

**CITY COUNCIL—BOROUGH ASSEMBLY  
JOINT WORK SESSION AGENDA**

**Tuesday, September 2, 2014  
Kodiak Library Multi-Purpose Room  
7:30 p.m.  
(City Chairing)**

*Joint work sessions are informal meetings of the City Council and Borough Assembly where elected officials discuss issues that affect both City and Borough governments and residents. Although additional items not listed on the joint work session agenda are sometimes discussed when introduced by elected officials, staff, or members of the public, no formal action is taken at joint work sessions and items that require formal action are placed on a regular City Council and/or Borough Assembly 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 or Borough Assembly meeting.*

1. Public Comments (limited to 3 minutes each)
2. Fisheries Work Group Update .....1
3. Building Code Fee Discussion (KIB) .....3
4. Joint Economic Development Subcommittee Discussion (KIB).....16

DRAFT

### **Goals of the proposed analysis**

#### **Phase I:**

- 1) Provide a baseline overview/data of how the Gulf of Alaska fisheries, particularly the groundfish fisheries that are the subject of North Pacific Council action, currently contribute to the Kodiak community economy.
- 2) Provide an overview of what the community contributes to the operation of the GOA fisheries and associated industries.

The information should include:

- 1) Fisheries harvest information for the most recent five years, in state and federal waters, by fishery, gear type, volume, value, landings by month;
- 2) Information regarding trawl vessel owner residency, crew and skipper residency and payment, use and costs of leasing, number of active vessels, number of active LLP's;
- 3) Contribution by fishery to community tax revenues;
- 4) By fishery, use of and impacts on support businesses, including gear and equipment suppliers, food providers, repair and machinery shops, fuel suppliers, freight and shipping companies;
- 5) Processing sector information, aggregated by a third party as needed, including employment numbers by month, residency of processing employees, operational timing and interaction of various fisheries.
- 6) Community infrastructure capital investments and operational costs, and use by each fishery, including boat lift, harbor, electricity, water, roads;

#### **Phase II:**

Using the data collected in Phase I, produce a predictive model – probably making use of IMPLAN software – that shows the multiplier effect of fishing industry activity in the community, and that can be used to determine the potential effects of proposed changes in fishery management, either State or Federal. In particular, such

a model could be used to determine the potential effects of options and alternatives in the pending Council action on GOA Trawl Bycatch Management, once they are defined. For example, one could use such a model to determine the distributive impacts of different levels of consolidation of the harvesting sector or the processing sector.

(This page left intentionally blank.)





# Kodiak Island Borough

## Community Development Department

710 Mill Bay Road

Kodiak, Alaska 99615

Phone (907) 486-9363 Fax (907) 486-9396


[www.kodiakak.us](http://www.kodiakak.us)

## Memorandum

**Date:** August 21, 2014

**To:** City of Kodiak – Mayor and Council  
Kodiak Island Borough – Assembly and Mayor

**Cc:** City Manager  
City Clerk  
Borough Manager  
Borough Clerk

**From:** Robert H. Pederson, AICP - Community Development  
Director 

Doug Mathers – City of Kodiak Building Official 

**RE:** FY 2015 Building Permit Fees – Selection of Cost Recovery Percentage

---

### Background

On April 15, 2014 the Borough Community Development Department presented a report to the Borough Assembly regarding building permit and land use fees. When this information was discussed with the Assembly, Borough staff received direction to bring back information as to what various cost recovery scenarios would mean for building permit fees. The Borough also wanted to work together with the City on this issue. Subsequently, Borough and City staff met several times to develop spreadsheets depicting a range of cost recovery scenarios.

On June 10, 2014, this information was presented to the City Council at work session. Following discussion, there was consensus to place the discussion of an updated building permit fee schedule on the next available joint work session of the Assembly and Council.

The purpose of this memo is to transmit the cost recovery scenarios to the Assembly and Council in preparation for your September 2, 2014 joint work session.

### Action Requested

As noted in prior work sessions, the Borough has delayed the annual review of their fee schedule to allow the Assembly and Council the opportunity to jointly discuss the underlying policy question:

*What percentage of cost recovery for the building permitting and inspection program should be covered by the building permit fee structure?*

As noted in the attached materials, updated building permit fees would be based on a permit multiplier, which in turn is based upon a predetermined percentage of cost recovery for the services provided. Determining the percentage of cost recovery is the policy question for the City Council and Borough Assembly.

The Assembly and Council might also consider including the option of phasing in any potential increases, depending on the difference between the current fee schedule and whatever cost recovery percentage is selected.

Regardless of the percentage of cost recovery selected, the cost recovery multiplier will include the plan review charge. Currently, the plan review and permit fees are collected separately. For example, a commercial plan review fee is 65% and engineered one and two-family dwelling plan review fees are 20% of the building permit fee. Small one and two-family dwelling additions, remodels, and alterations have a 50% plan review fee. With the new system the percentage will be equal for both commercial and residential projects.

Under the current system, electrical and plumbing permit fees are computed separately from the building permit fees and we now issue individual electrical and plumbing permits. Under the new system, electrical, plumbing, and mechanical fees would be included in the cost recovery calculations. Separate or stand-alone electrical, plumbing, and mechanical fees would only be assessed when those permits are issued independently of a building permit. This will be addressed when a percentage of cost recovery value has been selected.

### **Next Steps**

The desired outcome of the joint work session is for the elected officials to select the desired percentage of cost recovery for building permit services to be recouped through the permit fee structure.

Once the elected officials determine the percentage of cost recovery to be used, Borough and City staff will implement the new fee structure. For the Borough, this will be accomplished by including the revised building permit fee schedule in the pending resolution for the Borough's FY 2015 fee schedule.

Staff also recommends that the building permit fee structure be revisited annually. In part, this will be accomplished by reviewing the cost of construction data this is published quarterly. These factors would be considered in the annual review, as would the overall budget established for building services program.

Attachments:

Excerpts from the Building Code  
Cost Recovery Scenarios



# **Kodiak Island Borough**

## **Community Development Department**

710 Mill Bay Road

Kodiak, Alaska 99615

Phone (907) 486-9363 Fax (907) 486-9396

[www.kodiakak.us](http://www.kodiakak.us)

## **Memorandum**

**Date:** June 3, 2014

**To:** City of Kodiak – Mayor and Council

**Cc:** City Manager  
Borough Manager  
Borough Clerk

**From:** Robert H. Pederson, AICP - Community Development Director *RHP*

Doug Mathers – City of Kodiak Building Official *DM*

**RE:** Discussion of Building Permit Fees

---

### **Background**

Recently, the Community Development Department prepared a report to the Borough Assembly regarding building permit and land use fees. When this information was discussed with the Assembly, Borough staff received direction to bring back information as to what various cost recovery scenarios would mean for building permit fees. The Borough also wanted to work together with the City on this issue. Borough and City staff met several times to develop the attached spreadsheet for your information.

The purpose of this memo is to bring the Mayor and Council up to date regarding those discussions.

With respect to Building Permits, we have identified the following information:

- Building Permit Fees have not changed since 2003; the previous update was in 1999.
- Fees are calculated using a cost per square foot method based on the type of construction, with a 1.39 multiplier for Alaska.
- We examined permit fees and the cost of providing building services for FY10 through FY13.
- We found that permit fees have covered 48% of the cost of providing the services during the past 4 fiscal years (the 48% cost recovery figure is a 4 year average for the City and Borough).
- The Building Code now contains an updated methodology for calculating permit fees, based on a permit fee multiplier and updated construction costs.
- The permit multiplier is based upon a predetermined percentage of cost recovery for the services provided. Determining the percentage of cost recovery is the policy question for the City Council and Borough Assembly.

- The construction costs per square foot are now updated quarterly in the building code. We recommend an annual adjustment of permit fees to reflect current construction costs and to review the desired percentage of cost recovery for this program.

### **Next Steps**

Our discussions have identified that the next step should be a joint work session of the City Council and Borough Assembly. The desired outcome of that meeting would be selection of the desired percentage of cost recovery for building permit services to be recouped through the permit fee structure. Once the elected officials decide the policy question (i.e., select the level of cost recovery), staff will bring back a resolution for adoption of a new fee schedule.

### **Attachments:**

Excerpts from the Building Code

Cost Recovery Scenarios

## Building Valuation Data – February 2014

The International Code Council is pleased to provide the following Building Valuation Data (BVD) for its members. The BVD will be updated at six-month intervals, with the next update in August 2014. ICC strongly recommends that all jurisdictions and other interested parties actively evaluate and assess the impact of this BVD table before utilizing it in their current code enforcement related activities.

The BVD table provides the "average" construction costs per square foot, which can be used in determining permit fees for a jurisdiction. Permit fee schedules are addressed in Section 109.2 of the 2012 *International Building Code* (IBC) whereas Section 109.3 addresses building permit valuations. The permit fees can be established by using the BVD table and a Permit Fee Multiplier, which is based on the total construction value within the jurisdiction for the past year. The Square Foot Construction Cost table presents factors that reflect relative value of one construction classification/occupancy group to another so that more expensive construction is assessed greater permit fees than less expensive construction.

ICC has developed this data to aid jurisdictions in determining permit fees. It is important to note that while this BVD table does determine an estimated value of a building (i.e., Gross Area x Square Foot Construction Cost), this data is only intended to assist jurisdictions in determining their permit fees. This data table is not intended to be used as an estimating guide because the data only reflects average costs and is not representative of specific construction.

This degree of precision is sufficient for the intended purpose, which is to help establish permit fees so as to fund code compliance activities. This BVD table provides jurisdictions with a simplified way to determine the estimated value of a building that does not rely on the permit applicant to determine the cost of construction. Therefore, the bidding process for a particular job and other associated factors do not affect the value of a building for determining the permit fee. Whether a specific project is bid at a cost above or below the computed value of construction does not affect the permit fee because the cost of related code enforcement activities is not directly affected by the bid process and results.

### Building Valuation

The following building valuation data represents average valuations for most buildings. In conjunction with IBC Section 109.3, this data is offered as an aid for the building official to determine if the permit valuation is underestimated. Again it should be noted that, when using this data, these are "average" costs based on typical construction methods for each occupancy group and type of construction. The average costs include foundation work, structural and nonstructural building components, electrical, plumbing, mechanical and interior finish material. The data is a national average and

does not take into account any regional cost differences. As such, the use of Regional Cost Modifiers is subject to the authority having jurisdiction.

### Permit Fee Multiplier

Determine the Permit Fee Multiplier:

1. Based on historical records, determine the total annual construction value which has occurred within the jurisdiction for the past year.
2. Determine the percentage (%) of the building department budget expected to be provided by building permit revenue.

$$\text{Permit Fee Multiplier} = \frac{\text{Bldg. Dept. Budget} \times (\%)}{\text{Total Annual Construction Value}}$$

### Example

The building department operates on a \$300,000 budget, and it expects to cover 75 percent of that from building permit fees. The total annual construction value which occurred within the jurisdiction in the previous year is \$30,000,000.

$$\text{Permit Fee Multiplier} = \frac{\$300,000 \times 75\%}{\$30,000,000} = 0.0075$$

### Permit Fee

The permit fee is determined using the building gross area, the Square Foot Construction Cost and the Permit Fee Multiplier.

$$\text{Permit Fee} = \text{Gross Area} \times \text{Square Foot Construction Cost} \times \text{Permit Fee Multiplier}$$

### Example

Type of Construction: IIB  
 Area: 1st story = 8,000 sq. ft.  
 2nd story = 8,000 sq. ft.  
 Height: 2 stories  
 Permit Fee Multiplier = 0.0075  
 Use Group: B

1. Gross area:  
Business = 2 stories x 8,000 sq. ft. = 16,000 sq. ft.
2. Square Foot Construction Cost:  
B/IIB = \$158.70/sq. ft.
3. Permit Fee:  
Business = 16,000 sq. ft. x \$158.70/sq. ft x 0.0075  
= \$19,044

**Important Points**

- The BVD is not intended to apply to alterations or repairs to existing buildings. Because the scope of alterations or repairs to an existing building varies so greatly, the Square Foot Construction Costs table does not reflect accurate values for that purpose. However, the Square Foot Construction Costs table can be used to determine the cost of an addition that is basically a stand-alone building which happens to be attached to an existing building. In the case of such additions, the only alterations to the existing building would involve the attachment of the addition to the existing building and the openings between the addition and the existing building.
- For purposes of establishing the Permit Fee Multiplier, the estimated total annual construction value for a given time period (1 year) is the sum of each building's value (Gross Area x Square Foot Construction Cost) for that time period (e.g., 1 year).
- The Square Foot Construction Cost does not include the price of the land on which the building is built. The Square Foot Construction Cost takes into account everything from foundation work to the roof structure and coverings but does not include the price of the land. The cost of the land does not affect the cost of related code enforcement activities and is not included in the Square Foot Construction Cost.

**Square Foot Construction Costs <sup>a, b, c, d</sup>**

Group (2012 International Building Code)	IA	IB	IIA	IIB	IIIA	IIIB	IV	VA	VB
A-1 Assembly, theaters, with stage	224.49	217.12	211.82	202.96	190.83	185.33	186.14	174.43	167.83
A-1 Assembly, theaters, without stage	205.71	198.34	193.04	184.18	172.15	166.65	177.36	155.75	149.15
A-2 Assembly, nightclubs	177.15	172.12	167.31	160.58	150.83	146.74	154.65	136.68	132.81
A-2 Assembly, restaurants, bars, banquet halls	176.15	171.12	165.31	159.58	148.83	145.74	153.65	134.68	131.81
A-3 Assembly, churches	207.73	200.36	195.06	186.20	174.41	168.91	179.38	158.02	151.41
A-3 Assembly, general, community halls, libraries, museums	173.36	165.99	159.69	151.83	138.90	134.40	145.01	122.50	116.89
A-4 Assembly, arenas	204.71	197.34	191.04	183.18	170.15	165.65	176.36	153.75	148.15
B Business	179.29	172.71	166.96	158.70	144.63	139.20	152.43	126.93	121.32
E Educational	192.11	185.49	180.05	171.90	160.09	151.62	165.97	139.90	135.35
F-1 Factory and Industrial, moderate hazard	108.42	103.32	97.18	93.38	83.24	79.62	89.22	68.69	64.39
F-2 Factory and Industrial, low hazard	107.42	102.32	97.18	92.38	83.24	78.62	88.22	68.69	63.39
H-1 High Hazard, explosives	101.53	96.44	91.29	86.49	77.57	72.95	82.34	63.02	N.P.
H234 High Hazard	101.53	96.44	91.29	86.49	77.57	72.95	82.34	63.02	57.71
H-5 HPM	179.29	172.71	166.96	158.70	144.63	139.20	152.43	126.93	121.32
I-1 Institutional, supervised environment	177.76	171.50	166.52	159.45	146.31	142.45	159.13	131.29	126.72
I-2 Institutional, hospitals	302.44	295.85	290.11	281.84	266.80	N.P.	275.58	249.09	N.P.
I-2 Institutional, nursing homes	209.38	202.79	197.05	188.78	175.72	N.P.	182.52	158.01	N.P.
I-3 Institutional, restrained	204.27	197.68	191.94	183.67	171.10	164.68	177.41	153.40	145.80
I-4 Institutional, day care facilities	177.76	171.50	166.52	159.45	146.31	142.45	159.13	131.29	126.72
M Mercantile	132.04	127.01	121.20	115.47	105.47	102.39	109.54	91.33	88.45
R-1 Residential, hotels	179.14	172.89	167.90	160.83	147.95	144.10	160.52	132.93	128.36
R-2 Residential, multiple family	150.25	143.99	139.01	131.94	119.77	115.91	131.62	104.74	100.18
R-3 Residential, one- and two-family	141.80	137.90	134.46	131.00	125.88	122.71	128.29	117.71	110.29
R-4 Residential, care/assisted living facilities	177.76	171.50	166.52	159.45	146.31	142.45	159.13	131.29	126.72
S-1 Storage, moderate hazard	100.53	95.44	89.29	85.49	75.57	71.95	81.34	61.02	56.71
S-2 Storage, low hazard	99.53	94.44	89.29	84.49	75.57	70.95	80.34	61.02	55.71
U Utility, miscellaneous	75.59	71.22	66.78	63.37	56.99	53.22	60.41	44.60	42.48

- a. Private Garages use Utility, miscellaneous
- b. Unfinished basements (all use group) = \$15.00 per sq. ft.
- c. For shell only buildings deduct 20 percent
- d. N.P. = not permitted



**Building Permit Fees Based on Cost Recovery Scenarios<sup>1</sup>**

<b>Example 1:</b>		<b>1,508 sq. ft. house and 364 Sq. ft. garage</b>									
<b>Value<sup>2</sup></b>	<b>Actual Fee Paid<sup>2</sup></b>	<b>Cost Recovery Options w/ Permit Fee Multiplier</b>									
		55%	60%	65%	70%	75%	80%	85%	90%	95%	100%
<b>\$171,720</b>	<b>\$1,069</b>										
	New Fee	\$1,184.87	\$1,287.90	\$1,408.10	\$1,511.14	\$1,614.17	\$1,734.37	\$1,837.40	\$1,940.44	\$2,060.64	\$2,163.67
	Fee Increase	\$115.87	\$218.90	\$339.10	\$442.14	\$545.17	\$665.37	\$768.40	\$871.44	\$991.64	\$1,094.67
	% Increase	10.84%	20.48%	31.72%	41.36%	51.00%	62.24%	71.88%	81.52%	92.76%	102.40%
<b>Same house with 2014 construction values</b>											
<b>Value</b>		<b>Cost Recovery Options w/ Permit Fee Multiplier</b>									
		55%	60%	65%	70%	75%	80%	85%	90%	95%	100%
<b>\$181,780</b>											
	New Fee	\$1,254.28	\$1,363.35	\$1,490.60	\$1,599.66	\$1,708.73	\$1,835.98	\$1,945.05	\$2,054.11	\$2,181.36	\$2,290.43
	Fee Increase	\$185.28	\$294.35	\$421.60	\$530.66	\$639.73	\$766.98	\$876.05	\$985.11	\$1,112.36	\$1,221.43
	% Increase	17.33%	27.54%	39.44%	49.64%	59.84%	71.75%	81.95%	92.15%	104.06%	114.26%

<b>Example 2:</b>		<b>2,700 sq. ft. house</b>									
<b>Value<sup>2</sup></b>	<b>Actual Fee Paid<sup>2</sup></b>	<b>Cost Recovery Options w/ Permit Fee Multiplier</b>									
		55%	60%	65%	70%	75%	80%	85%	90%	95%	100%
<b>\$280,287</b>	<b>\$1,551</b>										
	New Fee	\$1,933.98	\$2,102.15	\$2,298.35	\$2,466.53	\$2,634.70	\$2,830.90	\$2,999.07	\$3,167.24	\$3,363.44	\$3,531.62
	Fee Increase	\$382.98	\$551.15	\$747.35	\$915.53	\$1,083.70	\$1,279.90	\$1,448.07	\$1,616.24	\$1,812.44	\$1,980.62
	% Increase	24.69%	35.53%	48.19%	59.03%	69.87%	82.52%	93.36%	104.21%	116.86%	127.70%
<b>Same house with 2014 construction values</b>											
<b>Value</b>		<b>Cost Recovery Options w/ Permit Fee Multiplier</b>									
		55%	60%	65%	70%	75%	80%	85%	90%	95%	100%
<b>\$297,783</b>											
	New Fee	\$2,054.70	\$2,233.37	\$2,441.82	\$2,620.49	\$2,799.16	\$3,007.61	\$3,186.28	\$3,364.95	\$3,573.40	\$3,752.07
	Fee Increase	\$503.70	\$682.37	\$2,441.82	\$1,069.49	\$1,248.16	\$1,456.61	\$1,635.28	\$1,813.95	\$2,022.40	\$2,201.07
	% Increase	32.48%	44.00%	57.44%	68.95%	80.47%	93.91%	105.43%	116.95%	130.39%	141.91%

**Notes:**

1. All examples use 4 year average (FY2010-FY2013) of total program costs for City and Borough
2. Actual fee paid under current methodology (1993 sq. ft. construction costs w/ Alaska multiplier)
3. Value from Bid Price

<b>Example 3:</b>		<b>New Commercial Office Building</b>									
<b>Value<sup>3</sup></b>	<b>Actual Fee Paid</b>	<b>Cost Recovery Options w/ Permit Fee Multiplier</b>									
	<b>\$23,990</b>	55%	60%	65%	70%	75%	80%	85%	90%	95%	100%
<b>\$6,500,000</b>	<b>New Fee</b>	\$44,850	\$48,750	\$53,300	\$57,200	\$61,100	\$65,650	\$69,550	\$73,450	\$78,000	\$81,900
	<b>Fee Increase</b>	\$20,860	\$24,760	\$29,310	\$33,210	\$37,110	\$41,660	\$45,560	\$49,460	\$54,010	\$57,910
	<b>% Increase</b>	86.95%	103.21%	122.18%	138.43%	154.69%	173.66%	189.91%	206.17%	225.14%	241.39%

<b>Example 4:</b>		<b>New 10,500 sq. ft. Commercial Building w/ apts.</b>									
<b>Value<sup>2</sup></b>	<b>Actual Fee Paid</b>	<b>Cost Recovery Options w/ Permit Fee Multiplier</b>									
	<b>\$6,160</b>	55%	60%	65%	70%	75%	80%	85%	90%	95%	100%
<b>\$1,096,260</b>	<b>New Fee</b>	\$5,903.95	\$6,417	\$7,016	\$7,530	\$8,043	\$8,642	\$9,155	\$9,669	\$10,268	\$10,781
<b>\$855,645</b>	<b>Fee Increase</b>	-\$256.05	\$257.34	\$856.29	\$1,369.68	\$1,883.06	\$2,482.01	\$2,995.40	\$3,508.79	\$4,107.74	\$4,621.13
	<b>% Increase</b>	-24.69%	35.53%	48.19%	59.03%	69.87%	82.52%	93.36%	104.21%	116.86%	127.70%



**Permit Fee Multiplier**

<u>% Desired Cost Recovery</u>	<u>X</u>	<u>Annual Budget</u>	<u>%*1,122,980</u>
<b>Total Annual Construction Value</b>			
55%	x	1,122,980 = 617,639 /88,672,86	= 0.006965
60%	x	1,122,980 = 673,788 /88,672,86	= 0.007599
65%	x	1,122,980 = 729,937 /88,672,86	= 0.008232
70%	x	1,122,980 = 786,086 /88,672,86	= 0.008865
75%	x	1,122,980 = 842,235 /88,672,86	= 0.009498
80%	x	1,122,980 = 898,384 /88,672,86	= 0.010131
85%	x	1,122,980 = 954,533 /88,672,86	= 0.010765
90%	x	1,122,980 = 1,010,682 /88,672,86	= 0.011398
95%	x	1,122,980 = 1,066,831 /88,672,86	= 0.012031
100%	x	1,122,980 = 1,122,980 /88,672,86	= 0.012664



# **Kodiak Island Borough**

**Community Development Department**

710 Mill Bay Road

Kodiak, Alaska 99615

Phone (907) 486-9363 Fax (907) 486-9396

[www.kodiakak.us](http://www.kodiakak.us)

## **Memorandum**

**Date:** April 15, 2014

**To:** Borough Mayor and Assembly

**Cc:** Borough Manager  
Planning and Zoning Commission

**From:** Robert H. Pederson, AICP - Director

**RE:** Community Development Department Update

---

This memo is to provide an update on CDD projects and work program items for the Assembly's April 15, 2014 work session.

### **Hazard Mitigation Grant**

This project is nearly complete with the exception of the village annexes. Final staff review of the annexes prepared by the consultant is underway. Once this review completed, staff will engage the villages to review the annexes and complete this project.

### **Emergency Operations Plan**

We have received the final draft of the EOP update from the consultant. The draft plan was used in the recent Alaska Shield exercise, which provided an excellent opportunity to see how the plan update worked. Staff anticipates some minor fine tuning of the plan before it is submitted to the Department of Homeland Security for review and approval.

### **LEPC**

Staff continues to support the LEPC efforts. Just last week we learned that the earthquake simulator will be coming to Kodiak for Crab Fest. This might be the best ride this year.

### **Code Update Project**

The Planning and Zoning Commission continues to review the draft code, as follows:

- Title 18. P&Z has reviewed the draft twice and it is essentially ready for public hearings.

Title 16. P&Z is in the midst of their second review of the draft. Once this review is complete, Title 16 should be ready for public hearings.

Title 17. P&Z has completed one review of Title 17. Draft #2 will be released this week. Once P&Z completes their second review of Title 16, the focus will shift to Title 17.

Since July of 2013, P&Z has held 19 work sessions to review the draft code provisions. Six (6) recent meetings have been cancelled for a lack of a quorum. 7 more work sessions are scheduled between today and the end of May.

We are hopeful that P&Z will complete their review of Title 16 and 17 by the end of May and that public hearings could be scheduled for June.

### **Litter and Junk Car Removal**

Each spring, funding is allocated for the annual community cleanup program. This year, we anticipate a fund balance over and above the spring cleanup. Staff has identified 2 possible uses of these funds:

1. Hold a lottery for removal of junk or abandoned vehicles from private property. There may be funding to remove as many as 30 vehicles.
2. Investigate the cost to demolish the vandalized rest room structure at the end of the road.

### **Annual Review of the Fee Schedule**

Staff will be presenting a recommended fee schedule for FY 2015 in the near future. In anticipation of that discussion, staff has been evaluating the fee schedule and offers the following information:

#### Building Permit Fees

1. The building permit fee schedule and values for construction have not been update since 2003. The update prior to 2003 was 1999. From my experience, most communities evaluate their fee structure more frequently than once in 10 years.
2. As part of reviewing their fee structure, many communities evaluate the question of cost recovery for providing this service. Such discussions have become more prevalent since the economic slowdown some 7-8 years ago. Many communities operate their building permit functions as an enterprise fund, based on 100% cost recovery.
3. Staff examined the costs for the building permit contract with the City of Kodiak and fees generated over the past 5 fiscal years, as follows:

Year	Building Permit Fees	Contract Cost	% Cost Recovery	Add'L Costs (1)
FY 10	\$74,023.84	\$143,281.45	51.66%	
FY 11	\$45,385.46	\$94,805.07	47.87%	
FY 12	\$44,599.49	\$149,539.61	29.82%	
FY 13	\$41,784.85	\$115,378.37	36.22%	\$177,753.00
FY 14 (2)	<u>\$21,709.66</u>	<u>\$45,343.40</u>	47.88%	<u>\$27,192.00</u>
<b>Totals</b>	<b>\$227,503.30</b>	<b>\$548,347.90</b>	<b>41.49%</b>	<b>\$204,945.00</b>

(1) Additional costs were for plan review fees for the landfill (\$27,192), the long term care facility (\$36,382), and the high school (\$141,371).

(2) Through March 31<sup>st</sup> – 6 months.

4. One aspect of the building permit fee structure is the valuation of construction. For example, "good construction" is valued at \$175.00 per square foot for new dwellings and additions. This value does not appear to reflect the actual cost of construction for new dwellings in the borough. Updating this value is one option for revising the fee schedule.

5. Staff has also contacted the City to discuss the building permit fee schedule.

#### Land Use Fees

Fees for land use applications (conditional use permits, rezones, etc.) are very low compared to the cost of processing these applications. As in the case of building permits, the percentage of cost recovery for providing these services is a policy question for the Assembly. Staff estimated the percentage of costs covered by the current fee schedule for processing several application types, as follows:

Permit Type	Current Fee	Est. Cost to Process (staff )	% Cost Recovery	Add'l Costs (notices, ads, P&Z, etc.)
<b>Zoning Compliance</b>	\$30-\$120 <sup>(1)</sup>	\$125	24% – 96%	No
<b>Conditional Use Permits &amp; Variances</b>	\$250	\$1,200	21%	Yes
<b>Rezones</b>	\$ 350 - \$1,500 <sup>(1)</sup>	\$1,500	23%-100%	Yes
<b>Prelim Plats</b>	\$350	\$750	47%	Yes
<b>Final Plats</b>	\$0	\$375	0%	Yes
<b>Appeals</b>	\$350	\$1,500	23%	Yes

(1) Fee based on acreage of site

### Animal Control Fees

The contract with the City of Kodiak for animal control has now been in effect for 6 months. The City recently provided the following information regarding this program:

City						
	Nov-13	Dec-13	Jan-14	Feb-14	Mar-14	Total
Actual Calls	39	27	35	28	25	154
Actual Responses	37	26	34	28	25	150
Citations	0	2	4	2	0	8
impounds	8	9	3	3	5	28
transports	7	8	2	3	9	29
licences	6	5	12	14	3	40
Borough						
	Nov-13	Dec-13	Jan-14	Feb-14	Mar-14	Total
Actual Calls	25	9	14	10	14	72
Actual Responses	24	9	13	10	14	70
Citations	0	2	1	1	2	6
impounds	18	4	4	9	14	49
transports	9	4	3	5	8	29
licences	23	7	14	14	17	75

1. Note that actual calls for service within the City were double the number of call in the Borough (154 vs. 72). Based on the \$109,415 annual contract cost, the cost per call in the Borough was \$760 for the first 6 months. Assuming for discussion purposes that the Borough is paying for one-half of the animal control service, the average cost per call in the City is \$355. We have contacted the City to verify the cost split for this contract.

### Schedule of Fines

As discussed at the March 27<sup>th</sup> work session, staff is preparing an ordinance to amend the Borough Code to establish references a schedule of fines for violations of the animal control, solid waste, and junk vehicle ordinances (Titles 1, 6, 8, and 10). This ordinance should be ready for introduction in June.

(This page left intentionally blank.)

*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](mailto: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](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:

## Title 19 - BUSINESS AND ECONOMIC DEVELOPMENT

### CHAPTER 19.30. ECONOMIC DEVELOPMENT

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)

Title 19 - BUSINESS AND ECONOMIC DEVELOPMENT

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:



## Title 19 - BUSINESS AND ECONOMIC DEVELOPMENT

### 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.]



Nova Javier

**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 4<sup>th</sup>!

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](mailto:rroeske@kpedd.org)  
Website: [www.kpedd.org](http://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](mailto:EconomicDevelopment@co.fairbanks.ak.us)  
[bjohnson@fnsb.us](mailto:bjohnson@fnsb.us)  
Website: [www.co.fairbanks.ak.us/mayor/EconomicDevelopment/default.htm](http://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](mailto:fsmith@nwabor.org)  
Website: [www.northwestarcticborough.org/edc/](http://www.northwestarcticborough.org/edc/)

Sincerely,

Shaun



A handwritten signature in black ink, appearing to read "S. M. Wilhelm". The signature is fluid and cursive.

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](mailto: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](mailto:rroeske@kpedd.org)  
Website: [www.kpedd.org](http://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](mailto:EconomicDevelopment@co.fairbanks.ak.us)  
[bjohnson@fnsb.us](mailto:bjohnson@fnsb.us)  
Website: [www.co.fairbanks.ak.us/mayor/EconomicDevelopment/default.htm](http://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](mailto:fsmith@nwabor.org)  
Website: [www.northwestarcticborough.org/edc/](http://www.northwestarcticborough.org/edc/)

*email sent  
07/08/14*

Sincerely,

Shaun

# ECONOMIC DEVELOPMENT FOR LOCAL LEADERS

## PIECING IT ALL TOGETHER

	<b>Module 1</b> What is Economic Development? <ul style="list-style-type: none"> <li>• Typical Outcomes</li> <li>• Structures</li> <li>• Function</li> </ul>	<b>Module 2</b> Strategic Planning for Economic Development Partnerships	<b>Module 3</b> Business Retention and Expansion Entrepreneurship Development
	<b>Module 4</b> Business Attraction <ul style="list-style-type: none"> <li>• Marketing</li> <li>• Site Selection</li> <li>• Investment Readiness</li> <li>• Resident Attraction</li> </ul>	<b>Module 5</b> Resident Attraction and Retention	<b>Module 6</b> Tourism



- ## Who We Are
- Full service economic development consulting firm
  - Strategic Planning
  - Business Retention and Expansion Programs
  - Community and Site Selector Profiles
  - Investment Readiness Assessments and more
  - 40 + years economic development experience
  - 750 business retention interviews in the past two years
- 

## BCEDA

The British Columbia Economic Development Association (BCEDA) is the lead association of economic development Practitioners dedicated to providing services in support of its members, their professional development needs, activities, profile and economic development goals.





## 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  
Economic  
Development  
Council  
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  
Economic  
Development  
Council  
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  
Economic  
Development  
Council  
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  
Economic  
Development  
Council  
EDCD

### PHASES OF STRATEGIC PLANNING

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

ALASKA  
Economic  
Development  
Council  
EDCD

## PHASES OF STRATEGIC PLANNING

Phase 5

A  
C  
T  
I  
O  
N  
S

- 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
<b>Advertising</b>		
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
<b>Publicity</b>	Broad reach, credibility of third party endorsement	May not reach targeted audience, limited control over message, hard to track results
<b>Direct Mail</b>	Selective audience, more direct message	Can be costly (mailing lists), competitive, can be mistaken for junk mail, limited return



## Marketing Techniques

Techniques	Advantages	Limitations
<b>Personal Selling</b>		
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
<b>Promotional Materials</b>	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?





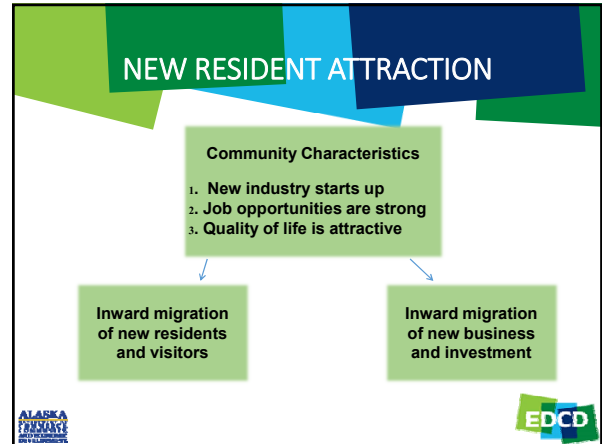
## WHAT ARE THEY LOOKING FOR?

- 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**

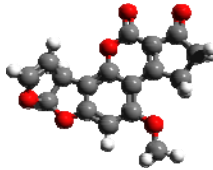


- Shopping and dining
- Make downtown an **active place**
- Entertainment
- Local historic sites
- Recreational activities
- Things we can do closer to home but will do when we visit





## 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