

WORK SESSION:

ECONOMIC

DEVELOPMENT

DISTRICT

(10-13-87)

# ECONOMIC DEVELOPMENT DISTRICTS (EDD)

## ECONOMIC DEVELOPMENT DISTRICTS

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Prince Rupert and Queen Charlotte Islands Region

# STATE OF ALASKA

## DEPARTMENT OF COMMERCE & ECONOMIC DEVELOPMENT

DIVISION OF BUSINESS DEVELOPMENT

EDD  
STEVE COWPER, GOVERNOR

I - 1

P.O. BOX 88  
JUNEAU, ALASKA 99811-0800  
PHONE: (907) 465-2017

OCT - - 1987

MEMO

OCT -2 1987

To: Martha  
From: Larry Mercurieff, Director *LM*  
Subject: Enclosed material

I hope this material is helpful. The information on the Economic Development Administration's Economic Development District (EDD) program is included to give you an idea of what could be involved in developing districts of this nature. We had applied for EDD funds last spring but the proposal was rejected due to lack of money for the program in EDA. We have been told that there is little likelihood of funding in FY 89 unless other Alaskan EDA projects are dropped. Since this does not appear likely to happen, we have decided to develop the ARDOR program .

## ECONOMIC DEVELOPMENT DISTRICTS

EDD  
I-2

Economic Development Districts (or EDD's or Districts) are locally-formed organizations with representation of both the Public and Private sectors. The primary objective of a District is to promote sound economic development for the communities it serves. An Economic Development District:

- o can serve a variety of purposes or functions (which are determined locally)
- o will work together for common economic development purposes
- o has as its membership multiple geo-political entities
- o is funded from a variety of sources (State, Federal, Borough, City, etc.)
- o has a staff responsible to the local board of directors.

There are well over 300 EDD's nationally, many States being covered with the organizations. A District can provide technical assistance in selected program areas, or it can run programs or deliver a wide range of services, depending upon the local EDD's wishes.

Financial advantages include sharing the cost of the organization among various funding sources. (The Economic Development Administration can make Planning or "administrative" grants-in-aid to help EDD's with their Overall Economic Development Programs.) Public Works projects which are funded by the Economic Development Administration are eligible for an additional ten percent (10%) bonus from the Federal Government. There also should be an economy of scale by communities working more closely together. By agreeing on what to work together on, it should be possible to avoid duplication.

An EDD is independent, yet responsible and responsive to local public and private interests because both are meaningfully involved as board members, and local governments contribute to the financial operation of the District.

A new District would likely have a staff of about three, working directly under a Board of Directors of a size workable for the local area.

Possible activities could include any of the following, and many others:

- o areawide tourism promotion
- o transportation planning
- o working to establish a Customs office
- o run a revolving loan program or establish a business "incubator"
- o export promotion, industrial development, energy conservation, financial management for villages or cities, resource development

This program ties in nicely with the State's Trade Alaska Program.

Getting started: establish an appropriate organization (State non-profit) and request the Governor to endorse the geographic area as an Economic Development District to the Economic Development Administration.



ECONOMIC DEVELOPMENT ADMINISTRATION (EDA) PROGRAMS

under the Public Works and Economic Development Act of 1965, as Amended

The principal concern of the Economic Development Administration (EDA) of the U.S. Department of Commerce is the creation of long term jobs in the private sector within eligible areas of need. Such activity is built upon the efforts of local private and public interests working together to overcome impediments to their local economic development.

The tools EDA has to assist local economic development include:

Planning Grants to establish and promote a local economic development process, sometimes referred to as "capacity building."

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Grants typically can go to Public or non-profit bodies, such as cities, boroughs, the State, villages, IRA Councils or regional Native non-profit organizations.

EDA also has a Loan Guarantee Program for corporations or individuals, beginning at \$600,000.

Over the years EDA has invested some \$142 million of economic development assistance in Alaska. This has been matched by significant financial commitment from local communities and by the State - leading to private sector jobs and investment in Alaska. Alaska is part of the Seattle Regional Office, EDA, 1700 Westlake Avenue, North; Seattle, Washington 98109.

As a first step, discuss your program interest with:



ECONOMIC DEVELOPMENT ADMINISTRATION  
U.S. Department of Commerce

BERNHARD E. (BERNEY) RICHERT, JR.  
Economic Development Representative in Alaska

Federal Building, Room C-550  
701 C Street, Box 10  
Anchorage, Alaska 99513

Telephone:  
Office: 907-271-5857  
Home: 907-745-2706

EDD  
T-3

THE ALASKA REGIONAL DEVELOPMENT ORGANIZATIONS PROGRAM (ARDOR)

A Program Proposal by

DIVISION OF BUSINESS DEVELOPMENT,  
DEPARTMENT OF COMMERCE AND ECONOMIC DEVELOPMENT  
October 1, 1987

Alaska communities are facing a myriad of complex international economic issues. As a result there has been a natural evolution of regional economic development entities to pool resources, providing communities with a cooperative and organized means to meet these international economic challenges. Because of the economic downturn, the demand from regional organizations and communities for state economic development technical and financial assistance has increased while revenues for state, federal, and local economic development assistance programs have been reduced. Funding will be requested to fund a new program within the Division of Business Development to promote and provide financial assistance to regional development organizations.

One of Governor Cowper's directives to the division has been to establish formal linkages with regional economic development entities for the provision of service delivery. This program emphasis is also supported by the legislature.

To address this issue, the Division has designed the Alaska Regional Development Organizations Program (ARDOR). The purpose of ARDOR program is to facilitate economic development at the regional and local level through establishment of a network of regional economic development organizations and the provision of financial and technical assistance. The program is designed to encourage evolution of economic regions and organizations from the local level.

Representative economic development organizations of these regions will work with the division to establish regional development strategies, including small business development and marketing programs to induce new enterprise and solidify existing businesses; serve as a source of regional economic information; and as a liaison for coordination with local governments and the state. The ARDORs will be critical for the development of a practical and pragmatic state development strategy.

Economic Development Regions

Because of the vast unorganized areas of the state and the numerous service delivery area boundaries which often differ, establishment of economic development regional boundaries is a very sensitive issue. Depending on the criteria, the number of regions could vary greatly. In addition, the selection of a representative

organization for the region has potential for controversy. In areas of the state where economic development organizations are not established, the particulars in designating a representative organization could be timeconsuming and awkward. In more organized areas of the state, competition between existing entities might also create unnecessary turmoil.

Rather than the state tackling the potentially thorny issues of delineating regions and designating representative organizations, it makes much more sense to promote the establishment of regional boundaries and organizations through local initiative. In some areas of the state, regional economic development organizations are already established; examples include the Southwest Municipal Conference and the Southeast Conference/1987 Symposium Steering Committee on the Economic Future of Southeast Alaska.

The Division of Business Development could facilitate establishment of regional organizations through public meetings held in regional centers to promote the virtues of the program. In areas where there are existing regional economic development organizations, through the public meetings, the division would assist the region in selecting a representative organization or consortium of organizations to serve as the ARDOR. In other areas, assistance would be provided in delineating boundaries and establishing a representative organization.

Ultimately, it will be up to the region to determine its ARDOR. The organization selected must represent the economic interests of the region with the confidence of its residents. In the event that unorganized areas do not establish a cohesive regional development subsidiary, alternative methods for state/regional/local coordination must be developed.

Following is but one example of how the state economic regions might evolve based on organizational trends (economic development organization information in parentheses):

1. Southeast (Southeast Conference);
2. Prince William Sound/Gulf of Alaska;
3. Kenai Peninsula Borough (recently received funding to establish an economic development area funded by EDA);
4. Municipality of Anchorage (Anchorage Economic Development Commission recently established);
5. Matanuska/Susitna Borough;
6. Southwest--Bristol Bay, Aleutian/Pribilof Islands, and Kodiak (Southwest Alaska Municipal Conference);
7. Yukon/Kuskokwim;

8. Northwest--Berings Straits and NANA;
9. Fairbanks/Interior; and
10. North Slope Borough.

#### Alaska Regional Development Organizations

ARDORs will work with the Division to:

- o provide service delivery to region member communities and businesses such as economic development workshops, coordination meetings, technical assistance, etc;
- o collect and distribute economic information on the region (assist in the preparation of economic profiles for communities and the region);
- o participate in state marketing campaigns;
- o address regional economic issues
- o when appropriate, join state trade missions to expand international trade opportunities, attract new industry from other countries, and encourage tourism;
- o serve as a liaison between state and the local level; and
- o develop and implement a regional economic development strategy.

The ARDOR program is designed to encourage evolution of economic regions and organizations from the local level and ultimately be self-sustaining.

#### Program Costs

The ARDOR Program will provide 1:1 matching grants of up to \$50,000 to regional entities throughout the state. Grants will provide full-time ARDOR offices in each region to provide the services listed above and will be matched by non-state funds raised by the ARDOR on an annual basis. Because of the match requirement, the ARDOR program is viewed as a public/private partnership, providing a direct measure of private sector support for the program.

Funds will also be used to establish a state/regional electronic mail computer network for coordination of economic development activities and dissemination of economic information and news. In addition, quarterly regional teleconferences will be conducted between appropriate state agencies and regions.

0564E

# SOUTHEAST CONFERENCE

P.O. Box 22286

Juneau, Alaska 99802

II -1

E DD

July 20, 1987

Dear Southeast Conference Member:

Since the 1986 meeting in Petersburg, your Executive Board has been examining the question of what the Southeast Conference might do to increase our effectiveness in various efforts to improve the economic health and wellbeing of the Southeast region. Of particular concern to the Board was the fact that we seem to be best organized for purposes of reaction rather than proaction. In a related matter, most members would recognize that the major strength of the Southeast Conference lies in the very close working relationships between and among most of the local governments in the region. While the private sector has always played a vital role, there has been criticism that we are not as well balanced as might be desired. With these and several other concerns in mind, on June 18th the Executive Board reviewed the attached proposal to create a Southeast Economic Development Corporation. The Board adopted a motion of support and asked that the proposal be presented to the membership of the Southeast Conference for consideration and action at the 1987 Annual Meeting, September 24-26 in Sitka.

It must be stressed that the proposal is a draft proposal only. Your Executive Board is anxious that Southeast Conference Members review the proposal and discuss the pros and cons at the local level prior to the September meeting. Preliminary discussions with the Federal and State authorities would indicate that a corporation of the sort being proposed might hold great promise for effective long term regional development. The September meeting will involve presentations by both State and Federal people on their perspectives and the potential for financial support for such a corporation. A vote on the matter will be taken during the business meeting on September 26. We look forward to seeing everyone in Sitka and hearing your comments regarding this proposal.

Sincerely,



Ernest Polley  
President

D R A F T

6/22/87  
E. Polley

SOUTHEAST ECONOMIC DEVELOPMENT CORPORATION

PROPOSAL:

It is proposed that there be created a private, non-profit corporation in Southeast Alaska for the purpose of preparing an integrated regional approach to economic development opportunities in Southeast.

GOAL:

It is proposed that the goal of this corporation, to be called the Southeast Economic Development Corporation, shall be to enhance the economic development potential of the Southeast region as a whole, and of those communities located within the region, through the creation of a non-profit corporation which will function to improve, expand, and promote the economy of Southeast Alaska and its residents.

\*CORPORATION STRUCTURE:

It is proposed that the Southeast Economic Development Corporation be a representative organization of both the public and private sector and of large and small communities alike. The Corporation shall maintain a Board of Trustees made up of 13 members. Its membership and length of term shall include:

- 1) The Immediate Past President of the Southeast Conference
- 2) The First Vice President of the Southeast Conference
- 3) The Secretary/Treasurer of the Southeast Conference
- 4) The Commissioner (or designee) of Community & Regional Affairs
- 5) The Commissioner (or designee) of Commerce & Economic Development
- 6) The Chancellor (or designee) of the University of Alaska-Southeast
- 7) The President (or officer designee) of the Alaska State Chamber of Commerce
- 8) A private sector representative of the financial community (three year term)
- 9) A private sector representative of the retail community (three year term)
- 10) A private sector representative of the manufacturing and processing (value added) community (three year term)
- 11) A private sector representative of the service industry (three year term)

\* see "Timeline", page three

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Southeast Economic Development Corporation

- 12) A representative from a local Southeast economic development organization (two year term)
- 13) An "At Large" seat (two year term)

Board of Trustee members must be residents of Southeast Alaska. No two members may be from the same community, with the exception of seats 4-7 as listed above. Nominations shall be accepted during the Southeast Conference Annual Meeting. All vacancies shall be selected by the Board from the nominees.

FUNCTIONS:

It is proposed that the Corporation have three primary functions. They are:

- 1) To initiate the design, development, and maintenance of a regional information base, and to serve as a central data bank for the compilation and inventorying of economic development in Southeast Alaska, as well as the creation of a data base identifying regional business opportunities and to catalogue all technical assistance available in the region in the area of economic development.
- 2) To review, evaluate, and make recommendations regarding proposals to enhance or expand the economic development of Southeast Alaska.
- 3) Through cooperation with other organizations and individuals, develop and implement a Southeast Regional Economic Development Plan.

ROLE OF THE SOUTHEAST CONFERENCE:

It is proposed that the Southeast Conference would play an important and integral role in the development and maintenance of the Corporation. Specifically, that role would be assumed through two primary responsibilities. They are:

- 1) To create and empower a steering committee of the Southeast Conference charged with overseeing the formation of the Corporation, and providing the corporation strong leadership in its formative period.

D R A F T

Southeast Economic Development Corporation

- 2) To undertake the actual organizational and formative responsibility for the Corporation, including the development and execution of necessary legal documents, such as Articles of Incorporation and Corporation By-Laws. This includes using the monthly Southeast Conference Bulletin for the introduction and promotion of the Corporation.

TIMELINE:

It is proposed that the Southeast Conference adopt a conservative approach to the formation of the corporation by adopting a timeline that will allow for a natural maturation of the Corporation and allow it to formulate a strong support structure to ensure continued ability to meet its goals and objectives.

June 18, 1987 - Executive Committee review and adoption of a proposal to present to the general membership at the Annual Meeting.

September 19, 1987 - Seek approval of general membership to institute proposal and begin work on the formation of the Corporation.

Next 12 months - Southeast Conference, through Steering Committee, will take the point in the organization of goals and objectives of the Corporation, frame the By-Laws, and undertake necessary legal initiatives for completion of the final proposal. (The Steering Committee would also need to deal with the difficult issue of actual Board make-up. There are far too many individual, special, and legitimate interests to accomodate all through seats on the Board. The solution may lie in the creation of a number of standing advisory committees to insure the broadest possible participation in the selection of priorities and objectives.)

September, 1988 - Take final proposal to general membership for approval, upon which time Southeast Conference will execute necessary legal documents creating the Southeast Economic Development Corporation. The Board of Directors for the corporation also will be appointed at this time.

September, 1989 - Progress report of the Southeast Economic Development Corporation to be presented at the Southeast Conference Annual Meeting.

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0564E

III  
EDD

Northern Economic  
Development Corporation

PROFILE

- *Liaison* - Assisting and co-ordinating the activities of various agencies and community groups involved in economic development in the region. These groups include Chambers of Commerce, Visitors Associations, service clubs, municipal, provincial and federal governments and educational institutions.
- *Research* - Providing complete and timely information to business people on land and building sites; regional demographics; labour force; transportation; and, assistance provided by federal and provincial levels of government.
- *Advocating* - Providing local government with information related to broad economic development opportunities and strategies, industrial and commercial land and zoning requirements, and taxation policy.
- *Education* - Organizing trade shows, conferences and seminars to increase awareness of business opportunities in the Regional District. To assist other agencies and businesses in organizing educational opportunities.

All communications with NOREDCO are privileged and strictly confidential. The identity of any company with which we are working or details of its operation are communicated to other agencies and individuals involved in the economic development process only with the approval of the company or individual.

You are invited to contact us anytime for information on the opportunities that may exist for you in the Skeena Queen Charlotte Regional District. Please call:



The Northern Economic Development Corporation

225 Third Street  
P.O. Box 158  
Prince Rupert, B.C.  
Canada  
V8J 3P6  
(604) 624-3106



Serving the Prince Rupert and  
Queen Charlotte Islands Region

225 Third Street  
P.O. Box 158  
Prince Rupert, B.C.  
Canada  
V8J 3P6  
(604) 624-3106

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## The Corporation

The primary objective of the Northern Economic Development Corporation is to increase the level of economic development in the Skeena Queen Charlotte Regional District.

NOREDCO was formed under the British Columbia Company Act in June 1981 and provides economic development services on behalf of the Skeena Queen Charlotte Regional District. Although the Corporation is funded mainly by the Regional District, it operates independently of the Regional District Board. NOREDCO reports annually to the Regional Board upon its activities and plans for the coming year.

The Corporation is guided by a Board of Directors composed of six area business people and two regional representatives appointed by the Prince Rupert Chamber of Commerce and the Regional District. Board members in turn select from among themselves a chairman, co-chairman and secretary/treasurer.

The Board's basic goals are to diversify the region's economic base and increase employment opportunities through secondary development related to primary resources, port operations and tourism.

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## The Staff

NOREDCO has a staff of two. Each is responsible for various aspects of the Corporation's economic development services. Consultants and part-time researchers are employed as required.

Although lean, NOREDCO has developed a high level of expertise concerning B.C.'s northcoast and the Queen Charlotte Islands. This expertise is available through the General Manager and Business Information Officer.



**TOM BRUUSGAARD**  
General Manager

Mr. Bruusgaard brings 25-years experience in fishing, marine transportation and international trade to the assistance of companies and individuals. In addition to his usual administrative and co-ordinating functions, Mr. Bruusgaard is responsible for developing

and implementing the action plans necessary to meet NOREDCO's objectives. He provides detailed information and assistance to business people wishing to discuss specific developments. (see NOREDCO services)

**JAN PALMER**  
Business Information Officer



Jan organizes and maintains a library of business related information about the Skeena Queen Charlotte Regional District. She is responsible for handling business inquiries and meeting the information requirements of businesses and individuals.

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## NOREDCO Services

leading agency in efforts to market the Skeena Queen Charlotte Regional District as a location for new investment. The Corporation also encourages and assists established businesses to modernize and expand. As important, NOREDCO plays a vital role in encouraging individuals and entrepreneurs to explore and develop the potential of their innovations and ideas.

This three-direction approach to enhancing economic development is accomplished by providing the following services:

- *Customer Service* - Help and encourage companies and individuals to realize their business objectives by:
  - providing free consultation and advice.
  - offering information on assistance provided through various provincial and federal agencies.
  - making management consultation available where required.
  - promoting the sale of local products and services.
- *Promotion* - Formulating and implementing a public relations and advertising strategy to further both local and outside awareness of the opportunities for new investment.
- *Strategic Planning* - Preparation of economic development strategies for the region to identify new business opportunities worth pursuing.