Alaska Regional Development Organizations

Annual Report

Anchorage Economic Development Corporation

Arctic Development Council

Bering Straits Economic Development Corporation

Copper Valley Economic Development Council

Kenai Peninsula Borough Economic Development District

Lower Kuskokwim Economic Development Council

Lower Yukon Economic Development Council

Mat-Su Resource Conservation & Development District

Northwest Arctic Borough Economic Development Commission

Prince William Sound Economic Development Council

Southeast Conference

Southwest Alaska Municipal Conference

November 1998
<table>
<thead>
<tr>
<th>Contact List</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Anchorage Economic Development Corporation (4/11/89)</strong>^1</td>
</tr>
<tr>
<td>Patricia DeMarco, President</td>
</tr>
<tr>
<td>900 West 5th Avenue, Suite 300</td>
</tr>
<tr>
<td>Anchorage, AK 99501</td>
</tr>
<tr>
<td>Phone: 258-3700   Fax: 258-6646</td>
</tr>
<tr>
<td><a href="mailto:aedc@alaska.net">aedc@alaska.net</a></td>
</tr>
</tbody>
</table>

| **Arctic Development Council (3/1/91)**^1|
| Deborah Punton, Director |
| PO Box 1353 |
| Barrow, AK 99723 |
| Phone: 852-4146   Fax: 852-4147 |
| dpunton_adc@barrow.com |

| **Bering Straits Economic Development Corporation (1/15/97)**^1|
| Norm Stadem, Director |
| c/o Kawerak, Inc. |
| PO Box 948 |
| Nome, AK 99762 |
| Phone: 443-4379   Fax: 443-2591 |
| stadem@kawerak.org |

| **Copper Valley Economic Development Council (11/1/90)**^1|
| Larry Dickerson, Executive Director |
| PO Box 9 |
| Glennallen, AK 99588 |
| Phone: 822-5001   Fax: 822-5009 |
| cvedc@alaska.net |

| **Kenai Peninsula Borough Economic Development District (2/2/89)**^1|
| Tess Whalen, Director |
| PO Box 3029 |
| Kenai, AK 99611 |
| Phone: 283-3335   Fax: 283-3913 |
| twhalen@kpedd.org |

| **Lower Kuskokwim Economic Development Council (9/17/91)**^1|
| Carl Berger, Executive Director |
| PO Box 2021 |
| Bethel, AK 99559 |
| Phone: 543-4967   Fax: 543-4171 |
| carl_berger@ddc-alaska.org |

| **Lower Yukon Economic Development Council (11/1/91)**^1|
| Scott Wagner, Executive Director |
| 825 Mulchatna Dr. |
| Wasilla, AK 99654 |
| Phone: 745-2262   Fax: 745-7984 |
| lyedc@mtaonline.net |

| **Mat-Su Resource Conservation & Development District (11/1/93)**^1|
| Douglas Smith, Executive Director |
| 351 West Parks, Highway, Suite 100 |
| Wasilla, AK 99654 |
| Phone: 373-1062   Fax: 373-1064 |
| matsurcd@mtaonline.net |

| **Northwest Arctic Borough Economic Development Commission (6/28/89)**^1|
| Andy Concepcion, Executive Director |
| PO Box 1110 |
| Kotzebue, AK 99752 |
| Phone: 442-2500   Fax: 442-2930 |
| nabedc@ptialaska.net |

| **Prince William Sound Economic Development Council (11/1/91)**^1|
| Sue Cogswell, Executive Director |
| PO Box 2353 |
| Valdez, AK 99686 |
| Phone: 835-3775   Fax: 835-3265 |
| pwsedc@alaska.net |

| **Southeast Conference (4/14/89)**^1|
| Berne Miller, Executive Director |
| 124 West Fifth Street |
| Juneau, AK 99801 |
| Phone: 463-3445   Fax: 463-4425 |
| seconf@ptialaska.net |

| **Southwest Alaska Municipal Conference (4/6/89)**^1|
| Glen Vernon, Executive Director |
| 3300 Arctic Blvd., Suite 203 |
| Anchorage, AK 99503 |
| Phone: 562-7380   Fax: 562-0438 |
| swamc@alaska.net |

^1Designation Date
# Table of Contents

**Overview and Issues** ..................................................................................................................................... 1

**Individual ARDOR Reports**

- Anchorage Economic Development Corporation ................................................................. 3
- Arctic Development Council, Inc. ................................................................................................. 4
- Bering Straits Economic Development Corporation ............................................................... 5
- Copper Valley Economic Development Council ................................................................. 6
- Kenai Peninsula Borough Economic Development District .................................................. 7
- Lower Kuskokwim Economic Development Council ............................................................. 8
- Lower Yukon Economic Development Council ...................................................................... 9
- Mat-Su Resource Conservation and Development District ................................................... 10
- Northwest Arctic Borough Economic Development Commission ..................................... 11
- Prince William Sound Economic Development Council .................................................. 12
- Southeast Conference .................................................................................................................. 13
- Southwest Alaska Municipal Conference ................................................................................. 14

**Map of the ARDORs** ........................................................................................................................................ 15

**Frequently Asked Questions** ........................................................................................................................... 16
“Economic development is not simply creating a business or job—and the term means something different in each region of Alaska. Where infrastructure is in place, new business starts and job creation are the translation. Where little infrastructure exists, economic development means developing the water, energy, and transportation systems and workforce—that is, creating an environment in which development can occur. Thus, economic development, especially in areas with little infrastructure, takes time. Even when the infrastructure and resources exist, creating businesses and jobs is a capacity building process—it does not happen overnight.”

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

There are currently 12 ARDORs. The ARDORs, which, like their counterparts nationwide:

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

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

**The ARDOR Program is providing a return for the State’s investment.** For FY99, the State is providing $620,000 in operational grant funds for the ARDOR Program. As indicated on the following pages, the accomplishments of the ARDORs are impressive. Additionally, the ARDORs have used the $620,000 in State grant funds to leverage over $3.5 million in other funds.

Communities and local organizations are making a significant financial commitment to the ARDOR program. An FY98 DCRA evaluation of the ARDOR Program indicates that 96% of the required match is provided by local sources.

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

**Overview and Issues**

Marshall residents making choices about their community’s economic future at a meeting sponsored by the Lower Yukon ARDOR.

Photo courtesy of Ike Waits
east Conference or Southwest Alaska Municipal Conference, that could (1) improve the local economy and (2) eliminate region-wide economic development barriers, such as inadequate transportation or uncoordinated marketing efforts.

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

Issues

The statutory limit of funding only 15 ARDORs may be a concern in the future.

As this report goes to press, the Department of Community and Regional Affairs (DCRA) is reviewing an application for ARDOR designation from the Interior Rivers (Aniak area) Resource Conservation and Development District (RC&D) and the Yukon Flats RC&D. The Fairbanks North Star Borough and the balance of the Tanana Chiefs Conference, Inc. have also expressed interest in ARDOR designation.

DCRA supports statewide coverage of the ARDOR Program.

If DCRA approves 4 new ARDORs, the number of ARDORs will increase from 12 to 16. According to the Alaska Statutes 44.47.830(b), DCRA cannot award State funds to more than 15 ARDORs.

Also, if DCRA funds new ARDORs and the ARDOR Program does not receive an increase in funding, each ARDOR grant could be reduced. With a reduced amount, it may be impossible for new ARDORs to survive, and existing rural ARDORs might go under. If DCRA designates new ARDORs, additional State funding for the ARDOR Program is needed just to “stay even”.

Finally, if the funding for each ARDOR were to be increased above the $50,000 level, the ARDORs could accomplish even more. Additional funding would allow the ARDORs to establish even more small business incubators, develop Internet marketing expertise, address more costly infrastructure needed for business development, focus on value-added manufacturing, etc.
1998 Examples of Accomplishments

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

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

3 Top Economic/Business Needs

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

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

1999 Goals

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

1999 Budget (FY99)

<table>
<thead>
<tr>
<th>Amount</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>$51,666</td>
<td>State ARDOR grant</td>
</tr>
<tr>
<td>51,666</td>
<td>Locally generated match</td>
</tr>
<tr>
<td>1,142,668</td>
<td>Additional funds generated or leveraged by the ARDOR (may include State funds)</td>
</tr>
<tr>
<td><strong>$1,246,000</strong></td>
<td><strong>Total</strong> (The State ARDOR grant funds 4% of the total.)</td>
</tr>
</tbody>
</table>

Board of Directors

**Executive Committee**

- B. John Shipe (Chair) financial
- Mel Nichols (Vice Chair) engineering
- Jim Gorski (Sec/Treas) prof services
- Ernie Hall manufacturing
- Kirk McGee Native corporation

**Members**

- Mike Brady construction
- Dennis Bird transportation
- William Deaver transportation
- Max Lowe tourism
- Dan Lowell insurance
- Gene O’Harra consumer/health
- Kathy Porterfield prof services
- Royce Rock organized labor
- Mary Sholton transportation
- Dana Tindall communications
- Zak Tomczak oil and gas
- Nancy Usera financial

**Ex-Officio Members**

- Bob Bell Assembly
- Ramona Barnes State Rep
- Ethan Berkowitz State Rep
- Gene Bjornstad elec. utilities
- Ronald Duncan communications
- Thomas Edrington tele. utilities
- Johnny Ellis State Senator
- Fay Von Gemmingen Assembly
- Lee Gorsuch UAA
- Wilson Hughes communications
- Mary Hughes Municipality
- Rick Mystrom Mayor
- Joe Murdy Assembly
- Tenny Owens retail
- Drue Pearce State Senator
- Morton Plumb Jr. transportation
- Deborah Sedwick DCED Commissioner
- Randy Simmons industrial dev.
- Melinda Taylor Assembly

Contact

Patricia DeMarco, President
900 West 5th Ave, Suite 300
Anchorage, Alaska 99501
Phone: 258-3700
Fax: 258-6646
E-mail: aedc@alaska.net
1998 Examples of Accomplishments

- Through the Educating Youth on Entrepreneurship (EYE) Program, trained 13 individuals on starting a small business and developed a workbook for future workshops.
- Created a combined Business Resource Center / Project Information Center (BRC/PIC) within the ADC office complex.
- Provided technical assistance to new and existing small businesses in the outlying areas of the North Slope and to 50+ residents of the Borough.
- Through the BRC/PIC, sold 110+ construction plans and specification bid packets for 53 Borough capital improvement projects.
- In partnership with National Bank of Alaska, provided “gap” financing to 8 small businesses.

EYE Workshops educate youth on opportunities in small business ownership. ADC’s village outreach provides professional assistance for small business development and operations. The BRC/PIC offers a one-stop location for information to grow new small business and nourish existing small business. “Gap” financing loans ranged from $5,000-$62,000. Loans were for Native arts/crafts, welding services, video game rentals/sales, coffeehouse, and bed & breakfast.

3 Top Economic/Business Needs

- Tourism and Native Arts and Crafts Cooperative.
- Privatization.
- Keep dollars on the North Slope.

Tourism, a Native Arts/Crafts Cooperative and privatization will create more jobs and increase small business start-ups. Focusing on tourism/Native arts and crafts will attract visitors to Barrow and create interest in visiting the outlying areas. All will increase dollar circulation in communities, thereby improving the region’s economy.

1999 Goals

- Redesign the ADC web site.
- Establish Youth Revolving Loan Fund, “model” youth business, and expand EYE Program into at least one village.
- Re-capitalizethe Adult Revolving Loan Fund.
- Implement private sector bid evaluation as part of Borough budget process.

1999 Budget (FY99)

<table>
<thead>
<tr>
<th>Amount</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>$51,666</td>
<td>State ARDOR grant</td>
</tr>
<tr>
<td>25,833</td>
<td>Locally generated match</td>
</tr>
<tr>
<td>807,104</td>
<td>Funding provided by North Slope Borough &amp; in-kind contributions from org’s such as Arctic Slope Native Corp, Arctic Slope Reg’l Corp, Barrow Utilities &amp; Electric Coop, BP Exploration, Cape Smythe Air Serv, City of Barrow, Nat’l Bank of Alaska, Native Village of Barrow, &amp; Ukpeagvik Inupiat Corp.</td>
</tr>
</tbody>
</table>

$884,603 Total (The State ARDOR grant funds 6% of the total.)

“We are grateful to the ADC for their assistance in the process that resulted in initial funding for our Point Hope Arts & Crafts Cooperative. The work the ADC does to provide the ways and means for small and community based businesses to become viable and successful segments of a diversified and more self reliant economy is invaluable.” Dave Welch, Sale/Marketing Director, Chukchi Sea Trading Company
Bering Straits Economic Development Corporation

1998 Examples of Accomplishments

• Completed initial Overall Economic Development Plan.
• Received a $50,000 federal EDA planning grant.
• Applied to federal USDA for Empowerment Zone/Enterprise Community (EZ/EC) designation.
• Assisted Teller start a tourism project.
• Organized the Native Voice Theatre.
• Assisted Savoonga and Wales complete their health clinics.

Designation as the ARDOR has created a permanent, full time Economic Development Planner and Secretary. With support from Kawerak, expect to have a minimum of 3 new businesses in 1999.

3 Top Economic/Business Needs

• Education at all levels.
• Access to risk-subsidized capital.
• More efficient industrial transportation (railroad along western Alaska to the Pacific to access ferry system and ocean transport).

Education at all levels is fundamental to economic development and for operating small businesses. Risk associated with startup in small, remote communities, which have undeveloped institutions and minimal capital, is higher than most conventional institutions can handle. Profit margins are low for most ventures. Air transport is not amenable to heavy, bulky material. Presently, ocean transport is limited to about 6 summer months. Addressing these needs will enhance job creation and business development by 1) establishing a labor force that can take advantage of opportunities requiring skilled personnel; 2) accessing capital for small business start-up and expansion; and 3) reducing the cost of shipping building materials and 4) allowing mineral extraction and related development.

1999 Goals

• Implement elements of and develop and conduct workshops to update the Overall Economic Development Plan.
• Have several Native Voice Theatre performances and research opportunities for high school students.
• Get membership actively involved in the ARDOR process; coordinate with other ARDORs.
• Help start-up businesses with business planning/management.
• Organize and hold a “Conference on Freight” in January 1999.

Accomplishing these goals will assist in job creation and business development by stimulating and actively involving all economic forces in the region. Cooperation among disparate sectors and even within sectors will help in business growth, creation of new businesses, and increase jobs.

1999 Budget (FY99)

<table>
<thead>
<tr>
<th>Amount</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>$51,666</td>
<td>State ARDOR grant</td>
</tr>
<tr>
<td>17,220</td>
<td>Locally generated match</td>
</tr>
<tr>
<td>65,000</td>
<td>Additional funds generated or leveraged by the ARDOR (may include State funds)</td>
</tr>
<tr>
<td><strong>$133,886</strong></td>
<td><strong>Total</strong> (The State ARDOR grant funds 39% of the total.)</td>
</tr>
</tbody>
</table>

“Credit for economic good health must go to the private sector. Individual companies and businesses take the risk. The partnership with local grassroots development organizations also plays an invaluable role. That’s where the leadership has to come from—local, grassroots leadership, in partnership with the private sector and local organizations.” Governor Tony Knowles, speaking at a National Association of Development Organizations conference
1998 Examples of Accomplishments

• Completed Youth Entrepreneurship Program and started several youth owned and operated businesses.
• Developed and implemented Welfare-to-Work Program that assisted welfare recipients with job seeking/keeping skills.
• Created tourism signs for Lake Louise, Kenny Lake, and Slana.
• Provided certified nurses aid training to local residents.
• Conducted small business development training and assistance for numerous local businesses.

The Youth Entrepreneurship Program provides youth with hands on business experience. Tourism signs inform tourists and other visitors of available services and amenities, thereby promote local business. Nursing certification and small business development creates jobs.

3 Top Economic/Business Needs

• Infrastructure.
• Additional resources to provide needed services for the Copper Valley area.
• Affordable energy.
• Adequate child care for workers.
• Available transportation systems.

The above are necessary to nurture and support economic development in the Copper Valley region.

1998 Goals

• Develop plans and secure funding for needed infrastructure.
• Proactively manage the change that is impacting the Copper Valley area.
• Develop and implement a long-range tourism strategic plan.
• Achieve designation as a Resource Conservation and Development District.

Infrastructure is needed in the region before serious economic growth can occur. An enhanced tourist industry will bring additional dollars to the region. RC&D designation will provide additional resources to develop the region’s economy.

1999 Budget (FY99)

<table>
<thead>
<tr>
<th>Amount</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>$51,666</td>
<td>State ARDOR grant</td>
</tr>
<tr>
<td>17,220</td>
<td>Locally generated match</td>
</tr>
<tr>
<td>131,207</td>
<td>Other funds generated or leveraged by the ARDOR (may include State funds)</td>
</tr>
</tbody>
</table>

$200,093 Total (The State ARDOR grant funds 26% of the total.)

“Copper Valley Economic Development Council has created many opportunities for organizations and individuals in our region, which have provided employment and training opportunities we would not otherwise have had. The CVEDC has provided a critical link between the public and private sector throughout our region.”

John Downes, ARDOR Board Member
1998 Examples of Accomplishments

- Established Business Innovation Center (BIC) (a small business incubator), including tenant and incubator without walls programs.
- Counseled over 120 small businesses on a variety of business topics (resulting in over 30 jobs created or retained).
- Established and implemented electronic commerce training for small businesses.

Small business incubators reduce the failure rate of new businesses. The BIC will enable businesses to grow in a supportive environment, helping them avoid pitfalls common to new businesses. Likewise, business counseling and training help existing and new businesses solve a variety of business problems. Electronic commerce training opens the doors to global markets for small businesses, providing them with the tools to compete in the new electronic marketplace. The training provides the tools needed to market and sell goods and services through the Internet.

3 Top Economic/Business Needs

- Recapitalization of the Revolving Loan Fund.
- Market analysis of potential Kenai Peninsula Borough industries, including value-added manufacturing and timber operations, home based technology business, and new resource-based industries.
- Diversification and development of existing business through procurement assistance.

Recapitalization of the Revolving Loan Fund (RLF) would allow the KPBEDD to partner with local banks to finance more businesses considered unlikely candidates for conventional financing in a conservative lending environment. The EDD's current RLF is too small to adequately meet local financing demand. Market analysis of potential industry is needed to provide the base line data for business feasibility. Development of existing industry strengthens the industrial base and creates jobs.

1999 Goals

- Continue the creation of new jobs through business assistance.
- Expand Business Innovation Center (BIC) activities to target technology and value-added businesses.
- Develop a marketing package for the Kenai Peninsula overall and separate packages for each incorporated city, appropriate for resource development, procurement, and industrial recruitment.

Business assistance provides an effective method of job creation. Targeted BIC programs for value-added and high-technology enterprise would assist these industry sectors in development. A marketing package would provide an overall tool for business development and recruitment.

1999 Budget (FY99)

<table>
<thead>
<tr>
<th>Amount</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>$51,666</td>
<td>State ARDOR grant</td>
</tr>
<tr>
<td>51,666</td>
<td>Locally generated match</td>
</tr>
<tr>
<td>442,834</td>
<td>Other operating funds leveraged by the ARDOR</td>
</tr>
<tr>
<td></td>
<td>(may include State funds)</td>
</tr>
<tr>
<td>$546,166</td>
<td>Total Operating Funds</td>
</tr>
<tr>
<td>50,000</td>
<td>Pass-thru and project specific funds</td>
</tr>
<tr>
<td>$596,166</td>
<td>Total FY99 Budget</td>
</tr>
</tbody>
</table>

(See note: The State ARDOR grant funds 9% of the total operating budget.)

If this ARDOR had more resources- the ARDOR could provide additional business financing alternatives, better and more comprehensive regional marketing to attract industry, more business counseling in smaller communities, and work to promote electronic commerce activities for small and medium sized companies.

Board of Directors

Executive Committee
Jim Elson (Pres) retired utility/ City of Kenai
Jim Chambers (Vice Pres) unionized labor
Tom Boedeker (Sec) City of Soldotna
Mary Tougas (Treas) retail trade, City of Seward

Members
Jack Brown industry, Borough
Sharon Isaak minority representative
Philemon Morris transportation, City of Kachemak
Jeff Murphy City of Homer
Pat Norman Village of Port Graham
Bill Popp non-profit, Borough
Bob Satin recreation, City of Seward
Jeff Sinz finance, Borough
Luke Welles retail, City of Homer
John Williams real estate, City of Kenai

Contact
Tess Whalen, Chief Exec. Offc.
P.O. Box 3029
Kenai, AK 99611
Phone: 283-3335
Fax: 283-3913
E-Mail: twhalen@kpedd.org
Web: http://www.kpedd.org
1998 Examples of Accomplishments

- Two tourism product development tours for travel industry representatives in our region completed.
- Provided capacity building to village organizations to establish and grow local small businesses, including workshops for potential business operators.
- Completed business workshops for potential business operators.
- Promoted school-to-work activities for high school students, in partnership with the school district.
- Helped communities seek and obtain funding to develop and implement, where none previously existed, a local economic development plan.

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

3 Top Economic/Business Needs

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

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

1999 Goals

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

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

1999 Budget (FY99)

- $51,666 State ARDOR grant
- 17,220 Locally generated match
- 15,000 Additional funds generated or leveraged by the ARDOR
- $83,886 Total (The State ARDOR grant funds 62% of the total.)

Lower Kuskokwim Economic Development Council, Inc.

Board of Directors

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

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

Contact
Carl Berger, Exec Dir.
RO. Box 2021
Bethel, AK 99559
Phone: 543-5967
Fax: 543-4171
E-mail: carl_berger@ddc-alaska.org

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

1998 Examples of Accomplishments

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

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

3 Top Economic/Business Needs

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

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

1999 Goals

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

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

1999 Budget (FY99)

<table>
<thead>
<tr>
<th>Amount</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>$51,666</td>
<td>State ARDOR grant</td>
</tr>
<tr>
<td>17,220</td>
<td>Locally generated match</td>
</tr>
<tr>
<td>780</td>
<td>Other funds generated or leveraged by the ARDOR (may include State funds)</td>
</tr>
<tr>
<td><strong>$69,666</strong></td>
<td><strong>Total</strong> (The State ARDOR grant funds 74% of the total.)</td>
</tr>
</tbody>
</table>

Board of Directors

Executive Committee

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

Members

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

Contact

Scott Wagner, Exec Dir.
825 Mulchatna Drive
Wasilla, Alaska 99654
Phone: 745-2262
Fax: 745-7984
E-mail: lyedc@mtaonline.net

“The Lower Yukon Economic Development Council has worked with me on our pursuit of value-added fish plant.”

Bill Akers, Chuloonawik Native Corporation
Matanuska-Susitna Resource Conservation & Development Council

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

1998 Examples of Accomplishments
• Assisted Mat-Su Port Commission in obtaining funding.
• Hosted the Valley Economic Development Conference.
• Drafted Overall Economic Development Plan.
• Developed Timber Utilization Plan for the Mat-Su.
• Completed construction of the Houston Park.
• Began work on Big Lake’s 100 Junker Rally (clean-up project).
• 40% completion of the Houston Entrance Project.
• Provided assistance for Palmer and Wasilla Children’s Playgrounds, Homesteaders, Skateboard Park, Goldrush Centennial, Palmer Hockey Association.

3 Top Economic/Business Needs
• Commitment.
• Increased private ownership of land (only 3% of the Mat-Su Borough is in private hands).
• Investment in infrastructure.

It takes planning, funding and dedication to achieve meaningful improvement in the region’s economic base. State and Local government must be committed to economic development or it will not occur. Private sector investment in Port MacKenzie or Hatcher Pass is dependent on public sector investment in infrastructure.

1999 Goals
• Market Port MacKenzie as an industrial site.
• Complete and implement the Overall Economic Development Plan.
• Construct 4 demonstration timber bridges ($225,000 project).
• Complete the Houston Entrance Project and Big Lake’s 100 Junker Rally.
• Develop a shared use kitchen facility.
• Make application for a revolving loan fund.
• Market Big Lake Fish Hatchery.
• Purchase an office building.

1999 Budget (FY99)
$51,666 State ARDOR grant
51,666 Locally generated match
115,168 Additional funds generated or leveraged by the ARDOR (may include State funds)

$218,500 Total (The State ARDOR grant funds 24% of the total.)
Northwest Arctic Borough Economic Development Commission

1998 Examples of Accomplishments

- Surveyed regional bulk buyers of fuel to gain input on larger bulk fuel purchases.
- Established revolving and micro loan policies and procedures.
- NOAA approved request to survey depths and floor of Kotzebue Sound next Spring.

Larger bulk fuel purchases will lower the cost of fuel per gallon and ultimately lower the cost of living. A loan program will make private business ownership more attainable. Mapping Kotzebue Sound may identify a route for large barges to access the Port of Kotzebue. Currently, large barges must unload several miles out onto smaller barges – doubling the cost of goods.

3 Top Economic/Business Needs

- Village and eco-tourism expansion.
- Establish a loan fund.
- Develop regional bulk fuel storage facility.

Village and eco-tourism expansion will result in more cash coming into the region, as well as business opportunities for local residents. Thousands of dollars leave the region every year to ANICA. By establishing a loan fund to help store owners leave the ANICA system, the money earned can stay in the region. By developing a bulk fuel facility, fuel can be purchased in larger quantities, thereby lowering the cost per gallon and, ultimately, the cost of living.

1999 Goals

- Economic strategic plan update.
- Tourism marketing.
- Grant writing assistance to any borough residents seeking funds for small business start-up.

1999 Budget (FY99)

<table>
<thead>
<tr>
<th>Amount</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>$51,666</td>
<td>State ARDOR grant</td>
</tr>
<tr>
<td>25,833</td>
<td>Locally generated match</td>
</tr>
<tr>
<td>4,133</td>
<td>Other funds generated or leveraged by the ARDOR (may include State funds).</td>
</tr>
<tr>
<td><strong>$81,632</strong></td>
<td>Total (The State ARDOR grant funds 63% of the total.)</td>
</tr>
</tbody>
</table>

Board of Directors

- Levi Cleveland (Chair)
- Bert Adams business
- Andy Concepcion banking
- James Gregg non-profit
- Frank Greene NAB Planning Commission
- John Key business
- John Rense NANA Regional Corp
- Brad Reeve utilities

Ex Officio

Andy Baker Assembly President
Chuck Greene Borough Mayor

Contact

Andy Concepcion, Exec. Dir.
P.O. Box 1110
Kotzebue, Alaska  99752
Phone: 442-2500
Fax: 442-2930
E-mail: nabedc@ptialaska.net

If this ARDOR had more resources- the ARDOR would address some of the more costly infrastructure needs (such as water and sewer, better or new roads) that are required to develop and maintain a new business, tourism, or industry.
1998 Examples of Accomplishments

- Initiated process to build Maritime Museum in Valdez.
- Completed Mt. Eyak Trail in Cordova.
- Conducted Port of Valdez shipping survey.
- Finished an Overall Economic Development Plan (OEDP) and applied for federal Economic Development District (EDD) status.
- Completed Sound Waste Management Plan with construction of five recycling centers for used oil and bilge water.

Projects like the Valdez Maritime Museum and Mt. Eyak trail encourage visitors to stay in the PWS region longer, thereby bringing more visitor dollars to the region. The shipping survey and OEDP provide information on infrastructure that is needed to facilitate development. Obtaining federal EDD status could result in federal funding for needed infrastructure in PWS. The recycling centers serve to support the region’s industries.

3 Top Economic/Business Needs

- Cultural tourism attractions in PWS.
- Lower energy costs/access to natural gas.
- Faster and more frequent ferry service.

Cultural tourism would bring additional tourist dollars to PWS. Lower energy costs and more frequent ferry service would attract more industries and commerce.

1999 Goals

- Cultivate world class cultural tourism attractions in PWS.
- Assist with Cordova Visitor/Community Center project.
- Offer small business seminars in each community.
- Host PWS Economic Summit Conference.
- Promote expanded shipping and port facilities in Cordova, Valdez and Whittier.

Additional tourism attractions will increase the number of visitors to PWS. Small business seminars will assist in small business start-ups and expansions. An economic summit will generate focus and support for economic development activities. Improved shipping facilities will enable PWS industries to expand.

1999 Budget (FY99)

<table>
<thead>
<tr>
<th>Item</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>State ARDOR grant</td>
<td>$51,666</td>
</tr>
<tr>
<td>Locally generated match</td>
<td>$17,220</td>
</tr>
<tr>
<td>Additional funds generated or leveraged by the ARDOR (may include State funds)</td>
<td>$33,344</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$102,230</strong></td>
</tr>
</tbody>
</table>

(1999 Budget is $51,666 State ARDOR grant + $17,220 Locally generated match + $33,344 Additional funds generated or leveraged by the ARDOR (may include State funds))
Southeast Conference

Examples of Accomplishments in 1998

• Ensured community and regional transportation needs were included in Southeast Alaska Area Regional Transportation Plan.
• Published Southeast Alaska Electrical Intertie System Plan.
• Provided technical and financial assistance for tourism development, fisheries enhancement, community development, and business infrastructure projects throughout Southeast Alaska.
• Facilitated creation of Southeast Alaska Conference of Mayors.

Southeast Conference helped communities and other groups plan and complete locally-conceived development projects to meet local and regional needs. The Conference is also the Resource Conservation and Development (RC&D) Council for Southeast Alaska.

3 Top Economic/Business Needs

• Improved transportation system, operating at reduced cost, with increased capacity and more frequent/convenient service.
• Economic recovery and stabilization in communities adversely affected by downturns in fishing and timber industries.
• Strengthened education system at all levels, K through college.

The Alaska Marine Highway System is the lifeblood of Southeast Alaska’s economic and social life. Without adequate transportation and other public infrastructure, sustaining adequate levels of economic activity - let alone restoring, diversifying, and stabilizing local and regional economies - will be difficult, if not impossible.

1999 Goals

• Work towards implementation of the “Southeast Alaska Area Regional Transportation Plan” and “Southeast Alaska Electrical Intertie System Plan”.
• Continue providing technical/financial assistance for tourism development, fisheries enhancement, community development, and business infrastructure projects throughout the region.
• Become a leader in citizen-lead watershed management efforts to demonstrate that responsible economic development and environmental protection can go hand in hand.

Southeast Conference will continue to advocate development and improvement of the public infrastructure that is fundamental to regional economic and community development.

1999 Budget (FY99)

<table>
<thead>
<tr>
<th>Amount</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>$51,666</td>
<td>State ARDOR grant</td>
</tr>
<tr>
<td>51,666</td>
<td>Locally generated match</td>
</tr>
<tr>
<td>252,268</td>
<td>Additional funds generated or leveraged by the ARDOR (may include State funds)</td>
</tr>
<tr>
<td><strong>$355,600</strong></td>
<td><strong>Total</strong> (The State ARDOR grant funds 15% of the total.)</td>
</tr>
</tbody>
</table>

Board of Directors

Executive Committee
Linda Snow (Pres) at large
Bob Ward (1st VP) public
Rosemary Hagevig (2nd VP) private
Tom Briggs (Sec) public
John Pearson (Treas) private
Richard Smith (Past Pres) private

Members
Mayor Lonnie Anderson public
John “J.C.” Conley private
Tom Healy public
Bill Privett private
Mayor Maxine Thompson public

Ex Officio
Berne Miller Executive Director

Contact
Berne Miller, Exec. Director
Southeast Conference
213 Third Street, Suite 124
Juneau, Alaska 99801
Phone: 463-3445
Fax: 463-4425
E-mail: seconf@ptialaska.net

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

1998 Examples of Accomplishments

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

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

3 Top Economic/Business Needs

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

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

1999 Goals

- Conduct successful regional conferences: Fall ’98 and Winter ’99.
- Produce Overall Economic Development Plan for Southwest Alaska.
- Improve visibility and utilization of regional tourism services and facilities.
- Be a strong voice for businesses and people in regard to public policy issues affecting the Southwest region.

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

1999 Budget (FY99)

<table>
<thead>
<tr>
<th>Amount</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>$51,666</td>
<td>State ARDOR grant</td>
</tr>
<tr>
<td>51,666</td>
<td>Locally generated match</td>
</tr>
<tr>
<td>200,587</td>
<td>Other funds generated or leveraged by the ARDOR (may include State funds)</td>
</tr>
<tr>
<td>$278,086</td>
<td>Total (The State ARDOR grant funds 19% of the total.)</td>
</tr>
</tbody>
</table>

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

Board of Directors

Executive Board

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

Members

Mayor Glen AIsworth Lake
Clark Air/The Farm Lodge
Steven Hakala Aleutians East Borough
Stephanie Madsen Aleutian Seafood Processors Association
Jack McFarland Kodiak Island Borough
Mayor Jerome Selby Kodiak Island Borough
Joe Sullivan (At-Large) At-Sea Processors Association

Contact

Glen Vernon, Exec. Director
3300 Arctic Blvd., Suite 203
Anchorage, Alaska 99503
Phone: 562-7380
Fax: 562-0438
E-mail: swamc@alaska.net
Alaska Regional Development Organizations (ARDORS)

NOTE: DCRA anticipates the Fairbanks North Star Borough & Tanana Chiefs Conference, Inc. will seek ARDOR designation in FY 99.
Frequently Asked Questions

What is an ARDOR? A non-profit organization of local volunteers, representing numerous public and private interests, working together to achieve economic development in their region. An ARDOR is organized in accordance with Alaska Statute 44.47.830 and the Alaska Administrative Code (3 AAC 54).

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

How does an ARDOR get established? DCRA approves an ARDOR designation. To be approved, the ARDOR must (1) be large enough and contain adequate resources to support a regional economic development program, and (2) be an economically viable unit with shared interests, resources, traditions, and goals. Currently, there are 12 ARDORs in all regions of Alaska, except the Interior. The Aniak region has submitted an application for ARDOR designation. Three other interior regions are considering ARDOR designation.

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

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

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

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

How is an ARDOR funded? DCRA awards annually, a State grant to each ARDOR that satisfies the statutory and regulatory requirements of the ARDOR Program, including the requirement that each ARDOR provide a local, non-State match. In FY98, each ARDOR received $51,666. The State grant and required match is usually not the ARDOR’s only source of funding. ARDOR’s can and do receive funding from a variety of sources.

How much money does the State contribute to the ARDORs?

<table>
<thead>
<tr>
<th></th>
<th>FY97</th>
<th>FY98</th>
<th>FY99</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total</td>
<td>$620.0</td>
<td>$620.0</td>
<td>$620.0</td>
</tr>
<tr>
<td>Each Grant</td>
<td>$54.5</td>
<td>$51.7</td>
<td>$51.7</td>
</tr>
<tr>
<td># of ARDORs</td>
<td>111</td>
<td>12</td>
<td>12</td>
</tr>
</tbody>
</table>

1Plus, one organizing ARDOR received $20.0.

NOTE: Amounts are $1,000.