

**HB**

**71**

<TARGET><BILL>HB 71</BILL><SUBJECT>HB  
71</SUBJECT><COMM>HFIN28</COMM></TARGET>



THE STATE  
of **ALASKA**  
GOVERNOR SEAN PARNELL

**Department of Commerce, Community,  
and Economic Development**

DIVISION OF ECONOMIC DEVELOPMENT

P.O. Box 110804  
Juneau, Alaska 99803-0804  
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March 26, 2013

Representative Bill Stoltze, Co-Chair  
Representative Alan Austerman, Co-Chair  
House Finance Committee  
Alaska State House of Representatives  
Juneau, Alaska 99801-1182

Subject: Committee Meeting Follow-Up – House Bill 71, ARDOR Program Reauthorization

Dear Representatives Stoltze and Austerman:

As follow-up to the House Finance Committee meeting on March 18 regarding House Bill 71, ARDOR Program reauthorization, the Division of Economic Development would like to offer further clarification regarding the following committee member inquiry.

**During FY 2012, what state funds were granted to ARDORs, in addition to ARDOR Program funding?**

For FY 2012, ARDORs collectively generated \$5,519,542 including federal, state, private sector, in-kind, and other revenue. In total, the State of Alaska invested \$1,026,507 including \$745,470 in ARDOR Program annual grants and an additional \$281,037 invested via other state agencies and programs. The additional investment included grants from a variety of state agencies for various initiatives.

**Fiscal Year 2012: Additional State of Alaska Funds**

ARDOR	Source	Amount	Purpose
Anchorage Economic Development Council	Alaska State Legislature	\$35,553	Economic Development
Copper Valley Development Association	Alaska State Legislature	\$45,000	Agricultural Industry Development
Copper Valley Development Association	Alaska Energy Authority	\$37,867	Regional Energy Plan Development
Southeast Conference	Alaska State Legislature	\$4,165	Solid Waste Authority Development
Southeast Conference	Alaska State Legislature	\$65,863	Energy Program Coordination
Southeast Conference	Alaska Energy Authority	\$69,467	Regional Energy Plan Development
Southeast Conference	Alaska Energy Authority	\$23,122	Kake-Petersburg Electrical Intertie Development
<b>TOTAL</b>		<b>\$281,037</b>	

Thank you again for the opportunity to provide information to the committee. We look forward to working with you in the future.

Sincerely,

Lorene Palmer  
Director

adopted 3/19/13

WORK DRAFT

WORK DRAFT

WORK DRAFT

28-LS0392\O  
Mischel  
3/18/13

**CS FOR HOUSE BILL NO. 87(FIN)**  
**IN THE LEGISLATURE OF THE STATE OF ALASKA**  
**TWENTY-EIGHTH LEGISLATURE - FIRST SESSION**

**BY THE HOUSE FINANCE COMMITTEE**

**Offered:**  
**Referred:**

**Sponsor(s): REPRESENTATIVES HIGGINS, Peggy Wilson, Nageak, Kawasaki, Feige, Tarr**

**A BILL**

**FOR AN ACT ENTITLED**

1 **"An Act relating to the governing board and duties of the special education service**  
2 **agency; relating to allocations to the special education service agency; extending the**  
3 **special education service agency; and providing for an effective date."**

4 **BE IT ENACTED BY THE LEGISLATURE OF THE STATE OF ALASKA:**

5 **\* Section 1.** AS 14.30.610 is amended to read:

6 **Sec. 14.30.610. Governing agency [BOARD].** The agency shall be governed  
7 **by the department [GOVERNOR'S COUNCIL ON DISABILITIES AND SPECIAL**  
8 **EDUCATION (AS 47.80.030)].**

9 **\* Sec. 2.** AS 14.30.650 is amended to read:

10 **Sec. 14.30.650. Funding.** Each fiscal year the department shall allocate to the  
11 **agency not less than \$15.75 times the number of students in the state in average daily**  
12 **membership in the preceding fiscal year as determined under AS 14.17.600. Money to**  
13 **carry out the provisions of this section may be appropriated annually by the**  
14 **legislature. If amounts are insufficient to meet the allocation authorized under this**

1 section for a fiscal year, the allocation shall be reduced pro rata. [THE AMOUNT  
2 ALLOCATED TO THE AGENCY SHALL BE REDUCED EACH FISCAL YEAR  
3 BY THE AMOUNT CONTRIBUTED BY THE DEPARTMENT TO THE  
4 TEACHERS' RETIREMENT SYSTEM (AS 14.25) OR THE PUBLIC EMPLOYEES'  
5 RETIREMENT SYSTEM (AS 39.35) ON BEHALF OF EMPLOYEES OF THE  
6 AGENCY.]

7 \* **Sec. 3.** AS 44.66.010(6) is amended to read:

8 (6) special education service agency (AS 14.30.600) - June 30, 2021

9 [2013];

10 \* **Sec. 4.** AS 47.80.090(12) is repealed.

11 \* **Sec. 5.** The uncodified law of the State of Alaska is amended by adding a new section to  
12 read:

13 **RETROACTIVITY.** Section 3 of this Act is retroactive to June 30, 2013.

14 \* **Sec. 6.** This Act takes effect immediately under AS 01.10.070(c).



# Fiscal Note

State of Alaska  
2013 Legislative Session

Bill Version: HB 71  
Fiscal Note Number: \_\_\_\_\_  
( ) Publish Date: \_\_\_\_\_

Identifier: CSHB071(HL&C)-DCCED-DED-03-15-13  
Title: AK REGIONAL ECONOMIC ASSISTANCE PROGRAM  
Sponsor: HUGHES  
Requester: House Finance Committee

Department: Department of Commerce, Community and Economic Development  
Appropriation: Economic Development  
Allocation: Economic Development  
OMB Component Number: 2743

**Expenditures/Revenues**

Note: Amounts do not include inflation unless otherwise noted below. (Thousands of Dollars)

	FY2014 Appropriation Requested	Included in Governor's FY2014 Request	Out-Year Cost Estimates				
			FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
<b>OPERATING EXPENDITURES</b>	<b>FY 2014</b>	<b>FY 2014</b>	<b>FY 2015</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>	<b>FY 2019</b>
Personal Services		51.9	51.9	51.9			
Travel							
Services							
Commodities							
Capital Outlay							
Grants & Benefits		807.6	807.6	807.6			
Miscellaneous							
<b>Total Operating</b>	<b>0.0</b>	<b>859.5</b>	<b>859.5</b>	<b>859.5</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>

**Fund Source (Operating Only)**

1004 Gen Fund		859.5	859.5	859.5			
<b>Total</b>	<b>0.0</b>	<b>859.5</b>	<b>859.5</b>	<b>859.5</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>

**Positions**

Full-time							
Part-time							
Temporary							

<b>Change in Revenues</b>							
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Estimated SUPPLEMENTAL (FY2013) cost: 0.0

Estimated CAPITAL (FY2014) cost: 0.0

**ASSOCIATED REGULATIONS**

Does the bill direct, or will the bill result in, regulation changes adopted by your agency? No  
If yes, by what date are the regulations to be adopted, amended or repealed?

**Why this fiscal note differs from previous version:**

This version reflects the changes made in the House Labor and Commerce Committee by amending program termination from July 1, 2018 to July 1, 2016.

Prepared By: Lorene Palmer, Director  
Division: Division of Economic Development  
Approved By: JoEllen Hanrahan, Director  
Administrative Services Division

Phone: (907)465-2625  
Date: 03/15/2013 01:45 PM  
Date: 03/15/13

FISCAL NOTE ANALYSIS

STATE OF ALASKA  
2013 LEGISLATIVE SESSION

BILL NO. CSHB 71(HL&C)

**Analysis**

HB 71 extends the termination date of the Alaska Regional Economic Assistance Program (ARDOR) from July 1, 2013 to July 1, 2016.

Twenty-five years ago, the 15th Alaska State Legislature established the ARDOR Program and designated the Alaska Department of Commerce, Community, and Economic Development (DCCED) as its administrative agency. The ARDOR Program has been reauthorized by the Alaska State Legislature approximately every five years since 1988. Without reauthorization during the 2013 Legislative Session, the program is scheduled to sunset June 30, 2013.

The Department awards 807.6 in grants to 13 ARDORs. The remaining 51.9 in personal services pays for a portion of DCCED staff time associated with administering the grants and the ARDOR program in general. This funding is included in the Governor's proposed FY2014 budget.

**CS FOR HOUSE BILL NO. 71(FIN)**

**IN THE LEGISLATURE OF THE STATE OF ALASKA  
TWENTY-EIGHTH LEGISLATURE - FIRST SESSION**

**BY THE HOUSE FINANCE COMMITTEE**

**Offered:  
Referred:**

**Sponsor(s): REPRESENTATIVE HUGHES**

**A BILL**

**FOR AN ACT ENTITLED**

1 **"An Act requiring the Department of Commerce, Community, and Economic**  
2 **Development to file an annual report to the legislature regarding statewide and regional**  
3 **economic development projects and regional development organizations; extending the**  
4 **termination date of the Alaska regional economic assistance program; and providing for**  
5 **an effective date."**

6 **BE IT ENACTED BY THE LEGISLATURE OF THE STATE OF ALASKA:**

7 **\* Section 1.** AS 44.33.895 is amended by adding a new subsection to read:

8 (f) Not later than February 1 of each year, the department shall compile a  
9 report on statewide and regional economic development projects and on the activities  
10 of regional development organizations that have received assistance under (a) of this  
11 section or a grant under (b) of this section. The department shall notify the legislature  
12 that the report is available. The report must include the information listed in  
13 paragraphs (1) - (3) of this subsection. To compile the report, the department shall

1 require each regional development organization to provide the following information  
2 to the department on or before a date set by the department:

3 (1) an assistance and funding summary for the previous fiscal year that  
4 includes

5 (A) the assistance provided to the organization by the  
6 department, the amount and purposes of grants made to the organization by the  
7 department, and a statement of any other funding received by the organization  
8 from the state;

9 (B) the amount of federal funding and grants received by the  
10 organization; and

11 (C) the amounts and sources of private sector sponsorships;

12 (2) an activity summary that includes

13 (A) a summary of the meetings of the board of the regional  
14 development organization held during the past year, including the number of  
15 meetings and the date, location, and a brief description of the agenda of each  
16 meeting;

17 (B) a summary of economic development initiatives being  
18 undertaken and services being provided by the regional development  
19 organization at the time of the report;

20 (C) a work plan containing goals, objectives, and strategies for  
21 addressing regional economic needs;

22 (D) a summary of any comprehensive economic development  
23 strategy being implemented by the board at the time of the report; and

24 (E) the status of projects funded by grants from the state or the  
25 federal government; and

26 (3) an economic development summary that includes

27 (A) potential projects identified by the board that may enhance  
28 economic development; and

29 (B) challenges to regional economic development identified by  
30 the board.

31 \* **Sec. 2.** Section 2, ch. 43, SLA 2000, as amended by sec. 1, ch. 110, SLA 2003, sec. 1, ch.

1 51, SLA 2005, and sec. 1, ch. 69, SLA 2008, is amended to read:

2 Sec. 2. AS 44.33.895 is repealed July 1, 2016 [2013].

3 \* **Sec. 3.** The uncodified law of the State of Alaska is amended by adding a new section to  
4 read:

5 TRANSITION. Notwithstanding AS 44.33.895(f), enacted by sec. 1 of this Act, the  
6 first report filed after the effective date of this Act shall include a funding summary for the  
7 previous three fiscal years.

8 \* **Sec. 4.** The uncodified law of the State of Alaska is amended by adding a new section to  
9 read:

10 RETROACTIVITY. If sec. 1 of this Act takes effect on or after July 1, 2013, it is  
11 retroactive to July 1, 2013.

12 \* **Sec. 5.** This Act takes effect immediately under AS 01.10.070(c).

Amendment

Page 1, line 7

Insert a after "Shall"

compile a report on work on statewide economic development projects and

Renumber the following sections of the bill.

*regional*

*Adopted  
3/18/13*

*Adopted  
3/18/13*

28-LS0288\N  
Martin  
3/18/13

**CS FOR HOUSE BILL NO. 71(FIN)**

IN THE LEGISLATURE OF THE STATE OF ALASKA

TWENTY-EIGHTH LEGISLATURE - FIRST SESSION

BY THE HOUSE FINANCE COMMITTEE

Offered:  
Referred:

Sponsor(s): REPRESENTATIVE HUGHES

**A BILL**

**FOR AN ACT ENTITLED**

1 "An Act requiring the Department of Commerce, Community, and Economic  
2 Development to file an annual report to the Legislature regarding regional development  
3 organizations; extending the termination date of the Alaska regional economic  
4 assistance program; and providing for an effective date."

5 **BE IT ENACTED BY THE LEGISLATURE OF THE STATE OF ALASKA:**

6 \* **Section 1.** AS 44.33.895 is amended by adding a new subsection to read:

7 (f) Not later than February 1 of each year, the department shall compile a  
8 report on the activities of regional development organizations that have received  
9 assistance under (a) of this section or a grant under (b) of this section. The department  
10 shall notify the legislature that the report is available. The report must include the  
11 information listed in paragraphs (1) - (3) of this subsection. To compile the report, the  
12 department shall require each regional development organization to provide the  
13 following information to the department on or before a date set by the department:

14 (1) an assistance and funding summary for the previous fiscal year that

1 includes

2 (A) the assistance provided to the organization by the  
3 department, the amount and purposes of grants made to the organization by the  
4 department, and a statement of any other funding received by the organization  
5 from the state;

6 (B) the amount of federal funding and grants received by the  
7 organization; and

8 (C) the amounts and sources of private sector sponsorships;

9 (2) an activity summary that includes

10 (A) a summary of the meetings of the board of the regional  
11 development organization held during the past year, including the number of  
12 meetings and the date, location, and a brief description of the agenda of each  
13 meeting;

14 (B) a summary of economic development initiatives being  
15 undertaken and services being provided by the regional development  
16 organization at the time of the report;

17 (C) a work plan containing goals, objectives, and strategies for  
18 addressing regional economic needs;

19 (D) a summary of any comprehensive economic development  
20 strategy being implemented by the board at the time of the report; and

21 (E) the status of projects funded by grants from the state or the  
22 federal government; and

23 (3) an economic development summary that includes

24 (A) potential projects identified by the board that may enhance  
25 economic development; and

26 (B) challenges to regional economic development identified by  
27 the board.

28 \* **Sec. 2.** Section 2, ch. 43, SLA 2000, as amended by sec. 1, ch. 110, SLA 2003, sec. 1, ch.  
29 51, SLA 2005, and sec. 1, ch. 69, SLA 2008, is amended to read:

30 Sec. 2. AS 44.33.895 is repealed July 1, 2016 [2013].

31 \* **Sec. 3.** The uncodified law of the State of Alaska is amended by adding a new section to

1 read:

2           TRANSITION. Notwithstanding AS 44.33.895(f), enacted by sec. 1 of this Act, the  
3 first report filed after the effective date of this Act shall include a funding summary for the  
4 previous three fiscal years.

5       \* **Sec. 4.** The uncodified law of the State of Alaska is amended by adding a new section to  
6 read:

7           RETROACTIVITY. If sec. 1 of this Act takes effect on or after July 1, 2013, it is  
8 retroactive to July 1, 2013.

9       \* **Sec. 5.** This Act takes effect immediately under AS 01.10.070(c).

withdrawn

CONCEPTUAL AMENDMENT

OFFERED IN THE HOUSE  
TO: CSHB 71(FIN)

BY REPRESENTATIVES COSTELLO  
AND AUSTERMAN

~~Page 2, line 25:~~

~~Delete "and"~~

Page 2, line 27:

Delete "the board."

Insert: "the board; and

(C) a report on any work done on statewide economic development projects."

# HB 71 - AK REGIONAL ECONOMIC ASSISTANCE PROGRAM

House Finance Committee – 3/18/2013 – 1:30PM

## Presenting before the committee:

- Rep. Shelley Hughes and staffer Ginger Blaisdell will speak about their bill

## In the audience, and available to answer questions (but not presenting):

- Lorene Palmer – Director, Division of Economic Development, DCCED
- Nicole Grewe – Program Manager for ARDORS, DCCED
- Kris Curtis – Legislative Audit

## Planning to testify BY PHONE (ok'd by Hughes office):

- Jason Hoke, Exec. Dir., Copper Valley Development Assoc.  
(@ Glennallen LIO)
- Carl Berger, Exec. Dir., Lower Kuskokwim Economic Development Council
- TBD – Any other Regional ARDOR folks.



ALASKA STATE LEGISLATURE  
**HOUSE FINANCE COMMITTEE**

State Capitol, Room 519

Rep. Alan Austerman, Co-Chair

Rep. Bill Stoltze, Co-Chair

Monday, March 18, 2013

1:30 PM

Agenda:

HB 71-AK REGIONAL ECONOMIC ASSISTANCE PROGRAM

NEW FN CED \$ replaces #1

CS WORKDRAFT 28- LS0288\N

**Available for Questions in Person:**

Lorene Palmer, Director, Division of Economic Development,  
Department of Commerce, Community & Economic Development

Nicole Grewe, Economic Development Advisor, Department of  
Commerce, Community & Economic Development

**CS FOR HOUSE BILL NO. 71(L&C)**

IN THE LEGISLATURE OF THE STATE OF ALASKA

TWENTY-EIGHTH LEGISLATURE - FIRST SESSION

BY THE HOUSE LABOR AND COMMERCE COMMITTEE

Offered: 3/7/13  
Referred: Finance

Sponsor(s): REPRESENTATIVE HUGHES

**A BILL**

**FOR AN ACT ENTITLED**

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

3 **BE IT ENACTED BY THE LEGISLATURE OF THE STATE OF ALASKA:**

4 \* **Section 1.** Section 2, ch. 43, SLA 2000, as amended by sec. 1, ch. 110, SLA 2003, sec. 1,  
5 ch. 51, SLA 2005, and sec. 1, ch. 69, SLA 2008, is amended to read:

6 Sec. 2. AS 44.33.895 is repealed July 1, 2016 [2013].

7 \* **Sec. 2.** The uncodified law of the State of Alaska is amended by adding a new section to  
8 read:

9 RETROACTIVITY. If sec. 1 of this Act takes effect on or after July 1, 2013, it is  
10 retroactive to July 1, 2013.

11 \* **Sec. 3.** This Act takes effect immediately under AS 01.10.070(c).

# ALASKA STATE LEGISLATURE

**SESSION ADDRESS:**

Alaska State Capitol  
Juneau Alaska 99801  
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Wasilla AK 99654  
Phone: 907-376-3725  
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Representative Shelley Hughes  
House District 8 - Greater Palmer

Honorable Representative Stoltze, Co-Chair  
House Finance Committee  
Room 515, State Capitol  
Juneau, AK 99801

## CSHB71(L&C) ARDORS Reauthorization

### Sponsor Statement

March 13, 2013

HB71 extends the date of the Alaska Regional Economic Assistance program, enabling the creation of Alaska Regional Development Organizations (ARDORs). This bill extends the termination date of the program for five years. There are 12 ARDORs across the state, and they serve as the state's contribution to economic development in Alaska's urban and rural areas. They enable local officials and businesses to pool their limited resources and work together on economic development projects, develop public and private partnerships, and provide technical assistance.

In 1988 the ARDORs were formed in state statute. At that time the state believed that each region had its own concerns and challenges, and the best strategy would be to approach economic development with partners. ARDORs are non-partisan and can bring entities together for common goals and increase economic development in the regions. The ARDORs have leveraged the state funding by at least three to one and as much as eight to one.

FY14 Governor's Request: Grants to Alaska Regional Development Organization (ARDOR) \$807,539 is increased from the FY2013 amount of \$745,470.

REPRESENTATIVE  
SHELLEY HUGHES

Economic Development  
Trade & Tourism Committee  
*Chairman*

Energy Committee  
State Affairs Committee  
Military & Veterans' Affairs Committee  
University Subcommittee  
Fish & Game Subcommittee

# Alaska State Legislature



## House of Representatives District 8 ~ Greater Palmer

Session:  
State Capitol, Room 409  
Juneau, Alaska 99801-1182  
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Senator Anna Fairclough, Chair  
Representative Mike Hawker, Vice Chair  
Legislative Budget and Audit Committee  
State Capitol Building  
Juneau, AK 99801

Honorable Senator Fairclough and Representative Hawker,

I respectfully request the Legislative Budget and Audit Committee to consider and schedule an audit of the regional economic assistance program housed in the Department of Commerce, Community and Economic Development. This program has not been audited during its 25 years.

The Alaska regional economic assistance program was established in 1988 (Chapter 94 SLA 1988). The new statutes formed regional development organizations to address economic problems of specific regions in the state and to coordinate private and public resources to support economic development in those regions. The program was intended to provide the state with information on regional economic issues and opportunities for international trade. Additionally, the program provided assistance in local economic diversification and development efforts to help address a recession and encourage regions of the state to become economically self-sufficient.

Alaska Regional Development Organizations (ARDOR) were authorized as part of the original legislation. The State provides funding in the form of grants to ARDORs. There are currently 12 ARDORs and each is eligible to receive up to \$100,000 in annual financial assistance from the state.

Given the significant changes to the State's economic landscape since the program was created in 1988 and in light of declining state resources, I respectfully request an audit of the program to address the following objectives:

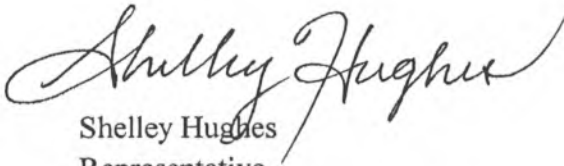
1. Evaluate the need for the ARDOR program in terms of whether the program is meeting its statutory purpose by reviewing the program's activities for the period FY 08 through FY 13. This evaluation should include determining whether the program is administered

in compliance with legislative intent and statutory requirements and the degree to which grantees were successful in meeting their established goals.

2. Determine the extent to which the ARDOR program duplicates the efforts of other government, nonprofit, or private entities in terms of encouraging economic development in regions of the state.
3. Evaluate the need for economic development by region and compare the need with the areas being served by the program.
4. Summarize the legislative intent of the program at creation in 1988 and significant program changes.
5. Summarize the ARDOR program expenditures for the period FY 08 through FY 13 including administration costs, amounts granted to ARDORs, grant match requirements, grant recipients and region served.

Thank you for your consideration of this audit request. If you have further questions, please contact my Legislative Aide, Ginger Blaisdell at 465-5265.

Sincerely,



Shelley Hughes  
Representative

District 8 ~ Greater Palmer

# Fiscal Note

State of Alaska  
2013 Legislative Session

Bill Version: CSHB 71(L&C)  
 Fiscal Note Number: 1  
 (H) Publish Date: 3/7/13

Identifier: HB071-DCCED-DED-02-15-13  
 Title: AK REGIONAL ECONOMIC ASSISTANCE PROGRAM  
 Sponsor: HUGHES  
 Requester: House Labor and Commerce

Department: Department of Commerce, Community and Economic Development  
 Appropriation: Economic Development  
 Allocation: Economic Development  
 OMB Component Number: 2743

**Expenditures/Revenues**

Note: Amounts do not include inflation unless otherwise noted below. (Thousands of Dollars)

	FY2014 Appropriation Requested	Included in Governor's FY2014 Request	Out-Year Cost Estimates					
			FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
<b>OPERATING EXPENDITURES</b>								
Personal Services		51.9	51.9	51.9	51.9	51.9	51.9	51.9
Travel								
Services								
Commodities								
Capital Outlay								
Grants & Benefits		807.6	807.6	807.6	807.6	807.6	807.6	807.6
Miscellaneous								
<b>Total Operating</b>	<b>0.0</b>	<b>859.5</b>	<b>859.5</b>	<b>859.5</b>	<b>859.5</b>	<b>859.5</b>	<b>859.5</b>	<b>859.5</b>

**Fund Source (Operating Only)**

1004 Gen Fund		859.5	859.5	859.5	859.5	859.5	859.5	859.5
<b>Total</b>	<b>0.0</b>	<b>859.5</b>	<b>859.5</b>	<b>859.5</b>	<b>859.5</b>	<b>859.5</b>	<b>859.5</b>	<b>859.5</b>

**Positions**

Full-time								
Part-time								
Temporary								

Change in Revenues								

Estimated SUPPLEMENTAL (FY2013) cost: 0.0

Estimated CAPITAL (FY2014) cost: 0.0

**ASSOCIATED REGULATIONS**

Does the bill direct, or will the bill result in, regulation changes adopted by your agency? No  
 If yes, by what date are the regulations to be adopted, amended or repealed?

**Why this fiscal note differs from previous version:**

Not applicable, initial version.

Prepared By: Lorene Palmer, Director  
 Division: Division of Economic Development  
 Approved By: JoEllen Hanrahan, Director  
Administrative Services Division

Phone: (907)465-2625  
 Date: 02/15/2013 02:00 PM  
 Date: 02/15/13

FISCAL NOTE ANALYSIS #1

STATE OF ALASKA  
2013 LEGISLATIVE SESSION

BILL NO. CSHB 71(RES)

**Analysis**

HB 71 extends the termination date of the Alaska Regional Economic Assistance Program (ARDOR) from July 1, 2013 to July 1, 2018.

Twenty-five years ago, the 15th Alaska State Legislature established the ARDOR Program and designated the Alaska Department of Commerce, Community, and Economic Development (DCCED) as its administrative agency. The ARDOR Program has been reauthorized by the Alaska State Legislature approximately every five years since 1988. Without reauthorization during the 2013 Legislative Session, the program is scheduled to sunset June 30, 2013.

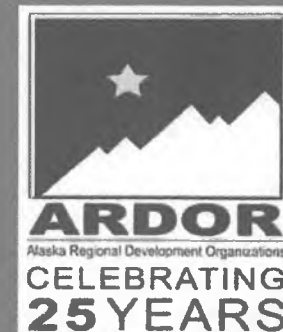
The Department awards 807.6 in grants to 13 ARDORs. The remaining 51.9 in personal services pays for a portion of DCCED staff time associated with administering the grants and the ARDOR program in general. This funding is included in the Governor's proposed FY2014 budget.

ALASKA REGIONAL DEVELOPMENT ORGANIZATIONS | FISCAL YEAR 2012

# ANNUAL REPORT



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



St. Paul, Alaska

Photo courtesy of SWAMC



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

**Telephonic Device for the Deaf (TDD): (907) 465-5437**



### **ARDOR Program Summary**

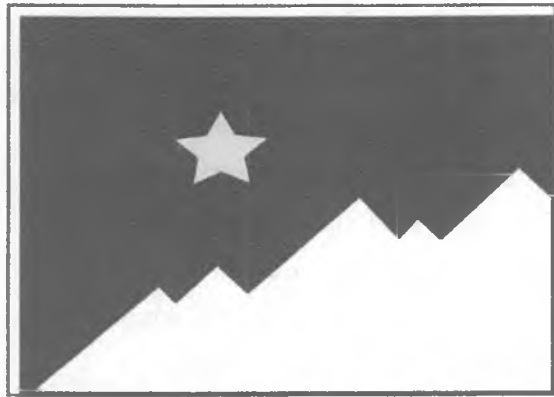
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**ARDOR**  
**CELEBRATING**  
**25 YEARS**  
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2013 is a milestone anniversary for the Alaska Regional Development Organization (ARDOR) Program as it celebrates its Silver Jubilee. Twenty-five years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

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

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

**Copper Valley Development Association:  
 1<sup>st</sup> Rural Alaska Governor's Family Picnic**

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

*Photo courtesy of CVDA*



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



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

**Lower Kuskokwim Economic Development Council:  
*Supporting Artists***

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

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

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

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

Interior Rivers Arts and Crafts Cooperative, Aniak



*Photo courtesy of IRRCCDC*



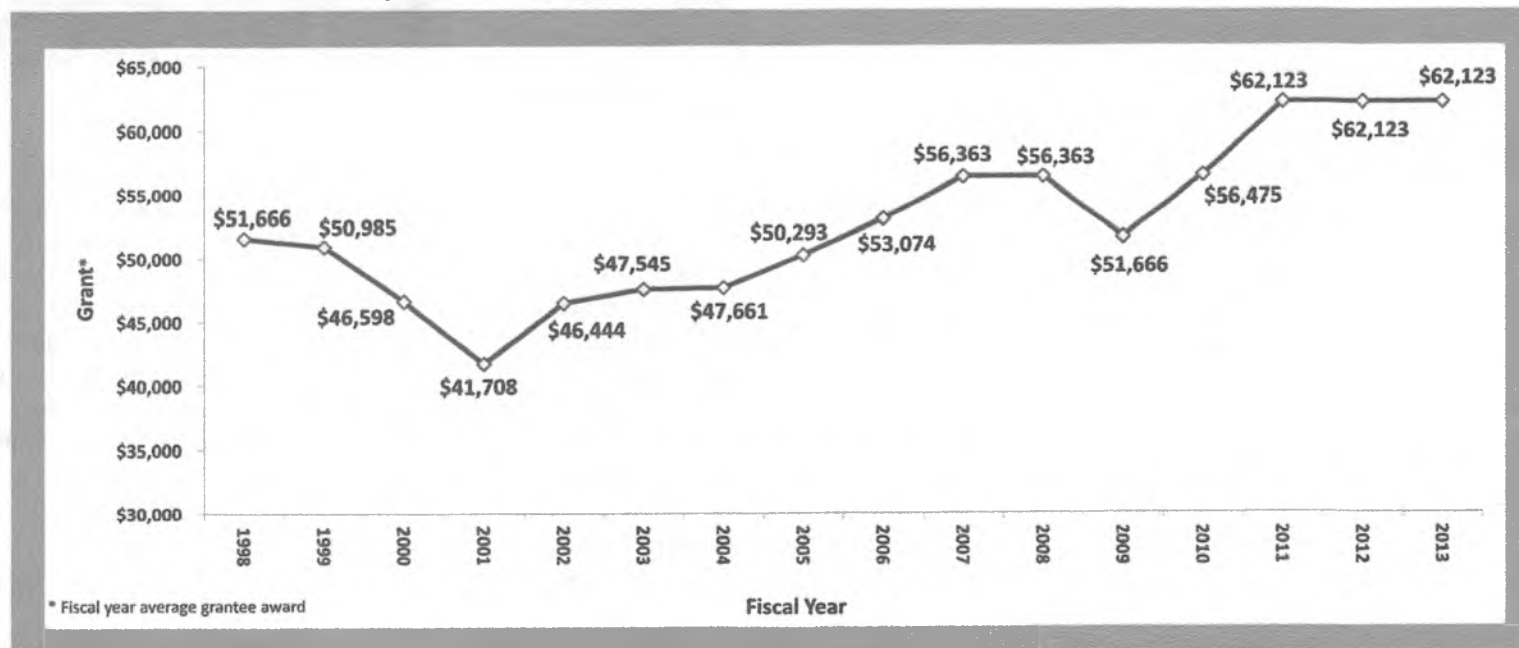
Each year, the Alaska State Legislature appropriates funding to the Alaska Regional Economic Assistance Program. The appropriation is equally distributed to ARDORs as non-competitive grants based on an annual work plan that includes (Alaska Administrative Code 3 AAC 57.080):

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

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

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

Fiscal Year 1998 - 2013: ARDOR Program Annual Grant





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

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

### Anchorage Economic Development Corporation: *Growing Commercial Activity*

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

Site selector Alison Benton meeting with Kenai Peninsula College officials.



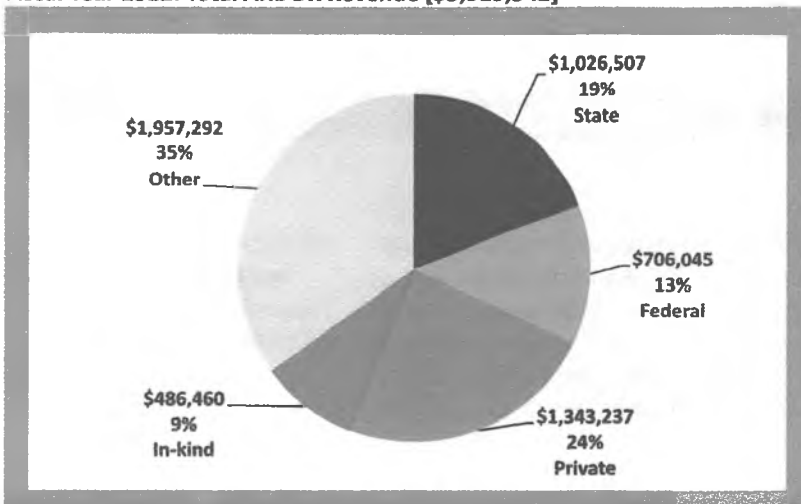
Photo courtesy of AEDC

Southeast Conference 2012 Annual Meeting - Craig High School



Photo courtesy of Southeast Conference

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





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

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

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

### Southwest Alaska Municipal Conference: *Leading STEM Education Activities*

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

M/V Susitna at the Ketchikan Shipyard and Drydock



*Photo courtesy of Southeast Conference*

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

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

### Bering Strait Development Council:

#### *Facilitating Business Startup*

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

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

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

Weighing Kuskokwim River salmon for delivery to Coastal Villages Seafoods.



Photo courtesy of LKEDC



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

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

### Anchorage Economic Development Corporation



### Fairbanks North Star Borough Economic Development Commission



### Lower Kuskokwim Economic Development Council



### Prince William Sound Economic Development District



### Bering Strait Development Council



### Interior Rivers Resource Conservation and Development Council



### Matanuska-Susitna Resource Conservation and Development Council



### Southeast Conference



### Copper Valley Development Association



### Kenai Peninsula Economic Development District



### Northwest Arctic Borough Economic Development Commission



### Southwest Alaska Municipal Conference



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

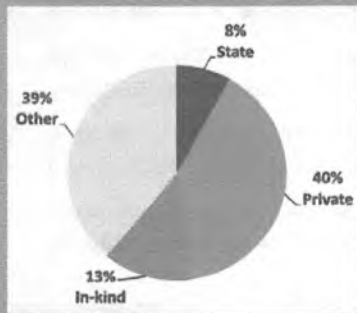
# ARDOR PROGRAM



### STAFF:

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

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[www.aedcweb.com](http://www.aedcweb.com)



### FOLLOW:



## ANCHORAGE ECONOMIC DEVELOPMENT CORPORATION



**MISSION:** *Growing and diversifying the Anchorage economy.*

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

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

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





### MANAGEMENT

Director: Bill Popp



Bill Popp has spent more than 35 years in both the private and public sectors in Alaska. As AEDC's president and CEO, he sets the strategic direction in marketing Anchorage and Alaska to companies

and global industries considering Anchorage as a place to do business. Bill is currently chairman of the statewide Broadband Task Force and is a board member of the Anchorage Chamber of Commerce, Anchorage Convention and Visitors Bureau, Anchorage Downtown Partnership, Alaska Partnership for Economic Development, and Anchorage Concert Association.

#### Board of Directors:

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

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

### SELECT ACTIVITIES

#### Research and Analysis

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

#### Economic Forecast Luncheons

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

#### Long-Range Planning

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

#### Site Selection

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

#### Lockheed Martin Corporation Assistance

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



Photo courtesy of AEDC

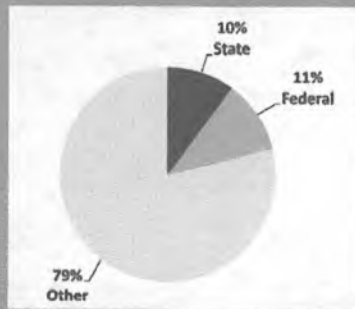
# ARDOR PROGRAM



## STAFF:

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

## REVENUE PORTFOLIO:



## CONTACT:

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[www.kawerak.org](http://www.kawerak.org)



## BERING STRAIT DEVELOPMENT COUNCIL

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

The Bering Strait Development Council (BSDC) was established as an ARDOR in 1997 to coordinate economic development planning, encourage business startup, and assist businesses with planning and management challenges. Operating as a part of the larger Kawerak non-profit organization, BSDC delivers business and community planning services, energy development technical assistance, e-commerce coordination and education, and grant writing assistance for Bering Strait communities. Most importantly, BSDC serves as a forum for discussing economic development challenges and provides guidance to Kawerak's Community Planning and Development Department.

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

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





### MANAGEMENT

Director: Bryant Hammond



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

### Board of Directors:

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

\*Private Sector

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

### SELECT ACTIVITIES

#### Economic Development Planning

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

#### Business Planning and Assistance

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

#### Backhaul and Recycling

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

#### Energy Advocacy

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

#### Grantsmanship

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

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



Photo courtesy of BSDC

# ARDOR PROGRAM

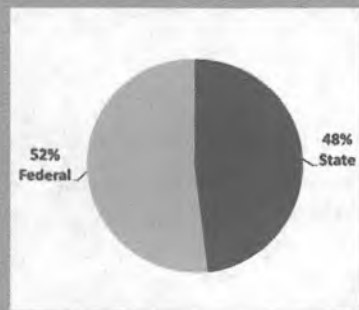
## COPPER VALLEY DEVELOPMENT ASSOCIATION



### STAFF:

Jason Hoke, Executive Director  
Sandra Wagner, Administrative Assistant

### REVENUE PORTFOLIO:



### CONTACT:

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[www.coppervalley.org](http://www.coppervalley.org)



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

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

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

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



# ARDOR PROGRAM

## COPPER VALLEY DEVELOPMENT ASSOCIATION



### MANAGEMENT

Director: Jason Hoke



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

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

### Board of Directors:

- |                |               |
|----------------|---------------|
| Gary Hay       | Sheila Hay*   |
| Meg Jensen*    | Pat Anderson* |
| Theresa Absher | Kris Winter*  |
- \*Private Sector

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

### SELECT ACTIVITIES

#### Energy Leadership

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

#### Biomass Development

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

#### Agriculture Facilitation

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

#### Tourism Promotion

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



Photo courtesy of CVDA

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

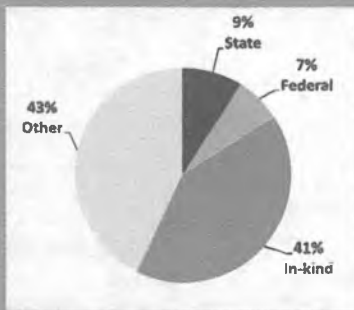
# ARDOR PROGRAM



## STAFF:

Chris Storhok, Community and Economic Development Specialist

## REVENUE PORTFOLIO:



## CONTACT:

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EconomicDevelopment/default.htm](http://www.co.fairbanks.ak.us/mayor/EconomicDevelopment/default.htm)



## FAIRBANKS NORTH STAR BOROUGH ECONOMIC DEVELOPMENT COMMISSION



**MISSION:** *Maintaining a vibrant and sustainable community.*

The Fairbanks North Star Borough was incorporated during 1964. Approximately 15 years later, regional economic development planning was officially integrated into the borough's portfolio of municipal services with the founding of the Economic Development Commission (1980). Today, the Fairbanks North Star Borough Economic Development Commission (FNSBEDC) is comprised of nine commissioners appointed by the borough assembly. The organization is housed in the mayor's office with a full-time dedicated community and economic development specialist.

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

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





### MANAGEMENT

Director: Chris Storhok



Chris Storhok has worked for the Fairbanks North Star Borough Mayor's Office since 2004, serving first as the grants coordinator and ascending to directorship of the borough's Economic Development Commission

in 2011. Chris holds a master of science degree from the University of Idaho. Prior to relocating to Alaska, Chris served as the rural development director for Latah County, Idaho.

### Board of Directors:

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

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

### SELECT ACTIVITIES

#### Agriculture Leadership

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

#### Buy-Local Promotion

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

#### Forest Products Diversification

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

Chena Hot Springs Resort greenhouse



Photo courtesy of FNSBEDC

# ARDOR PROGRAM

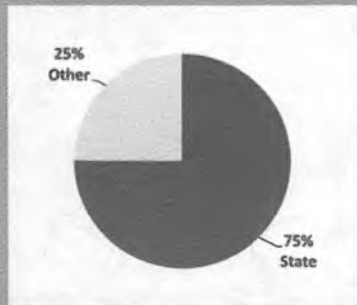


Interior Rivers R C & D Council, Inc.

## STAFF:

Angela Morgan, Executive Director

## REVENUE PORTFOLIO:



## CONTACT:

P.O. Box 309  
Aniak, AK 99557  
(907) 675-4599  
[www.interiorrivers.org](http://www.interiorrivers.org)



## INTERIOR RIVERS RESOURCE CONSERVATION AND DEVELOPMENT COUNCIL



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

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

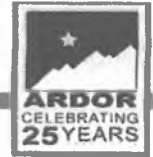
As a region without a borough government, Interior Rivers lacks a region-wide community and economic development planning authority. IRRDCDC fills this organizational void by providing a forum for village leaders to assemble, discuss economic development challenges, and select community development priority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

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



# ARDOR PROGRAM

## INTERIOR RIVERS RESOURCE CONSERVATION AND DEVELOPMENT COUNCIL



### MANAGEMENT

Director: Angela Morgan

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

#### Board of Directors:

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

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

### SELECT ACTIVITIES

#### Management Transition

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

#### Farming Assistance

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

#### Community Profiles

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

#### Networking

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



Photo courtesy of IRRCDC

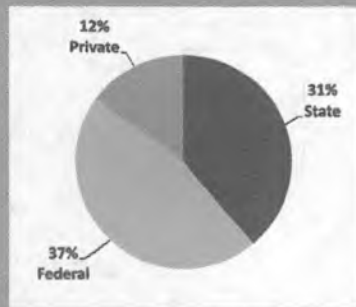
# ARDOR PROGRAM



## STAFF:

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

## REVENUE PORTFOLIO:



## CONTACT:

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



## KENAI PENINSULA ECONOMIC DEVELOPMENT DISTRICT



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

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

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

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





### MANAGEMENT

Director: John Torgerson

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

### Board of Directors

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

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

### SELECT ACTIVITIES

#### Business Advocacy

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

#### Workforce Training and Development

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

#### Increased Employment

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

#### Economic Forums

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



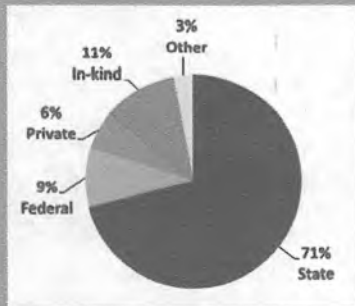
# ARDOR PROGRAM

## LOWER KUSKOKWIM ECONOMIC DEVELOPMENT COUNCIL

### STAFF:

Carl Berger, Executive Director

### REVENUE PORTFOLIO:

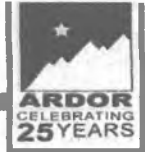


### CONTACT:

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



## LOWER KUSKOKWIM ECONOMIC DEVELOPMENT COUNCIL



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

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

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

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





### MANAGEMENT

Director: Carl Berger



Carl Berger has served as the executive director of LKEDC since the organization was formed in 1991. Carl holds a bachelor of arts degree in economics from California State University, Sacramento. Prior to joining LKEDC,

Carl worked for the Yukon Kuskokwim Health Corporation and the Association of Village Council Presidents. During his tenure with LKEDC, Carl established and has maintained the Salmon Quality Enhancement Project, a 15-year effort to improve the quality of local commercial salmon and support higher prices to local fishermen for their catch.

### Board of Directors

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

\*Private Sector

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

## SELECT ACTIVITIES

### Planning Collaboration

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

### Broadband Planning

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

### Salmon Enhancement Project Management

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

### Partner Organization Networking

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

F/V Eider, Kuskokwim River fish tender



—Photo courtesy of LKEDC

# ARDOR PROGRAM

## MATANUSKA-SUSITNA RESOURCE CONSERVATION AND DEVELOPMENT COUNCIL



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

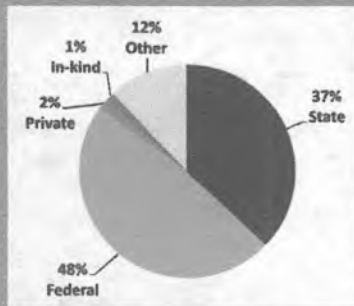
The Matanuska-Susitna Resource Conservation and Development Council (MSRDC) incorporated during 1991 and achieved ARDOR status two years later (1993). MSRDC's purpose is to provide regional leadership for developing and implementing a plan for the conscientious development, conservation, and use of human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

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

### STAFF:

Marty Metiva, Executive Director

### REVENUE PORTFOLIO:



### CONTACT:

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



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



# ARDOR PROGRAM



## MANAGEMENT

Director: Marty Metiva



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

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

### Board of Directors:

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

\*Private Sector

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

## SELECT ACTIVITIES

### Business Retention

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

### Regional Collaboration

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

### Recycling

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

### Tourism

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

### Salmon Habitat

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

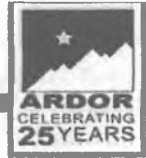
Houston Senior Center community garden



Photo courtesy of MSRCDC

# ARDOR PROGRAM

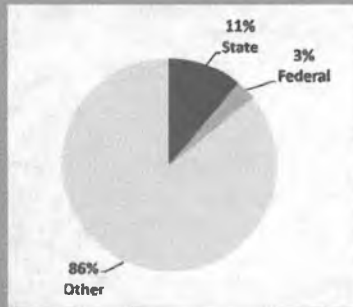
## NORTHWEST ARCTIC BOROUGH ECONOMIC DEVELOPMENT COMMISSION



### STAFF:

Lincoln Saito, Executive Director

### REVENUE PORTFOLIO:



### CONTACT:

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



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

The Iñupiat have thrived in Northwest Alaska for thousands of years due to abundant subsistence resources, including clean drinking water, caribou, salmon, sheefish, smelt, crab, moose, wolves, lynx, fox, berries, and other wild plants. Today, activities related to government, mining, health care, transportation, and construction dominate the regional economy. The Red Dog Mine, located 90 miles north of Kotzebue, is the world's largest zinc and lead mine and provides 370 direct year-round jobs and over one-quarter of the Northwest Arctic Borough's wage and salary payroll. Borough residents have the opportunity to participate in the mining industry while also maintaining a subsistence lifestyle.

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

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



# ARDOR PROGRAM

## MANAGEMENT

Director: Lincoln Saito



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

### Board of Directors:

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

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

## NORTHWEST ARCTIC BOROUGH ECONOMIC DEVELOPMENT COMMISSION



## SELECT ACTIVITIES

### Small Business Startup Assistance

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

### Energy Planning Facilitation

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

### Arts and Crafts Promotion

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

Rainbow Park, Kotzebue



Photo courtesy of NABEDC

# ARDOR PROGRAM

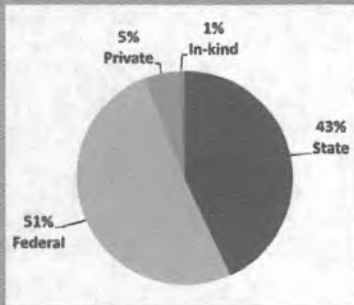


Prince William Sound  
**ECONOMIC  
DEVELOPMENT  
DISTRICT**

**STAFF:**

Sue Cogswell, Executive Director

**REVENUE PORTFOLIO:**



**CONTACT:**

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



## PRINCE WILLIAM SOUND ECONOMIC DEVELOPMENT DISTRICT

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

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

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

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



# ARDOR PROGRAM

## PRINCE WILLIAM SOUND ECONOMIC DEVELOPMENT DISTRICT



### MANAGEMENT

Director: Sue Cogswell



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

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

### Board of Directors.

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

\* Private Sector

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

### SELECT ACTIVITIES

#### Long-Range Planning

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

#### Environmental Collaboration

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

#### Emergency Planning and Preparedness

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

#### LNG Port Valdez Promotion

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

Buckner Building, Whittier



Photo courtesy of PWSEDD

# ARDOR PROGRAM

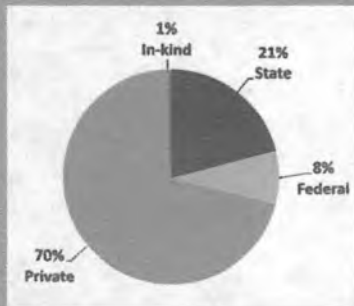
## Southeast Conference



### STAFF:

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

### REVENUE PORTFOLIO:



### CONTACT:

612 West Willoughby Avenue, Suite B  
Juneau, Alaska 99801  
(907) 523-4350  
info@seconference.org  
www.seconference.org

### FOLLOW:



## SOUTHEAST CONFERENCE

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

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

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

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



# ARDOR PROGRAM

## SOUTHEAST CONFERENCE



### MANAGEMENT

Director: Shelly Wright



Shelly Wright has worked for the betterment of Southeast Alaska for nearly 40 years with employment spanning multiple economic sectors including transportation, hospitality, and logging industries. Her experience

in Southeast has provided her with a strong connection to the people, knowledge of how they live and work, and the big picture vision. Shelly was named executive director of Southeast Conference in 2007.

### Board of Directors:

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

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

### SELECT ACTIVITIES

#### Timber Leadership

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

#### Seafood Advocacy

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

#### Energy Collaboration

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

#### Solid Waste Assistance

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

#### Maritime Facilitation

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

Southeast Conference, 2012 Board of Directors orientation



Photo courtesy of Southeast Conference

Oyster pot transport, Peril Strait



Photo courtesy of Southeast Conference



# ARDOR PROGRAM

## SOUTHWEST ALASKA MUNICIPAL CONFERENCE



### MANAGEMENT

Director: Andy Varner



Andy Varner joined SWAMC in 2005, and was named executive director in February 2010.

Andy has a bachelor of science from the University of Missouri and a master of public administration

from the University of Alaska Anchorage. Andy serves as secretary of the Alaska Partnership for Economic Development, chair of Alaska SourceLink's Executive Committee, and member of Alaska Municipal League's Land Use, Resources and Economic Development Subcommittee.

#### Board of Directors:

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

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

### SELECT ACTIVITIES

#### Broadband Leadership

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

#### Regional Energy Planning

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

#### Arctic Opportunities

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

#### STEM Education Facilitation

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

#### Seafood Industry Support

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

SWAMC group, touring the Nikiski LNG Facility.



Photo courtesy of SWAMC

**Contributors:**

Nicole Grewe, ARDOR Program Coordinator  
Division of Economic Development

Jon Bittner, Business and Economic Development Director  
Anchorage Economic Development Corporation

Bryannt Hammond, Community Planning and Development Director  
Bering Straits Development Council

Jason Hoke, Executive Director  
Copper Valley Development Association

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

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

Carrie Couey, Programs Manager  
Kenai Peninsula Economic Development District

Carl Berger, Executive Director  
Lower Kuskokwim Economic Development Council

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

Lincoln Saito, Director  
Northwest Arctic Borough Economic Development Commission

Sue Cogswell, Executive Director  
Prince William Sound Economic Development District

Shelly Wright, Executive Director  
Southeast Conference

Andy Varner, Executive Director  
Southwest Alaska Municipal Conference

**Editors:**

Nicole Grewe, ARDOR Program Coordinator  
Division of Economic Development

Dru Garson, Development Specialist  
Division of Economic Development

**Design:**

Gretchen W. Fauske, Business Development Officer  
Division of Economic Development



Pelican Harbor

# ARDOR PROGRAM



Department of Commerce, Community, and Economic Development  
Division of Economic Development  
Alaska Regional Economic Assistance Program

Physical Location:  
3032 Vintage Park Boulevard, Suite 100  
Juneau, Alaska 99801

Mailing Address:  
P.O. Box 110804  
Juneau, Alaska 99811

Phone: (907) 465-2510  
Fax: (907) 465-3767  
TDD: (907) 465-5437

Website: [www.commerce.state.ak.us/ded/dev/ardor](http://www.commerce.state.ak.us/ded/dev/ardor)

Buckland residential area



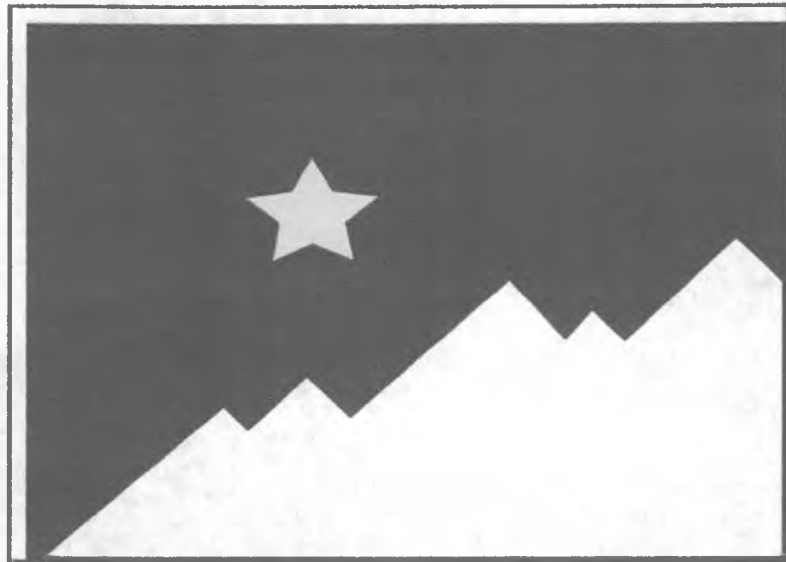


**Alaska Regional Economic Assistance Program  
Division of Economic Development**

House Special Committee on Economic Development, Trade, and Tourism

February 5, 2013

**ALASKA**  
DEPARTMENT OF  
COMMERCE,  
COMMUNITY,  
AND ECONOMIC  
DEVELOPMENT



**ARDOR**

Alaska Regional Development Organizations

**CELEBRATING  
25 YEARS**  
1 9 8 8 - 2 0 1 3

## Through the Years

- Celebrating the Silver Jubilee
- 15<sup>th</sup> Alaska State Legislature (1988)
- Senate Bill 480
- Established the Alaska Regional Economic Assistance Program and designated the Department of Commerce, Community, and Economic Development as its administrative agency.
- Founding Purpose – Create a network of regionally-driven organizations to plan and support regional and local economic development.

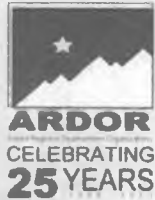
# ALASKA REGIONAL ECONOMIC ASSISTANCE PROGRAM

## Alaska Statute 44.33.895

- 1** Encourage the formation of regional development organizations
- 2** Assist establishing boundaries – size, inclusive, and regional center
- 3** Gather information about regional economic issues
- 4** Assist regional development organizations
- 5** Serve as liaison between organizations and state agencies
- 6** Grant administration

*Encouraging the formation of regional development organizations to prepare and implement regional development strategies.*

# CURRENT ARDORs

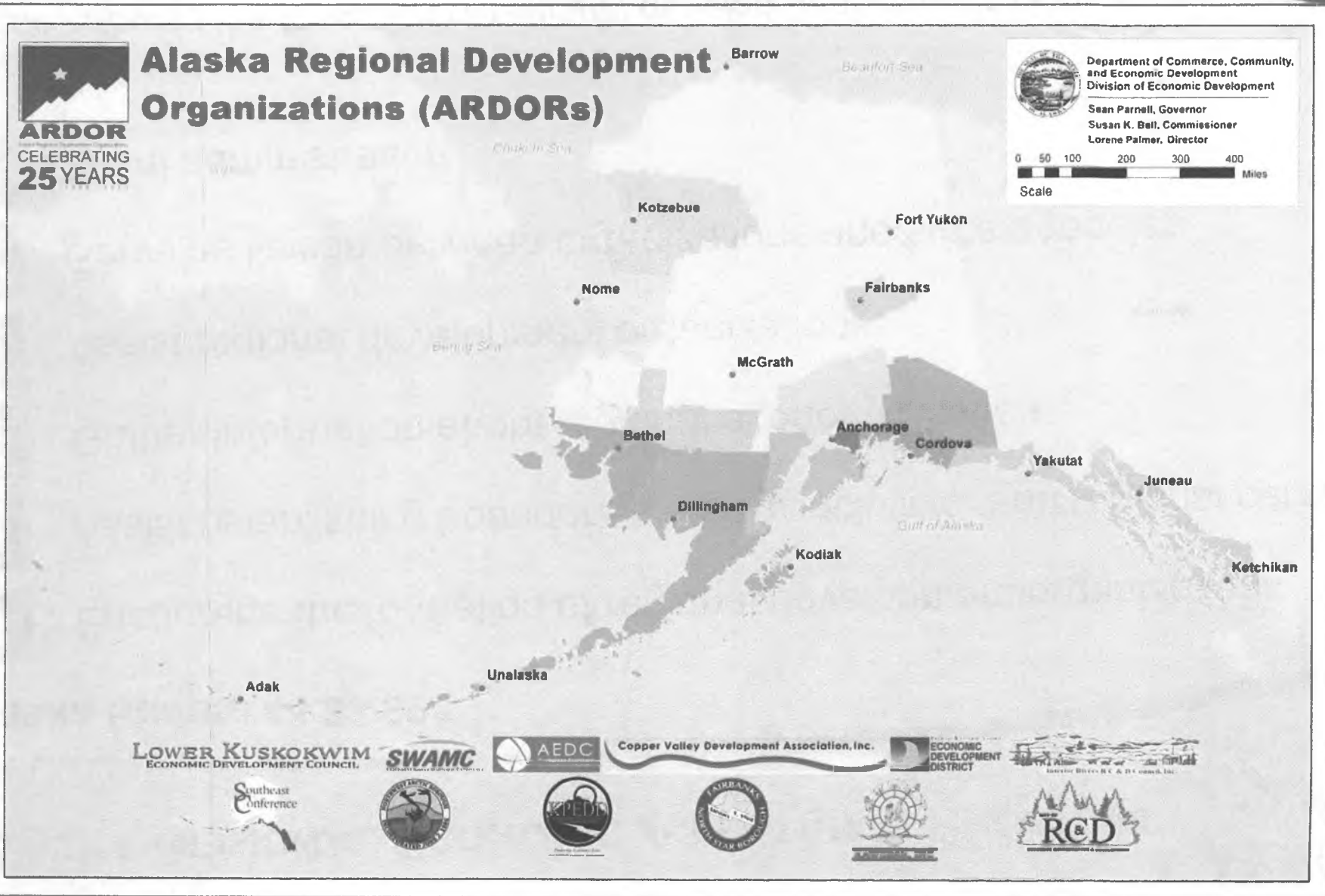


## Alaska Regional Development Organizations (ARDORs)



Department of Commerce, Community,  
 and Economic Development  
 Division of Economic Development

Sean Parnell, Governor  
 Susan K. Ball, Commissioner  
 Lorene Palmer, Director



**LOWER KUSKOKWIM**  
 ECONOMIC DEVELOPMENT COUNCIL

**SWAMC**  
 Southeast Alaska  
 Economic Development Council

**AEDC**  
 Anchorage Economic  
 Development Council

Copper Valley Development Association, Inc.

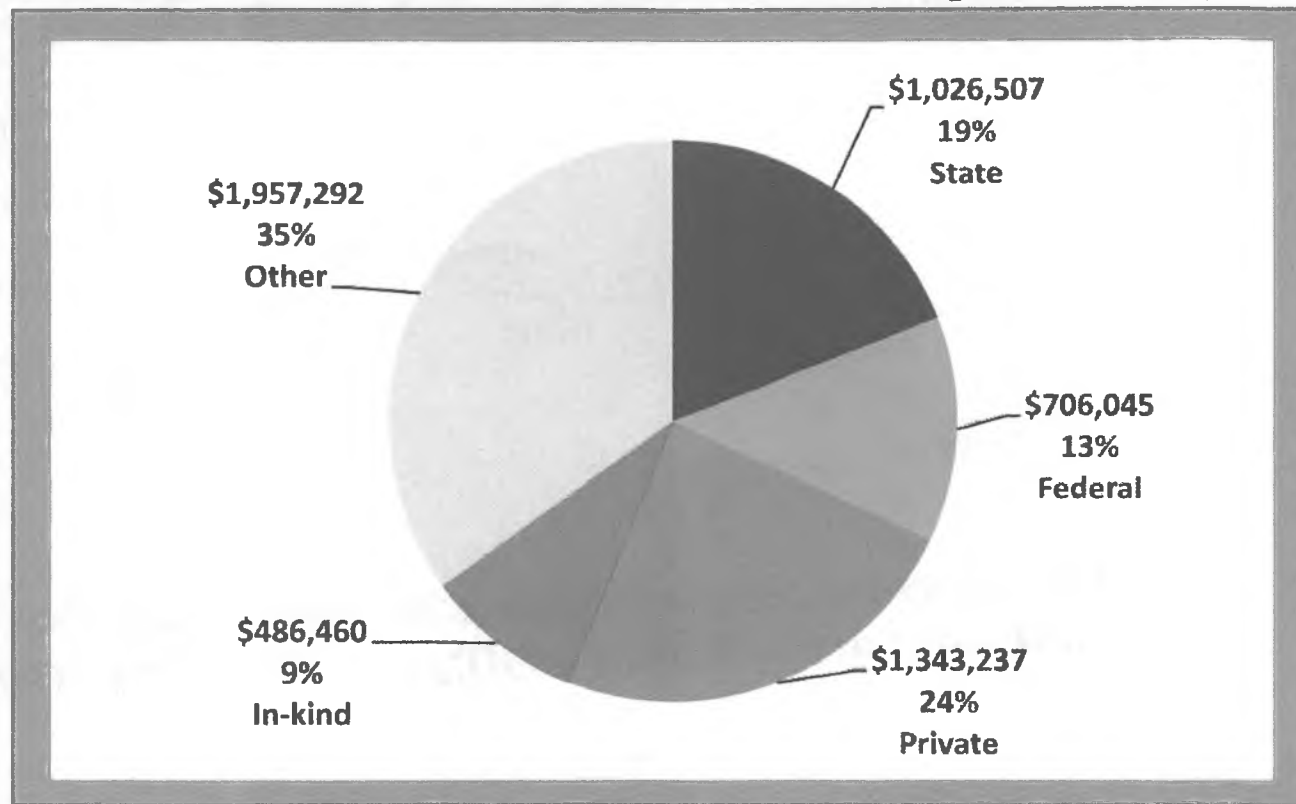
**ECONOMIC  
 DEVELOPMENT  
 DISTRICT**

**THE R&D**  
 REGIONAL DEVELOPMENT  
 DISTRICT



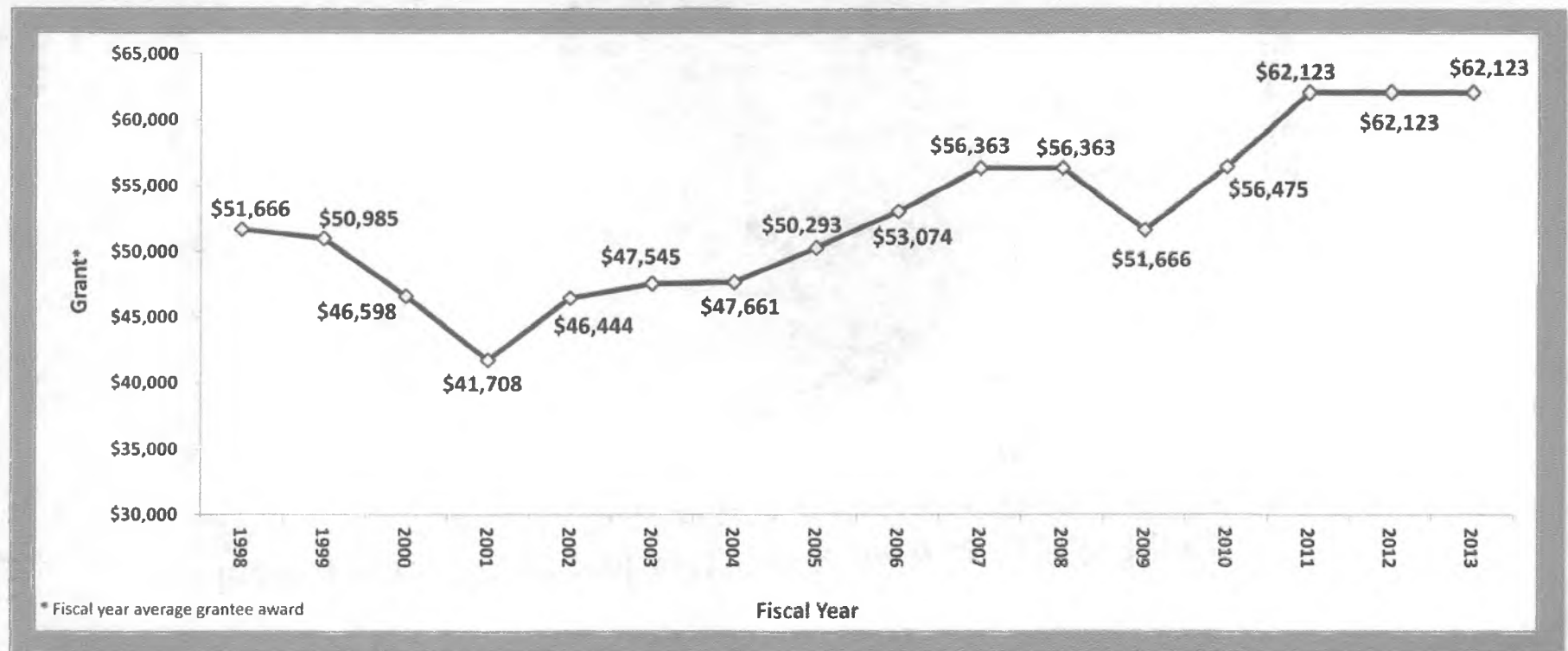
# EFFECTIVE LEVERAGING

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



# STATE INVESTMENT

## Fiscal Year 1998 – 2013: ARDOR Program Annual Grant



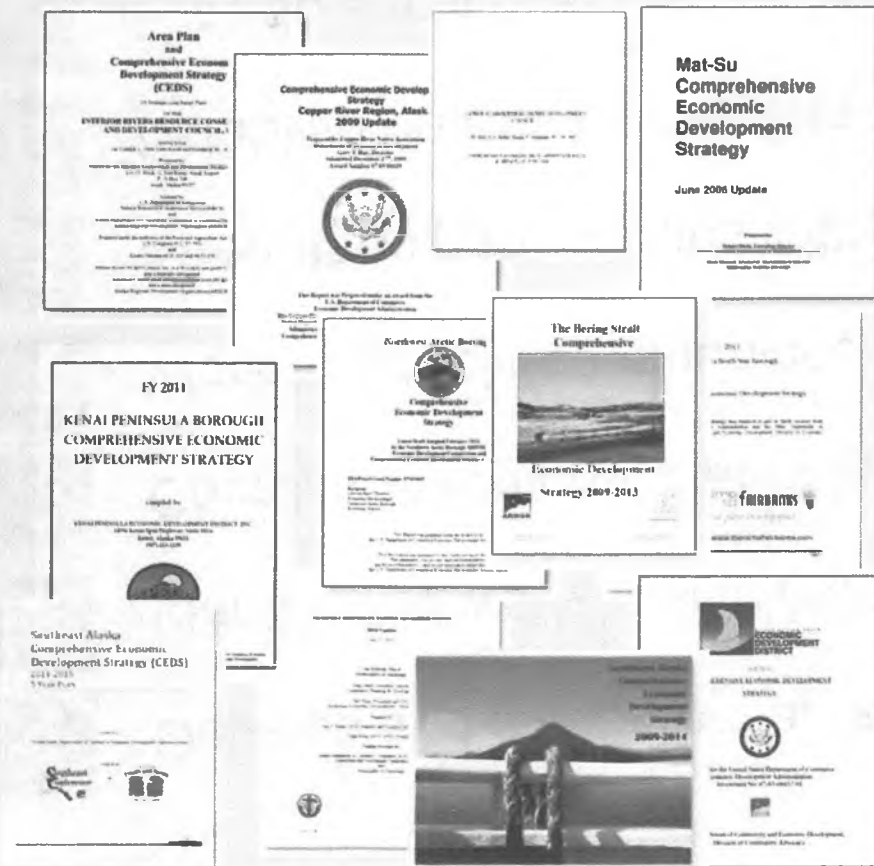
# ARDOR WORK PLANS

- 1** Develop and implement an economic development strategy or plan.
- 2** Identify and work to eliminate economic development barriers.
- 3** Coordinate regional planning efforts that result in new opportunity.
- 4** Work to enable communities to collaborate and pool resources.
- 5** Strengthen partnerships with private, public, and NGOs.
- 6** Establish boards of directors that represent diverse interests.
- 7** Provide small business technical assistance.
- 8** Serve as regional liaison for state and federal government.

# ARDOR ECONOMIC DEVELOPMENT STRATEGIES

## Economic Development Strategy

- Fact gathering to assure region understands current development situation.
- Identification of resources that serve as assets for economic development activities.
- Production of a strategy for regional and local economic development that includes priorities, a work plan, assigned responsibilities, and an implementation schedule.
- Regional and community profiles.



# REGIONAL PERSPECTIVE

## Southeast Conference

*Working to build a strong economy and health communities while maintaining a quality environment.*

- Incorporated in 1958
- Shelly Wright, Executive Director
- 13 Board Members and 5 Staff

Southeast  
Conference



## Southwest Alaska Municipal Conference

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

- Incorporated in 1988
- Andy Varner, Executive Director
- 11 Board Members and 2 Staff



# FURTHER INFORMATION

**ALASKA**  
DEPARTMENT OF  
COMMERCE,  
COMMUNITY,  
AND ECONOMIC  
DEVELOPMENT



Nicole Grewe, ARDOR Program Coordinator  
Division of Economic Development  
Direct: (907) 465-3812  
Email: [nicole.grewe@alaska.gov](mailto:nicole.grewe@alaska.gov)  
[www.commerce.alaska.gov/ded/dev/ardor/ardor.htm](http://www.commerce.alaska.gov/ded/dev/ardor/ardor.htm)

ALASKA REGIONAL DEVELOPMENT ORGANIZATIONS | FISCAL YEAR 2012

## ANNUAL REPORT



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



**ARDOR**  
Alaska Regional Development Organizations  
CELEBRATING  
**25 YEARS**



ASSOCIATION OF VILLAGE COUNCIL PRESIDENTS  
P.O. BOX 219  
BETHEL, ALASKA 99559

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ASSOCIATION OF VILLAGE COUNCIL PRESIDENTS  
EXECUTIVE BOARD OF DIRECTORS

BETHEL, ALASKA

MARCH 5, 2013

RESOLUTION No: 13-03-01

**TITLE: A RESOLUTION SUPPORTING THE ALASKA REGIONAL DEVELOPMENT ORGANIZATION (ARDOR) PROGRAM AND A PETITION TO INCREASE ARDOR PROGRAM FUNDING**

WHEREAS The Association of Village Council Presidents (AVCP) is the recognized tribal organization and non-profit Alaska Native regional corporation for its fifty-six member indigenous Native villages within Western Alaska; and

WHEREAS AVCP fully supports its member villages in all economic development activities; and

WHEREAS the ARDOR Program was established in 1988 by the Alaska Legislature to encourage the formation of regional development organizations to prepare and implement regional development strategies (Alaska Statute 44.33.895); and

WHEREAS the AVCP region encompasses three ARDOR organizations; Lower Yukon Economic Development Council, Lower Kuskokwim Economic Development Council and the Interior Rivers Resource Conservation & Development Council; and

WHEREAS each ARDOR organization is vital towards the economic growth of the AVCP region; and

WHEREAS the ARDOR program which currently serves 13 organizations is underfunded at \$750,000; and

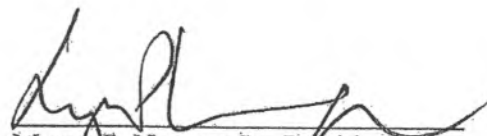
WHEREAS AVCP petitions to increase the ARDOR program to full funding and/or a 5% increase per year for the next five years; and

NOW THEREFORE BE IT RESOLVED THAT, AVCP Executive Board supports the Alaska Regional Development Organization (ARDOR) Program and petition the State of Alaska to increase the ARDOR program to full funding or a 5% increase per year for the next five years; and

ADOPTED by the Association of Village Council Presidents during its Executive Board Meeting held in Bethel, Alaska, this 5th day of March, 2013 with a duly constituted quorum of board members present.

CERTIFIED:

  
Raymond J. Watson, Chairman

  
Myron P. Naneng Sr., President

August 30, 2012

Honorable Sean Parnell  
Alaska State Capitol Building  
P.O. Box 110001  
Juneau, AK 99811-0001

Dear Governor Parnell,

I wish to submit this letter as a show of support for the Alaska Regional Development Organization (ARDOR) program. The Alaska legislature has continued to reauthorize the program since 1988 and should do so again, as it is a sound investment in the future of our state. The ARDORs provide services to stimulate economic development across the state, often in isolated and economically depressed regions and serve as a point of coordination between local, state, and federal agencies, as well as the private sector.

I also support an increase in ARDOR program funding to the maximum amount under statute. The ARDORs have accomplished admirable goals in business development, community planning, and infrastructure improvements and continue to do so. Increased funding will allow the ARDORs to enhance their services and increase the businesses and agencies they collaborate with.

Locally, I have worked with the Southwest Alaska Municipal Conference (SWAMC) on several issues. The organization will celebrate its 25<sup>th</sup> anniversary next year. Over the past two decades, SWAMC has been a leader in fisheries development and an advocate for our coastal communities; they have assisted businesses large and small, from mom and pop bed and breakfasts to multinational seafood processors; and they have undertaken important foundational economic development projects in our region, with a focus on infrastructure, energy, business, and broadband planning. SWAMC represents the effectiveness of the ARDOR program. I live in Ouzinkie, a small and economically depressed village in the Kodiak area. Members of SWAMC have traveled to our community to provide information on business plan development and toured our facilities, such as the fish processor building. They were able to identify community strengths and highlight the abundance of natural resources in our community and offered suggestions of ways that we might capitalize on these assets and begin developing a viable economy with opportunities for growth and the introduction of new, successful small businesses. They outlined possibilities for lowering operating costs and showed our residents what could be achieved with thoughtful planning and hard work. At the time, Ouzinkie was in the early stages of implementing a small-scale tourism project. SWAMC assisted in reviewing materials pertaining to this project, walking the tour route and offering suggestions along the way. Historically, our community had been sustained by commercial fishing but sadly, this has not been the case for some time. SWAMC is a strong advocate for rural communities and supports commercial fishing opportunities for residents in Southwest Alaska, including the CQE program. SWAMC has also been involved in rural broadband initiatives to improve access to information and open new areas of opportunity. Since moving to Ouzinkie four years ago, I have worked from home in the field of economic development and as a distance education faculty member of Kodiak College. I can attest to the importance of having such access and the professional avenues one may be able to pursue with these technologies, even from a location as remote as this.

Totemoff 1

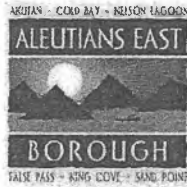
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I enjoy the working relationship i have with our regional ARDOR and would like that relationship to continue and grow. I fully support the continued reauthorization of the ARDOR program, as well as an increase in base funding. I hope you will agree in recognizing the ARDOR program as a sound investment in the future of our state.

Thank you for your time and consideration.

Sincerely,

  
H. Kathleen Totemoff



August 27, 2012

Honorable Sean Parnell  
Alaska State Capitol Building  
P.O. Box 110001  
Juneau, AK 99811-0001

Dear Governor Parnell,

The Aleutians East Borough supports the Alaska Regional Development Organization (ARDOR) program. The Alaska legislature has continued to reauthorize the program since 1988 and should do so again, as it is a sound investment in the future of our state. The ARDORs provide services to stimulate economic development across the state, often in isolated and economically depressed regions and serve as a point of coordination between local, state, and federal agencies, as well as the private sector.

We also support an increase in ARDOR program funding to the maximum amount under statute. The ARDORs have accomplished admirable goals in business development, community planning, and infrastructure improvements and continue to do so. Increased funding will allow the ARDORs to enhance their services and increase the businesses and agencies they collaborate with.

Locally, we have worked with the Southwest Alaska Municipal Conference (SWAMC) on several issues. The organization will celebrate its 25<sup>th</sup> anniversary next year. Over the past two decades, SWAMC has been a leader in fisheries development and an advocate for our coastal communities; they have assisted businesses large and small, from mom and pop bed and breakfasts to multinational seafood processors; and they have undertaken important foundational economic development projects in our region, with a focus on infrastructure, energy, business, and broadband planning. SWAMC represents the effectiveness of the ARDOR program.

We enjoy the working relationship we have with our regional ARDOR and would like that relationship to continue and grow. The Aleutians East Borough fully supports the continued reauthorization of the ARDOR program, as well as an increase in base funding. We hope you will agree with us in recognizing the ARDOR program as a sound investment in the future of our state.

Thank you for your time and consideration.

Sincerely,

Rick Gifford  
Borough Administrator

P.O. Box 189  
NAKNEK, ALASKA 99633  
www.bristolbayboroughak.us



TELEPHONE  
(907) 246-4224  
FAX  
(907) 246-6633

## *Bristol Bay Borough*

August 30, 2012

Honorable Sean Parnell  
Alaska State Capitol Building  
P.O. Box 110001  
Juneau, AK 99811-0001

Dear Governor Parnell,

Bristol Bay Borough supports the Alaska Regional Development Organization (ARDOR) program. The Alaska legislature has continued to reauthorize the program since 1988 and should do so again, as it is a sound investment in the future of our state. The ARDORs provide services to stimulate economic development across the state, often in isolated and economically depressed regions and serve as a point of coordination between local, state, and federal agencies, as well as the private sector.

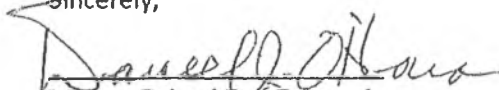
We also support an increase in ARDOR program funding to the maximum amount under statute. The ARDORs have accomplished admirable goals in business development, community planning, and infrastructure improvements and continue to do so. Increased funding will allow the ARDORs to enhance their services and increase the businesses and agencies they collaborate with.

Locally, we have worked with the Southwest Alaska Municipal Conference (SWAMC) on several issues. The organization will celebrate its 25<sup>th</sup> anniversary next year. Over the past two decades, SWAMC has been a leader in fisheries development and an advocate for our coastal communities; they have assisted businesses large and small, from mom and pop bed and breakfasts to multinational seafood processors; and they have undertaken important foundational economic development projects in our region, with a focus on infrastructure, energy, business, and broadband planning. SWAMC represents the effectiveness of the ARDOR program.

We enjoy the working relationship we have with our regional ARDOR and would like that relationship to continue and grow. Bristol Bay Borough fully supports the continued reauthorization of the ARDOR program, as well as an increase in base funding. We hope you will agree with us in recognizing the ARDOR program as a sound investment in the future of our state.

Thank you for your time and consideration.

Sincerely,

  
Mayor, Bristol Bay Borough



August 27, 2012

Honorable Sean Parnell  
Alaska State Capitol Building  
P.O. Box 110001  
Juneau, AK 99811-0001

Dear Governor Parnell,

Bristol Bay Native Corporation (BBNC) supports the Alaska Regional Development Organization (ARDOR) program. The Alaska legislature has continued to reauthorize the program since 1988 and should do so again, as it is a sound investment in the future of our state. The ARDORs provide services to stimulate economic development across the state, often in isolated and economically depressed regions and serve as a point of coordination between local, state, and federal agencies, as well as the private sector.

We also support an increase in ARDOR program funding to the maximum amount under statute. The ARDORs have accomplished admirable goals in business development, community planning, and infrastructure improvements and continue to do so. Increased funding will allow the ARDORs to enhance their services and increase the businesses and agencies they collaborate with.

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We enjoy the working relationship we have with our regional ARDOR and would like that relationship to continue and grow. BBNC fully supports the continued reauthorization of the ARDOR program, as well as an increase in base funding. We hope you will agree with us in recognizing the ARDOR program as a sound investment in the future of our state.

Thank you for your time and consideration.

Sincerely,

A handwritten signature in dark ink, appearing to read "Jason Metrokin", written in a cursive style.

Jason Metrokin  
President & CEO

111 West 16<sup>th</sup> Avenue, Suite 400  
Anchorage, Alaska 99501  
T 907.278.3602 F 907.276.3924  
www.bbnc.net



# City of Adak

P.O. Box 2011 • Adak, Alaska 99546  
(907) 592-4500 • Fax: (907) 592-4262

August 29, 2012

Honorable Sean Parnell  
Alaska State Capitol Building  
P.O. Box 110001  
Juneau, AK 99811-0001

Dear Governor Parnell,

The City of Adak supports the Alaska Regional Development Organization (ARDOR) program. The Alaska legislature has continued to reauthorize the program since 1988 and should do so again, as it is a sound investment in the future of our state. The ARDORs provide services to stimulate economic development across the state, often in isolated and economically depressed regions and serve as a point of coordination between local, state, and federal agencies, as well as the private sector.

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We enjoy the working relationship we have with our regional ARDOR and would like that relationship to continue and grow. The City of Adak fully supports the continued reauthorization of the ARDOR program, as well as an increase in base funding. We hope you will agree with us in recognizing the ARDOR program as a sound investment in the future of our state.

Thank you for your time and consideration.

Sincerely,  
CITY OF ADAK, ALASKA

A handwritten signature in black ink, appearing to read "Layton J. Lockett".

Layton J. Lockett  
City Manager



August 30, 2012

Honorable Sean Parnell  
Alaska State Capitol Building  
P.O. Box 110001  
Juneau, AK 99811-0001

Subject: Alaska Regional Development Organization Program

Dear Governor Parnell:

The City of Dillingham fully supports the reauthorization of the Alaska Regional Development Organization (ARDOR) program as well as an increase in funding. The Alaska legislature has continued to reauthorize the program since 1988 and should do so again, as it is a sound investment in the future of our state. The ARDORs provide services to stimulate economic development across the state, often in isolated and economically depressed regions and serve as a point of coordination between local, state, and federal agencies, as well as the private sector.

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We enjoy the working relationship we have with our regional ARDOR and would like that relationship to continue and to grow. We hope you will agree with us in recognizing the ARDOR program as a sound investment in the future of our state.

Thank you for your time and consideration.

Sincerely,

A handwritten signature in cursive script that reads "Alice A. Ruby".

Alice Ruby, Mayor  
City of Dillingham



## City of King Cove

A · L · A · S · K · A

Office of the Administrative Manager  
3380 C Street, Suite 205  
Anchorage, AK 99503  
907-274-7573

August 30, 2012

Honorable Sean Parnell  
Alaska State Capitol Building  
P.O. Box 110001  
Juneau, AK 99811-0001

Dear Governor Parnell,

The City of King Cove supports the Alaska Regional Development Organization (ARDOR) program. The Alaska legislature has continued to reauthorize the program since 1988 and should do so again, as it is a sound investment in the future of our state. The ARDORs provide services to stimulate economic development across the state, often in isolated and economically depressed regions and serve as a point of coordination between local, state, and federal agencies, as well as the private sector.

We also support an increase in ARDOR program funding to the maximum amount under statute. The ARDORs have accomplished admirable goals in business development, community planning, and infrastructure improvements and continue to do so. Increased funding will allow the ARDORs to enhance their services and increase the businesses and agencies they collaborate with.

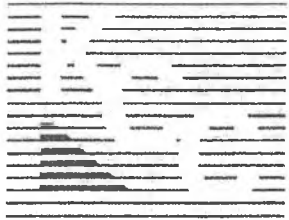
Locally, we have worked with the Southwest Alaska Municipal Conference (SWAMC) on several issues. The organization will celebrate its 25<sup>th</sup> anniversary next year. Over the past two decades, SWAMC has been a leader in fisheries development and an advocate for our coastal communities; they have assisted businesses large and small, from mom and pop bed and breakfasts to multinational seafood processors; and they have undertaken important foundational economic development projects in our region, with a focus on infrastructure, energy, business, and broadband planning. SWAMC represents the effectiveness of the ARDOR program.

We enjoy the working relationship we have with our regional ARDOR and would like that relationship to continue and grow. The City of King Cove fully supports the continued reauthorization of the ARDOR program, as well as an increase in base funding. We hope you will agree with us in recognizing the ARDOR program as a sound investment in the future of our state.

Thank you for your time and consideration.

Sincerely,

  
Bonnie Folz  
Administrative Manager



**KODIAK  
CHAMBER  
OF COMMERCE**

100 E. Marine Way, Suite 300, Kodiak Alaska 99615 • (907) 486-5557 • FAX: (907) 486-7605  
www.kodiak.org • Email: chamber@kodiak.org

August 24, 2012

Honorable Sean Parnell  
Alaska State Capitol Building  
P.O. Box 110001  
Juneau, AK 99811-0001

Dear Governor Parnell,

The Kodiak Chamber of Commerce supports the Alaska Regional Development Organization (ARDOR) program. The Alaska legislature has continued to reauthorize the program since 1988 and should do so again, as it is a sound investment in the future of our state. The ARDORs provide services to stimulate economic development across the state, often in isolated and economically depressed regions and serve as a point of coordination between local, state, and federal agencies, as well as the private sector.

We also support an increase in ARDOR program funding to the maximum amount under statute. The ARDORs have accomplished admirable goals in business development, community planning, and infrastructure improvements and continue to do so. Increased funding will allow the ARDORs to enhance their services and increase the businesses and agencies they collaborate with.

Locally, we have worked with the Southwest Alaska Municipal Conference (SWAMC) on several issues. The organization will celebrate its 25<sup>th</sup> anniversary next year. Over the past two decades, SWAMC has been a leader in fisheries development and an advocate for our coastal communities; they have assisted businesses large and small, from mom and pop bed and breakfasts to multinational seafood processors; and they have undertaken important foundational economic development projects in our region, with a focus on infrastructure, energy, business, and broadband planning. SWAMC represents the effectiveness of the ARDOR program.

We enjoy the working relationship we have with our regional ARDOR and would like that relationship to continue and grow. The Kodiak Chamber of Commerce fully supports the continued reauthorization of the ARDOR program, as well as an increase in base funding. We hope you will agree with us in recognizing the ARDOR program as a sound investment in the future of our state.

Thank you for your time and consideration.

Sincerely,

Trevor Brown  
Executive Director

**Dedicated to Kodiak's Economic Future**



Honorable Sean Parnell, Governor  
Alaska State Capitol Building  
P.O. Box 110001  
Juneau, AK 99811-0001

August 27, 2012

Dear Governor Parnell,

Kodiak College/University of Alaska Anchorage would like to register support for the Alaska Regional Development Organization (ARDOR) program. Since 1988, the Alaska State Legislature has continued reauthorization for the program and it is our hope that they do so again. Support for the program is a sound investment in the future of our state. ARDORs provide services to stimulate economic development across the state, often in isolated and economically depressed regions and serve as a point of coordination between participants and private sector industries along with local, state, and federal agencies.

Increasing support for ARDOR program funding to the maximum level allowed under statute would also be something to which we would lend support. The ARDORs have already accomplished admirable outcomes in business development, community planning, and infrastructure improvements and continued funding allows them to meet new goals. Increased funding further allows the ARDORs to enhance services and grow the number of the businesses and agencies with whom they collaborate.

Locally, Kodiak College has worked with the Southwest Alaska Municipal Conference (SWAMC) on several issues. The organization will celebrate its 25<sup>th</sup> anniversary next year. Over the past two decades, SWAMC has been a leader in fisheries development and an advocate for coastal communities; they have assisted businesses large and small, from mom and pop bed and breakfasts to multinational seafood processors, and they have undertaken important foundational economic development projects in our region, with a focus on infrastructure, energy, business, and broadband planning. SWAMC represents the effectiveness of the ARDOR program. A particular project on which the College has partnered with ARDOR is the Southwest Broadband Initiative Project, benefitting the smaller rural communities in Southwest Alaska. This is of particular import to the rural villages on Kodiak Island and villagers' access to high speed internet and all it brings to businesses and individuals. It has opened up access to higher education opportunities to students in remote locations, including rural high schools.

Kodiak College enjoys our working relationship with the our regional ARDOR and hope the relationship continues to grow and develop. We fully support the continued reauthorization of the ARDOR program, as well as increases in base funding. We hope you agree that the ARDOR program is a sound investment in the healthy economic future of our state.

Thank you for your time and consideration.  
Sincerely,

Barbara J. Bolson, Director

Kodiak College  
115 Benny Benson Drive  
Kodiak AK 99615

August 31, 2012

Honorable Sean Parnell  
Alaska State Capitol Building  
P.O. Box 110001  
Juneau, AK 99811-0001



Dear Governor Parnell,

Koniag, Inc. wishes to express its support for the Alaska Regional Development Organization (ARDOR) program which the Alaska legislature has reauthorized since 1988. This is a sound investment in the future of our state which provides services to stimulate economic development across the state, often in isolated and economically depressed regions and serves as a point of coordination between local, state, and federal agencies, as well as the private sector.

We also support an increase in ARDOR program funding to the maximum amount under statute. The ARDORs have accomplished admirable goals in business development, community planning, and infrastructure improvements and continue to do so. Increased funding will allow the ARDORs to enhance their services and increase the businesses and agencies they collaborate with.

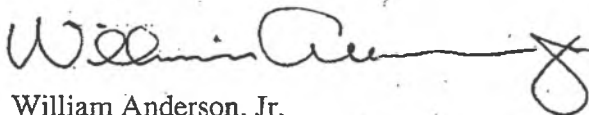
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We enjoy the working relationship we have with our regional ARDOR and would like that relationship to continue and grow. Koniag fully supports the continued reauthorization of the ARDOR program, as well as an increase in base funding. We hope you will agree with us in recognizing the ARDOR program as a sound investment in the future of our state.

Thank you for your time and consideration.

Sincerely,

Koniag, Inc.



William Anderson, Jr.  
President/CEO

194 Alimaq Drive  
Kodiak, Alaska 99615  
1-800-658-3818  
(907) 486-2550  
FAX (907) 486-3325



## City of Ouzinkie

P.O. Box 109  
3<sup>rd</sup> & C Street  
Ouzinkie, AK 99644  
Phone (907) 680-2209 Fax (907) 680-2223  
cityofouzikie@ouzikie.org

September 4, 2012

Honorable Sean Parnell  
Alaska State Capitol Building  
P.O. Box 110001  
Juneau, AK 99811-0001

Dear Governor Parnell,

The City of Ouzinkie supports the Alaska Regional Development Organization (ARDOR) program. The Alaska legislature has continued to reauthorize the program since 1988 and should do so again, as it is a sound investment in the future of our state. The ARDORs provide services to stimulate economic development across the state, often in isolated and economically depressed regions and serve as a point of coordination between local, state, and federal agencies, as well as the private sector.

We also support an increase in ARDOR program funding to the maximum amount under statute. The ARDORs have accomplished admirable goals in business development, community planning, and infrastructure improvements and continue to do so. Increased funding will allow the ARDORs to enhance their services and increase the businesses and agencies they collaborate with.

Locally, we have worked with the Southwest Alaska Municipal Conference (SWAMC) on several issues. The organization will celebrate its 25<sup>th</sup> anniversary next year. Over the past two decades, SWAMC has been a leader in fisheries development and an advocate for our coastal communities; they have assisted businesses large and small, from mom and pop bed and breakfasts to multinational seafood processors; and they have undertaken important foundational economic development projects in our region, with a focus on infrastructure, energy, business, and broadband planning. SWAMC represents the effectiveness of the ARDOR program.

We enjoy the working relationship we have with our regional ARDOR and would like that relationship to continue and grow. The City of Ouzinkie fully supports the continued reauthorization of the ARDOR program, as well as an increase in base funding. We hope you will agree with us in recognizing the ARDOR program as a sound investment in the future of our state.

Thank you for your time and consideration.

Sincerely,

A handwritten signature in black ink, appearing to read 'Dan Clarion', written over a horizontal line.

Dan Clarion,  
Mayor

# City of Sand Point



August 30, 2012

Honorable Sean Parnell  
Alaska State Capitol Building  
P.O. Box 110001  
Juneau, AK 99811-0001

Dear Governor Parnell,

The City of Sand Point supports the Alaska Regional Development Organization (ARDOR) program. The Alaska legislature has continued to reauthorize the program since 1988 and should do so again, as it is a sound investment in the future of our state. The ARDORs provide services to stimulate economic development across the state, often in isolated and economically depressed regions and serve as a point of coordination between local, state, and federal agencies, as well as the private sector.

We also support an increase in ARDOR program funding to the maximum amount under statute. The ARDORs have accomplished admirable goals in business development, community planning, and infrastructure improvements and continue to do so. Increased funding will allow the ARDORs to enhance their services and increase the businesses and agencies they collaborate with.

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We enjoy the working relationship we have with our regional ARDOR and would like that relationship to continue and grow. The City of Sand Point fully supports the continued reauthorization of the ARDOR program, as well as an increase in base funding. We hope you will agree with us in recognizing the ARDOR program as a sound investment in the future of our state.

Thank you for your time and consideration.

Sincerely,

A handwritten signature in black ink, appearing to read "Martin Gundersen".

Martin Gundersen  
Mayor

# Shumagin Corporation

P.O. Box 189 • Sand Point, Alaska 99661  
(907) 383-3525 • Fax: (907) 383-5356

August 30, 2012

Honorable Sean Parnell  
Alaska State Capitol Building  
P.O. Box 110001  
Juneau, AK 99811-0001

Dear Governor Parnell,

The Shumagin Corporation supports the Alaska Regional Development Organization (ARDOR) program. The Alaska legislature has continued to reauthorize the program since 1988 and should do so again, as it is a sound investment in the future of our state. The ARDORs provide services to stimulate economic development across the state, often in isolated and economically depressed regions and serve as a point of coordination between local, state, and federal agencies, as well as the private sector.

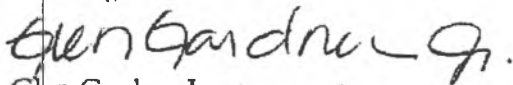
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We enjoy the working relationship we have with our regional ARDOR and would like that relationship to continue and grow. Shumagin Corporation fully supports the continued reauthorization of the ARDOR program, as well as an increase in base funding. We hope you will agree with us in recognizing the ARDOR program as a sound investment in the future of our state.

Thank you for your time and consideration.

Sincerely,



Glen Gardner Jr.  
President, Shumagin Corporation