

FISCAL YEAR 2014 ANNUAL REPORT

ALASKA REGIONAL DEVELOPMENT ORGANIZATIONS

STATE OF ALASKA
DEPARTMENT OF COMMERCE, COMMUNITY, AND ECONOMIC DEVELOPMENT
DIVISION OF ECONOMIC DEVELOPMENT
ALASKA REGIONAL ECONOMIC ASSISTANCE PROGRAM
BILL WALKER, Governor
FRED PARADY, Acting Commissioner
JOE JACOBSON, Division Director





The State of Alaska, Department of Commerce, Community, and Economic Development complies with Title II of the Americans with Disabilities Act of 1990. This publication is available in alternative communication formats upon request. Please contact (907) 269-4560 or lorence.williams@alaska.gov to make any necessary arrangements.

TELEPHONIC DEVICE FOR THE DEAF (TDD) | (907) 465-5437





Ketchikan, AK | © Chip Porter

- 1 INTRODUCTION
- 2 EFFECTIVE LEVERAGING
- 3 ARDOR REGIONS
- 4 ARDOR PROGRAMS & ACTIVITES

ARDOR UPDATES

- 5 ANCHORAGE ECONOMIC DEVELOPMENT CORPORATION
- 7 BERING STRAIT DEVELOPMENT COUNCIL
- 9 COPPER VALLEY DEVELOPMENT ASSOCIATION, INC.
- 11 FAIRBANKS NORTH STAR BOROUGH ECONOMIC DEVELOPMENT COMMISSION
- 13 KENAI PENINSULA ECONOMIC DEVELOPMENT DISTRICT
- 15 MATANUSKA-SUSITNA RESOURCE CONSERVATION AND DEVELOPMENT COUNCIL
- 17 NORTHWEST ARCTIC BOROUGH ECONOMIC DEVELOPMENT COMMISSION
- 19 PRINCE WILLIAM SOUND ECONOMIC DEVELOPMENT DISTRICT
- 21 SOUTHEAST CONFERENCE
- 23 SOUTHWEST ALASKA MUNICIPAL CONFERENCE

The Alaska Regional Economic Assistance Program was established in 1988 under AS 44.33.895, to encourage the formation of regional development organizations in locations across the state. These Alaska Regional Development Organizations (ARDORs) prepare and implement regional development strategies that incorporate local knowledge. Qualified ARDORs receive annual base project funding from the Department of Commerce, Community, and Economic Development (DCCED) that may be leveraged as matching funding against grants from other federal and private grant programs. All ARDORs are required to provide a minimum of 20 percent of matching funding; in practice, many ARDORs are able to match at far greater levels.

FY14 was an unusual year; the ARDOR program was not reauthorized until March 2014 when House Bill

71 was passed by the 28th Alaska State Legislature. Upon reauthorization, the department worked quickly to administer the funds that were included in the governor's FY14 budget; nevertheless, the effective FY14 program year was greatly abbreviated.

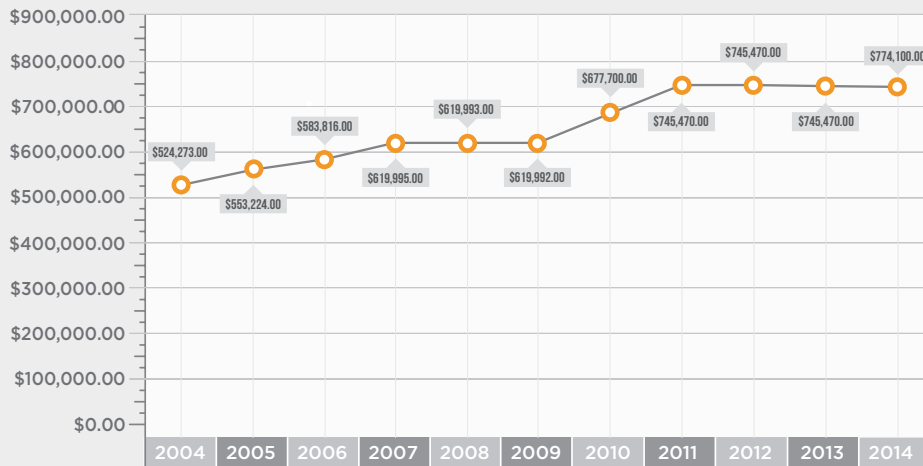
FY14 also saw significant program changes: the ARDOR designation was removed from both Interior Rivers Resource Conservation and Development Council and Lower Kuskokwim Economic Development Council. The Yukon-Kuskokwim Economic Development Council (YKEDC) was designated as Alaska's newest ARDOR in FY15. Effectively mirroring the constituency of the Association of Village Council Presidents, the YKEDC broadly represents the entire Lower Yukon/ Kuskokwim region.



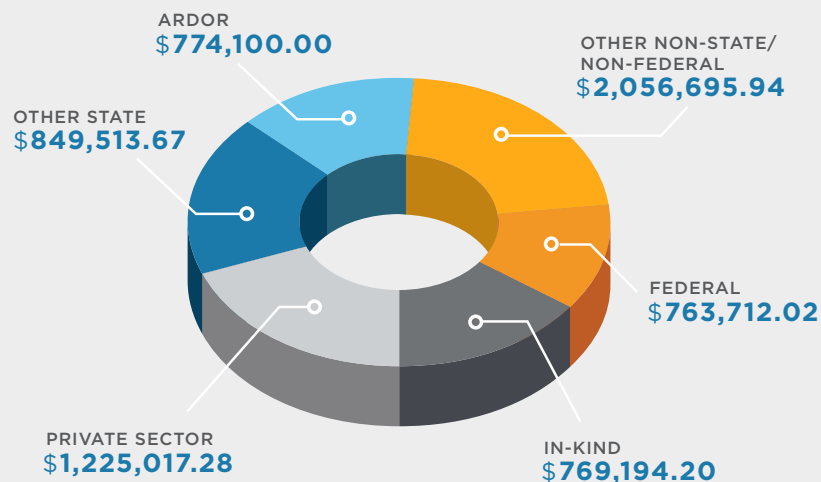


The Alaska State Legislature has annually appropriated funding to the Alaska Regional Economic Assistance Program, ranging from \$524,000 in 2004 to \$774,100 in 2014. The funds are equally distributed among ARDORs in the form of grants that support local economic development planning and project implementation. State grants are used to leverage federal and local grants, tribal contributions, and private sector sponsorships, which increase the organizations' impact in their region. During FY14, ARDORs collectively leveraged \$2.97 for every \$1.00 the State of Alaska invested.

ARDOR FUNDING BY YEAR



FISCAL YEAR 2014 | TOTAL ARDOR REVENUE



Pitch on a Train

©AEDC

300

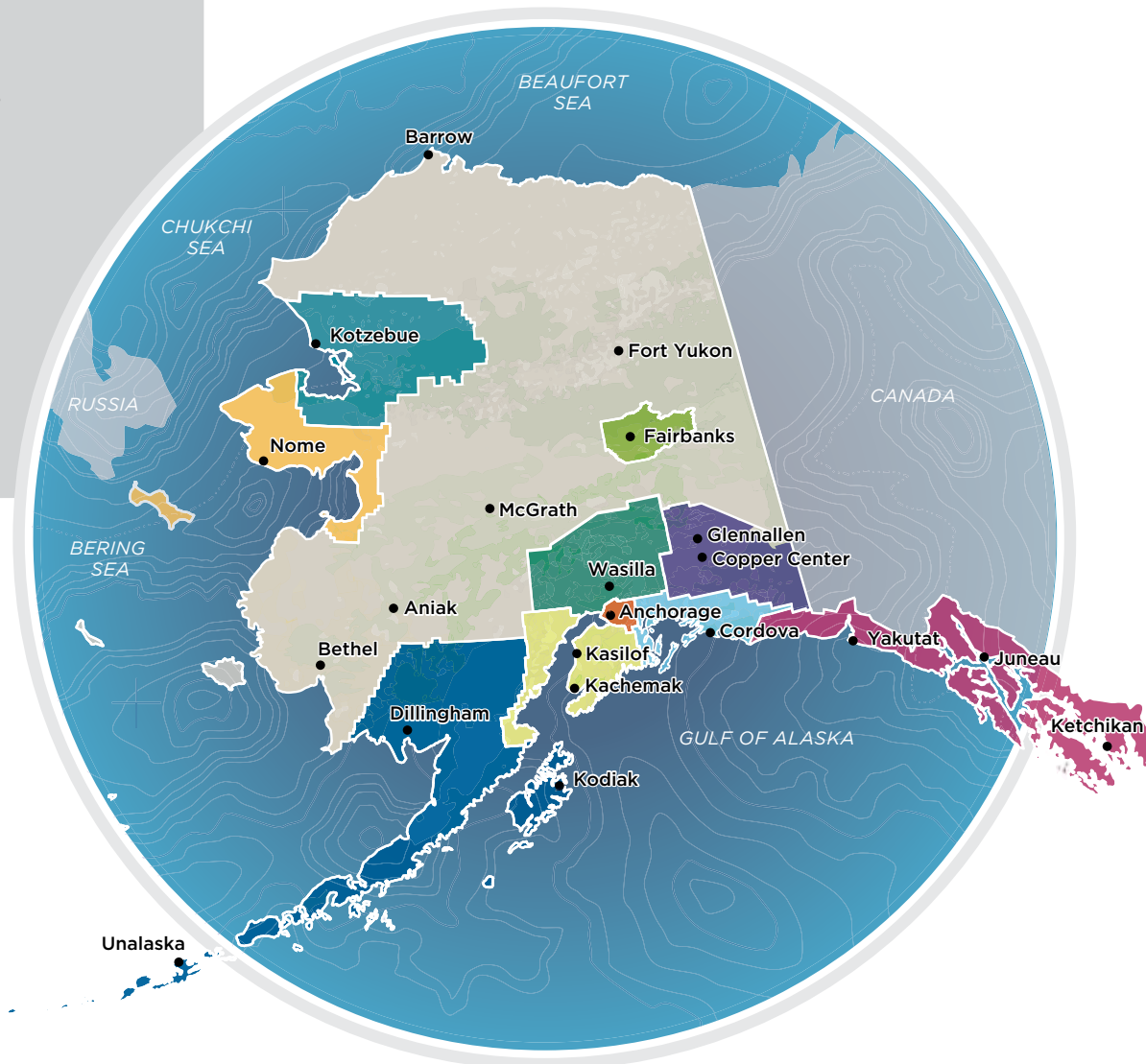
The Anchorage Economic Development Corporation (AEDC) began a major effort to enhance the economic climate of Southcentral Alaska by conducting a Business Retention and Expansion (BRE) survey of **300 local businesses**. After the current data analysis phase is complete, this BRE project will provide information that will help AEDC identify and prioritize the challenges faced by existing businesses so it can design and implement strategies to address those challenges.

ARDORs range in size from the Municipality of Anchorage to the vast Southwest and Southeast regions. With the addition of the YKDEC, there are 11 designated ARDOR organizations across the state. Though ARDORs cover 325,150 square miles—equal to half of Alaska’s total land mass, several rural regions, including the Arctic Slope and large expanses of the Interior, do not currently have designated ARDOR organizations.

All ARDOR regions qualify for grant funds from the U.S. Department of Commerce, Economic Development Administration. By leveraging state and federal resources, all ARDORs are increasing their capacity for more robust economic development activities in their respective regions.

ALASKA REGIONAL DEVELOPMENT ORGANIZATIONS REGIONS

-  Anchorage Economic Development Corporation
-  Bering Straits Economic Development Council
-  Northwest Arctic Borough Economic Development Commission
-  Copper Valley Development Association
-  Fairbanks North Star Borough Economic Development Commission
-  Kenai Peninsula Economic Development District
-  Mat-Su Resource Commission and Development Council
-  Prince William Sound Economic Development Council
-  Southeast Conference
-  Southwest Alaska Municipal Conference
-  Region without designated ARDOR





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

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



Harbor City

©SWAMC

98%

The Kenai Peninsula Economic Development District (KPEDD) saw great success with its Business Innovation Center, which is **98 percent** occupied by new businesses. The KPEDD incubator provides technical support to keep businesses on track by offering business assistance, workspace, and shared office services. Tenants include representatives of the oil and gas industries, a video production company, a catering and housekeeping company and a construction training academy.



Ketchikan, AK | ©Mark Kelley Photography

Creek Street



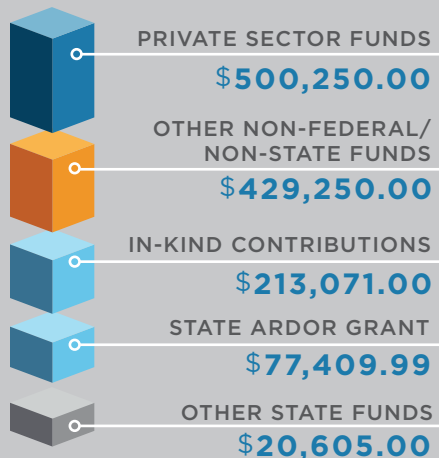
CONTACT

510 L Street, Suite 603
Anchorage, AK 99501
907.258.3700
www.aedcweb.com

STAFF

Bill Popp | President /CEO
Valerie Walsh | Communications Director
Will Kyzer | Business and Economic Development Director
James Starzec | Research Director
Archana Mishra | Live. Work. Play. Director
Karli Lopez | Development Director
Brooke Taylor | Communications Coordinator
Tammy Gossett | Operations Coordinator

REVENUE PORTFOLIO



MISSION

To grow a prosperous, sustainable and diverse economy.

The Anchorage Economic Development Corporation (AEDC) was incorporated in 1987 to advocate for economic development and diversity in the Anchorage area. In 1989, it became a member-based 501(c)6 non-profit corporation that today comprises 241 investor companies.

AEDC provides a variety of economic development support for Anchorage, including research, education, business consulting, startup financing, and other assistance focused on growing a diverse, prosperous, and sustainable economy. ARDOR program funding allows AEDC to support programs and initiatives such as hosting regional site selector familiarization tours and the Live. Work. Play. (LWP) initiative.

ECONOMIC DEVELOPMENT CHALLENGES IN THE REGION

AEDC has identified several economic development needs for the region: further development of nascent technology industries; implementation of a shipping backhaul strategy to make Anchorage-based manufacturing more competitive in markets outside of Alaska; and, the implementation of a Business Retention and Expansion (BRE) program that will provide advanced research and consulting services to

SERVING ANCHORAGE

And partnering with the greater Southcentral Region including the Matanuska-Sustina Borough and the Kenai Peninsula Borough.

local companies that meet a particular growth-potential profile.

CURRENT ACTIVITY

AEDC is focused on attracting new businesses and industries to Alaska through outreach programs, site selector engagement, and support of development incentives at the state and municipal levels. In addition to providing economic information and trend analysis, AEDC also plans to further develop and implement its LWP goal of making Anchorage the number one city in America to live, work, and play in by 2025.





Bill Popp has spent more than 40 years in both the Alaska private and public sectors. As President and CEO of the Anchorage Economic Development Corporation, he sets the strategic direction in marketing

Anchorage and Alaska to companies and global industries considering Anchorage as a place in which to do business and assists local businesses looking to expand both within Anchorage and Alaska as well as Lower 48 and international markets. Popp is a past elected and appointed municipal government official for the Kenai Peninsula Borough and is currently Chairman of the Governor's Broadband Task Force and a board member of the Anchorage Chamber of Commerce, Visit Anchorage, Anchorage Downtown Partnership, the Alaska Partnership for Economic Development and Anchorage Concert Association. Popp is also a member of the Alaska Command (ALCOM) Civilian Advisory Board. He is the Co-Chair of the 49th State Angel Fund Advisory Committee and a member of the leadership team for the United Way 90% by 2020 initiative.

BOARD OF DIRECTORS

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

ACTIVITIES AND RESULTS IN FY14

- AEDC launched its BRE program in 2014 and began to survey businesses throughout the greater Anchorage area. The BRE program's goals are to assess Anchorage's current business climate and to identify and address the challenges that businesses face. To date, AEDC has received nearly 300 responses to its 60-question survey. In the upcoming year, AEDC will compile results and take action.
- During Entrepreneurship Week, community-driven series of entrepreneurship events held across the state in July, AEDC hosted the first annual Anchorage Mini Maker Faire and the third annual Alaska Hackathon.
- AEDC conducted the second annual Pitch on a Train competition. Select businesses from across Alaska pitched their business plans to angel investors, bankers, business leaders and policymakers while travelling from Anchorage to Whittier on the Alaska Railroad. The event gives entrepreneurs unprecedented access to funders and potential business partners.
- AEDC assisted 101 in-state and 33 out-of-state businesses seeking assistance by providing them with information and/or connecting them to needed resources or contacts in the Anchorage business community.
- AEDC hosted trade delegations from China, Ireland, Australia, and Korea.

CONTINUING AND FUTURE PROJECTS

The LWP planning committee has been busy building support in the community and has secured participation from nearly 300 companies and organizations. The planning committee has identified seven areas of focus that they feel will result in a significant improvement in Anchorage's ranking: 1) education, 2) housing, 3) workplace well-being, 4) community safety, 5) trails initiative, 6) creative placemaking, and 7) One Anchorage, One Economy.

BOARD ACTIVITIES

In its four meetings in FY14, the AEDC board discussed the results of events including Entrepreneurship Week, the Mini Maker Faire, and the Pitch on a Train competition. The group began planning for the International Economic Development Council Annual Conference, a gathering of economic developers from around the world that will be held in Anchorage on October 4-7, 2015. The board also discussed progress with AEDC's BRE program and the LWP initiative.





KAWERAK, INC

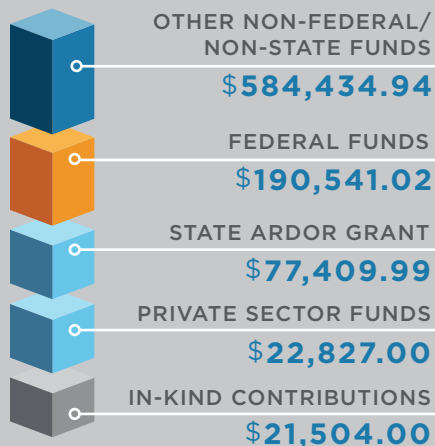
CONTACT

P.O. Box 948
Nome, Alaska 99762
(907) 443-5231
www.kawerak.org

STAFF

Bryant Hammond
Executive Director

REVENUE PORTFOLIO



MISSION

Assist, promote and provide programs and services to improve the social, economic, educational, cultural and governmental self-sufficiency for the betterment of the Native people within the region; to preserve the traditional culture, languages and values.

The Bering Strait Development Council (BSDC) was established as an ARDOR in 1997 to coordinate economic development planning, encourage business startups, and assist businesses with planning and management challenges. Operating as a part of the larger Kawerak non-profit organization, BSDC delivers business and community planning services, energy development technical assistance, e-commerce coordination and education, and grant writing assistance for Bering Strait communities.

Most importantly, BSDC serves as a forum for discussing economic development challenges and provides guidance to Kawerak's Community Planning and Development Department.

SERVING THE BERING STRAIT REGION

Including 20 federally-recognized tribes in 16 isolated communities spanning Norton Sound, the Seward Peninsula, Saint Lawrence Island, and Diomedede Island.

ECONOMIC DEVELOPMENT CHALLENGES IN THE REGION

The rising costs of energy, transportation, housing, and living expenses are continuing challenges in the region. Available internet services are expensive and unreliable, exacerbating the communication challenges within the region. The BSDC board of directors also identified maintaining visitor numbers as a challenge.

CURRENT ACTIVITIES

BSDC is focusing on regional economic development through the BRE program. Initial BRE efforts will be geared toward Nome-based businesses with a goal of reaching half of the businesses in the region by spring 2015. BSDC is also assisting in the set-up of the Savoonga City Teen Center and the Teller Native Corporation's fuel business.



EXECUTIVE DIRECTOR
BRYANT HAMMOND



Bryant Hammond joined Kawerak in early 2011 as a planning and development specialist and was quickly named executive director of BSDC. Bryant has a bachelor of arts in

literary studies and a master of science in geography.

BOARD OF DIRECTORS

- | | |
|---------------------|-------------------|
| Paul Kosto | Robert Tokeinna |
| Sterling Gologergen | Willa Ashenfelter |
| John Odden | Frank Katchatag |
| Scott Johnson | Eddie Ungott |
| Richard Beneville | Kristin Timbers |
| Kevin Zweifel | Vickie Erickson |
| Frank Johnson | Kevin Bahnke |
| Josie Bahnke | Carol Gales |
| Robert Keith | |

BOARD ACTIVITY

In its three FY14 meetings, the board focused on the following initiatives: regional recycling, food security, and BRE. The board also discussed the outcome of a tour-operator familiarization tour to the region that was implemented by the Alaska Division of Economic Development (DED).

ACTIVITIES AND RESULTS IN FY14

- The U.S. Environmental Protection Agency's Indian Environmental General Assistance Program funding was used for the continuation of the regional backhaul/recycling program. Milestones for the program in FY14 were the completion of two years of removing legacy scrap metal from Shaktoolik and removal of 3,000 pounds of e-waste and lead batteries from Teller. With assistance from BSDC, the City of Nome obtained a glass crusher as part of the recycling funding.
- BSDC provided one-on-one assistance to small businesses and Alaska Native artists. Assistance focused on topics including business planning, market research, marketing, and online sales.
- BSDC's business planning specialist and e-commerce technician led a team of regional partners to coordinate and plan Lemonade Day youth entrepreneurship activities in the Bering Strait region. The program involved 276 participants and reported a total revenue of \$6,383.
- BSDC funded 18 contracts for grant writer assistance to regional tribes to implement priority projects identified in their local economic development plans. A total of \$193,536 was invested in 13 communities, providing part-time positions that will empower communities to seek their own grant funding. The grant writers employed through these contracts helped communities receive a total of \$507,600 in awards, constituting a 262% return on investment.
- In FY14, the planning and development specialist assisted four communities in updating their local economic development plans through meeting facilitation, research, and revision coordination.

Additionally, three other communities updated their priority project lists.

- BSDC provided 14 participants with grant writing and energy project development training and provided one-on-one training to two recently hired village-based grant writers.

CONTINUING AND FUTURE PROJECTS

BSDC is collaborating with the Alaska Energy Authority (AEA) and the City of Nome to determine if the city's large volumes of cardboard can be transformed into pellets and used for fuel in a biomass boiler. This initiative would reduce the amount of cardboard deposited in the community landfill while creating an affordable heat source.



Recycling center.



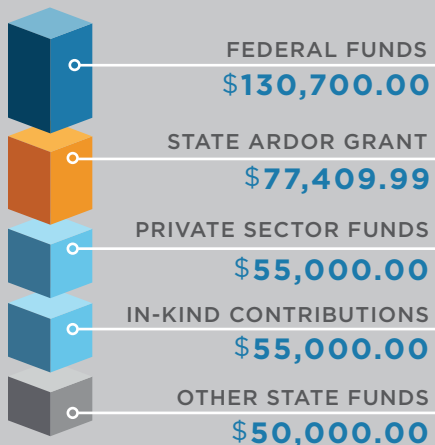
CONTACT

Mile 111 Richardson Highway
P.O. Box 9
Glennallen, Alaska 99588
(907) 822-5001
www.coppervalley.org

STAFF

Jason Hoke
Executive Director
Naomi Young
Executive Administrator

REVENUE PORTFOLIO



MISSION

Facilitating public-private partnerships to improve quality of life through promoting economic development while protecting cultural and natural resources.

The Copper Valley Development Association (CVDA) acts as a regional coordinator of economic development activity for the unincorporated communities of the Copper Valley. CVDA advocates for natural resource and development opportunities, acts as a liaison between the private and public sector, and promotes regional self-sufficiency through the responsible development of the region's sustainable resources.

ECONOMIC DEVELOPMENT CHALLENGES IN THE REGION

The CVDA's primary regional challenges are the high cost of energy and lack of a skilled workforce.

CURRENT ACTIVITIES

CVDA continues to work on a number of economic development strategies, including: increasing the production and distribution of Copper Valley agricultural products; securing additional grant funding for development initiatives; increasing financing opportunities for local businesses; reducing the cost of energy; and developing and marketing the region as a travel destination.



SERVING THE COPPER VALLEY

Including 22 communities spanning 22,000 square miles.



Jason Hoke arrived in Copper Valley in 1996 as a teacher and administrator in Chistochina for the Copper River School District. Jason later served as tribal administrator for Cheesh'na

Tribal Council. He has a Bachelor of Arts in sociology/criminology, Master of Science in special education/behaviorism, and graduate work in behavioral psychology. Jason has experience working with federal, state, municipal, tribal, and private entities throughout the United States, in a multitude of professional capacities. Jason was named executive director of the CVDA during 2010.

BOARD OF DIRECTORS

- | | |
|----------------|-------------------|
| Gary Hay | Ben Siefert |
| Shelia Hay | Shila Butler |
| Pat Anderson | Mercedes Knighten |
| Theresa Absher | Steve Gallagher |
| Robert Tubbs | |

BOARD ACTIVITY

During its bi-monthly meetings, the CVDA board focused on agricultural ventures, including the new lettuce hydroponic grow-units purchased by CVDA. The units will provide a business and farming education opportunity to local students and could lead to the creation of a sustainable food source for the region. The board also pursued ways to reduce energy costs for the Copper Valley.

ACTIVITIES AND RESULTS IN FY14

- CVDA obtained a U.S. Department of Agriculture (USDA) Rural Business Enterprise Grant (RBEG) to assist small businesses with high costs of energy, energy efficiency, biomass conversions, and alternative energy conversions.
- In FY14 CVDA worked on developing and marketing a unified Copper Valley tourism industry.
- CVDA received a USDA RBEG to train students, adults, and small businesses in agricultural techniques and small business development.

CONTINUING AND FUTURE PROJECTS

CVDA has been working with Ahtna and Gulkana on a pellet and bio-brick manufacturing facility that is on the cusp of completion. CVDA provided assistance by obtaining USDA Rural Development and Economic Development Agency funding for the facility's completion. CVDA also completed the Regional Energy Plan for AEA and will begin phase two of the plan in FY15.



Students participating in a business and farming educational opportunity.



Grow unit.



MISSION

Creating and sustaining a fertile business environment through policy and planning.

The Fairbanks North Star Borough was incorporated during 1964. Approximately 15 years later, regional economic development planning was officially integrated into the borough's portfolio of municipal services with the founding of the Economic Development Commission in 1980. Today, the Fairbanks North Star Borough Economic Development Commission (FNSBEDC) comprises nine commissioners appointed by the borough assembly. The organization is housed in the mayor's office with a full-time dedicated community and economic development specialist. FNSBEDC focuses on coordinating economic development initiatives that increase employment opportunities and improve the borough's standard of living and quality of life.

CURRENT ACTIVITIES

FNSBEDC is working to lower and stabilize energy costs by expanding the region's energy portfolio. FNSBEDC is also aiding in the development of a regional cooperative marketing program for goods and services produced in the borough. In FY14, the borough expanded its unmanned aircraft system (UAS) industry development initiative, which promoted the strengths of Fairbanks' university and military assets to attract companies interested in UAS research, testing, and application development.

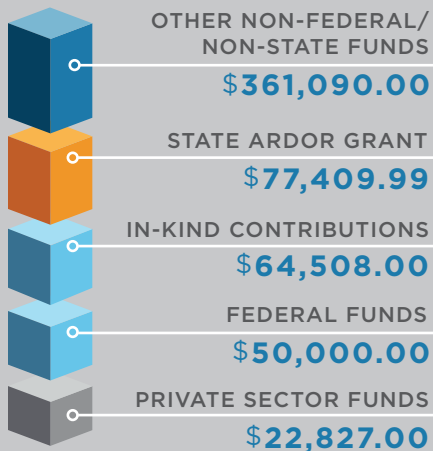
CONTACT

P.O. Box 71267
Fairbanks, Alaska 99707
(907) 459-1000
www.co.fairbanks.ak.us/mayor/EconomicDevelopment/default.htm

STAFF

Joe Harenbrook
Special Assistant to the Mayor
Shellie Severa
Grants Writer/Coordinator

REVENUE PORTFOLIO



ECONOMIC DEVELOPMENT CHALLENGES IN THE REGION

The region's primary challenges are obtaining access to clean, affordable, and sustainable energy and diversifying the economy in a region that is highly dependent on national defense spending.

SERVING FAIRBANKS AND THE NORTH STAR BOROUGH

Including nearly 100,000 residents, two cities, and unincorporated communities spanning more than 7,000 square miles.





Joe Hardenbrook became the ARDOR Program Director for the Fairbanks North Star Borough in January of 2015. Joe brings over a decade of experience in the public sector to the position, including six years as

a Legislative Finance Aide in Juneau, and three years at the University of Alaska Statewide Office. Joe attended UAF, where he majored in Political Science with an emphasis in Alaska Government and Politics. He and his wife are avid gardeners, cooks, brewers and food preservers who base their endeavors out of their small, energy-efficient cabin north of Fairbanks.

BOARD OF DIRECTORS

Luke Hopkins	Paul Robinson
John Eberhart	Russell E. Talvi
Kelly L. Brooks	Christopher Quist
Bryce Ward	Van Lawrence
Fred Schlutt	

BOARD ACTIVITY

Meeting monthly, a major focus of the FNSBEDC board was the promotion of the importance of the Alaska Center for Unmanned Aircraft Systems Integration (ACUASI) program through the University of Alaska Fairbanks. Key to the development of this industry is the issue of privacy; FNSBEDC urged legislative support for policy protecting privacy rights while allowing for the responsible economic development of Alaska's UAS industry. FNSBEDC also supported the area's peony industry and recognized the negative effects poor air quality can have on the borough's economy.

ACTIVITIES AND RESULTS IN FY14

- FNSBEDC engaged DED and the University of Alaska to promote Alaska's unmanned aircraft systems (UAS) sector at the May 2014 Association for Unmanned Vehicle Systems International (AUVSI) trade show in Orlando, Florida.
- FNSBEDC participated in the Alaska Unmanned Aircraft Systems Legislative Task Force meetings, providing supporting documentation and testifying on pertinent legislation when necessary. FNSBEDC also convened public meetings with state, local, and federal government officials, economic development organizations, and private sector entities to move the UAS industry forward.
- FNSBEDC staff participated in monthly meetings to identify and address issues impacting the military in Interior Alaska.

CONTINUING AND FUTURE PROJECTS

The process to update the borough's five-year Comprehensive Economic Development Strategy (CEDS) has been initiated and will be completed in FY16.

FNSBEDC will purchase booth space for the 2015 AUVSI conference. In partnership with DED, FNSBEDC will showcase Alaska's advantages as an UAS test site.

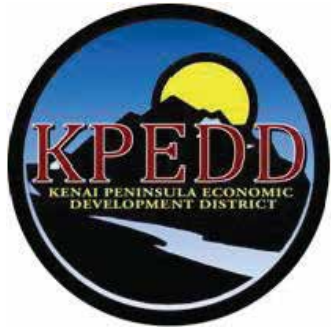
FNSBEDC is considering a study of Wisconsin's use of coal ash to demonstrate a viable method to deal with ash produced during power generation in the region. Following a similar path would not only solve a mounting waste issue but also diversify the economy and provide a new source of revenue.



Mayor Hopkins and former Lieutenant Governor Treadwell at the 2013 Association of Unmanned Vehicle Systems International conference in Orlando, FL.



Unmanned aerial vehicle "Grey Eagle."



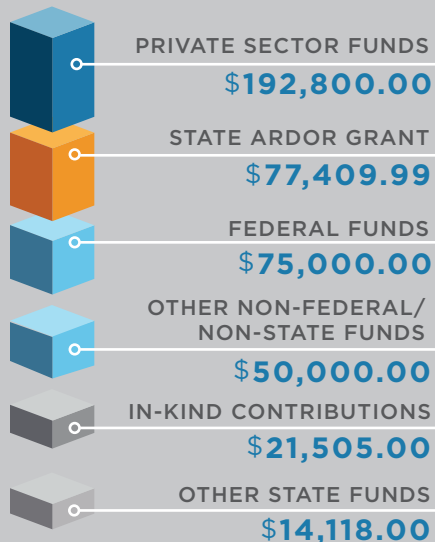
CONTACT

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

STAFF

Rick A. Roeske
Executive Director
Caitlin Coreson
Administrative Assistant

REVENUE PORTFOLIO



MISSION

To serve Kenai Peninsula Borough residents by enhancing their quality of life through responsible and sustainable regional economic and workforce development.

Organized in 1988, Kenai Peninsula Economic Development District (KPEDD) serves residents of the Kenai Peninsula Borough in southcentral Alaska. The borough is home to approximately 49,600 people residing in a land area of 16,100 square miles. As the first federal Economic Development District and ARDOR, KPEDD has actively pursued development opportunities for the region since its inception. Over its lifetime, KPEDD has been involved in a variety of projects, including public works, shellfish industry development, international trade, natural gas pipeline promotion, infrastructure building, and industry recruitment.

ECONOMIC DEVELOPMENT CHALLENGES IN THE REGION

Developing a resident workforce that meets the needs of the oil and gas industry is a continuing challenge. Another ongoing challenge is the allocation of salmon resources to competing stakeholder groups in the region. Declining regional visitor numbers has resulted in a weakened tourism industry, leading to job losses and decreased municipal tax revenues.

SERVING THE KENAI PENINSULA BOROUGH

Including 37 communities and 53,500 residents spanning 16,000 miles.

CURRENT ACTIVITIES

To encourage economic development in the region, KPEDD updated its CEDS. KPEDD continued work with the Kenai Peninsula Construction Academy and secured a legislative grant to build a storage shed and welding shop. KPEDD is also implementing a BRE program with assistance from DED. Initial community business interviews will be conducted through the spring; KPEDD will analyze data from the surveys and will develop and implement plans to address findings. KPEDD is in the process of drafting a current Situations and Prospects document which will present econometric household and industry sector information.





Rick Roeske attended Eastern Michigan University where he earned a BA in Business Administration. Thirty-four years ago, he visited Alaska on vacation and has made his home on the Kenai Peninsula for

the past 30 years. Rick's background includes working with Family Corporation, private industry, the nonprofit sector and business consulting. The diversity of his work background has afforded him the advantage to observe the highs and lows of the Alaskan economic landscape over the years. Rick has a daughter and two grandchildren and would like his family to enjoy the same opportunities for growth that were available to him in Alaska. He feels the future holds many options and choices for Alaskans, and wants to continue to be involved in helping create a viable economic future throughout the Kenai Peninsula.

BOARD OF DIRECTORS

- | | |
|---------------|-----------------|
| Dale Butts | Katie Koester |
| Tim Dillon | Sue McClure |
| Mark Dixon | Stan Mishin |
| Mike Dye | Joe Rybak |
| Jason Feeken | Brendyn Shiflea |
| Cheryle James | Diana Spann |
| Rick Koch | Dale Bagley |

BOARD ACTIVITY

KPEDD held eight meetings in FY14 with a focus on planning for the Industry Outlook Forum, the Kenai Peninsula Business Analysis Survey, and KPEDD's participation in the BRE program.

ACTIVITIES AND RESULTS IN FY14

- KPEDD hosted a three-day QuickBooks training and support class. Eight total classes were offered and 57 individual support callouts were made.
- KPEDD assisted the Kenai Peninsula Construction Academy with the organization's tax-exempt application and continues to provide monthly administrative and accounting support.
- KPEDD co-hosted the Industry Outlook Forum with the Kenai Chapter of the Alaska Support Industry Alliance. There were 183 registered participants, 40 sponsors, and 27 presenters for the event.

CONTINUING AND FUTURE PROJECTS

The BRE program has been well received by KPEDD and associated partners. KPEDD will continue to utilize the BRE software licensed through DED to assist in obtaining and analyzing data collected from the BRE surveys.

KPEDD will continue to be involved in development discussions regarding the continued build-out of the Salamantof Political District in the unincorporated district north of the City of Kenai.

KPEDD coordinated regional efforts to attract new business opportunities to the Business Innovation Center, which is 98% occupied. The center houses an oil/gas exploration company, an oilfield support services company, oil/gas construction companies, a non-destructive inspection company, a safety training business, a video production/editing business, a petroleum-based products and lubricants sales and services company, a nonprofit radio station, and a catering and housekeeping company.



Central Peninsula Hospital.



Kenaitze Tribe medical facility.

©KPEDD

©KPEDD



MISSION

Assist in creating jobs, expanding the local economy, conserve natural resources and enhance the quality of life for the residents and institutions of the Matanuska-Susitna Valley.

The Matanuska-Susitna Resource Conservation and Development Council (MSRCDC) incorporated during 1991 and achieved ARDOR status two years later in 1993. MSRCDC's purpose is to provide regional leadership for developing and implementing a plan for the conscientious development, conservation, and use of human and natural resources to increase the Matanuska-Susitna (Mat-Su) Borough's economic opportunity. For nearly 20 years, MSRCDC has forged a unique partnership with local, state, federal, and local private sector entities to become a leader in community and economic development in the Mat-Su Valley.

CURRENT ACTIVITIES

In order to be proactive in the fast-growing Mat-Su region, MSRCDC is implementing a BRE program to help identify and address community needs in order to develop responses that encourage economic development and the growth of a vibrant local economy. Another initiative is to improve the Historic Iditarod Trail and Bridge in order to attract visitors and provide recreational activities for residents. MSRCDC is also assisting in the development of the Big Lake and Houston recycling centers.

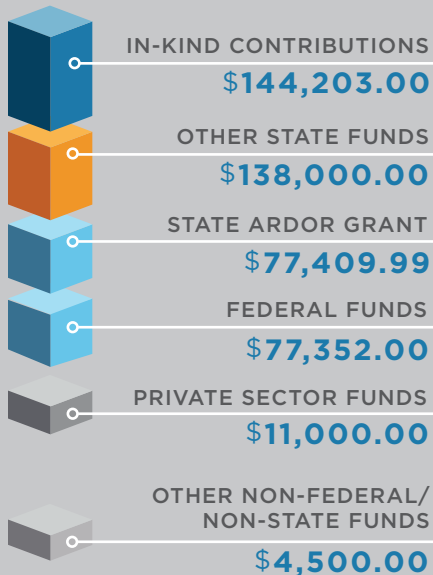
CONTACT

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

STAFF

Marty Metiva
Director

REVENUE PORTFOLIO



ECONOMIC DEVELOPMENT CHALLENGES IN THE REGION

Economic development challenges include the limited capacity of the organization in soliciting partner funding and participation in support of identified economic development initiatives.

SERVING THE MATANUSKA-SUSTINA BOROUGH

With approximately 90,000 residents and 30 communities spanning nearly 25,000 square miles.





Marty Metiva has been a voice for community and economic development in the Matanuska-Susitna Valley since arriving in 2003. Prior to joining MSRCDC in 2006, Marty served as a member of the Wasilla City Council and numerous

volunteer boards and committees across the region. These wide-ranging relationships and experiences provide Marty with valuable insight to effectively communicate with communities and businesses, assisting in identifying challenges and opportunities that are interwoven with Matanuska-Susitna Borough economic development goals.

BOARD OF DIRECTORS

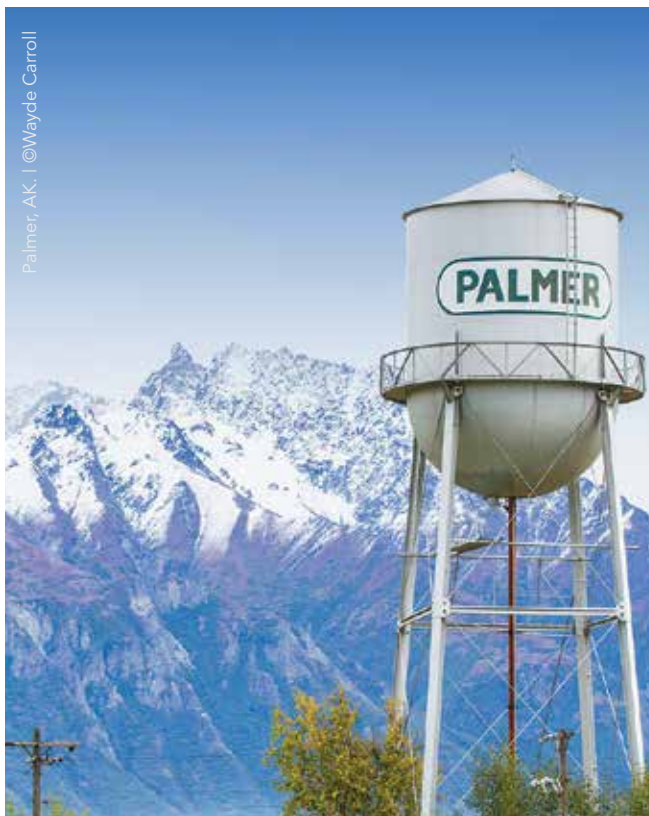
Darcie Salmon	Dick Zoebel
Vicki Wehe	Charles Parker
Roger Purcell	Dan Deedy
Ted Smith	Coleen Sullivan-
Rosemary Burnett	Leonard
DeLena Johnson	Lyn Carden
Bonnie Quill	Bill Kindig
Ralph Renzi	

BOARD ACTIVITY

MSRCDC held board/executive meetings approximately twice monthly in FY14. The meetings concentrated on MSRCDC's leadership role in economic development in the Mat-Su. The board discussed developing and nurturing partnerships with the private and public sectors. Specific attention was given to the CEDS, BRE, business attraction, tourism development, and entrepreneur development.

ACTIVITIES AND RESULTS IN FY14

- MSRCDC provided funding information and assistance to local entities and businesses.
- A CEDS committee was formed with private and public partners to update regional goals.
- Phase one of MSRCDC's BRE program was launched in FY14. A total of 348 participants responded to the online survey; of these, 64 percent of respondents identified federal, state, and local regulations as significant barriers to business, and 50 percent of respondents identified workforce readiness as a barrier to business operations.



Palmer, AK. | @Wayde Carroll

CONTINUING AND FUTURE PROJECTS

The BRE program will move into phase two to analyze challenges to economic growth and to identify and implement strategies for solutions.



©Chris Arend Photography

Local businesses, like Valley Sawmill, will participate in the BRE survey.



CONTACT

P.O. Box 1110
163 Lagoon Street
Kotzebue, Alaska 99752
(907) 442-2500
http://www.nwabor.org/economic_development.html

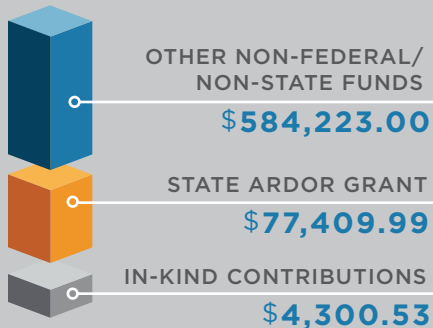
STAFF

Kathleen Lansdale
Director

Dolly Shiedt
Sustainable Tourism Coordinator

Clara Jones
Small Business Grant Administrator

REVENUE PORTFOLIO



MISSION

Promote economic enhancement, research and development consistent with the traditional culture and values of the people of the region.

The Iñupiat have thrived in Northwest Alaska for thousands of years due to the area's abundant subsistence resources. Today, activities related to government, mining, health care, transportation, and construction dominate the regional economy. The Red Dog Mine, located 90 miles north of Kotzebue, is the world's largest zinc and lead mine. The mine provides 370 direct year-round jobs and over one-quarter of the Northwest Arctic Borough's wage and salary payroll. Borough residents have the opportunity to participate in the mining industry while also maintaining a subsistence lifestyle. As a rural ARDOR, the Northwest Arctic Borough Economic Development Commission (NWABEDC) works to achieve a higher quality of life through promoting economic development while protecting Iñupiat cultural values and traditions.

ECONOMIC DEVELOPMENT CHALLENGES IN THE REGION

The region lacks infrastructure at appropriate locations to capitalize on cost-effective methods to import fuel, materials, equipment, and goods and to export natural resources. Electricity is generated from stand-alone diesel operation, which leads to high energy costs. The changing path of the Noatak River has led four villages to lose access to barge transportation. Three villages have poor

soil and geological conditions that challenge construction, operation, and maintenance costs for local infrastructure.

CURRENT ACTIVITIES

The NWABEDC board believes the Northwest Arctic region is uniquely positioned to expand its role in the state's economy by further developing its natural resources, offering a major opportunity to diversify the state's economy and provide plenty of high-paying jobs in the near future. The board also believes improved regional infrastructure is essential to lowering the high cost of energy in the Northwest Arctic, which currently has negative effects on both residents and businesses in the area.

SERVING THE NORTHWEST ARCTIC BOROUGH

Including 7,300 residents in 11 communities spanning 36,000 square miles.





Kathleen Lansdale is an Inupiaq from Northwest Alaska. Kathleen has lived in Kotzebue, 30 miles above the Arctic Circle, for most of her life. Her Inupiaq name is Ayagiaq. She is married to Robert Lansdale and has four children. Kathleen began her

career at the Native Village of Kotzebue, Kotzebue IRA, as an Office Manager. Her career moved quickly as the Corporate Office Manager for the Southcentral Foundation, and on to NANA Development Corporation as a Compensation Manager. After obtaining her Bachelor Degree in Business, Kathleen, returned home to Kotzebue in the position of Economic Development Director for the Northwest Arctic Borough. Kathleen brings her developed project management skills, budgeting experience, and strong management style to this role. While focusing on the completion of her Masters Degree, Kathleen looks forward to helping advance the communities in which she was raised.

BOARD OF DIRECTORS

Delores Barr	Fred Smith
Millie Hawley	Wayne Hall
Kelson Phillips	Gladys Jones
Matt Bergen	Joseph Bia

BOARD ACTIVITY

Many of the NWABEDC board's nine meetings in FY14 covered topics like updating the organization's CEDS, and how to make fuel more affordable, however the central theme of the meetings was developing tourism in the region. The board heard several updates in which economic development staff detailed their findings on how best NWABEDC can promote tourism in places like Kobuk, Kiana, Ambler, and Kotzebue.

ACTIVITIES AND RESULTS IN FY14

- NWABEDC administered a small business grant program to assist commercial fisherman in obtaining necessary gear and equipment that meets federal commercial fishery regulations.
- The Regional Energy Steering Committee completed a final draft of the regional energy plan in order to initiate feasibility studies for identified projects. There is a high probability that funding and construction will move forward as identified by the borough.
- NWABEDC worked with the Sulianich Arts Center board of directors to map a path forward for it to run as an independent organization dedicated to helping artists from across the region sell their artwork. The center was supported in FY14 with \$120,000 in Northwest Arctic Borough appropriations and a \$20,000 grant from the Rasmuson Foundation. Profits from art sold have been deposited into a fund that now exceeds \$745,000.
- NWABEDC staff engaged with the Kotzebue Sound Fisherman's Association and attracted two additional fish buyers in order to increase competition and raise prices for local fishermen. As a result, between the 2013 season and the 2014 season, prices for chum salmon have increased from \$.26 per pound to \$.78 per pound. Despite the price increase, demand also increased from an average of three million pounds of chum salmon in 2013 to nearly nine million pounds in 2014, dramatically increasing the value of the fishery to local fishermen.

CONTINUING AND FUTURE PROJECTS

The Northwest Arctic Borough has invested staff time and resources into sustainable ecotourism models that have been embraced by communities in the region. The NWABEDC's next step is to develop marketing materials for regional use and provide assistance to stakeholders wishing to develop and expand tourism businesses.



Fred Smith.

©NWABEDC



Red Dog Mine employees working in the field.

©Red Dog Mine



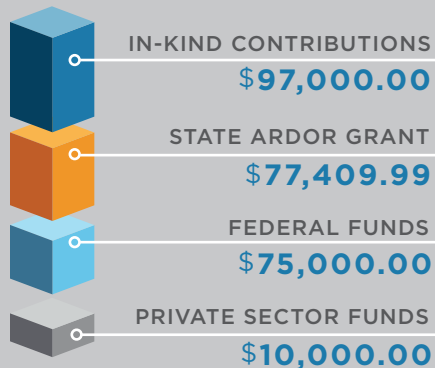
CONTACT

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

STAFF

Sue Cogswell
Executive Director

REVENUE PORTFOLIO



MISSION

To serve as a forum for the discussion of regional economic issues and to foster economic growth and job creation through strategic planning and infrastructure development.

The Prince William Sound Economic Development District (PWSEDD) incorporated in 1991 to provide economic development leadership for Prince William Sound, including five coastal communities and nearly 7,000 residents. Today, PWSEDD combines federal and state support with private sector investment to provide Prince William Sound with economic development planning services and assistance. With its unincorporated communities, Prince William Sound lacks a region-wide community and economic development planning authority. PWSEDD fills this organizational void by providing a forum for leaders to gather and discuss economic development challenges and implement strategies to overcome them.

ECONOMIC DEVELOPMENT CHALLENGES IN THE REGION

The high costs of energy and transportation due to a lack of infrastructure continue to pose challenges to economic development in the region.

SERVING PRINCE WILLIAM SOUND

Including five communities and nearly 7,000 residents, spanning 15,000 square miles.

CURRENT ACTIVITIES

The PWSEDD board is focused on improving regional infrastructure, with efforts to revitalize the Port of Whittier and Shotgun Cove Road. In order to increase visitation to the region, PWSEDD is working to create an official Whittier Historic District. In an effort to create economic opportunity and improve food security, PWSEDD is working jointly with Copper Valley Development Association to introduce hydroponic agriculture to the region.



EXECUTIVE DIRECTOR
SUE COGSWELL



Sue Cogswell joined PWSEDD in 1998. She previously served as curator at the Alaska Aviation Museum in Anchorage and as the membership director at the Buffalo Bill Historical Center in Cody, Wyoming.

From an aviation family, she is extremely interested in arctic aviation and has traveled to Spitzbergen, Norway to visit landmarks of first polar flights.

BOARD OF DIRECTORS

- David Dengel
- David Cobb
- Marilynn Heddell
- Patience Andersen-Faulkner
- David Totemoff
- Charles W. Totemoff
- Mark Lynch
- Brian Pillars
- Randy E. Robinson

BOARD ACTIVITY

In its twice monthly meetings, the PWSEDD board supported more collaboration with Anchorage on mutually beneficial projects, participated in teleconferences pertaining to the ARODR grant, and discussed the effects of tourism at the proposed Whittier Historic District. The board also updated its CEDS.

ACTIVITIES AND RESULTS IN FY14

- PWSEDD provided assistance to small business councils in Prince William Sound communities and is a conduit for involvement with community leaders throughout the region. Recognizing the importance of education, PWSEDD participates in classroom activities to educate Prince William Sound’s youth about career pathways and sources of economic opportunity.

CONTINUING AND FUTURE PROJECTS

PWSEDD was selected by AEA in November 2014 to begin phase one of the Regional Energy Plan. Beginning in January 2015, phase one will include PWSEDD and AEA meetings in each of the region’s five communities. Preliminary planning, resource inventory assessment, and data collection are key components of phase one. Prior to commencing, a service provider will be identified to provide technical assistance with the resource inventory and data analysis, a stakeholder’s advisory group

and stakeholders at large will be identified, and communities within the region will be selected for in-depth analysis. After soliciting comments on a draft plan, PWSEDD will prioritize projects and complete a finalized plan by June 30, 2015.



Princess cruise ship in Port.

©PWSEDD



Buckner building.

Whittier, AK. | ©PWSEDD



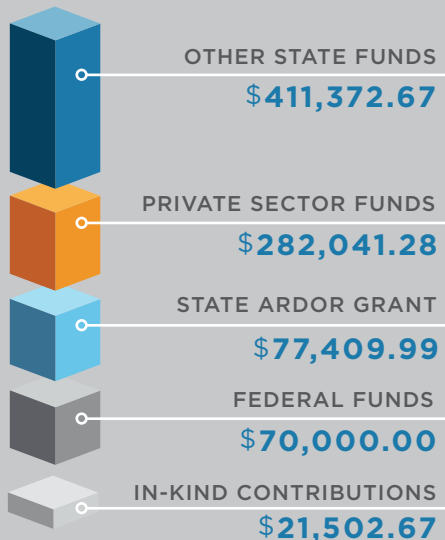
CONTACT

612 West Willoughby Avenue, Suite B
Juneau, Alaska 99801
(907) 586-4360
www.seconference.org

STAFF

Shelly Wright | Executive Director
Robert Venables | Energy and
Transportation Coordinator
Cheri Lancaster | Finance Officer
Kaleigh Holm | Southeast Alaska
Maritime Industry Coordinator
Lia Heifetz | Food Security Coordinator
Lynn Campbell | Timber Coordinator
Meilani Schijvens | Planning Consultant

REVENUE PORTFOLIO



MISSION

Undertake and support activities that promote strong economies, healthy communities, and a quality environment in Southeast Alaska.

Southeast Conference (SEC) incorporated in 1958 to advocate for the marine transportation needs of Southeast communities; in 1989, SEC became the state-designated ARDOR and an Economic Development District. Today, SEC combines state and federal support with private sector investment to serve as Southeast’s economic development planning engine, providing a forum for Southeast community development leaders to gather, set regional priorities, and implement strategies to improve the social and economic well-being of Southeast Alaska.

ECONOMIC DEVELOPMENT CHALLENGES IN THE REGION

SEC has identified numerous challenges to economic growth within the region, including declining public sector jobs and spending. Other challenges are disconnects between the region’s workforce needs and regional educational programs. In general, the maritime sector is underdeveloped and the region’s dependence on marine transportation has increased concerns surrounding food security and the competitiveness of the region’s manufacturers.

SERVING THE SOUTHEAST

Serving more than 30 communities and spanning more than 450 miles from Yakutat to Metlakatla.

CURRENT ACTIVITIES

SEC is working to develop a maritime industry through the creation of the Southeast Alaska Marine Industry Council (SEAMIC). Recognizing the significant value of maritime industries in the region, SEAMIC continues to work to increase opportunities for Southeast Alaska maritime businesses while working to attract new businesses to the region. SEC is also working to promote a resilient food system and to implement a regional integrated resource energy plan.



EXECUTIVE DIRECTOR
SHELLY WRIGHT



Shelly Wright has worked for the betterment of Southeast Alaska for nearly 40 years with employment spanning multiple economic sectors including transportation, hospitality, and logging industries. Her experience in Southeast has provided her with a strong connection to the people, knowledge of how they live and work, and the big picture vision. Shelly was named executive director of Southeast Conference in 2007.

BOARD OF DIRECTORS

- | | |
|-------------------|-----------------|
| Lori Blood | Glen Thompson |
| Gordy Wrobel | Bryce Dahlstrom |
| Patricia Phillips | Chelsea Goucher |
| Tory Korn | Gary White |
| Richard Peterson | Leo Luczak |
| Merrill Sanford | Carol Rushmore |
| Mary Becker | |

BOARD ACTIVITY

In its twice monthly meetings, the SEC board worked to update the region's CEDS, discussed food security issues, and adopted the Alaska Maritime Workforce Development Plan. The board also followed energy-related projects in the region, such as the Sitka Blue Lake Dam.

ACTIVITIES AND RESULTS IN FY14

- In an effort to further expand the maritime sector, SEC published The Maritime Economy of Southeast Alaska to change the way Alaskans think about the region's economy; approximately one-quarter of Southeast Alaska's economy was driven directly by its ocean-related commerce. Further supporting this effort, SEAMIC was formed and hired a coordinator to work with industry and communities. In FY14, 900 new maritime jobs were added in the region.
- In an effort to promote self-reliant communities, SEC hired a food security coordinator to increase food-related sustainability in Southeast Alaska. To increase the production and accessibility of healthy local foods across the region, SEC released the Southeast Alaska Food System Assessment. This pilot project identified actions that promote self-sustaining communities by examining local food systems throughout the region.

- SEC analyzed local and regional Southeast Alaska economies to provide analysis of regional demographics, employment, and earnings in the key economic sectors, including: maritime, visitor, seafood, mining, timber, health care, and government.

CONTINUING AND FUTURE PROJECTS

The Regional Integrated Resource Energy Action Plan will provide a framework to support economic revitalization efforts in the region. Implementation of the plan will support reliable energy and attempt to reverse the decreasing population trends experienced over the last ten years.

SEC continues its major efforts to develop the timber industry. SEC is collaborating with the U.S. Forest Service, the State of Alaska, private land owners, and Alaska Native organizations to establish a sustainable and renewable timber industry in Southeast Alaska. Of primary importance is to establish a predictable and reliable timber supply that is sufficient to sustain the region's timber economy and communities.



Vigor career day.

@Southeast Conference



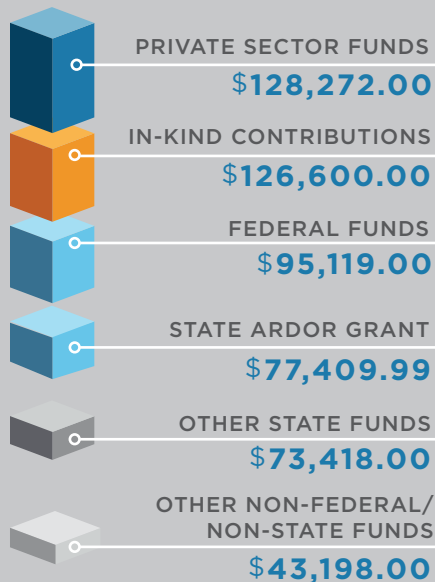
CONTACT

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

STAFF

Doug Griffin | Executive Director
Erik Obrien | Economist
Brianna Dym | Office Administrator &
Business Retention and Expansion Lead

REVENUE PORTFOLIO



MISSION

Advancing the collective interests of Southwest Alaska people, businesses, and communities, promoting economic opportunities to improve quality of life, and influencing long-term responsible development.

The Southwest Alaska Municipal Conference (SWAMC) incorporated in 1988 when municipal leaders forged a partnership to advocate for rural community needs and the responsible development of the region's core economic sector, commercial seafood harvesting and processing. Today, SWAMC remains a critical liaison between state government and regional leaders on matters of economic development planning, with particular regard for commercial fishing, telecommunications, and energy production. SWAMC acts as an economic development facilitator by hosting summits, communicating concerns and opportunities, implementing initiatives, and acting as a unified regional voice.

ECONOMIC DEVELOPMENT CHALLENGES IN THE REGION

The region's remoteness and limited infrastructure is a prevailing economic development challenge. The SWAMC board has also identified workforce development as a primary need for businesses within the region. Limited understanding of energy needs and supply throughout the region is a challenge SWAMC is addressing with its energy planning activities.

SERVING SOUTHWEST ALASKA

Serving more than 50 communities and spanning approximately 1,000 miles from Kodiak to Adak.

CURRENT ACTIVITIES

Much of SWAMC's economic development strategy remains focused on promoting workforce development training, improving science, technology, engineering and math (STEM) education in schools, and supporting Southwest Alaska's fishing industry. SWAMC also continues to offer forums and events that bring together stakeholders to work through regional economic challenges, such as the high cost of energy and BRE.



EXECUTIVE DIRECTOR
DOUG GRIFFIN



Doug moved to Alaska with his parents in 1964. He graduated from high school in Sitka and has lived in nine different communities in his fifty years in Alaska. Doug is a graduate of American University in Washington, D.C. with

a BS in Political Science and a Masters in Public Administration. Doug has abundant experience over his 36 year career working in management and policy positions for the State of Alaska and various cities. He has worked extensively with the Alaska Legislature throughout his career and is knowledgeable about state and local government, economic development, and issues confronting rural Alaska. Doug has lived in Anchorage for eighteen years with his wife Barbara and has a grown daughter/son-in-law, son, and three young granddaughters that also reside in Anchorage.

BOARD OF DIRECTORS

- | | |
|-------------------|--------------------|
| Carol Austerman | Dan Clarion |
| Cynthia Berns | Joe Sullivan |
| Glen Gardner Jr. | Dan O'Hara |
| Layton Lockett | Michelle Ravenmoon |
| Shirley Marquardt | Paul Gronholdt |
| Alice Ruby | |

BOARD ACTIVITY

The SWAMC board met approximately once a month, discussing topics ranging from planning an energy workshop, hiring a new executive director, and replacing the Alaska ferry Tustumena. The SWAMC Annual Membership Meeting and Economic Summit was also a key point of discussion.

ACTIVITIES AND RESULTS IN FY14

- The SWAMC STEM program partnered with Junior Achievement of Alaska to expand the reach of the program's rural initiative in three communities in the Kodiak Borough. The STEM program also collaborated with Southwest Community College to develop the Southwest Alaska Vocational Education Development Program. The program will work with businesses and education entities to create a mentorship curriculum to teach students soft job skills and assist them in creating a career plan.
- SWAMC coordinated a small business council for the region as a means of promoting communication between the public and private sectors.
- SWAMC conducted extensive data analysis on the economic impact of the Southwestern Alaska fisheries on the region. This information will be included in the 2014 Community Economic Development Strategies.

CONTINUING AND FUTURE PROJECTS

SWAMC is working to create a contract with the Bristol Bay Native Association to implement phase two of the Bristol Bay Energy Plan. SWAMC continues to support energy infrastructure that reduces the cost of power and increases regional efficiency. SWAMC will continue to support regional partnerships by hosting forums that bring the regions together for expanded networking opportunities. In FY15, SWAMC will also begin the region's BRE program.



PPSF from harbor.

@SWAMC



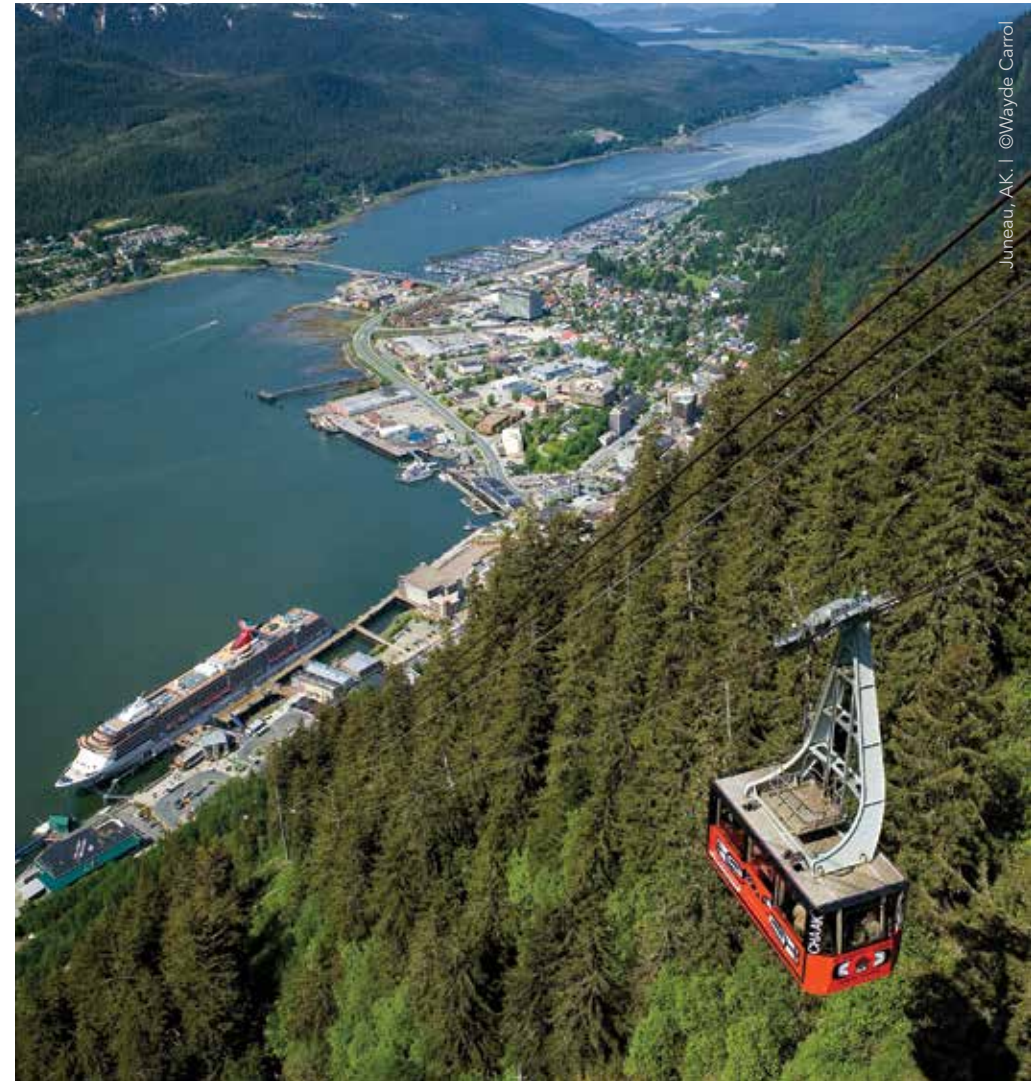
Port Lions School.

@SWAMC



CONTRIBUTORS

- STEPHEN SUEWING** | ARDOR Program Coordinator
Division of Economic Development
- ETHAN TYLER** | Development Manager
Division of Economic Development
- KATIE REEVES** | Development Specialist
Division of Economic Development
- GRETCHEN W. FAUSKE** | Business Development Officer
Division of Economic Development
- BILL POPP** | PRESIDENT / CEO
Anchorage Economic Development Corporation
- BRYANT HAMMOND** | Community Planning and Development Director
Bering Straits Development Council
- JASON HOKE** | Executive Director
Copper Valley Development Association
- JOE HARDENBROOK** | Special Assistant to the Mayor
Fairbanks North Star Borough Economic Development Commission
- RICK A. ROESKE** | Executive Director
Kenai Peninsula Economic Development District
- MARTY METIVA** | Executive Director
Matanuska-Susitna Resource Conservation and Development Council
- KATHLEEN AYAGIAQ LANSDALE** | Director
Northwest Arctic Borough Economic Development Commission
- SUE COGSWELL** | Executive Director
Prince William Sound Economic Development District
- SHELLY WRIGHT** | Executive Director
Southeast Conference
- DOUG GRIFFIN** | Executive Director
Southwest Alaska Municipal Conference
- JOE JACOBSON** | Division Director
Division of Economic Development
- ABIGAIL ENGHIRST** | Special Assistant to the Commissioner
Department of Commerce, Community and Economic Development



Juneau, AK | ©Wayde Carrol

EDITORS

- STEPHEN SUEWING** | ARDOR Program Coordinator
Division of Economic Development
- ETHAN TYLER** | Development Manager
Division of Economic Development
- KATIE REEVES** | Development Specialist
Division of Economic Development

DEPARTMENT OF COMMERCE, COMMUNITY,
AND ECONOMIC DEVELOPMENT
DIVISION OF ECONOMIC DEVELOPMENT
ALASKA REGIONAL ECONOMIC ASSISTANCE PROGRAM

PHYSICAL LOCATION

3032 Vintage Park Boulevard, Suite 100
Juneau, Alaska 99801

MAILING ADDRESS

P.O. Box 110804
Juneau, Alaska 99811
Phone | 907.465.2510
Fax | 907.465.3767
TDD | 907.465.5437

www.commerce.state.ak.us/ded/dev/ardor