

**02/05/13**  
**Overviews:**  
**Alaska**  
**Regional**  
**Development**  
**Organizations**  
**and Alaska**  
**Minerals**  
**Commission**

<TARGET><BILL></BILL><SUBJECT>02-05-13 Overviews Alaska  
Regional Development Organizations and Alaska Minerals  
Commission</SUBJECT><COMM>HEDT28</COMM></TARGET>

# Alaska State Legislature

Representative Shelley Hughes, Chair

Session Address:  
Alaska State Capitol, Room 409  
Juneau, Alaska 99801-1182  
Phone: (907) 465-3743  
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House District 8



Representative Lynn Gattis  
Representative Bob Herron  
Representative Pete Higgins  
Representative Craig Johnson  
Representative Kurt Olson  
Representative Lance Pruitt  
Representative Harriet Drummond  
Representative Geran Tarr

## *House Special Committee on Economic Development, Trade and Tourism*

To: House Economic Development, Trade and Tourism Committee Members

From: Representative Shelley Hughes, Chair

Date: January 31, 2013

Re: Committee Schedule for the Week Beginning February 4, 2013

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The House Special Committee on Economic Development, Trade and Tourism (EDT) meets in the Barnes Room 124, on Tuesdays and Thursdays from 11:15am to 12:45pm.

### **Tuesday, February 5, 2013** 11:15am in Room 124

+ Department of Commerce, Community and Economic Development, Division of Economic Development; presentations of the ARDOR Program and the Minerals Commission  
Nicole Grewe, ARDOR Program Coordinator, Alaska Department of Commerce, Community, and Economic Development (DCCED)  
Andy Varner, Executive Director, Southwest Alaska Municipal Conference (SWAMC)  
Shelly Wright, Executive Director, Southeast Conference (SEC)  
Bill Jeffress, Chairman, Alaska Minerals Commission (AMC)

### **Thursday, February 7, 2013** 11:15am in Room 124

+ Department of Commerce, Community and Economic Development, Division of Economic Development; presentations of the Tourism and Film programs

Please feel free to contact the EDT committee aide, Ginger Blaisdell at 465-5265 with questions.

\* First Hearing in First Committee of Referral

+ Teleconferenced

= Bill was Previously Heard/Scheduled

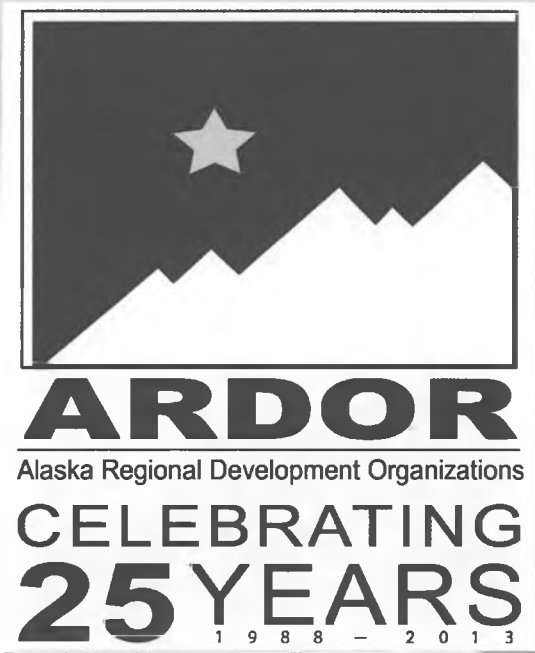


**Alaska Regional Economic Assistance Program  
Division of Economic Development**

House Special Committee on Economic Development, Trade, and Tourism  
February 5, 2013



**HISTORICAL PERSPECTIVE**



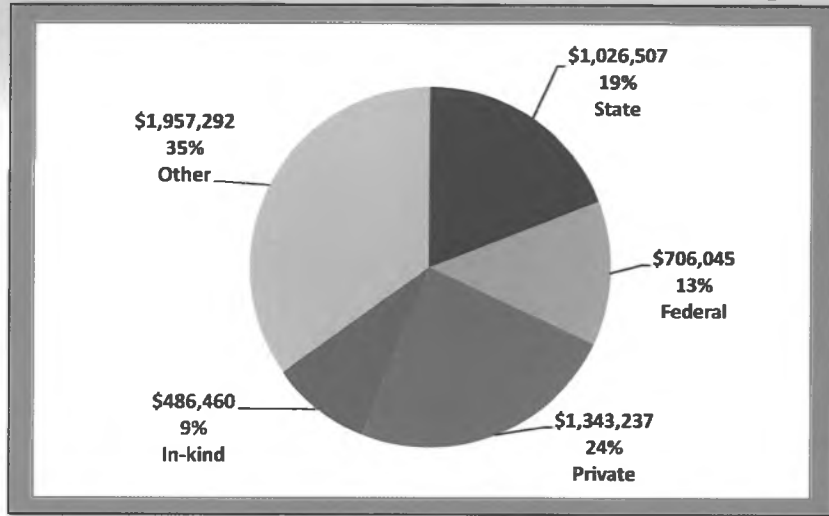
**Through the Years**

- 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.



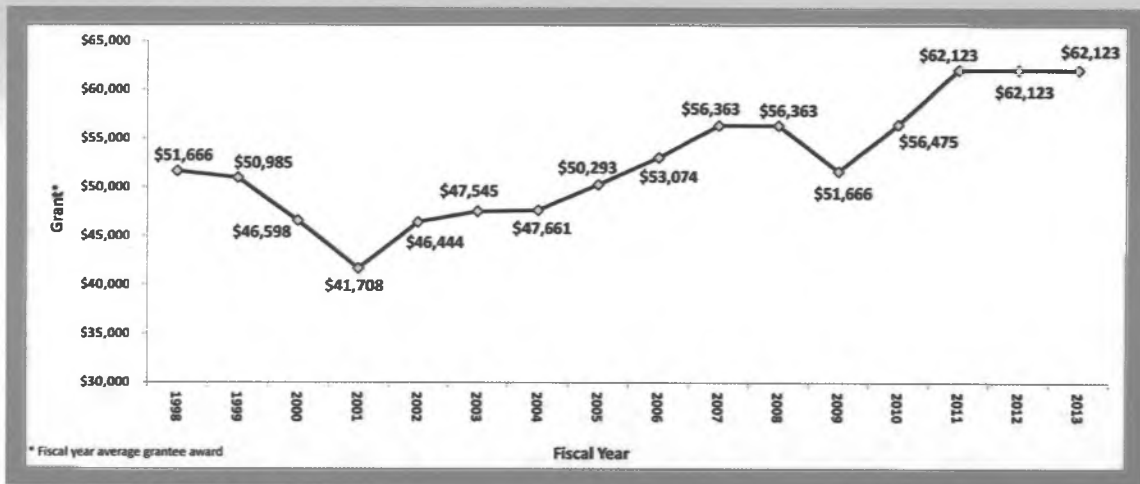
# EFFECTIVE LEVERAGING

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

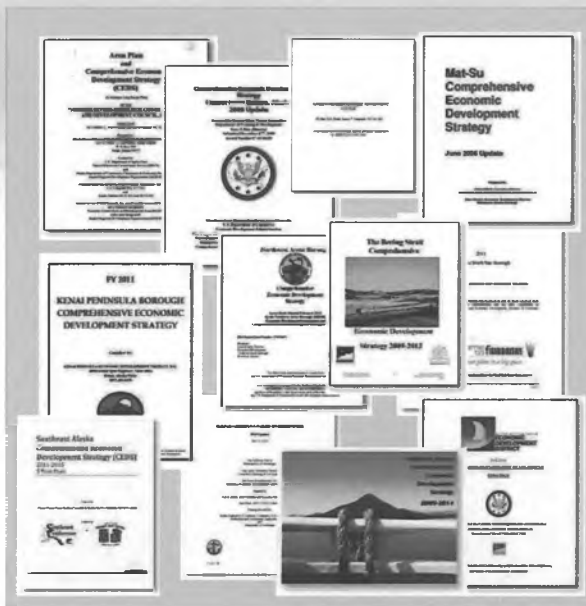


# STATE INVESTMENT

Fiscal Year 1998 – 2013: ARDOR Program Annual Grant



- 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.



## 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.

## 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



## 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



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 Division of Economic Development  
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[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



# 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

ARDOR PROGRAM

ADA COMPLIANCE



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**



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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 honored to Governor Parnell at the state's first family picnic. The picnic provided an opportunity for Governor Parnell and his family to spend time with community members and focus attention on the challenges of addressing wildfire 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.

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.

### 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 Tullim, 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.



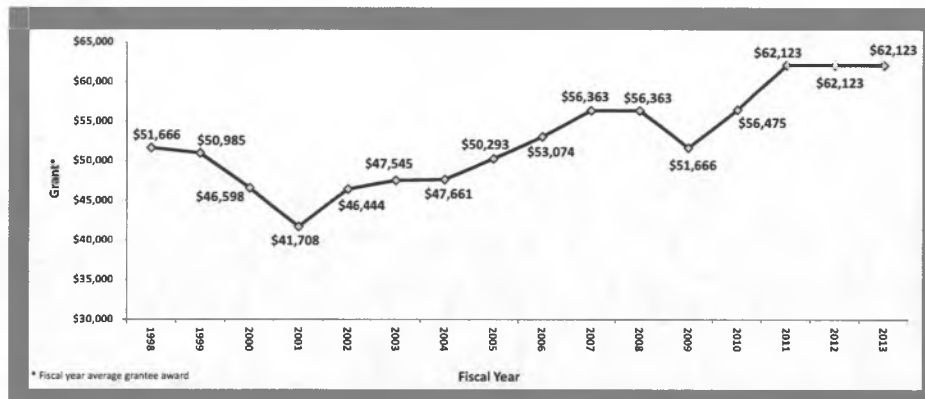
Each year, the Alaska State Legislature appropriates funding to the Alaska Regional Economic Assistance Program. The appropriation is equally distributed to ARDORs as non-competitive grants based on an annual work plan that includes (Alaska Administrative Code 3 AAC 57.080):

- 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 Lockhead 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



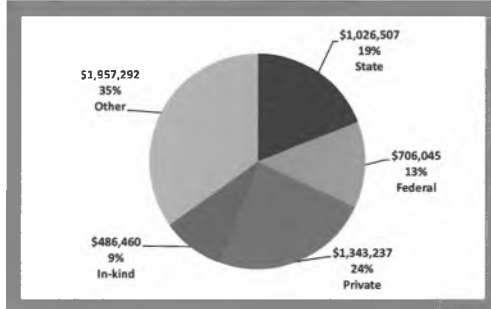
Photo courtesy of AEDC

Southeast Conference 2012 Annual Meeting, Craig High School



Photo courtesy of Southeast Conference

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



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

During 2013, it is anticipated the Association of Village Council Presidents (AVCP) will resubmit an application to incorporate the Lower Yukon Economic Development Council (LYEDC) to advocate for the economic well-being of communities and residents in the lower Yukon sub-region of Western Alaska. The addition of this newly-created ARDOR

will increase the total to 13 organizations, sharing a \$750,000 State of Alaska grant to operate robust economic development planning organizations. Notably, DCCED continues to engage in discussion and promote ARDOR formation for the Interior and Arctic Slope Regions, as envisioned by Alaska Statute 44.33.895.

Alaska Regional Development Organizations Regions

### Legend

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





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**



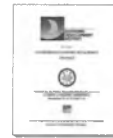
**Fairbanks North Star Borough Economic Development Commission**



**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

ANCHORAGE ECONOMIC DEVELOPMENT CORPORATION



MISSION: *Growing and diversifying the Anchorage economy.*

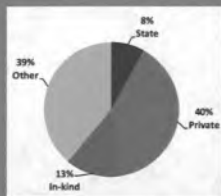
The Anchorage Economic Development Corporation (AEDC) incorporated in 1987 to advocate for economic development and diversity in the Anchorage bowl. During 1989, it evolved into a member-based 501(c)6 non-profit corporation and is now comprised of more than 230 member companies. Today, AEDC provides 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.

STAFF:

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

REVENUE PORTFOLIO:



CONTACT:  
510 L Street, Suite 603  
Anchorage, Alaska 99501  
(907) 258-3700  
www.aedcweb.com



FOLLOW:



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



# ARDOR PROGRAM

ANCHORAGE ECONOMIC DEVELOPMENT CORPORATION



## 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 Proczalik*
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 Buretta*	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.

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



Photo courtesy of AEDC

# ARDOR PROGRAM

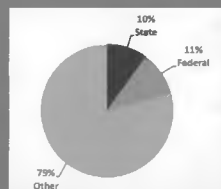
BERING STRAIT DEVELOPMENT COUNCIL



### STAFF:

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

### REVENUE PORTFOLIO:



### CONTACT:

Kawerak, Incorporated  
 P.O. Box 948  
 Nome, Alaska 99762  
 (907) 443-4248  
[www.kawerak.org](http://www.kawerak.org)



**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.



# ARDOR PROGRAM

## BERING STRAIT DEVELOPMENT COUNCIL



### 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 Mocal	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

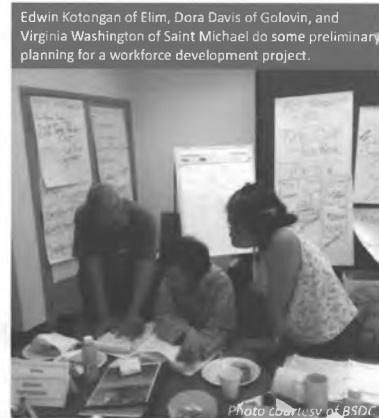
- Provided guidance for Kawerak's Backhaul and Recycling Program. Now in its third year, the program has removed more than 20,000 pounds of hazardous materials from the region and increased local capacity in handling hazardous materials while providing one to two jobs in nearly every community in the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

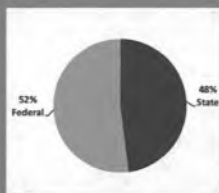
## COPPER VALLEY DEVELOPMENT ASSOCIATION



### STAFF:

Jason Hoke, Executive Director  
Sandra Wagner, Administrative Assistant

### REVENUE PORTFOLIO:



### CONTACT:

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

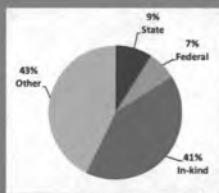
FAIRBANKS NORTH STAR BOROUGH ECONOMIC DEVELOPMENT COMMISSION



## STAFF:

Chris Storhok, Community and Economic Development Specialist

## REVENUE PORTFOLIO:



## CONTACT:

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



MISSION: *Maintaining a vibrant and sustainable community.*

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

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

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



# ARDOR PROGRAM



## 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.

### 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.

### 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.



Photo courtesy of FNSBEDC

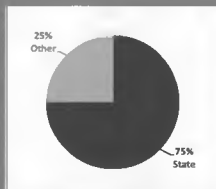
# ARDOR PROGRAM



## STAFF:

Angela Morgan, Executive Director

## REVENUE PORTFOLIO:



## CONTACT:

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



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

The Interior Rivers Resource Conservation and Development Council (IRRDC) 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. IRRDC 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 IRRDC's long-term success and implementation of an economic development strategy.

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





## MANAGEMENT

Director: Angela Morgan

Angela Morgan served as IRRDC'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, IRRDC relies on development of local and regional partnerships to implement mutually-beneficial economic development planning projects. IRRDC'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 IRRDC'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 IRRDC 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. IRRDC 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 IRRDC to maximize limited resources and pursue development activities for the benefit of the region. IRRDC continues to work closely with the Association of Village Council Presidents and The Kuskokwim Corporation to execute mutually-beneficial projects.



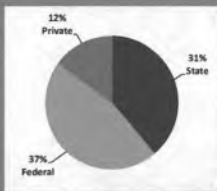
Photo courtesy of IRRDC



### 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



**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.



# ARDOR PROGRAM

## KENAI PENINSULA ECONOMIC DEVELOPMENT DISTRICT



### 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.



Photo courtesy of KPEDD

# ARDOR PROGRAM

## LOWER KUSKOKWIM ECONOMIC DEVELOPMENT COUNCIL

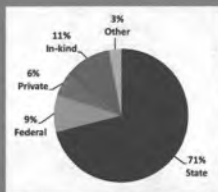


## LOWER KUSKOKWIM ECONOMIC DEVELOPMENT COUNCIL

### STAFF:

Carl Berger, Executive Director

### REVENUE PORTFOLIO:



### CONTACT:

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



**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.



# ARDOR PROGRAM

## LOWER KUSKOKWIM ECONOMIC DEVELOPMENT COUNCIL



### 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

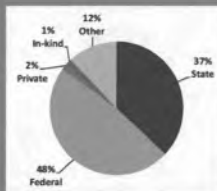
## MATANUSKA-SUSITNA RESOURCE CONSERVATION AND DEVELOPMENT COUNCIL



### 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



**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.

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\*  
Roger Purcell  
Nancy Sult  
Bonnie Quill  
Ralph Renzi  
Lynn Gattis\*  
Lyn Carden  
Dan Deedy

Rose Mary Burnett\*  
DeLana Johnson\*  
Tiny DePriest  
Dick Zobel  
Theo Garcia  
Jim Huston  
Ken Marsh

\*Private Sector

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

## SELECT ACTIVITIES

### Business Retention

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

### Regional Collaboration

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

### Recycling

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

### Tourism

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

### Salmon Habitat

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



Photo courtesy of MSRCDC

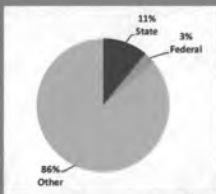
# ARDOR PROGRAM



## 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

NORTHWEST ARCTIC BOROUGH ECONOMIC DEVELOPMENT COMMISSION



## 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*	Robert 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.

## 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 Sulainjich (i.e., Kotzebue's Artist Center). NWABEDC provided staff support to complete Sulainjich'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 Inupiat communities. Gross sales totaled nearly \$250,000 with 100 percent payment made to artists. With Sulainjich's early success, NWABEDC is increasing arts and crafts purchases and support for developing artists.

Rainbow Park, Kotzebue



Photo courtesy of NABEDC.

# ARDOR PROGRAM

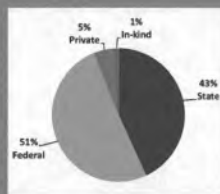
PRINCE WILLIAM SOUND ECONOMIC DEVELOPMENT DISTRICT



## STAFF:

Sue Cogswell, Executive Director

## REVENUE PORTFOLIO:



## CONTACT:

2207 Spenard Road, Suite 207  
Anchorage, Alaska 99503  
(907) 222-7440  
www.pwsedd.org



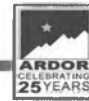
**MISSION:** Providing leadership to enhance, foster, and promote economic development.

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

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

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





## MANAGEMENT

Director: Sue Cogswell



Sue Cogswell joined PWSEDD in 1998. She previously served as curator at the Alaska Aviation Museum in Anchorage and as the membership director at the Buffalo Bill Historical Center in Cody, Wyoming. From an aviation family, she is extremely interested in arctic aviation and has traveled to Spitzbergen, Norway to visit landmarks of first polar flights.

### Board of Directors:

Dave Dengel*	Chuck Totemoff*
Dave Cobb*	David Totemoff*
Marilynn Heddel*	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



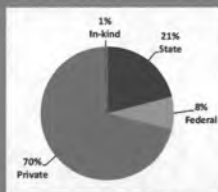
Photo courtesy of PWSEDD



### 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:



**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

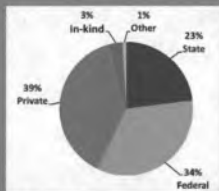
## SOUTHWEST ALASKA MUNICIPAL CONFERENCE



### STAFF:

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

### REVENUE PORTFOLIO:



### CONTACT:

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

### FOLLOW:



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

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

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

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





## MANAGEMENT

Director: Andy Varner



Andy Varner joined SWAMC in 2005, and was named executive director in February 2010. Andy has a bachelor of science from the University of Missouri and a master of public administration

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

### Board of Directors:

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



### Contributors:

- Nicole Grewe, ARDOR Program Coordinator  
Division of Economic Development
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Anchorage Economic Development Corporation
- Bryannt Hammond, Community Planning and Development Director  
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- Jason Hoke, Executive Director  
Copper Valley Development Association
- Chris Storhok, Economic Development Specialist  
Fairbanks North Star Borough Economic Development Commission
- Angela Morgan, Executive Director  
Interior Rivers Resource Conservation and Development Council
- Carrie Couey, Programs Manager  
Kenai Peninsula Economic Development District
- Carl Berger, Executive Director  
Lower Kuskokwim Economic Development Council
- Marty Metiva, Executive Director  
Matanuska-Susitna Resource Conservation and Development Council
- Lincoln Saito, Director  
Northwest Arctic Borough Economic Development Commission
- Sue Cogswell, Executive Director  
Prince William Sound Economic Development District
- Shelly Wright, Executive Director  
Southeast Conference
- Andy Varner, Executive Director  
Southwest Alaska Municipal Conference

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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

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

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

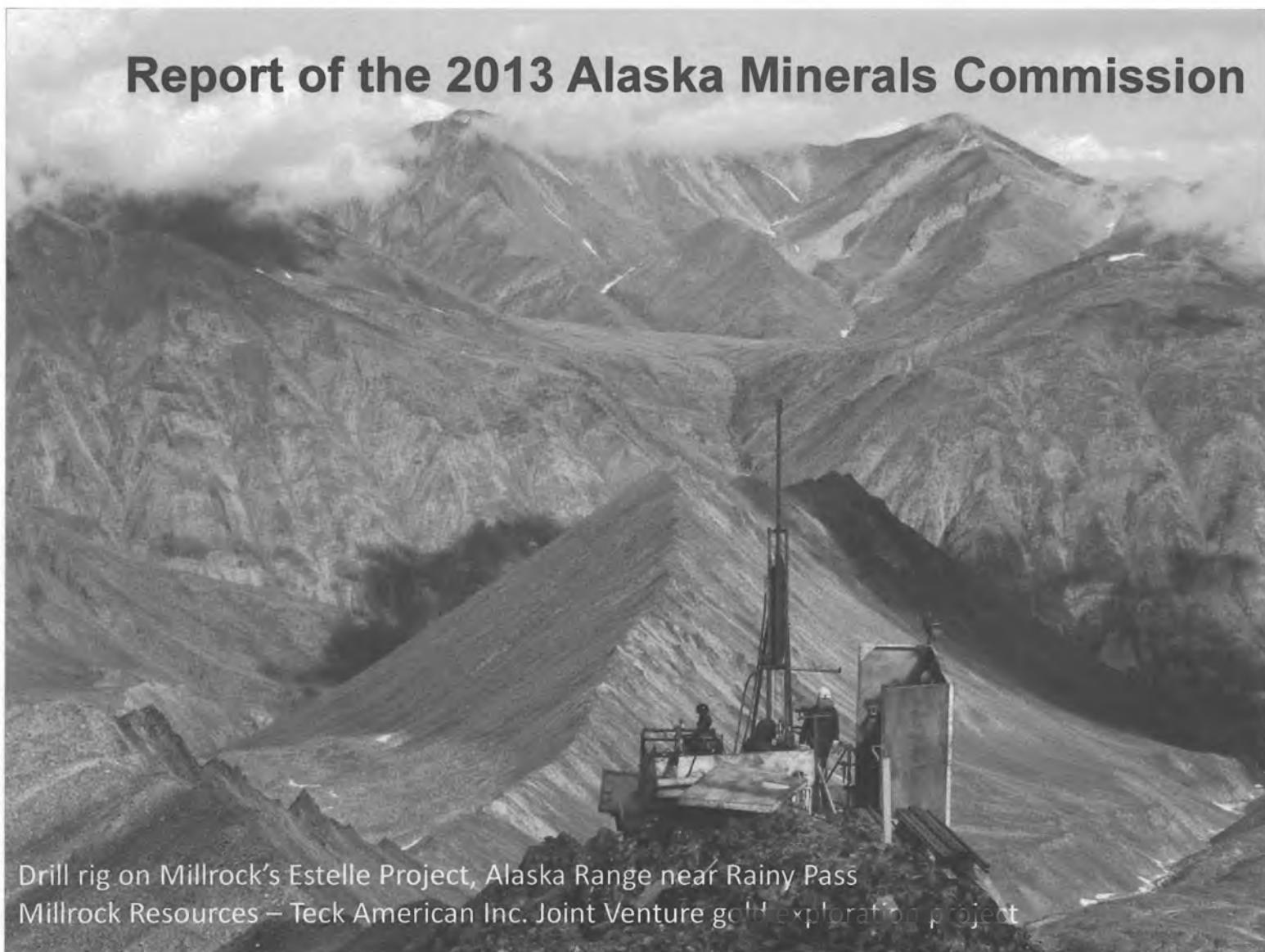
Buckland residential area



Fiscal Year 2012 Annual Report

CONTACT INFORMATION

# Report of the 2013 Alaska Minerals Commission



Drill rig on Millrock's Estelle Project, Alaska Range near Rainy Pass  
Millrock Resources – Teck American Inc. Joint Venture gold exploration project

# The Alaska Minerals Commission

The Alaska Minerals Commission serves in an advisory capacity to the Governor and the Alaska State Legislature. Its role is to recommend ways to mitigate constraints on mineral development in Alaska. This annual report fulfills that mandate.

Commission members are appointed by the Governor, the President of the Senate, and the Speaker of the House.

Current members represent the placer, hard rock, and coal mining industries across the state. Created by the Legislature in 1986, the Commission's authorization continues through 2014.

# The Alaska Minerals Commission

## Appointed by the Governor

Chairman  
William (Bill) Jeffress  
[bjeffress@srk.com](mailto:bjeffress@srk.com)

Bartly Kleven  
[bartlykleven@lincenergy.com](mailto:bartlykleven@lincenergy.com)

Karl Hanneman  
[khanneman@ithmines.com](mailto:khanneman@ithmines.com)

Charlotte MacCay  
[cmaccay@aol.com](mailto:cmaccay@aol.com)

Larry Westlake, Sr.  
[westlakel@inutek.net](mailto:westlakel@inutek.net)

## Appointed by the House

Vice-Chairman  
Mark Robinson  
[mark.robinson1950@gmail.com](mailto:mark.robinson1950@gmail.com)

Leo Mark Anthony

Gregory Beischer  
[gbeischer@millrockresources.com](mailto:gbeischer@millrockresources.com)

## Appointed by the Senate

Dr. Lance D. Miller  
[lance.miller@nana.com](mailto:lance.miller@nana.com)

Robert Retherford  
[rretherford@alaskaearthsciences.com](mailto:rretherford@alaskaearthsciences.com)

Stephen T. Trimble  
[stephen.trimble@urs.com](mailto:stephen.trimble@urs.com)

# **Alaska Minerals Commission 2013 Report Introduction**

## **Introduction**

The State of Alaska continues to take positive steps to attract mining industry investment. It aggressively defends the state's right to develop its resources, reforms and streamlines regulation, and works with industry to develop transportation and energy infrastructure.

Overall, the actions by the state this past year continue to send the message that Alaska is open for business investment.

These actions signal that responsible mineral resource developers are welcome and will be treated fairly. The state is on the right course and the Commission encourages the administration and Legislature to continue these initiatives.

# **Alaska Minerals Commission Recommendations 2013**

## **ISSUE**

## **ACTION ITEM**

- |   |  |
|---|--|
| <b>1. Tax Climate / Resource Revenue Sharing</b>                          | <b>Reform tax policy for revenue sharing</b>   |
| <b>2. Transportation Infrastructure</b>                                   | <b>Support administration's initiative</b>   |
| <b>3. Education</b>   | <b>Support K-12 and college level resource education</b>   |
| <b>4. Federal Intervention</b>  | <b>Encourage legislative funding to continue legal relief</b>  |
| <b>5. Division of Geological &amp; Geophysical Surveys (DGGs) Funding</b> | <b>Encourage administrative and legislative funding of DGGs and the Alaska Geologic Materials Center</b> |

## Tax Climate – Revenue Sharing

Local communities should benefit when a resource-based investment is made in rural Alaska. Whether related to long-term large-scale mining or short-term seasonal prospecting, the economic boost to local economies from mining development is sometimes accompanied by increasing challenges for communities to provide local government services.

### **Recommendation:**

- Portions of the existing statewide mining license tax collected from mining operations, regardless of land ownership, should be allocated to communities near mining developments. Simultaneously, the municipal tax code should be revised to preclude local municipal severance taxes on mineral resources.

# Transportation Infrastructure



Roads to Resources

Ports

Leverage private development

Reduces cost of living in rural Alaska

Going in the right direction

Recommendations:

- Continue outreach, environmental studies, engineering studies in northwest Alaska
- Support financing options: public-private partnerships
- Restricted use roads – limited access to subsistence areas
- Investigate transportation corridors

# Education



University of Alaska funding, Consolidated Alaska Minerals Initiative (CAMI).

Build on investment – UA is doing great things and becoming a leading institution

Provide needed funding for mining engineering and earth science programs

Collaborative, coordinated, efficient effort needed – support CAMI

Alaska Resource Education – K-12

Preserve current funding at \$100,000 and appropriate \$100,000 for Google

Earth minerals curriculum

# Federal Intervention

Alaskan resource development projects face increasing federal intervention that prevents the State of Alaska from developing its natural resources.

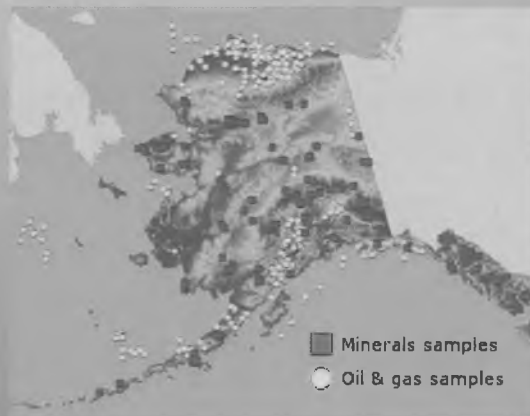
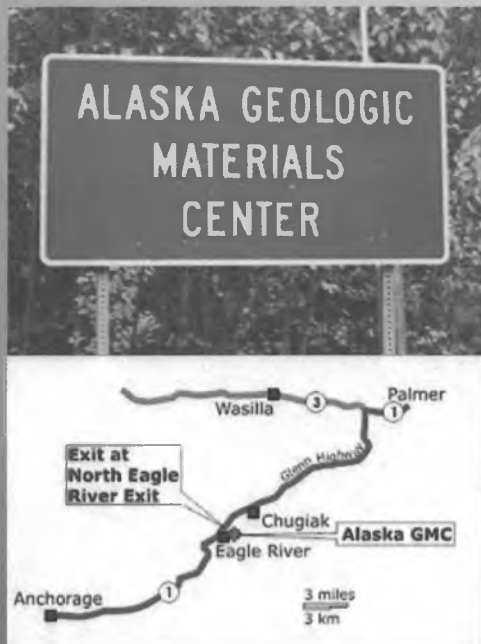
- Federal intervention from legally unprecedented regional assessments targeted at stopping development of large world-class deposits
- The implementation of Emission Control Areas (ECA), which imposes the use of more expensive fuel for all shipping activity within all U.S. coastal waters.

## **Recommendation:**

- To maintain Alaska's right to develop its resources (large and small) and to fend off precedent-setting court cases, the State of Alaska must have funding available for expert witnesses, attorney fees, court costs, and staff resources.

# Division of Geological & Geophysical Surveys (DGGS) Funding

There is great value in retaining drill hole samples obtained from mineral and petroleum exploration in Alaska. These specimens provide essential information in the search for ore deposits and petroleum reserves, for re-interpretation of structural and stratigraphic relationships, and for geoscientific research. The current facility in Eagle River is inadequate and cannot expand. A new facility is needed.



# Geological & Geophysical Mapping

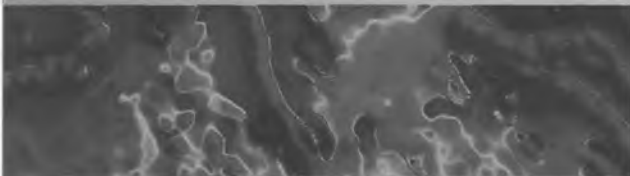


The Airborne Geophysical/Geological Mineral Inventory (AGGMI) program is a multi-year investment to expand the knowledge base of Alaska's mineral resources and catalyze private-sector mineral development. It works. The program products create immediate interest from industry and the state sees direct benefits from mining claim fees.

**Issues:** Competitive salaries with industry  
Funding for surveys

**Recommendations:**

- Increase DGGGS salary levels.
- Encourage administrative and legislative funding of DGGGS surveys and materials center.





## Mining in Alaska

A growing industry that creates many well-paying jobs in rural and urban areas. It is poised to grow given a supportive business climate.



# Report of the 2013 Alaska Minerals Commission

**Gregory A. Beischer**  
President & CEO

*gave*

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Drill rig on Millrock's Estelle Project  
Millrock Resources

The Alaska Minerals Commission (Commission) serves in an advisory capacity to the Governor and the Alaska State Legislature (Legislature). Its role is to recommend ways to mitigate constraints on mineral development in Alaska. This annual report fulfills that mandate.

Commission members are appointed by the Governor, the President of the Senate, and the Speaker of the House. Current members represent the placer, hard rock, and coal mining industries across the state. Created by the Legislature in 1986, the Commission's authorization continues through 2014.

**Appointed by the Governor**

Chairman  
William (Bill) Jeffress  
bjeffress@srk.com

Bartly Kleven  
bartlykleven@lincenergy.com

Karl Hanneman  
khanneman@ithmines.com

Charlotte MacCay  
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Larry Westlake, Sr.  
westlakel@inutek.net

**Appointed by the House**

Vice-Chairman, Mark Robinson  
mark.robinson1950@gmail.com

Leo Mark Anthony

Gregory Beischer  
gbeischer@millrockresources.com

**Appointed by the Senate**

Dr. Lance D. Miller  
lance.miller@nana.com

Robert Retherford  
rretherford@alaskaearthsciences.com

Stephen T. Trimble  
stephen.trimble@urs.com

## Introduction

The State of Alaska continues to take positive steps to attract mining industry investment. It aggressively defends the state's right to develop its resources, reforms and streamlines regulation, and works with industry to develop transportation and energy infrastructure. Overall, the actions by the state this past year continue

to send the message that Alaska is open for business investment. These actions signal that responsible mineral resource developers are welcome and will be treated fairly. The state is on the right course and the Commission encourages the administration and Legislature to continue these initiatives.

The Commission specifically recommends the following actions on five major issues:

### ISSUE:

1. Tax Climate / Resource Revenue Sharing
2. Transportation Infrastructure
3. Education
4. Federal Intervention
5. Division of Geological & Geophysical Surveys Funding (DGGS)

### ACTION ITEM:

- Reform tax policy for revenue sharing
- Support administration's initiative
- Support K-12 and college level resource education
- Encourage legislative funding to continue legal relief
- Encourage administrative and legislative funding of DGGS and the Alaska Geologic Materials Center



Developed wetlands at Fort Knox.  
Bill Jeffress, SRK

## Improve Tax Climate for Mineral Investment and Resource Revenue Sharing

Local communities should benefit when a resource-based investment is made in rural Alaska. Whether related to long-term large-scale mining or short-term seasonal prospecting, the economic boost to local economies from mining development is sometimes accompanied by increasing challenges for communities to provide local government services.

Affected communities should be assisted by a reallocation of the State of Alaska Mining License Tax (AS 43.65). The State of Alaska Mining License Tax applies to all mining operations, regardless of land status, size, or location. Presently there is no uniform mechanism to allocate a portion of the tax revenues back to communities associated with mineral resource development. Such a revenue sharing model is effective in the Alaska fishing industry and the Gulf of Mexico oil and gas industry.

Sharing portions of state revenues from mineral resource development with local communities in a predictable fashion reduces the need for local governments to impose

their own industry targeted taxes, such as severance taxes. With uncertainty of the timing and size of a local tax, the threat alone can discourage the very investment needed to advance projects. Moreover, allowing local governments to impose potentially onerous severance taxes inappropriately shifts control of development decisions away from the state. This precludes the state from fulfilling its mandate to manage state-owned resources in a way that maximizes benefits to all Alaskans.

### Recommendation:

- Portions of the existing statewide mining license tax collected from mining operations, regardless of land ownership, should be allocated to communities near mining developments. Simultaneously, the municipal tax code should be revised to preclude local municipal severance taxes on mineral resources.



NANA Upper Kobuk Mineral Project  
NANA/Chris Arend Photography



Pogo mine pours two-millionth ounce of gold  
Judy Patrick Photography

## Transportation Infrastructure

The Commission thanks the Governor and the Legislature for supporting the Roads to Resources program, and encourages ongoing support for infrastructure in rural Alaska.

Alaska can leverage private development with statewide transportation plans through partnerships. Transportation investment that supports mineral development expands rural infrastructure, reduces the cost of living, and plays a critical role in lowering energy costs. State participation in the Alaska Industrial Development and Export Authority's (AIDEA) Delong Mountain Transportation System was a key factor in developing the Red Dog Mine. This multi-user haul road and port remains available for other mineral development in the region. Further use of this type of partnership can help advance mine projects and provide benefits to the rural regions hard hit by the high cost of energy.

The increase in activity in the Arctic for shipping, energy, and mineral development necessitates additional supporting infrastructure and an increased presence by the U.S. Coast Guard. The need for deep water ports in the Arctic associated with this increased activity provides an opportunity to coordinate roads to potential ports with mineral development projects.

Critical and strategic minerals, including those bearing rare earth elements, are essential to future Alaska resource development. These elements are crucial to the production of advanced weaponry and a wide array of electronic, automotive, and alternative energy products. China

produces most of the world's rare earth elements, controls the market, and retains the bulk of these elements for its own needs. This poses an unacceptable risk to the national and economic security of the United States. Infrastructure planning in Alaska should take into account access to these critical and strategic minerals.

Transportation plans must stem from regional and project specific needs in concert with statewide planning. Local support is critical for projects to advance. A good example is the growing interest from local levels for roads in Northwest Alaska and the coordination between the Alaska Department of Transportation and Public Facilities, AIDEA, industry, and communities on viable projects.

### Recommendations:

- Continue public outreach, environmental studies, and engineering studies for roads in Northwest Alaska (i.e., the Ambler Mining District Access) through the Roads to Resources Initiative.
- Support financing options, including public-private partnerships that lead to restricted use roads that facilitate industrial use while recognizing local residents' concern for limited access to traditional subsistence areas.
- Investigate transportation corridors throughout prospective areas of Alaska that facilitate mineral development and access to critical and strategic metals, thereby lowering the cost of living including more affordable energy.



Red Dog Mine  
NANA/Chris Arend Photography

## Education

Science and engineering education within grades K-12 and at the university level is vitally important to prepare students for careers in the mining industry. The Commission recommends support for two important initiatives in 2013: The University of Alaska (UA) Consolidated Alaska Minerals Initiative (CAMI); and, the Alaska Resource Education (ARE) Google Earth minerals curriculum.

### *The University of Alaska*

UA is uniquely positioned to support the education, training, and research needs of the mining industry. In 2012, the Commission recommended UA further analyze ways to respond to industry needs. UA responded by establishing the University-wide CAMI. The CAMI is an internal committee formed to develop guiding recommendations that shape the University's response to the mining industry. The Commission recommends regular dialogue between the University and industry during this process.

The Commission applauds the effort by UA to create CAMI, but stresses the need for a unified approach that utilizes the strengths and regional connections of each campus to achieve meaningful and lasting results. A single site, center, or campus does not have breadth or reach to address all of the needs of the mining industry, but through cooperation the individual campuses can achieve this goal. The Commission hopes UA also comes to this conclusion and establishes a state-wide Mineral Resource Network with centers of mining excellence at each campus to promote collaboration, resource sharing, and cooperation within the mining, geology, and mine training programs. The Commission recommends support from the state for UA to bring together the mining-related components of its campuses through the CAMI.

### *Alaska Resource Education*

ARE provides an invaluable resource to help teachers and parents educate K-12 students in the state about Alaska's natural resources. In 2012, ARE put 66 teachers through its 500 level graduate "Rock & Roll Around Alaska" course. Individually, these teachers educated an average of 60 students on the importance of resources in Alaska.

A new and exciting development is a Google Earth minerals curriculum where teachers and students will be provided an unbiased, scientific, and career centered experience presenting the minerals industry in a cutting edge geospatial format. This curriculum, when developed, will provide virtual quests for students (grades 7-12) to explore the history, economics, environment, safety, property, infrastructure, site life, regional culture and traditions, and possible careers from eight mineral resource locations throughout Alaska.

Directly aligned with the national and state focus on science, technology, engineering, and mathematics (STEM) education, this project launches Alaskan classrooms into applied and relevant academic experiences. Specific STEM centered skills enhanced through this curriculum include 21st century research skills, technologic proficiency, and scientific literacy rooted in real-world contexts. The Commission recommends appropriating an additional \$100,000 towards developing a pilot location for ARE's new Google Earth high school curriculum in addition to maintaining its current annual funding of \$100,000.

### **Recommendations:**

- Support the University's effort to address the needs of the mining industry through the CAMI.
  - Encourage collaboration and regular dialogue between the mining industry and University through the CAMI and its development of recommendations to the University.
  - Establish a state-wide Mineral Resource Network with centers of mining excellence at each of the UA campuses.
- Preserve ARE's current funding level of \$100,000 and appropriate an additional \$100,000 to the Google Earth minerals curriculum.

Livengood exploration  
Melissa Wade, SRK



## Legislative Funding to Oppose Federal Intervention on Mining Projects

Complex environmental issues require regulations that are broad, all-encompassing, and adjustable as new information is made available. Regional or national environmental issues are often reflected in regulation. Certain issues are regulated at the federal level, others at the state level, and others still at both the state and federal levels. Federal regulations are generally developed around issues and criteria relevant to the lower 48 states. These same criteria and concerns are often not directly applicable to Alaska.

Alaskan resource development projects face increasing federal intervention that prevents the State of Alaska from developing its natural resources. Alaska is facing federal intervention from legally unprecedented regional assessments targeted at stopping development of large world-class deposits. The most current example of this type of federal intervention concerns the Pebble Deposit, where an entire watershed, larger than some states, is under evaluation by the U.S. Environmental Protection Agency for potential closure to natural resource development. This action, which could significantly impede economic development and stability in an economically

depressed area, hinges on a report based on outdated mining methods without consideration for current technology, regulations, and/or mitigation practices. Federal intervention is also occurring to small mine operations through federal takings that prevent small mine owners and operators from accessing or developing their claims.

Federal intervention also extends to the recent regulatory act to implement Emission Control Areas (ECA), which imposes the use of more expensive fuel for all shipping activity within all U.S. coastal waters. These control areas are not supported by scientific research and do not consider the economic impact on our state where the shoreline is so extensive and shipping is a crucial form of transporting goods.

### Recommendation:

- To maintain Alaska's right to develop its resources (large and small) and to fend off precedent-setting court cases, the State of Alaska must have funding available for expert witnesses, attorney fees, court costs, and staff resources.



Liik Energy's core operations on the West side of Cook Inlet  
Mike Hagen, Liik Energy

## Division of Geological & Geophysical Surveys Funding

### *Impacts of Retention and Recruitment Difficulties in State Government*

Heightened activity in natural resource exploration and development is welcome news for the state and nation. A healthy economy, creation of high-paying jobs, and maintaining state revenues are the clear results of an active and healthy resource industry.

There are challenges created by an active industry, including much greater demand for baseline scientific information, increased need for timely permitting, and access to the resource base. These critical links of the development chain can only be maintained by experienced, dedicated staff within state government. Large vacancy rates and inexperienced or inadequately trained state personnel can significantly dampen economic activity when it is needed the most.

Jobs within the resource industry historically pay more than government. Until recently, somewhat less cyclical job security, greater benefits packages, and more stable work environment within state service leveled the competitive playing field for employees. However, recent increases in industry salary scales, combined with the reduction in benefits within the state, significantly impact this balance. An example of this is observed in recent staff changes at the Alaska Department of Natural Resources (ADNR) Division of Geological & Geophysical Surveys (DGGS), which provides scientific data for resource exploration and management.

During January 2012, seven DGGS employees resigned from its geologic research staff. That accounted for 35 percent of the research staff leaving the division in one month. Six of those employees left for much higher paying jobs in industry, including two who more than doubled their salaries. Current salaries for minerals geologists in the private sector average 35 percent more than similar jobs at DGGS.

The most concerning shift in vacancies are three positions within the DGGS Mineral Resources section, which is the source of geologic data critical to facilitating industry exploration activity.

The importance of maintaining experienced qualified staff within state government cannot be overstated. The data that is generated from the work links directly to attracting industry investment and ensuring economic success. The state needs to actively address this retention issue through improving salary competitiveness for state geologists within the DGGS. A number of actions can be taken to actively address this issue.

#### **Recommendations:**

- Explore means to increase salaries within DGGS to improve competitiveness with industry.
- Implement a more flexible pay system by providing exempt status for minerals section geologists similar to the state's oil and gas geologists.

### *Alaska Geologic Materials Center*

The Alaska Geologic Materials Center (GMC) is the state's archive of geologic samples collected by mineral and oil and gas exploration companies and state and federal agencies since the early 1900s. The facility is used heavily (400-500 visits per year) by industry, government, and academia to support resource exploration, land-use management, and research. The archive contains core samples and cuttings of 12 million feet of oil and gas exploration and production drilling. The collection also includes a quarter million feet of diamond-drill mineral exploration core samples, as well as collections from U.S. Geological Survey, Bureau of Land Management, Minerals Management Service, and the former U.S. Bureau of Mines. New collections are added every year.

For years these materials, occupying roughly 30,000 square feet of storage area, exceeded the capacity of an aging former state fish hatchery in Eagle River. Due to a lack of heated space, approximately half the collection is currently stored outdoors in 60 unheated, unlit portable shipping containers. The facility lacks sufficient space and equipment for proper sample processing, layout, and viewing. Quoting the 2006 GMC Concept Study, "The lack of additional storage capacity coupled with inadequate processing and scientific examination space has resulted in a crisis situation – if a new repository is not developed soon, the State of Alaska, federal agencies, private industry, and the public will be at risk of losing irreplaceable scientific resources."

The sample collection stored at the GMC is an invaluable geologic library – a first stop for nearly all geologic resource exploration projects in Alaska. Replacing the collection, if even feasible, would likely cost hundreds of millions of dollars. A modern facility with proper environmental controls, examination space, and equipment is critical to the state's resource development and will pay for itself many times over in future revenues. The ADNR completed initial scoping and feasibility analysis for facility upgrades and replacement. ADNR also secured partial funding for architectural and engineering design. ADNR must stay diligent in pursuit of the remaining funding in order to mitigate this critical situation as soon as possible.

#### **Recommendation:**

- Continue to support and upgrade the Alaska Geologic Materials Center.



The Alaska Department of Commerce, Community, and Economic Development (DCCED) is tasked with facilitating the Commission's work. This publication was released by DCCED as required by AS 44.33.431 (d). This report does not constitute an official position or opinion by DCCED.

The purpose of this publication is to report the findings and recommendations of the Alaska Minerals Commission to the Governor and to the Legislature of Alaska. It was produced at a cost of \$2.75 per copy and printed in Fairbanks, Alaska. This publication is required by Chapter 98, Session Laws of Alaska, as amended by Chapter 4, Session Laws of Alaska, 1993.