

HB

272

HFIN

FILE

ALASKA STATE LEGISLATURE

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BILL STOLTZE

State Representative

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CS for House Bill 272

AK Regional Economic Assistance Program

"An Act extending the termination of the Alaska regional economic assistance program and providing for an effective date."

The Alaska Regional Economic Assistance Program was created by the Legislature in 1988 to promote the economic development of Alaska's urban and rural areas. This program enables the creation of Alaska Regional Development Organizations (ARDORs). Each ARDOR is guided and directed by a board of directors composed of the economic development interests in the region. To carry out their mission the State provides funding in the form of grants for the ARDOR program. In turn, the ARDORs use that money to leverage, on average, eight times the State's investment in private, federal, and other funds.

Currently, there are 11 ARDORs across the state. These ARDORs:

- Enable local officials and businesses to pool their limited resources and work together on economic development.
- Develop partnerships among public, private and other organizations.
- Provide technical assistance via direct links with local citizens.

The Alaska Regional Economic Assistance Program and its ARDORs are an important part of the economic development of their regions. I ask your support in extending this program to 2013.

DISTRICT 16

BIRCHWOOD • BUTTE • CHUGIAK • EKLUTNA • FAIRVIEW LOOP
KNIK RIVER ROAD • LAZY MOUNTAIN • PALMER • PETERS CREEK



STATE OF ALASKA ARDOR PROGRAM - The Alaska Legislature established the Alaska Regional Development Organization (ARDOR) Program in 1988.

- The ARDOR program receives \$650,000 annually. The State receives \$30,000 of this for administrative costs and the remainder is split, awarding each organization \$56,363, pending the States approval via an application process.
- The 11 designated ARDORs create a network of regional economic development organizations, representing numerous local public and private interests to plan and implement economic development at the regional level for both urban and rural Alaska.
- This program continues to play an integral role in driving local initiatives and furthering economic diversification in partnership with the State and other entities.
- The ARDOR program is the State's contribution to economic development in Alaska's urban and rural regions.

ARDOR PROGRAM GOALS - Each ARDOR represents a unique region and develops an annual work plan. The ARDOR program goals continue to be in line with the original intent of the Legislature. Program goals:

- Facilitate development of a healthy economy that results in sustainable business growth, attraction of new business investment, and further economic diversification in the State.
- Identify and eliminate regional economic development barriers.
- Develop and implement a comprehensive economic development strategy.
- Coordinate regional planning efforts resulting in the creation of new business opportunities.
- Achieve goals identified through regional processes; enable communities to pool their limited resources.
- Develop partnerships among public, private and other organizations.
- Establish a Board of Directors with 10-20 professional members constituting 150+ representatives of the region's economic, political and social interests, partnering to achieve a stronger economic base in their region.
- Provide technical assistance via direct links with local citizens.

RETURN ON THE STATE'S INVESTMENT - The ARDOR Program provides a positive fiscal impact by leveraging the funds received for economic development throughout the state's regions. In FY 07 funds were leveraged by nearly 800%, turning \$620,000 into \$4,476,914.

→ State ARDOR Program Funds	\$ 620,000
→ Other State Funds	\$ 239,561
→ Total Non-State Funds	\$1,904,076
→ Federal Funds	\$ 904,667
→ Private Sector Funds	\$1,108,558
→ Other Non-Federal/Non State Funds	\$1,665,316
→ In-Kind Contributions	\$ 417,238
→ TOTAL ARDOR BUDGET	\$4,476,914

REAUTHORIZATION - The ARDOR Program is up for reauthorization by the Legislature July 1, 2008. The ARDOR Program has continuously been reauthorized by the Legislature for three year periods.

- THE ARDORs are recommending reauthorization for five years so that more effective long term planning can be accomplished.

PLEASE SUPPORT A 5 YEAR REAUTORIZATION OF THE STATE'S ARDOR PROGRAM FOR MORE EFFECTIVE LONG TERM PLANNING

ARDOR PROGRAM ACCOMPLISHMENTS – The ARDOR Program is responsible for many accomplishments over the years. Here is a representation of accomplishments and on-going activities from the 11 designated Alaska Regional Development Organizations:

- Provides technical training, financial literacy, credit reform, business planning, marketing strategies, and business start-up opportunity workshops. Services have been delivered to more than 650 individuals across the State.
- Hosts the Annual Economic Forecast Luncheon in Anchorage which was attended by more than 1000 local business and community leaders.
- Monitors fisheries regulatory, management, and marketing issues that impact Alaska fisheries and influence policies, management, and marketing initiatives to create a more stable fisheries economy in the regions. Over 250 seasonal jobs resulted; more fisherman bonuses were obtained from processors and substantial revenue to airlines and other local service providers was obtained.
- Supports Economic Development Administration (EDA) funding for development of community based seafood processing facilities, multipurpose facilities, harbor infrastructure projects and municipal services for increased job creation.
- Supports and assists in the promotion of regional economic development projects, natural resource products (salmon, mining, etc.) and, supported and promoted regional infrastructure expansion efforts (transportation, housing, etc.)
- Establishes E-Commerce Centers in rural villages to enable Alaska Native artists to sell their art globally to increase cash income in predominantly subsistence based economy regions, resulting in more than 400 participants. Eight E-Commerce Centers and an artist carving center have been established
- Creates Small Business Incubators; over 70 new Alaska jobs were created in one year. Multiple other small businesses created through business planning assistance.
- Markets ongoing regional tourism efforts and has resulted in increased businesses and inquiries by consumers, travel trade and travel media.
- Coordinates regional efforts and partners with more than 500 local, regional, private, municipal and State bodies to pool resources, decrease duplication of efforts and create new business opportunities.

ALASKA REGIONAL DEVELOPMENT ORGANIZATIONS (ARDORS)

ANCH. ECONOMIC DEVELOPMENT CORPORATION
907/258-3700

BERING STRAIT DEVELOPMENT COUNCIL
907/443-4248

COPPER VALLEY DEVELOPMENT ASSOC.
907/822-5001

FAIRBANKS NORTH STAR BOROUGH ECONOMIC DEV. COMMISSION
907/459-1309

LOWER KUSKOKWIM ECONOMIC DEV. COUNCIL
907/543-5967

KENAI PENINSULA BOROUGH ECONOMIC DEV. DISTRICT
907/283-3335

MAT-SU RESOURCE CONSERVATION & DEVELOPMENT
907/373-1062

NORTHWEST ARCTIC BOROUGH ECONOMIC DEV. COMMISSION
907/442-2500

PRINCE WILLIAM SOUND ECONOMIC DEV. DISTRICT
907/222-2440

SOUTHEAST CONFERENCE
907/463-3445

SOUTHWEST ALASKA MUNICIPAL CONFERENCE
907/562-7380

STATE OF ALASKA DEPARTMENT OF COMMERCE, COMMUNITY AND ECONOMIC DEVELOPMENT
907/269-8104

Alaska Regional Development Organizations



FY07 Annual Report

Department of Commerce, Community and Economic Development
Sarah Palin, Governor Emil Notti, Commissioner



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<http://www.commerce.state.ak.us/ced/ardor/ardor.htm>



STATE OF ALASKA

Sarah Palin, Governor

DEPARTMENT OF COMMERCE, COMMUNITY & ECONOMIC DEVELOPMENT

Emil Notti, Commissioner

OFFICE OF ECONOMIC DEVELOPMENT

Joseph M. Austerman, Director

Acknowledgments

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Table of contents

ACKNOWLEDGMENTS.....	4
INTRODUCTION.....	6
OVERVIEW.....	6
THE ARDORS	9
ANCHORAGE ECONOMIC DEVELOPMENT CORPORATION (AEDC)	10
BERING STRAIT DEVELOPMENT COUNCIL (BSDC)	14
COPPER VALLEY DEVELOPMENT ASSOCIATION (CVDA)	19
FAIRBANKS NORTH STAR BOROUGH ECONOMIC DEVELOPMENT COMMISSION (FNSB).....	23
KENAI PENINSULA ECONOMIC DEVELOPMENT DISTRICT (KPEDD).....	28
LOWER KUSKOKWIM ECONOMIC DEVELOPMENT COUNCIL (LKEDC).....	32
MAT-SU RESOURCE CONSERVATION AND DEVELOPMENT, INC. (MAT-SURC&D).....	36
NORTHWEST ARCTIC BOROUGH ECONOMIC DEVELOPMENT COMMISSION (NWAB)	40
PRINCE WILLIAM SOUND ECONOMIC DEVELOPMENT DISTRICT (PWSEDD).....	45
SOUTHEAST CONFERENCE (SEC).....	50
SOUTHWEST ALASKA MUNICIPAL CONFERENCE (SWAMC)	54
APPENDIX A - ARDOR RESOURCE CHART	59
APPENDIX B – ARDOR CONTACTS.....	60

Introduction

This report contains the economic development successes and challenges of the grantees of the Alaska Regional Economic Assistance Program (Program) during fiscal year 2007. Created in 1988 by the Alaska Legislature, the Program will undergo sunset review this spring. This annual report is an integral part of the report to the Alaska Legislature, prepared by the Department of Commerce, Community, and Economic Development, Office of Economic Development.

Overview

The Alaska Regional Economic Assistance Program (Program) is a partnership between the State of Alaska and locally driven organizations intended to create more sustainable, stronger, and healthier economies throughout Alaska. The Program consists of a network of 11 in-state regional economic development organizations that plan and implement economic development efforts appropriate and beneficial to their respective regions. The ARDORs work in partnership with state, federal, municipal, regional, academic, Native Alaskan, and private businesses and organizations in their region to develop an Economic Development Strategy (CEDS). They deliver technical and financial training and consultations to entrepreneurs, private businesses, schools, and individuals; host economic development conferences and summits that attract audiences from across the nation; engage in projects and efforts to create or refine local infrastructure; and develop innovative approaches to development in their own regions.

An ARDOR's board of directors represents the economic development interests in the region, and its role is to direct the development and implementation of their ARDOR's Comprehensive Economic Development Strategy (CEDS)

Each year the Department awards grants to ARDORs to assist them in their regional economic development efforts. In FY07, the grant amount was \$56,363.

The annual performance measures for the ARDORs are:

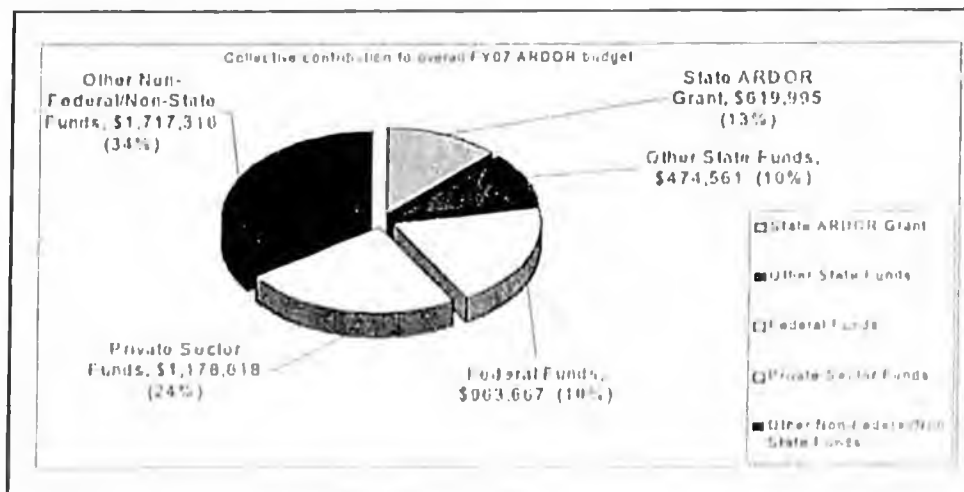
- 1) number of coordinated regional efforts that resulted in new business opportunities;
- 2) percentage of annual goals the ARDOR achieved; and
- 3) amount of non-State funds raised to leverage the State grant

In FY07, the ARDORs:

- 1) generated over 50 coordinated regional efforts that have or may have generated new business opportunities¹ such as:
 - a. identified workforce development opportunities through out Alaska;
 - b. supported the Alaska Marketplace competition that spurs entrepreneurship and business development;
 - c. sponsored entrepreneurial and business conferences and workshops; and
- 2) the ARDORs achieved 84 percent of their collective goals for the fiscal year; and
- 3) when averaged in FY07 the 11 ARDORs raised \$6.23 from non-State sources for every \$1.00 of State grant money, as seen in the chart below.

Source	FY07	\$ Leveraged
State Grant	\$619,995	
Other State Funds	\$474,561	
Total State Funds	\$1094,556	
Federal Funds	\$963,667	\$01.55
Private Sector Funds	\$1,178,618	\$1.90
Other Non-Federal/Non-State Funds	\$1,717,316	\$2.77
Total Leveraged Funds	\$3,859,601	\$6.23
TOTAL BUDGET FOR ALL 11 ARDORS	\$4,954,157	
In-Kind Contributions	\$492,238	\$0.79

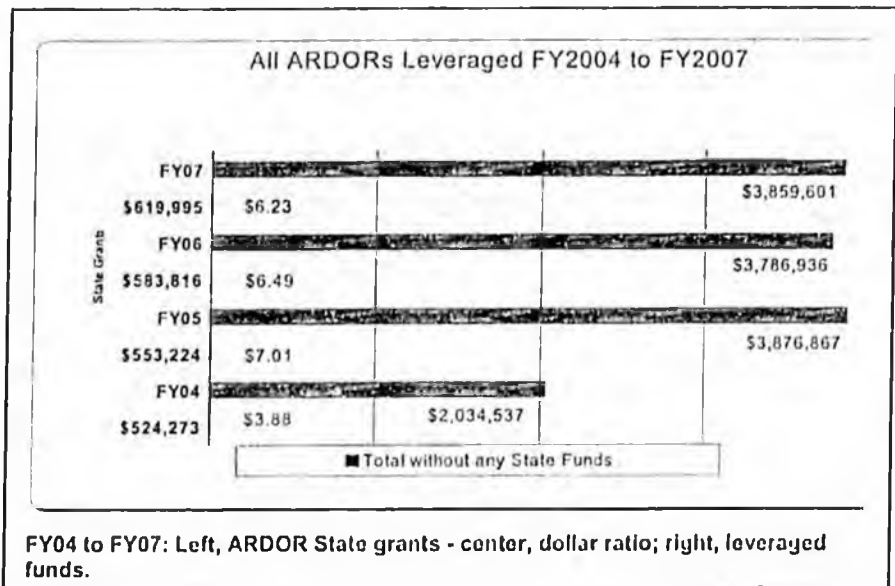
- a. In addition the Program's \$619,995 grant grew into \$4,954,157 cash funds and had support by the private sector funds of over 23%. The ARDOR budget is shown in dollars and percentage collectively in FY07.



¹ This measure counts many ARDOR activities, and may not reflect the breadth and scope of the functions performed by an ARDOR at its respective region. For example, many ARDORs provided services that ranged from technical training for small business development, and provided small business loans to grant writing.

Since the reauthorization in 2004, the ARDORs collectively leveraged an average of \$5.94 for every \$1.00 in State grant. Of the \$620,000, some funds were withheld pending designation of a region as an ARDOR.

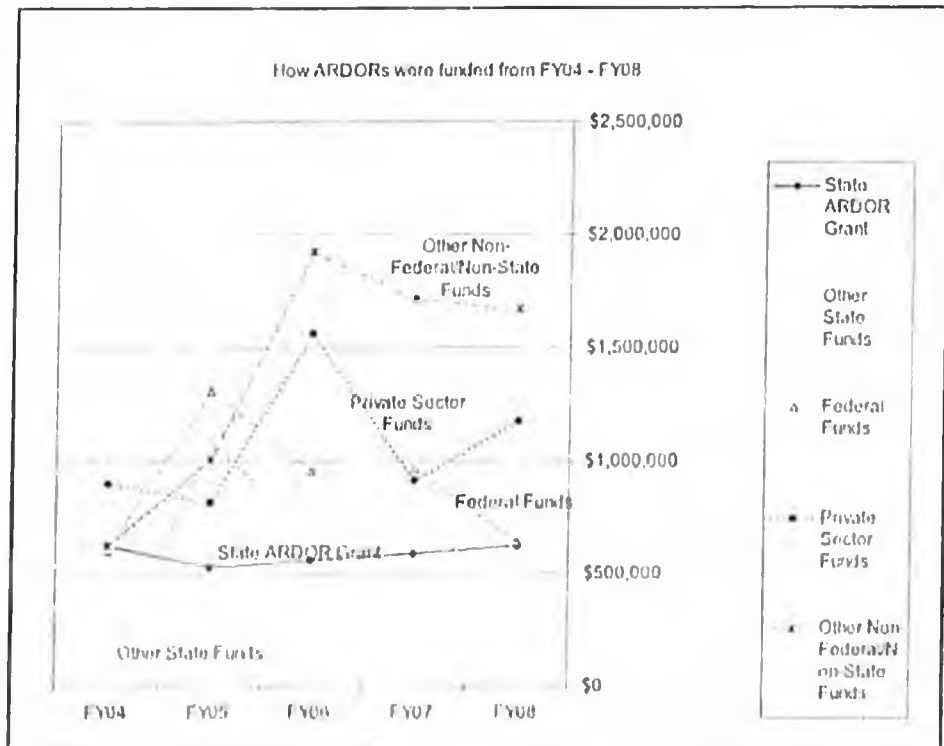
Over all, the ARDORs have used the Program's funds to generate and leverage funds from various sources. Collectively State ARDOR Grant funds have stayed relatively the same, ARDORs have had to rely more on other Non-State/Non-Federal, Private, and Federal funds to generate their operating budget.



The ARDORs were collectively funded from FY04 to FY07 by various organizations; FY08 does not reflect total funds reported.²

A total of five categories reflect how the ARDORs were funded during the last reauthorization:

- 1) Other Non-Federal/Non-State Funds is at the top of our list
- followed by 2) Private Sector,
- next we have 3) Federal Funds
- then 4) ARDOR Funds and at
- the bottom we have 5) Other State Funds.



² Not all ARDOR funding in FY08 has been reported effectively at the time this report was compiled and should not be considered as final.

The ARDORS

An Alaska Regional Development Organization works within a particular region of Alaska to collaborate with local organizations to plan, implement, strategies and deliver services that result in sustainable economic development.³ To determine a regional boundary the regions boundaries are submitted to the Department with the first grant application. The region has to be large enough and contain adequate resources to support a regional economic development program, and be an economically viable unit with shared interests, resources, traditions, and goals. The State approves the region and agrees to make that Alaska regional development organization the sole grant recipient within that region. These regions do not necessarily correspond to other regional designations in Alaska.



The following information is provided by the individual ARDOR organizations and is submitted during the application period for the following Fiscal Year. These individual reports will reflect FY04 to FY07 activities, provide funding information and an over view of their location at the end of each regions report.

³ See Appendix A - This chart will represent just some of the additional support offered by the ARDORS in their region.

Anchorage Economic Development Corporation (AEDC)



Mission Statement

The Anchorage Economic Development Corporation exists to encourage growth and diversity in the Anchorage economy, promote a favorable business climate, and improve the economic standard of living of Anchorage residents.

Information submitted by Erin Ealum, Program Director, AEDC

AEDC FY07 Goals

- 1) Assist Anchorage and Alaskan companies through a well-organized and sustained program to encourage growth, retention and/or expansion outside of Alaska.
- 2) Implement and sustain an external marketing program focused on attracting businesses in select industries with potential for leveraging growth, such as logistics.
- 3) Travel to economic development conference. Assist in updating Division of Community Affairs community profiles, as requested. Assist communities in grant informational activities for Division of Community Affairs grant programs. Provide statistical info for Division of Community Affairs, as appropriate.

AEDC FY07 Goals Achieved *

- 1) Hosted Annual Economic Forecast Luncheon at which more than 1,000 community and business leaders from across the state gained vital data on business trends that will allow businesses to make informed decisions and maximize their chances for success in in-state and export business activity.
- 2) To address Anchorage's forecasted shortfall of workers in the near future¹, hosted the one-day Workforce Development Conference, at which community and business leaders developed two action statements on labor and workforce in support of the Alaska State Chamber of Commerce's legislative priorities.

* AEDC achieved 100% of the three categorized goals, seven out of the 12 goals 58% are the achievements reported on their FY 2007 final report. These goals should not be used as a guide for a percentage of measurement but as a reference that represents a portion of the many things an ARDCR does.

- 3) In response to the needs for transportation and logistics for handling perishables in Rural Alaska, brought Alaska closer to additional efficiency in national and international supply chain by awarding a \$150,000 grant to Commodity Forwarders, Inc., (customized temperature sensitive cargo services throughout the United States, Europe, Middle East, South Pacific and Asia) to develop the Anchorage Global Logistics Facility.
- 4) Increased availability of current, reliable information for investors via the Quarterly Economic Forecasts for Investors.
- 5) Advocated for logistics business opportunities in Anchorage, by hosting Annual Investor Appreciation Luncheon with three renowned speakers in the logistics industry. Over 500 attendees gained ideas, best-practices, and opportunities on Anchorage's logistics needs.
- 6) Enhanced awareness of Anchorage as a viable, business-friendly city in at least 35 media pieces that featured AEDC on business development issues and innovations.
- 7) Hosted first Alaska Council of Supply Chain Management Professionals (CSCMP) Roundtable, a groundbreaking event with over 50 logistics professionals in attendance to hear senior CSCMP official discuss the benefits of having a local CSCMP Roundtable and the challenges his company overcame to streamline supply chain operations.

AEDC FY07 Identified Economic Development Needs and Action Opportunities

- 1) Forecasted shortage of skilled workers in Anchorage. AEDC will continue to host Statewide Workforce Development Conference to examine the labor and workforce issues in the years ahead in order to meet the substantial needs expected from project opportunities on the horizon.
- 2) Perishables handling issues throughout the state. AEDC will collaborate with the business community to examine innovative ways in which fish and other time-critical, temperature-sensitive products such as pharmaceuticals, food, and cut flowers move throughout the state.
- 3) Anchorage market brand is still in flux. AEDC will continue its partnership with Anchorage Convention and Visitor's Bureau, the Municipality of Anchorage, and the Nerland Agency to gather data, develop, and market a brand for Anchorage that encourages community input and effectively markets Anchorage to the national and international business community.

AEDC FY07 Coordinated Regional Efforts Resulting in New Business Opportunities

- 1) AEDC partnered with Anchorage Convention and Visitor's Bureau to submit a proposal for the Municipality of Anchorage to host The International Air Cargo Association Executive Conference in 2008 and TIACA Air

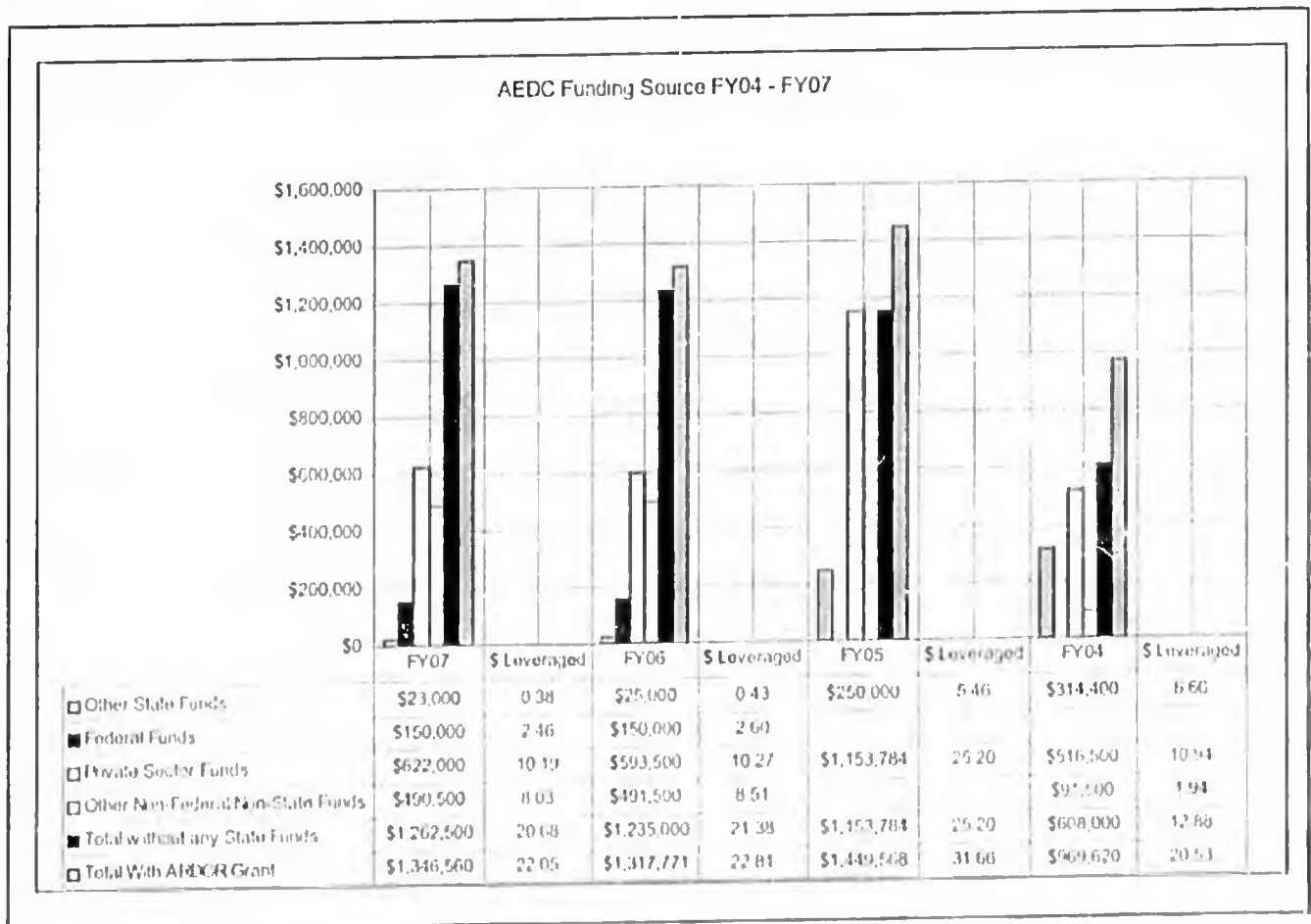
* New jobs forecasted for 2008 in Anchorage were 1,000, actual new jobs generated were 2,000.

Cargo Forum in 2012. These are unparalleled conferences and tradeshow in the air cargo industry potentially drawing over 2,000 attendees.

- 2) AEDC facilitated meetings between Chinese trade representatives from Beijing China and Li Qiao Free Trade Center with Anchorage and Alaska-based companies to promote business and economic development in the fishing industry.
- 3) AEDC provided volunteer staff assistance to the Alaska Federation of Natives conference.
- 4) AEDC facilitated selection of business community representatives to the Mayor's Anti-Gang and Anti-Youth Policy Team.

AEDC FY04 to FY07 Funding

Revenue sources from FY04 to FY07, including the amount of non-State and other money leveraged for the ARDOR grant.



AEDC Current Board of Directors and Contact

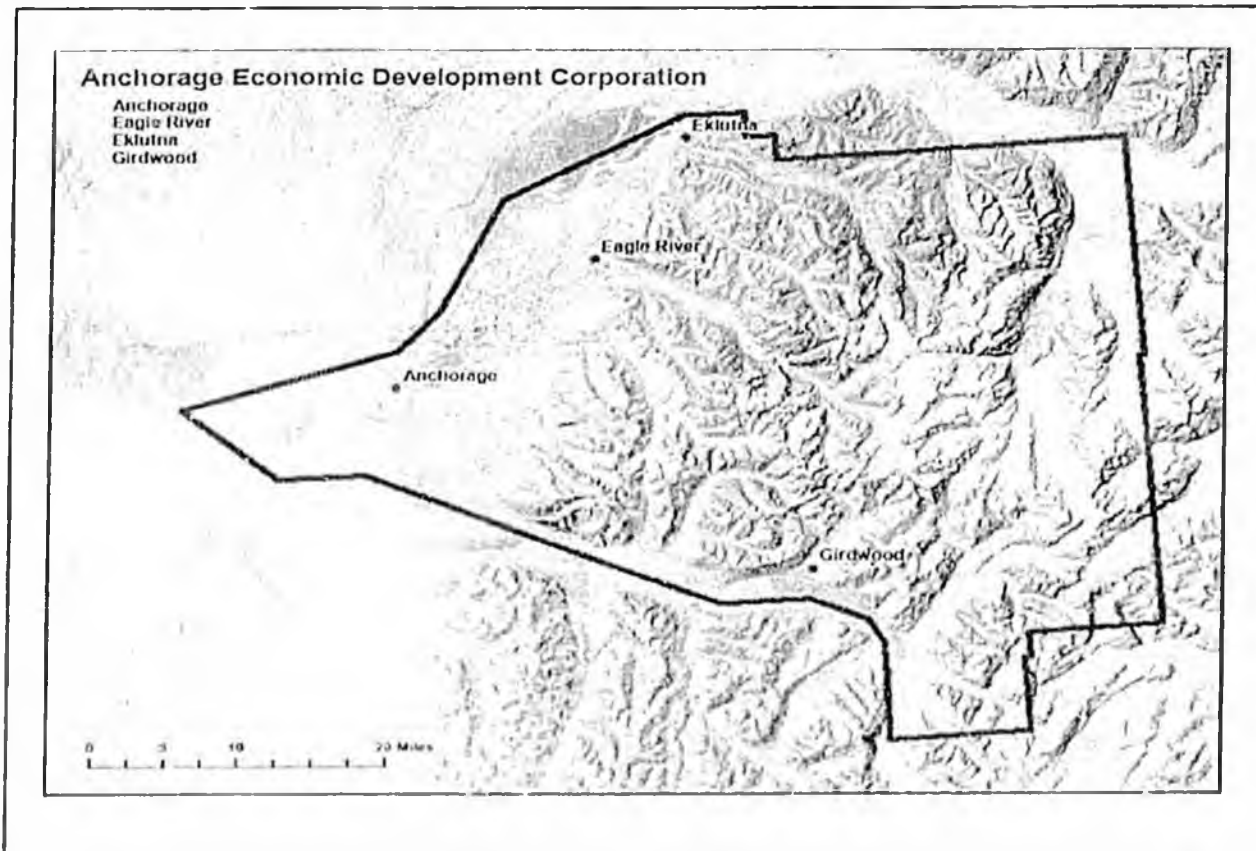
Executive Committee:

Sophie Minich, Chair, Brian Nerland, Vice-Chair, Dennis Mitchell, Secretary/Treasurer, Chris Stephens, David Hamilton, Ed Lamb, James Gorski, Kathy Porterfield, Larry Cash, Lon Wilson, Mary Hughes, Mike Brady, Peter Grunwaldt, Stephanie Holthaus, Suzanne Cherot, Tennys Owens.

Members:

Bill Behnke, Connie Carter, Suzanne Cherot, Jeffrey Davis, Joseph Everhart, Sheldon Fischer, Peter Grunwaldt, Sandra Halliwill, David Hamilton, Stephanie Holthaus, Bob Lacher, Bruce Lamoureux, Kevin Mitchell, Bill O'Leary, Stewart Osgood, John Palmatier, Michael Prozeralik, Greg Kessler, Chris Stephens, Mark Vasconi, Pat Walsh, Lon Wilson, and Craig Haymes

Ex-Officio Members: Chris Anderson, Bill Evans, Tennys Owens, Michael Brady, James Gorski, Morton Plumb, Larry Cash, Mary Hughes, Kathleen Porterfield, Carol Comeau, Edward Lamb, Julie Saupe, Douglas North, Fran Ulmer, Mark Begich, Dan Coffey.



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Bering Strait Development Council (BSDC)



Mission Statement

"To improve the quality of life in the Bering Strait Region through employment and economic opportunities"

Information submitted by Barb Nickels, Community Planning & Development Director, BSDC

BSDC FY07 Goals

1. Update community and regional economic development plans.
2. Plan and Coordinate the Bering Strait Regional Conference for 150-200 participants. Kawerak Regional Conference.
3. Work with Economic Development Administration (EDA) grant recipients and other communities that have constructed multi-use facilities (MUF) in the region in reviewing and completing business plan development.
4. Support entrepreneurship and small business development in the region.
5. Assist in regional initiatives including artist development, small business seed money for opportunities, economic infrastructure and natural resource development with partner organizations.
6. Support the BSDC, other ARDORs, Economic Development Districts, University's and Resource Conservation Districts.
7. Review/comment on Department of Community and Regional Affairs community profiles and provide statistical information. Provide statistical information for Office of Economic Development, as appropriate.
8. Assist communities to obtain State of Alaska and other grant information. Provide technical assistance for all grant applications and grant management.

BSDC FY07 Goals Achieved ⁶

1. Updated four Local Economic Development Plans (LEDPs) with additional project implementation strategies. These LEDPs were uploaded to the Kawerak and the State of Alaska websites.
2. Hosted, planned, and coordinated the Alternative Energy Summit held in conjunction with the Kawerak Regional Conference.
3. Completed annual update of the Comprehensive Economic Development Strategy (CEDS).
4. Identified income generating businesses in Golovin, King Island, White Mountain and Solomon for the multi-use facilities to be sustainable.
5. Provided technical assistance to Shaktoolik and Brevig Mission to obtain funding for construction of multi-purpose buildings.
6. Hosted an American Association of Retired People (AARP) workshop on retirement financial education.
7. Two staff served as assessors in the Alaska Marketplace Competition.
8. Assisted Kawerak, Inc. with business and financial planning to create and launch Tumet, LLC.
9. Provided assistance to 24 individuals interested in starting a business. Tuition Assistance has been provided to two individuals for business related courses. One client has applied for a business license, tax EIN and is pursuing financing from a local bank.
10. After completing two on-site visits to the Shishmaref Tannery to review operations, provided assistance to EDA with an assistance proposal to aid the Shishmaref Tannery in revising their business plan, providing training opportunities, operational procedures, job descriptions, wage reviews, etc.
11. Traveled to Unalakleet, St. Michael and Stebbins to provide assistance to three Alaska Marketplace applicants. Assisted a total of 15 applicants in submitting their concept papers to the business plan competition.
12. Co-hosted a board training meeting with the Alaska State Council on the Arts (ASCA) and the Bering Strait Inuit Council (BSIC).
13. Assisted the BSIC to reincorporate as a non-profit corporation.
14. Attended a Buy Alaska workshop in Nome.
15. Promoted the Rasmusson Foundation Artist Award grants to all E-Commerce Center users. Nineteen (19) artist portfolios have been developed.
16. Established two new E-Commerce Centers, Gambell and Brevig Mission, and provided technical assistance to all eight E-Commerce Centers in the region.
17. Provided three, six-day intensive E-Commerce training to five volunteer representatives in the region and one staff.
18. Assisted more than 120 clients in using the E-Commerce Centers in the region.
19. Partnered via a contract with Alaska Manufacturing Extension Partnership to promote E-Commerce and provide professional business assistance to local manufacturers.
20. Partnered with Fairbanks North Star Borough and recruited a VISTA member to work on regional projects.
21. Compiled resources to develop an educational tourism video for the region.
22. Board Chair and one staff attended the Rural Conservation and Development Annual meeting.
23. Presented a workshop on Tools and Strategies for Successful E-Commerce Programs at Alaska Municipal League (AML).
24. Presented on various approaches to developing a CEDS at the EDA CEDS training.

⁶ BSDC set eight goals for FY07. BSDC achieved those goals and over 25 additional economic development activities, a total of 33 have been achieved, four times as many. These goals should not be used as a guide for a percentage of measurement but as a reference that represents a portion of the many things an ARDOR does. Some of these goals are on going and may have more of an impact than a direct effort. Following page shows additional goals accomplished in FY07.

25. Completed the Bering Strait Community Mapping Project.
26. Partnered with the Small Business Task Force.
27. Became a member of the Denali Commission Planning Committee.
28. Represented all the ARDORs for the Coalition for Economic Development in Alaska (CEDA) project portion to improve the State website's small business sections.
29. Awarded over \$140,000 in contracts to local grant writers to submit proposals for community priority projects.
30. Hosted the Annual Grant Writer Symposium and had two private facilitators, and six funding agencies present. Over 50 participants attended.

BSDC FY07 Identified Economic Development Needs and Action Opportunities

1. Access to capital and business support for new and existing businesses.
2. Affordable renewable energy alternatives for the region.
3. Sustainable small business, E-commerce, tourism and infrastructure development.

BSDC FY07 Coordinated Regional Efforts Resulting in New Business Opportunities

1. Partnered with Alaska Manufacturing Extension Partnership to promote E-Commerce and provide professional business assistance to local manufacturers.
2. Partnered with Fairbanks North Star Borough to recruit a VISTA position, housed in Nome, to identify and develop regional economic goals, implementation strategies and actions that will move our regions, collectively, toward mutual prosperity and poverty alleviation.
3. Partnered with EDA, the State of Alaska, and the University of Alaska Anchorage Coalition for Economic Development to launch the statewide Coalition for Economic Development in Alaska (CEDA).
4. Partnered with the Nome Chamber of Commerce, City of Nome, and Nome Visitor Association to produce an educational tourism DVD for the region.
5. Partnered with Northwest Campus on shared interest/services.
6. Collaborated with the University of Alaska Cooperative Development Center (ACDP) to address critical education needs in Alaska and provide rural citizens with cooperative technical and organizational assistance. The goal is to foster a cash-based economy by creating rural cooperatives.
7. Partnered with Alaska Municipal League to coordinate economic development sessions at their conference.
8. Maintained collaborative relationships with all IRA⁷ and Traditional Councils to implement priority projects.
9. Collaborated with the State of Alaska tourism program, DART.
10. Supported and collaborated with Bering Strait Native Corporation, Norton Sound Economic Development Corporation, City governments, US Department of Agriculture and the Natural Resource Conservation Service.

⁷ The parenthetical (IRA) by some Native villages means the village has organized itself under the 1934 Indian Reorganization Act.

BSDC FY04 to FY07 Highlighted Coordinated Regional Efforts

Credit, Fraud & Educational workshops:

Since 2005, in collaboration and partnerships with banks, BSDC has conducted credit and fraud for high school students and adults. The topics included analyzing credit reports and credit repair. Since, BSDC has presented to six communities, averaging 50 attendees per workshop; presented to over 100 high school students; and assisted 32 clients in reestablishing credit. To date:

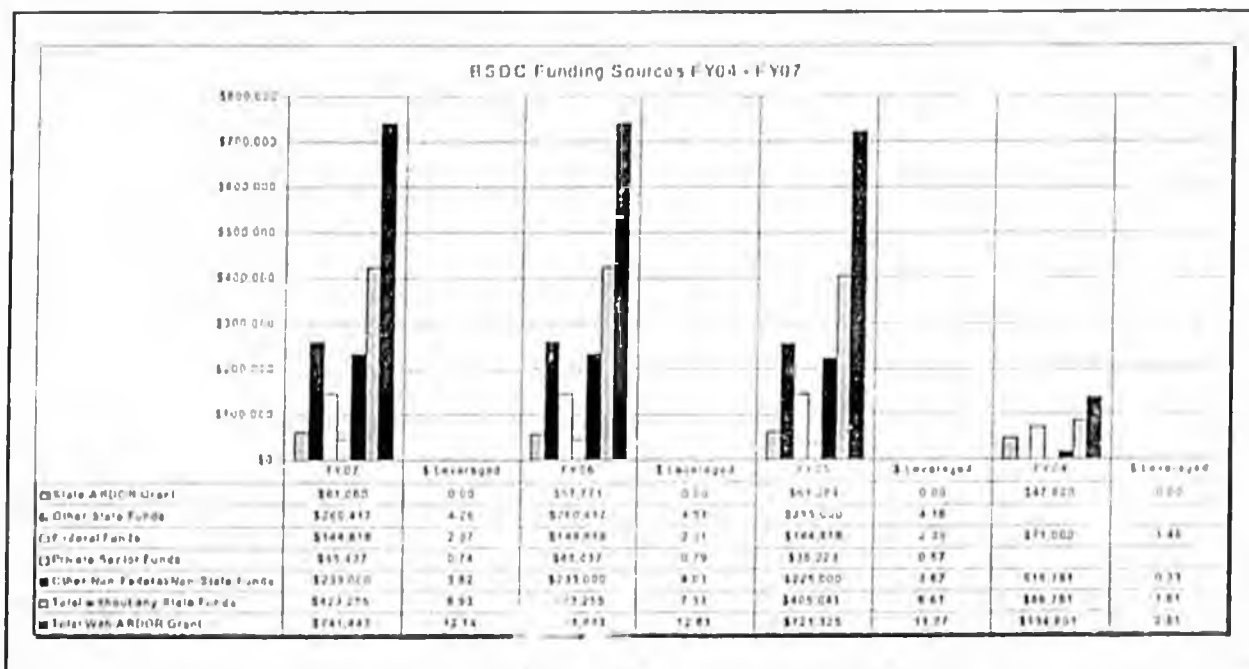
1. one client cleared her credit by consolidating debt and was able to qualify for a loan, buy a bond and start a commercial and residential electrical business in Nome;
2. in Elim, a client had seen one of BSDC "Beware of Fraud flyers" in their village and wanted to ask about a check a friend had received. BSDC staff concluded the check was part of a mail fraud and prevented their friend from having any further problems with the check at the local post office;
3. in Shishmaref, a client attended a credit workshop and thought they had won money through an e-mail lottery. BSDC was able to show the lottery was a fraud and with the check cashed would have been eventually returned to the post office. The check returned; the client could have been out substantially more money if BSDC had not worked on educating the community; and
4. in Nome, a client worked with BSDC staff for about a year to clear her credit report. Her family is now pre-qualified for a home loan and working with a realtor.

2007 Energy Summit

The BSDC hosted a second Energy Summit in Nome to educate the public on cost effective renewable and alternative energy resources. An additional intent was to bring together partnering agencies to implement pilot projects throughout the region. Multiple experts presented on topics ranging from compact fluorescent lights to solar panels and wind mills. The BSDC continues to take the lead in coordinating efforts and seeking additional resources to assist in decreasing the use of high cost diesel fuels in the region.

BSDC FY04 to FY07 Funding

Revenue sources from FY04 to FY07, including the amount of non-State and other money leveraged for the ARDOR grant.



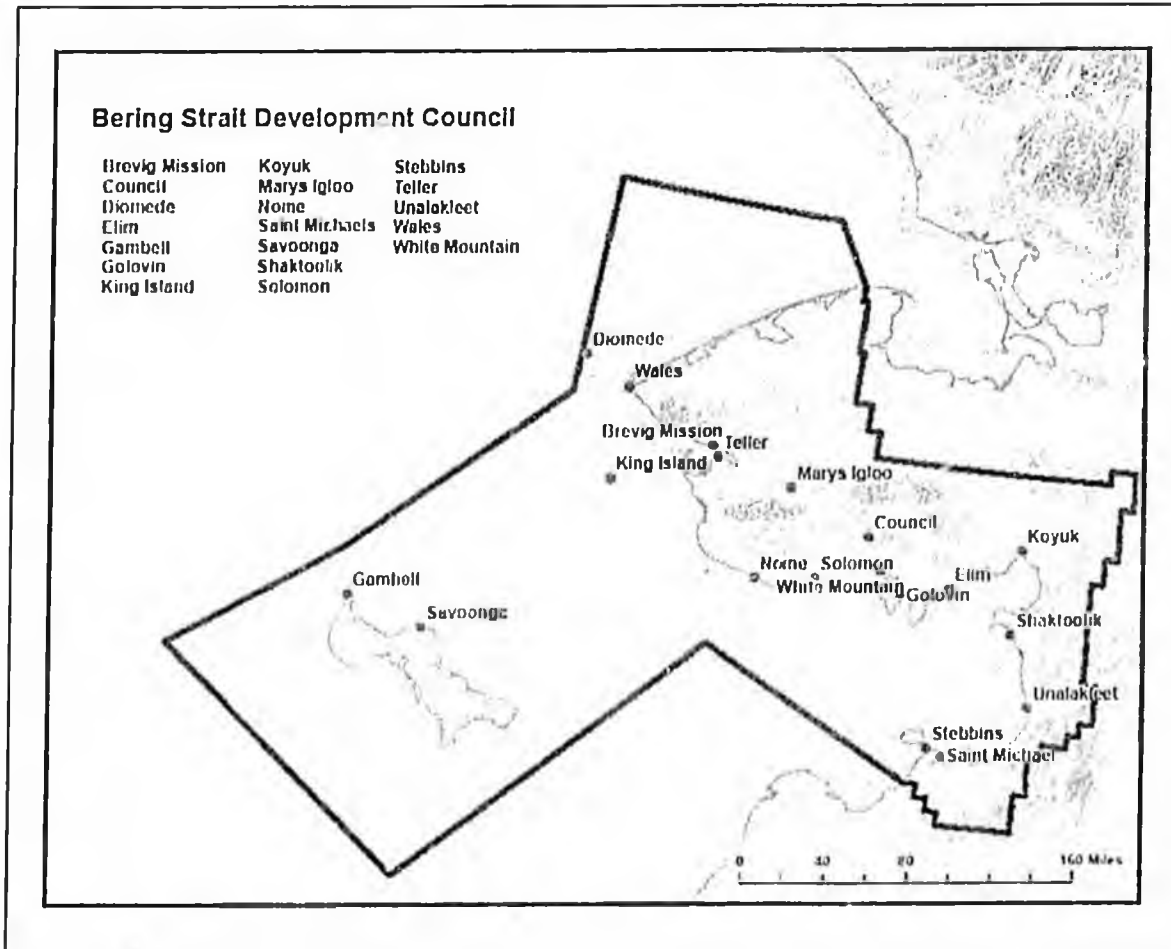
BSDC Current Board of Directors and Contact

Executive Committee:

Robert Keith, Sue Greenly.

Members:

Simon Kineen, Loren Prosser, Mitch Erickson, Kevin Zweifel, Daryl Kooley, Randy Romenesko, Darlene Turner, Merlin Henry, Kermit Ivanoff, Gregory Toolie, Leah Senungetuk, Irene Anderson.



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Copper Valley Development Association (CVDA)



Mission Statement

"Facilitating partnerships to improve the quality of life in Alaska's Copper Valley, through economic development while protecting our natural and cultural resources"

Information submitted by Clair Scribner, Program Coordinator Copper Valley Development Association

CVDA FY07 Goals

1. To be a safe and attractive place to live, work and play. The local economy will be enriched and diversified.
2. To become a tourist destination, with adequate services for visitors and residents alike.
3. To have an appreciation and awareness of our richly diverse natural and cultural histories and pass this on to future generations and offer our visitors an appreciation of the Copper Valley.
4. Residents to have new employment opportunities.
5. Assist in developing adequate quality housing to meet the future needs of Copper Valley residents.
6. To create a more qualified and efficient work force.
7. Assist in developing improved water quality in the Copper Valley.
8. Outreach to communities and market CVDA programs and services.
9. Travel to economic development conference.
10. Assist in updating DCA community profiles, as requested.

CVDA FY07 Goals Achieved^a

1. Facilitated three community fairs and farmers' markets in Kenny Lake, Glennallen, and Copper Center. Served over 1650 citizens and supported expansion of cottage-based industries.
2. The Glennallen Trail Ecosystem Signs, Aspen Interpretive Trail project improved 5,280 feet of recreational area and increased the number of visitor days by 100. The Kenny Lake School Interpretive Trail project improved 1,780 feet of recreational area and served 350 citizens. Four environmental education training sessions were held with 83 participants.
3. Facilitated the Abandoned Vehicle Removal project which served 1,750 citizens and created 13 seasonal jobs. Two new businesses were created to serve the project; five businesses expanded as a result of the

^a Out of the ten goals reported in 2006 for 2007, the CVDA has completed 100% this does not include the additional projects underway or achieved during this period. These goals should not be used as a guide for a percentage of measurements but as a reference that represents a portion of the many things an ARDOR does.

project. Seven environmental education training sessions were held with 190 participants. Two school curriculum and programs were created. Conservation plans were developed for 500 acres. Infrastructure for solid waste collection was improved, and 630 tons of scrap metal was recycled. This improved both tourism and general community areas.

4. Coordinated the Recycling Transfer Site Upgrade project served 3,000 citizens, created one new seasonal job, and maintained the existing job. One ton of solid waste was reduced, and six tons of materials were recycled. An environmental education training session was held with 28 participants.
5. The Kenny Lake Community Planning project served 750 citizens, including 400 socially or economically disadvantaged persons. Grant administration assistance as well as planning facilitation was provided.
6. The Community Library Assistance project assisted the Copper Valley Community and Kenny Lake Community Libraries in securing additional funding. Two seasonal jobs were created, and 100 citizens were served. Three educational events were offered with 44 participants.
7. Coordinated the Copper Center Map project which served 17 businesses. Over 10,000 were distributed to primarily tourists in the first three months of publication.

CVDA FY07 Identified Economic Development Needs and Action Opportunities

1. Small Business Resource Center – offering computer and printing services, marketing and business development consulting, and connecting local businesses to statewide resources.
2. Enhanced Vocational Education – more comprehensive vocational training offered within the Copper Valley region.
3. Enhanced Public Facilities for Tourism – construction and maintenance of public water systems, restrooms, washeterias, and waste disposal facilities to accommodate growing tourism industry.

CVDA FY07 Coordinated Regional Efforts Resulting in New Business Opportunities

1. Copper Valley Resource Conservation & Development partnered with CVDA to conduct the Abandoned Vehicle Project, Recycling Transfer Site Upgrade, community fairs, and trail projects.
2. University of Alaska Cooperative Extension Service and Prince William Sound Community College partnered with CVDA to offer small business and sustainable living skills workshops and seminars.
3. CVDA participated in the Copper River Native Association Vocational Education Advisory Committee, offering guidance to regional and statewide training needs.
4. A Rural Cap AmeriCorps RAVEN volunteer was mentored by CVDA and involved in recycling and abandoned vehicle projects.

CVDA FY07 Highlighted Coordinated Regional Efforts

In 2007 Copper Valley Development Association finalized the removal of the following items to be recycled as part of our abandoned vehicle and scrap metal project which started in 2004.

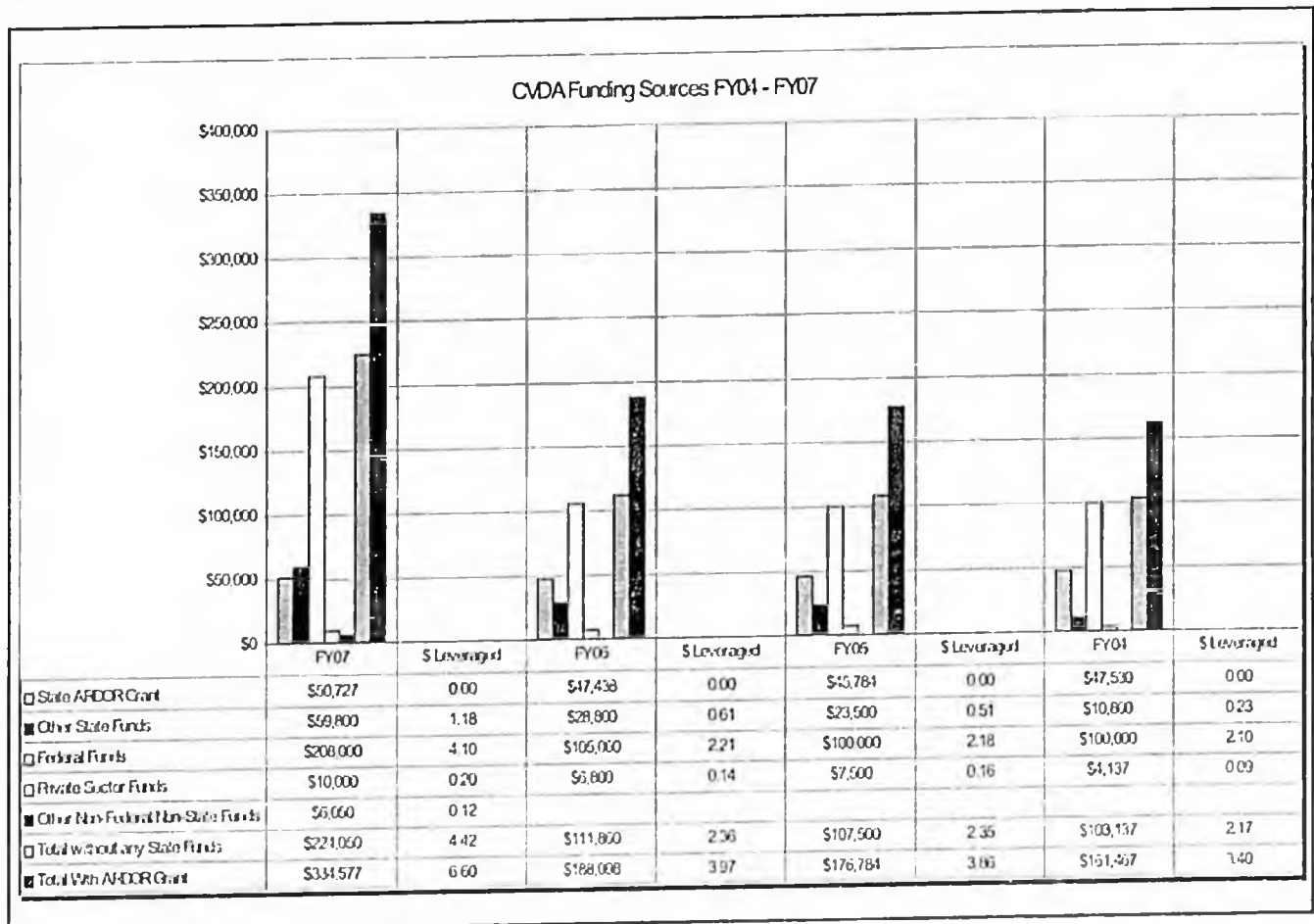
To date: vehicles recycled – 1,041; scrap metal recycled – 188 tons; lead-acid batteries recycled – 1,522; refrigerators recycled – 420; tires recycled – 310; and 630 tons of scrap metal was recycled.

To date the Vehicle Removal Project served: 1,750 citizens; created 13 seasonal jobs and two new businesses; helped expand five existing businesses; offered seven environmental education-training sessions to 190 persons; created two school curricula and programs; developed conservation plans for 500 acres in the region; and improved infrastructure for solid waste collection.

Because of these improvements both tourism and the general region showed an improvement in both the landscape and business. CVDA is still in the process of compiling information of landowners and businesses. Results of the impacted will be available in 2008 as part of the progress report submitted to the State of Alaska.

CVDA FY04 to FY07 Funding

Revenue sources from FY04 to FY07, including the amount of non-State and other money leveraged for the ARDOR grant.



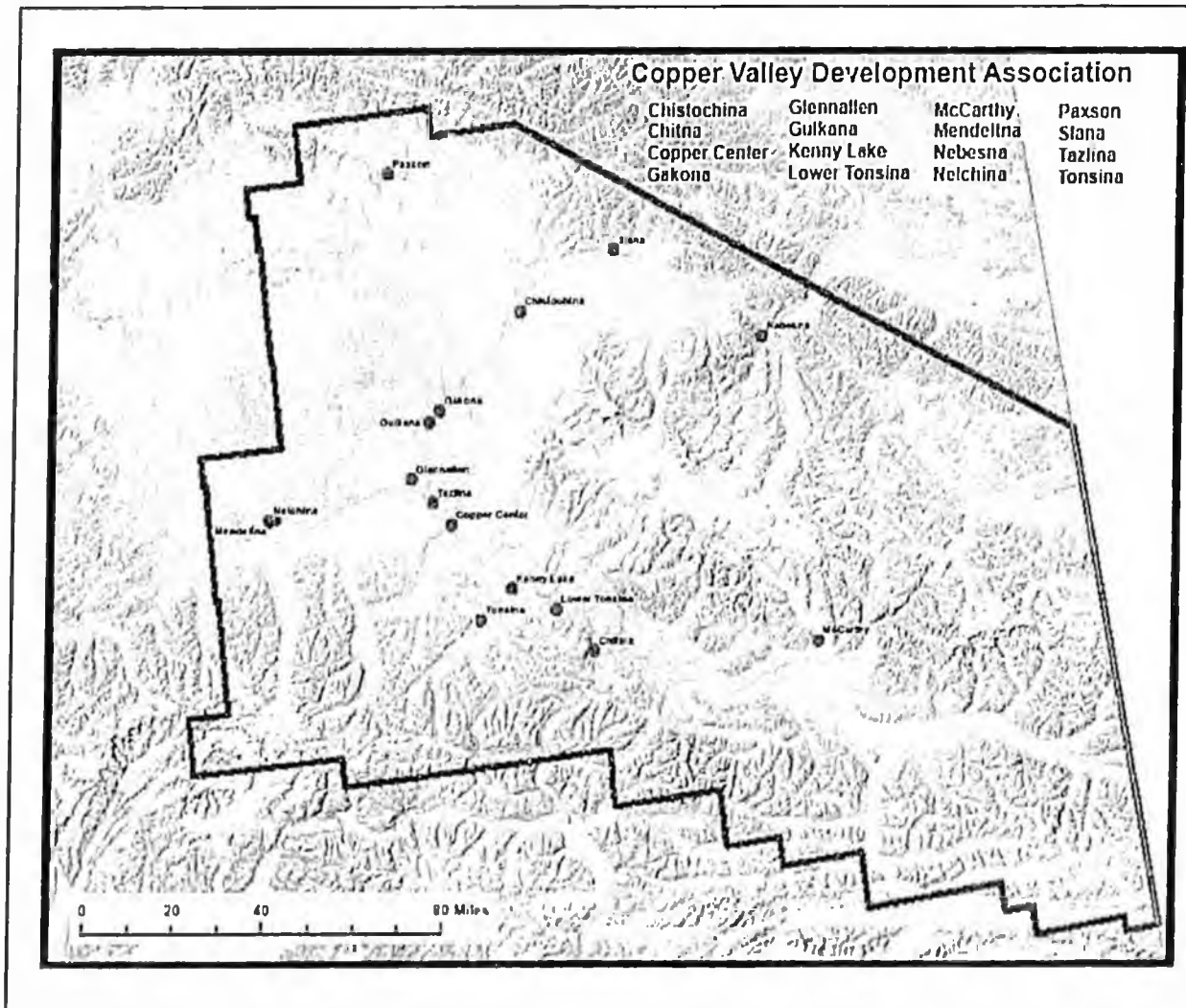
CVDA Current Board of Directors and Contact

Executive Committee

Lori Price – President, Terry Keizer - Vice President, Vicki Snitzler– Secretary, Heidi Veach – Treasurer
Members Gil Gutierrez – Director, Teri Nutter – Director

Members

Members Gil Gutierrez – Director, Teri Nutter – Director



Contact

Clair Scribner, Program Coordinator
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Web Address: <http://www.alaskaeconomicdevelopment.org>

Fairbanks North Star Borough Economic Development Commission (FNSB)



Mission Statement

To improve the quality of life and the standard of living for the residents of the Fairbanks North Star Borough by developing goals, establishing objectives and implementing strategies that sustain, enhance, or increase economic and social opportunities for the individuals in the region.

Information submitted by Kathryn Dodge, PhD, Fairbanks North Star Borough

FNSB FY07 Goals

1. Support the development of low cost, alternative, or renewable energy and power generation including the distribution of same to all areas of the FNSB and outlying rural communities.
2. Prepare for future anticipated population fluctuations due to military or industrial activity
3. Support planning principles that minimize urban sprawl and revitalize urban areas.
4. Promote the development and maintenance of community and cultural centers and themes that enhance the FNSB's sense of place.
5. Assist local government and community organizations to develop leadership skills and the ability to successfully carry out economic and community development activities.
6. Continue to promote and improve the FNSB as the regional Strategic, Social, Educational, Economic, and Health hub.
7. Visitor Industry Development - Contribute to the economic well-being of the FNSB by developing and enhancing visitor attractions and marketing to potential visitors.
8. Develop community of entrepreneurs.
9. Travel to economic development conference.
10. Assist in updating Division of Community and Regional Affairs DCRA, community profiles.
11. Assist communities in grant informational activities for DCRA grant programs.
12. Provide statistical info for DCRA, as appropriate.

FNSB FY07 Goals Accomplished ⁹

1. Moved forward projects to develop low cost, renewable energy and power generation for FNSB.
2. Developed business plan for Energy Center, identified partners, working to develop funding package.
3. Supported the development of an energy cost matrix to best way to bring our energy costs down.
4. Prepared for future military deployments.
5. Worked with Fairbanks Economic Development Council (FEDC) and Air Force to expand Red Flag Alaska trainings that maintain Eielson's strategic presence.
6. Worked with FEDC to develop 3-D Airspace model.
7. In partnership with University Alaska Fairbanks and Fairbanks Economic Development Corp. conducted diversification study and began implementing primary recommendation to develop Accelerator.
8. Worked with North Pole on their Theme City project, including placing VISTA with project.
9. Partnered with Downtown Association – Fairbanks on their Vision Fairbanks urban revitalization program. Placed VISTA with project, held four highly successful community visioning session, final implementation plan under development. Worked with DTA to identify possible funding mechanisms for projects
10. Worked with Department of Commerce, Community and Economic Development, Economic Development Administration, University Alaska Anchorage, and other ARDORs partners to develop the Basic Economic Development Course to be presented in Fairbanks.
11. In partnership with FEDC, founded a think tank in Fairbanks (Interior Issues Council).
12. Worked with local Senior Service Providers to help them find funding and develop RFP to conduct an assessment of senior needs, services currently provided, and what will keep them in our community.
13. Worked with Downtown Association, Energy Center, and Fairbanks Economic Development Corp. to help them identify funding mechanisms for their projects.
14. Published quarterly analysis of Fairbanks North Star Borough economy.
15. Successfully challenged State of Alaska Department of Labor's 2006 population estimate. Documented FNSB population, at 96,888, was 10.3% higher than DOL estimate.
16. Worked with FEDC and other community partners to strengthen Fairbanks' role as a Regional Hub by conducting trade missions and outreach to regional partners.
17. Worked with Nome ARDOR to develop Regional Partnership that will help Interior and Northern Regions work together.
18. Worked with FEDC and North Slope Borough to fight bypass mail change, documented impact of change
19. As result of work done in partnership with City of Valdez, PWSEDD and Copper Valley EDD, cruise ships returning to Valdez in 2008.
20. Worked with State of Alaska's Department of Transportation (DOT) and FCVB to obtain scenic byway designation for the Northern Parks Highway. Working with City of Delta, State DOT, and FCVB to develop partnership plan for Northern Richardson Highway Scenic Byway.

⁹ The FNSB has many different projects on going around their region. This reflects only a portion of the FNSB's activities. Out of the 12 goals reported in FY07 the FNSB completed 23, this exceeds their estimated projection by almost two time what was reported, over 100% completed. These goals should not be used as a guide for a percentage of measurements but as a reference that represents a portion of the many things an ARDOR does.

FNSB FY07 Identified Economic Development Needs and Action Opportunities

1. Provide affordable energy to our community.
2. Diversification of industry base.
3. Establish a Business Accelerator.
4. Downtown Revitalization (North Pole; Fairbanks).
5. Continue to build on role as Regional Hub.

FNSB FY 07 Coordinated Regional Efforts Resulting in New Business Opportunities

1. Partnered with Nome ARDOR to develop Regional Partnership. Placed VISTA in Nome with partner.
2. FEDC and UAF in developing Accelerator in Fairbanks.
3. Chena Power & UTC to develop Energy Center.
4. Fairbanks Downtown Association, City of Fairbanks, community members to develop and implement "Vision Fairbanks."
5. Fairbanks Convention and Visitors Bureau to develop Scenic Byway designations and partnership plans.
6. FEDC, Northwestern Arctic Borough, and Fairbanks Chamber on regional hub program.
7. UAA, CED, other ARDORs, EDA, DCCED developing Basic Economic Development Course in Alaska.
8. UAA, CED, other ARDORs, EDA, DCCED developing Coalition for Economic Development in Alaska.
9. FEDC to bring in economic development presenters; and
10. The Fairbanks North Star Borough began publishing a quarterly analysis of the Fairbanks North Star Borough economy and current issues or opportunities facing the community.

FNSB Highlighted Coordinated Regional Efforts

The FNSB ARDOR's biggest accomplishment for 2007 was documenting that Fairbanks North Star Borough has been seriously under-reporting its new construction and that its population had been under estimated by 9,000 people, or 10% of the population.

The Fairbanks North Star Borough worked collaboratively with the State of Alaska, Division of Community and Regional Affairs DCRA regarding the 2006 population estimate, documenting the presence of an additional 9,039 people in the borough.

The FNSB ARDOR was one of the founding members of an Interior Think Tank (Interior Issues Council) which is working on anticipating opportunities and challenges and planning for, or resolving them, before they occur.

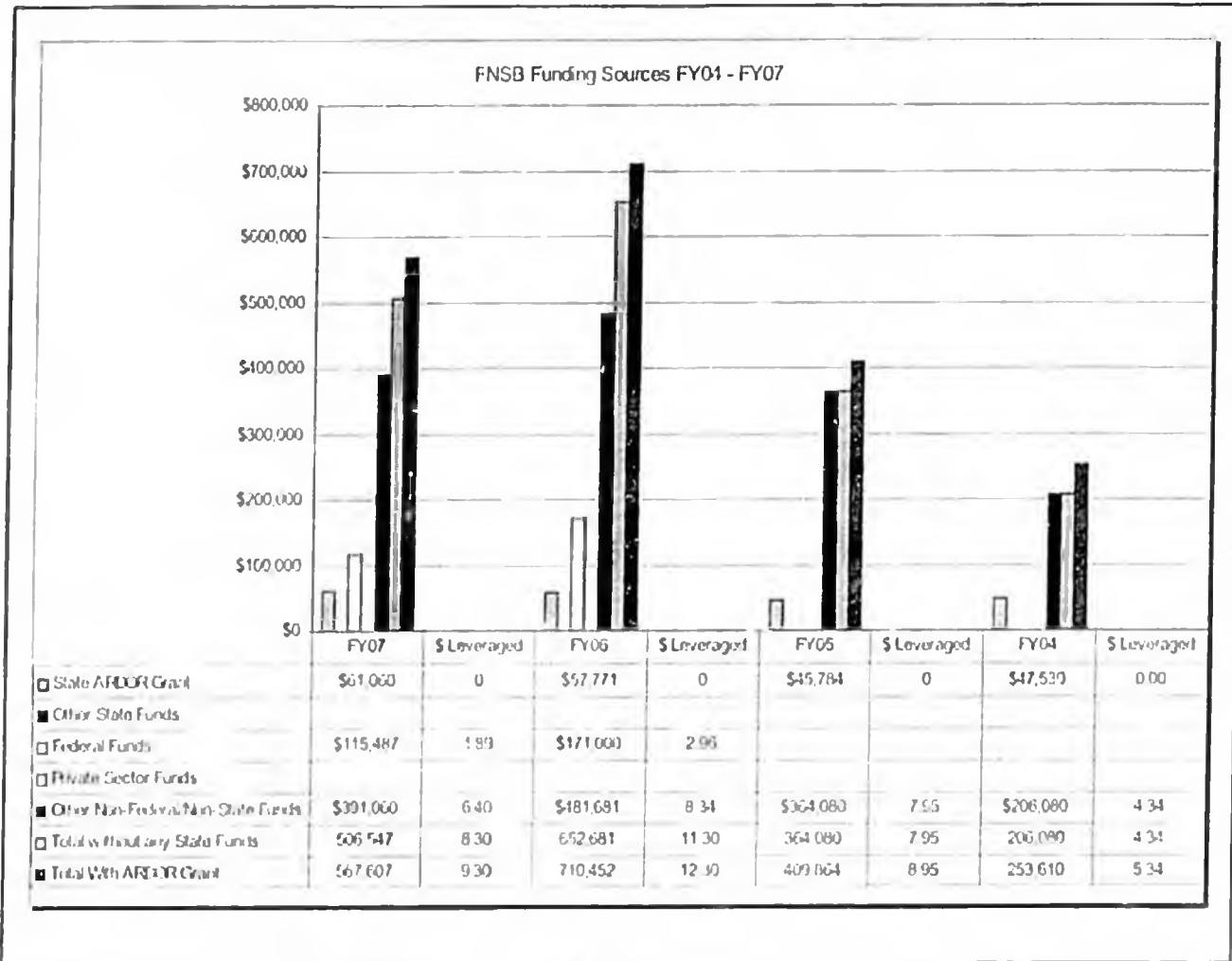
High energy costs continue to challenge people and businesses' bottom line. This is a key challenge and we are working on possible solutions, although they are years away at best.

The ARDOR was instrumental in the Downtown Revitalization project for Fairbanks, where it partnered with local organizations to create a Downtown Revitalization Plan; recruited an urban planning consultant team, Crandall Arambula (CA); hold four public meetings where an average of 400 people worked together to develop a community vision to revitalize downtown Fairbanks; and in the final meeting approved the concept which is now moving into the public approval stage and implementation.

Another accomplishment was a first ever team building meeting of all the region's local economic development partners and their staff members. Finally, the FNSB has begun to write quarterly analyses of the local economy which has been well received through-out the region.

FNSB FY04 to FY07 Funding

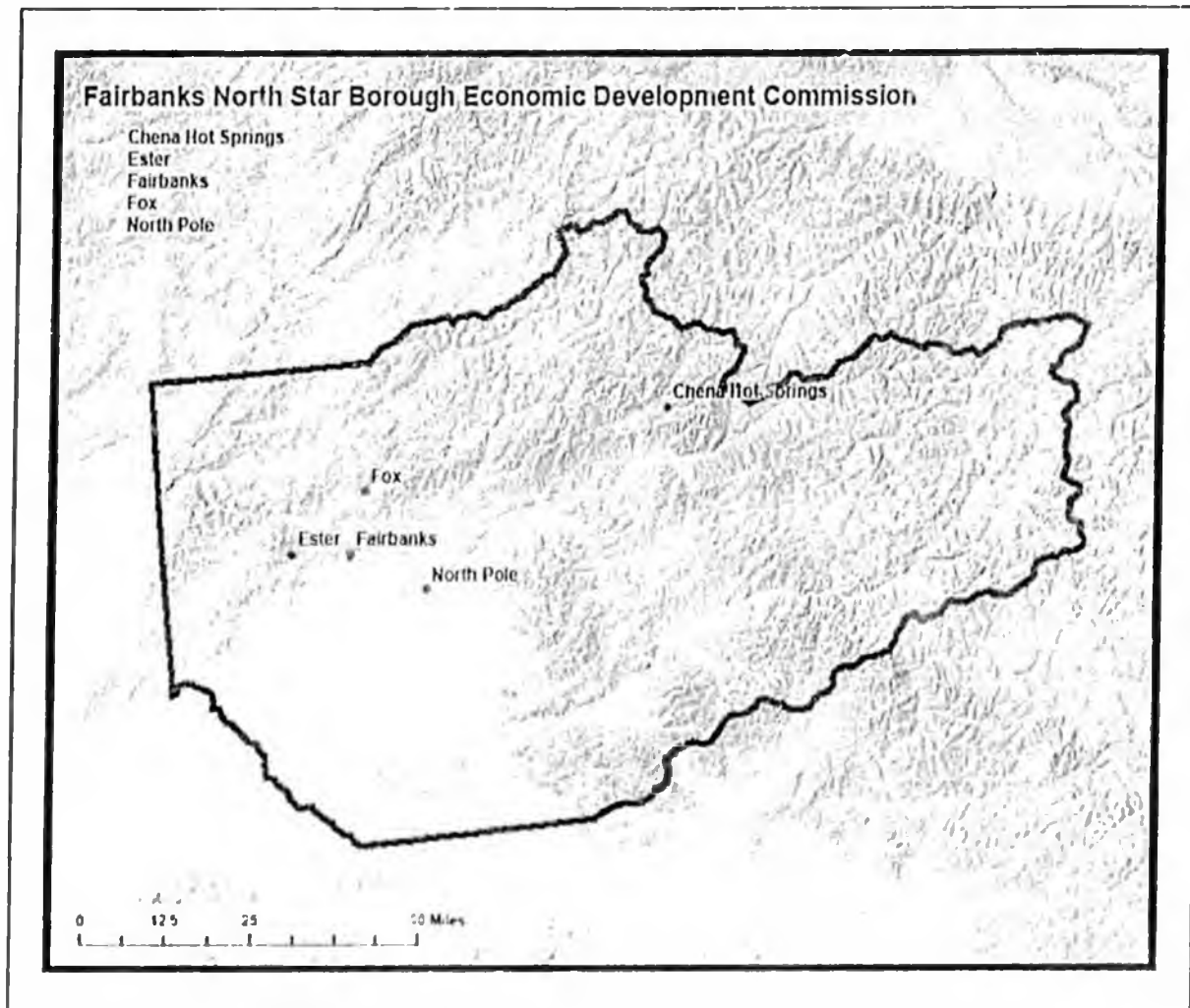
Revenue sources from FY04 to FY07, including the amount of non-State and other money leveraged for the ARDOR grant.



FNSB Current Board of Directors and Contact

Executive Committee

Chair: Jim Whitaker Mayor - Mayor Steve Thompson, Assembly member Hank Bartos, Assembly member Torie Foote, Jeff Cook, Jeff Jacobson, Toby Osborn, Jake Poole, Dean Westlake



Contact

Dr. Kathryn Dodgo
Fairbanks North Star Borough Economic Development Commission
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Web Address: <http://www.co.fairbanks.ak.us/MayorsOffice/EconomicDevelopment/default.htm>

Kenai Peninsula Economic Development District (KPEDD)



Mission Statement

The District is dedicated to the purpose of developing programs that promote and foster economic and workforce opportunities.

Information submitted by John Parker, Executive Director Kenai Peninsula Economic Development District

KPEDD FY07 Goals

1. Stimulate entrepreneurs and small business to create and retain sustainable wealth and related opportunities.
2. Position KPEDD as a regional leader in public policy/economic development.
3. Redefinition of KPEDD's structure, composition and role in regional economic development.
4. Travel to economic development conference.
5. Provide statistical info for Office of Economic Development, as appropriate.

KPEDD FY07 Goals Accomplished ¹⁰

1. Stimulate entrepreneurs and small business to create and retain sustainable wealth and related opportunities;
2. worked with employee groups at the Agrium facility to transition displaced employees to their own businesses;
3. Position KPEDD as a regional leader in public policy and economic development;
4. set up a dedicated training facility in its small business incubator to train people for positions in the oil & gas industry
5. Redefine KPEDD's structure, composition and role in regional economic development.

¹⁰ KPEDD set five goals for 2007. Although only approximately 3 goals were accomplished during FY07, KPEDD achieved four that are walking with Community Development that resulted in New Business. These goals should not be used as a guide for a percentage of measurements but as a reference that represents a portion of the many things an ARDD does.

FY07 Identified Economic Development Needs and Action Opportunities

1. Networking opportunities for entrepreneurs
2. Equity funding source in Alaska
3. Mentors to work with fledgling entrepreneurs

KPEDD FY07 Coordinated Regional Efforts Resulting in New Business Opportunities

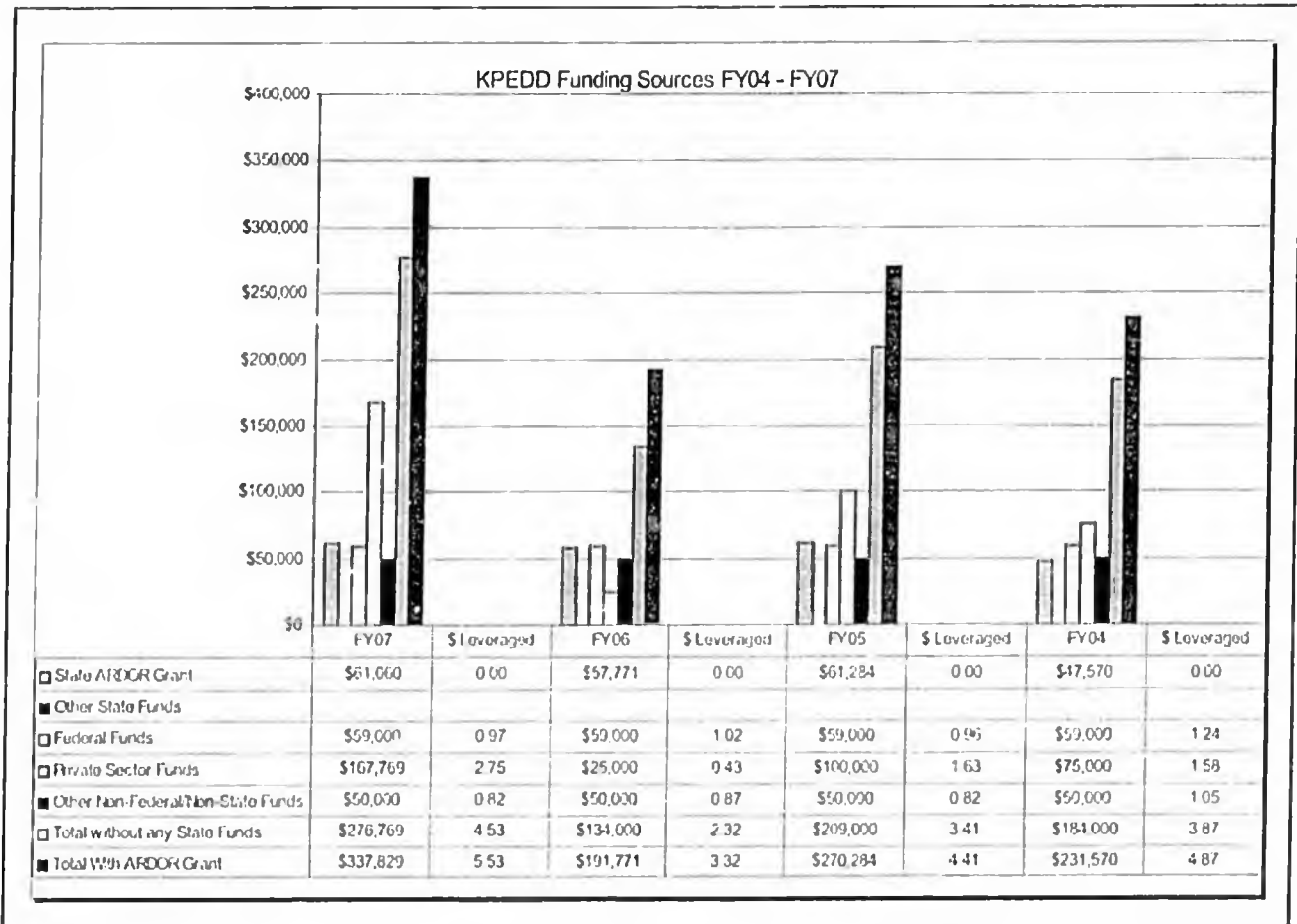
1. UCED/ISER (project collaboration)
2. EDA (project collaboration)
3. AVTEC (distance education)
4. Governor's Council on Disabilities (virtual incubation)
5. Kenai RC&D (board and operational collaboration)
6. Kenai Department of Labor (job fair)
7. Kenai Peninsula Borough (contract work)
8. SBDC (cross referral)
9. DCCED Division of Investments (cross referral)
10. AIDEA (cross referral)
11. Juneau EDC (project support)
12. Alaska InvestNet (project support and strategic partnering)
13. All ARDORs (strategic collaborations)
14. City of Kenai (international collaboration)
15. KPTMC (brand development)
16. Continue to work with the Kachemak shellfish industry.

KPEDD FY07 Highlighted Coordinated Regional Efforts

1. During FY07 the Small Business Innovation Center (small business incubator) operated by KPEDD produced in excess of 70 new, high quality jobs;
2. during the past 12 months, over 300 individuals were processed through training and upgrading sessions in this facility;
3. over 200 individuals were engaged in various training and upgrading programs in the facility over the course of the year. These courses were in the areas of radiology, safety, real estate and crafts;
4. KPEDD is in the process of adding an additional 1,260 square feet of new space on to the small business incubator. This space came online during the summer of 2007;
5. is also setting up a new training room within the facility and improved parking and access.
6. KPEDD worked closely with and supported Denali Biotechnologies in its efforts to establish a viable nutraceutical industry in the KPB during 2007.

KPEDD FY04 to FY07 Funding

Revenue sources from FY04 to FY07, including the amount of non-State and other money leveraged for the ARDOR grant.



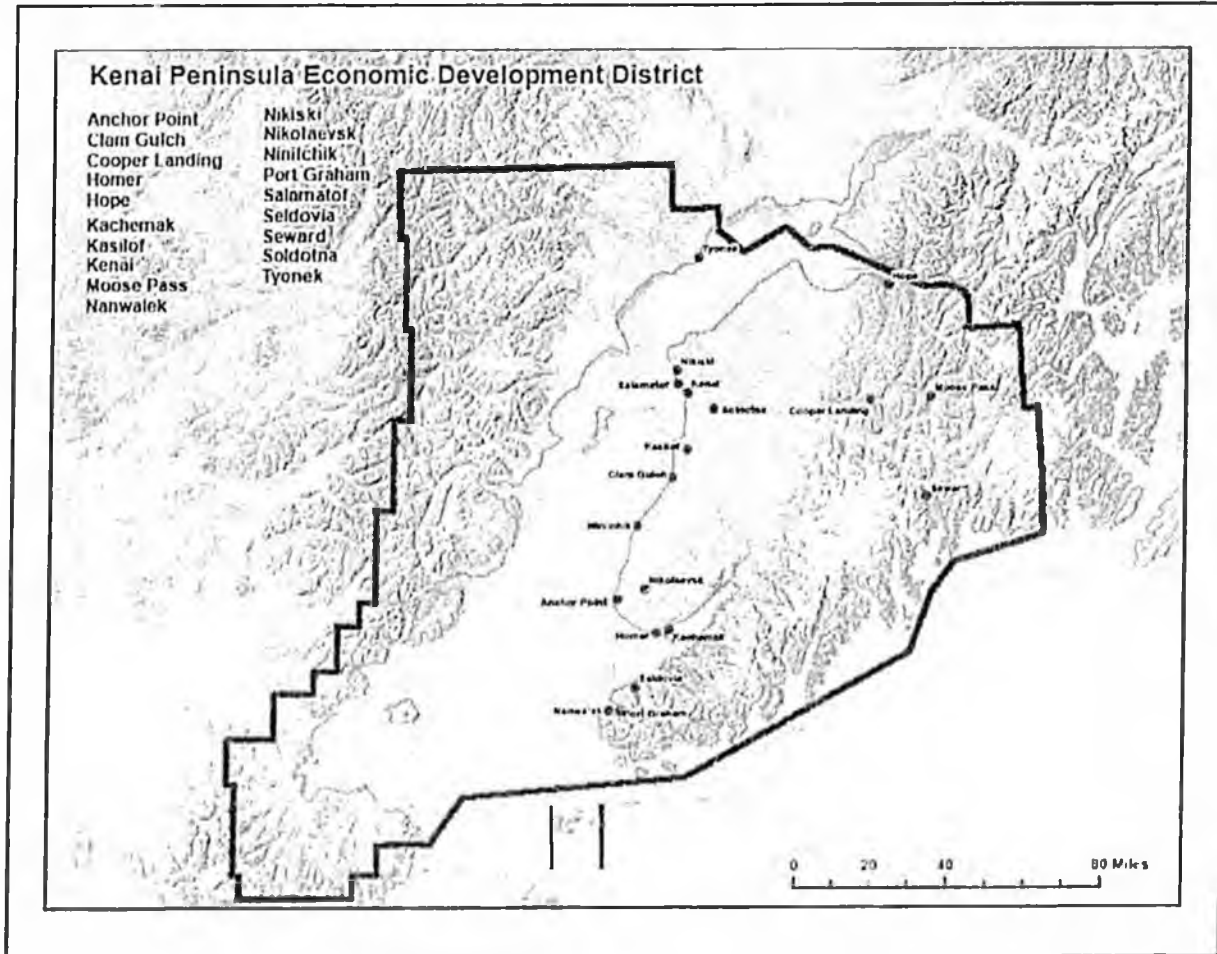
KPEDD Current Board of Directors and Contact

Executive Committee

Dave Durham, President - Barry Eldgridge, Vice Pres - Anne Marie Holen, Treasurer -
Jeanne Camp, Secretary

Members

Ron Long, Barb Blakeley, Andrew Riddell, Dave Carey, Paul Shadua, Michael Haines, Bob Valdetta,
Kristine Holdridge, Rhonda Haynes, Blake Johnson



Contact

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Lower Kuskokwim Economic Development Council (LKEDC)



Mission Statement

The Lower Kuskokwim Economic Development Council exists to promote economic development activities in Bethel and 26 surrounding villages. Local planning and assistance to secure funding for small business activities and local infrastructure needs in our region is provided.

Information submitted by Carl Berger, Executive Director Lower Kuskokwim Economic Development Council

LKEDC FY07 Goals

1. To develop, expand, diversify and promote quality standards for all Lower Kuskokwim fisheries products in Salmon, Halibut, and herring fisheries.
2. To develop and expand the growth of the individual visitor and tourism program in the Y-K region.
3. To develop and expand the local and regional retail & service industry within our region.
4. Provide for the sound management of the Lower Kuskokwim EDC.

LKEDC FY07 Goals Accomplished"

1. Commercial salmon fishing quality standards were promoted in the Kuskokwim fishery, through our salmon quality management program (tenth season); at season's end the percentage of fishermen utilizing our slush ice bags increased from 38% in FY 2006 to just over 44% during the FY07 period, and over 100 fishermen received a bonus from the processor for icing their commercial catch, utilizing insulated slush ice bags provided to them by LKEDC without charge.
2. One tourism workshop and two birding tours were led in the LKEDC region during FY07.

11 LKEDC accomplished three of their four goals or 75% reported in FY07. This should not reflect the total amount of achieved goals as the ARDOR activity extends much further. These goals should not be used as a guide for a percentage of measurements but as a reference that represents a portion of the many things an ARDOR does.

3. Technical assistance was provided to small business entrepreneurs in the region during FY07; a total of 27 Alaska Marketplace applications were submitted for the current competition from our region.

FY07 Identified Economic Development Needs and Action Opportunities

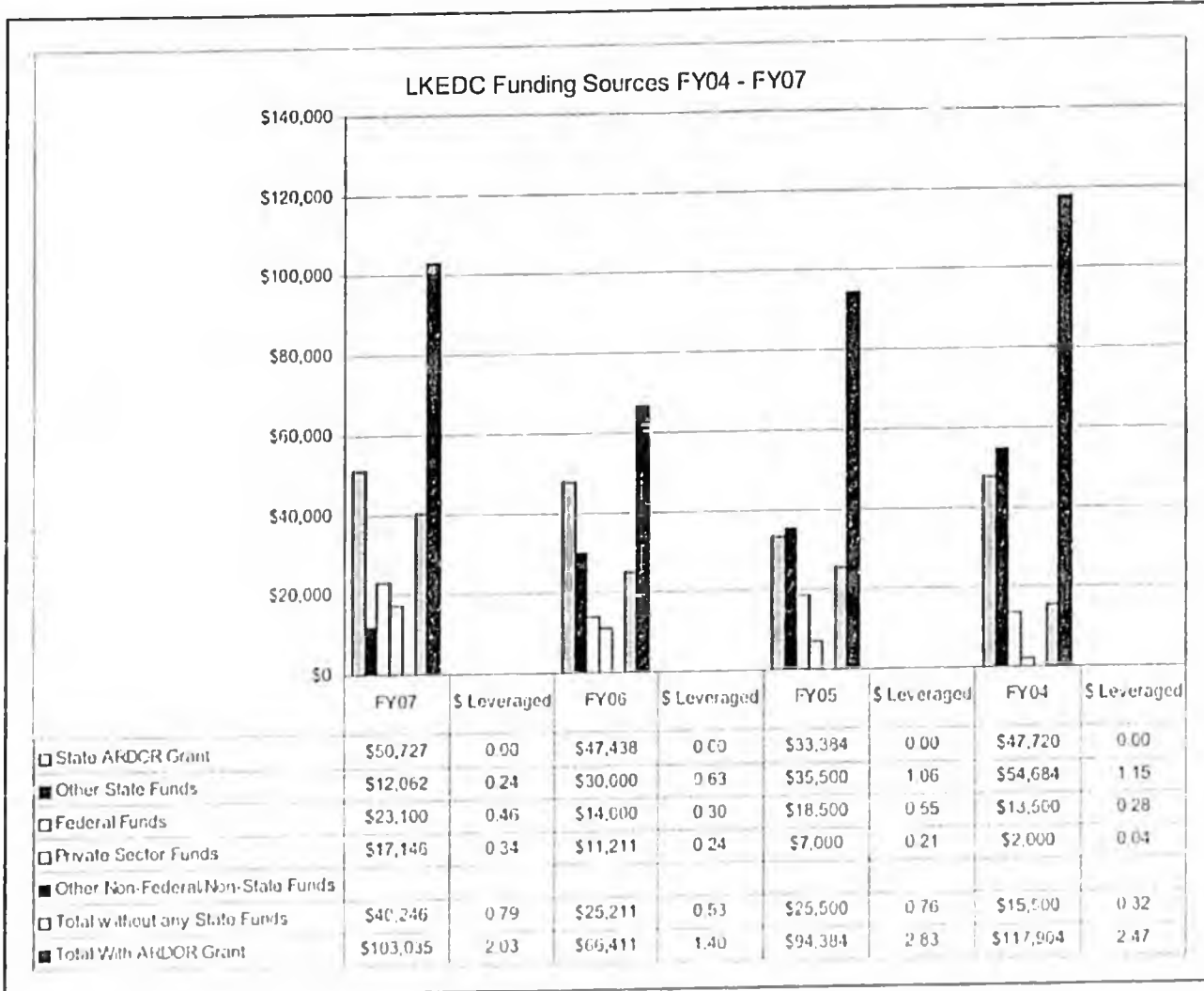
1. Better access to capital for local business development.
2. Developing new markets in the region.
3. Better seafood handling techniques for value-added fish products.
4. Development of the local workforce for current available local jobs and projected jobs needed.
5. Develop funding sources to meet the needs of our program operations.
6. Support new partnerships that will adequately support the financial needs of our region; and
7. Continue partnership between the RC&D coordinator and LKEDC Executive Director, to provide services for the region.

LKEDC FY07 Coordinated Regional Efforts Resulting in New Business Opportunities

1. Collaboration with the Alaska Tourism office, UAF Marine Advisory program and with city and village tribal councils to advance and promote birding industry development in the region, through assessment of and leading birding tours here.
2. Collaboration with Native Village of Kwinhagak, Traditional Village Council in Goodnews Bay, Coastal Village Seafoods (CDQ participant), USDA Rural Development, and Exxon Mobil to promote and attain higher quality standards in local commercial salmon fisheries.
3. Collaboration with local interagency group in supporting the development and funding of Yuut Elivnaurviat - the People's Learning Center, assuring its construction completion and opening during 2007.
4. Continuing collaboration with the USDA, Natural Resources Conservation Service in developing the Resource Conservation & Development district for the Yukon Kuskokwim region, with oversight provided by the LKEDC board of directors.

LKEDC FY04 to FY07 Funding

Revenue sources from FY04 to FY07, including the amount of non-State and other money leveraged for the ARDOR grant.



LKEDC Current Board of Directors and Contact

Executive members

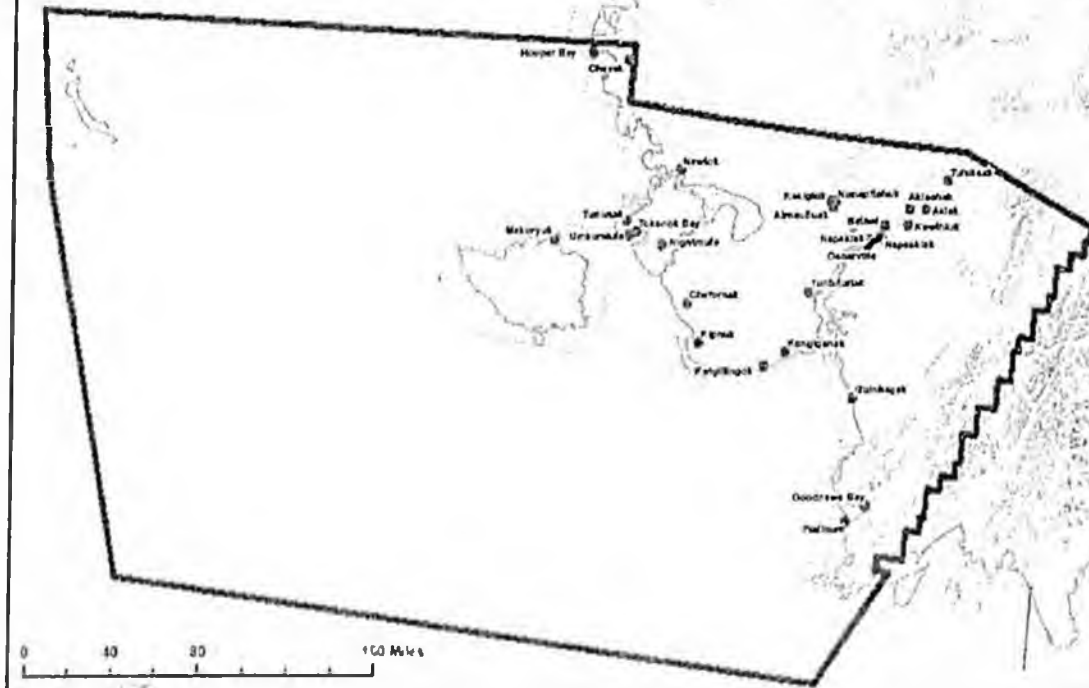
Fred Phillip, Chairman - Arthur Lake, Vice Chairman - Peter Julius, Secretary - Alexie Jimmie, Treasurer

Members

Max Angellan, Sen. Lyman Hoffman, Rep. Richard Foster, Rep. Mary Nelson, Les Daenzer

Lower Kuskokwim Economic Development Council

Akiachak	Hooper Bay	Napaskiak	Toksok Bay
Akiak	Kasigluk	Newtok	Tuluksak
Atmautluak	Kipnuk	Nightmute	Tununak
Bethel	Kongiganak	Nunapiitluk	Tunululiak
Cheforak	Kwethluk	Oscarville	Umkumiute
Chevak	Mekoryuk	Platinum	
Goodnews Bay	Nepkiak	Quinhagak	



Contact

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 Web Address: <http://www.lkedc.org>

Mat-Su Resource Conservation and Development, Inc. (MAT-SURC&D)



Mission Statement

To create jobs, expand the local economy, conserve natural resources and enhance the quality of life for residents and institutions of the Matanuska – Susitna Borough.

Information submitted by Marty Meliva, Executive Director Matanuska Susitna RC&D

MAT-SU RC&D FY07 Goals

1. Establish an industrial sector to provide employment and tax base
2. Develop infrastructure to support economic development.
3. Establish anchor attractions for tourism development.
4. Retain and expand existing businesses.
5. Increase education and workforce development opportunities.
6. Plan and Provide for public facility sites to meet needs of growing population.
7. Increase commercial and industrial development to broaden tax base so it does not rely as heavily on residential properties.
8. Support natural resource based opportunities.
9. Work to maintain high environmental standards for water quality.
10. Travel to economic development conference.

MAT-SU RC&D FY07 Goals Accomplished¹²

1. Hosted annual Economic Development Conference, December 2007 focusing on Work Force Development with 75 attendees
2. Negotiated and signed an Economic Enterprise contract with the Sirolli Institute. Organized board training and raised over \$90,000.00 of funding from both the public & private sectors in creating the Mat-Su Economic Enterprise, the first Enterprise Facilitation community in Alaska. M.E.E. purpose is to offer free, confidential one on one business management advise to both start-up entrepreneurs and existing businesses both in the for profit and non-profit sector.
3. Worked with the City of Wasilla to secure \$50,000 in funding to create a Wasilla Visitors Bureau with the purpose of marketing Wasilla as a Destination/ Attraction.
4. Partnered with NRCS in applying for a \$37,000 Farmer's Market Promotional Grant with the purpose of assisting with the start-up of three additional Farmers Markets in the Mat-Su Borough to develop new distribution points for local producers and also make these Farmers Markets Tourists Attractions.
5. Partnered with the City of Wasilla, Mat-Su Borough and the private sector in development of a multi-use non-motorized trail system in South Wasilla to attract additional running races and possible dog-sled races in the Mat-Su Borough. Successful in securing \$11,000 in funding for this project.

MAT-SU RC&D FY07 Identified Economic Development Needs and Action Opportunities

1. Since Mat-Su RC&D ARDOR consists of a staff of one the main challenges will always be:
 - a. Securing the needed funding to complete the goals in the Strategic Plan.
 - b. State regulations limiting our abilities in many areas.
 - c. Closing of Big Lake Fish Hatchery.
 - d. Competing with State Agencies on Grant Funding, Reauthorization of Borough Grant.
2. Adjust FY07 major goals so they will lend themselves to Economic Growth in the Region.
3. Per Board directions, established a more targeted & focused Strategy targeting our immediate needs, this will lead to long-term sustainability of Mat-Su RC&D and our programs.

MAT-SU RC&D FY07 Coordinated Regional Efforts Resulting in New Business Opportunities

1. Collaborated with the City of Wasilla securing \$50,000 in funds to create the Wasilla Visitors Bureau, purpose to market the city as a destination attraction;
2. partnered with National Resource Conservation Services:
 - a. to apply for a \$37,000 Framers Market Promotional Grant with the purpose of assisting with the start-up of three additional Farmers Markets in the Mat-Su Borough;
 - b. to develop new distribution points for local producers and also make these Farmers Markets Tourists Attractions.
3. Partnered with the City of Wasilla, Mat-Su Borough and the private sector in development of a multi-use non-motorized trail system in South Wasilla to attract additional running races and dog-sled races in the Mat-Su Borough,

¹² MAT-SU RC&D achieved 50% of their goals established in FY07 and revised their work plan as a result of a new Executive Director, Marty Melvin. These goals should not be used as a guide for a percentage of measurement but as a reference that represents a portion of the many things an ARDOR does. Some of these goals are on going and may have more of an indirect than a direct effect.

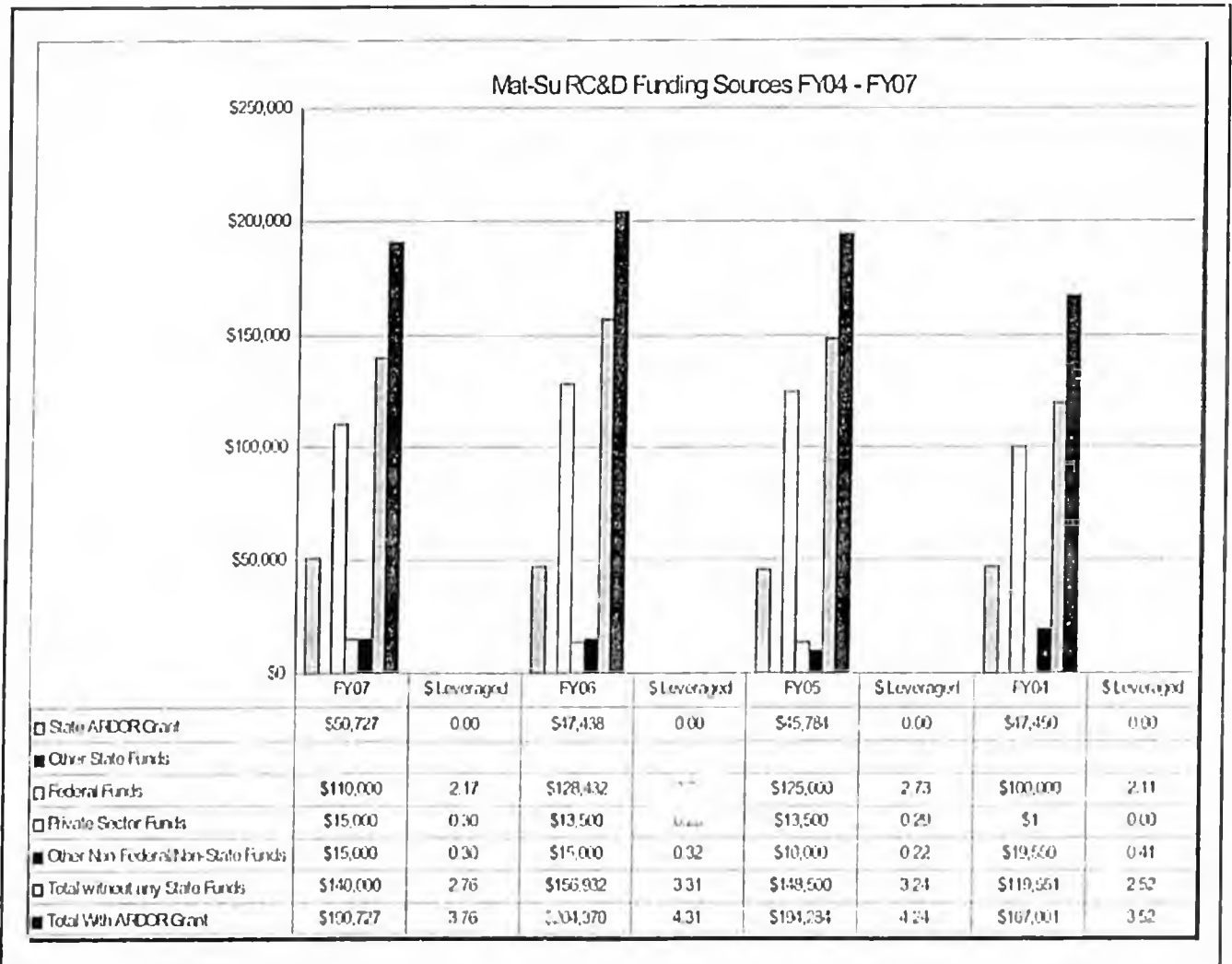
4. Also was successful in securing \$11,000 in funding the multi-use non-motorized trail system project.

MAT-SU RC&D FY04 to FY07 Highlighted Coordinated Regional Efforts

1. Contracted Sirolli Economic Enterprise Institute (SEEI) to provide entrepreneurial and business support in the region and Alaska. This contractor provided board training that increased the ARDOR's fund-raising capacity that brought in \$90,000.00 from public and private sectors to create Mat-Su Economic Enterprise (MEE). The MEE now offers free, confidential, one-on-one business management consultations to for profit and non-profit start-up entrepreneurs and existing businesses.

MAT-SU RC&D FY04 to FY07 Funding

Revenue sources from FY04 to FY07, including the amount of non-State and other money leveraged for the ARDOR grant.



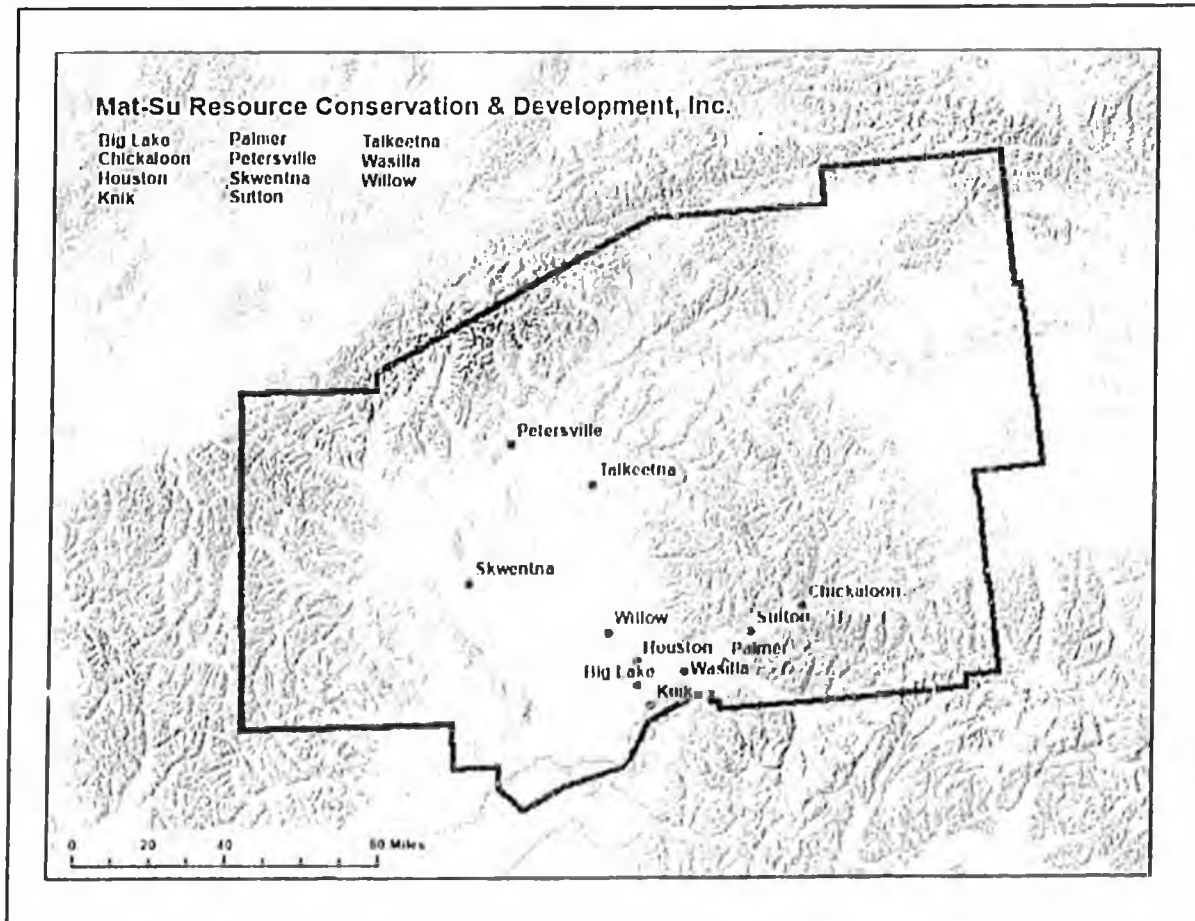
MAT-SU RC&D Current Board of Directors and Contact

Executive members

President, Darcie K Salmon - Vice-President, Roger Purcell – Secretary, Al Jorgenson -- Treasurer, Vicki Wehe

Members

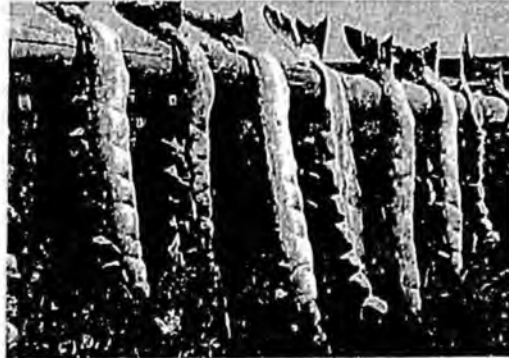
Rosemary Burnett, Casey Reynolds, John Combs, Dave Hanson, Bonnie Quill, Cheryl Metiva, Jeanette Barker, Steve Totten, Wayne Carmony, Dan Deedy, Jackie Kinchloe, Rose Mario DePriest, Clarence Furbush, Dick Zoebel



Contact

Marty Metiva, Executive Director
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Northwest Arctic Borough Economic Development Commission (NWAB)



Mission Statement

"The Northwest Arctic Borough will improve the quality of life for all residents"

Information submitted by D'Anna Hamilton, Director Northwest Arctic Borough

NWAB FY07 Goals

1. Promote Higher Education and Vocational Education for residents of the Northwest Arctic Borough.
2. Promote the development of small businesses in the region.
3. Promote the arts and crafts industry for area residents.
4. Provide Grant writing Assistance to area villages and organizations.
5. Maintain ARDOR Web Page within the Northwest Arctic Borough Web Site.
6. Travel to economic development conference.

NWAB FY007 Goals Accomplished "

1. Increased scholarship amounts for students, from \$750 to \$1000 per full-time student, and from \$350 to \$500 for part-time students.
2. 115 full-time scholarships awarded and 60 part-time awards and six varied amount awarded
3. Provided five small businesses with grants of up to \$1,500 each.
4. Promoted 148 Native artists, with 138,911 in arts purchases moved into new Sulianich Arts Center, with the capability to provide carving, sewing and other arts production, demonstrations and workshops for its artists.

13 NWAB achieved 100% of the goals established in FY07. In addition, NWAB achieved almost two times the established goals. The report should not be used as a guide for agencies for agencies of measureable not as a reference that represents a portion of the many things an ARDOR does.

5. 31 Fishermen and women were provided with incentives for engaging in fisheries, a total of \$16,497 in fuel incentives and \$3,777 in fish licenses.
6. Northwest Arctic Borough, the Kotzebue Sound Fisheries Association began advancing their managerial skills and coordinated with fish processors Great Pacific Seafood, to sell the local catch during the summer '07 season at a negotiated rate.
7. Provided grant writing assistance to area villages and organizations 10 of the 11 communities in the region developed Community Plans and priorities for capital projects.
8. Acquired grant through the Denali Commission, awarded to Noatak for \$29,998 to complete a feasibility study and strategic plan for a multi-purpose facility in the community.
9. Upgraded Web site.
10. Participated in University Alaska Basic Economic Development Conference, UABEDC.

FY07 Identified Economic Development Needs and Action Opportunities

The most significant challenge to the Northwest Arctic Borough ARDOR will be to prepare its workforce to meet the technological demands of the 21 century.

NWAB FY04 to 2007 Highlighted Coordinated Regional Efforts Resulting in New Business Opportunities

SULIANICH ART CENTER –

1. The arts and crafts arts purchase program began with seed money in 2004: \$25,000 from NANA Regional Corporation, \$25,000 from Maniqaq Association, our regional health organization, and \$50,000 from the Northwest Arctic Borough (NWAB). This seed money has grown into \$335,306 YTD in our revolving art purchase program and has purchased over \$1,000,000 in art since its establishment.



Sulianich Art Center Kotzebue, AK.

SULIANICH ART SALES –

2. Total revenue YTD as of 9/19/07 \$52,269
3. Revolving art purchases YTD \$40,692.
4. Summer season sales range from \$15,000-20,000/month.
5. After renovation was completed above, Ross Schaeffer former NWAB mayor volunteered over 100 hours to install the benches, dust collection system and tools into the carving shop.
6. Sulianich will encourage the development of more artists in the region, a vocational area considered to have great potential for growth in the region by the Northwest Arctic Borough Economic Development Department.
7. Sulianich will be able to sponsor, organize and administer workshops (Figure 6) that provide exposure to talented artists from around the region, the rest of Alaska and the world.
8. Tourists, visitors and residents of the region will have the opportunity to observe artists at work.
9. In May 2007, Aakatchaq Schaeffer, (right side in Figure 7) hired as the Sulianich Administrator.



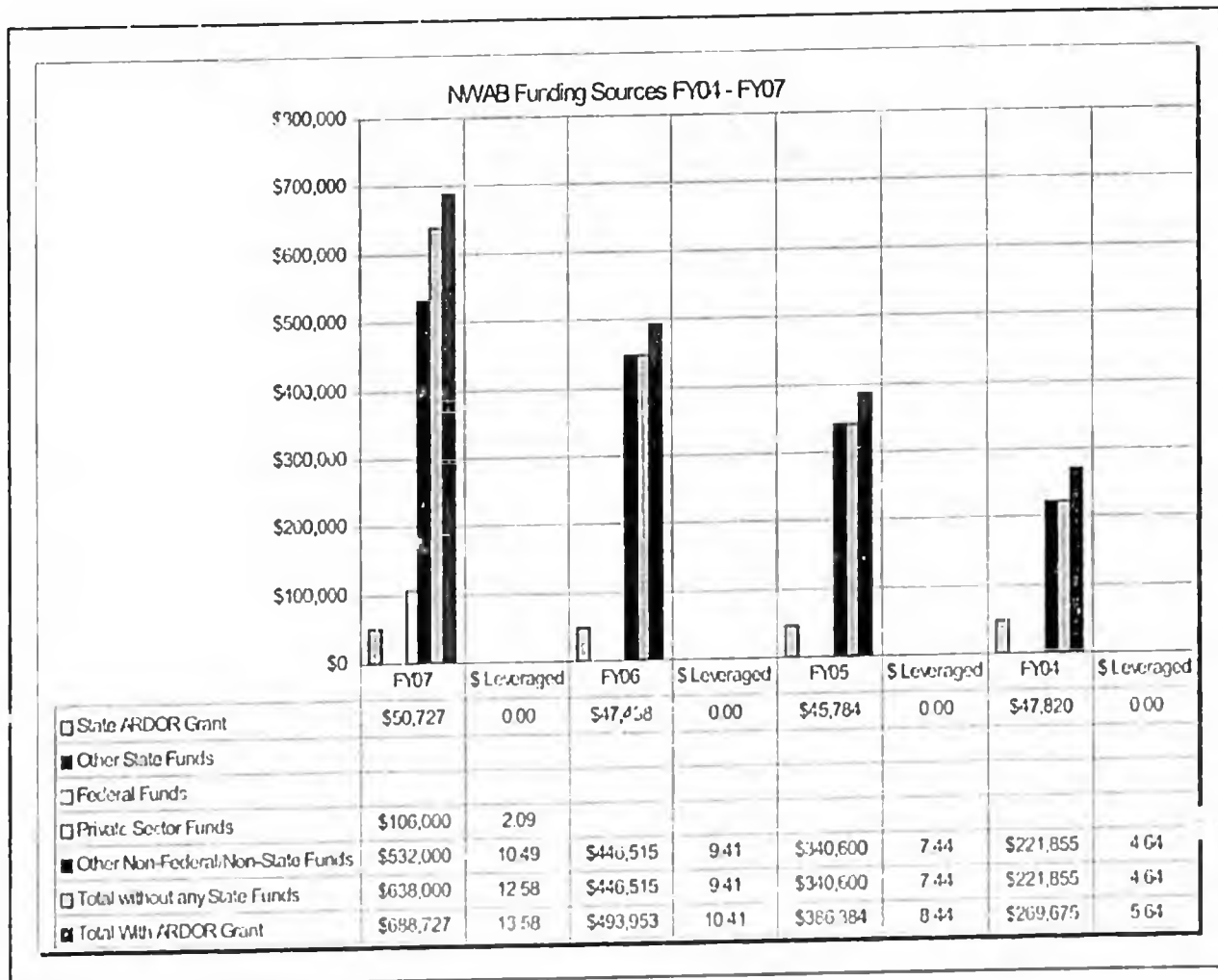
10. Sulianich Art Center is the only available shop of its kind in the Northwest Arctic Region to provide one-of-a-kind handmade artwork made by local Native people from Kotzebue and the surrounding eleven villages.
11. Sulianich has approximately 135 artists in its region where art is acquired.



D'Anne Hamilton, NWAB Director, left and Aakatchaq Schaeffer, Arts Administrator on the right.

NWAB FY04 to FY07 Funding

Revenue sources from FY04 to FY07, including the amount of non-State and other money leveraged for the ARDOR grant.

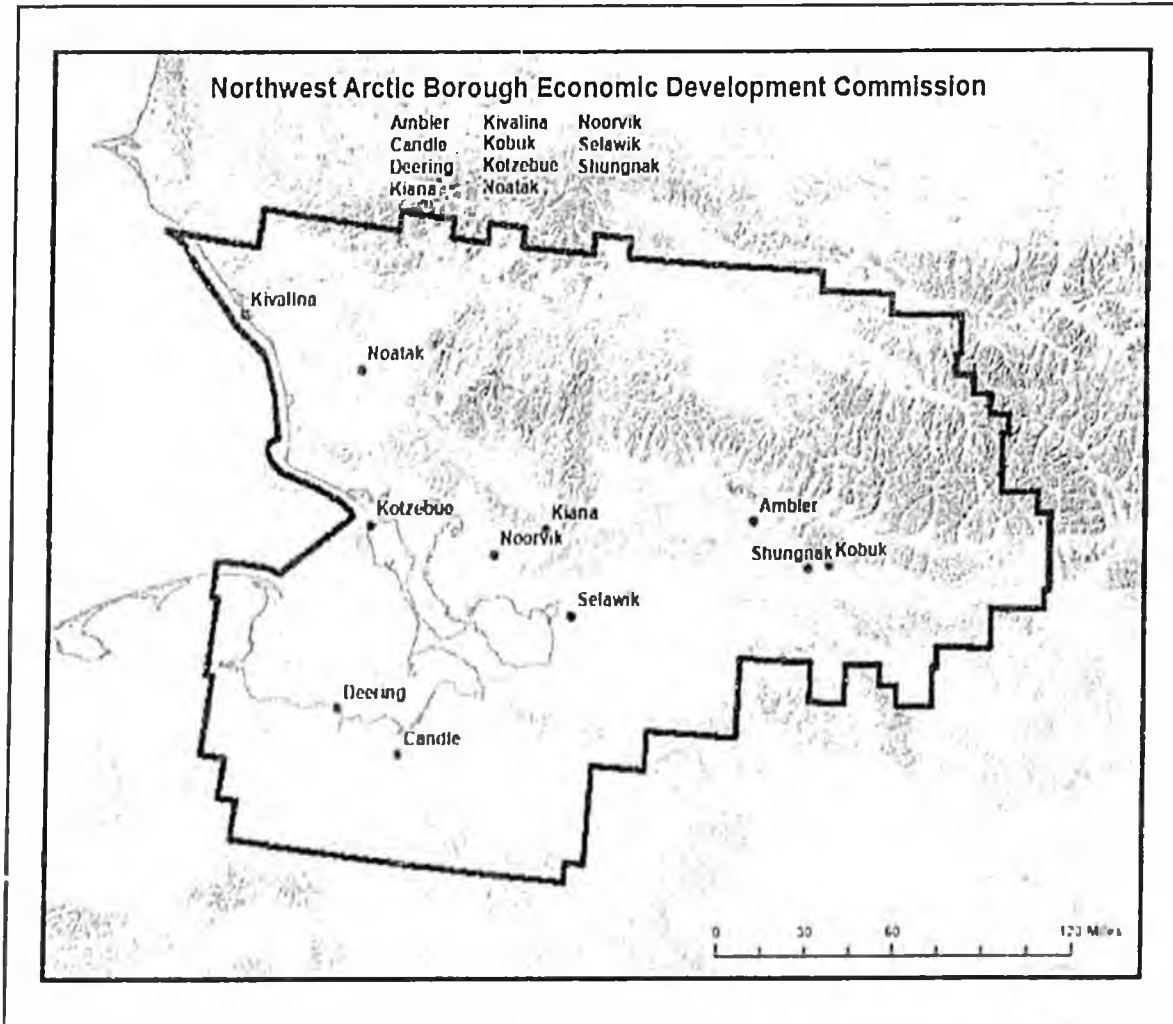


NWAB Current Board of Directors and Contact

Executive Members: Lucy Nelson, Chair

Members:

Dolly Foster, Frederica Schaeffer, Pauline Pungalik, Diana Ramoth, Julia Cleveland, Miki Jones, Claudia Sampson, Sherry Swan, Johanna Cleveland, Pearl Moto, Daisy Lambert, Brad Reeve, Jerilyn Sanchez, Jim Somers



Contact

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Prince William Sound Economic Development District (PWSEDD)



Mission Statement

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

Information submitted by Sue Cogswell, Executive Director Prince William Sound Economic Development District

PWSEDD FY07 Goals

1. Create new Community Economic Development Strategy (CEDS), meet in each community with councils
2. Support a strong regional tourism strategy cultural/eco tourism/trails Work with Denali Commission
3. Continue supporting the fishing industries:
 - a. cold storage and processing facility,
 - b. workforce development,
 - c. vessel lift Cordova,
4. Support lower energy costs by geothermal, and wind power feasibility.
5. Travel to economic development conference

PWSEDD FY07 Goals Accomplished "

1. PWSEDD completed their new 2007 CEDS.
2. Met with the U. S. Forest Service to begin process for National Geographic's GEOMAP, estimated time to be complete is 2009.
3. Added new exhibit featuring Lt. Ted Stevens' WWII service in the PWS Museum, Whittier. The museum is open daily and available for the 150,000 cruise ship passengers arriving in Whittier. It's been suggested that students in nearby communities and Anchorage view the exhibits on field trips this fall. PWSEDD is working to make this possible

*All PWSEDD goals are 100% of the estimated goals for FY07. These goals do not include a goal for percentage of management budget as a goal as a metric is not a portion of Primary Policy goals. All other goals.

4. The Whittier museum now has 19 exhibits available daily for visitors, explaining Alaska's role in WWII and the Cold War. Visitors from across the globe give the museum good reviews for this educational facility.
5. PWSEDD supported/coordinated efforts in Valdez to build a new cold storage facility using waste heat from PetroStar Refinery Valdez, with VFDA and EDA. Work is continuing in Valdez on the new city dock improvements for cruise ship arrivals, as Valdez business community.
 - a. Over 150 certified seafood processors have been trained since 2004, as a workforce development effort in partnership with the Prince William Sound Community College.
 - b. This course is also available now for other Alaska communities.
6. The Whittier museum became a catalyst for more development projects in that city, according to an Associated Press article of June 12, 2007.

FY07 Identified Economic Development Needs and Action Opportunities

1. Liquid Natural Gas pipeline to Valdez.
2. Increased Tourism: Infrastructure to support increased tourism for the 20,000 sq. mile region.
3. Continued upgrading and improving to attract visitors in hotels, lodges, air service, restaurants, etc.... Plans are being made to install a tram and ski area near Valdez.
4. Cold storage/processing plant in Valdez for the region, to include seafood and agricultural products, value added products.
5. Maintain and improve port facilities in all communities.
6. All communities desire ferry service from fast ferry Chenega, requiring dock modifications in Chenega Bay and Tatillek.
7. More scheduled air service between the communities in the region.

PWSEDD FY07 Coordinated Regional Efforts Resulting in New Business Opportunities

1. A new exhibit was added featuring Lt. Ted Stevens' WWII service in the PWS Museum, Whittier. The museum is open daily and available for the 150,000 cruise ship passengers arriving in Whittier. It's been suggested that students in nearby communities and Anchorage view the exhibits on field trips this fall. We're working to make this possible.
2. The Whittier museum now has 19 exhibits available daily for visitors, explaining Alaska's role in WWII and the Cold War. Visitors from across the globe give the museum good reviews for this educational facility.

PWSEDD FY04 to 2007 Highlighted Coordinated Regional Efforts

1. The Whittier museum now has 19 exhibits available daily for visitors, explaining Alaska's role in WWII and the Cold War as seen in Visitors from across the globe give the museum good reviews for this educational facility. The museum is open daily and available for the 150,000 cruise ship passengers arriving in Whittier.



Because of the historical significant, suggestions are to use the museum to teach students in nearby communities and Anchorage on field trips this fall. PWSEDD is working to make this possible.

2. PWSEDD supported and coordinated efforts in Valdez to build a new cold storage facility using waste heat from PetroStar Refinery Valdez, with VFDA and EDA.
3. Over 150 newly certified seafood processors have been trained since 2004, as a workforce development effort in partnership with the Prince William Sound Community College.



4. This course is also available now for other Alaska communities.
5. Work is continuing in Valdez on the new city dock improvements for cruise ship arrivals, as Valdez business community prepares.

PWSEDD FY04 to FY07 Funding

Revenue sources from FY04 to FY07, including the amount of non-State and other money leveraged for the ARDOR grant.

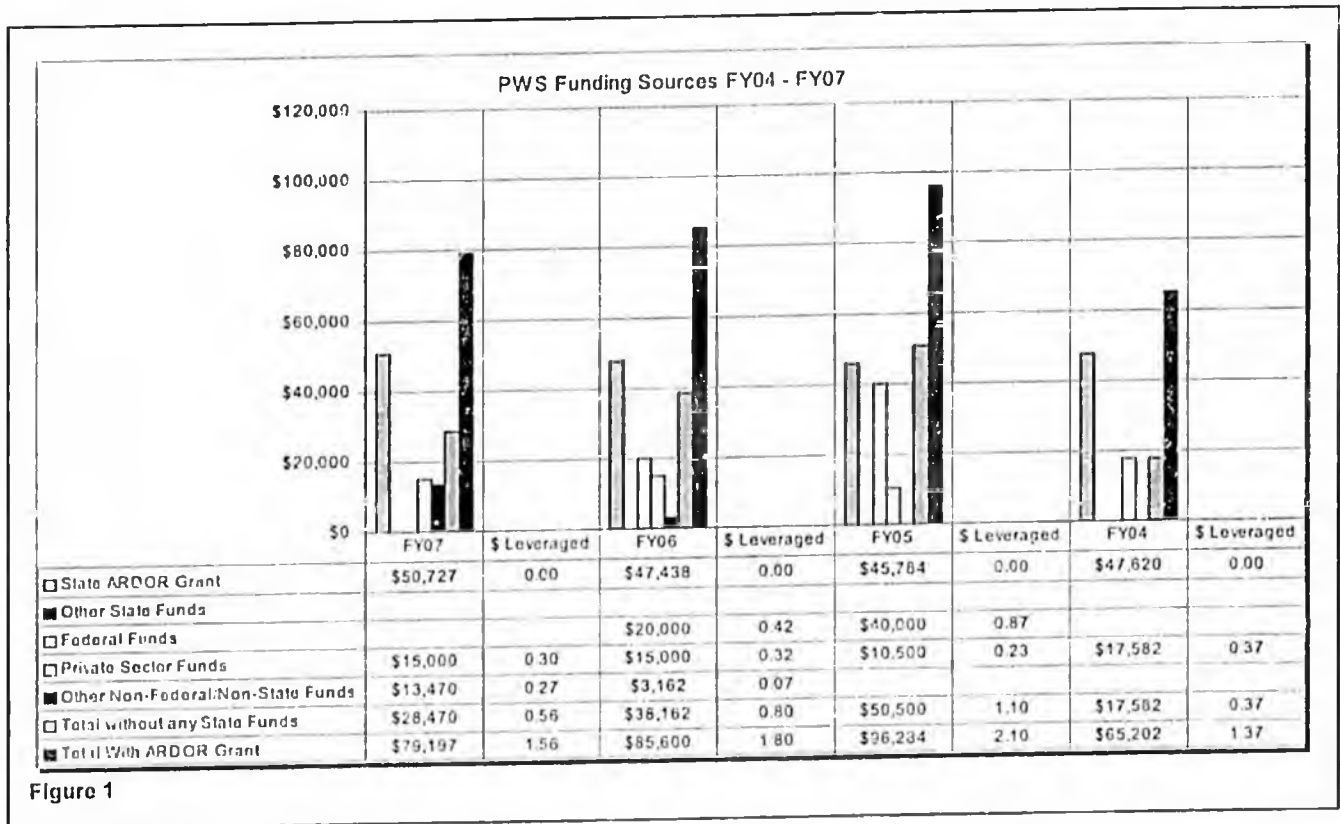


Figure 1

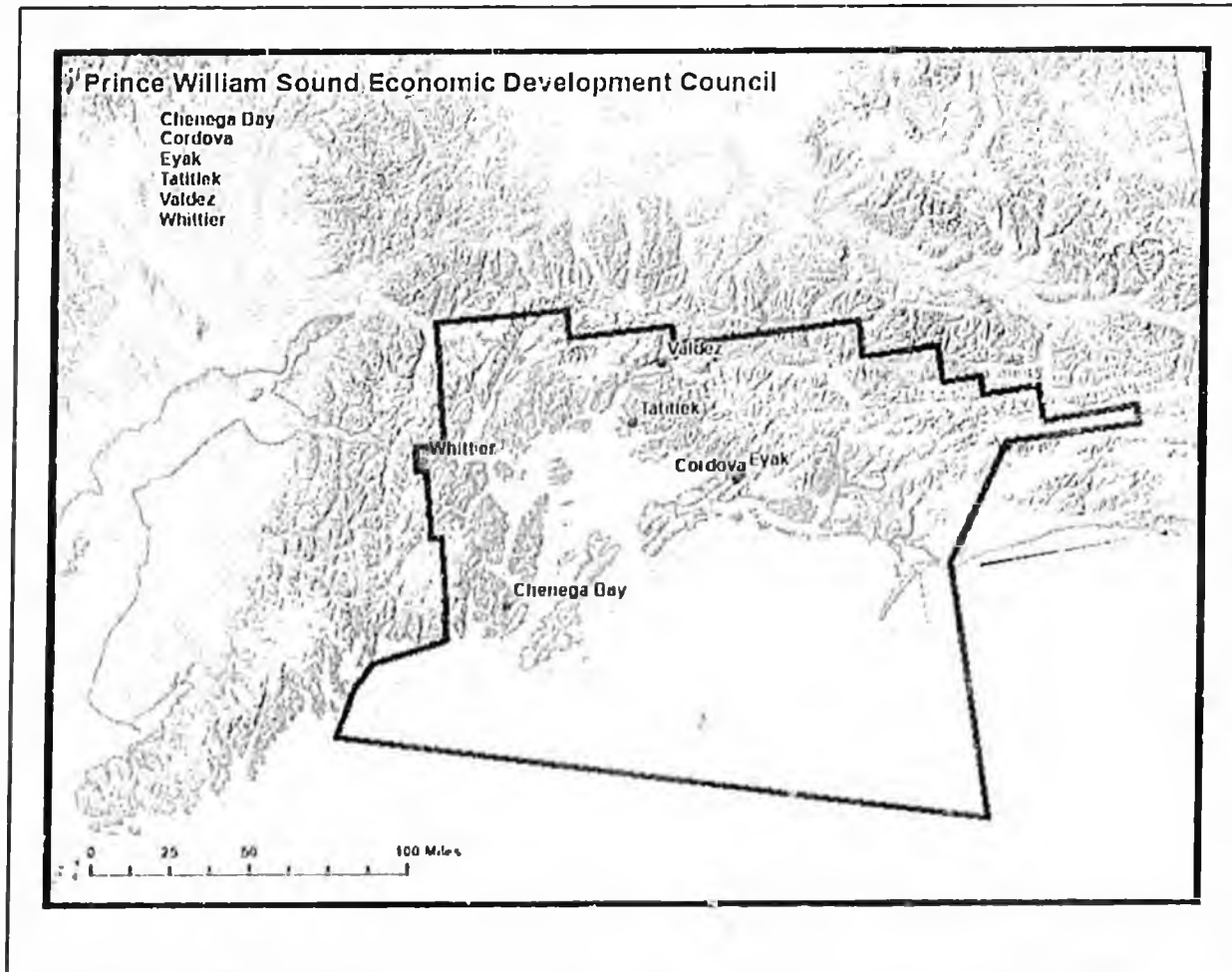
PWSEDD Current Board of Directors and Contact

Executive memebors

Dave Dengel, Pres. - Dave Cobb, V. Pres. - Scott Hahn, Treas. - Marilyn Heddell, Sec. -
Peter Denmark - Clay Koplín - Michael Vigil - Chuck Totemoff - David Totemoff

Members

BP - City of Cordova - City of Valdez - City of Whittier - Alyeska Pipeline Service Co. - Copper Valley
Telephone - Cordova Electric - PWS Community College - Chenega Corp. - Chenega IRA Council - First
National Bank Alaska - Valdez Fisheries Dev/ Assoc. - PetroStar Valdez Refinery - Chugach Alaska Corp.
-Tatitlek Village IRA Council



Contact

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Southeast Conference (SEC)



Mission Statement

To develop strong economies, healthy communities, and a quality environment in Southeast Alaska.

Information submitted by Shelly Wright, Executive Director Southeast Conference

SEC FY07 Goals

1. Quality of Life Improvements Continue funding efforts of scholarship endowment.
2. Capacity building rendering advice and consultation as needed.
3. Infrastructure Development
4. Support Tourism
5. Timber Development
6. Fisheries Development
7. Minerals Development
8. Business Development
9. Environmental Quality
10. Communications
11. Development Planning
12. Travel to economic development conference

SEC FY07 Goals Accomplished ¹⁵

1. Southeast Intertie plan made significant strides; Legislative liaison efforts produced funds to complete Swan-Tyce.
2. Biologic impacts study funded and completed as part of TLMP review.

15 - SEC achieved 75% of the goals reported for FY07. These goals should not be used as a percentage of measurement but as a reference that represents a portion of what the AHD strives for.

3. Granvall demand study completed. McDowell Group critiques soc/ec table in TLMP DEIS.
4. RC&D Coordinator assisted community of Naukati, west coast Prince of Wales oyster farmers, and Oceans Alaska Marine Science Center with aquaculture enhancement planning efforts
5. Shellfish: We have been working with the community of Naukati in grant-seeking efforts in support of the shellfish mariculture project.
6. We were successful in helping the shellfish nursery obtain a State of Alaska mini-grant for nearly \$30,000 to construct a building on the oyster nursery float.
7. Also, some of the grant was used to re-surface the float that the nursery is on.
8. Continue to work with the Naukati shellfish nursery to develop a shellfish cooperative for more efficient marketing of product.
9. The shellfish nursery has been successful in cutting the time it takes to grow an oyster from spat to market size nearly in half, from four years to slightly more than two years. Also, last year the Naukati Shellfish Nursery was the only nursery in Alaska providing oyster spat to Alaska shellfish farmers. The nursery in Kachemak Bay was unable to produce any spat this past year and the Naukati nursery was more than able to fill the gap and meet farmer demand.

FY07 Identified Economic Development Needs and Action Opportunities

1. Southeast Alaska Transportation Plan/Marine Highways
2. Southeast Interlie Plan/Construction
3. Regional Solid Waste Facility

SEC FY07 Coordinated Regional Efforts Resulting in New Business Opportunities

1. University of Alaska Southeast, Scholarship programs, SEC was able to raise enough money to afford 6-10 scholarships in 2007.
2. Assisted with Conference of Mayors and committee of mayors with issues and resolutions.
3. Conference of Chambers, increased economic activity and stability of business/ commerce in SE Alaska.
4. Community interest is shown for the Regional Solid Waste Disposal Facility in Southeast Alaska and boost our efforts to make this happen. SEC decides to sponsor creation of a regional solid waste entity. Initial round of letters sent to cities.
5. Able to make significant progress with our Fish transportation plan. We are looking to improve the travel time for our fresh wild seafood. We are working with fisheries groups and state agencies to develop a healthy environment for aquaculture to exist.

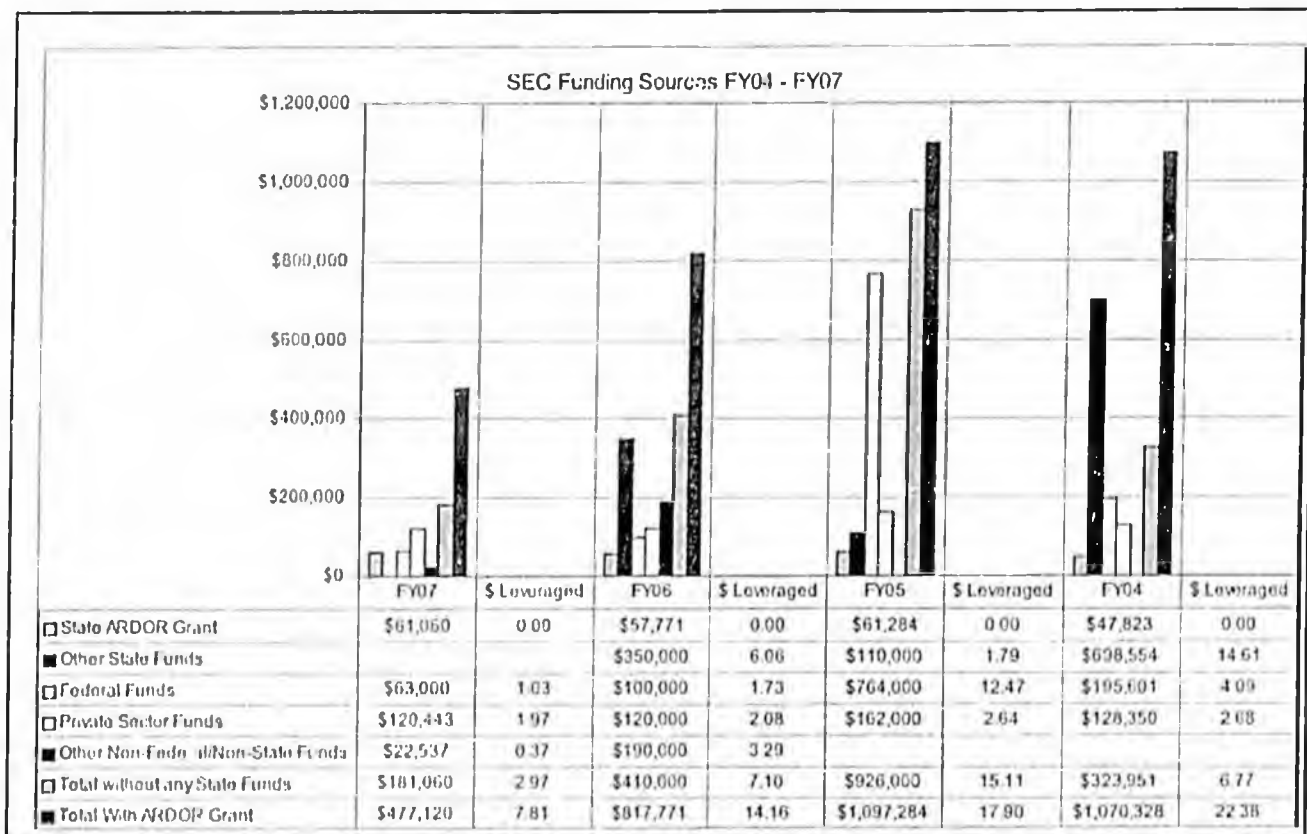
SEC FY04 to 2007 Highlighted Coordinated Regional Efforts

1. The information provided below represents a collaborative effort in the Southeast region between the SEC and the Central Council Tlingit and Haida Indian Tribes of Alaska (CCTHITA). For the past five years the SEC and CCTHITA have focused efforts on updating a new five-year Community Economic Development Strategy. The content of this information was compiled from the introduction of their CEDS. A copy may be obtained by going to <http://www.seconference.org/pdf/CEDS5-yrUpdate2007.pdf>.

2. This second five-year CEDS plan has been prepared, in part, to meet a prerequisite for designation as an Economic Development District (EDD). EDD designation is necessary in order to qualify for Economic Development Administration (EDA) assistance under its public works, economic adjustment and planning programs. Southeast Conference has received funding for development of this CEDS from the Natural Resources Conservation Service, the Economic Development Administration.
3. The preparation of this CEDS has been undertaken as a joint project of the Southeast Conference and the Central Council Tlingit and Haida Indian Tribes of Alaska (CCTHITA). The requirements of our respective economic development programs stipulate our participation in and the production of a regional economic development plan for Southeast Alaska. It was agreed that our region, our constituencies and our organizations are best served by cooperating in the production of a single document. Although the CEDS has been jointly produced, each organization is individually responsible for the preparation of its own annual work plan for achieving mutual objectives and for evaluating and reporting progress in CEDS updates.
4. For the five-year strategy review, the 2001 document was sent to more than 100 individuals across a wide, cross section of the region: past review team members, board members of Southeast Conference, Native tribes, utilities, mayors, businesses, Native corporations, members of Southeast Conference and other associations. They were invited to send comments directly to the Central Council or Southeast Conference or to attend a meeting on March 20, 2006. The Southeast Alaska Comprehensive Economic Development Strategy document also was reviewed and discussed by the Economic Development Committee of Southeast Conference.

SEC FY04 to FY07 Funding

Revenue sources from FY04 to FY07, including the amount of non-State and other money leveraged for the ARDOR grant.



SEC Current Board of Directors and Contact

Executive members

Jon Bolling, President - Mike Korsmo, Vice President - Linda Snow, Treasure - Paul Axelson, Secretary -

Members

Maxine Thompson, J.C. Conley, Julie Decker, Randy Wanamaker, John Stein, Robert Venables, Leo Luczak, David Stone, Carol Rushmore

Southeast Conference

Angoon	Hoonah	Klukwan	Port Protection	Wrangell
Collman Cove	Hyder	Kupreanof	Saxman	Yakutat
Craig	Hydaburg	Mellakalla	Sitka	
Edna Bay	Juneau	Meyers Chuck	Skagway	
Ellin Cove	Kake	Pelican	Tenakee Springs	
Gustavus	Kasaan	Petersburg	Thorne Bay	
Haines	Ketchikan	Point Baker	Whale Pass	
Hollis	Klawock	Port Alexander		



Contact

Shelly Wright, Executive Director

Southeast Conference

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Southwest Alaska Municipal Conference (SWAMC)



Mission Statement

To advance the collective interests of Southwest Alaska's people, businesses, and communities by promoting economic opportunities that improve quality of life and influences long-term responsible development.

Information submitted by: Mike Catsi, Executive Director Southwest Alaska Municipal Conference

SWAMC FY07Goals

1. **FISHERIES DEVELOPMENT -**
 - a. Monitor fisheries regulatory, management, and marketing issues;
 - b. Facilitate and support industry, state, and local efforts to expand current seafood marketing efforts and develop new seafood markets;
 - c. Engage the environmental community in an ongoing dialogue to anticipate, avoid, and alleviate legal challenges that adversely impact the fisheries economy of SW Alaska
2. **TOURISM DEVELOPMENT -**
 - a. Continued support of the development and maintenance of a regional tourism marketing program.
 - b. Identify and develop niche tourism markets that increase opportunities for residents of Southwest, Alaska.
 - c. Influence federal, state, and local policies and management plans regarding public lands, fish and wildlife resources, infrastructure, and marketing.
3. **WORKFORCE DEVELOPMENT -**
 - a. Increase the capacity of individuals to participate effectively in the workplace.
4. **REGIONAL ECONOMIC PLANNING -**
 - a. Coordinate an ongoing regional economic planning effort and supplemental research that highlights the economic needs and challenges of Southwest, Alaska.
5. **SMALL BUSINESS DEVELOPMENT -**
 - a. Determine methods to encourage and facilitate new businesses start-ups and provide technical assistance to existing businesses.

6. OTHER BUSINESS & RESOURCE DEVELOPMENT –

- a. Encourage the development of natural resources and targeted industries that are compatible and complementary with existing development in Southwest Alaska and local community interests.

7. REGIONAL ENERGY STRATEGY –

- a. Develop strategies for reduction of rural fuel costs; Explore bulk fuel consortium formation; Pursue alternative energy project funding and partnerships.

8. REGIONAL SOLID WASTE STRATEGY –

- a. Reduction of waste stream, landfill volume and Marine debris disposal.

SWAMC FY07 Goals Accomplished ¹⁶

1. FISHERIES DEVELOPMENT-

- a. Convened working group of fisheries stakeholders to identify key issues in seafood labor sector;
- b. Commissioned report, Improving Seafood Harvesting Labor Data, to examine data collection methods and the economic effects they have on seafood harvesters, communities and other stakeholders;
- c. Determined a path to build momentum toward resolving the data collection issues, including introduction of legislation in 25th Alaska State Legislature;
- d. Labor data collection will help seafood-dependent SWAMC communities qualify for Denali Commission Distressed Communities Criteria and Federal Trade Adjustment Assistance Programs, and with the development of local planning capacity;
- e. Monitored fisheries regulatory, management, and marketing issues that led to an increase of 300 million pounds of fish species landed, along with an increase of over \$86 million in ex-vessel value, when comparing 2006 data to 2005 data.

2. TOURISM DEVELOPMENT-

- a. Partnered with local, regional and state tourism efforts to promote the region, which experienced a 9.6% increase in bed tax revenue for 2006, along with 4615 more visitors to public lands & parks;
- b. Maintained Southwest Alaska tourism website and distributed tourism materials to potential visitors;
- c. Participated in international trade show to promote tourism opportunities in Southwest Alaska.

3. OTHER BUSINESS & RESOURCE DEVELOPMENT –

- a. Attended stakeholder meetings for mineral development and oil & gas development in the region;
- b. Convened resource development panels for regional stakeholders, focused on maximum project sustainability and environmental protections.

¹⁶ SWAMC accomplished 100% of the reported goals in FY07. These goals should not be used as a guide for a percentage of measurement but as a reference that represents a portion of the many things SWAMC does.

4. ENERGY DEVELOPMENT –

- a. Convened workshops in two Native villages, focused on end-user energy efficiency and renewable energy project development;
- b. Distributed 200 compact fluorescent light bulbs (CFLs) to 30 households, cutting the cost of energy output from previous incandescent lamps by 20-25% while saving on diesel fuel for utilities;
- c. Provided support for 5 separate renewable energy projects in the region, in addition to a state-wide renewable energy fund.

5. ECONOMIC PLANNING –

- a. Completed Southwest Alaska Comprehensive Economic Development Strategy update with revised economic indicators;
- b. Updated database of regional Community Improvement Projects for 34 communities;
- c. Provided support letters for all regional communities seeking Economic Development Administration funding for municipal infrastructure and service upgrades.

FY07 Identified Economic Development Needs and Action Opportunities

1. Stimulate small business development and entrepreneurship to capitalize on existing and emerging economic sectors to aid in region's economic diversification.
2. Reduce the region's high energy costs and develop alternative/renewable energy potential including wind and hydro power; develop new energy sources to facilitate priority development projects; assist communities in coping with high energy costs.
3. Expand regional transportation infrastructure to move seafood products to market with the least cost, least handling, and greatest efficiency; full funding for timely implementation of the Southwest Alaska Transportation Plan.

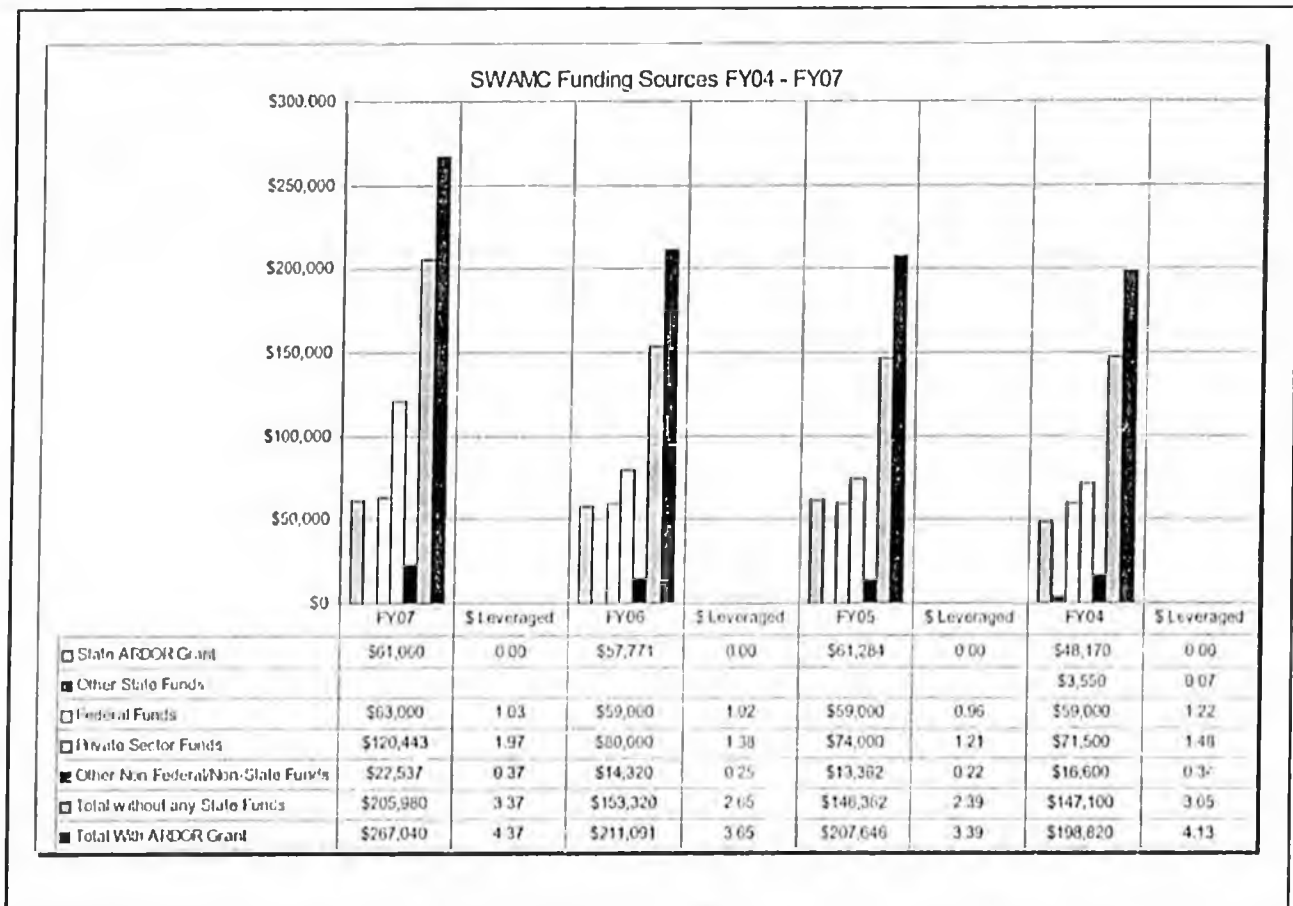
SWAMC FY07 Coordinated Regional Efforts Resulting in New Business Opportunities

1. Southwest Alaska Economic Summit featured panel discussions and presentations on the global seafood industry, funding program overviews, mineral development sustainability, economic development/environmental balance, rural energy, solid waste removal, and seafood labor data implications.
2. Developed an environmental preservation project within the region focused on solid waste removal/reduction, backhaul activities, marine debris clean-up, and coordinated recycling efforts for businesses and residents.

3. Established a new tourism marketing program intended to assist Southwest Alaska tourism operators and entrepreneurs with exposure and promotions.
4. Commissioned the report "Improving Seafood Harvesting Labor Data," a document that outlines the need for modifying the system that collects and analyzes commercial seafood crewmember data in Alaska. SWAMC is the lead non-government agency focusing on this topic and its adverse affects on coastal communities and businesses.
5. Continued the Southwest Alaska Rural Energy Project, an AmeriCorps VISTA program entering its third and final year. The project aims to lower Southwest regional energy costs by implementing workshops and trainings, offering administrative assistance for energy subsidy programs, advocating for rural renewable/alternative energy programs, and working with an Energy Task Force to formulate practical energy solutions.

SWAMC FY04 to FY07 Funding

Revenue sources from FY04 to FY07, including the amount of non-State and other money leveraged for the ARDOR grant.



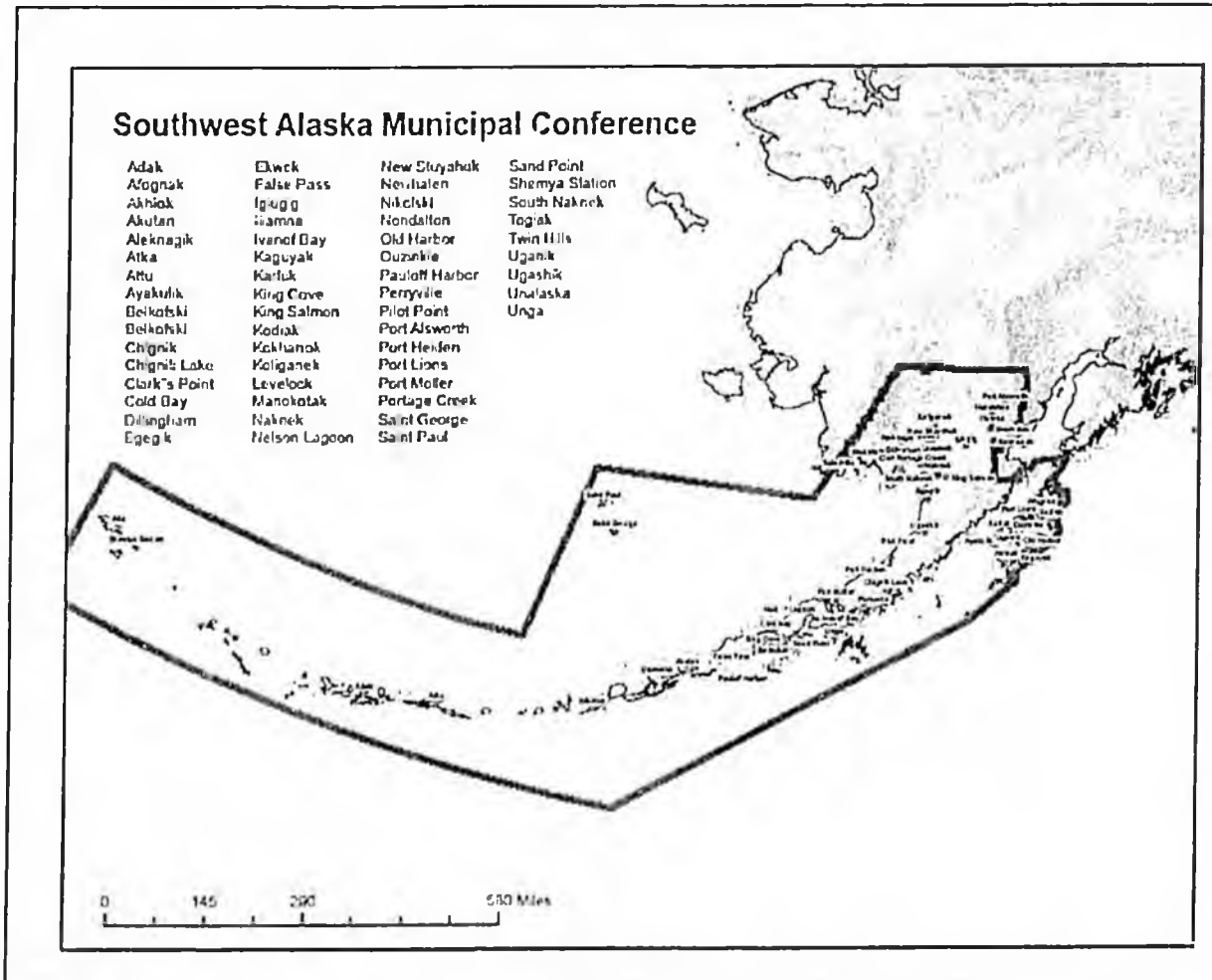
SWAMC Current Board of Directors and Contact

Executive members

Tom Abell – President, Glen Gardner - V. President, Alice Ruby – Treasurer, Joe Sullivan, Kara Sandvik

Members

Lynn Carlson, Linda Freed, Frank Kelly, Deborah King, Ernest Weiss, Carvel Zimin



Contact

Michael Catsi, Executive Director

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Alaska Regional Development Organizations Contacts

APPENDIX B – ARDOR Contacts

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BERING STRAIT DEVELOPMENT COUNCIL (1/15/97)

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E-mail: bnickels@kawerak.org
Web site: www.kawerak.org/

CCPPER VALLEY DEVELOPMENT ASSOCIATION (11/1/90)

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E-mail: cvdaprogram@cvinet.net
Web site: www.alaskaeconomicdevelopment.org/

FAIRBANKS NORTH STAR BOROUGH ECONOMIC DEVELOPMENT COMMISSION (4/24/00)

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Fairbanks, AK 99707-1267
Phone: (907) 459-1309 Fax: (907) 459-1102
E-mail: kdodge@co.fairbanks.ak.us
Web site: www.co.fairbanks.ak.us/MayorsOffice/EconomicDevelopment/default.htm

KENAI PENINSULA BOROUGH ECONOMIC DEVELOPMENT DISTRICT (2/22/89)

John Parker, Executive Director
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Kenai, Alaska 99611-7000
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E-mail: jparker@kpedd.org
Web site: www.kpedd.org/

LOWER KUSKOKWIM ECONOMIC DEVELOPMENT COUNCIL (9/17/91)

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E-mail: carl_berger@ddc-alaska.org
Web site: www.lkedc.org

MAT-SU RESOURCE CONSERVATION & DEVELOPMENT, INC. (11/1/93)

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