ALASKA REGIONAL DEVELOPMENT ORGANIZATIONS | FISCAL YEAR 2012

ANNUAL REPORT

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

ARDOR
Alaska Regional Development Organizations
CELEBRATING 25 YEARS

St. Paul, Alaska

Photo courtesy of SWAMC

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2013 is a milestone anniversary for the Alaska Regional Development Organization (ARDOR) Program as it celebrates its Silver Jubilee. Twenty-five years ago, the 15th Alaska State Legislature established the ARDOR Program and designated the Alaska Department of Commerce, Community, and Economic Development (DCCED) as its administrative agency (1988). The founding purpose was to create a network of regionally-driven organizations to plan and support regional and local economic development. In the years following, many regions were empowered to form regional entities that quickly became known as ARDORs and subsequently eligible for annual non-competitive ARDOR Program state grants.

Over the years, the ARDOR Program has provided critical support needed for local leaders to develop economic development strategies, implement initiatives, and provide regional leadership. At minimal expense, the State of Alaska provides support for local leaders to gather, mobilize, and execute initiatives to improve Alaska's statewide, regional, and local economies. The ARDOR Program is the State of Alaska's contribution to regional initiatives for developing Alaska's economy – meeting the founding intent of the 15th Alaska State Legislature. Notably, the ARDOR Program is scheduled to sunset in June 2013 if not reauthorized by the 28th Alaska State Legislature.

After 25 years, several amendments, and multiple legislative reauthorizations, ARDOR Program statutory and regulatory provisions still reflect the State of Alaska's founding principles and perspective regarding community and economic development. Namely, local leaders understand regional and local conditions, challenges, and opportunities and are best suited for leading efforts to improve regional economies and community quality of life.

Copper Valley Development Association:

1st Rural Alaska Governor's Family Picnic

The Copper Valley Development Association was proud to organize the 1st rural Alaska Governor's Family Picnic. With nearly 700 people in attendance, Copper Valley was showcased to Governor Parnell and 13 state department commissioners. The picnic led to additional key meetings with Governor Parnell and various commissioners to further focus attention on key regional challenges including aging fire suppression infrastructure, limited access to public lands, and high cost of energy.

Jason Hoke, Gina Hoke, First Lady Sandy Parnell, and Governor Sean Parnell

PROGRAM MISSION

The ARDOR Program's mission has remained consistent throughout the years: to encourage the formation of regional development organizations to prepare and implement regional development strategies (Alaska Statute 44.33.895). Through regional development strategies, local knowledge, and coordinated implementation, ARDORs champion economic development planning for Alaska's regions and communities by leveraging baseline support provided by the State of Alaska. Qualified ARDORs receive an annual operating grant and ongoing technical assistance from DCCED, which serves as the financial and managerial foundation of the ARDOR Program.

Lower Kuskokwim Economic Development Council: *Supporting Artists*

During fall 2012, the Lower Kuskokwim Economic Development Council assisted several local entrepreneurs applying for assistance through the *Best in the West* small business competition, sponsored by the University of Alaska Fairbanks – Kuskokwim Campus, Association of Village Council Presidents, Donlin Gold LTD, and other donors. Moses Tulim, a Chevak artist, applied for funds to purchase ivory and wood carving tools and supplies to start a small business and was awarded $3,470 to begin his first self-employment opportunity. Starting a business in rural Alaska is challenging and the *Best in the West* competition provides critical revenue for jump starting businesses across the Yukon-Kuskokwim Delta. Notably, eight of the past eleven "Best in the West" winners (2009 – 2012) are still in operation.

Since 1988, ARDORs have provided customized economic development leadership, services, and planning resources for Alaska's regions, communities, and businesses. ARDORs have become the primary entities responsible for producing economic development planning documents relied upon by state and federal officials for decision-making and resource allocation purposes. Examples of ARDOR-produced planning documents include:

- comprehensive economic development strategies
- economic development plans
- visioning documents
- economic base analyses
- economic indicators
- community and regional profiles
- community and regional asset maps
- industry impact analyses

Many ARDORs expand economic development services by qualifying for other state and federal government funding. Several ARDORs also generate significant funds via private-sector fundraising and membership dues. ARDORs have achieved additional federal designations including economic development districts (EDD) and resource conservation districts (RCD). ARDORs have also developed municipal and private memberships based on the unique needs, qualities, and capabilities of each region. As the primary regional economic development planning entity and State of Alaska partner, ARDORs deepen state and federal understanding of local needs and expand the economic development capacity of Alaska's communities and regions.

Interior Rivers Arts and Crafts Cooperative, Aniak

Photo courtesy of IRRCDC

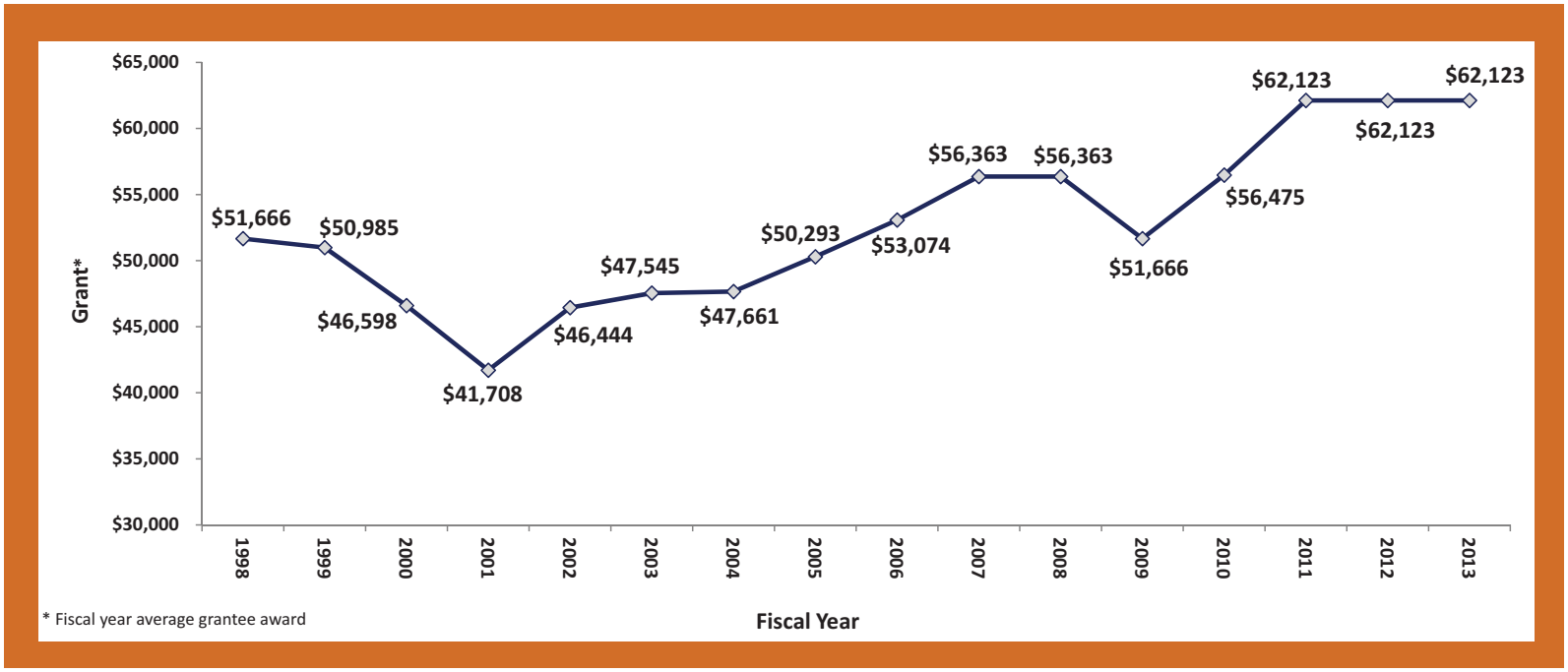
Each year, the Alaska State Legislature appropriates funding to the Alaska Regional Economic Assistance Program. The appropriation is equally distributed to ARDORs as non-competitive grants based on an annual work plan that includes (Alaska Administrative Code 3 AAC 57.080):

- Providing services designed to encourage economic development in local villages, communities, and businesses;
- Collecting and distributing economic information relevant to the region; and,
- Serving as an effective liaison between state government and the region.

For the past 15 years, ARDOR Program annual grant awards have ranged from $41,708 to $62,123 per year to each ARDOR. Notably, as more regional development organizations achieve ARDOR-status and request state grant funds, the total ARDOR Program appropriation is shared by more entities – sometimes resulting in year-to-year funding reductions. Over time, the legislature has steadily increased the total ARDOR Program appropriation to accommodate additional ARDORs, rising managerial and operations costs, and increased demand for ARDOR services.

During fiscal year 2012, each of the 12 ARDORs received $62,123. To qualify for a grant, ARDORs are required to provide an additional 20 percent match funds from non-State of Alaska sources. State funds are combined with federal funds, private-sector funds, and in-kind contributions to create non-profit economic development planning entities that serve as strong regional voices that advance regional economic well-being.

Fiscal Year 1998 - 2013: ARDOR Program Annual Grant



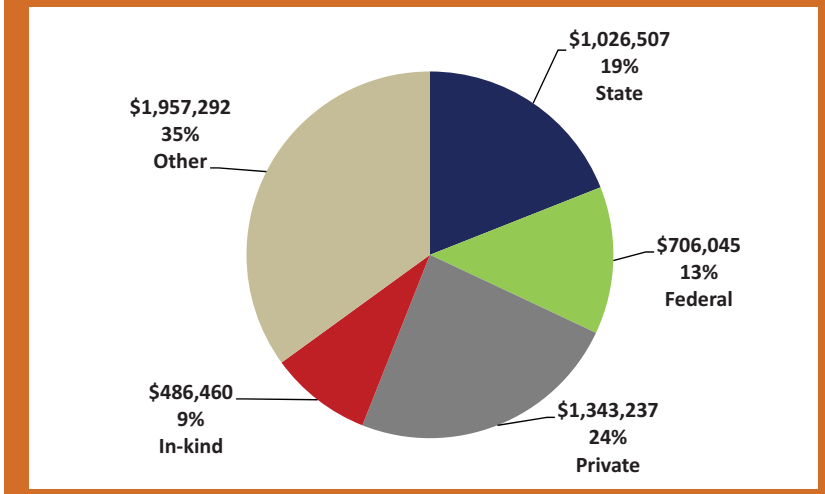
ARDORs use state government grant funds to leverage federal grants, local grants, tribal contributions, and private-sector sponsorships. During fiscal year 2012, the State of Alaska invested a total of $1,026,507 including ARDOR Program and other state funds. ARDORs used state funds to generate an additional $4,493,035. In short, ARDORs collectively leveraged $4.38 for every $1.00 the State of Alaska invested.

In total, ARDORs generated $5,519,542 for fiscal year 2012, including all public and private-sector revenue. The State of Alaska contributed less than one-quarter of total ARDOR revenue (19%). The private sector contributed more than the State of Alaska at nearly one-quarter (24%) of all ARDOR revenue. In-kind contributions, or the financial equivalent, represents less than ten percent (9%). Notably, one-third of ARDORs combined revenue portfolio includes all other revenue including tribal funds, investment revenue, sponsorships, and conference fees.

Anchorage Economic Development Corporation: *Growing Commercial Activity*

The Anchorage Economic Development Corporation (AEDC) assisted several major national chains looking to enter the Anchorage market. Staff worked with AutoZone, the Lockheed Martin Corporation, Bass Pro Shop, Verizon, and several other national companies by providing research, local connections, event planning, and assistance interfacing with state and local government. These companies committed to creating over a dozen new businesses, thousands of new jobs, and millions of dollars in investment in Southcentral Alaska.

Fiscal Year 2012: Total ARDOR Revenue [$5,519,542]



Site selector Alison Benton meeting with Kenai Peninsula College officials.

Photo courtesy of AEDC

Southeast Conference 2012 Annual Meeting, Craig High School

Photo courtesy of Southeast Conference

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

During 2013, it is anticipated the Association of Village Council Presidents (AVCP) will resubmit an application to incorporate the Lower Yukon Economic Development Council (LYEDC) to advocate for the economic well-being of communities and residents in the lower Yukon sub-region of Western Alaska. The addition of this newly-created ARDOR will increase the total to 13 organizations, sharing a $750,000 State of Alaska grant to operate robust economic development planning organizations. Notably, DCCED continues to engage in discussion and promote ARDOR formation for the Interior and Arctic Slope Regions, as envisioned by Alaska Statute 44.33.895.

Alaska Regional Development Organizations Regions

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

- ARDORs provide services to Alaskans spanning 325,150-square-miles, or 55 percent of Alaska's total land mass.
- ARDORs represent an estimated 242 communities, or 76 percent of all Alaska's communities.
- ARDORs advocate for the benefit of approximately 581,000 people, or 82 percent of Alaska's total population.

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

Southwest Alaska Municipal Conference: *Leading STEM Education Activities*

STEM (i.e., science, technology, engineering, and math) training and education is a valuable strategy, especially in Southwest Alaska where current and future high-paying jobs are largely tied to the physical environment. Southwest Alaska Municipal Conference has been working with school districts to promote mariculture, energy, aerospace, robotics, and environmental science fields with identifiable benefits to students and the local workforce through increased economic opportunity and marketable skills. Through the AmeriCorps VISTA Program, SWAMC's recruited VISTA volunteer encourages public and private sectors to implement hands-on activities that are both valuable and fun for anyone interested in learning.

M/V Susitna at the Ketchikan Shipyard and Drydock

Photo courtesy of Southeast Conference

Each ARDOR provides services for its region, as guided by Alaska Statute (44.33.895(a)(5)) and Administrative Code (3 AAC 57.080):

- Provide services designed to encourage economic development in villages, communities, and businesses.
- Collect and distribute economic information relevant to the region.
- Participate in state marketing campaigns and join state trade missions that are relevant to the region.
- Develop and implement strategies to attract new industry, expand international trade opportunities, and encourage tourism.
- Serve as an effective liaison between the State of Alaska and the region.

Bering Strait Development Council:

Facilitating Business Startup

Owner Erin Forton started Nome's Bering Tea Company, a coffee shop that provides a relaxing and inviting atmosphere in which to enjoy tea, coffee, and baked goods. She worked with the Bering Strait Development Council and Kawerak's Community Planning and Development Department to create a business plan and acquire seed money to finance the startup business. Bering Tea Company opened in May 2012 and has enjoyed steady business through catering services around town. The business has already extended its hours and hired additional part-time assistance resulting in additional Nome employment.

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

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

Weighing Kuskokwim River salmon for delivery to Coastal Villages Seafoods.

Photo courtesy of LKEDC

ECONOMIC DEVELOPMENT STRATEGIES

As provided by Alaska Administrative Code (3 AAC 57.090), ARDORs are required to develop and implement regional economic development strategies or similar economic development plans. These strategies or plans are commonly referred to as comprehensive economic development strategies (CEDS) that satisfy the following requirements:

- Fact-gathering, to assure the region understands the current development situation.
- Identification of potential resources that serve as assets for economic development initiatives.
- Establishment of goals and objectives to guide direction of economic development activities.
- Production of a strategy for regional and local economic development that includes a work plan detailing the methods, resources, responsibilities, and schedules for implementing the strategy.
- Development of a set of regional and local economic profiles for every community within the region.

Anchorage Economic Development Corporation

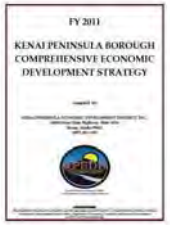
Bering Strait Development Council

Copper Valley Development Association

Fairbanks North Star Borough Economic Development Commission

Interior Rivers Resource Conservation and Development Council

Kenai Peninsula Economic Development District



Lower Kuskokwim Economic Development Council

Matanuska-Susitna Resource Conservation and Development Council

Northwest Arctic Borough Economic Development Commission

Prince William Sound Economic Development District

Southeast Conference

Southwest Alaska Municipal Conference

Note: Click on image to view or download the full document.

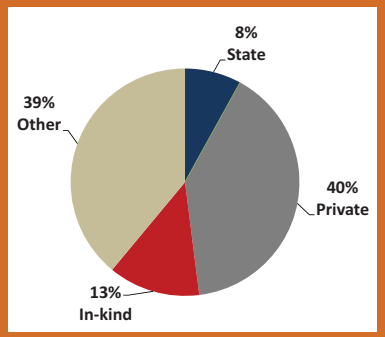
ARDOR PROGRAM

ANCHORAGE ECONOMIC DEVELOPMENT CORPORATION

AEDC
Anchorage Economic Development Corporation

STAFF:
Bill Popp, President and CEO
Jon Bittner, Vice President
Valerie Lindstam, Communications Director
Ruth Glenn, Development Director
Will Kyzer, Business and Economic Development Assistant Director
James Starzec, Research Coordinator
Meaghan Gould, Executive Assistant

REVENUE PORTFOLIO:



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www.aedcweb.com

ARDOR SINCE 1989

FOLLOW:

MISSION: *Growing and diversifying the Anchorage economy.*

The Anchorage Economic Development Corporation (AEDC) incorporated in 1987 to advocate for economic development and diversity in the Anchorage bowl. During 1989, it evolved into a member-based 501(c)6 non-profit corporation and is now comprised of more than 230 member companies. Today, AEDC provides a variety of economic development support for the greater Southcentral Region including research, education, business consulting, startup financing, and other assistance focused on encouraging existing businesses, growing new industries, and attracting new businesses.

The ARDOR Program is an important part of AEDC's mission because it links the organization to other ARDORs and it provides a centralized framework from which all ARDORs can operate, share information, and assist each other. ARDOR Program funding allows AEDC to support additional programs and initiatives including regional site selector familiarization tours and other efforts. The ARDOR designation also provides international entities interested in Alaska a measure of reassurance, especially Asian countries where government partnerships are critical to doing business. This has allowed AEDC to significantly expand its international trade offerings and interactions.

Serving Anchorage and partnering with the greater Southcentral Region including the Matanuska-Susitna Borough and the Kenai Peninsula Borough.

MANAGEMENT

Director: Bill Popp

Bill Popp has spent more than 35 years in both the private and public sectors in Alaska. As AEDC's president and CEO, he sets the strategic direction in marketing Anchorage and Alaska to companies and global industries considering Anchorage as a place to do business. Bill is currently chairman of the statewide Broadband Task Force and is a board member of the Anchorage Chamber of Commerce, Anchorage Convention and Visitors Bureau, Anchorage Downtown Partnership, Alaska Partnership for Economic Development, and Anchorage Concert Association.

Board of Directors:
Greg Pearce*
Joseph Everhart*
Timothy Vig*
Marilyn Romano*
Michael Todd*
Dale Wade*
Scott Hansen*
David Hamilton*
Chris Brown*
Suzanne Cherot*
Tom Pennington*
Terry Bailey*
Sheri Buretta*
Sophie Minich*
Bob Heinrich*
Stewart Osgood*
Dale Pittman*
Dale Shaw*
John Hoyt*
Raquel Edelen*
Michael Prozeralik*
Dennis Mitchell*
James Hasle*
Mark Liland*
Lynn Henderson*
Bruce Bustamante*
William Dann*
Kirsten Schultz*
Lon Wilson*
George Lowery*
Jack Sheppard*

*Private Sector

Membership: AEDC is composed of 230 member businesses representing a broad cross-section of Alaska's economy including oil and gas, telecommunications, medical services, transportation, high-tech, film, and many other sectors.

SELECT ACTIVITIES

Research and Analysis

- Created a dedicated research department to assist local and out-of-state businesses with analytics, market analysis, and other research services. In the short time the department has been operating, it has created several advanced research documents and assisted several dozen businesses.

Economic Forecast Luncheons

- Hosted two of Alaska's largest business luncheons, attracting over 1,500 representatives including local businesses, policy makers, and economic development organizations. 2012 featured speakers included Steve Forbes, chairman and editor-in-chief of Forbes Media, and Robert Reich, current University of California – Berkeley professor and former US Secretary of Labor.

Long-Range Planning

- Successfully launched the *Live. Work. Play.* initiative to make Anchorage the #1 place to live, work, and play in the nation by 2025. AEDC and its partners identified more than 30 quantitative metrics used to compare Anchorage to the largest city in each state and the District of Colombia. Community champions have been recruited to implement individual metrics to make Anchorage an even more vibrant and livable city.

Site Selection

- Expanded www.AlaskaProspector.com offerings to include the Fairbanks North Star Borough, Matanuska-Susitna Borough, and the Kenai Peninsula Borough. This Internet tool not only provides a wealth of searchable information on available commercial properties, it also allows users to analyze labor, workforce, and business information using a graphical map interface. The tool is free for users and now covers all of Southcentral Alaska and the greater Fairbanks area.

Lockheed Martin Corporation Assistance

- Hosted a supplier's conference for the Lockheed Martin Corporation to introduce potential local partners for their upcoming Kodiak-based aerospace program. More than 30 suppliers and support organizations attended the all-day conference to learn about Lockheed's projected needs, obtain guidance on how to become an accredited Lockheed supplier, and other useful information.

Site selector Jim Kemp visiting the State of Alaska's Kodiak Launch Complex.

Photo courtesy of AEDC

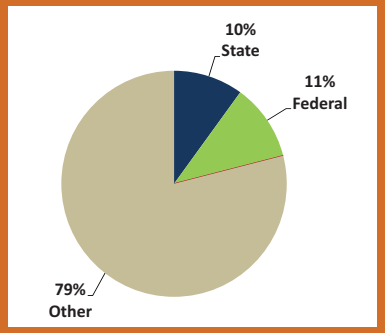
ARDOR PROGRAM

BERING STRAIT DEVELOPMENT COUNCIL

KAWERAK, INC

STAFF:
Bryant Hammond, Program Director
Alice Bioff, Business Planning Specialist
Walter Rose, Energy Specialist
Simon Ellanna Strickling, Planning and Development Specialist
Trisha Walters, E-Commerce Technician
Scott Hinchliff, Regional Grants Specialist

REVENUE PORTFOLIO:



CONTACT:
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(907) 443-4248
www.kawerak.org

ARDOR SINCE 1997

MISSION: *Improving the quality of life in the Bering Strait Region through employment and economic opportunity.*

The Bering Strait Development Council (BSDC) was established as an ARDOR in 1997 to coordinate economic development planning, encourage business startup, 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.

BSDC accomplishes its mission through a combination of federal, state, and tribal funding support; ARDOR Program funds account for only ten percent of BSDC's revenue portfolio. With funding from multiple sources and Kawerak's organizational capacity, BSDC provides comprehensive planning services for individual businesses and communities. Notably, BSDC is the only provider of business and economic development planning service in the Bering Strait Region. For more than 15 years, BSDC staff have built relationships with businesses across the region, oftentimes serving as the first point of contact when management challenges arise.

Serving the Bering Strait Region including 20 federally-recognized tribes in 16 isolated communities spanning Norton Sound, the Seward Peninsula, Saint Lawrence Island, and Diomede Island.

MANAGEMENT

Director: Bryant Hammond

Bryant Hammond joined Kawerak in early 2011 as a planning and development specialist and was quickly named director of BSDC. Bryant has a bachelor of arts in literary studies and a master of science in geography.

Board of Directors:

Larry Smithhisler*
John Odden*
Scott Johnson*
Kevin Zweifel
Bob Mocan
Josie Bahnke
Robert Keith
Gilbert Tocktoo
Merlin Henry
Axel Jackson
Kirstin Timbers
Jessa Jennetten
Larry Pederson *
Barb Amarok

*Private Sector

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

SELECT ACTIVITIES

Economic Development Planning

- Developed local economic development plans for three communities and drafted plan updates for an additional three communities. BSDC works with local and regional entities to develop local economic development plans that serve as roadmaps for local community development.

Business Planning and Assistance

- Responded to more than 100 small business information requests and assisted 20 clients in completing business plans. Coordinated business startup and planning workshops in Nome and on Saint Lawrence Island, as well as youth involvement in Alaska Lemonade Day.

Backhaul and Recycling

- Provided guidance for Kawerak's Backhaul and Recycling Program. Now in its third year, the program has removed more than 20,000 pounds of hazardous materials from the region and increased local capacity in handling hazardous materials while providing one to two jobs in nearly every community in the region.

Energy Advocacy

- Kept Bering Strait stakeholders apprised of energy issues while providing assistance in the development of projects focused on reducing the cost of energy. BSDC is a regional leader in energy planning and is currently undertaking a two-year strategic energy planning project.

Grantsmanship

- Supported community efforts at developing proposals and securing funding for projects identified in local economic development plans through training, financial assistance, and technical assistance.

Edwin Kotongan of Elim, Dora Davis of Golovin, and Virginia Washington of Saint Michael do some preliminary planning for a workforce development project.

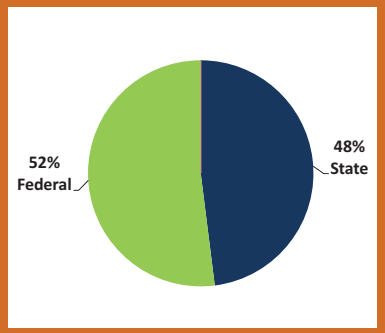
Photo courtesy of BSDC

ARDOR PROGRAM

COPPER VALLEY DEVELOPMENT ASSOCIATION

STAFF:
Jason Hoke, Executive Director
Sandra Wagner, Administrative Assistant

REVENUE PORTFOLIO:



CONTACT:
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www.coppervalley.org

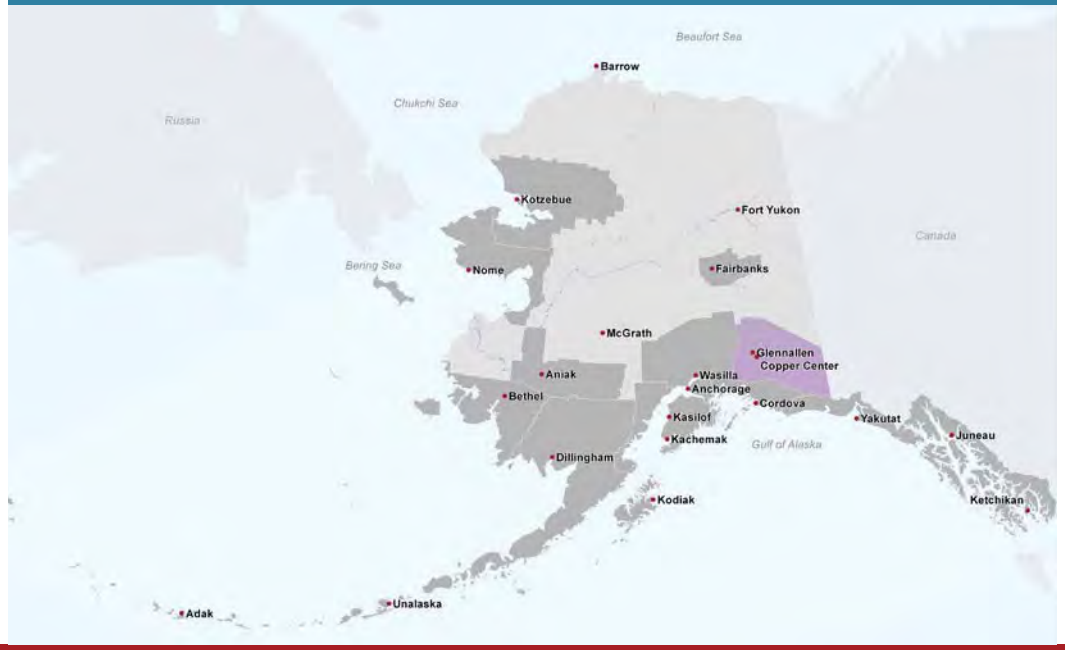
ARDOR SINCE 1990

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

Without a regional form of government, the Copper Valley is without a centralized point of coordination for regional economic development activities. The Copper Valley Development Association (CVDA) fills this void by serving as a regional organizer and providing a critical link between federal and state government agencies and regional organizations and businesses. As a state-designated ARDOR, CVDA serves as a public-private partnership to address natural resource and economic development opportunities throughout the Copper Valley by gathering and disseminating information, acting as a liaison between private and public sector entities, and promoting self-sufficiency through development and wise use of sustainable resources.

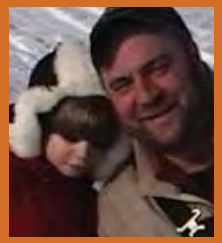
CVDA assists all Copper Valley businesses, organizations, and residents by promoting funding opportunities, facilitating regional planning, and providing business consultation services. Over the past 20 years, ARDOR Program funds have been used to leverage an additional $1,000,000 from key partners including the US Department of Agriculture, US Economic Development Administration, and various private-sector entities.

Serving the Copper Valley including 22 communities spanning 22,000 square miles.



MANAGEMENT

Director: Jason Hoke



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

Board of Directors:

Gary Hay
Meg Jensen*
Theresa Absher
Sheila Hay*
Pat Anderson*
Kris Winter*

*Private Sector

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

SELECT ACTIVITIES

Energy Leadership

- Assumed lead responsibility for energy planning throughout the Copper Valley. Hosted a regional conference that convened 30 stakeholders to identify strategies to reduce long-term power cost, fuel use, and transportation costs while improving energy system reliability. Regional consensus on priority projects was also built through in-depth community consultation. Notably, several energy audits and renewable energy feasibility studies were funded through CVDA's assistance efforts.

Biomass Development

- Championed development of locally-owned and operated biomass industry to lower residential heating costs and support workforce development. With over 1,000,000 acres of harvestable beetle kill available, equating to 40 to 120 tons of fuel per acre, the Copper Valley benefits from further development of this timber resource. CVDA facilitated numerous stakeholder meetings to stimulate discussion and promote environmentally-sound timber resource harvest.

Agriculture Facilitation

- Worked towards strengthening local production and distribution of Copper Valley produce through partnerships with the State of Alaska and US Department of Agriculture. A distribution network between Matanuska-Susitna Valley, Copper Valley, and Valdez was established to provide local producers with a market and regional residents with access to produce at affordable prices. CVDA is currently conducting an in-depth feasibility study of controlled environment agriculture technology to prolong the growing season and increase farming profitability.

Tourism Promotion

- At the crossroads of the Glenn and Richardson Highways, the Copper Valley has significant potential for Alaska's tourism industry. Working closely with the local chambers of commerce and tourism businesses, CVDA continues to pursue methods of increasing traffic and total visitation throughout the region. Over the past year, CVDA reviewed regional tourism studies and drafted a regional plan to improve marketing efforts and increase the region's visibility in the statewide tourism industry.

Photo courtesy of CVDA

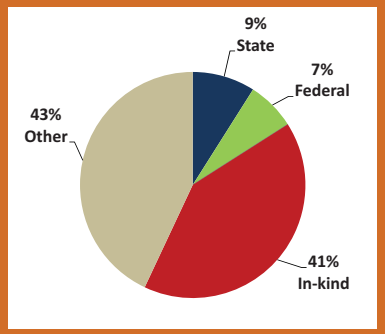
1st annual Copper River Regional Energy Conference, Biomass Panel speakers Thomas Deerfield, Peter Crimp, Bill Wall, and Glenn Holt

ARDOR PROGRAM

FAIRBANKS NORTH STAR BOROUGH ECONOMIC DEVELOPMENT COMMISSION

STAFF:
Chris Storhok, Community and Economic Development Specialist

REVENUE PORTFOLIO:



CONTACT:
P.O. Box 71267
Fairbanks, Alaska 99707
(907) 459-1351
EconomicDevelopment@co.fairbanks.ak.us
www.co.fairbanks.ak.us/mayor/EconomicDevelopment/default.htm

MISSION: *Maintaining a vibrant and sustainable community.*

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 (1980). Today, the Fairbanks North Star Borough Economic Development Commission (FNSBEDC) is comprised of 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.

By municipal ordinance, FNSBEDC is charged with coordinating economic development initiatives that increase employment opportunities and improve the borough's standard of living, quality of life, and overall urban and rural sustainability. Every five years, FNSBEDC develops a comprehensive economic development strategy that is adopted into the borough's long-term regional comprehensive plan. The organization is supported by a combination of federal, state, local, and private-sector investment; ARDOR Program funding represents less than ten percent of total revenue (9%). The ARDOR Program funds FNSBEDC activities and provides a network of regional directors that share information, collaborate on mutually-beneficial projects, and develop partnerships to carry out projects of statewide importance.

Serving Fairbanks North Star Borough communities and businesses including nearly 100,000 residents, two cities, and unincorporated communities spanning more than 7,000 square miles.

MANAGEMENT

Director: Chris Storhok

Chris Storhok has worked for the Fairbanks North Star Borough Mayor's Office since 2004, serving first as the grants coordinator and ascending to directorship of the borough's Economic Development Commission in 2011. Chris holds a master of science degree from the University of Idaho. Prior to relocating to Alaska, Chris served as the rural development director for Latah County, Idaho.

Board of Directors:

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

*Private Sector

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

SELECT ACTIVITIES

Agriculture Leadership

- Assumed leadership role in promoting locally-grown agricultural products and supporting an industry cluster. Access to local produce is a food security issue and economic development challenge for Interior Alaska. During fiscal year 2012, FNSBEDC invested significant effort in furthering the development of the agriculture industry across the Interior including multiple projects. FNSBEDC recruited and placed an AmeriCorps VISTA volunteer at Calypso Farms and Ecology Center to examine the potential of expanding sustainable agriculture practices in neighboring rural communities and promoting locally-grown products. FNSBEDC also led efforts to establish an agriculture industry cluster comprised of growers, consumers, and suppliers.

Buy-Local Promotion

- Partnered with the Fairbanks Economic Development Corporation to design and execute a buy-local campaign. Buy-local, as applied in the greater Fairbanks area, consists of promoting local business ownership, consumption of locally-produced goods, social equity, and environmental stewardship. Relying on locally-produced goods also reduces Fairbanks' dependency on imported goods, thereby reducing total transportation costs.

Forest Products Diversification

- Worked to reduce energy costs by completing critical studies and exploring alternative energy options. During fiscal year 2012, the FNSBEDC completed a natural gas distribution study exploring options for rapid expansion of a borough-wide natural gas distribution system. The FNSBEDC also collaborated with the US Department of Energy to explore growth potential for geothermal, wind, and biomass energy. Pellets and other forms of woody biomass continue to offer growth potential as heating costs continue to escalate across the Interior.

Chena Hot Springs Resort greenhouse

Photo courtesy of FNSBEDC

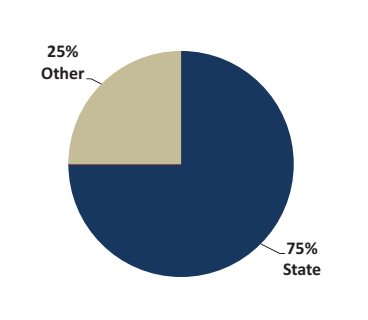
ARDOR PROGRAM

INTERIOR RIVERS RESOURCE CONSERVATION AND DEVELOPMENT COUNCIL

Interior Rivers R C & D Council, Inc.

STAFF:
Angela Morgan, Executive Director

REVENUE PORTFOLIO:



CONTACT:
P.O. Box 309
Aniak, AK 99557
(907) 675-4599
www.interiorrivers.org

ARDOR SINCE 2001

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

The Interior Rivers Resource Conservation and Development Council (IRRCDC) incorporated more than ten years ago to guide economic development, protect the environment and subsistence resources, and promote cultural heritage (2001). While the organization has been dissolved and reestablished in recent years, village leaders remain steadfast regarding the overall vision of improving quality of life and creating employment opportunities for 16 Interior Rivers villages. Notably, total regional population is increasing and providing opportunity for long-term community growth. However, local economies are limited and the region suffers from many challenges associated with Alaska's rural and remote places including high energy costs, limited employment opportunities, and workforce development challenges.

As a region without a borough government, Interior Rivers lacks a region-wide community and economic development planning authority. IRRCDC fills this organizational void by providing a forum for village leaders to assemble, discuss economic development challenges, and select community development priority projects. Similar to other ARDORs located in Alaska's rural areas, the ARDOR Program annual grant is important to the organization's viability. Furthermore, ARDOR Program planning and management assistance encourages IRRCDC's long-term success and implementation of an economic development strategy.

Serving the mid-Kuskokwim and mid-Yukon Regions of Southwest Alaska including 15 villages and approximately 2,500 residents.

MANAGEMENT

Director: Angela Morgan

Angela Morgan served as IRRCDC's interim executive director during 2011 and was named executive director during early 2012. She is a resident of Aniak, a member of The Kuskokwim Corporation's board of directors, and an active participant in Association of Village Council President activities. She is married to Carl Morgan, prior member of Alaska State Legislature's House of Representatives. Through multiple local and regional civic volunteer activities, Angela has long contributed to the well-being of Interior Rivers villages.

Board of Directors:

Wayne Morgan*
Cheryl Jerabek
Robert Walker
Jerry Peterson
Dennis Thomas
Rachel Freireich
Eugene Paul
Ursula Graham
Theodore Gordon
Mary Peters
Arnold Hamilton
Pete Mellick
Betty Turner
Cynthia Navarette
Calvin Simeon
Herman Morgan
Rachel Klein

*Private Sector

Membership: As a nonprofit 501(c)3 organization, IRRCDC relies on development of local and regional partnerships to implement mutually-beneficial economic development planning projects. IRRCDC's membership consists of representatives from tribal government, city government, or individuals with a special interest in community and economic development.

SELECT ACTIVITIES

Management Transition

- Executed a management transition and re-engaged members of the board of directors. After several years of leadership, Nicholas Morgan resigned as IRRCDC's executive director and Angela Morgan was hired. 2012 has largely been a year of leadership transition and capacity building. The executive director attended multiple trainings including *Basic Economic Development Course* organized by the University of Alaska's Center for Economic Development, *Comprehensive Economic Development Strategy Workshop* conducted by the US Economic Development Administration, and customized management training and assistance provided by the ARDOR Program.

Farming Assistance

- Provided assistance to multiple regional farms producing a variety of vegetables. Farming activities are increasing across the Interior and IRRCDC continues to provide technical assistance, supplies, and other services for local growers and producers. Increased effort has been invested to match local producers with consumers and to encourage consumption of locally-grown produce.

Community Profiles

- Progressed in creating community profiles for all Interior Rivers villages including a local business inventory, tribal and city government contact information, and additional local contacts. IRRCDC is considering a partnership with The Kuskokwim Corporation to further develop community profiles into comprehensive community descriptions that also include social data, economic data, physical infrastructure needs, and planning priorities.

Networking

- Nurtured and expanded a professional network enabling IRRCDC to maximize limited resources and pursue development activities for the benefit of the region. IRRCDC continues to work closely with the Association of Village Council Presidents and The Kuskokwim Corporation to execute mutually-beneficial projects.

Trading Store, Crooked Creek

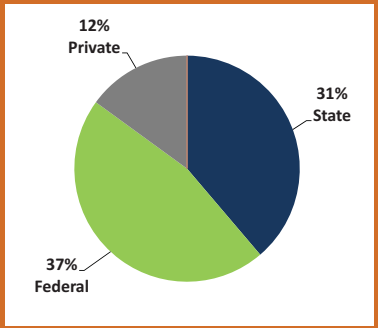
Photo courtesy of IRRCDC

ARDOR PROGRAM

KENAI PENINSULA ECONOMIC DEVELOPMENT DISTRICT

STAFF:
John Torgerson, Executive Director
Carrie Couey, Programs Manager
Heidi Hatch, Administrative Assistant/Bookkeeper

REVENUE PORTFOLIO:



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

ARDOR SINCE 1989
SINCE 1988

MISSION: *Providing leadership to enhance, foster, and promote economic development.*

The Kenai Peninsula Economic Development District is the result of Kenai Peninsula Borough residents and business leaders' desire to create a region-wide economic planning and development organization. An early form of the organization was first incorporated during 1969. This early organization evolved into the Kenai Peninsula Economic Development District (KPEDD) during 1988. Structured to meet criteria prescribed by the US Economic Development Administration, KPEDD gained the Economic Development District federal designation later that year (1988). Notably, KPEDD became Alaska's first state-designated ARDOR one year later (1989).

During its 40-year lifetime, KPEDD has been involved in a variety of projects including public works projects, shellfish industry development, international trade, infrastructure development, and industry recruitment across multiple economic sectors. In recent years, Cook Inlet oil and gas development has increased the demand for a skilled workforce. Historically, Kenai Peninsula residents traveled to Anchorage, Fairbanks, or the Matanuska-Susitna Valley to obtain critical training for high-demand occupations. KPEDD has been a long-time advocate for vocational training and the construction of a facility in the central peninsula sub-region where industry and employers are located. With KPEDD serving as a regional organizer using ARDOR Program support, workforce training is now available in the Kenai Peninsula Borough that will lead to quality jobs for residents.

Serving Kenai Peninsula Borough residents and businesses, including 37 communities and 53,500 residents spanning 16,000 miles.

MANAGEMENT

Director: **John Torgerson**

John Torgerson has been a Kenai Peninsula resident since 1960. In addition to serving as KPEDD's executive director, John also recently served as chairman of the Alaska Redistricting Board with responsibility for drawing legislative districts. During 2007, John retired from State of Alaska service as deputy commissioner of the Department of Transportation and Public Facilities. Prior to retirement he also served as acting deputy commissioner of the Alaska Marine Highway System, business manager and acting director of the Division of Agriculture, and special assistant to the Department of Transportation and Public Facilities commissioner for labor contract negotiation purposes. Notably, John has also served five years on the Kenai Peninsula Borough Assembly and eight years as a state senator representing Homer, Soldotna, and Seward.

Board of Directors:

Cheryle James *
Bryan Zak
Kristine Holdridge *
Brendyn Shiflea *
Andy Patrick *
Tim Dillon
Diana Spann *
Jesse Clutts *
Fred Esposito *
Peter Micciche
Hal Smalley
Mike Dye *
Linda Murphy
Ristine Casagrande
Rick Koch

*Private Sector

Membership: KPEDD, or an organizational variation, has represented and served in an advisory capacity to the Kenai Peninsula Borough since 1969. The board of directors includes elected officials from the Kenai Peninsula Borough and the cities of Kenai, Soldotna, Seward, Homer, and Seldovia. The board also includes business leaders from across the borough, appointed to represent the region's economic sectors. As a 501(c)4 nonprofit organization, KPEDD provides services to any resident or business entity located within the borough's geographic boundaries.

SELECT ACTIVITIES

Business Advocacy

- The KPEDD business complex includes a 26,000 square foot Business Innovation Center located on 30 acres of land that provides services to small business tenants in a variety of areas including accounting, business development, state regulation compliance, and networking. After several years of low occupancy, the building is now at 100 percent occupancy due to Cook Inlet oil and gas development activities. Tenants include companies that provide training and safety consulting, oil and gas infrastructure construction, platform catering contract workers, drilling site management, pipeline inspection, and several industry support companies.

Workforce Training and Development

- Oil and gas drilling and development in Cook Inlet and the surrounding onshore areas within the Kenai Peninsula Borough have dramatically increased the need for a well-trained workforce. Arctic Safety Training and Consulting and Alaska Technical Training, tenants of the KPEDD Business Innovation Center, offer a variety of safety training. During 2012, approximately 980 individuals received training and/or certification in Cook Inlet training standards, 40-hour hazwoper, confined space entry and rescue, pipeline radiography, welding inspection, radiation safety, and first aid/CPR in preparation for employment in the oil and gas industry.

Increased Employment

- Several pipeline construction projects within the Kenai Peninsula Borough resulted in a need to hire skilled workers. CONAM Construction and NANA Construction, located in the KPEDD Business Innovation Center, hired 125 workers to complete natural gas and crude oil infrastructure projects. KPEDD tenant, All American Oilfield Services, provides drilling operations and management services and hired an additional 110 employees for ongoing on- and off-shore oil and gas projects.

Economic Forums

- Each year KPEDD convenes the Industry Outlook Forum. The 2012 forum was co-hosted by the City of Homer and held at the Land's End Resort. Speakers from local, state, and the federal government provided an update on ongoing economic development projects. In addition, representatives from the oil, gas, mining, and tourism industry presented updates of their respective activities in the Kenai Peninsula Borough. The event was open to business leaders and residents at no cost due to generous industry sponsorships.

Kenai River Brewing Company can seamer

Photo courtesy of KPEDD

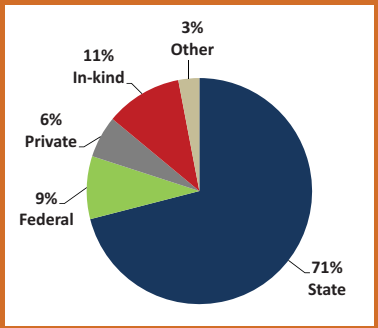
ARDOR PROGRAM

LOWER KUSKOKWIN ECONOMIC DEVELOPMENT COUNCIL

LOWER KUSKOKWIM
ECONOMIC DEVELOPMENT COUNCIL

STAFF:
Carl Berger, Executive Director

REVENUE PORTFOLIO:



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

ARDOR SINCE 1991

MISSION: *Strengthening communities through economic development and partnering with local organizations to develop current and future employment opportunities.*

The Yukon Kuskokwim Delta is a region supported by subsistence activities including fishing for salmon, halibut, herring, and whitefish; hunting moose, caribou, and other wild game; gathering tundra plants; and berry picking for salmonberries, blueberries, and cranberries. Fur trapping for beaver, wolverine, mink, otter, and seals provides a source of income for hunters. Commercial fishing also provides significant economic opportunity; however, the region also experiences challenges associated with limited availability of fish and game resources. Over the past decade, the State of Alaska has declared economic disasters when inadequate fish returns led to closures during critical commercial and subsistence seasons.

The ARDOR Program provides opportunity and assistance for local entrepreneurs who are interested in establishing small businesses. Challenges for small business startups include the high cost of energy, fuel, and transportation throughout the region, all significant economic development impediments. Furthermore, renewable resources are oftentimes not cost effective to develop in rural Alaska using currently available technology.

Serving the City of Bethel and 26 tribal communities including lower Kuskowkim River villages, Nunivak and Nelson Island communities, and Bering Sea coastal villages.

MANAGEMENT

Director: Carl Berger

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

Board of Directors:

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

*Private Sector

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

SELECT ACTIVITIES

Planning Collaboration

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

Broadband Planning

- Participated in planning and mapping for the expansion and utilization of broadband technologies through the terrestrial system currently being installed in Western Alaska. In partnership with Connect Alaska staff, provided monitoring of broadband availability in communities, including readings of signal connectivity times and reliability of connections for Internet and mobile telephone services.

Salmon Enhancement Project Management

- Managed the Salmon Quality Enhancement Project that encourages area commercial fishermen to improve the quality of their catch through better product handling and icing. Improved product quality can demand higher prices, enhancing the value of Alaska-caught salmon.

Partner Organization Networking

- Nurtured an expanded network enabling LKEDC to maximize limited resources and expand understanding of activities and projects important to the Southwest Region.

F/V Eider, Kuskokwim River fish tender

Photo courtesy of LKEDC

ARDOR PROGRAM

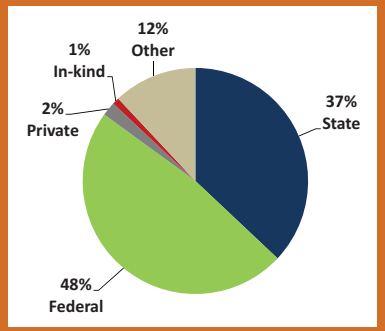
MATANUSKA-SUSITNA RESOURCE CONSERVATION AND DEVELOPMENT COUNCIL

ARDOR CELEBRATING 25 YEARS

Mat-Su, Alaska RC&D Resource Conservation & Development

STAFF:
Marty Metiva, Executive Director

REVENUE PORTFOLIO:



CONTACT:
991 North Herman Road, Suite 250
Wasilla, Alaska 99654
(907) 373-1016
matsurcd@mataonline.net
www.matsudevelopment.org

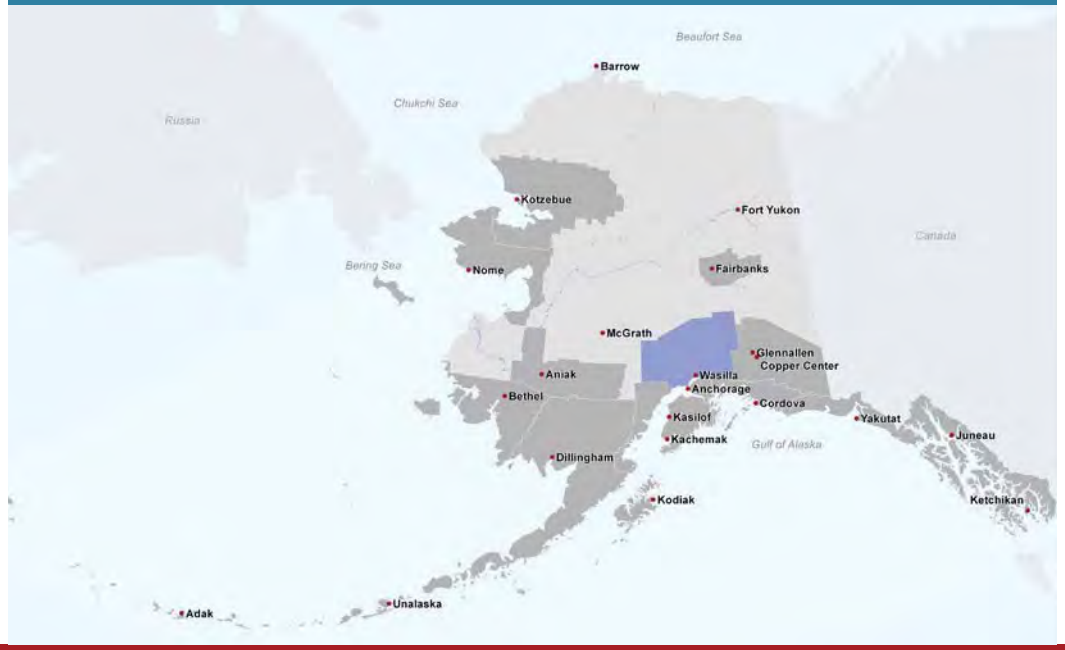
ARDOR SINCE 1993

MISSION: *Working to create jobs, expand the economy, and encourage responsible natural resource development to enhance the quality of life for Matanuska-Susitna Borough residents, communities, and institutions.*

The Matanuska-Susitna Resource Conservation and Development Council (MSRCDC) incorporated during 1991 and achieved ARDOR status two years later (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 Matanuska-Susitna Borough economic opportunity. For nearly 20 years, MSRCDC has forged a unique partnership with local, state, and federal agencies and regional private-sector entities to become a leader in community and economic development in the Matanuska-Susitna Valley.

As a non-profit organization, MSRCDC identifies community needs by continuous, informed, and scientific appraisal of local resources and challenges. To resolve challenges, MSRCDC blends government programs with local resources to develop solutions that work. MSRCDC secures funding opportunities to carry out community and economic development work through developing working relationships with numerous public and private-sector organizations. Although ARDOR Program funding is vital to MSRCDC's revenue portfolio, it is a small part of the annual operating budget.

Serving the Matanuska-Susitna Borough with approximately 90,000 residents and 30 communities spanning nearly 25,000 square miles.



MANAGEMENT

Director: Marty Metiva

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*
Roger Purcell
Nancy Sult
Bonnie Quill
Ralph Renzi
Lynn Gattis*
Lyn Carden
Dan Deedy
Rose Mary Burnett*
DeLana Johnson*
Tiny DePriest
Dick Zobel
Theo Garcia
Jim Huston
Ken Marsh

*Private Sector

Membership: As a 501(c)3 private non-profit, MSRCDC's membership is comprised of organizations which represent non-discriminatory and diverse entities including municipalities, community councils, and chambers of commerce. A large portion of MSRCDC's membership includes at-large members, individuals, private businesses, companies, corporations, or organizations with interest in being actively involved in MSRCDC activities.

SELECT ACTIVITIES

Business Retention

- Partnered with Wasilla and Palmer Chambers of Commerce to develop a formal *Matanuska-Susitna Valley Business Retention and Expansion Strategic Plan* that identifies strengths, weaknesses, opportunities, and threats for businesses across the region. The planning effort produced a focused strategy that will benefit businesses and result in increased local and regional tax base, diversified economy, and new job opportunities.

Regional Collaboration

- Collaborated with Copper Valley Development Association on economic development projects of mutual benefit. A memorandum of understanding was executed with an initial focus on energy and agricultural issues. A draft plan for a valley-to-valley distribution network provides the vision for joint economic development projects and further development of short- and long-term strategic plans.

Recycling

- Assisted ongoing efforts to develop region-wide community recycling outlets. Palmer's Valley Recycling Center currently serves as the hub for Matanuska-Susitna Valley recycling with a small satellite location being developed in Big Lake. MSRCDC provided assistance to develop a long-range business plan and secured funding for the Big Lake recycling location.

Tourism

- Partnered with Knik Community Council and Knik Trail Blazers to identify sections of the historic Iditarod Trail for year-round visitor use. A plan and funding strategy was developed identifying a four-mile section beginning at Knik and ending at the Fish Creek bridge. MSRCDC assisted in securing $200,000 from the Alaska State Legislature for the bridge and recruited project partners to implement trail improvements. Improving the Iditarod Trail for year-round use will create tourism and job opportunities in the fastest growing area of the Matanuska-Susitna Valley.

Salmon Habitat

- Awarded $79,990 by the US Fish and Wildlife Service to restore habitat on multiple school properties, rehabilitate fish habitat on Cottonwood Creek Watershed, create an Alaskan School Habitat Curriculum, and develop a teacher training workshop. Restoration activities provided the foundation for youth to understand the economic importance of salmon. Measureable outcomes included improved habitat for native fish, increased awareness for specie-specific needs, and increased collaboration between students, parents, and community leaders.

Houston Senior Center community garden

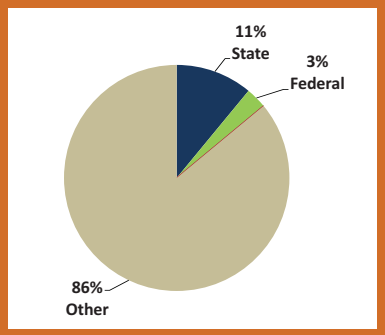
Photo courtesy of MSRCDC

ARDOR PROGRAM

NORTHWEST ARCTIC BOROUGH ECONOMIC DEVELOPMENT COMMISSION

STAFF:
Lincoln Saito, Executive Director

REVENUE PORTFOLIO:



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

MISSION: *Promoting development that is consistent with the region's traditional culture and values.*

The Iñupiat have thrived in Northwest Alaska for thousands of years due to abundant subsistence resources, including clean drinking water, caribou, salmon, sheefish, smelt, crab, moose, wolves, lynx, fox, berries, and other wild plants. 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 and 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.

The Northwest Arctic Borough incorporated during 1986. One year later, the borough established an Economic Development Commission (NWABEDC) to guide economic development planning and activities (1987). For nearly 25 years, NWABEDC has worked to achieve a higher quality of life while protecting Iñupiat cultural values and traditions. As a rural ARDOR located within a borough, the organization is well-situated to develop and implement economic development plans. Federal, state, and borough funds are combined to support NWABEDC activities and projects. Borough assembly and staff serve as a resource for the independent board of directors as they set economic development policy and implement plans. The ARDOR Program is critical to NWABEDC's success because it provides revenue and management support for carrying out economic development activities.

Serving Northwest Arctic Borough residents and businesses, including 7,300 residents in 11 communities spanning 36,000 square miles.

MANAGEMENT

Director: Lincoln Saito

Lincoln Saito has served as the executive director of the NWABEDC for two years. He has resided in the Northwest Region for nearly 25 years. Lincoln first began working with young people of the Northwest Arctic in 1970 as a teacher and counselor at the US Bureau of Indian Affair's boarding school in Wrangell, Alaska.

Board of Directors:

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

*Private Sector

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

SELECT ACTIVITIES

Small Business Startup Assistance

- Provided business assistance to residents, located across the region, interested in starting a business. NWABEDC is the region's primary provider of business startup assistance, including coaching new entrepreneurs, providing technical assistance in developing business plans, and providing small grants to support startup activities. During fiscal year 2012, NWABEDC assisted with development of 42 business plans and administration of 48 small grants to fishing enterprises and arts and crafts businesses.

Energy Planning Facilitation

- Facilitated region-wide energy planning. The Northwest Arctic Borough is the region's energy planning leader with the Economic Development Commission providing staff support to carry out planning activities. NWABEDC continues to support the Northwest Arctic Energy Steering Committee, providing data and information gathering services focused on exploring alternative energy resources. NWABEDC also facilitates discussion and planning regarding increased utilization of alternative fuel sources including wind, solar, propane, and ultra low-sulfur diesel. NWABEDC also actively engages with Northwest Region villages to promote a sustainable model of living on local resources, including promotion of innovative cold climate housing and gathering tundra edibles.

Arts and Crafts Promotion

- Expanded the sale of regionally-produced art through continued support for Sulaiŋich (i.e., Kotzebue's Artist Center). NWABEDC provided staff support to complete Sulaiŋich's website, establish a board of directors, and develop policies regarding purchasing, selling, and consignment. During fiscal year 2012, art was purchased for resale from 189 regional artists, representing all 11 borough villages and several neighboring Bering Strait and North Slope Borough Iñupiat communities. Gross sales totaled nearly $250,000 with 100 percent payment made to artists. With Sulaiŋich's early success, NWABEDC is increasing arts and crafts purchases and support for developing artists.

Rainbow Park, Kotzebue

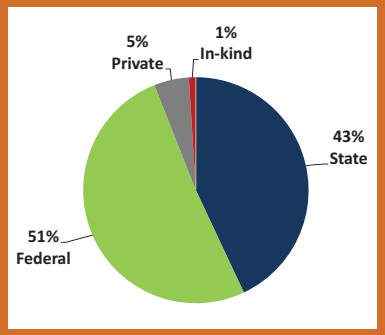
Photo courtesy of NABEDC

PRINCE WILLIAM SOUND ECONOMIC DEVELOPMENT DISTRICT

Prince William Sound ECONOMIC DEVELOPMENT DISTRICT

STAFF:
Sue Cogswell, Executive Director

REVENUE PORTFOLIO:



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

ARDOR SINCE 1991 | SINCE 2001

MISSION: *Providing leadership to enhance, foster, and promote economic development.*

The Prince William Sound Economic Development District (PWSEDD) incorporated more than 20 years ago (1991) to provide economic development leadership for Prince William Sound, including five coastal communities and nearly 7,000 residents. Ten years later, PWSEDD was designated as a federal Economic Development District (EDD) by the US Economic Development Administration (2001). Today, PWSEDD combines federal support, state support, and private-sector investment to provide Prince William Sound with economic development planning services and assistance. The ARDOR Program grant is a critical component of PWSEDD's revenue portfolio and is used to garner additional federal and private-sector support.

As a region without borough government, Prince William Sound lacks a region-wide community and economic development planning authority. PWSEDD fills this organizational void by providing a forum and the capacity for leaders to gather, discuss economic development challenges, and develop economic development strategies. PWSEDD serves as the regional leader for discussing regional economic issues, fostering economic vitality, and job growth through strategic planning and infrastructure development.

Serving Prince William Sound including five communities and nearly 7,000 residents, spanning 15,000 square miles.

MANAGEMENT

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:

Dave Dengel*
Dave Cobb*
Marilynn Heddell*
Mark Lynch
Bob Prunella
Chuck Totemoff*
David Totemoff*
Patience Anderson Faulkner*
Jordan Keeler

*Private Sector

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

SELECT ACTIVITIES

Long-Range Planning

- Completed an update to the *Prince William Sound Comprehensive Economic Development Strategy* (CEDS). The CEDS document guides all regional projects and informs board of directors decision-making. It also provides critical planning guidance for Prince William Sound communities. As the region's primary planning document, it collects public input, prioritizes projects, and provides critical guidance to regional leaders and PWSEDD staff as they pursue projects of economic importance to the region.

Environmental Collaboration

- Collaborated with the Alaska Department of Environmental Conservation, Contaminated Sites Program, to conduct a thorough survey of contaminants in Whittier's General Simon Bolivar Buckner Building. Thorough study is the first step in determining contaminants present in the 280,000-square-foot building and will guide decision-making regarding whether the building should be reclaimed, demolished, or rehabilitated.

Emergency Planning and Preparedness

- Prince William Sound Science Center presented *TsunamiReady* in October 2012, highlighting the basic science of earthquakes and tsunamis, local history, and community preparedness. As follow-up and in collaboration with the Science Center, PWSEDD is working with communities to develop customized emergency response plan toolkits as outlined by the Alaska Department of Military and Emergency Management and endorsed by the Alaska Municipal League.

LNG Port Valdez Promotion

- Promoted Valdez as Alaska's LNG export port. PWSEDD hosted the Alaska Natural Gas Pipeline Summit during September 2012 to focus attention on Valdez as Alaska's most practical and strategic port to export natural gas. As an ice-free and deep-water port, Valdez is ready to become Alaska' LNG export port. The conference was attended by oil and gas leaders, US Senators Lisa Murkowski and Mark Begich, US Representative Don Young, various State of Alaska officials, and potential LNG buyers from Hawaii, South Korea, Indonesia, and Japan.

Buckner Building, Whittier

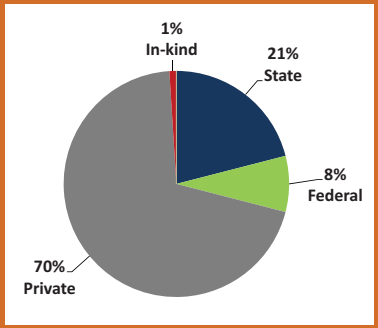
Photo courtesy of PWSEDD

ARDOR PROGRAM

SOUTHEAST CONFERENCE

STAFF:
Shelly Wright, Executive Director
Cheri Lancaster, Finance Officer
Stacey Skan, Administrator
Elaine Price, Workforce Coordinator
Robert Venables, Energy Coordinator

REVENUE PORTFOLIO:



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(907) 523-4350
info@seconference.org
www.seconference.org

FOLLOW:

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

Southeast Conference incorporated in 1958, long before the State of Alaska's ARDOR Program was established, to advocate for marine transportation needs of Southeast communities. Southeast Conference became the state-designated ARDOR and the federally-designated Economic Development District, by the US Economic Development Administration, during 1989. Today, Southeast Conference combines state support, federal support, and private-sector investment to become Southeast's economic development planning engine.

The value of Southeast Conference to the region has remained steadfast for more than five decades: it provides a forum and the organizational capacity for Southeast community development leaders to gather, set regional priorities, and implement strategies to improve the social and economic well-being of Southeast Alaska. With Southeast Conference, the region mobilizes, coordinates efforts, and acts with one economic development voice. Although the ARDOR Program grant is a small part of Southeast Conference's annual revenue portfolio, it is meaningful and provides stability for maintaining and supporting organizational operations.

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

MANAGEMENT

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:

Janice Hill
Gordy Wrobel*
Tim Rooney
Lori Blood*
Leo Luczak
Jim Dinley
Tory Korn*
Richard Peterson
Bryce Dahlstrom*
Merrill Sanford
Patricia Phillips*
Mike Bell
Charles Edwardson

*Private Sector

Membership: As a 501(c)6 nonprofit, membership-based organization, Southeast Conference's foundation of contributions and support originates from municipal members, private-sector enterprises, Native organizations, and individual members. Southeast Conference is comprised of 181 members, including 23 unincorporated and incorporated local governments, 32 local economic development organizations, 21 Native organizations and village councils, multiple state and federal agencies, and many businesses and individuals.

SELECT ACTIVITIES

Timber Leadership

- The 2012 Alaska State Legislature awarded $650,000 to Southeast Conference to support ongoing efforts to encourage a fully-integrated and viable Southeast timber industry. Southeast Conference, in collaboration with Alaska Forest Association, is providing regional leadership and organizational capacity to improve workforce quality, advocate for an economic timber supply, and engage in public relations work that promotes the Tongass National Forest as a sustainable timber resource.

Seafood Advocacy

- Southeast Conference continues the long-time tradition of serving as a strong advocate for the fishing industry, providing organizational capacity to convene stakeholder meetings, develop consensus regarding public policy issues, and carry out needed public relations work.

Southeast Conference, 2012 Board of Directors orientation

Photo courtesy of Southeast Conference

Energy Collaboration

- Collaborated with the Alaska Energy Authority to develop the *Southeast Alaska Integrated Resource Energy Plan*, published during 2012. This regional energy plan provides a vision for energy development in all Southeast communities and will guide energy development in the short- and long-term future.

Solid Waste Assistance

- Assisted Southeast Alaska's Regional Solid Waste Authority with ongoing efforts to develop a solution for region-wide solid waste disposal. To date, a solid waste authority was incorporated and efforts are underway to recruit member communities, select a site, and develop a long-term business plan.

Maritime Facilitation

- Served as a facilitator of Southeast Alaska's maritime industry cluster, comprised of maritime businesses, service providers, and indirect industry support organizations.

Oyster pot transport, Peril Strait

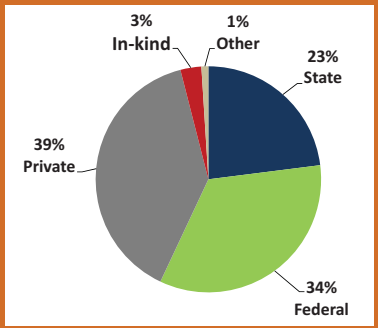
Photo courtesy of Southeast Conference

SOUTHWEST ALASKA MUNICIPAL CONFERENCE

SWAMC
Southwest Alaska Municipal Conference

STAFF:
Andy Varner, Executive Director
Erik O'Brien, Economic Development Specialist
Cameron Dean, STEM Education Coordinator

REVENUE PORTFOLIO:



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(907) 562-7380
www.swamc.org

FOLLOW:

e-news

ARDOR SINCE 1989

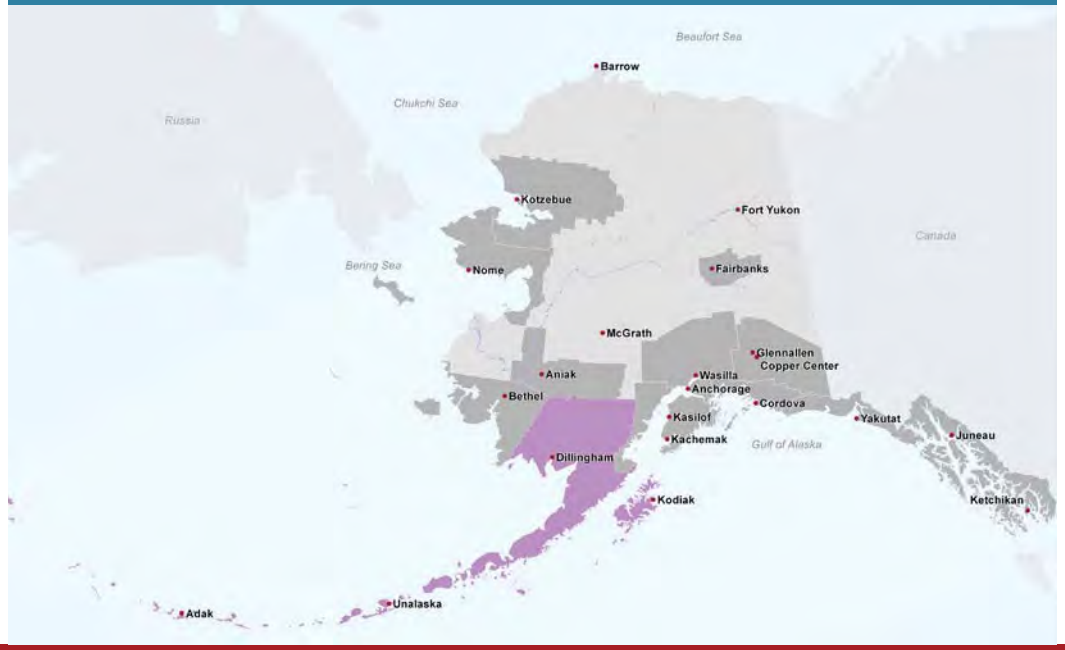
SINCE 1992

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.*

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.

SWAMC was designated as an ARDOR in 1989 and named a federally-designated Economic Development District (EDD) in 1992. SWAMC leverages ARDOR and EDD support with a membership base consisting of private companies, local governments, and other agencies. Private investors span a wide range of economic sectors, including transport and shipping, aerospace, telecommunications, renewable energy, Native corporations, and oil and gas entities. The ARDOR Program grant is a small portion of the organization's revenue portfolio, but contributes strongly to SWAMC's mission of economic development and advocacy.

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



MANAGEMENT

Director: Andy Varner

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

Board of Directors:

Trevor Brown*
Lamar Cotten
Glen Gardner*
Patrick Jordan
Layton Lockett
Shirley Marquardt
Alice Ruby
Louise Stutes
Joe Sullivan*
Kathleen Totemoff
Paul Gronholdt*

*Private Sector

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

SELECT ACTIVITIES

Broadband Leadership

- Awarded a USDA Rural Business Opportunities Grant to develop a broadband strategy for Southwest Alaska. SWAMC assembled focus groups across various sectors of the regional economy to discuss broadband limitations and solutions. The resulting strategy identified priority areas for improvement, including formation of a regional technology council, e-commerce training, satellite aggregation among community users, and additional policy recommendations.

Regional Energy Planning

- Signed contracts with the Alaska Energy Authority to develop energy plans for Bristol Bay and the Aleutian/Pribilof Islands. Plans will collect and analyze past energy reports and data, identify stakeholders, inventory and assess available resources, and propose energy alternatives. By working with stakeholders and collecting community input, plans will identify strategies to reduce long-term power costs and dependence on fossil fuels, while improving regional energy systems.

Arctic Opportunities

- Explored the prospect of using the Aleutians as a staging hub for trans-Arctic shipping, stemming from meetings with Lieutenant Governor Mead Treadwell, the Aleut Corporation, and Cities of Adak and Unalaska officials. With the warming of the Arctic Ocean, discussions regarding trans-Arctic shipping are more frequent, but scoping the Aleutians as a hub has yet to be fully explored.

STEM Education Facilitation

- Developed an AmeriCorps VISTA project in which the volunteer serves as the STEM (i.e., science, technology, engineering, and math) coordinator for regional activities. The project's focus is to promote and develop activities and curriculum in schools and communities, and to work with teachers and administrators to make educational programs sustainable. Educational areas of concentration include: ocean sciences, financial literacy and business skills, digital literacy and innovation, and energy education.

Seafood Industry Support

- Served as an advocate, information library, and network collaborator to promote the fishing industry. Participated in activities like the University-Industry Fisheries, Seafood and Maritime Initiative, collaborated with Community Development Quota groups, and monitored state and federal policy discussions to provide a unified voice on important issues. SWAMC also develops economic indicators and resource allocation analyses to inform policy and resource allocation discussions.

SWAMC group, touring the Nikiski LNG Facility.

Photo courtesy of SWAMC

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Bering Straits Development Council

Jason Hoke, Executive Director
Copper Valley Development Association

Chris Storhok, Economic Development Specialist
Fairbanks North Star Borough Economic Development Commission

Angela Morgan, Executive Director
Interior Rivers Resource Conservation and Development Council

Carrie Couey, Programs Manager
Kenai Peninsula Economic Development District

Carl Berger, Executive Director
Lower Kuskokwim Economic Development Council

Marty Metiva, Executive Director
Matanuska-Susitna Resource Conservation and Development Council

Lincoln Saito, Director
Northwest Arctic Borough Economic Development Commission

Sue Cogswell, Executive Director
Prince William Sound Economic Development District

Shelly Wright, Executive Director
Southeast Conference

Andy Varner, Executive Director
Southwest Alaska Municipal Conference

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Buckland residential area