOMIC DEVELOPMENT COUNCIL

YEAR FOUNDED: 1991

CONTACT:

640 Radio Street
P.O. Box 2021
Bethel, AK 99559
(907) 543-5967
www.lkedc.org

REGION: Representing and serving Bethel and the Lower Kuskokwim region, including 26 surrounding communities and a total population of approximately 15,000 residents.

MISSION: Promoting economic development activities in Bethel and the surrounding 26 villages including providing technical assistance for local planning, assistance to secure funding for small business development, and evaluating local infrastructure needs.

OPPORTUNITIES AND CHALLENGES

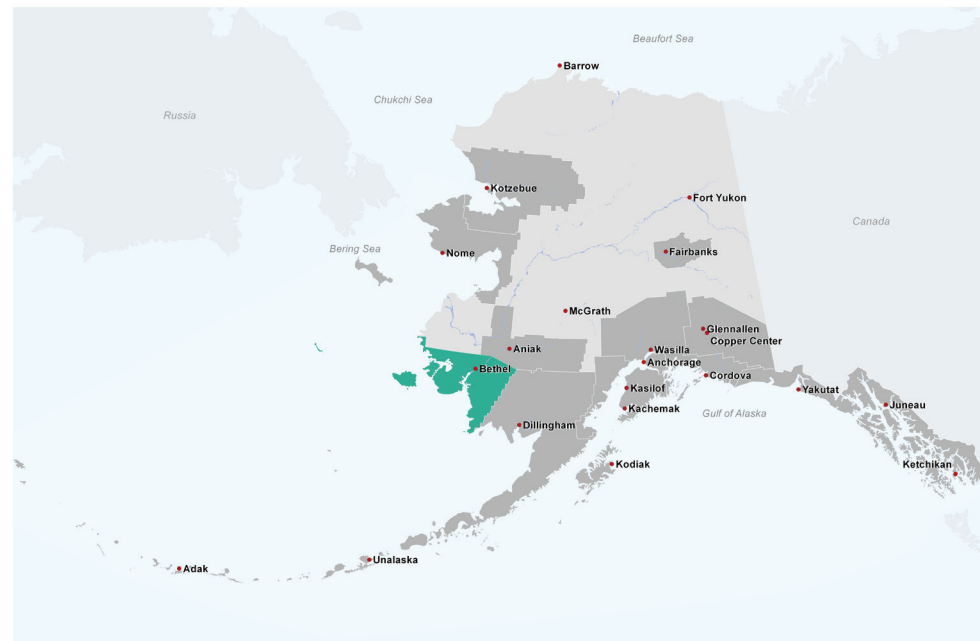
The Yukon Kuskokwim Delta (YKD) is a region supported by fishing and other subsistence activities. Commercial fishing also provides significant economic opportunity; however, the region also experiences challenges associated with rural and remote places.

Opportunities

- Significant concentration of salmon and halibut fish stocks for commercial harvest
- Abundant natural geography and renewable wildlife for subsistence use
- Varied and renewable energy resources
- Hardworking and resourceful population with entrepreneurial spirit
- Geographic location provides advantage for future international development

Challenges

- Region is not easily or inexpensively accessed
- Renewable resources are not cost effective to develop using current technology
- Developing human capital is restrained by cultural and rural socioeconomic challenges
- Costs of energy, fuel, and transportation are significant economic development impediments



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MANAGEMENT

Director: Carl Berger

Carl has served as the executive director of the Lower Kuskokwim Economic Development Council since the organization was formed in 1991. Carl holds a bachelor of arts degree in economics from California State University, Sacramento. Prior to joining the Council, Carl worked for the Yukon Kuskokwim Health Corporation and the Association of Village Council Presidents. During his tenure with the Council, Carl established and has maintained the Salmon Quality Enhancement project, a 15-year effort to improve the quality of local commercial salmon and support higher prices to local fishermen for their catch.

Board:

Fred Phillip*	Fannie Moore*
Arthur Lake*	Ross Boring
Peter Julius*	Bob Herron*
Alexie Jimmie*	Neal Foster*
Max Angellan*	Lyman Hoffman*

*Private Sector

Membership: As a nonprofit 501(c)3 organization, the Council relies on development of local and regional partnerships with municipal and tribal groups, financial institutions, University of Alaska, Kuskokwim campus, and local business organizations. The Council's ten-member board is representative of all major interests in the region to ensure all viewpoints are considered and local skills and resources are utilized.

SELECT ACTIVITIES

APED/Alaska Forward

- Participated in the Alaska Partnership for Economic Development and the *Alaska Forward* initiative, a private sector program to identify growth sectors in Alaska's statewide economy

Southwest Alaska Broadband Strategy

- Participated in planning and mapping for the expansion and utilization of broadband technologies through the terrestrial system currently being installed in the Southwest region

Meyers Farm Greenhouses

- Provided technical assistance to Meyers Farm in the development of prototype controlled environment agricultural greenhouses to support additional produce for commercial sale in the region and beyond

Salmon Enhancement Project

- Introduced the Salmon Quality Enhancement Program that assists area commercial fishermen to improve the quality of their catch through better handling and icing, supporting higher prices, and enhancing the value of Alaska-caught salmon

Annual Conference

- Hosted a successful conference that gathered 25 local and village stakeholders to discuss the regional economy and hold individual forums on important topics

Networking

- Nurtured an expanded network enabling the council to maximize limited resources and expand understanding of activities and projects important to the Southwest region



Gary Sharp, commercial fisherman at Quinhagak stands in his skiff with salmon ready for delivery to the local fish tender. Photo courtesy of LKEDC.

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Helping the Valley grow and prosper!

MATANUSKA-SUSITNA RESOURCE CONSERVATION AND DEVELOPMENT COUNCIL

YEAR FOUNDED: 1989

CONTACT:

991 North Herman Road, Suite 250
Wasilla, AK 99654
(907) 373-1016
www.matsudevelopment.org

REGION: Representing Alaska's Matanuska-Susitna Borough and fastest growing region comprised of suburban areas, rural subdivisions, farmlands, remote communities, incorporated cities, vast wild areas, and rugged picturesque surroundings.

MISSION: Creating jobs, expanding the local economy, conserving natural resources, and enhancing the quality of life for Matanuska-Susitna Borough residents and institutions.

OPPORTUNITIES AND CHALLENGES

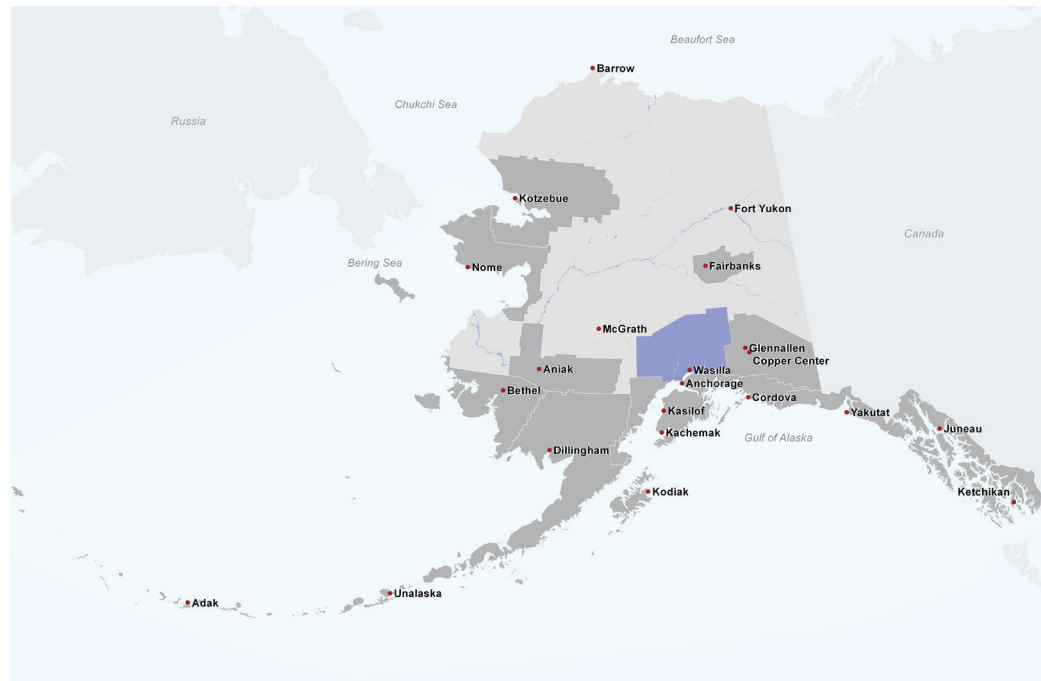
The Matanuska-Susitna Borough lies in the heart of southcentral Alaska. It is approximately the size of West Virginia and encompasses more than 24,000 square miles of rolling land, mountains, lakes, rivers, and streams. The borough has experienced above average population growth for the past 30 years, which has driven many new opportunities and also presented several planning challenges.

Opportunities

- Fastest growing region in Alaska
- Land availability and comparatively low cost
- Low population density; only 3.7 people per square mile
- Lower housing costs compared to Anchorage
- Low taxation with zero sales tax and 9.96 mill property tax rate

Challenges

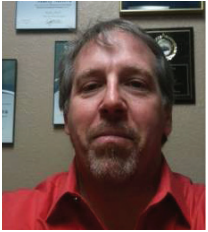
- Lack of diversified industry sectors; concentration in service industry
- Lack of family wage jobs; 33% of working Mat-Su residents commute to Anchorage on a daily basis
- Limited skilled or trained workforce to attract new industry



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MANAGEMENT

Director: Marty Metiva



Marty was named executive director of the Mat-Su Resource Conservation and Development Council during 2006. A native of Michigan, Marty moved to Alaska in April of 2003, and settled in Wasilla.

Prior to serving as executive director, Marty also served one term on the Wasilla City Council. As one of the charter members of Alaska Partnership for Economic Development, Marty has served as both president and vice-president and is currently a board member.

Board:

Darcie Salmon*	Marcu Rheum*
Lynn Gattis	John Moosey
Roger Purcell*	DeLana Johnson
RoseMary Burnett	Bonnie Quill *
Lyn Cartden*	Nancy Sult *
Dan Deedy*	

*Private Sector

Membership: The Mat-Su Resource Conservation and Development Council is an independent, not-for-profit, nonpartisan group of 15 to 30 members representing various chambers of commerce, borough government, city government, soil and water conservation districts, school district, utilities, special interest groups, members-at-large, convention and visitors bureaus, and communities.

SELECT ACTIVITIES

Planning

- Completed an update of the regional CEDS and associated work plan. Upon upcoming adoption, the strategy will be the Mat-Su Borough's regional economic development plan

Alaska Forward

- Played an integral role in completing *Phase I: A Situational Analysis* for the *Alaska Forward* initiative, which aims to create a statewide economic development strategy
- Continues to be actively involved in the *Phase II- Development and Implementation*

Multi-Plex Cinema

- Played a core role in attracting the development of a 12-screen multi-plex cinema in Wasilla, creating 40 full- and part-time positions. Assisted in securing \$10 million in tax bond financing through for the project

Port MacKenzie

- Continued partnership with Mat-Su Borough on infrastructure development and expansion of Port Mackenzie as an industrial port and manufacturing area to provide employment and diversified tax base



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Partnering to meet economic challenge.

NORTHWEST ARCTIC BOROUGH ECONOMIC DEVELOPMENT COMMISSION

YEAR FOUNDED: 1987

CONTACT:

P.O. Box 1110
163 Lagoon Street
Kotzebue, AK 99752
(907) 442-2500
www.northwestarcticborough.org/edc/

REGION: The Northwest Arctic Borough covers approximately 36,000 square miles in Northwest Alaska. Its current population is approximately 7,300, including eleven distinct communities.

MISSION: Helping the people of the borough build a higher quality of life while promoting the Iñupiat cultural values and ways of life.

OPPORTUNITIES AND CHALLENGES

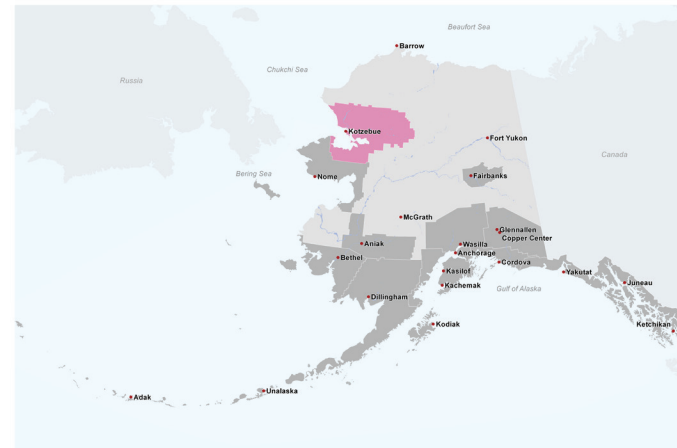
Activities related to government, mining, health care, transportation, services, and construction contribute to the economy. The Red Dog Mine, 90 miles north of Kotzebue, is the world's largest zinc and lead mine and provides 370 direct year-round jobs and over a quarter of the borough's wage and salary payroll. The ore is owned by NANA Regional Corporation and leased to Cominco, who owns and operates the mine and shipping facilities. Cominco Alaska, Maniilaq Association, the Northwest Arctic Borough School District, Veco Construction, and Kikiktagruk Inupiat Corporation are the borough's largest employers. The smaller communities rely on subsistence food-gathering and Native craft-making.

Opportunities

- The Iñupiat have thrived in the Northwest for thousands of years due to abundant traditional subsistence resources, including clean drinking water, caribou, salmon, sheefish, smelt, crab, moose, wolves, lynx, fox, berries, and other wild plants
- The largest organizations meet, communicate, and have a long history of cooperation. This allows them to effectively coordinate, provide services to residents, and speak with one voice to state and federal agencies
- The Northwest region is rich in base metals

Challenges

- Increasing cost of living with approximately 41% of annual income expended on home energy use
- Rising cost of fuel impacting all aspects of community life
- Lack of transportation services including deep water port, harbor, and roads
- Educational attainment with no regional schools meeting *No Child Left Behind Act* standards and few children proficient in Iñupiaq



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MANAGEMENT

Director: Lincoln Saito



Lincoln has served as the executive director of the Economic Development Commission for two years. He has resided in the Northwest region for nearly 25 years. Lincoln first began working with

young people of the Northwest Arctic in 1970 as a teacher and counselor at the US Bureau of Indian Affairs boarding school in Wrangell, Alaska.

Board:

Delores Barr	Colleen Swan
Verna Westlake*	Roberta Jackson*
Tim Gavin	Roy Barr*
Christopher Shockley*	Lincoln Saito
Pauline Harvey	

*Private Sector

Membership: Commission membership is composed of nine board members appointed by borough to represent the economic, political, and social interests of the Northwest region. Commission members generally include borough economic interests including small business, financial institutions, mining industry, transportation, and utilities.

SELECT ACTIVITIES

Summit Host

- Hosted four-day *Arctic Economic Development Summit* held in Kotzebue

Planning

- Updated the borough's CEDS

Mining

- Planned, implemented, and hosted the 2nd annual three-day Regional Mining Conference in Kiana

Sulanjich Art Center

- Continued work on website development
- Provided retail and work space for artists to create and share techniques with each other



Wind generator and electric solar array on Northwest Arctic Borough office building. Photo courtesy of NABEDC.

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Prince William Sound ECONOMIC DEVELOPMENT DISTRICT

Leadership to enhance, foster, and promote economic development.

PRINCE WILLIAM SOUND ECONOMIC
DEVELOPMENT DISTRICT

YEAR FOUNDED: 1997

CONTACT:
2207 Spenard Road, Suite 207
Anchorage, AK 99503
(907) 222-2440
www.pwsedd.org

REGION: Representing Alaska's beautiful Prince William Sound including five communities and nearly 7,000 residents.

MISSION: Serving as a forum to discuss regional economic issues and to foster economic growth and job creation through strategic planning and infrastructure development.

OPPORTUNITIES AND CHALLENGES

Prince William Sound is a region rich in natural resources and beauty with a strong fishing industry. As a large and remote region, the Sound also struggles with challenges common to much of rural Alaska including high cost of energy and transportation.

Opportunities

- Scenic location, rich in natural beauty, and filled with marine life
- Bountiful tourism opportunities
- Strong fishing industry
- New cold storage facility in Valdez allows for year-round seafood processing
- Plentiful educational opportunities at the Prince William Sound Community College and University of Alaska
- Modern communication infrastructure provides great advantage to residents, businesses, and organizations

Challenges

- High cost of energy
- High cost of transportation
- Distance between communities and major population centers



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MANAGEMENT

Director: Sue Cogswell

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

Board:

Dave Dengel*	Marilynn Heddell*
Dave Cobb	Chuck Totemoff*
Clay Koplin	David Totemoff
Mark Lynch	GayDell Trumblee
Bob Prunella	

*Private Sector

Membership: As a nonprofit, membership-based organization, PWSEDD's membership roster includes representatives of major oil and gas companies, utility and communication companies, city and village governmental organizations, visitor and convention bureaus, small businesses, educational institutions.

SELECT ACTIVITIES

Cordova Center

- Construction underway for a 34,000 square foot community multi-use center scheduled to open during 2013

Valdez Cold Storage Plant

- Construction underway for Valdez Fisheries Development Association's cold storage plant scheduled to open during May 2012

Alaska Partnership for Economic Development / Alaska Forward

- An active member of the Alaska Partnership for Economic Development and the *Alaska Forward* initiative; a private sector program to identify growth sectors in Alaska's statewide economy

Shotgun Cove Road Construction

- Construction underway for Whittier road construction

Prince William Sound Museum

- Planning underway for a new museum in Whittier

Annual and Quarterly Meetings

- Hosted successful annual and quarterly meetings gathering regional economic development leaders to discuss important topics and initiatives

Networking

- Nurtured a professional network enabling the district to maximize limited resources and coordinate projects important to the region



Cordova Center facing harbor. Photo courtesy of PWSEDD.

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Advancing the collective interests of the people, communities, and businesses in Southeast Alaska

SOUTHEAST CONFERENCE

YEAR FOUNDED: 1958

CONTACT:

612 West Willoughby Avenue, Suite B

Juneau, AK 99801

(907) 523-4350

www.seconference.org

REGION: Representing Alaska's Southeast panhandle including 44 communities ranging from Yakutat to Metlakatla.

MISSION: Working to build a strong economy and healthy communities while maintaining a quality environment.

OPPORTUNITIES AND CHALLENGES

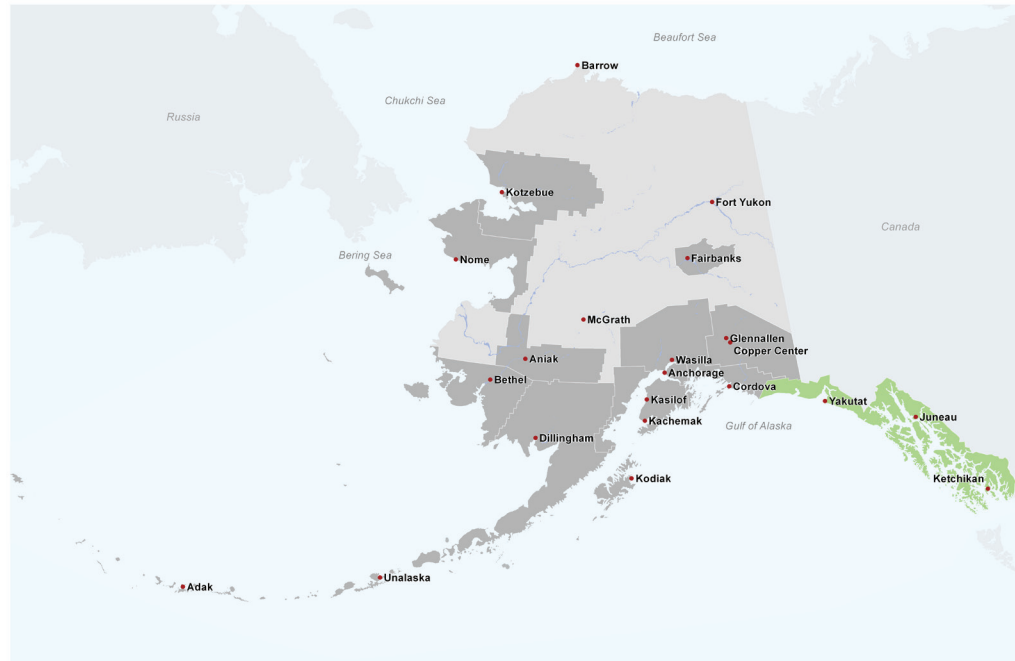
Spanning nearly 500 miles of mainland and islands, Southeast Alaska encompasses 23 incorporated and approximately 21 unincorporated communities and villages with an estimated total population of nearly 70,000. The Southeast region brings great diversity in economic development opportunities and challenges for Southeast Conference to address.

Opportunities

- Abundant natural resources including minerals, timber, and fish
- Hydro-electric opportunity
- Strong visitor industry with over one-million annual visitors
- Residents, businesses, and organizations willing to work collectively towards growth

Challenges

- Limited access to land and resources
- Isolated communities with inadequate physical infrastructure
- Aging Alaska Marine Highway System fleet
- Unskilled labor force
- High cost of energy



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MANAGEMENT

Director: Shelly Wright



Shelly has worked for the betterment of Southeast Alaska for nearly forty years with employment spanning multiple economic sectors including transportation, hospitality, and logging industries. Her

experience in Southeast has provided her with a strong connection to the people, knowledge of how they live and work, and the big picture vision. Shelly was named executive director of Southeast Conference in 2007.

Board:

Janice Hill
Gordy Wrobel*
Tim Rooney
Lori Blood*
Leo Luczak
Jim Dinley
Tory Korn*

Richard Peterson
Bryce Dahlstrom*
Merrill Sanford
Patricia Phillips*
Mike Bell, Juneau
Charles Edwardson

*Private Sector

Membership: As a 501(c)4 nonprofit, membership-based organization, Southeast Conference's foundation of contributions and support originates from municipal members, private sector enterprises, Native organizations, and individual members. Southeast Conference is comprised of 181 members, including 23 unincorporated and incorporated local governments, 32 local economic development organizations, 21 Native organizations and village councils, multiple state and federal agencies, and many businesses and individuals.

SELECT ACTIVITIES

Collaboration

- Collaborated with Alaska Energy Authority to develop a regional energy integrated resource plan that provides a vision for energy development in all Southeast communities

Committee Work

- The Timber Committee completed a comprehensive inventory of young growth timber, discovering it will not provide adequate support for a healthy industry for another 30 to 50 years

Research

- Partnered with several economic development organizations to conduct a *Business Climate Survey* to better understand the barriers and benefits of owning and operating a business in Southeast Alaska

Asset Mapping

- Developed a Southeast Alaska Economic Asset Map identifying the human, financial, institutional, and natural resource assets of Southeast Alaska, as well as the strategic relationships among assets

Gustavus Hydro Project Completion.
Photo courtesy of Southeast Conference.



Ketchikan Tug Boat.
Photo courtesy of Southeast Conference.



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Strengthening communities through economic development and partnerships at the local level.

SOUTHWEST ALASKA MUNICIPAL CONFERENCE

YEAR FOUNDED: 1988

CONTACT:

3300 Arctic Boulevard, Suite 203
Anchorage, AK 99503
(907) 562-7380
www.swamc.org

REGION: Representing Alaska's vast Southwest region including 54 communities spanning the Alaska Peninsula, Aleutian Chain, Bristol Bay, Kodiak Island, and Pribilof Islands.

MISSION: SWAMC is a regional membership organization that advances the collective interests of Southwest Alaska people, businesses, and communities. SWAMC helps promote economic opportunities to improve quality of life and influences long-term responsible development.

OPPORTUNITIES AND CHALLENGES

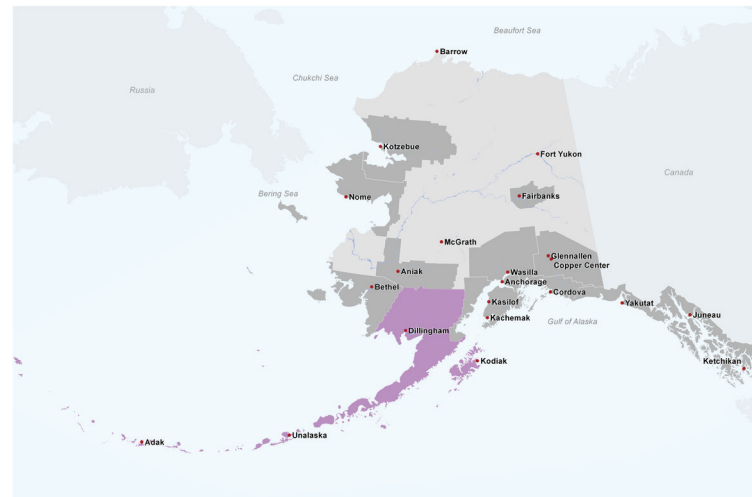
Southwest is a region of fishing activity; this one industry defines the people, jobs, and culture of the region. Fishing is the backbone of most Southwest communities and provides significant economic opportunity; however, the region also experiences challenges associated with rural and remote places. Efforts are ongoing to reach the region's economic development potential, but Southwest has the people, resources, businesses, and communities to make it happen.

Opportunities

- Greatest domestic concentration of commercial fishing activity
- Abundant natural geography and wildlife
- Varied and abundant renewable energy resources
- Individualistic, hardworking, and entrepreneurial people
- Geographic location creates advantage to exploit a connected global economy
- Centrally-located staff provide a conduit to business, financial, and political activity

Challenges

- Vast region is not easily or cheaply accessed
- Many renewable resources are not cost effective to develop with current technology
- Developing human capital is hampered by rural socioeconomic challenges
- Developing large regional or international projects requires high-level coordination and immense capital



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MANAGEMENT

Director: Andy Varner



Andy joined SWAMC in 2005, and was named executive director in February 2010. Andy has a bachelor of science from the University of Missouri and a master of public administration from the University of Alaska Anchorage. Andy serves as secretary of the Alaska Partnership for Economic Development, chair of Alaska SourceLink's Executive Committee, and member of Alaska Municipal League's Land Use, Resources and Economic Development Subcommittee.

Board:

Trevor Brown*
Lamar Cotten
Glen Gardner*
Patrick Jordan
Layton Lockett
Shirley Marquardt

Alice Ruby
Louise Stutes
Joe Sullivan*
Kathleen Totemoff
Paul Gronholdt*

*Private Sector

Membership: As a nonprofit, membership-based organization, SWAMC's foundation of contributions, support, and participation originates primarily from municipal members including borough and city governments. Associate members, comprised of for-profit businesses, tribal governments, and other regional organizations, strengthen and broaden SWAMC's role as a public-private partnership.

SELECT ACTIVITIES

Crew Labor Data

- Collaborated with legislators, industry, and Alaska Department of Fish and Game to develop a mechanism for collecting data about commercial fishermen

Alaska Partnership for Economic Development / Alaska Forward

- Assumed a lead role in the Alaska Partnership for Economic Development and the *Alaska Forward* initiative, a private sector program to identify growth sectors in Alaska's statewide economy

Alaska SourceLink Direct Marketing Tool

- Developed a unique tool facilitating new direct marketing enterprises, hosted by the Alaska SourceLink website

Southwest Alaska Broadband Strategy

- Developed a roadmap for the expansion and utilization of broadband technologies in the region

Controlled Environment Agriculture Greenhouses

- Conducted a feasibility assessment of commercial scale implementation of controlled environment agriculture greenhouses in select communities

STEM Education

- Initiated coordination with Junior Achievement, University of Alaska, NOAA, and school districts to expand STEM education opportunities

Energy Efficiency

- Partnered with regional stakeholders and agencies to revise and update SWAMC's 2009 project *Energy Savers Tips for Rural Alaska*.

Fisheries Analysis

- Conducted a 30-year analysis of rights-based management on local fisheries ownership and global impacts of various management designs

Annual Conference and Membership Meeting

- Hosted a successful conference, *Strong Communities, Vibrant Economies*, which gathered 150 Southwest stakeholders to discuss the regional economy and hold individual forums on important topics.

Networking

- Nurtured a wide network enabling SWAMC to maximize limited resources and expand understanding of activities, policies, and projects important to membership



Historic cannery. Photo courtesy of SWAMC.

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Arctic Hunter. Photo courtesy of SWAMC.

Editors:

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Copper Valley Development Association

Chris Storhok, Economic Development Specialist

Fairbanks North Star Borough Economic Development Commission

Angela Morgan, Executive Director

Interior Rivers Resource Conservation and Development Council

Carrie Couey, Programs Manager

Kenai Peninsula Economic Development District

Carl Berger, Executive Director

Lower Kuskokwim Economic Development Council

Marty Metiva, Executive Director

Matanuska-Susitna Resource Conservation and Development Council

Lincoln Saito, Director

Northwest Arctic Borough Economic Development Commission

Sue Cogswell, Executive Director

Prince William Sound Economic Development District

Shelly Wright, Executive Director

Southeast Conference

Andy Varner, Executive Director

Southwest Alaska Municipal Conference

2011 ARDOR PROGRAM ANNUAL REPORT

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Division of Economic Development
550 West 7th Avenue, Suite 1770
Anchorage, Alaska 99501
Phone: (907) 269-8110
Fax: (907) 269-8125

<http://www.commerce.alaska.gov/oed/>



Photo courtesy of SWAMC.