



Fairbanks North Star Borough Comprehensive Economic Development Strategy (CEDS)

City of Fairbanks: City Council Work Session

January 31, 2022

The Project Team

Project Steering Committee: the **FNSB Economic Development Commission**

Mayor Bryce Ward | Abigail Riggs | Frank Tomaszewski | Kristan Kelly | Mark Billingsley | Paul Robinson | Russell Talvi



FNSB Project Manager:
Brittany Smart



Contracting Team:
Shelly Wade, AICP
Molly Mylius

Supporting team
members:



Project Purpose

To develop an updated Five-Year FNSB Comprehensive Economic Development Strategy (CEDS).

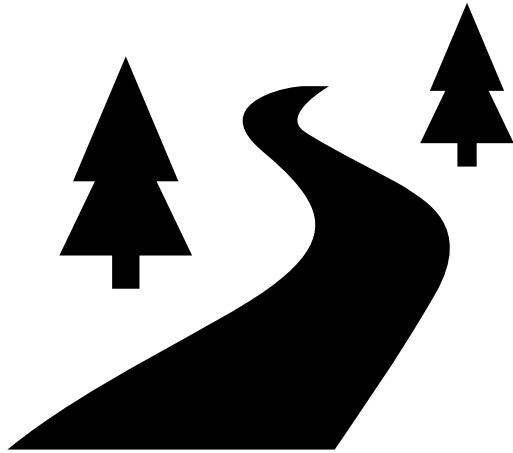


CEDS must go through a robust update every five years, with shorter, less intensive updates annually.



CEDS Purpose

A CEDS is a locally-based, regionally-driven economic development planning document that guides local government and community action.



It serves as a road map to economy resilience and prosperity.

What does a CEDS do?

- Brings the private and public sector together to develop a regional strategy and action plan.
- Identifies projects and makes recommendations to:

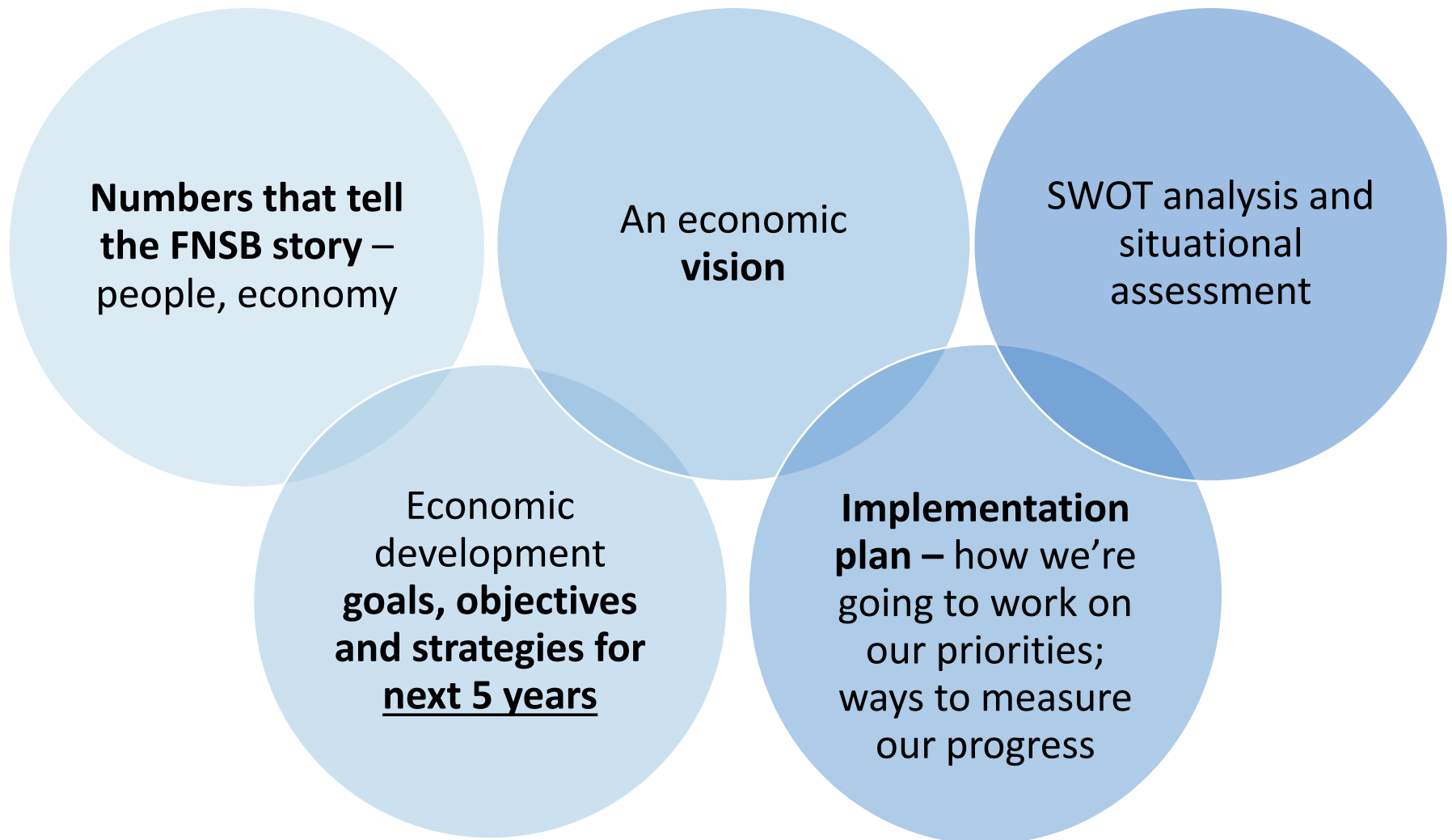
Secure and
support
businesses

Create more
and better
paying jobs

Improve
quality of life

Increase
resilience to
changes,
threats

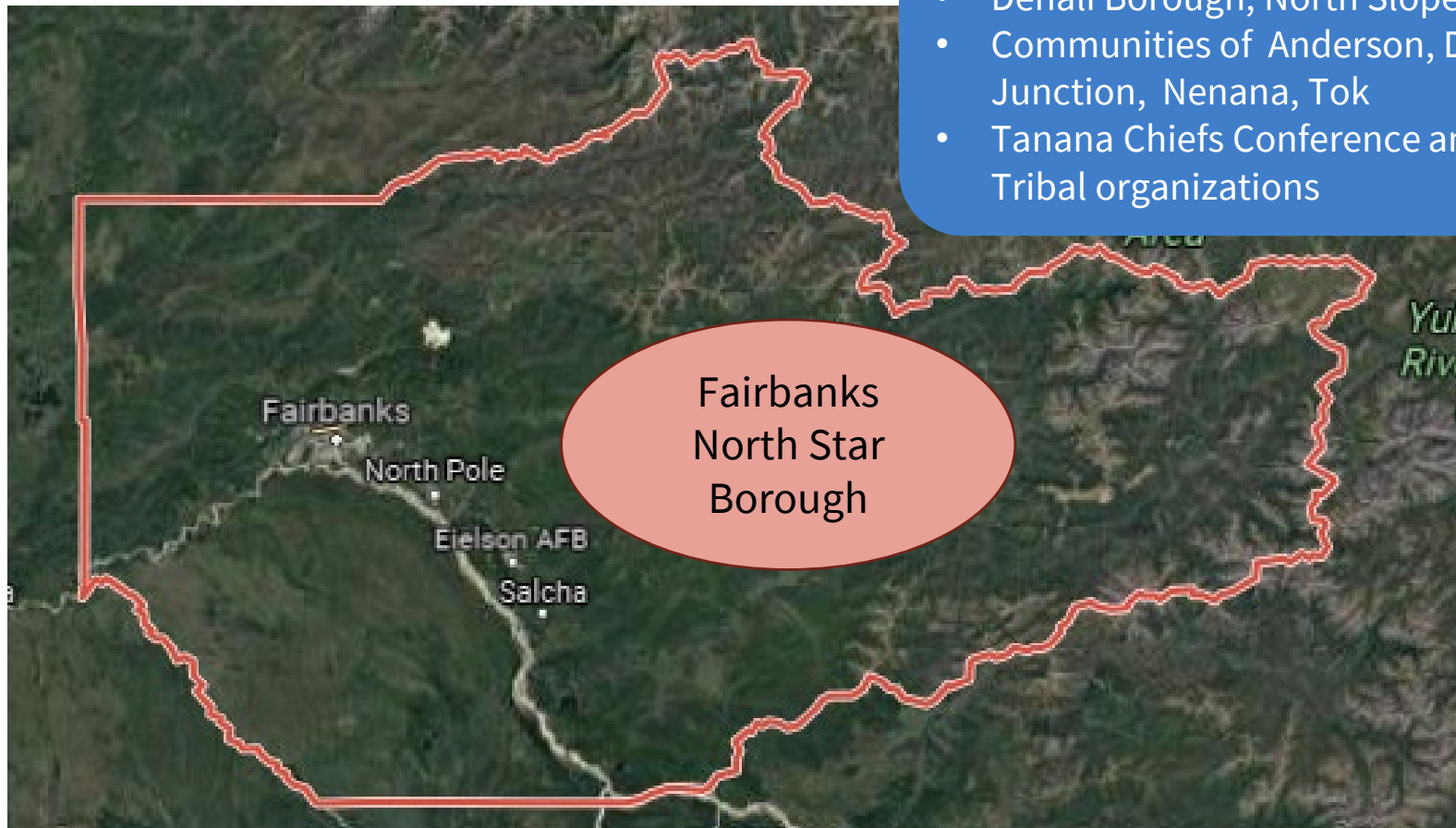
What does a CEDS include?



Project Area: FNSB

Key regional partners beyond FNSB boundaries include:


- Denali Borough, North Slope Borough
- Communities of Anderson, Delta Junction, Nenana, Tok
- Tanana Chiefs Conference and other Tribal organizations



CEDS Update Timeline

	2021									2022						
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	→
Project Website	•	← ongoing website updates →														Adoption →
Stakeholder Interviews	•	•	•	•	•	•	•	•	•	•						
Interactive Discussions	•	•	•	•	•	•	•	•	•	•						
Community Events			Midnight Sun, Golden Days, Fair													
Economic Summit											•					
E-Newsletters, Social Media, Public Notices, News, Radio										•	•		•		•	
Key Phases	<i>Project Kickoff</i>		<i>Research & Events, Interviews</i>				<i>Draft Vision & Goals</i>			<i>Economic Summit</i>		<i>Public Review Draft</i>			<i>Final CEDS</i>	→

Community Events



A photograph of a booth at the Midnight Sun Festival. A white sign with a blue bow at the top reads "What do you find the most challenging about living in Fairbanks?" and "Write it on a Post-It!". Several colorful Post-its are pinned to the sign and the background wall. Some visible Post-its include "lack of teenager activities", "unexpected weather", "Winters", "costs (e.g. shipping)", "cost of emergency", "-40 days", "cost of living", "cost of heating", "Public Transportation", "supplies and services for outdoor activities", and "cost of housing".

June 2021: Booth at Midnight Sun Festival



A photograph of a booth at the Golden Days event. A white sign with a blue bow at the top reads "What do you value most about living (or visiting) in Fairbanks?" and "Write it on a Post-It!". The sign is covered with numerous colorful Post-its. A person is visible in the foreground, looking at the sign.

July 2021: Booth at Golden Days



A photograph of a booth at the Tanana Valley State Fair. A white sign with a blue bow at the top reads "What do you... VALUE MOST OR Find the MOST CHALLENGING about LIVING (or visiting!) Fairbanks?" and "WRITE IT ON A POST-IT!". The sign is covered with numerous colorful Post-its. A person is visible in the foreground, looking at the sign.

August 2021: Booth at Tanana Valley State Fair

Other Completed Activities

Industry Roundtables

- Visitor Industry: Explore Fairbanks Board & Staff Work Session
 - Education & Workforce Development
 - Research & Innovation
- In partnership with FEDCo*
- Agriculture
 - Communications
 - Energy
 - Forestry
 - Health Care
 - Mining

Other Engagement

- Economic Development Commission Work Sessions: March, June, November
- Project Website
- Regional Snapshot
- Greater Fairbanks Chamber of Commerce Business Luncheon
- Greater Fairbanks Board of Realtors General Membership Meeting

Upcoming Activities

Roundtables

- Young Entrepreneurs
- Child Care providers
- UAF Student Government

Other Engagement

- Meet with North Pole City Council (Feb. 7)
- Economic Summit (Feb. 22-23)
- Complete outstanding interviews
 - Tribal organizations
 - New FNSB Economic Development Commissioners
 - Supplemental energy, mining, construction interviews



Proposed FNSB CEDS Topics/Sectors

Industry Clusters

key sectors that drive the FNSB economy

Energy
Health Care
Military
Natural Resources
(Agriculture, Forestry, Mining)
Research & Innovation
Visitation

Community Influencers

supportive foundations that clusters rely on to grow and flourish

Communications
Education & Workforce Development
Government
Housing and Land Use
Quality of Life
Transportation
Utilities

How does the CEDS benefit industry?

The CEDS will:

- Include a **dedicated “1-Pager” for each industry cluster** – tailored snapshot, SWOT, goals, strategies and implementation actions.

How does the CEDS benefit industry?

The CEDS will:

- Include a **dedicated “1-Pager” for each industry cluster** – tailored snapshot, SWOT, goals, strategies and implementation actions.
- Articulate a **shared economic development vision and goals** for industry, consumers, government.

How does the CEDS benefit industry?

The CEDS will:

- Include a **dedicated “1-Pager” for each industry cluster** – tailored snapshot, SWOT, goals, strategies and implementation actions.
- Articulate a **shared economic development vision and goals** for industry, consumers, government.
- Position the community/industry for **funding and investment opportunities**.

How does the CEDS benefit industry?

The CEDS will:

- Include a **dedicated “1-Pager” for each industry cluster** – tailored snapshot, SWOT, goals, strategies and implementation actions.
- Articulate a **shared economic development vision and goals** for industry, consumers, government.
- Position the community/industry for **funding and investment opportunities**.
- Hold everyone accountable with **measurable short and longer-term targets** and **ways to track and communicate progress**.

City of Fairbanks Context

City of Fairbanks in the 2016 CEDS – Relevant Project Ideas

- Convention Center in Fairbanks/Polaris Hotel Site Redevelopment.
- Rail Car Storage in Fairbanks to facilitate expansion of winter trips to Denali.
- Support Completion of the Interior Energy Project.
- Prepare feasibility study for a technology business park to support commercial enterprises in unmanned aircraft systems (UAS) and other technologies.

Interior Alaska COVID-19 Economic Impact and Recovery Plan



Interior Alaska COVID-19 Economic Impact and Recovery Plan



Objective: *To create an Interior Alaska COVID-19 Economic Impact and Recovery Plan focused on the following principles:*



Resilience through innovation



Strong local businesses



A safe & healthy community



A fully-employed workforce

Source: <https://covid-fnsb.hub.arcgis.com/pages/strategies>

City of Fairbanks Strategic Plan: Goals & Strategies

- Goal 1: Provide quality customer service with operational efficiency
 - Promote collaboration between departments
 - Establish an exceptional and diverse workforce
 - Reduce risks and exposure to accidents
 - Increase efficiency through technology

City of Fairbanks Strategic Plan: Goals & Strategies

- Goal 2: Strive for a safe and clean community
 - Enhance responses to emergencies
 - Implement community policing strategies
 - Improve condition and quality of city streets
 - Provide timely snow removal
 - Provide effective garbage collection and management
 - Ensure safe and compliant construction

City of Fairbanks Strategic Plan: Goals & Strategies

- Goal 3: Engage community through effective communication
 - Provide accessible and usable data
 - Increase citizen engagement
 - Provide timely information

City of Fairbanks Strategic Plan: Goals & Strategies

- Goal 4: Maintain and ensure strong financial management
 - Promote long-term financial sustainability
 - Maintain basic services while remaining debt free
 - Mitigate risk through financial reserves
 - Identify and implement cost savings operations
 - Achieve recognition for financial and budget reports

Discussion Questions

1. What **factors are a barrier** to successful economic development in the city of Fairbanks (and more broadly, FNSB, Interior AK)?
2. What **priorities (strategies/projects)** should be included in the 5-Year CEDS? Specifically, what strategies or projects will:
 - Increase local employment
 - Support businesses
 - Increase the economy's resilience and mitigate vulnerabilitiesIn the city, borough, Interior AK?

Next Steps and Wrap-Up

Next Steps

- January 2022 – Conclude sector outreach
- **February 22-23, 2022 – Economic Summit**
- April 2022 – Release public review draft
- June 2022 – Release final draft

Interior Alaska Economic Summit

February
22-23, 2022

View the flyer
online [here](#)



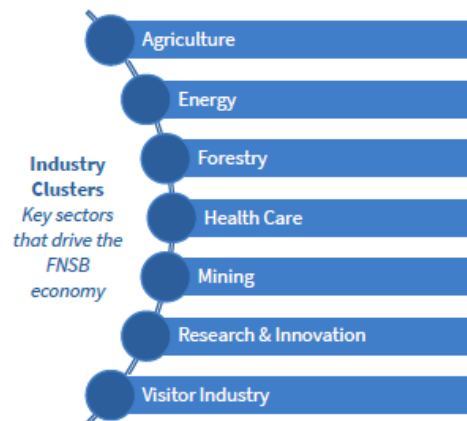
Save the Date: February 22nd -23rd 2022

2022 Interior Alaska Economic Summit

The 2022 Interior Alaska Economic Summit will bring regional community, business, and industry leaders together to collaborate on economic opportunities as we work towards a stronger, more resilient Interior Alaska economy. The Summit is free and will be held at the Westmark in Fairbanks.

Topics for Breakout Sessions

(preliminary at-a-glance agenda on reverse)



RSVP Today

More details coming soon. RSVP and stay informed: www.surveymonkey.com/r/IAEconSummit



PURPOSE & OUTCOMES

- The 2022 Interior Alaska Economic Summit will inform development of the updated 5-Year Fairbanks North Star Borough Comprehensive Economic Development Strategy (CEDS).
- Participants will review and confirm CEDS components, including a shared economic development vision, goals, and 5-year priorities.
- The updated CEDS will better position the community for funding & investment opportunities.

Interior Alaska Economic Summit

February
22-23, 2022

View the at-a-glance agenda online [here](#)

Tuesday

February 22nd – Focus on Industry Clusters

Time	Topic		Virtual Option?
9:00 – 9:45 am	Opening Plenary: Welcome and Inspiration		Yes
9:45 – 10:00 am	Break		
10:00 – 11:45 am	Industry Breakouts Round 1	Agriculture	No
		Energy	No
11:45 am – 1:00 pm	Lunch – on your own		
1:00 – 2:45 pm	Industry Breakouts Round 2	Forestry	No
		Health Care	No
2:45 – 3:00 pm	Break		
3:00 – 5:00 pm	Industry Breakouts Round 3	Mining	No
		Research and Innovation	No
		Visitor Industry	No

Wednesday

February 23rd – Focus on Community Influencers

Time	Topic		Virtual Option?
9:00 – 10:45 am	Influencer Breakouts Round 1	Small Business Development & Entrepreneurship	No
		Communications (phone, internet connectivity)	No
10:45 – 11:00 am	Break		
11:00 am – 12:45 pm	Influencer Breakouts Round 2	Land Use, Housing, & Environment (includes utilities)	No
		Indoor & Outdoor Recreation (includes entertainment, retail, parks, trails)	No
12:45 – 1:45 pm	Lunch – on your own		
1:45 – 3:30 pm	Influencer Breakouts Round 3	Education & Workforce Development	No
		Transportation (includes roads, aviation, rail, bike/pedestrian connections)	No
3:30 – 4:00 pm	Break		
4:00 – 5:00 pm	Closing Plenary: Summary of Results and Next Steps		Yes

Learn More on Our Website



2021 Fairbanks North Star Borough Comprehensive Economic Development Strategy (CEDS) Update

[PURPOSE](#)[WHAT IS INCLUDED?](#)[TOPICS](#)[PROJECT TEAM](#)[GET INVOLVED](#)[SCHEDULE](#)[RESOURCES](#)[CONTACT US](#)

A Stronger, More Resilient Economy.

www.FNSBCEDS.com

Other Relevant Planning Efforts

Tanana Chiefs Conference Comprehensive Economic Development Strategy	www.tananachiefs.org/ceds/
Comprehensive Roads Plan	fnsbroadspan.com/
Fairbanks Downtown Plan	<i>Updated website coming soon</i>
Comprehensive Recreational Trails Plan	fnsbtrailsplan.com/
Pioneer Park Master Plan	fairbankspioneerparkplan.com/

Thank you!

Brittany Smart

FNSB Project Manager

brittany.smart@fnsb.gov

907-459-1302

Shelly Wade, AICP

Agnew::Beck Consulting Project Manager

shelly@agnewbeck.com

907-242-5326

Want to learn more? Visit our website: FNSBCEDS.com