

KODIAK CITY COUNCIL

WORK SESSION AGENDA

Tuesday, August 26, 2014

Kodiak Public Library Multi-Purpose Room

7:30 p.m.

Work sessions are informal meetings of the City Council where Councilmembers review the upcoming regular meeting agenda packet and seek or receive information from staff. Although additional items not listed on the work session agenda are sometimes discussed when introduced by the Mayor, Council, or staff, no formal action is taken at work sessions and items that require formal Council action are placed on a regular Council meeting agenda. Public comments at work sessions are NOT considered part of the official record. Public comments intended for the "official record" should be made at a regular City Council meeting.

Discussion Items

1. Public Comments (limited to 3 minutes)
2. Discussion of Outreach and Education on Composting Project1
3. Presentation of Downtown Kodiak Revitalization Summary Report From City Staff
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8. Economic Development Discussion30
9. August 28, 2014, Agenda Packet Review

To Be Scheduled

1. Oct/Nov/Dec Meeting Schedules

Kodiak Biosolids Composting

According to the US EPA, composting is a viable, beneficial option in biosolids management. It is a proven method for pathogen reduction and results in a valuable product that is easy to handle, store, and use. The bottom line is that composting provides an environmentally sound, sustainable solution that can promote economic development and minimize the impact on City and Borough residential and commercial sewer rates.

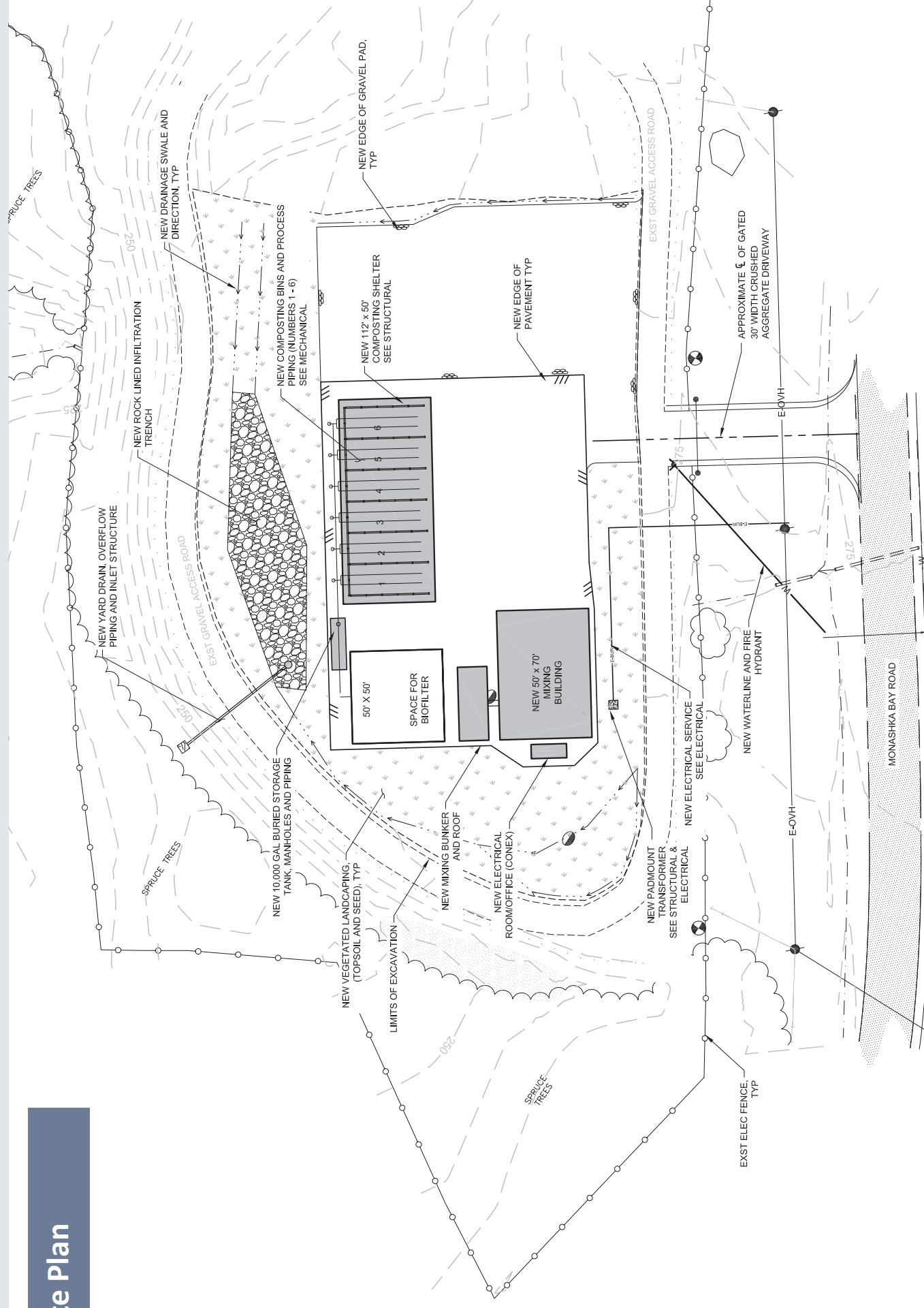
TECHNOLOGY OVERVIEW

The composting process for the City of Kodiak Biosolids Composting Facility will be the aerated static pile (ASP).

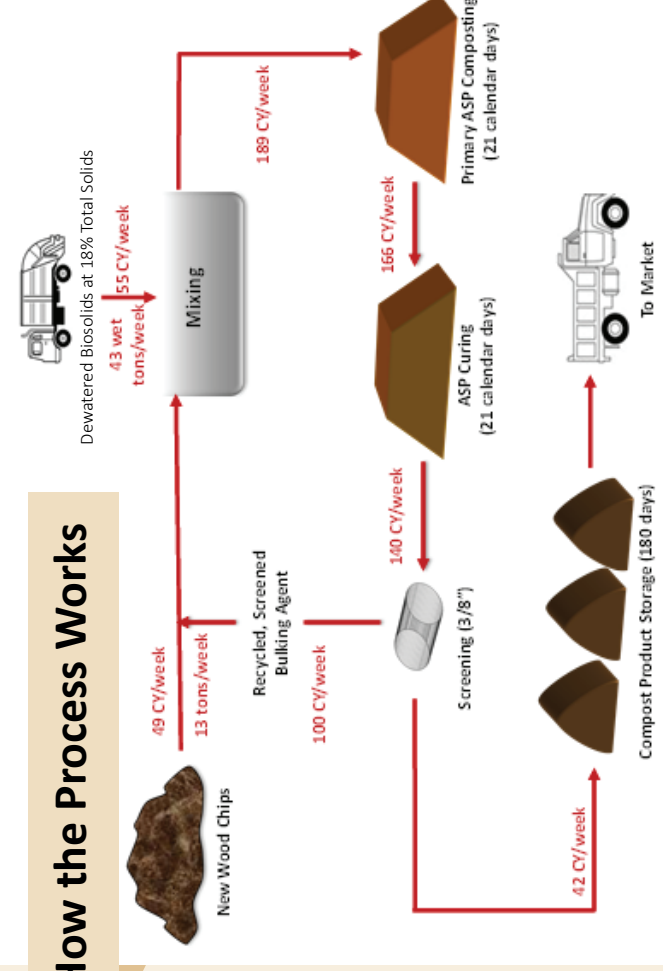
- This is the most commonly used biosolids composting system in North America used at over 100 of the 260+ facilities that process biosolids;
- It is one of the lowest cost systems for biosolids composting;
- The system can be designed to minimize odors and other environmental impacts;
- The process complies with the EPA and ADEC regulations for Class A Exceptional Quality Biosolids;
- The product produced can, and has been, successfully marketed; and
- The City staff and contractor are familiar with the process. They have operated a Class B composting demonstration project permitted by ADEC for more than a year at the KIB landfill.



Site Plan



How the Process Works



PROCESS SUMMARY

Dewatered biosolids is generated at the City of Kodiak Wastewater Treatment Plant. Dewatered cake will be dumped within a 3-sided bunker in the mix and receiving building as shown on the Site Plan. Mixing of dewatered cake and wood chips will be conducted inside the mixing building using a stationary batch mixer. The initial mix will be moved with an elevating conveyor into a covered three-sided bin for pick-up by front-end loader for transfer to the composting bins.

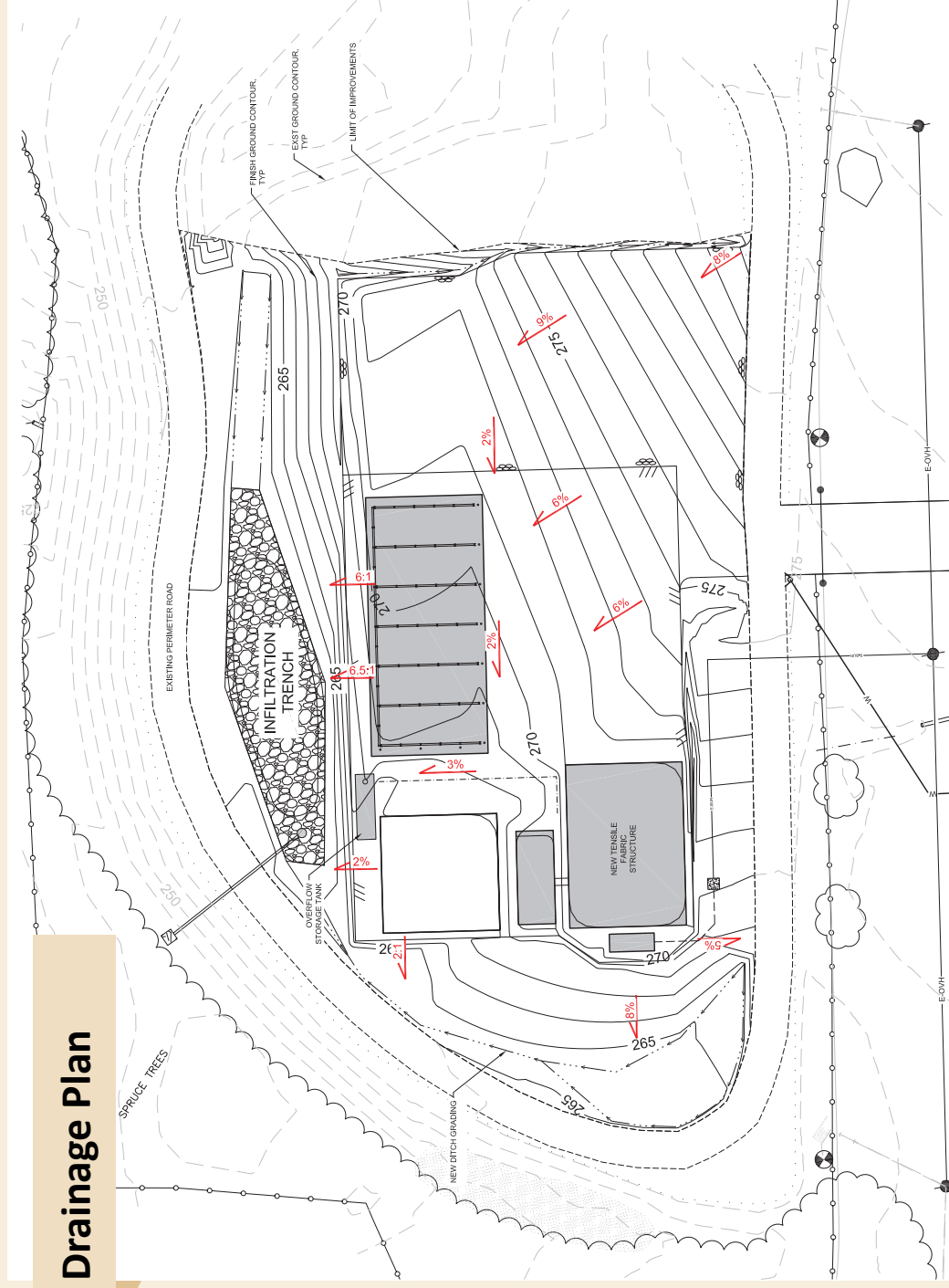
Composting will occur in three covered compost bins. The bins will have an asphalt pad upon which two perforated plastic pipes and associated fan will be placed to provide aeration for process and odor control. A 21-day retention time will comprise the active composting phase of the operation. Three additional bays of equal size are provided to allow three weeks of additional curing under aeration. One fan will be provided for each bin. Aeration will be continuous for the duration of the composting process. Screening of the finished compost will be done using a portable screen to recycle wood chips into the process and produce a high quality compost product.

SURFACE AND GROUND WATER PROTECTION

The biosolids receiving, mixing, composting and curing areas are paved and covered to prevent impact from precipitation which also eliminates any contaminated rainwater runoff from these processes. Site grading will direct stormwater to an infiltration/settling basin sized to accommodate a 25-year storm event. Clean stormwater and snow melt will be diverted through the existing culvert to a rock outfall.

Wastewater will be generated from the composting aeration system. This condensate will be collected through a totally enclosed piping system and into a 10,000 gallon capacity underground storage tank that will be periodically pumped into a tanker truck and hauled to the City of Kodiak's WWTP for treatment. Any outdoor spillage of untreated biosolids will be flushed into the underground storage tank through the use of an operable grate manhole drain.

Drainage Plan



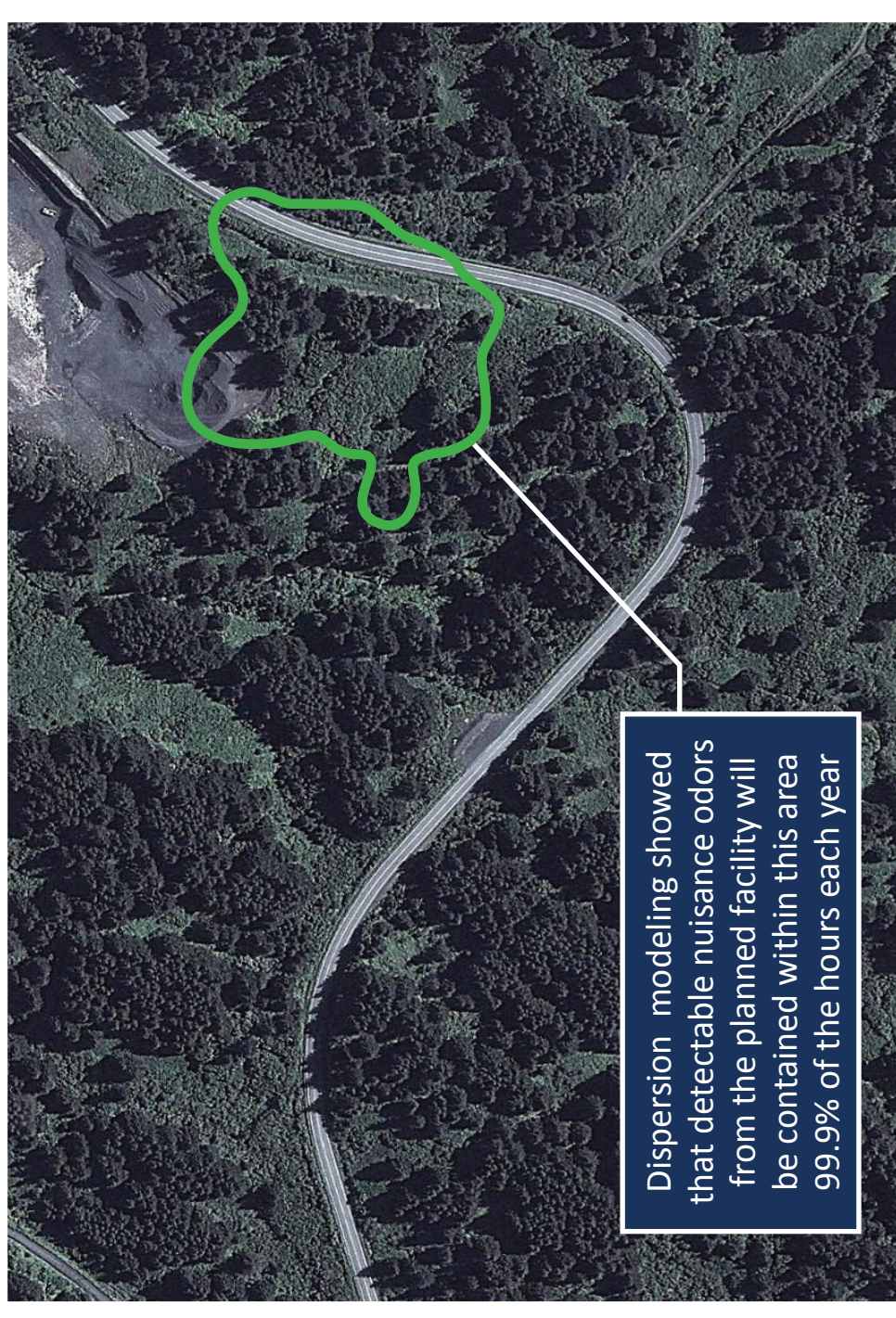
For more information about Biosolids composting, see the following websites:
http://water.epa.gov/scitech/wastetech/upload/2002_10_15_mtb_combioman.pdf
<http://www.akwater.com/compost.shtml>
http://www.wef.org/AWK/pages_cs.aspx?id=1062
<http://www.wef.org/Biosolids/page.aspx?id=75225heet>
http://www.newsminer.com/news/local_news/fairbanks-wastewater-plant-s-compost-garden-is-wildly-successful/article_3fed22db-efbd-559a-bbdf-19773bc97e9a.html

ODOR CONTROL

Continuous negative aeration in both composting and curing processes will provide greater than 95 percent capture of compost odors. The process air will be collected and treated through a wood chip based media biofilter for removal of the odors. Biofiltration has been determined to be the best available control technology for eliminating compost odors in several

air pollution control districts in the United States. Air dispersion modeling has been performed at the planned Kodiak Composting Facility to ensure no odors pass the boundaries of the site.

The figure below shows the limits of perceptible odors from the planned facility based on the use of odor modeling using EPA recommended dispersion model.



Dispersion modeling showed that detectable nuisance odors will be contained within this area 99.9% of the hours each year

COMPOST: PRODUCT BENEFIT AND USE

The compost end product that will be produced at the Kodiak Compost Facility will exceed all the highest level of USEPA and Alaska DEC requirements for a Class A Exceptional Quality (EQ) material including regulatory requirements for pathogen reduction, stability (vector attraction reduction requirements) and contaminant concentrations for metals. The product is humus-like and can be applied as a soil conditioner to gardens, food and feed crops, used in

landscaping such as for lawns and athletic fields and for erosion control in roadway and other construction activities. Biosolids compost provides large quantities of organic matter and low levels of nutrients (such as nitrogen and phosphorus) to the soil, improves soil texture, and improves the soil's ability to hold nutrients, thus preventing nutrient transport to adjacent surface or ground waters.



CITY OF KODIAK
2410 Mill Bay Road, KODIAK, ALASKA 99615

Public Works Dept.
(907) 486-8060 or 486-8065 Voice
(907) 486-8066 Fax

August 15, 2014

To: Mike Wall, KMXT Email: psa@kmxt.org
From: Gena Diniega-Wandersee
Administrative Specialist
Announce date: August 27, 2014
Subject: **PUBLIC SERVICE ANNOUNCEMENT**

The City of Kodiak will be sponsoring a public meeting on Wednesday, August 27, 2014 at the Bayside Fire Hall from 7:00 p.m. until 10:00 p.m. to update the public regarding the proposed New Compost Facility located at the Kodiak Island Borough Landfill.

This meeting is being held as a follow up to the previous meeting with the Monashka Bay Road Service Association (MBRSA) held at the Bayside Fire Hall on September 25, 2013. The City and the project design engineers will be presenting the final design and will be available to answer questions from the public.

The public is hereby notified that a quorum of the City Council may be present.

* * * END * * *

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MEMORANDUM TO COUNCIL

To: Mayor Branson and City Council members
From: Aimée Kniazowski, City Manager
Thru: Ronda Wallace, Chief of Police
Date: August 26, 2014

Agenda Item: **Item #4-1, Authorization to Purchase Vehicle for Kodiak Police Department**

SUMMARY: Council is being asked to authorize the replacement of one older, high mileage Animal Control truck, which was recommended for replacement in FY 2015, with a current model All Wheel Drive (AWD) police utility vehicle. The existing Animal Control truck has been in service well beyond its useful life and was evaluated for replacement. The replacement is consistent with the Council's Vehicle Replacement Policy, and the need to replace the truck was discussed with Council during the FY 2015 budget process. Staff recommends the Council authorize the City to attach to the State of Alaska contract with Kendall Ford to purchase a new Animal Control vehicle for \$26,229 at the regular Council meeting on August 28, 2014..

PREVIOUS COUNCIL ACTION:

- The replacement meets the evaluation and purchasing requirements established by the City's Vehicle Replacement Policy adopted by Resolution No. 2011-07 on March 31, 2011.
- The Council was briefed on the status of the Animal Control truck as well as the recommendation to replace the truck at the May 10, 2014 budget presentation meeting.
- Council approved funds for the replacement of the Animal Control truck when the FY 2015 budget was adopted.

DISCUSSION: The Kodiak Police Department (KPD) maintains a fleet of nine (9) marked police vehicles, one (1) Animal Control vehicle and one (1) Community Service van. These vehicles are equipped with safety equipment, radios, lights, sirens, provide transportation for Animal Control and police services, and are authorized for emergency response. Vehicle #15 (Animal Control) is a 2003 Ford F150 special service vehicle. This vehicle has in excess 114,513 miles, and has been in service with the department's fleet, as a shared Animal Control/Emergency Response vehicle, since it was purchased in 2003. As a shared Animal Control/Emergency Response vehicle it was assigned to Animal Control officers who utilized it for routine and emergency patrol related duties. Based upon the programmed hours of the Animal Control officer, staff estimates unit #15 accumulated a minimum of 80 engine hours per

month since 2003. The combined effects of age and mileage have contributed to issues ranging from corrosion to mechanical problems.

Various units of the KPD fleet are evaluated by the Public Works Shop Supervisor (PWSS) annually. The PWSS performs an evaluation of vehicles using industry standards and criteria consistent with the City's vehicle replacement policy, and makes recommendations about which vehicles can remain in service and which should be removed from service. The evaluation includes comprehensive physical inspection of the body, vehicle electronics, engine, transmission, frame and suspension. The PWSS also evaluates the economic benefit of replacing a vehicle or replacing or repairing damage to a vehicle.

The evaluation of Vehicle #15 (Animal Control), a 2003 Ford F150 special service vehicle with over 114,513 miles, revealed the vehicle was suffering from the combined effects of age, mileage, engine hours and Kodiak's harsh environment (see attached photos). This vehicle received regular and emergency maintenance throughout its service life.

An evaluation conducted by the City Public Works Maintenance Shop Supervisor called for the replacement of this vehicle in FY15 as a cost effective means for KPD to maintain a safe and mechanically reliable vehicle within its fleet.

The State of Alaska Department of Transportation and Public Facilities (DOT & PF), State Equipment Fleet (SEF) maintains contracts with several light duty vehicle vendors in Alaska. Each vendor supplies pricing for basic vehicles with additional cost for added options. Cooperative purchasing is authorized on these contracts for qualified political subdivisions. The City of Kodiak is a qualified political subdivision and Kodiak City Code (KCC) 3.12.070 (c) permits attachment to this contract.

Staff researched replacement options and recommends Council authorize the City to attach to the State of Alaska Light Duty Contract to purchase one current model year Ford AWD police utility for \$26,229 through Kendall Ford.

There is sufficient funding in the FY2015 KPD budget to cover the purchase cost of this vehicle and attaching to the State of Alaska's bid is in the City's best interest.

Kodiak City Code section 3.12.070(c) allows the City to purchase items with other units of government has established the lowest responsible bidder and where the equipment meets or exceeds the City's needs or specifications. This provision permits the City to attach to the State of Alaska's bid and purchase the police vehicles through the State of Alaska contract.

- Attachment #4-2: CIP nomination forms for replacement of KPD Animal Control vehicle
- Attachment#4-3: State of Alaska DOT contract pricing schedule
- Attachments #4-4-6: Photos form replacement evaluation

CITY OF KODIAK
FIVE-YEAR CAPITAL IMPROVEMENT PROGRAM
VEHICLE / EQUIPMENT REPLACEMENT NOMINATION
1 of 2 pages

Costs are estimated at (check one)

- Less than \$10,000
 Greater than \$10,000

The Following Signatures are required:

Vehicle Maint. Supervisor _____
 Department Head: _____
 City Manger: _____

This purchase is requested to be funded in Fiscal Year	Fiscal Year : 2015
Prepared by: Ronda Wallace	Date: 03/27/2014
Department: Police	
Nomination Name: Replacement Vehicle Alpha	

REQUEST NEW UNIT DESCRIPTION (ATTACH PRICE QUOTES, DESCRIPTIONS, AND PHOTOS FROM THREE VENDORS)	
Unit ID Number	#15
Year – Make - Model	2003 Ford F150
Engine Size – Fuel Type	
Current Mileage	114,513
Body Condition	
License Plate No.	XXY743
VIN or Serial Number	1FTRF18243NB61489

FUNCTION: WRITE A BRIEF SUMMARY OF HOW THIS UNIT HAS BEEN USED AND HOW OFTEN.

The Kodiak Police Department maintains a fleet of nine (9) marked police vehicles, one (1) Animal Control Vehicle and one (1) Community Services Van. These vehicles are equipped with safety equipment, radios, lights, sirens and provide transportation for Animal Control and police services and are authorized for emergency response. Vehicle #15 is a 2003 Ford F150 Special Service Vehicle. This vehicle has in excess 114,513 miles, and has been in service with the departments fleet as a shared Animal Control/Emergency Response vehicle since it was purchased in 2003. As a shared Animal Control/Emergency Response vehicle it was assigned to multiple (but one at a time) Animal Control officers who utilized it for routine and emergency patrol related duties. Based upon the programmed hours of the Animal Control officer, we estimate unit #15 accumulated a minimum of 80 engine hours per month since 2003.

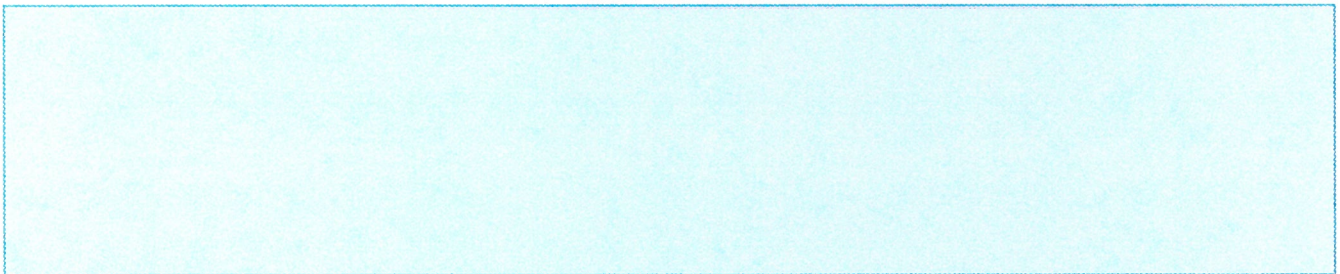
JUSTIFICATION: WRITE A BRIEF SUMMARY OF WHY THIS UNTI IS BEING REPLACED. INCLUDE ITEMS SUCH AS HISTORY, CONDITION ASSESSMENT, COSTS, USES, PUBLIC WORKS EVALUATION REPORT, ETC.

Overall Mechanical Condition:

Vehicle #15 has over 114,513 miles of Kodiak road miles. The vehicle is used primarily as an Animal Control vehicle and has substituted as a Community Services vehicle when there was not one; and when the current one was down for maintenance. Because Vehicle #15 is primarily an Animal Control vehicle, it has made multiple trips to both ends of the Kodiak Road System as part of our contract with the Kodiak Island Borough Animal Control contract.

Maintenance Cost:

Currently maintenance records are incomplete only dating as far back as 02/26/2010, for a cost of \$1,958.00 man



Attachment B

hours and \$1,839.69 parts price.

Out of Service Time:

This vehicle is presently in service, but its overall mechanical condition, age, engine miles and hours is of concern and makes the reliability questionable.

Parts Availability:

Parts are still available for this model year.

Associated Safety Concerns:

The overall mechanical condition coupled with the high mileage, make it unsuitable for continued use as an Animal Control Services vehicle.

Alternative Vehicles:

Staff continues to evaluate the feasibility of deploying alternative vehicles. Staff currently relies more on the Community Services van and having two employees who's shifts overlap, this is not the best solution.

**CITY OF KODIAK
FIVE-YEAR CAPITAL IMPROVEMENT PROGRAM
VEHICLE / EQUIPMENT REPLACEMENT NOMINATION
2 of 2 pages**

Proposed Dispositions of Replaced Unit as Determined by Vehicle Maintenance Division (check one):

- To General Fleet
- To Surplus Sale

REQUEST NEW UNIT DESCRIPTION (ATTACH PRICE QUOTES, DESCRIPTIONS, AND PHOTOS FROM THREE VENDORS)	
Year – Make - Model	Current or new model year Ford Explorer Police SUV
Engine Size – Fuel Type	3.7L Ti-VCT V6 FFV 304HP/279 lb-ft Torque engine
Number of Doors	Four
Seating Capacity	Four
Specialty Items	Partial Police Package
Color , Police Package, Tires, Transmission, Etc.	Partial Police Package

REQUESTED NEW UNIT COSTS	
Basic Equipment Costs	\$26,229 (Negotiated Contract price with State of Alaska, Valid until 11/2014)
Specialty Equipment Cost	\$5,975

Shipping Costs	\$650
Total Costs	\$32,854 (Estimate)

OPERATIONAL COSTS:

Vehicle #15 has 114,513 miles on the odometer. This vehicle has been used as a shared Animal Control/Emergency Response patrol vehicle since it entered service with the police department in 2003. Driving periods for this vehicle were 8 consecutive hours of use in a single operational period 5 days a week.

This vehicle received regular and emergency maintenance throughout its service life. Still, at some point the combination of vehicle age, miles and engine hours, couple with Kodiak's harsh environment have contributed to ongoing maintenance issues. A cost benefit analysis supports replacement of this vehicle in FY15.

An evaluation conducted by the City Public Works Maintenance Shop Supervisor calls for the replacement of this vehicle in FY15 as a cost effective means for the police department to maintain a safe and mechanically reliable vehicle within its fleet.

While no longer suitable for police use, this vehicle may still have value for another entity that does not have the same operational requirements as the police department. Public works fleet mechanic, Jerry Pherson, suggest the vehicle be rotated to Parks and Recreation to replace a decrepit Dodge Ram they are using.

Price Schedule

Kendall Ford SOA Contract for AWD Police Utility Vehicle

<u>Quantity</u>	<u>Description</u>	<u>Price</u>	<u>Total</u>
1	Ford All Wheel Drive Police Utility Vehicle, White Fuel Economy	\$26,047.00	
2	Spot Lamp, Driver Only (Package 51Y)	\$ 182.00	
			Total: <u>\$ 26,229.00</u>







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Office of the City Manager

710 Mill Bay Road, Room 219, Kodiak, Alaska 99615

August 7, 2014

Mr. Jim Ashford
2521 Selief Lane
Kodiak, AK 99615

Re: Request for Annexation of Lots 1A-1 and 1B-3, Lakeside Subdivision, Second Addition

Dear Mr. Ashford:

This letter is meant to update you on the status of your request to have the City file an annexation petition on your behalf to adjust City boundaries for your lots identified above which straddle the City's boundary.

The City's legal firm contacted me with an update to the process. The Local Boundary Commission (LBC) staff confirmed with them that the firm must include all information noted in the petition even if annexation would not have any impact on the request (such as long term debt held by the City and projected revenue, operating expenses, and capital expenditures for full fiscal year after annexation complete). This information requires additional staff and legal time even for this small amount of land, less than 1 acre.

After submitting the Petition to the LBC staff, they will have 45 days to perform its technical review of the petition. After the technical review, it is common for the petition to be sent back for additional information. How many hours will be required to comply with the LBC's requirements is hard to predict. Once the petition is re-filed, the LBC staff will have 30 days to re-review the petition. Once the technical review is complete and the petition is accepted for review by the LBC, the City will be required to pass a new ordinance regarding the annexation. Next there must be a 14 day public comment period, the LBC staff issues a report, the LBC holds a public hearing, and a decision is issued within 10 days of the public hearing.

The lists below identify additional information to be submitted by our law firm with the petition itself. Some information can be supplied by the City, but other information will require special research. The information must be provided to our law firm and then in turn to the LBC staff along with the petition document.

City information:

- The number of square miles currently within the City's boundary;
- The estimate population within the City's current boundaries;
- Metes and bounds description of the existing City boundary;
- Metes and bounds description, including USGS quad information and dates, of proposed post-annexation city boundaries;
- What services the City currently provides to the three proprietries (water, sewer, road, etc.) and what services are provided by the borough, if any; and

Telephone (907) 486-8640 / Fax (907) 486-8600
akniaziowski@city.kodiak.ak.us

Ashford Annexation Update Letter

August 7, 2014

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- Name and title of all City officials consulted regarding the annexation, general topic discussed, and dates.

Notice information:

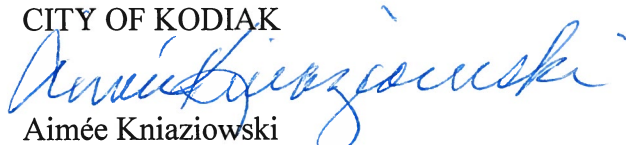
- Newspapers, Radio, and Television stations serving the City (for notice requirements);
- Addresses and names of 3 places readily accessible to the public and within or near the proposed annexed property where notices regarding the annexation may be posted;
- Confirmation that no other municipality's boundary is within 20 miles of the proposed city boundary;
- Name, address, and email address of any individual whose potential interest in the annexation proceedings would warrant individual notice of the annexation petition; and
- Location where annexation petition will be available for public review and time location is open to the public.

Tax/Debt/Budget Information:

- Whether Threshold Services pays City or Borough property tax and sales tax and the amount of both taxes for Lot 1B-2;
- Assessed value or estimate value of taxable real property and personal property of Lots 1A-1, 1B-2, and 1B-3;
- The sales tax percentage, property tax (mills), and other taxes, if any, to be charge on the proposed annexed properties;
- Existing long term municipal debt and its purpose and maturity date; and
- Projected revenue, operating expenses, and capital expenditures for full fiscal year after annexation complete.

Due to the growing complexity and expense of the process, the issue will be discussed at the August 26 City Council work session. It is scheduled for 7:30 PM in the multi-purpose room of the new Kodiak Public Library across from the Borough Building on Egan Drive. I hope you can attend the meeting, but if you are unable to do so, I will let you know the direction of the discussion.

Sincerely,
CITY OF KODIAK



Aimée Kniaziowski
City Manager

CC: File
Mayor Branson and City Council Members

**CITY OF KODIAK
ORDINANCE NUMBER 1289**

AN ORDINANCE OF THE COUNCIL OF THE CITY OF KODIAK AUTHORIZING THE ANNEXATION OF THE PORTIONS OF LOTS 1A-1, 1B-2 AND 1B-3, LAKE-SIDE SUBDIVISION SECOND ADDITION THAT ARE LOCATED OUTSIDE THE CITY OF KODIAK, TO THE CITY OF KODIAK

WHEREAS, all property owners, as defined by 3 AAC 110.990(12), in the area described in Section 1 of this ordinance, and all registered voters residing in that area, have petitioned the City Council for annexation to the City in accordance with AS 29.06.040(c)(4); and

WHEREAS, the area petitioned for annexation to the City consists of 0.72 acres; and

WHEREAS, the purpose of the annexation is to correct a discrepancy between the City boundary and the boundaries of the lots that are the subject of the annexation, so that the entire area of the three lots will be located within the City boundary; and

WHEREAS, the annexation authorized by this ordinance meets the applicable standards for annexation to a city in 3 AAC 110.090 — 3 AAC 110.135; and

WHEREAS, the proposed annexation to the City will not deny any person the enjoyment of any civil or political right, including voting rights, because of race, color, creed, sex, or national origin.

NOW, THEREFORE, BE IT ORDAINED by the Council of the City of Kodiak, Alaska, as follows:

- Section 1:** The City Manager is authorized to file a petition with the State of Alaska Local Boundary Commission for annexation using the method of annexation set out in AS 29.06.040(c)(4), and is designated as the representative of the City for all matters relating to the annexation proceeding. The petition shall propose the annexation of the portions of Lots 1A-1, 1B-2 and 1B-3, Lakeside Subdivision Second Addition that are located outside the boundary of the City of Kodiak.
- Section 2:** The annexation will be on the terms and conditions contained in the City's annexation petition as approved by the Local Boundary Commission.
- Section 3:** The following described property is hereby annexed to and incorporated within the boundary of the City of Kodiak: the portions of Lots 1A-1, 1B-2 and 1B-3, Lakeside Subdivision Second Addition that are located outside the boundary of the City of Kodiak, resulting in the following changed boundary of the City of Kodiak:

Commencing at the Southerly corner common with Lots 1 and 2, U.S. Survey 3467, said corner also being the end of course (20), Certificate of Boundaries,

City of Kodiak, Alaska, as recorded in Book 108, Page 596, Kodiak Recording District;

- (21A) thence N 26°30'30" E, 1247.03 feet along a line common to said Lots 1 and 2, U.S. Survey 3467 to a point on the Northerly right-of-way of Von Sheele Way to the point of beginning of said Proposed Annexation;
- (21B) thence along said right-of-way 33.17 feet along the arc of a 1369.30 feet radius curve to the left, said curve having a delta of 01°23'17" and a long chord which bears N 71°31'29" W, 33.17 feet to the Southwesterly most corner of Lot 1B-3, Plat 2000-6;
- (21C) thence N 38°30'45" E, 275.41 feet along the Westerly line of said Lot 1B-3 to the Northerly most corner of said Lot 1B-3;
- (21D) thence S 65°29'19" E, 342.79 feet along the Northerly line of said Lot 1B-3 and the Northerly line of said Lot 1A-1, Plat 2005-6 to the Northeasterly most corner of said Lot 1A-1, said corner being located along Course (22) of said Certificate of Boundaries, City of Kodiak and being the Point of Ending of said Proposed Annexation;
- (22A) thence S 89°27'12" E, 424.76 feet along a line common to said Lots 1 and 2, U.S. Survey 3467, to the beginning of Course (23) of said Certificate of Boundaries, City of Kodiak;

Section 4: Section 3 of this ordinance shall become effective upon the approval of the annexation described therein by the Local Boundary Commission, and upon the earlier to occur of the following: (i) the date on which the United States Department of Justice issues its non-objection under the Voting Rights Act of 1965 to the change effected by Section 3 of this ordinance; and (ii) the date immediately following the last date on which the United States Department of Justice could object to the change effected by Section 3 of this ordinance under the Voting Rights Act of 1965, provided that no objection to such change has been issued before that date. The remaining sections of this ordinance shall be effective one month after its final passage and publication in accordance with Kodiak Charter Section 2-13.

CITY OF KODIAK


MAYOR

ATTEST:


CITY CLERK

First Reading: August 25, 2011
Second Reading: September 22, 2011
Effective Date: October 28, 2011



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MEMORANDUM TO COUNCIL

To: Mayor Branson and City Councilmembers
From: Aimée Kniaziowski, City Manager
Thru: Mark Kozak, Public Works Director
Date: August 26, 2014

Agenda Item: **Item #6-1, Rock Removal at Municipal Airport for Public Works Use, Creating Additional Rental Space**

SUMMARY: This memo addresses the need for a readily available rock source for Public Works use for streets, drainage and utility maintenance as well as installations of new water and sewer services to individual lots. We have pretty much exhausted the 18,000 plus cubic yards of rock made for us in 2002 and need to have more produced. I would like to propose that we use Project Number 5034 Public Works Rock for Maintenance to produce rock for us at the Municipal Airport along the west side boundary. This would result in year round available rock and when all the produced rock is removed we would have additional space for aircraft tie down rentals or hangar lease lots. Removal of the rock for creating future hangar and tie down locations is allowable by KIB Zoning.

PREVIOUS COUNCIL ACTION: In 1988, 1998 and 2002, the Public Works Department had rock made for its use at the Pillar Mountain quarry site. From reviewing the past records of some of these requests, the dollar values were such that approval was not brought before the Council. The 2002 project was approved by the Council and produced 18,000 cubic yards of rock.

DISCUSSION: We reviewed the proposals dated in 1988 and 1998. They show the quantity of rock produced was about 5,000 to 6,000 cubic yard combined. In 2002, the finished quantity was surveyed at 18,000 plus cubic yards. It has taken Public Works roughly 12 years to use almost all of this rock.

During the course of a year Public Works uses this rock for road maintenance and storm drainage work as well as use in water and sewer installations and for the repair of those utilities. The typical street in Kodiak was built with very little consideration to the existing soils under the road. We find that outside of the utility installation ditch line the roads tend to be mostly nature organic soils with a very small layer of rock on top.

Whenever new water or sewer services are installed we typically have to replace close to 60% of the material removed. This is what we use the rock for. In addition when dealing with water main breaks or even small water leaks the material in the road way becomes so saturated it cannot be reused. When material becomes over saturated, it cannot be compacted and remains soft way too long for a roadway. This also leads to failure of the asphalt when it is patched. In this case almost 100 % of the material gets

replaced. As an example, in FY 2014 Public Works repaired 23 water leaks. Some of these were major water main failures with large amounts of material needed to be replaced to very small leaks well outside of the road way where almost no material was replaced.

The idea to remove this rock from Municipal rather than another location came from airport users expressing an interest in leasing larger spots at Municipal Airport so they can build hangars. The existing hangar lots are far too small (only one hangar lot remains available) since the hangars take up almost the entire lot. By removing as much of the existing rock to the south of the last two hangars as funding allows we would meet the need for Public Works and produce additional flat ground for future rentals. Utilizing this location also provides the needed rock in an area that would be accessible year round. The current location on Pillar Mountain is difficult to access at times during the winter.

The overburden needs to be removed in this area in order to remove the rock. In order to reduce our cost, we may be able to either remove it in-house or make the overburden available to others willing to remove at minimal to no cost. The amount of rock removed will be dependent on the options used and the available funds.

There are some very small areas that at one time were classified as wetlands. The Army Corp of Engineers were in town the week of July 7 and I met with them onsite. Because of the location of the proposed rock removal, a Corp permit is not required.

ALTERNATIVES: We considered multiple options to meet the Public Works Department rock needs.

- 1) Remove the rock from this described location at Municipal and increase the flat usable ground for additional tie downs or hangar lease lots. This would provide rock for our maintenance needs that is accessible year round. It also has the added benefit of generating additional airport revenue from future rentals or leases.
- 2) We could put out a bid for a lump sum quantity of rock from the local contractors. Some of the problems with this option are where to put the rock if we did that. Having to move the rock to a separate location for later use significantly increases the cost of the material. We also found when we were going to do this before it could require the City to meet certain MSHA regulations (federal mining safety regulations) if the City were to operate out of a contractors quarry.
- 3) We could also just put out an annual RFP from local rock suppliers for pricing per ton on the available products. We have done this in the past for processed rock like D-1 (3/4 inch minus rock for grading or pipe bedding), however this has always been more costly in the past than having rock made for us and not processed other than shot, ripped and stacked.

FINANCIAL IMPLICATIONS: In the FY 2015 budget we funded a project to produce rock for the Public Works Department. Project No. 5034 has a budget of \$60,000. The funding source is 40% each from water and sewer and 20% from general fund. This is an estimate of how the rock is used in relation to the funding. We have found from doing a similar bid in the past that we were able to get

cheaper rock by this process than buying processed rock directly. Once we started using this process the City purchased a small screener so we could make different size rock products for ourselves when needed.

LEGAL: N/A

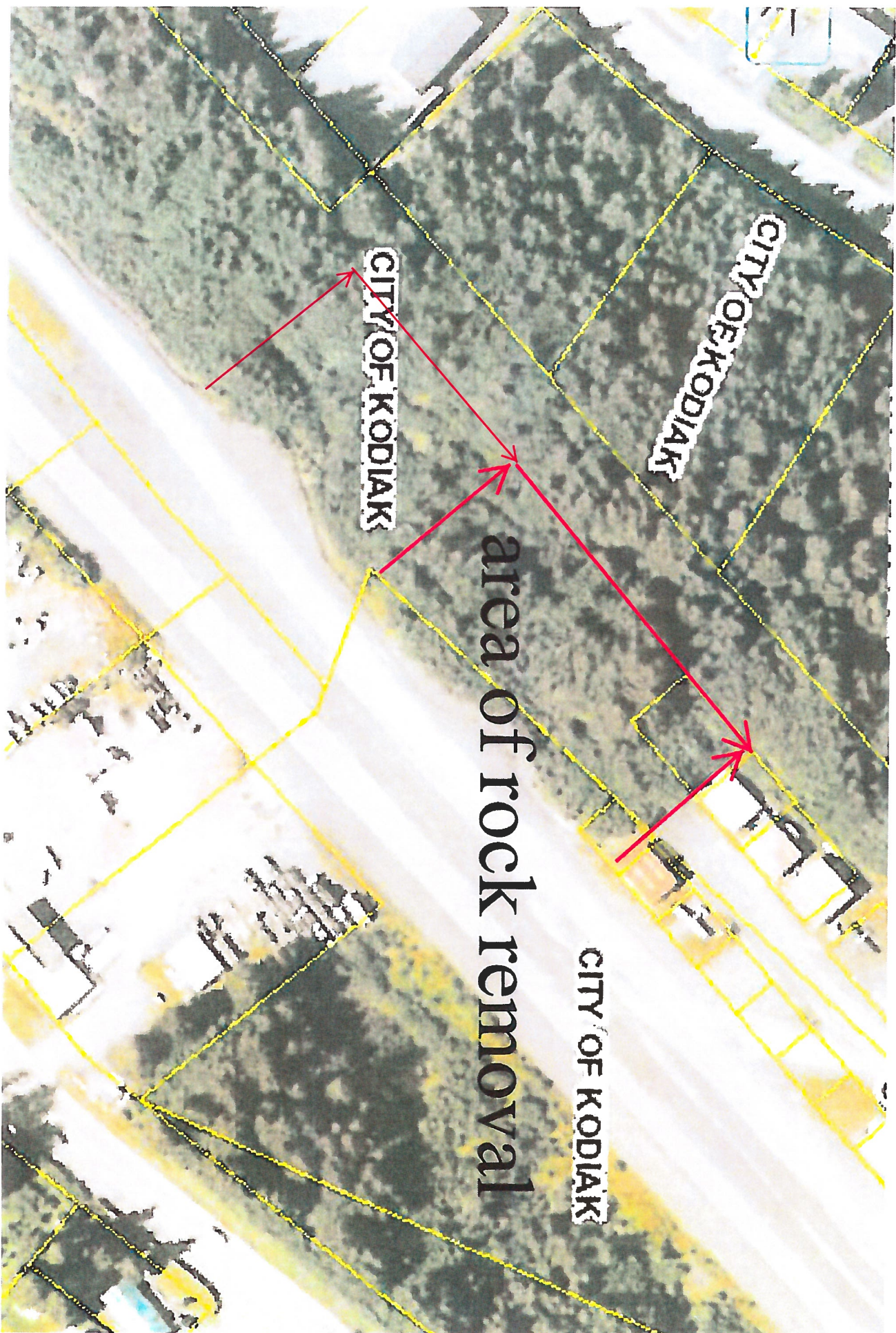
STAFF RECOMMENDATION: Staff recommends that Council approve the concept of producing additional rental space at Municipal airport by allowing Public Works to advertise and bid a project to make maintenance rock at the airport for our utility and street maintenance. If Council approves of the idea we will move forward with a bid ready project.

CITY MANAGER'S COMMENTS: I support Mark's request because it will create more space for rentals & development that will eventually help offset deficits at Municipal Airport. It will also provide a source of clean, less expensive rock for Public Works to use.

ATTACHMENTS:

Attachment A: Photo of Lease lots and Potential Rock Removal Area.


Attachment: A



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CITY OF KODIAK
2410 Mill Bay Road, KODIAK, ALASKA 99615
Public Works Department
907-486-8060 Voice
907-486-8066 Fax

TO: Aimée Kniazowski, City Manager 

FROM: Mark Kozak
Public Works Director

DATE: August 21, 2014

RE: Final Selection of Snow Dump Storage Yard

The City Council approved a proposal from DOWL HKM to provide a preliminary evaluation and design for a snow disposal site in January 2013. This proposal included evaluation of potential disposal locations within the Community. The basic criteria required a minimum of 2 acres based upon annual snow fall storage needs. The initial evaluation came up with over a 100 parcels that fit the 2 acres sites. Lots of these sites quickly were eliminated from further evaluation because they already were developed. It was narrowed to 3 sites to investigate further. The City owned property where the old Bettinger Dam was, the City property at the corner of Selief and Von Sheele and the property between Safeway and Von Sheele. Of these the old reservoir site fit the size, location and development cost the best.

These preferred options were presented to Council and the decision was made to move forward with design using the old reservoir site. In May of this year DOWL HKM permitting staff was here to delineate the wet lands as part of the design process. Once the wet land area was defined it significantly reduced the available space that could be used in the lower reservoir site without extensive permitting issues. We also had the permitting staff to do a site evaluation of the fill site behind the WTP because of the reduction in size of the space in the lower reservoir site due to wet lands.

Because of the limited size and the proximity of the lower dump site to the road and residents I asked DOWL HKM to stop design work until I could discuss the project with the Council. The support for the lower site was based on being able to permit the snow dump behind the trees and away from the road. With the wet lands defined this is highly unlikely. Because space is available without disturbing the wet lands the effort to permit the original planned site would take a long time at a high cost.

This evaluation was only from a permitting perspective. Aaron Christie was in town several weeks later and we did a site walk through. Then he put together a brief conceptual layout for this discussion with the Council and also to include with the conditional use permit (CUP) application I have submitted to the KIB in order to use either location for snow dump and storage.

Staff requested the evaluation of the area behind the WTP since using the lower site would require removal of almost, if not, all the trees and be so much closer to the residents across the street. It would also be extremely visible to the public. The area behind the WTP would be

much further removed from the public view and also retain the natural screening of the trees as you start up Pillar Mountain Road.

We have not completed a detailed cost estimate, but based on the condition of the area behind the WTP I believe the cost of developing the WTP site would be half cost of the lower original planned site. Basically, the WTP site would take minimal grading to get it ready and then build the drainage retention system. This site was under the two acres when we started this project but will all the City construction, the site is now slightly over the 2 acres needed.

Using an upland snow disposal site is a significant change to the City's snow removal process and will add significant cost and time to our snow removal operation. However, it will bring us into compliance with Clean Water Regulations and reduce the potential for contaminants to be discharge into the surface water. The facility will be designed to comply with current ADEC snow disposal requirements and regulations.

In addition, the change to an upland snow dump may affect other community facilities. Over the years, the State of Alaska, private property owners, the hospital and the school district have all had to haul snow because they ran out of storage room. They hauled and used the City's downtown snow dump. This snow dump is being designed to accommodate the City snow hauling needs only.

I have submitted a Conditional Use Permit (CUP) application to the Community Development Department since the zoning of this parcel of land does not allow it to be used for snow storage. This was identified in the DOWL HKM reports in the initial evaluation work. The CUP is scheduled for the Planning and Zoning commission regular meeting on September 17, 2014.

I needed to submit for a CUP so I could place two storage vans along the road to upper reservoir in order to store water and sewer maintenance materials. Since I needed to do that I included our request for placement of two storage vans, with a possible future roof system like Parks & Rec. facility at Baranof Park and the snow disposal and storage use into the single application.

I recommend that Council allow us to move forward with design of the snow dump and storage facility using the area behind the WTP. With your concurrence, we can have DOWL HKM get started immediately on final design for this location. Using this location keeps the snow storage facility behind the closed gate of the WTP, keeps all the nature screening presently in place as well as the noise barrier they provide. Development cost will be much less than the other site which in turn will allow the completion of the facility much sooner.

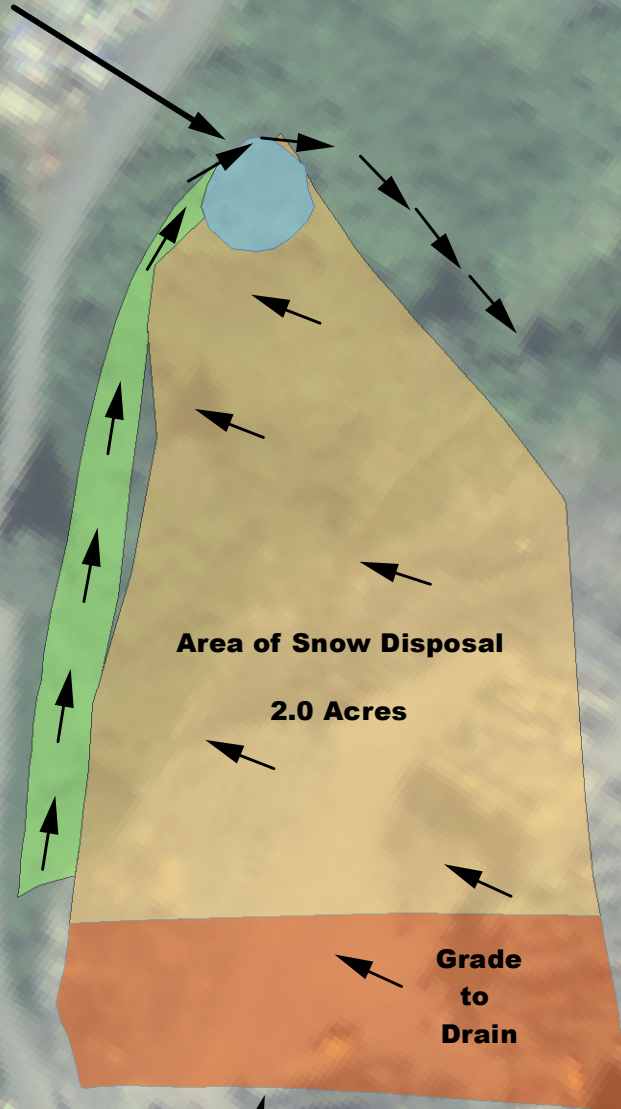
ATTACHMENTS:

1. Attachment 7-2: Photo of the general layout of the snow dump location and van placement.
2. Attachment 7-3: WTP Site Layout Concept
3. Attachment 7-4: Lower Site Layout Design Sheets.



ATTACHMENT: 7-3

Detention Pond









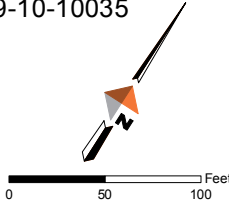
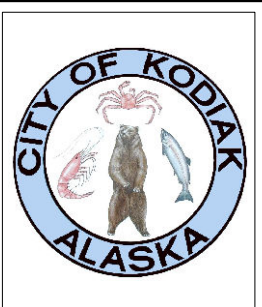
Area of Snow Disposal

2.0 Acres

Grade to Drain


Approximate Extents of Future Storage Yard

-  Seep
-  Anadromous Stream #259-10-10035
-  Pond
-  Area of Snow Disposal
-  Drainage Swale
-  Storage Yard

**Figure
Snow Disposal Site 12-B**

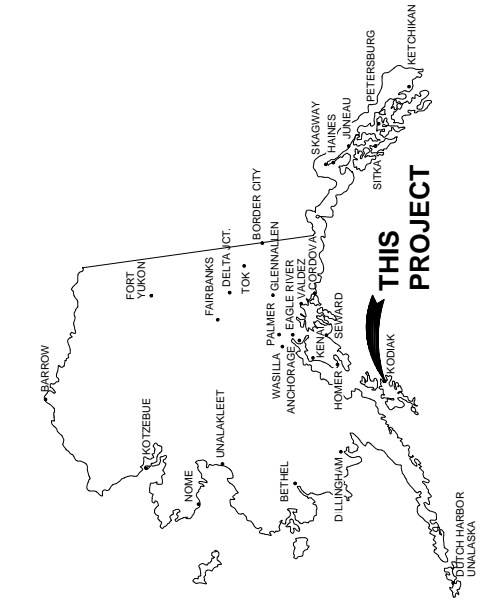
Kodiak, AK

 **DOWL HKM**

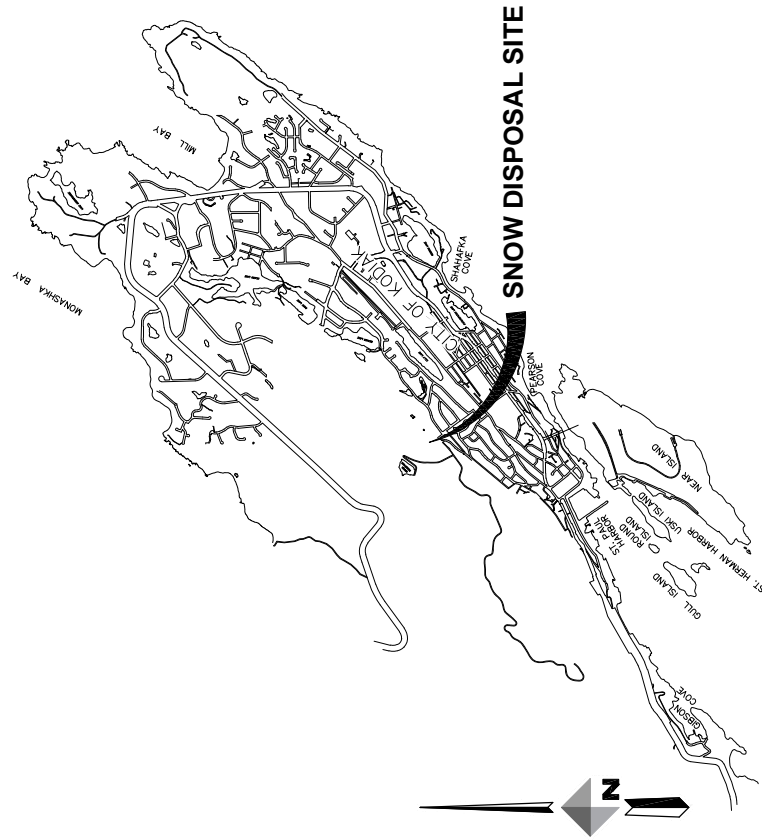
July 18, 2014 D61358

CITY OF KODIAK SNOW DISPOSAL SITE

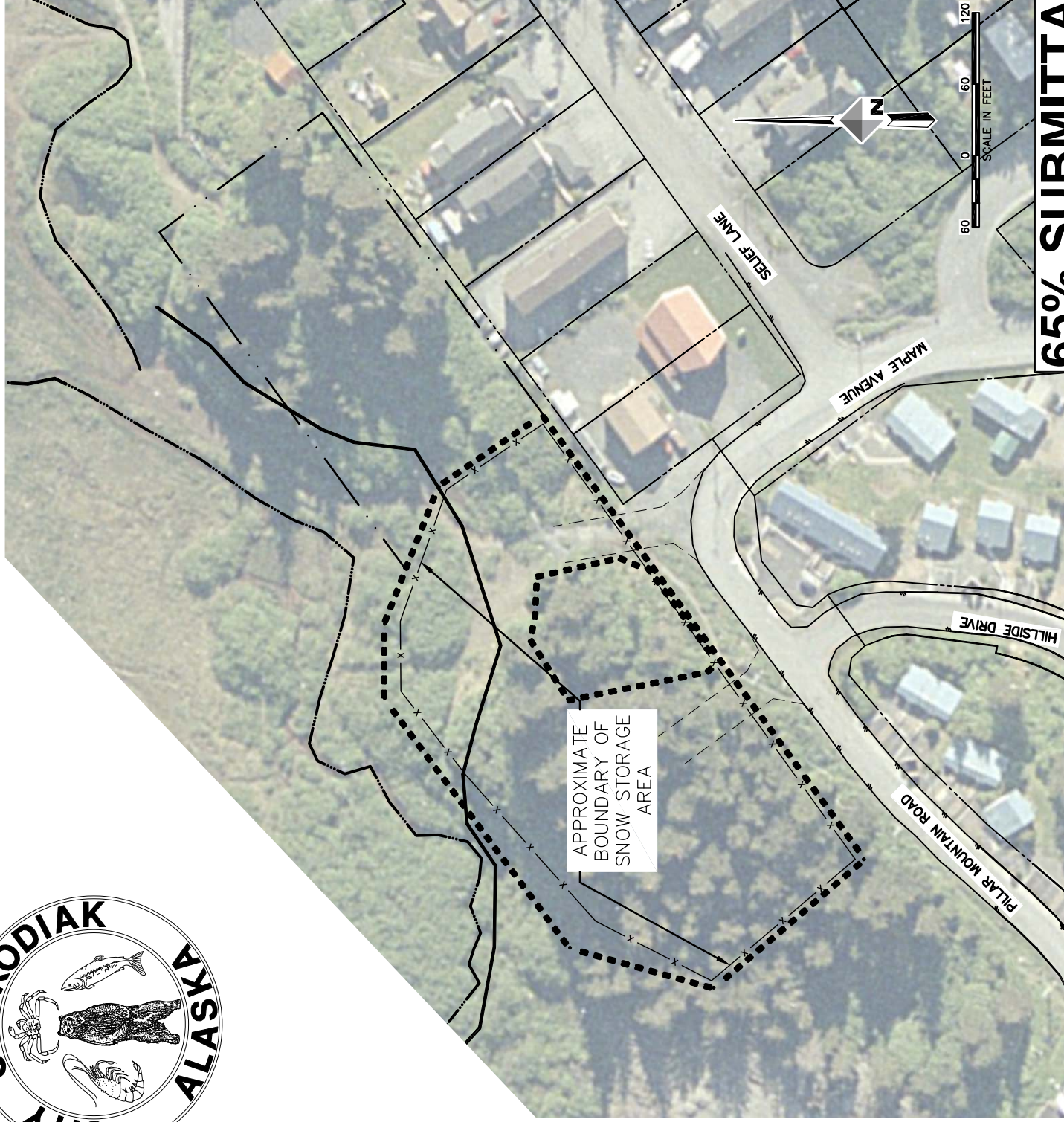
ATTACHMENT: 7-4



LOCATION MAP



VICINITY MAP



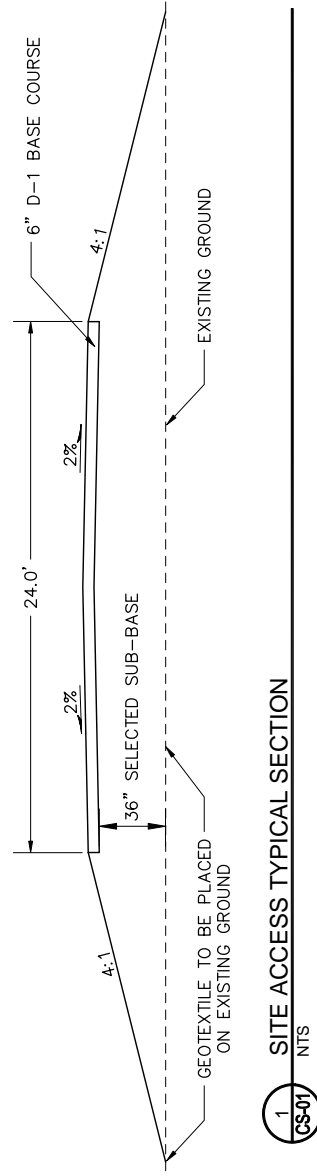
65% SUBMITTAL

	<p>DOWL HKM 4041 B STREET ANCHORAGE, ALASKA 99503 PHONE 907-582-2000 FAX 907-583-3953</p>		<p>KODIAK, ALASKA KODIAK SNOW DISPOSAL SITE COVER SHEET</p>	<p>CHECKED BY: ASC DESIGNED BY: CAN DRAWN BY: JAN DATE: 5/08/2014 LOCATION: KODIAK</p>	<p>FILE NO. _____ SHEET CV-01</p>
<p>DATA Sgn. Sewer Storm Sewer Water Gas Electric Cable TV Sements Footing Elev. Approved</p>	<p>Vertical Datum: REV DATE DESCRIPTION</p>	<p>Vertical Datum: REV DATE DESCRIPTION</p>	<p>Vertical Datum: REV DATE DESCRIPTION</p>	<p>Vertical Datum: REV DATE DESCRIPTION</p>	<p>Vertical Datum: REV DATE DESCRIPTION</p>

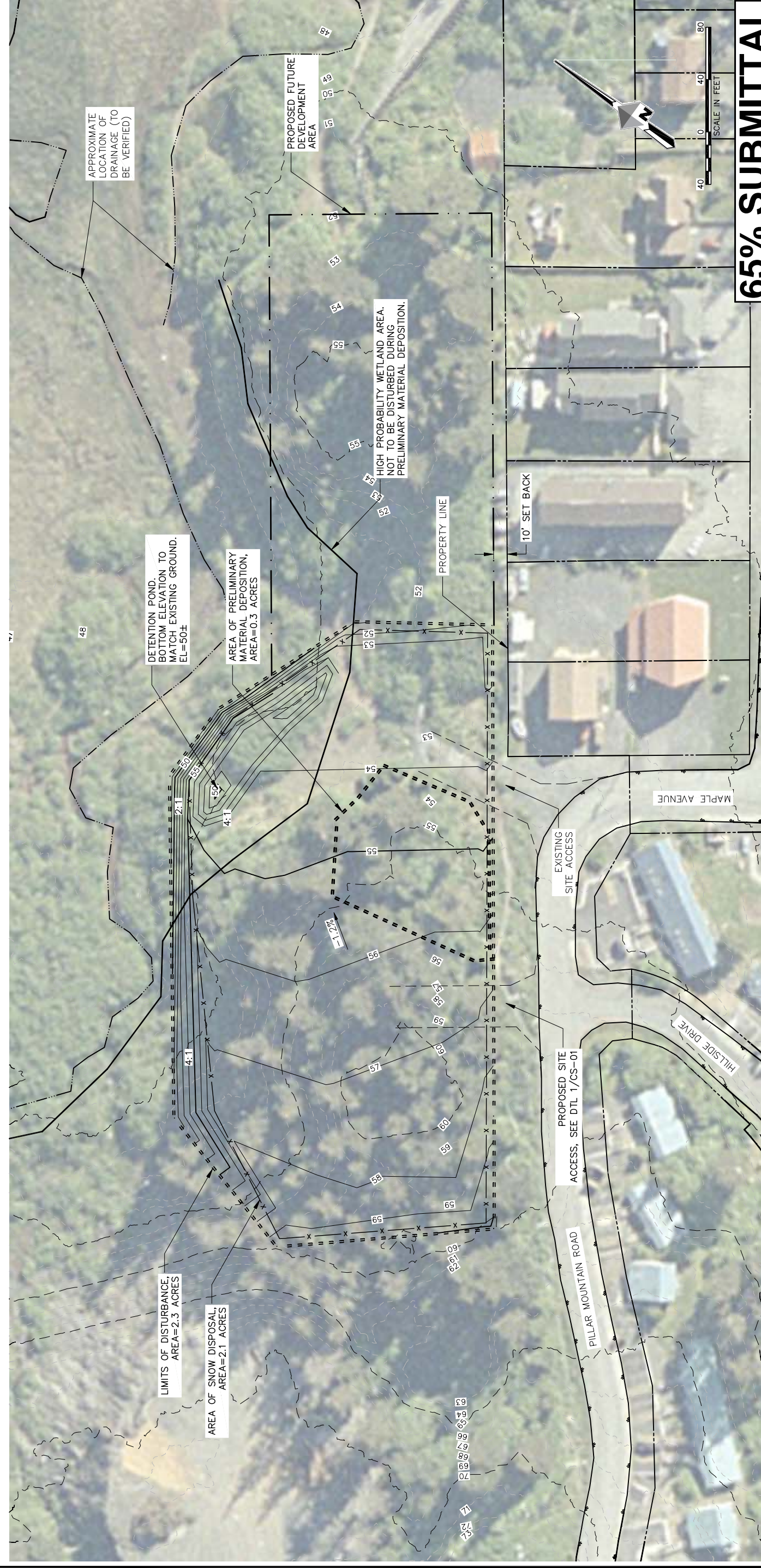
ATTACHMENT: 7-4

EARTHWORK VOLUMES	
CUT	2,100 CY
FILL	4,600 CY

- LEGEND**
- PROPOSED LIMITS OF SNOW DISPOSAL AREA
 - PROPOSED FUTURE DEVELOPMENT AREA
 - PROBABLE WETLAND AREA
 - AREA OF PRELIMINARY DEPOSITION
 - EXISTING TOPOGRAPHY
 - PROPOSED TOPOGRAPHY
 - LOT LINE
 - APPROXIMATE LOCATION OF DRAINAGE
 - CHAIN LINK FENCE



1 SITE ACCESS TYPICAL SECTION
NTS



65% SUBMITTAL

	DOWN HKM 4041 B STREET ANCHORAGE, ALASKA 99503 PHONE 907-562-3000 FAX 907-562-3003		KODIAK, ALASKA FINAL TOPOGRAPHY KODIAK SNOW DISPOSAL SITE	CHECKED BY: ARC DESIGNED BY: CAN DRAWN BY: JAN DATE: 5/08/2014 LOCATION: KODIAK	SHEET FILE NO.: CS-01
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SO HAVE WE CHANGED?



TEXTING IN THE OLD DAYS




IT'S YOUR TURN



- ❖ Assigned groups (your table)
- ❖ Appoint a reporter and recorder
- ❖ Topic:

What do you think Economic Development is?

What is the role of a Local Leader?




Module #1

What is Economic Development?

WHAT IS ECONOMIC DEVELOPMENT?

- Described in terms of objectives
- Communities differ
- Policies governments undertake to meet broad economic objectives
- Policies and programs to provide community infrastructure
- Improving the business climate







WHAT IS ECONOMIC DEVELOPMENT?


- **Improving the economic well being of a community or region**
 - Job creation
 - Job retention
 - Tax base enhancements
 - Quality of life
- **No single definition for economic development**
 - No single strategy
 - No single policy
 - No single program








SECTORS





ECONOMIC DEVELOPMENT

DO NOT ACT ALONE

- Economic Development is a Team Sport
- Partner with Regional Communities
- Create Community Accords
- Embrace Diversity
- Embrace Cultural Differences
- Work with the State Government
- Support Economic Development Personnel
- Engage with Business and Community Residents




TYPICAL OUTCOMES



- **Job Creation**
- Economic Diversification
- Increased Tax Base
- Job Retention
- Business Retention
- Self-sufficiency

- Productive Use of Property
- Quality of Life
- Recognition of Community Assets
- Recognition of Local Products
- Skilled labor Force
- Reduces Leakage



ECONOMIC DEVELOPMENT STRUCTURES

- Potential structures/models:
 - Public Economic Development
 - Private Economic Development
 - Public/Private Economic Development
 - Native Development Corporation
- In-house or external delivery
- Organization's function is the foundation


Public Economic Development

- Local city, county, borough or state government
- Can direct public or political pressure
- Can assist in loosening regulations



Public - Advantages & Disadvantages

- Can leverage private investment
- Access to sources of public funding
- Have municipal powers
- Have access to other community or borough resources
- Better buy-in from public officials
- Limited geographic influence
- Often prohibited from lending money
- Turn over of elected officials
- Mistrust from private sector
- Public disclosure laws




Private Economic Development

- No formal links to government
- Comprehensive economic development program
- Free from public accountability
- Chamber of Commerce, Community Development Corps.
- Membership dues, contracts



Private - Advantages & Disadvantages

- Can serve as an intermediary
- Narrow accountability
- Quick decisions
- More flexibility
- Generate profit
- Private funding
- May lack public support and commitment
- May face excise taxes
- Strict prohibitions on EDO
- Lack of public land management powers
- Must be self sustaining – can restrict focus



Public/Private Economic Development

- Partnership between public and private sector
- Includes elected officials and CEOs
- Greater flexibility
- Formed around specific projects



Public/Private - Advantages & Disadvantages

- Allows for focus
- Better staff retention
- Can undertake greater risk
- Free to expand on gov't powers
- Broader range of expertise
- Public and private resources
- Lack of accountability
- Lack of influence
- Restricted freedom of action



ECONOMIC DEVELOPMENT OFFICER

- Descriptions vary in every community
- Individual or group dedicated to carrying out economic development programs
- Work at a strategic, operational and implementation level
- Creating, implementing and monitoring action plans
- Seeking funding
- Project management
- Developing partnerships with external agencies





ECONOMIC DEVELOPMENT OFFICER



- Advice to local entrepreneurs and start-ups
- First point of call for investment enquiries
- Promotes development of all economic sectors
- Encourages sustainable business practices
- Implements BR+E
- Markets community




ECONOMIC DEVELOPMENT OFFICER

- Report to Chief Administrative Officer, Mayor, Chief, Chair
- Communicate on projects
- Advocate for business to municipal departments
- Participate in senior management meetings
- Maintain confidentiality
- Follows a Code of Ethics (IEDC)








CORE ACTIVITIES



Important and often overlooked

- Respond to public inquiries daily by phone, fax, e-mail and walk-in traffic
- Clearing house for information
- Data Updates (*Community Profile, website*)
- Regional initiatives
- Work with businesses seeking to locate in community

CORE ACTIVITIES

- Work with groups of businesses within specific industry sectors to ensure new markets developed
- Development and implementation of communication tools
- Ongoing communication with various agencies and organizations (*Council, Committees, Chambers of Commerce, Borough, State, etc.*)

Module #2 Strategic Planning

WHAT IS STRATEGIC PLANNING?

- Where are you now?
- Where do you want to be?
- How will you get there?
- How will you know when you are there?
- How well does it link to other plans?





TRANSITION PLANNING

- Economic Disaster Recovery Plans
 - Need to be completed for future events
- Strategic planning needs to incorporate:
 - Communications (external and internal)
 - Taking stock
 - Economic development programs to represent the "new normal"




SWOT

- Strengths: the community can promote
- Weaknesses: the community acknowledges or fixes
- Opportunities: the community can prepare for
- Threats: the community mitigates, if at all possible







PHASES OF STRATEGIC PLANNING

Phase 1

Vision

- Foundation
- Focuses resources and efforts most effectively
- Shared vision is vital
- Call for action not just an idea

'Community X will become a major business hub'

ALASKA
DEVELOPMENT
PARTNERSHIP

EDCD

PHASES OF STRATEGIC PLANNING

Phase 2

Mission

- Conveys image and core reason for organization's existence
- Answers the following:
 - Why do we exist?
 - What distinguishes us from others
 - Purpose? Key reasons for doing what we do?
 - Who do we serve?
 - Primary activities/services?

'Create a community that attracts new business while supporting existing businesses to thrive and grow.'

ALASKA
DEVELOPMENT
PARTNERSHIP

EDCD

PHASES OF STRATEGIC PLANNING

Phase 3

Goals

- Provides direction and serves as guide
- Goals serve to educate and inspire
- Goals communicate the intent of economic development
- Clear and concise and measurable
- Address community issues

'The economic development team wants the number of new storefronts to grow 3% by Dec. 2014'

ALASKA
DEVELOPMENT
PARTNERSHIP

EDCD

PHASES OF STRATEGIC PLANNING

Phase 4

Strategies

- How to achieve goals
- How do we get there?
- Encompasses projects & programs
- Defines and sets priorities
- Realistic

'A BR+E or a Workforce Development project, etc.'

ALASKA
DEVELOPMENT
PARTNERSHIP

EDCD


PHASES OF STRATEGIC PLANNING

- S** Specific
- M** Measurable
- A** Attainable
- R** Realistic
- T** Tangible
- E** Extending/Evaluating
- R** Reward

ALASKA
DEVELOPMENT
PARTNERSHIP


PHASES OF STRATEGIC PLANNING

Phase 5



- **Actions.** The; who, what, where, when, how and how much of each and every strategy.
- Think of actions as the answer to the question "How are we going to do it?"
- Implementing actions requires a budget and a timeframe.

Outcomes - define what 'success' looks like before you begin. What are the measurements, both tangible and intangible?



ECONOMIC DEVELOPMENT PROGRAMS

- Investment Attraction and FDI
- Business Development
- Business Retention and Expansion
- International Trade
- Entrepreneur Development
- Property and Downtown Revitalization
- Workforce Training and Development
- Research and Information
- Resident Attraction
- Tourism






SUCCESSFUL STRATEGIC PLANNING

- Be strategic – must have a defined purpose with outcomes
- Widespread buy-in
- Forward focused
- Build on the past
- Integrated
- Engaging
- Implementable
- Set milestones
- Flexible




WHY PLANS FAIL?

- **S.P.O.T.S**
 - No time to *strategically* plan
 - No senior management or community buy-in
 - Lack of political will
 - Too many goals to implement
 - Lack of resources
 - No game plan for shared methodology
 - Not moved into execution
 - Don't consider regional issues

KEY PARTNERS IN PLANNING

- Local Councils
- Regional Areas
- Neighbouring Communities
- Native Development Corporations
- Chamber of Commerce
- State



- Workforce Development Agencies
- Local Groups
- Leaders of Economic Sectors
- Colleges and Universities



IT'S YOUR TURN - AGAIN



- Assigned groups
- Appoint a reporter and recorder
- Set a S.M.A.R.T.E.R. goal to
- Increase new business
- To engage youth in business
- To create a working partnership between communities



Strategic Goal

Goal: Enhance Economic Development Communication

Actions: Develop quarterly activity reports
 Meet with local gov't monthly to update activities
 Electronic newsletter
 Create a good news repository

Budget: \$1500

Timeline: September – December 2014

Partners: Local media. Chamber of Commerce

Measurements: Increased Partnerships



PHASES OF STRATEGIC PLANNING

- S** Specific
- M** Measurable
- A** Attainable
- R** Realistic
- T** Tangible
- E** Extending/Evaluating
- R** Reward



PARTNERSHIPS – WHY?

- Creates Political Influence
- Creates Support Networks
- Encourages Cost Sharing
- Develops Collaboration and Teamwork
- Helps Build Capacity
- Leverages Scarce Resources
- Enhances Credibility of Program
- Activities Get Done
- Better Success in Funding
- Increases Efficiencies of Service Delivery



REGIONAL PARTNERSHIPS

- Economic Development and growth can occur at the regional, State or local level
- Alaska's regions have economies made up with differing assets, liabilities, strengths and weaknesses
- Collaboration on economic development initiatives




IT'S YOUR TURN - AGAIN



- ❖ Assigned groups (your table)
- ❖ Appoint a reporter and recorder
- ❖ Topic:




Regional Partnerships




Module #3 Business Retention and Expansion

BUSINESS RETENTION AND EXPANSION

- Interact and get feedback from your actual customers
- Provides up to 80% of all jobs and investment
- Cheaper to support existing firms than to attract new ones
- Supports entrepreneurial development
- A cohesive and collaborative approach to economic development

BUSINESS RETENTION AND EXPANSION

Activities:

- Thank the Business Owner/Manager
- Learn about the company and match needs to available or new programs
- Use views and opinions to create a better business climate

Benefits:

- Directs resources to your local businesses
- Assists firms in becoming globally competitive
- Creates a more accountable economic development program
- Counters the "Attraction Rap"





BUSINESS RETENTION AND EXPANSION

Key Elements for Success

- Trained Outreach Personnel
- Dedicated Team
- Strong Management
- Data Warehouse





BUSINESS RETENTION AND EXPANSION

- Make It "Value-added"
- Build And Foster A Relationship
- Treat Each Customer As Unique
- Use Information To Create New Programs To Support Business Growth
- Leverage Retention For So Much More




BUSINESS RETENTION AND EXPANSION

- Be fluid and short term
- Visit the decision makers
- Its more than a data gathering process
- Communicate and take actions




BRE ACTIVITIES

- Business Visitation
- Workforce Development
- Resident Attraction
- Policies and Regulations (red tape)
- Communications
- Export Development
- Land Inventory
- Referral Network
- Business Attraction
- Partnerships
- Business and Contractor Databases




BUSINESS RETENTION AND EXPANSION

Business Walk Program

Canada's First Business Walks Program finds **88%** of Central Okanagan Businesses Steady or Increasing

BUSINESS RETENTION AND EXPANSION

Business Walks Pilot

- >70 businesses identified as requiring follow up one-on-one assistance
- Industry intelligence shared with business support organizations
- B R + E program
- Strengthened relationships and partnerships

PARTNERS IN BRE

- Chamber of Commerce
- Local Government
- Education
- Service Providers
- State of Alaska
- Workforce Agencies

IT'S YOUR TURN - AGAIN

- ❖ Assigned groups (your table)
- ❖ Appoint a reporter and recorder
- ❖ Topic:
BRE and the local leader

ENTREPRENEURSHIP

- Source for Rural Jobs
- Diversifies Local Economic Base
- Supports Local People
- Enhances Local Tax Revenue
- Provides Role Models
- Supports Existing Business

ENTREPRENEURSHIP

- Lifestyle Entrepreneurs
 - Want to be their own boss
 - Retail and localized service providers
- Lifestyle Entrepreneurs Contribute to Regional Economy by:
 - Provides essential services
 - Drives management and operational efficiencies within existing industries
 - Creates new jobs and path for contribution through self-employment
 - Increases individual incomes and grow community wealth
 - Attracts revenue from outside
 - Creates vibrant neighbourhoods

ENTREPRENEURSHIP

- Growth Entrepreneurs
 - Start with a goal of expansion
 - Take existing ideas or develop entirely new ones
- Three Types of Growth Entrepreneurs
 - Start-ups
 - Second-stage (not yet mature)
 - Gazelles or high-impact (profit and employees double over four years)





ENTREPRENEURSHIP


- Growth Entrepreneurs Contribute to Regional Economy by:
 - Increasing productivity level
 - Rapid and significant job and profit generation
 - Offer unique products that capitalize on unmet needs
 - Remain nimble to quickly respond to changes in global markets
 - Attract investment capital from outside
 - Grow into new facilities








IDENTIFYING ENTREPRENEURS





ENTREPRENEURSHIP

- Mentorship Programs
- Lemonade Day (Youth)
- Training Programs
- Boot Camps
- Connection and Networking Programs
- Incubation
- Business Plan Competitions

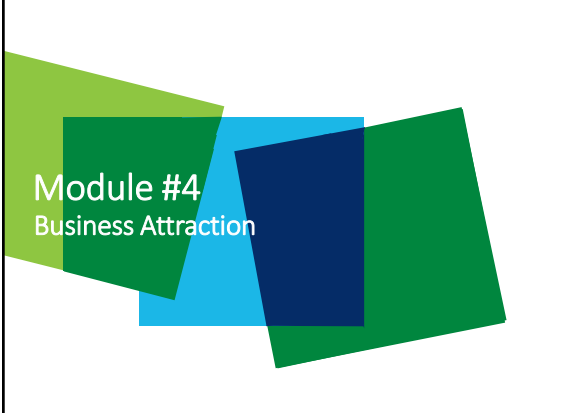
PARTNERS IN ENTREPRENEURSHIP

- Chamber of Commerce
- Local Government
- Education
- Service Providers
- State of Alaska





Module #4 Business Attraction



BUSINESS ATTRACTION

Over 15,000 economic development organizations chase fewer than 200 major business relocations or expansions annually. This causes economic development inflation...

Mark O'Connell—OCO Global







SITE SELECTION PROCESS

- Highly rigorous and completely objective process
- The most qualified location is always the one chosen






HOW DECISIONS ARE MADE


- Understand location "problem" and define success criteria
- Identify communities that meet the basic thresholds
- Evaluate the remaining ones
- Visit the communities to evaluate remaining factors and begin negotiations
- Combinations are important
- Importance for one opportunity may differ greatly from others








SITE SELECTORS AND YOU

- Location advisors and site selectors do not wait – they want it now
- Small communities are not often considered
- Smaller communities can have less data
- Demonstrate regional



INFORMATION IS KEY

- Leading Employers
- New companies in the area
- Average salary by occupation
- Mandatory Labor Costs
- Unionization Percentages
- Taxation
- Land and Building Costs
- Utilities
- Quality of life data






WHAT IS THE MOST IMPORTANT?

- Workforce
- Infrastructure
- Access
- Clusters/Networks
- Cost
- Regulatory Framework
- Tax/Incentives








BUSINESS ATTRACTION INITIATIVES

- Planned Visits to Corporate Executives
- Website
- Hosting Special Events
- Trade Shows
- Press Releases and related media/promotions
- Direct Advertising
- Marketing Collateral
- Community or Regional Partnerships
- Association Memberships
- Networking Events
- Videos






Marketing Techniques

Techniques	Advantage	Limitations
Advertising		
Print Media • Magazines • Newspapers	High profile, can be reproduced/reused	Expensive, difficult to target, widely used by competing communities, space limitation
Electronic Media • Television	High profile, combines visual and sound	High cost (more than print media), difficult to target, have to develop copy
Publicity	Broad reach, credibility of third party endorsement	May not reach targeted audience, limited control over message, hard to track results
Direct Mail	Selective audience, more direct message	Can be costly (mailing lists), competitive, can be mistaken for junk mail, limited return



Marketing Techniques

Techniques	Advantages	Limitations
Personal Selling		
Trade Shows	Flexible, one-on-one contact, can customize message to audience	Expensive, time consuming, more salesmen than decision-makers
Events	One-on-one contact, can enlist business and community leaders, more targeted	Expensive, time consuming
Prospecting	More targeted to invited guests who are decision-makers, one-on-one	Expensive, time consuming

Marketing Techniques

Techniques	Advantages	Limitations
Promotional Materials	Enhances and promotes local image	Can be expensive
Brochures	More targeted detailed message, reusable	Expensive, inflexible, information can be too basic
Videos	Repeat exposure, strong visual appeal	Expensive to produce well, requires preparation, no guarantee will be used
Newsletters	Keeps readers up to date on events/changes, able to use for variety of audiences	Limited return, may not reach targeted audience

Bang for Your Buck

Small Communities:

- Website
- Social Media
- Press Releases/Earned Media
- Newsletter
- Local Supply Chain Linkages
- Build Relationships
 - Realtors, Bankers
 - State, Regional ED




Bang for Your Buck

Mid-Sized Communities:

- Same as small communities – plus
- Trade Shows
- PR firm
- National Media Advertising & other publications
- Packaging




Bang for Your Buck

Large Communities:

- Same as small & mid-sized communities – plus
- Trade Missions
- In-bound Missions





PARTNERS IN BUSINESS ATTRACTION

- State of Alaska
- Numerous Other Resources
- Workforce Agencies
- Regional Communities
- Education Providers
- Real Estate
- Regional/Local Governments
- Industry





INVESTMENT READINESS



It is more than having a Community Profile or a Site Selector Profile


INFORMATION TOOLS






- **Website: Do you have a stand alone website?**
- **Community Profile:**
 - Is it comprehensive and not only data?
- **Site Selection Standards:**
 - Do you have the information at hand and is it clear?
- **Land Inventory**

ARE YOU READY FOR SUCCESS?

- Land Use Planning
- Economic Development
- Do you have a specific point of contact?
- Do you have a response protocol in place?
- Do you have a Monitoring Program in place?
- Are clients seen as a priority?
- Have you completed a test site visit?

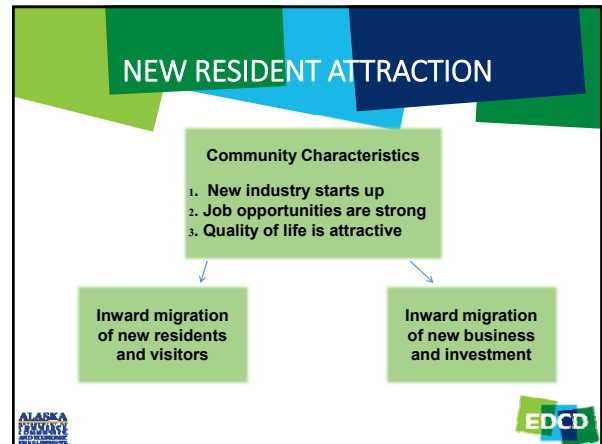
WHAT ARE THEY LOOKING FOR?

- Communities that know themselves
- Communities that involve real estate community and workforce agencies
- Stakeholder involvement
- Professional – be honest
- Established BR+E/AfterCare Program
- Communities that think "REGIONAL"





Module #5 Resident Attraction and Retention



NEW RESIDENT ATTRACTION

Hard Attraction Factors:

- Economic stability
- Productivity
- Costs
- Local support services and networks
- Communication infrastructure
- Strategic location





NEW RESIDENT ATTRACTION

Soft Attraction Factors

- Quality of life
- Professional and workforce opportunities
- Culture
- Personal relationships
- Entrepreneurship





NEW RESIDENT ATTRACTION

Attractions that people consider:

- Natural beauty and features
- History
- Services and shopping amenities
- Cultural attractions
- Recreation and entertainment
- Sports
- Festivals and events





NEW RESIDENT ATTRACTION

Strategies:

- Tourism and business visitors
- Business attraction
- Business retention and expansion
- Promoting small business and fostering new start-ups
- Expanding investments





NEW RESIDENT ATTRACTION

CHARACTERISTICS	OLD	NEW
Labor	Low cost, unskilled	Quality, highly skilled
Tax climate	Low taxes, low service	Modest taxes, high service
Amenities	Housing and transportation	Culture, recreation, museums, shopping, airport
Schools	Availability	Quality schools
Higher education	Not key	Quality schools and research facilities
Regulation	Minimum	Compatible quality of life And business flexibility
Energy	Cost availability	Dependability/reliability
Communication	Assumed	Technology access
Business	Aggressive chamber of commerce	Partnerships

RESIDENT RETENTION

- Engage existing businesses to determine gaps
- Engage impacted workers to determine skills, opportunities and plans
- Engage residents





RESIDENT RETENTION

- Encourage entrepreneurship
- Explore regional employment opportunities
- Explore community to work return home opportunities
- Develop programs for retraining





Module #6 Tourism

SOCIAL MEDIA





AFTERMATH





TOURISM

- Facebook
- YouTube
- Twitter
- Travel Sites
- Earned Media
- GPS Mapping Sites














TYPES OF TOURISM

- Outdoor Recreation
- Sightseeing
- Entertainment/Sports
- Community Events and Festivals
- Business Conventions
- Friends and Relatives
- Hunting and Fishing
- Historic and Cultural
- Personal Business
- Shopping
- Passing Through
- Agri-Tourism
- Culinary
- Eco-Tourism




WHO IS YOUR CUSTOMER?

Traditional Tourism Approach

This is our Product

➔

To whom do we sell it and how?

Strategic Tourism Approach

This is our target customer

➔

What product development do we need?




PRODUCT DEVELOPMENT


- **Bricks and Mortar**
 - Community Facilities (new and existing)
 - Accommodations, Tourism Services
 - Parks and Recreation
- **The Sell**
 - Packaging
 - Itineraries
 - Niches
 - Strategic Group (fishing, whale watching)






JUST LOW PAYING JOBS?

Counter Arguments


- Tourism is a catalyst for many forms of economic development
- Traditional job studies do not reflect actual benefit
- Compliments general economic development goal of creating higher paying jobs






IMPACT OF VISITOR SPENDING?

- **Expands Resident's Amenity Base**
 - Access to quality beaches
 - Cultural/heritage options
 - Retail and dining
 - Entertainment
 - Recreation
- **Accelerates All Forms of Economic Development**
 - Introduces decision makers
 - Create quality of life amenities
 - Aids in attracting employees
 - Aids in attracting employers




TOURISM

- **Narrow Your Focus**
 - Can't be all things to all people
 - Find your niche and promote it
- **Keys To Success**
 - Diversions
 - Amenities
 - Ambience
 - Public Facilities

TOURISM

Have Complementary Activities

- Shopping and dining
- Make downtown an **active place**
- Entertainment
- Local historic sites
- Recreational activities
- Things we can do closer to home but will do when we visit





KNOW WHO IS DOING WHAT

- **What is Your Structure**
 - Municipal
 - External
 - Contracted
- **Visitor Services**
 - Who is managing
- **Marketing Programs**
 - Who is leading – and is it Tourist Attraction or Product Development
- **Tourism Strategy**





PLAN FOR SUCCESS

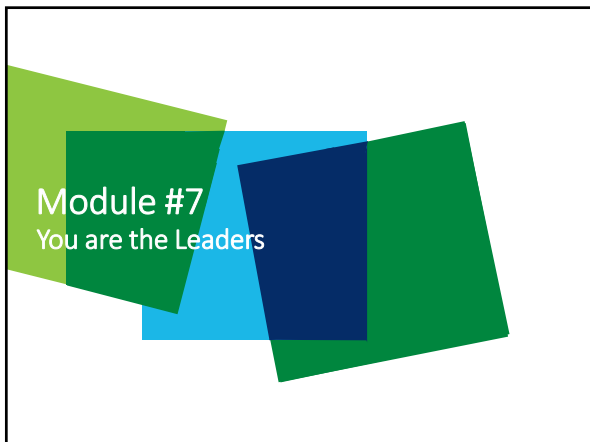
- **Know What You Want to Accomplish:**
 - Tourist Attraction
 - Tourism Development Attraction
- **Tourism Strategy**

Come visit us!




Module #7

You are the Leaders



10 THINGS YOU SHOULD KNOW

1. Your local economic strengths and weaknesses.
2. Your community's place in the broader regional economy.
3. Your community's economic development vision and goals.
4. Your community's strategy to attain its goals.
5. Connections between economic development and other local policies.





10 THINGS YOU SHOULD KNOW



6. Your regulatory environment.
7. Your local economic development stakeholders and partners.
8. The needs of your local business community.
9. Your community's economic development message.
10. Your economic development staff.



ECONOMIC DEVELOPMENT FOR LOCAL LEADERS

*existing
Kodiak
Island Borough
Code*

**Chapter 2.115
KODIAK ECONOMIC DEVELOPMENT COMMISSION**

Sections:

- 2.115.010 Commission created – Duties.
2.115.020 Appointment, terms, and procedures.
2.115.030 Administrative assistance.

* Editor's note: Ord. FY2012-09 reestablishes the Kodiak economic development commission effective midnight December 31, 2011.

2.115.010 Commission created – Duties.

There is established the Kodiak economic development commission, consisting of nine members who are residents of the borough and who represent a cross-section of the socioeconomic structure of the community. The commission shall assist the manager and assembly in developing a local economy which meets the needs, desires and goals of the community. The commission is empowered to:

- A. Review and make recommendations to the manager and assembly on matters which affect the local economy;
- B. Develop proposed economic policies to guide the future growth of the economy;
- C. Design and coordinate proposed economic projects which will assist in the creation of a stable economy;
- D. Serve as the official overall economic development program committee for the borough; and
- E. Provide counsel and assistance on matters involving economic development to the agencies and individuals responsible for formulation and implementation of the comprehensive plan for the borough. [Ord. FY2006-04 §2, 2005; Ord. 2002-15 §2, 2002; Ord. 99-09 §2, 1999; Ord. 98-02 §8, 1998; Ord. 96-16 §2, 1996; Ord. 93-61 §2, 1993; Ord. 85-26-O §1, 1985; Ord. 80-36-O §1, 1980. Formerly §2.42.010].

2.115.020 Appointment, terms, and procedures.

Members of the commission are appointed by the mayor. Members shall serve three-year terms, except that of the initial nine members three shall be appointed for three-year terms, three for two-year terms, and three for one-year terms. The commission shall designate one of its members as chair and may establish rules for the conduct of its meetings. Meetings shall be public, except that executive sessions may be held in accordance with KIBC 2.30.030(E). The commission shall meet at least monthly at times and places designated by the commission, but meetings need not be held if no business is pending. The chair or a majority of the commission may call a special meeting. The commission shall give reasonable public notice of its meetings. Vacancies occur and are filled as provided in KIBC 2.25.060 for assembly members. [Ord. 98-02 §8, 1998; Ord. 85-26-O §1, 1985; Ord. 85-02-O, 1985; Ord. 80-36-O §1, 1980. Formerly §2.42.020].

2.115.030 Administrative assistance.

The manager or designee shall:

- A. Furnish the commission with copies of all requested documents and other information necessary for or reasonably related to commission functions;
- B. Provide the commission with supplies, meeting space and secretarial assistance as reasonably required;
- C. When feasible under all the circumstances, refer to the commission matters within its powers and duties, prior to presentation for assembly action; and
- D. Transmit commission recommendations and other communications to the assembly. [Ord. 98-02 §8, 1998; Ord. 85-26-O §1, 1985; Ord. 84-61-O §10, 1984; Ord. 80-36-O §1, 1980. Formerly §2.42.030].

The Kodiak Island Borough Code is current through Ordinance FY2014-18, passed April 17, 2014.

Disclaimer: The Borough Clerk's Office has the official version of the Kodiak Island Borough Code. Users should contact the Borough Clerk's Office for ordinances passed subsequent to the ordinance cited above.

Fairbanks NS
Borough

Chapter 2.75 ECONOMIC DEVELOPMENT COMMISSION

Sections:

- 2.75.010 Established.
- 2.75.020 Responsibilities.
- 2.75.030 Membership.
- 2.75.040 Terms.
- 2.75.060 Meetings.
- 2.75.070 Staffing.

2.75.010 Established.

There is established a borough economic development commission. The purpose of the commission is to actively promote, foster and coordinate public and private initiatives that create capital, diversify the economy, and utilize economic capacity in ways that improve the borough community's standard of living, quality of life, and the sustainability of the borough's diverse urban and rural life styles. (Ord. 2004-10 § 2, 2004)

2.75.020 Responsibilities.

The commission shall:

- A. Serve as an Alaska regional development organization as defined by AS 44.33; serve as any other state and/or federally recognized development organization that may be approved by the assembly; and comply with all state and federal laws applying to any such organizations;
- B. Maintain an economic information and research capability useful to both public and private sectors in dealing with local and regional economic issues and opportunities by working through the borough administration with the community research center, the University of Alaska Fairbanks, and other public and private entities;
- C. Seek appropriate funding sources for economic development activities and the development of any infrastructure necessary to support such activities;
- D. Coordinate public and private resources to support economic growth and development and actively encourage public input and participation in specific development projects as they are proposed;
- E. Act as a resource and catalyst for the exchange of local economic information between and amongst local businesses and municipal, state, and federal governments;
- F. Serve as a referral source to any business or industrial interest that inquires about establishing or relocating a business or industry in the borough;
- G. Review, analyze, and report to the assembly on local economic development and taxation and engage in any additional economic development activity that is consistent with FNSBC 2.75.010. (Ord. 2004-10 § 2, 2004)

2.75.030 Membership.

The commission shall consist of nine voting members who represent economic, political, and social interests in the borough. To the extent reasonably practicable, members should include representatives of the principal economic interests in the borough, including business, the service industry, transportation, utilities, and labor; and representatives of the professions and educational institutions within the borough. The membership of the commission shall be established as follows:

- A. Six members shall be nominated by the mayor and confirmed by majority vote of the assembly. Upon confirmation by the assembly, these members shall serve at the pleasure of the mayor and may be removed by the mayor without cause.
- B. Two members shall be appointed by the presiding officer of the assembly. These members shall serve at the pleasure of the presiding officer and may be removed by the presiding officer without cause.
- C. The mayor shall serve as a member of the commission and as the commission's chair.
- D. Notwithstanding FNSBC [2.21.040](#), up to two members, who represent economic, political or social interests within the borough, may be appointed to the commission even though they are not qualified voters of the borough. (Ord. 2004-49 § 2, 2004; Ord. 2004-10 § 2, 2004)

2.75.040 Terms.

Subject to FNSBC [2.75.030](#), the members of the commission shall have the following terms:

- A. The terms of the six members nominated by the mayor and confirmed by the assembly shall begin the first day of January and shall continue for three years, except that the balance of these terms shall be staggered so that two of these terms expire at the end of each year.
- B. The terms of the two members appointed by the presiding officer of the assembly shall begin the first day of January and shall continue for one year.
- C. The mayor shall be a member of the commission and the commission's chair throughout the mayor's term of office as provided under FNSBC [2.04.030](#). (Ord. 2004-10 § 2, 2004)

2.75.060 Meetings.

The commission shall meet monthly or at the call of the chair. When reasonably possible, such meetings shall be held on the same day of the week at the same time and at the same location. The commission shall meet semi-annually to assess commission objectives and performance and report its findings to the mayor and the assembly. (Ord. 2004-10 § 2, 2004)

2.75.070 Staffing.

The borough shall provide staff support to the commission at a level and within an administrative structure determined in the annual budget ordinance. (Ord. 2004-10 § 2, 2004)

Page 3 disclaimer only



City and Borough of Juneau
155 S. Seward Street
Juneau, Alaska 99801
tel. 907-586-5240
fax 907-586-5385
<http://www.juneau.org>

CBJ BOARDS, COMMITTEES, COMMISSIONS & TASK FORCES

Juneau Economic Development Council Fact Sheet

Title: Juneau Economic Development Council

Type of Board/Commission/Committee: AdHoc

Affiliated Department: City Manager

Status: Active

Governing Legislation:

- Resolution 2063
- Resolution 2136
- Date Created: January 01, 1987
- Sunset Date: N/A

To reference the general rules of procedure and informational booklet for all boards, please see the documents available on the [General Board Information page](#).

Description: Juneau Economic Development Council (JEDC) Prepares an economic development plan for the community and facilitates applications for state and federal assistance as may be appropriate. The Overall Economic Development Planning Committee (OEDP) is designated as the Juneau Economic Development Council (JEDC). An independent not-for-profit corporation governed by a board of directors consisting of nine members, one member must represent organized labor and one must represent a nonprofit environmental organization. In addition, the mayor or the mayor's designee, and an assembly member serves on the council. The remaining five members on the board shall be selected based on their experience and expertise in fields relating to economic development, including but not limited to: large and small businesses; entrepreneurship; natural resource development; tourism; banking and finance; higher education; engineering and construction; and government. The council hires its own executive director who serves as staff to the council.

Membership: 11 member nonprofit corporation. See Resolution 2136 linked above for appointment process and membership criteria.

Officers: Chair, Vice-Chair, Secretary

Quorum: 6

Term Limits: No Director, except the Mayor, may serve for more than two consecutive terms.

Annual Appointment Period (Annual Reports Due): October

Meetings: 1st Wednesday of each month at Noon in the JEDC Conference Room at 612 Willoughby Ave., Suite A

Special Facts:

Staff Contact: Brian Holst, JEDC Executive Director - 523-2333 - bholst@jedc.org

Website: <http://www.jedc.org/8staff.shtml>

[Back to List](#)

Home » About Us » History

History

The Juneau Economic Development Council (JEDC) was created in 1987 as a private non-profit corporation with assistance from the City and Borough of Juneau (CBJ) and the Juneau Chamber of Commerce. JEDC is an economic development agency that provides direct benefits to Juneau and the Southeast Alaska region.

JEDC leverages its annual funding from the CBJ and additional funds through strategic alliances with community groups and government agencies to create and retain quality jobs in Southeast Alaska.

In 1994, the JEDC created the Business Assistance Center (BAC) by hosting three of the Small Business Administration's programs: the Small Southeast Alaska Business Development Center, the Microenterprise Program and the Procurement Technical Assistance Center. Each of these programs was very successful in helping teach people with ideas for small businesses how to make their dreams a reality.

Today, the BAC concentrates on providing free business counseling through the Microenterprise Program and low-cost services to established business people through the BAC. Some of our current projects include the Inmate Business Education Program, co-sponsored by the Alaska Native Brotherhood, and the Job Creation Grant, funded through the State of Alaska's Division of Vocational Rehabilitation.

The BAC has collaborated in the past with communities by writing their Overall Economic Development Plans and stepped in to assist the State of Alaska Department of Labor by co-funding the Ketchikan Business Assistance Center.

JEDC's Wood Products Development Service has provided technical assistance to Alaska wood products manufacturers since 1998, is based in Sitka and serves as the hub of an information and skills network.

Recognizing that a serious shortage in early-stage and expansion funding was hampering ground-breaking businesses and viable plans in Alaska, the JEDC stepped up to the plate with two innovative programs designed to meet these needs. First to appear was the Alaska InvestNet program, Alaska's first and only statewide capital-matching service. Next came the Southeast Alaska Revolving Loan Fund, our financial "bridge" program.

There has never been a lack of good businesses, innovative entrepreneurs or viable plans in Alaska. However, Alaska lacked a sophisticated venture capital market, both in terms of capitalists and investor-savvy entrepreneurs. Our answer to this came in the form of Alaska InvestNet, formed in 1994.

The InvestNet system has been described as a "dating service" because we provide a neutral third party screening service for both investors and entrepreneurs. Investors know that registered entrepreneurs have a written business plan; entrepreneurs know that they have a safe way to gain access to certified investors. The program truly came into its own in 1998 when the JEDC joined forces with Alaska Science and Technology Foundation, cementing ties with the State of Alaska's program for inventors.

The JEDC launched the Southeast Alaska Revolving Loan Fund (RLF) in 1997 to help business owners create jobs in communities hard hit by reductions in the timber industry. The RLF provides direct business loans throughout the region for projects that will create or retain jobs. To date the RLF has committed over \$4.4 million for projects in Juneau, Sitka, Wrangell, Metlakatla, Haines, Hydaburg and Ketchikan.

A sample of the projects JEDC has financed include:

- 2009 Arctic Innovation Competition, a contest of ideas to address real-world cold-climate challenges.
- Startup operating costs for the Inter Island Ferry Authority
- Broadcasting equipment upgrades to help Capital Community Communications (KTOO) meet FCC regulations, insuring continued public radio broadcasting to nearly thirty remote rural communities
- Construction costs and working capital to build Spruce Meadow RV Park, doubling Juneau's accommodations for this prime segment of independent travelers
- Financing the greenhouse at Glacier Gardens Rainforest Adventure, which serves as a staging area for tour groups and a working greenhouse for the company's wholesale and retail plant and landscaping business during the winter season
- Equipment and working capital to launch Southeast Alaska's first on screen advertising company, Alaska Grafix
- Real estate purchase and working capital for Hillside House, in Wrangell, an assisted living facility started to enable frail and elderly residents stay in their home town

Mitch Jackson

Loren Jones, Randy Wanamaker - CBJ Assembly Liaisons

BOARD OF DIRECTORS (Information from the JEDC Bylaws)

Section 1. The affairs of the JEDC shall be managed by its Board of Directors.

Section 2. Board of Directors.

A. The Board of Directors of the JEDC shall consist of eleven (11) members.

B. The eleven (11) members of the JEDC Board of Directors shall be comprised as follows:

- i. The mayor of the City and Borough of Juneau or the mayor's designee from the CBJ Assembly;
- ii. The Chancellor of University of Alaska Southeast or the Chancellor's designee from UAS;
- iii. One member appointed by the CBJ Assembly representing organized labor;
- iv. One member appointed by the CBJ Assembly representing a nonprofit environmental organization;
- v. Seven (7) members appointed by the CBJ Assembly based upon their experience and expertise in fields relating to economic development, including but not limited to large and small business, entrepreneurship, natural resource development, tourism, banking and finance, engineering and construction, and government.

C. The term of each member of the JEDC Board of Director shall be staggered three (3) years.

D. No Director, except the Mayor, may serve for more than two (2) consecutive terms.

E. The JEDC shall publish notice of vacancies on the JEDC Board of Directors. The JEDC Board or a recruitment committee will review and may interview candidates for the JEDC Board of Directors. The JEDC Board will forward the names of recommended candidates to the CBJ Assembly. The CBJ Assembly will appoint JEDC board members.

CURRENT BOARD OF DIRECTORS OPENINGS

The Juneau Economic Development Council annually has openings on its Board of Directors. JEDC Board members are recommended to the Assembly by the current JEDC Board and then appointed by the CBJ Assembly based upon their experience and expertise in fields relating to economic development, including but not limited to large and small business, entrepreneurship, natural resource development, tourism, banking and finance, engineering and construction, and government.

Interested parties should send of letter of interest to JEDC Executive Director, Brian Holst [here](#) or call for more information. 523-2333.

Applicants will also need to complete an application form

http://www.juneau.org/clerk_boards/documents/Application_Form.pdf with a brief letter of qualifications.

Applications can be sent to the City Clerk or to JEDC ([here](#)). Deadline for applying is Friday, September 20.

Home » About Us » Strategic Plan

Strategic Plan

EDC 2008-2013 Strategic Plan

Approved by the Board of Directors on September 9, 2009.

Download the JEDC Programming Strategic Plan (PDF)

Introduction

The Juneau Economic Development Council (JEDC) was created in 1987 as a private nonprofit corporation with assistance from the City and Borough of Juneau (CBJ). JEDC is an economic development agency that provides direct benefits to Juneau and the Southeast (SE) Alaska region. JEDC leverages its annual funding from the CBJ and additional funds through strategic alliances with community groups and government agencies to create and retain quality jobs in SE Alaska.

JEDC is governed by an eleven person Board of Directors. The Board membership includes the Mayor (or his/her designee from the CBJ Assembly) and the Chancellor of the University of Alaska Southeast. Nine other members of the Board are appointed for three year staggered terms by the CBJ Assembly. One of these members must represent organized labor and a second must represent a nonprofit environmental organization. The Board of Directors hires an Executive Director and tasks this person with the management of JEDC's human and financial resources.

JEDC's Mission: The Juneau Economic Development Council fosters a healthy and sustainable economic climate in Juneau and throughout Southeast Alaska. In collaboration with other organizations, the council implements initiatives to maintain, expand, and create economic opportunities. JEDC Board of Directors updated the Mission Statement in May 2008.

The 2008 Strategic Plan for JEDC was produced by the Board of Directors and management of the JEDC. Collectively we believe that a clear and well-articulated strategic plan will ensure that the organization delivers on its mission and more closely meets the expectations of the community. A strategic planning committee was established by the Board in March 2008 and tasked with shepherding the process. JEDC contracted Sheinberg Associates to conduct focused interviews with Juneau and Southeast Alaska leadership and provide a written summary of the comments/observations. Focus groups were facilitated by JEDC staff with members of the small business community and organizations that support/represent the business community in Juneau. Additionally input was received by a number of key members of the Juneau and SE Alaska civic and business communities. Summaries of seafood, timber, tourism and mining industries in our region were also developed by the staff and presented to the Board. The McDowell Group, under contract with JEDC, provided to the Board an advance copy of our annual economic indicators report. Two meetings of the Board were facilitated by Dennis McMillan of the Foraker group: one in April 2008 to review the Mission Statement and another all-day retreat in June 2008 to prioritize the main areas of action. Subsequent working sessions of the board and staff provided a consensus on the main goals of JEDC, specific objectives and the likely strategies to be implemented over the next five years.

This plan outlines the main goals of JEDC over the next five years with the expectation that this plan will be updated and revised by JEDC and the Board of Directors on an annual basis. This plan was reviewed by the Board in June 2009 and changes approved in September 2009.

JEDC Goals, 2008-2013

This document details the Goals, Objectives and Strategies (main actions) the board believes that JEDC must follow in order to deliver on our mission. The board will monitor progress of JEDC in achieving its stated goals and objectives and will formally review this plan on an annual basis and make adjustments as necessary.

The Juneau Economic Development Council identifies four key program related goals that are integral to the success of the organization in meeting its mission. These are:

Goal #1: Strengthen Juneau's Economy

Goal #2: Strengthen the Regional Economy of Southeast Alaska

Goal #3: Bring innovative economic development approaches to our Region and State

Goal #4: Increase Juneau's desirability as a place to live and work

I. GOAL #1: Strengthen Juneau's Economy

B. Objective: Support Key Industries

C. Objective: Promote Entrepreneurship and Encourage Small Business Expansion

D. Objective: Diversify the Local Economy

E. Objective: Expand the quantity, breadth and quality of government jobs in Juneau

A. Objective: Make Juneau a more attractive place for business

- 1. Ensure that processes are in place to reduce government associated costs and/or delays for start-up/expansion
- 2. Promote Juneau as a pro-business/pro-environment community
- 3. Create an environment that encourages entrepreneurship and nurtures the growth of small businesses
 1. Manufacturing: Create a supportive environment to attract and expand value-added industries, focusing on making available appropriate sites and improving transportation options
 2. Research: Promote Juneau as a center of public and private research
 3. Tourism: Enhance local participation, increase non-summer tourism options and increase independent tourism
 4. Seafood: Conduct Analysis of the sector. Identify and execute potential interventions
 5. Mining: Work with the industry to identify increased opportunities for local employment and local supply of services.
 6. Forest Products: Conduct stakeholder analysis and identify opportunities in the existing environment
 1. Provide loans to start-up companies
 2. Link business persons to support programs and mentors
 3. Support the Knowledge Industry Network activities
 4. Encourage entrepreneurship in our schools, starting at a young age
 5. Identify an inventory of potential business opportunities in Juneau that could work in our region
 1. Identify sectors of businesses that Juneau can be well suited to support (such as financial services, consulting, health care, etc.)
 2. Balance economic activities throughout the year
 3. Make downtown Juneau a thriving business district that citizens can enjoy year round
 4. Expand the role of the private sector in our local economy and employment
 5. Attract and retain our "retiring" (baby boomer) generation.

1. Monitor the transfers of State workers positions to/from Juneau.
2. Work with our local legislative delegation and other organizations to assist in their efforts to maintain/increase the number of State employees and programs based here in Juneau
3. Work with our Congressional Delegation to relocate Alaska-focused federally funded programs directed at our region to Alaska from the Continental USA.
4. Develop a working relationship with each Federal, State and Tribal Agency to gain an understanding of their near-term strategies and talent requirements
5. Provide a program for spouses of recently relocated workers in Juneau to assist in understanding our community and learning about employment opportunities that exist

II. GOAL #2: Strengthen the regional economy of Southeast Alaska

B. Objective: Enhance the energy and transportation network within Southeast Alaska

C. Objective: Increase public awareness and appreciation of local and regional economic issues

A. Objective: Find areas where SE can compete on the world market and develop a common strategy to develop those industries

- **1. Review regional assets by location and identify compelling value propositions**
- 2. Lead the creation of a network (or work within existing networks) and work with our neighbors in SE Alaska**
- 3. Link educational, industry and civic leaders in supporting key industries**
 - 1. Support efforts that inter-tie a network of hydro-electric projects throughout the region**
 - 2. Support the examination of alternatives to diesel fuel as main source of energy for heating, electricity and transport**
 - 3. Improve the ease of movement of people and goods throughout the region**
 - 1. Produce Annual Economic Indicators Report**
 - 2. Research current economic issues affecting our community and provide information to the public via our website, presentations and publications**

III. GOAL #3: Bring innovative economic development approaches to our Region and State

B. Objective: Develop energy alternatives that will support continued economic growth during a period of high energy costs

C. Objective: Support creative approaches that encourage the expansion of businesses in Alaska

A. Objective: Expand efforts in Technology Transfer

- **1. Deliver the SpringBoard Program contractual agreements**
- 2. Provide services to other agencies, such as Department of Agriculture, Homeland Security**
 - 1. Continue work on alternative fuels, such as wood as fuel**
 - 2. Support efforts to link communities in the region to access lower cost energy**
 - 1. Support the promotion of Alaskan industries and products outside of Alaska**
 - 2. Evaluate the future of Alaska InvestNet**

IV. GOAL #4: Increase Juneau's desirability as a place to live and work

B. Objective: Promote affordable housing options for growth in Juneau and the region

C. Objective: Help Juneau to be an outstanding Capital of Alaska

D. Objective: Develop Juneau into a lean/green City

E. Objective: Enhance community infrastructure

F. Objective: Make Juneau a more attractive and stimulating community for all residents/visitors**A. Objective: Support a first-class educational system in Juneau that attracts young families and prepares residents to be active, productive members of the economy**

- **1. Introduce Science, Technology, Education, and Math (STEM) activities into our school programs**
- 2. Advocate for the improved/expanded university infrastructure to meet workforce and economic needs in the region**
- 3. Work with the School District and UAS to develop shared vision of how a quality education system at the K-20 is a crucial element to our long-term economic strength**
 - 1. Support efforts of the CBJ Affordable Housing Commission**
 - 2. Develop and execute strategies to address housing issues in our community**
 - 1. Support efforts of the Alaska Committee**
 - 2. Support improvement of State Government infrastructure**
 - 3. Support airport expansion**
 - 1. Benchmark Juneau's degree of lean/green against other cities in the world.**
 - 2. Support policies that are pro-business/pro-environment that allow for business to prosper**
 - 1. Encourage greater internet bandwidth and access**
 - 2. Support marine industry infrastructure needs**
 - 3. Encourage expansion of improved public utility systems and transportation**
 - 1. Support improved year-round recreational opportunities**
 - 2. Support cultural and arts activities**
 - 3. Develop downtown and other urban core centers**
 - 4. Positive message developed and articulated about Juneau**
 - 5. Support improved year-round recreational opportunities**

CHAPTER 19.30. ECONOMIC DEVELOPMENT

19.30.010. Exercise of economic development power.

19.30.020. Purpose and scope.

19.30.030. Policy.

19.30.040. Initial evaluation procedure and criteria.

19.30.050. Evaluation by borough mayor.

19.30.060. Forms of direct borough support.

19.30.070. Definitions.

19.30.010. Exercise of economic development power.

The borough hereby exercises the power to provide for economic development within the borough in the areas outside of the cities pursuant to AS 29.35.210(a)(8).

(Ord. No. 99-14, § 1, 4-6-1999; Ord. No. 97-01, § 1, 1997)

19.30.020. Purpose and scope.

The purpose of this chapter is to provide criteria, guidelines, and procedures for borough support of responsible economic development projects on a nonareawide basis. Nothing in this chapter shall be construed to create any right whatsoever to borough support of any proposal, and the borough reserves the right to reject any and all such proposals. Consistent with the above, this ordinance does not apply to borough consideration of projects with primary purposes other than economic development; consideration of such projects shall be within the scope of other applicable borough powers.

(Ord. No. 99-14, § 1, 4-6-1999)

19.30.030. Policy.

It is the policy of the Kenai Peninsula Borough to support responsible economic development within the borough, subject to applicable legal and fiscal constraints. The borough will provide indirect support to all economic development projects, as defined in this chapter, by establishing policies and regulations that facilitate business activity. The borough may also provide direct support for major economic development projects determined to have a significant impact on the borough economy and a high probability of long-term success.

(Ord. No. 99-14, § 1, 4-6-1999)

19.30.040. Initial evaluation procedure and criteria.

All proposals for borough support of an economic development project shall initially be evaluated by an organization as may be designated by the mayor ("screening agency"). Such initial evaluation shall identify whether the project satisfies the following minimum requirements for direct borough support under this chapter:

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1. The project must provide "economic development" as defined in this chapter;
2. The project must be supported by a "bank-ready business plan" as defined in this chapter;
3. The project must be situated in the area of the borough outside of the cities; and
4. The business plan must demonstrate that the proposed borough participation in the project as planned will
 - a. provide either a \$10 million increase in the borough property tax base, or a minimum of 25 permanent full-time jobs in the area of the borough outside the cities; and
 - b. either reduce imports or increase exports from the borough; and
 - c. not take market share from existing businesses within the borough.
5. The project will meet the above criteria within a reasonable time period as defined by standard business practices.

The burden is on the project applicant throughout this process to demonstrate that the project, as proposed, satisfies the requirements of this chapter.

Projects satisfying all five of the above criteria shall be referred to the office of the borough mayor for evaluation, along with a written analysis prepared by the screening agency. Projects not satisfying all five of the above criteria shall not be eligible for direct borough support under this chapter, and may be referred to an agency other than the borough for assistance.

(Ord. No. 99-14, § 1, 4-6-1999)

19.30.050. Evaluation by borough mayor.

- a. **Evaluation Committee:** The mayor shall appoint, and the assembly confirm, a standing committee of ten persons from the private sector with business and technical expertise, from which three persons shall be selected and appointed by the mayor to evaluate each economic development project referred to the borough by the screening agency. The three persons shall assess the project's viability and submit a written report to the mayor including written findings, and recommending the level and form of direct borough support, if any. The office of the mayor shall provide administrative support for any such committee.
- b. **Fee:** Prior to borough evaluation of a project under this paragraph, the applicant may be required to submit an application fee, as may be established by assembly resolution, to help defray administrative costs.
- c. **Procedure:** Based upon the recommendations of this committee and such other information as the mayor considers appropriate, the mayor shall issue a written report recommending that the proposal either be considered by the assembly for direct borough support or that it not be presented to the assembly. This report shall be presented to the assembly within 60 days of the borough mayor's receipt of a referred proposal, and fee when applicable, or by such later date as may be authorized by the assembly by motion or resolution. An ordinance setting forth the proposed direct support shall be submitted for introduction simultaneously with the report, for projects recommended for direct support.
- d. **Projects not recommended for direct support:** Projects not recommended for direct borough support may be referred back to the screening agency for further evaluation and possible referral to any appropriate external agency other than the borough. Any such project shall not be presented to the mayor's office for reconsideration for a minimum of six months after disapproval absent significant, substantial, and compelling changes to the proposal.

(Ord. No. 99-14, § 1, 4-6-1999)

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CHAPTER 19.30. ECONOMIC DEVELOPMENT

19.30.060. Forms of direct borough support.

Direct support from the borough for economic development projects may include the use or transfer of borough land, tax credits, and other forms of support as approved by the assembly. Assembly approval by ordinance is required for direct borough support of an economic development project.

- A. *Land.* In determining whether to make borough land available for the project, and on what terms, the following criteria shall be considered:
1. Compatibility of the proposed use with the comprehensive plan and overall community needs.
 2. Compatibility of the proposed use with adjacent and surrounding land uses.
 3. Whether other borough land is available for the project in the nearby community. If not, whether there is adequate public land available to provide foreseeable public needs such as utilities, schools, emergency centers, solid waste disposal sites, and other foreseeable public needs.
 4. Whether other private land is available that would be appropriate for the proposed use. If so, whether the proposed use would inappropriately compete with private land owners.
 5. Examine the highest and best use of this parcel compared with the proposed use of the parcel.
 6. Determine whether other parties are likely to be interested in the same parcel of land. If so, consider the best option available for the borough and the community.
 7. The extent of any adverse impact the project may have on other borough resources or the natural environment.
 8. Consider the effect of the proposal on both the land bank and the land trust fund.
 9. The proposed terms of the transfer should be evaluated with all available options considered, including sale or lease at fair market value, sale or lease at less than fair market value, and favorable initial terms to help with startup financing to be repaid later.
 10. Consider borough land costs associated with the proposal such as payment of surveying, platting, appraisal, and closing costs.
- B. *Tax Credits.* Tax credits available for economic development projects shall include the economic development tax exemption to the extent the project qualifies for that exemption, and any other exemptions that are allowable under state statute and borough code.
- C. *Other.* The assembly may consider other forms of direct support of qualifying economic development projects, provided that direct monetary contributions, either in the form of loans or grants, to applicants for direct borough support for economic development purposes, shall not be available through this process. This shall not be construed to prohibit access to tax exempt financing for such purposes.

(Ord. No. 99-14, § 1, 4-6-1999)

19.30.070. Definitions.

For purposes of this chapter, the following terms shall have the following meanings.

Adds to long-term tax base means an increase in the assessed valuation of taxable property in the borough.

Bank-ready business plan means a business plan typically required by banks for loan applicants containing, at a minimum:

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CHAPTER 19.30. ECONOMIC DEVELOPMENT

- 1) a detailed description of the company and proposed project;
- 2) a detailed description of the product or service to be rendered;
- 3) a feasibility study including market opportunity, competition, trends, research and promotional strategies, management strategies including job creation, job descriptions, key personnel, and long- and short-term employment projections, detailed financial projections for the next five years;
- 4) resumes of all managerial and significant technical personnel;
- 5) financial statements of the company, including the current year and up to five previous years for any such years the company has been in business; and
- 6) an analysis of how this project qualifies for direct borough support under this chapter, and a detailed description of the requested borough support.

Economic development means private sector expansion that creates permanent jobs, adds to the borough's long-term tax base, and results in enhanced economic activity and quality of life for borough residents.

Enhanced economic activity means an activity which increases job opportunities and otherwise encourages the economic growth of the borough including the development of its natural resources through the establishment and expansion of manufacturing, industrial, export, small business, and business enterprises and other facilities.

Enhanced quality of life means an improvement of community characteristics affecting lifestyles within the borough, based upon community standards as determined by the borough assembly with input from the community at large.

Permanent jobs means full-time equivalent jobs for five continuous years excluding construction jobs which are tied directly to the economic development project.

(Ord. No. 99-14, § 1, 4-6-1999)

Kenai Peninsula Economic Development District Board of Directors

Brendyn Shiflea, President
KPEDD Appointee: Soldotna

Rick Koch
City Official: Kenai

Cheryle James, Vice President
KPEDD Appointee: Kenai Peninsula Borough

Sue McClure
Borough Official: Soldotna

Mark Dixon, Treasurer
KPEDD Appointee: Kenai Peninsula Borough

Hal Smalley
Borough Official: Kenai

Jason Feeken, Secretary
KPEDD Appointee: Kenai

Diana Spann
KPEDD Appointee: Under/Unemployed

Dale Butts
City Official: Seward

Katie Koester
City Official: Homer

Tim Dillon
City Official: Seldovia

Vacant
KPEDD Appointee: At Large

Mark Dixon
City Official: Soldotna

Vacant
KPEDD Appointee: Minority Representative

Mike Dye
KPEDD Appointee: Homer

Vacant
KPEDD Appointee: Soldotna

Vacant
KPEDD Appointee: Seward

**Chapter 4.15
ECONOMIC DEVELOPMENT – GENERAL PROVISIONS**

Sections:

4.15.010 Economic development authorized – Scope.

4.15.010 Economic development authorized – Scope.  SHARE |

(a) Pursuant to AS 29.35.330(c), the Ketchikan Gateway Borough hereby exercises the power to provide for economic development on an areawide basis as herein provided.

(b) The borough, in order to promote, enhance, further and provide for economic development, may:

(1) Initiate, undertake and participate in studies, programs, and projects and engage in and take such other actions as are deemed necessary or appropriate to promote, enhance, further and provide for economic development.

(2) Apply for, receive, dispense and administer grants, contributions and other moneys.

(3) Enter into agreements, contracts and other arrangements with the state, municipalities, federal government, or other public and private agencies, corporations, associations, organizations or individuals.

(4) Purchase, lease, exchange, or otherwise acquire an interest in real or personal property, and sell, lease, exchange, or otherwise dispose of real or personal property, or an interest in real or personal property.

(5) Levy and collect taxes and expend funds for such purposes.

(c) The borough manager shall be responsible for the administration and implementation of the economic development projects and programs of the borough.

(d) Pursuant to AS 29.35.250(b), cities within the borough may exercise economic development powers in a manner that does not conflict with or duplicate the exercise of areawide economic development powers by the borough. [Ord. No. 1582, §1, 1-17-11; Ord. No. 1477, §1, 4-21-08; Ord. No. 1239, §1, 11-18-02; Ord. No. 1199, §1, 12-17-01; Ord. No. 772A, §§1, 2, 11-5-90; Ord. No. 575, §1, 8-4-86. Code 1974 §10.10.005.]

From: Kacie Paxton <kaciep@kgbak.us>
Sent: Thursday, July 03, 2014 4:42 PM
To: Nova Javier
Subject: RE: Economic Development Code/Committees

Nova,

Here's a link to our econ dev code. There are several sections – this will take you to the first section. <http://www.codepublishing.com/AK/ketchikangatewayborough/?ketchikangatewayborough04/KetchikanGatewayBorough0415.html>

Several years ago we developed an economic development code, a loan program, a committee and hired an economic development manager. Then we eliminated the economic development manager position and stopped doing loans, and a couple years after that we abolished the committee. We still have an economic development section in our code, and it still allows for loans but we have not been implementing that. We primarily use grants for economic development purposes. We have tried many different ventures under the name of economic development and have not done a fabulous job at it. At our upcoming meeting, one of our grantees, OceansAlaska, will be asking the Assembly to consider a loan instead of a grant for their mariculture industry.

Prior to all of this, we had a separate economic development board – the KEDA board – which was pretty short-lived and was formed for the purpose of providing grants with the huge amount of money we got from Ted Stevens in the 90's. The Borough bought Ward Cove with the money, and then dissolved the KEDA board in 2002 and spent several years trying to sell Ward Cove.

If you want any of the previous ordinances from when we had the committee or board in place, let me know.

Kacie

From: Nova Javier [mailto:njavier@kodiakak.us]
Sent: Thursday, July 03, 2014 1:56 PM
To: Joell Church; 'adrienne_polty@yahoo.com'; 'akutan@gci.net'; 'aniakcityof@yahoo.com'; 'ann@nnvc.org'; 'annette_ziegman@denaliborough.com'; 'asage@nwabor.org'; 'awilliams@cityofhoonah.org'; 'bbaker@ci.wasilla.ak.us'; 'bballou@cityofseward.net'; 'bcjamieson@
Subject: Economic Development Code/Committees

Hello everyone and Happy 4th!

I am seeking information how economic development is addressed in your communities. I would appreciate any code sections and by-laws addressing formation and composition of Economic Development Commissions/Committees.

Thank you so much!
Nova

**Title 11
ECONOMIC DEVELOPMENT**

*Northwest Arctic
Borough*

Chapters:

11.04 Economic Development Department

11.06 Economic Development Commission

**Chapter 11.04
ECONOMIC DEVELOPMENT DEPARTMENT**

Sections:

- 11.04.010 Established.
- 11.04.020 Supervision.
- 11.04.030 Duties of the department.

11.04.010 Established.

There is established a economic development department. (Ord. 02-04 § 3, 2002)

11.04.020 Supervision.

The economic development department shall be supervised by the economic development director. (Ord. 02-04 § 3, 2002)

11.04.030 Duties of the department.

The economic development department shall administer all borough programs designed to promote economic opportunity for the borough's residents. The department will also serve as staff support to the economic development commission. (Ord. 02-04 § 3, 2002)

**Chapter 11.06
ECONOMIC DEVELOPMENT COMMISSION**

Sections:

- 11.06.005 Established.
- 11.06.010 Responsibilities.
- 11.06.020 Organization.
- 11.06.030 Chairman – Authority.
- 11.06.040 Committees.
- 11.06.050 Meetings.

11.06.005 Established.

The borough economic development commission (EDC) is established in order to identify resources available, and to establish and implement strategies and plans to

enable the residents of the borough to improve their economic condition. (Ord. 02-04 § 4, 2002)

11.06.010 Responsibilities.

The economic development commission shall be responsible for the following:

- A. To review and comment on all aspects of economic development and taxation that come before the assembly and the planning commission;
- B. To identify and promote services designed to encourage economic development to local communities and business within the borough;
- C. To collect and distribute information relevant to the borough;
- D. To coordinate between government of all levels, businesses, and the borough residents in implementing economic development activities;
- E. The EDC shall present to the assembly an annual request for funding of the activities of the commission. (Ord. 02-04 § 4, 2002)

11.06.020 Organization.

The commission shall be organized as follows:

- A. Membership. Membership shall include:
 - 1. One member nominated from each of the following: Northwest Arctic Borough; NANA Regional Corporation; Teck Cominco Alaska, Inc.; a utility representative; a financial or professional business; a regional higher education organization; a tribal representative of a tribal organization; and two members owning an ongoing private business within the borough.
 - 2. The mayor shall appoint the members of the commission from among those nominated that the mayor finds appropriate to serve on the commission. Commission members serve at the pleasure of the mayor.
 - 3. The Northwest Arctic Borough mayor and assembly president, and the regional Representative and Senator to the State Legislature, may participate in commission meetings as ex officio nonvoting members.
- B. Meetings. Regular meetings of the commission shall be held a minimum of four times a year in person or by teleconference. Such meetings shall be scheduled by the chair and are subject to the Open Meetings Act.

C. Other than ex officio members, upon request each member of the commission shall receive compensation at the rate of \$100.00 for each meeting day of the commission attended. Compensation shall be paid at the rate of \$50.00 per day of attendance at a convention, conference or similar gathering. Compensation does not include per diem which may be paid separately. (Ord. 07-06 § 1, 2007; Ord. 07-02 § 1, 2007; Ord. 04-01 § 1, 2004; Ord. 03-07 § 1, 2003; Ord. 02-04 § 4, 2002)

11.06.030 Chairman – Authority.

The chairman shall preside at all meetings of the commission. The chairman has the authority to create, appoint, and discharge committees, subject to the approval of the commission, call meetings, and retains the right and the responsibility to partake in the deliberations and voting on all matters. In the absence of the chairman, the vice-chairman has these authorities. (Ord. 02-04 § 4, 2002)

11.06.040 Committees.

Committees of the commission may be established by the chairman, subject to the committee and its membership being approved by the commission. All committee meetings are subject to compliance with the Open Meetings Act. (Ord. 02-04 § 4, 2002)

11.06.050 Meetings.

- A. Regular meetings of the commission shall be held at least four times, in each quarter of the year. Date, time and place of each meeting shall be at the call of the chair.
- B. Special meetings of the commission may be called by the commission, by the chairman or by the vice-chairman in his or her absence, or by written request of any three members.
- C. Each commissioner shall be entitled to one vote on all matters brought to the board. All voting shall be recorded.
- D. A quorum for the transaction of business shall consist of a majority of members of the commission.
- E. All meetings of the commission shall be open to the public and reasonable notice of such meetings shall be provided.
- F. Meeting minutes shall be prepared to provide a complete record of actions by the commission. Minutes shall be validated by the signatures of the chairman. (Ord. 02-04 § 4, 2002)

Nova Javier

From: Garson, Andre J (CED) <dru.garson@alaska.gov>
Sent: Wednesday, July 02, 2014 2:11 PM
To: Nova Javier
Subject: FW: Economic Development for LG Leaders

Categories: Other

Nova,

Here's the email that Shaun sent last week. Unfortunately, she copied your email incorrectly. I hope this helps. As always, if you have any additional questions, please let me know. Thanks.

Dru Garson
Development Specialist II
Department of Commerce, Community, & Economic Development
Division of Economic Development
PO Box 110804
Juneau, AK 99803
(907) 465-2162
(907) 465-3767 fax

From: Wilhelm, Shaun M (CED)
Sent: Wednesday, July 02, 2014 1:39 PM
To: Garson, Andre J (CED)
Subject: FW: Economic Development for LG Leaders

Hello Dru,

Here is the email I sent to Nova. I had written her email down incorrectly and it came back undeliverable.

Let me know if you need anything else.

Shaun

From: Wilhelm, Shaun M (CED)
Sent: Thursday, June 26, 2014 1:24 PM
To: 'njavier@kodiakak.usa'
Subject: RE: Economic Development for LG Leaders

Hello Nova,

It was good to talk to you today. As we discussed here is the contact information for the current communities that have economic development committees that might be helpful:

Kenai Peninsula Economic Development District

Rick Roeske, Executive Director
14896 Kenai Spur Highway, Suite 103A
Kenai, Alaska 99611

907.283.3335
907.283.3913
rroeske@kpedd.org
Website: www.kpedd.org

Fairbanks North Star Borough Economic Development Commission

Barbara Johnson, Community and Economic Development Specialist
P.O. Box 71267
809 Pioneer Road
Fairbanks, AK 99701
907.459.1351
907.459.1102
EconomicDevelopment@co.fairbanks.ak.us
bjohnson@fnsb.us
Website: www.co.fairbanks.ak.us/mayor/EconomicDevelopment/default.htm

Northwest Arctic Borough Economic Development Commission

Fred Smith, Director
P.O. Box 1110
Kotzebue, AK 99752
907.442.2500
907.442.3740
fsmith@nwabor.org
Website: www.northwestarcticborough.org/edc/

Sincerely,

Shaun



A handwritten signature in black ink, appearing to read "S. M. Wilhelm". The signature is fluid and cursive, written over a light gray background.

Shaun M. Wilhelm
Development Specialist II
Division of Economic Development
Department of Commerce, Community, and Economic Development
Office: 907.269.4903 | shaun.wilhelm@alaska.gov

From: Wilhelm, Shaun M (CED)
Sent: Thursday, June 26, 2014 1:24 PM
To: 'njavier@kodiakak.usa'
Subject: RE: Economic Development for LG Leaders

Hello Nova,

It was good to talk to you today. As we discussed here is the contact information for the current communities that have economic development committees that might be helpful:

Kenai Peninsula Economic Development District

Rick Roeske, Executive Director
14896 Kenai Spur Highway, Suite 103A
Kenai, Alaska 99611
907.283.3335
907.283.3913
rroeske@kpedd.org
Website: www.kpedd.org

*Kenai and
FB code
provided*

Fairbanks North Star Borough Economic Development Commission

Barbara Johnson, Community and Economic Development Specialist
P.O. Box 71267
809 Pioneer Road
Fairbanks, AK 99701
907.459.1351
907.459.1102
EconomicDevelopment@co.fairbanks.ak.us
bjohnson@fnsb.us
Website: www.co.fairbanks.ak.us/mayor/EconomicDevelopment/default.htm

Northwest Arctic Borough Economic Development Commission

Fred Smith, Director
P.O. Box 1110
Kotzebue, AK 99752
907.442.2500
907.442.3740
fsmith@nwabor.org
Website: www.northwestarcticborough.org/edc/

*email sent
07/08/14*

Sincerely,

Shaun