

Alaska Regional Development Organizations

Annual Report

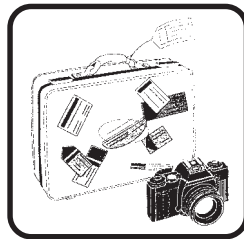
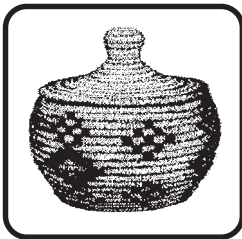


Anchorage Economic Development Corporation

Arctic Development Council

Bering Straits Economic Development Corporation

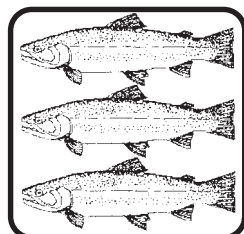
Copper Valley Economic Development Council



Kenai Peninsula Borough Economic Development District

Lower Kuskokwim Economic Development Council

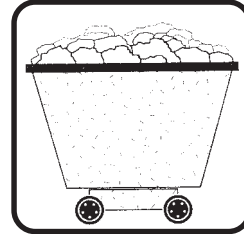
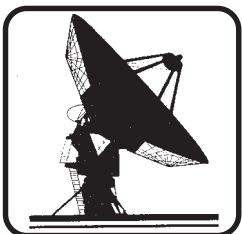
Lower Yukon Economic Development Council



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

Contact List

Anchorage Economic Development Corporation (4/11/89)¹

Patricia DeMarco, President
900 West 5th Avenue, Suite 300
Anchorage, AK 99501
Phone: 258-3700 Fax: 258-6646
aedc@alaska.net

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 (1/1/90)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 (2/22/89)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

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

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



Overview and Issues

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.



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

Photo courtesy of Ike Waits

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

The original intent of the ARDOR Program was to create regional entities, similar to the South-



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 im-

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.



Anchorage Economic Development Corporation (AEDC) Board Member Max Lowe and Governor Tony Knowles.

Photo courtesy of AEDC

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".

pacts. 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

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.



Anchorage Economic Development Corporation

1998 Examples of Accomplishments

- New Business Incentive Program passed by Legislature and signed into law.
- BUY ALASKA available statewide on the Internet at www.buyalaska.com.
- 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)

\$51,666	State ARDOR grant
51,666	Locally generated match
1,142,668	Additional funds generated or leveraged by the ARDOR (may include State funds)
\$1,246,000	Total (The State ARDOR grant funds 4% of the total.)

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 corpora-
tion

Members

Mike Brady construction
Dennis Bird transportation
William Deaver transportation
Max Lowe tourism
Dan Lowell insurance
Gene O'Hara 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
Tennys 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



Arctic Development Council, Inc.

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-capitalize the Adult Revolving Loan Fund.
- Implement private sector bid evaluation as part of Borough budget process.

1999 Budget (FY99)

\$51,666	State ARDOR grant
25,833	Locally generated matc
807,104	Funding provided by North Slope Borough & in-kind contributions from org's such as Arctic Slope Native Corp, Arctic Slope Reg'l Corp, Barrow Utilities & Electric Coop, BP Exploration, Cape Smythe Air Serv, City of Barrow, Nat'l Bank of Alaska, Native Village of Barrow, & Ukpeagvik Inupiat Corp.

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

Board of Directors

Executive Committee

Mayor Jim Vorderstrasse (Pres)
Barrow
Robert Harcharek (Vice-Pres)
North Slope Borough
Ron Panigeo (Treas) Ukpeagvik
Inupiat Corp
Robin Danner (Sec) National
Bank of Alaska

Members

Lucy Brown Tagiugmiullu
Nunumiullu Housing
Authority
Ray Jakubczak BP Exploration
Jeslie Kaleak Arctic Slope
Regional Corp
Larry McGee Ilisagvik College
Bill Tegoseak Native Village of
Barrow
Dorcus Thompson Cape
Smythe Air Service

Contact

Deborah Punton, Exec. Dir.
P.O. Box 1353
Barrow, Alaska 99723
Phone: 852-4146
Fax: 852-4147
E-mail: dpunton_adc@barrow.com

"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 than can take advantage of opportunities requiring skilled personnel; 2) accessing capital for small enterprise 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)

\$51,666	State ARDOR grant
17,220	Locally generated match
65,000	Additional funds generated or leveraged by the ARDOR (may include State funds)
\$133,886	Total (The State ARDOR grant funds 39% of the total.)

Board of Directors

Executive Committee

Robert Keith (Chair) Kawerak, Inc.
Don Stiles (Vice-Chair) fisheries

Members

Mary Darlene Charles
Kawerak, Inc.
Fred Eningowuk banking
Simon Bekoalok, Jr. Kawerak, Inc.
Frank Kavairlook Kawerak, Inc.
Wally Powers tourism
Jim Rowe transportation
Tom Sparks minerals
Pius Washington Kawerak, Inc.

Contact

Norm Stadem, Exec. Director
% Kawerak, Inc.
P.O. Box 948
Nome, Alaska 99762
Phone: 443-4379
Fax: 443-2591
E-mail: stadem@kawerak.org

“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



Copper Valley Economic Development Council, Inc.

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)

\$51,666	State ARDOR grant
17,220	Locally generated match
131,207	Other funds generated or leveraged by the ARDOR (may include State funds)
\$200,093	Total (The State ARDOR grant funds 26% of the total.)

Board of Directors

Members

- Vikie Willis (Pres) business
- Vickie Snitzler (Vice-Pres) government
- Teresa Absher (Sec) employment
- Daryl Lowe (Treas) banking
- Earl Bell Labor (retired)
- John Downes business
- Carol Neeley business
- Thelma Schrank business
- Sue Winingham business

Contact

Larry Dickerson, Exec Dir.
 P.O. Box 9
 Glennallen, Alaska 99588
 Phone: 822-5001
 Fax: 822-5009
 E-mail: cvedc@alaska.net

“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



Kenai Peninsula Borough Economic Development District

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)

\$51,666	State ARDOR grant
51,666	Locally generated match
442,834	Other operating funds leveraged by the ARDOR (may include State funds)
<hr/>	
\$546,166	Total Operating Funds
50,000	Pass-thru and project specific funds
<hr/>	
\$596,166	Total FY99 Budget (The State ARDOR grant funds 9% of the total operating budget.)

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>

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.



Lower Kuskokwim Economic Development Council, Inc.

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.)

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.
 P.O. 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)

\$51,666	State ARDOR grant
17,220	Locally generated match
780	Other funds generated or leveraged by the ARDOR (may include State funds)
\$69,666	Total (The State ARDOR grant funds 74% of the total.)

Board of Directors

Executive Committee

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

Members

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

Contact

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, Chalunawick 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.)

Board of Directors

Executive Committee

Ted Smith (Pres) Willow Chamber
 Bruce Borup (Vice Pres) Palmer EDA
 Al Jorgenson (Sec) Inventor's Institute
 Steve Levine (Treas) School District

Members

Ruth Blanchard City of Houston
 Ed Brittingham Wasilla Chamber
 Wayne Carmony MEA
 Dan Deedy Enstar Gas, utilities
 "Tiny" DePreist Greater Palmer Chamber
 Edna DeVries City of Palmer
 Jim Eriksen Alaska Farmers
 Clarence Furbush Palmer SWCD
 Kelly Huber MTA
 Mayor Sarah Palin City of Wasilla
 Jackson Parry Upper Su SWCD
 Anna Von Reitz Big Lake Chamber
 Suzanne Rudolf MSCVB
 Darcie Salmon Immediate Past Pres
 Tim Sullivan Small Bus Dev Cntr
 Steve Totten Houston Chamber
 Dick Zobel Wasilla SWCD

Contact

Doug Smith, Exec. Director
 351 W Parks Hwy, Suite 100
 Wasilla, Alaska 99654
 Phone: 373-1062
 Fax: 373-1064
 E-mail: matsurcd@mtaonline.net



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.

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.

1999 Budget (FY99)

\$51,666	State ARDOR grant
25,833	Locally generated match
4,133	Other funds generated or leveraged by the ARDOR (may include State funds).
\$81,632	Total (The State ARDOR grant funds 63% of the total.)



Prince William Sound Economic Development Council

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)

\$51,666	State ARDOR grant
17,220	Locally generated match
33,344	Additional funds generated or leveraged by the ARDOR (may include State funds)

\$102,230 Total (The State ARDOR grant funds 51% of the total.)

Board of Directors

Executive Committee

Dave Dengal (Pres) city
 Dave Cobb (Vice Pres) Valdez Mayor, fisheries
 Jim Roberts (Treas) utilities
 Betty Miller (Sec) oil industry

Members

John Christensen IRA Council
 Larry Hancock city
 Gary Kompkoff IRA council
 Robin Moore city
 Chuck Totemoff Native corporation

Contact

Sue Cogswell, Exec. Director
 P.O. Box 2353
 Valdez, Alaska 99686
 Phone: 835-3775
 Fax: 835-3265
 E-mail: pwsedc@alaska.net

If this ARDOR had more resources- the ARDOR would:

- Create a revolving loan fund to help area businesses.
- Market PWS and attend trade shows to promote area resources.
- Hire an economic development community representative for Cordova and Whittier, and facilitate more meetings with Chenega Bay and Tatitlek.
- Advertise in national/international publications.



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)

\$51,666	State ARDOR grant
51,666	Locally generated match
252,268	Additional funds generated or leveraged by the ARDOR (may include State funds)
\$355,600	Total (The State ARDOR grant funds 15% of the total.)

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 has been adversely impacted by changes associated with the commercial fishing industry, including world market conditions, technology, and climate. Infrastructure development is essential for economic diversification. Education and training is critical for work force development to meet the challenges of diversification.

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)

\$51,666	State ARDOR grant
51,666	Locally generated match
200,587	Other funds generated or leveraged by the ARDOR (may include State funds)

\$278,086 Total (The State ARDOR grant funds 19% of the total.)

Board of Directors

Executive Board

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

Members

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

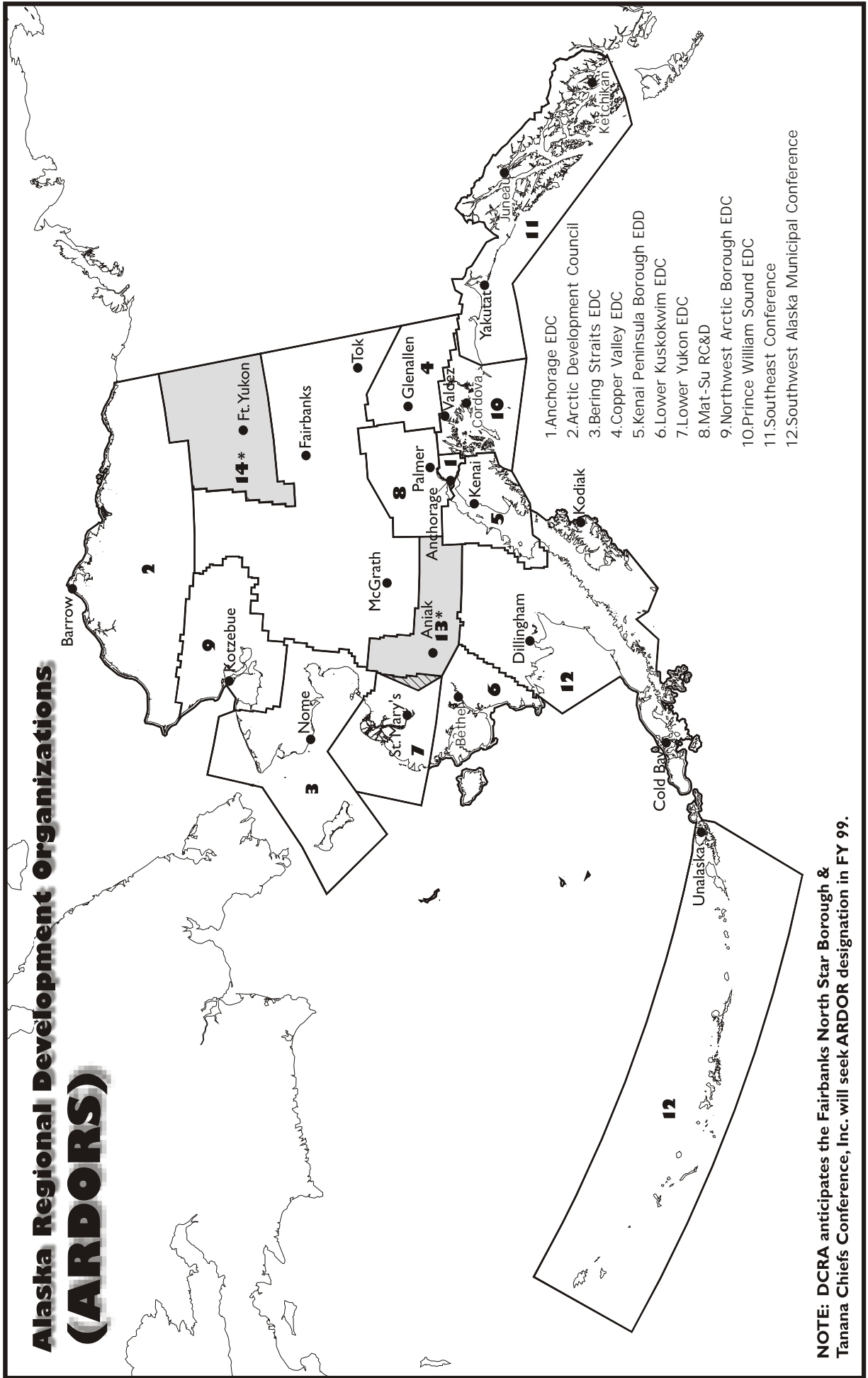
Contact

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

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



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?

	FY97	FY98	FY99
Total	\$620.0	\$620.0	\$620.0
Each Grant	\$54.5	\$51.7	\$51.7
# of ARDORs	11 ¹	12	12

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



Produced, in cooperation with the 12 ARDORs, by the State Department of Community and Regional Affairs, Municipal and Regional Assistance Division, 333 W. 4th Avenue, #220, Anchorage, AK 9950.

For additional copies, contact Edward Bean (1-907-269-4540). For more information on the ARDOR program, call Nelda Warkentin (1-907-269-4568).

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