



Fairbanks North Star Borough Comprehensive Economic  
Development Strategy (CEDS)

# **Interior Alaska Economic Summit**

Closing Plenary, February 23, 2022

Westmark Hotel & Conference Center & Zoom

# The Project Team



## FNSB Economic Development Commission

*Mayor Bryce Ward | Abigail Riggs | Frank Tomaszewski  
Kristan Kelly | Mark Billingsley | Paul Robinson | Russell Talvi  
Past Members: Deb Hickok, Matt Cooper, Mike Meeks, Mindy O'Neall*

## FNSB Project Manager

Brittany Smart

### Contracting Team:

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Supporting team  
members:



# Special Thanks To:

- **Fairbanks Economic Development Corporation** and **The Greater Fairbanks Chamber of Commerce** for helping facilitate breakouts
- **Explore Fairbanks** for providing us with supplies
- The **Westmark** for hosting us
- The **FNSB and Interior AK community, visitors and other partners** that have contributed to the process since we began in spring 2021

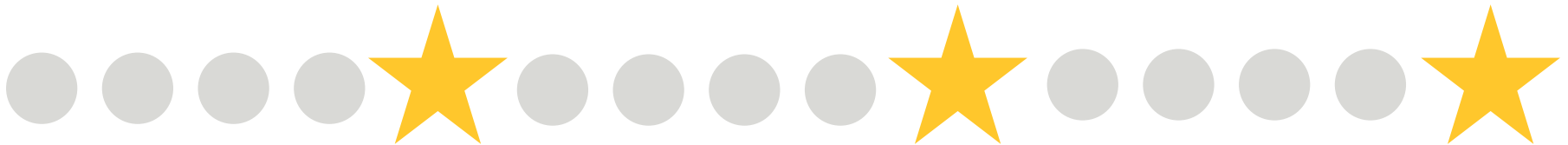
# Reminder: Purpose of the CEDS

# 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.



# What is a CEDS?

- **A locally-based, regionally-driven economic development roadmap** that guides government and community action.
- Brings the **private, public and non-profit sectors** 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

# Your Thoughts on the Proposed Economic Vision

*The Land of the Midnight Sun & Golden Heart of Alaska is a global economic hub, where families, businesses, adventurers, and opportunities thrive.*

- Feels generic → Remove “global” → Add “Arctic”
- Remove “Land of the Midnight Sun” → Keep “Golden Heart”
- Everyone should see themselves in the vision – are we being equitable?

# Brief Recap of Breakout Discussions



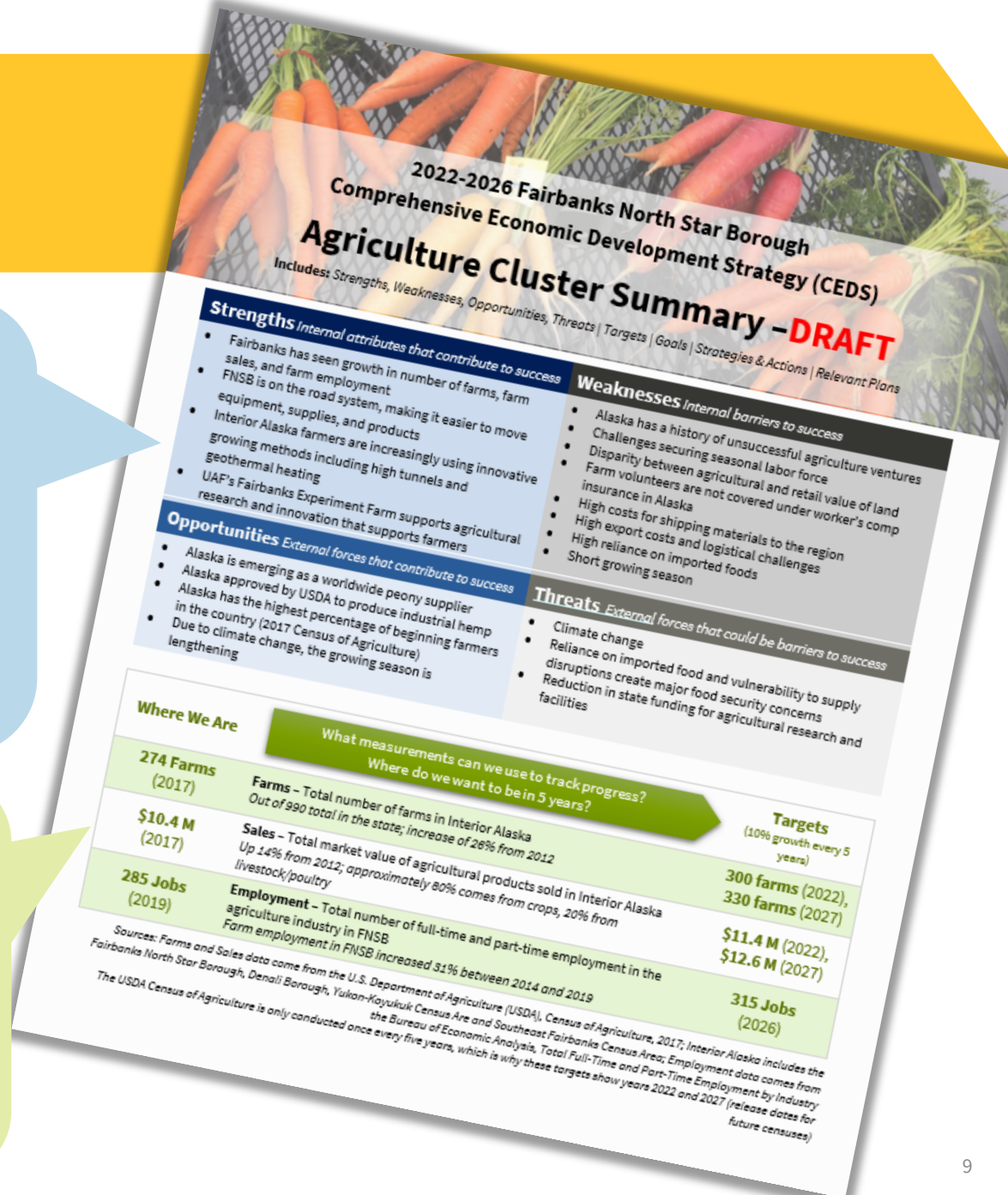
# Agriculture

## Project idea:

Encourage residents to buy local, including expanding FEDC's Golden Heart Grown program and distribution of the Interior Agriculture Directory.

## Indicator idea:

Supplemental Nutrition Assistance Program (SNAP) dollars being used at farmer's markets



# Energy

## Project idea:

Support safe installation of the Air Force's first nuclear micro-reactor as a supplemental power source for Eielson Air Force Base and waste heat for agriculture and other energy needs.

## Indicator idea:

Annual Household Cost – Total annual energy cost per household

2022-2026 Fairbanks North Star Borough Comprehensive Economic Development Strategy (CEDS) Energy Cluster Summary – <b>DRAFT</b>			
Includes: Strengths, Weaknesses, Opportunities, Threats   Targets   Goals   Strategies & Actions   Relevant Plans			
<b>Strengths</b> <i>Internal attributes that contribute to success</i> <ul style="list-style-type: none"> <li>Connected to the Railbelt power grid</li> <li>Progress with natural gas expansion, including line extensions, tank storage, utility consolidation, and long-term cost stability through contracting agreements</li> <li>The U.S. Department of Energy recently reopened its Arctic Energy Office at UAF, dedicated to researching, developing, and deploying energy technology</li> <li>National Renewable Energy Laboratory joined forces with Cold Climate Housing Research Center, with a focus on future energy systems, bringing expanded staffing, research facilities, and new investment to the region</li> <li>Chena Hot Springs annual renewable energy fair</li> <li>PetroStar's new asphalt plant</li> <li>UAF's new coal-fired power plant</li> </ul>		<b>Weaknesses</b> <i>Internal barriers to success</i> <ul style="list-style-type: none"> <li>High costs of energy</li> <li>Reliance on coal for electricity generation</li> <li>High cost to develop renewable energy projects</li> <li>Little opportunity for solar or wind energy production</li> <li>Local preference for wood for home heating</li> <li>Limited natural gas line network and lack of funding for main line extensions; limited liquefaction capacity</li> <li>No natural gas transport options except trucking</li> <li>Risks of nuclear micro-reactors in rural areas</li> <li>Delays to completion of the Titan LNG plant expansion</li> <li>Workforce challenges, including high turnover and challenges recruiting a skilled workforce</li> <li>Low density and small population mean economies of scale for new infrastructure are not there</li> </ul>	
<b>Opportunities</b> <i>External forces that contribute to success</i> <ul style="list-style-type: none"> <li>Eielson selected as pilot location for the Air Force's first nuclear micro-reactor</li> <li>Increased collaboration between neighboring communities (Denali Borough, City of Nenana, Tok)</li> <li>Current and potential federal funding opportunities for new infrastructure through the American Rescue Plan Act, COVID-19 relief funds, Infrastructure Investment and Jobs Act, and more</li> <li>Electric car charging infrastructure expansion</li> <li>Both the Biden and Dunleavy administrations have expressed interest in increasing the deployment of renewables over the next fifty years</li> </ul>		<b>Threats</b> <i>External forces that could be barriers to success</i> <ul style="list-style-type: none"> <li>Ongoing supply chain disruptions due to the pandemic and workforce shortages</li> <li>Federal policies that restrict new resource development</li> <li>Ongoing designation as an EPA nonattainment area due to air quality, and potential cuts in federal funding</li> <li>Reliance on coal, oil, and gas and negative impacts from market price fluctuations</li> </ul>	
Where We Are	What measurements can we use to track progress? Where do we want to be in 5 years?		2026 Targets
311 (2021)	<b>New Annual Natural Gas Service Lines</b> – Number of homes being converted or new homes with natural gas connections		300 (annual)
\$5,292 (2018)	<b>Annual Household Cost</b> – Total annual energy cost per household <i>This amount is approx. 1.3 times the statewide average, 2.3 times the national average</i>		\$4,762 (10% reduction)
<b>Need to ID</b>	<b>Renewables</b> – Percentage of Interior Alaska energy that comes from renewable sources – <b>need to identify baseline and target</b>		<b>Need to ID</b>

Sources: Natural gas connections from the Interior Energy Project. Annual energy costs from the 2018 AHFC Statewide Housing Assessment.  
Energy Cluster Summary Draft for Interior Alaska Economic Summit Review, February 2022



# Health Care

## Project idea:

- Address known gaps in medical specialty care (Otolaryngology [Ear, Nose, Throat] and potentially orthopedics), and behavioral health services
- Reopen the dental hygiene program at UAF.
- Establish a licensed practical nursing (LPN) program at UAF.

## Indicator idea:

Ratio of population to health care providers.



# Forestry

## Project idea:

Manage local forests to maximize productivity of local biomass for heating and construction materials and to reduce threats from wildfires.

## Indicator idea:

Annual Household Cost –  
Total annual energy cost  
per household

2022-2026 Fairbanks North Star Borough  
Comprehensive Economic Development Strategy (CEDS)  
**Forestry Cluster Summary – DRAFT**  
Includes: Strengths, Weaknesses, Opportunities, Threats | Targets | Goals | Strategies & Actions | Relevant Plans

<b>Strengths</b> <i>Internal attributes that contribute to success</i> <ul style="list-style-type: none"><li>The 1.81-million-acre Tanana Valley State Forest (TVSF)</li><li>The 12,400-acre Bonanza Creek Experimental Forest (in TVSF) supports forestry research</li><li>Forest management partnerships, including the Tanana Valley State Forest Citizens Advisory Committee</li><li>Roads that can support both logging and recreation access</li><li>Recreation opportunities in TVSF, including hunting, fishing, trapping, camping, hiking, dog mushing, skiing, snowmachining, boating, and berry-picking</li><li>Availability of programs available to help communities install <b>biomass</b>; creating a locally-sourced heat source and creating local employment opportunities</li></ul>	<b>Weaknesses</b> <i>Internal barriers to success</i> <ul style="list-style-type: none"><li>Conflicts between logging and recreation/trail users, and between different recreation user groups on forestry trails</li><li>Limited infrastructure (roads, power), including some areas with winter-only access</li><li>Long rotation of harvestable species (e.g., white spruce requires 125 years to grow from seedling to a tree with harvestable value)</li><li>High staff turnover and loss of operational knowledge in communities installing biomass</li></ul>
<b>Opportunities</b> <i>External forces that contribute to success</i> <ul style="list-style-type: none"><li>Spruce bark beetle harvest sales</li><li>U.S. Department of Energy (DO) Office of Energy Efficiency and Renewable Energy's Conversion Research and Development Program is exploring how to improve and scale up biomass technology</li></ul>	<b>Threats</b> <i>External forces that could be barriers to success</i> <ul style="list-style-type: none"><li>Climate change and increased wildfire risks</li><li>Spruce bark beetle infestations</li><li>Potential environmental impacts of logging and logging roads</li></ul>

Where We Are	What measurements can we use to track progress? Where do we want to be in 5 years?	2026 Targets
224 (2019)	<b>Employment</b> – Total number of FNSB residents employed full or part time in forestry, fishing, or related activities <i>No change between 2018 and 2019</i>	
Need to ID	<b>Biomass Use for Energy Generation</b> – The number of Interior Alaska communities with biomass projects installed to reduce heat – <b>need to identify baseline and target</b>	235 (5% growth)
55,533 acres (2021)	<b>Wildfire</b> – Reduce the total acres of uncontrolled wildfire acres burned on state lands in the Fairbanks region of the Alaska Division of Forestry <i>2021 number comes from a combined 48 fires; the 10-year average is 23,945 acres burned annually; excludes fires on federal agency lands (including TVSF), private lands.</i>	Need to ID
	<b>Other Potential Indicators</b> (need baselines and targets): Number of Interior Alaska wood products businesses; total board feet of locally harvested lumber; percentage of Interior Alaska forests that are classified as healthy	10,000 acres

Sources: Employment numbers from the Bureau of Economic Analysis; wildfire acres burned from Alaska Department of Natural Resources, Division of Forestry Annual Fire Statistics, Alaska Interagency Coordination Center Predictive Service/Intelligence Reports.

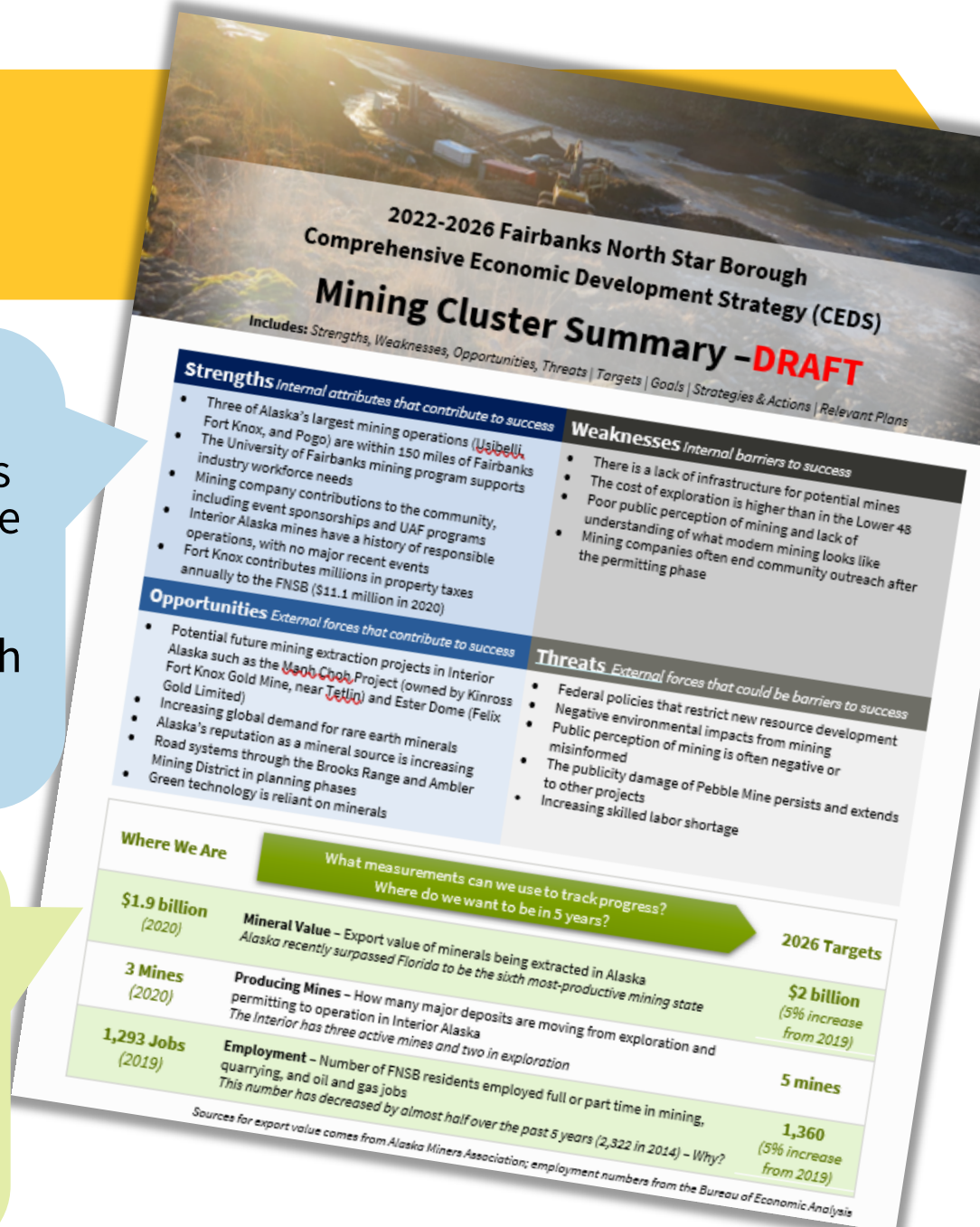
# Mining

## Project idea:

Support and expand mining and geology related degree programs in Alaska, including expanding the UAF Mining and Geologic Engineering program and vocational training programs such as the Mining and Petroleum Training Service (MPTS)

## Indicator idea:

Number of FNSB residents employed full or part time in mining, quarrying, and oil and gas jobs





# Research & Innovation

## Project idea:

Support greater community participation and local hire in research efforts and ensure community-based research is communicated back in accessible and usable formats.

Indicator idea:  
Research related expenditures

**2022-2026 Fairbanks North Star Borough Comprehensive Economic Development Strategy (CEDS) Research & Innovation Summary – DRAFT**

*Includes: Strengths, Weaknesses, Opportunities, Threats | Targets | Goals | Strategies & Actions | Relevant Plans*

Strengths <i>Internal attributes that contribute to success</i>		Weaknesses <i>Internal barriers to success</i>	
<ul style="list-style-type: none"> <li>Department of Defense has robust and growing research efforts in Interior Alaska</li> <li>FNSB has a skilled workforce and educated population</li> <li>Department of Energy recently reopened its UAF Arctic Energy Office</li> <li>National Renewable Energy Laboratory (NREL) joined forces with UAF Center for Innovation, Commercialization, and Entrepreneurship launched its Innovation Accelerator</li> <li>The research sector creates jobs for Interior residents and offers solutions to challenges experienced in Interior Alaska communities</li> </ul>		<ul style="list-style-type: none"> <li>University/academic research at UAF does not always successfully transfer to implementation by the private sector or practical use in Interior Alaska communities</li> <li>Limitations of data processing power in Fairbanks, including higher costs and lower speeds due to data bottlenecks between Alaska and the Lower 48</li> </ul>	
Opportunities <i>External forces that contribute to success</i>		Threats <i>External forces that could be barriers to success</i>	
<ul style="list-style-type: none"> <li>Current and potential federal funding opportunities for new infrastructure through the American Rescue Plan, Infrastructure Investment and Jobs Act, and more</li> <li>National Science Foundation Established Program to Stimulate Competitive Research (EPSCoR) funds extensive Alaska research efforts and infrastructure improvements</li> <li>Autonomous systems and remote sensing technologies have the potential to lower costs and increase safety, with diverse applications throughout Alaska</li> <li>There are many funding opportunities available for research areas relevant to UAF, including ocean research</li> </ul>		<ul style="list-style-type: none"> <li>State budget challenges and uncertainty with direct negative impacts to UAF</li> </ul>	

Where We Are	What measurements can we use to track progress? Where do we want to be in 5 years?	2026 Targets (5% growth from 2019)
\$49 M	<b>Private Sector Business Research</b> – Business research and development expenditures (80% privately funded by companies, 8% federal, 10% other); <i>Helps identify private sector investment since it excludes universities and federally funded research centers</i>	\$51.4 M
\$110.9 M (FY20)	<b>UAF Research</b> – Research-related expenditures from external research funding, including federal grants, state pass throughs, and state research grants; up 14% from FY2015 (\$97.5 M)	\$116.5 M
49 (FY20)	<b>Ph.D.s</b> – Annual number of UAF students receiving Ph.D.s; <i>increasing this number will be key for achieving Tier 1 status (requires increasing the annual # of Ph.Ds by a factor of four or five)</i>	100

**Other Potential Indicators (need baselines and targets):** # of Small Business Innovation Research and /Small Business Technology Transfer to AK companies; # of businesses that select Fairbanks as their home for research development; # of phase 1 or 2 research awards to AK-based businesses that move to phase 3; # of awards @ UAF where prime awardee is SBIR/STTR company; # of contracts/subawards on research grants that go to entities (private, government, Tribal, etc.); successful application of research in solving local/regional challenges such as water-sewer

*Sources: Business Enterprise Research and Development Survey, 2019; UAF Fact Sheets*

# Visitor Industry

## Project idea:

Construct the Fairbanks Convention and Arts Center.

## Indicator idea:

Visitor spending (captured via bed tax data).

Advocate for annual Alaska Visitor Statistics Program implementation.

2022-2026 Fairbanks North Star Borough  
Comprehensive Economic Development Strategy (CEDS)  
**Visitor Industry Cluster Summary - DRAFT**  
Includes: Strengths, Weaknesses, Opportunities, Threats | Targets | Goals | Strategies & Actions | Relevant Plans

Strengths	Weaknesses
<i>Internal attributes that contribute to success</i> <ul style="list-style-type: none"><li>• Access to outdoor recreation (trails, parks, fishing)</li><li>• Appealing and walkable city center</li><li>• Arts and culture opportunities; Alaska Native culture</li><li>• Beautiful landscapes and wildlife</li><li>• Explore Fairbanks</li><li>• Midnight sun in summer, aurora in winter</li><li>• On the road system</li><li>• Proximity to Denali National Park and the Arctic Circle</li><li>• Thriving mix of local restaurants, breweries</li><li>• World Ice Championships</li></ul>	<i>Internal barriers to success</i> <ul style="list-style-type: none"><li>• Aging infrastructure: roads and sidewalks in disrepair, limited sidewalk snow removal in winter</li><li>• Misunderstanding from government and citizens of the purpose and use of the bed tax</li><li>• Staffing challenges during pandemic (e.g., lack of J-1 Visa workers); general challenges recruiting for seasonal employment</li><li>• Visible homelessness in downtown Fairbanks, with insufficient services to meet demand</li></ul>

Opportunities	Threats
<i>External forces that contribute to success</i> <ul style="list-style-type: none"><li>• Alaska Long Trail</li><li>• Expanding rail service to be year-round, and potential connection with Alberta</li><li>• Growing interest in Arctic tourism</li><li>• Increased collaboration between neighboring destinations (Denali Borough, City of Nenana, Tok)</li><li>• Increasing year-round tourism</li><li>• Legalization of marijuana</li></ul>	<i>External forces that could be barriers to success</i> <ul style="list-style-type: none"><li>• Climate change, including increased wildfire risks</li><li>• COVID-19 and ongoing impacts to health, travel, workers</li><li>• Dependence on cruise lines for many visitors</li><li>• Land use conflicts at recreation and aurora sites</li><li>• Light pollution (threat to aurora viewing)</li><li>• Supply chain shortages (e.g., impacts on rental car supply) by COVID-19</li><li>• Uncertainty and disruption to travel and workforce caused by COVID-19</li></ul>

Where We Are (2019 as pre-pandemic baseline)	What measurements can we use to track progress? Where do we want to be in 5 years?	2026 Targets (5% growth from 2019)
5,991	<b>Jobs</b> – FNSB residents employed in leisure & hospitality 10% of total workforce in 2019; this sector saw the greatest losses in 2020	6,290
\$70.5 Million	<b>Visitor Spending</b> – Hotel/motel annual room receipts Increased 6% from 2016 to 2019, then declined 55% between 2019 and 2020	\$74 Million
\$143 Million	<b>Wages</b> – Annual wages to FNSB residents employed in leisure & hospitality Only 4% of total wages, indicating these jobs pay less than other industries	\$150 Million
596,066	<b>Passengers</b> – Fairbanks International Airport passenger arrivals 2020 passenger arrivals were half the 2019 number	625,869
11.7 days (2016)	<b>Trip Length</b> – Average stay for visitors whose Alaska trips include Interior Alaska Visitors to Interior Alaska stay longer than the statewide visitor average of 9.2 days	12.5 days (increase of ~1 day)

Sources: Employment & wages from 2019 Bureau of Economic Analysis; Hotel receipts from FNSB Community Research Quarterly (as reported by Cities of Fairbanks & North Pole, FNSB Financial Services); Passenger data from FNSB Community Research Quarterly; trip length from the Alaska Visitor Statistics Program.

Industry One-Page Draft for Interior Alaska Economic Summit Review, February 2022

# Small Business Development & Entrepreneurship

## Project idea:

Educate local businesses about the benefits of joining BuyAlaska.com.

## Indicator idea:

Number of new small businesses formed.





# Communications (phone, internet connectivity)

## Project idea:

Advocate for streamlined state and federal permitting for broadband projects and reduced permitting fees.

## Indicator idea:

Number of unserved communities in Interior Alaska (lacking speeds of at least 25 Mbps downstream and 3 Mbps upstream)

**2022-2026 Fairbanks North Star Borough Comprehensive Economic Development Strategy (CEDS)**  
**Communications Influencer Summary – DRAFT**  
Includes: Strengths, Weaknesses, Opportunities, Threats | Targets | Goals | Strategies & Actions | Relevant Plans

<b>Strengths</b> Internal attributes that contribute to success	<b>Weaknesses</b> Internal barriers to success
<ul style="list-style-type: none"><li>Expansion of middle mile infrastructure (the segment of physical telecommunications infrastructure that links community networks with global network lines) over the past decade</li><li>Major improvements and investments in new infrastructure in Alaska, including installation of a 5<sup>th</sup> fiber optic cable along the Dalton Highway, the GCI's TERRA network, and Quintillion</li></ul>	<ul style="list-style-type: none"><li>Limited internet connectivity; 11% of the population do not have any internet service providers (FCC, 2020)</li><li>Poor cell service in portions of FNSB</li><li>Current FCC broadband maps use a process developed 20 years ago that is not helpful, relevant, or accurate to capture current needs</li><li>Land use policies that create challenges for affordably installing telecommunications infrastructure</li><li>Limited availability of funding, especially for middle mile infrastructure</li><li>The region's relatively small population spread across a large geography, with limited overland connectivity to surrounding rural areas and distance from</li></ul>
<b>Opportunities</b> External forces that contribute to success	<b>Threats</b> External forces that could be barriers to success
<ul style="list-style-type: none"><li>Rapidly evolving technology improvements, including satellite</li><li>Current and potential federal funding opportunities for new infrastructure through the American Rescue Plan Act, COVID-19 relief funds, Infrastructure Investment and Jobs Act, and more</li><li>Availability of programs that aim to reduce the costs of internet for low-income households</li></ul>	<ul style="list-style-type: none"><li>Technology advancements – infrastructure becomes obsolete quickly</li></ul>

Where We Are (2019)	What measurements can we use to track progress? Where do we want to be in 5 years?	2026 Targets
89.6% urban 70% rural (need to ID)	<b>Speeds</b> – Percentage of FNSB population with access to fixed terrestrial broadband at speeds of at least 25 Mbps downstream and 3 Mbps upstream Overall state rate is 85.2%; likely overestimates coverage due to methodology <b>Unserved</b> – Number of unserved communities in Interior Alaska (lacking speeds of at least 25 Mbps downstream and 3 Mbps upstream)	100% urban 85% rural (need to ID)

Other Potential Indicators (need baselines and targets): latency; wireless coverage maps from providers; cell coverage; future FCC coverage  
Sources: Federal Communications Commission Fourteen Broadband Deployment Report, January 2021.

# Land Use, Housing, and Environment

## Project idea:

Conduct housing needs assessment and plans for annual updates.

## Project idea:

Conduct outreach to increase community knowledge of existing land use policies that impact business development, housing, recreation, etc.

## Project idea:

Continue to take steps to improve air quality with a focus on reducing PM2.5.




# Recreation & Entertainment

## Project idea:

Secure funding for and implement phases 2 of the Pioneer Park Master Plan, including opening the park to the riverfront, adding a multi-purpose center.

## Indicator idea:

Miles of trail in FNSB.



**2022-2026 Fairbanks North Star Borough  
Comprehensive Economic Development Strategy (CEDS)  
Recreation & Entertainment Summary - DRAFT**  
Includes: Strengths, Weaknesses, Opportunities, Threats | Targets | Goals | Strategies & Actions | Relevant Plans

<b>Strengths</b> Internal attributes that contribute to success	<b>Weaknesses</b> Internal barriers to success
<ul style="list-style-type: none"><li>• Access to outdoor recreation (trails, parks, fishing)</li><li>• Availability of quality public libraries</li><li>• Beautiful landscapes and wildlife</li><li>• Downtown Fairbanks is historic, walkable, and features many retail and restaurant options, with great waterfront access</li><li>• Increasing number of local restaurants and breweries</li><li>• Many community events, festivals throughout the year</li><li>• Quality and diverse museums that attract visitors and preserve the region's history and heritage</li><li>• Shopping hub for the surrounding region, with flagship stores such as Costco</li><li>• Traditional arts and crafts of Alaska Native artists</li></ul>	<ul style="list-style-type: none"><li>• Conflicts between logging and recreation/trail users, and between different recreation user groups on forestry trails</li><li>• Limited access to opportunities for seniors and those with mobility challenges</li><li>• Limited chain restaurants and shopping outlets</li><li>• Outlying areas of the FNSB have fewer opportunities and dedicated space for bicycles and pedestrians</li><li>• Sales tax in North Pole (4%) can be a disincentive for shopping locally for some residents</li><li>• The area within a 20-minute drive radius of EAFB, including the nearby City of North Pole, has limited retail, dining and indoor recreation options; in a telephone-based retail needs survey of the North Pole area in 2017, respondents gave poor scores for local shopping and retail</li></ul>
<b>Opportunities</b> External forces that contribute to success	<b>Threats</b> External forces that could be barriers to success
<ul style="list-style-type: none"><li>• Alaska Long Trail</li><li>• Funding for quality-of-life improvements based on a Fort Wainwright Behavioral Health Epidemiological Consultation (BH EPICON) study that was conducted in response to a high number of suicides and fatalities</li><li>• Increasing year-round visitation to better support the leisure and hospitality industry year-round</li></ul>	<ul style="list-style-type: none"><li>• Land use conflicts at recreation and aurora sites</li><li>• Ongoing supply chain disruptions due to the pandemic and workforce shortages</li></ul>

Where We Are	What measurements can we use to track progress? Where do we want to be in 5 years?	2026 Targets (5% growth from 2019)
260 (2020)	<b>Retail Trade Businesses</b> - Number of retail trade businesses in FNSB; largest subcategories include motor vehicle and parts dealers (40), Sporting Goods, Books, Music, etc. (29), Gasoline Stations (29), Building Material and Garden (22) Increase of 3% since 2016 (252 businesses)	273
81 (2020)	<b>Arts, Entertainment, and Recreation Businesses</b> - Number of businesses in FNSB; this category includes performing arts (18), and amusements, gambling, and recreation (55) Increase of 4% since 2016 (78 businesses)	85
\$143 Million	<b>Wages</b> - Annual wages to FNSB residents employed in leisure & hospitality Leisure & hospitality employs 10% of the population but only covers 4% of FNSB's total wages, indicating these jobs pay less than other industries	\$150 Million

Other Potential Indicators (need baselines and targets): Quality of Life indicators/satisfaction



# Education & Workforce Development

## Project idea:

Support industry-specific employment needs starting with priority employment gaps - educators, health care professionals, mining workers, telecommunication workers, utility operators, farmers, leisure and hospitality employment, construction workers, and aviation.

## Project idea:

Continue to expand STEM education in K-12 schools.

## Indicator idea:

Increased percentage of FNSB population 16 years and older who are in the workforce

## Indicator idea:

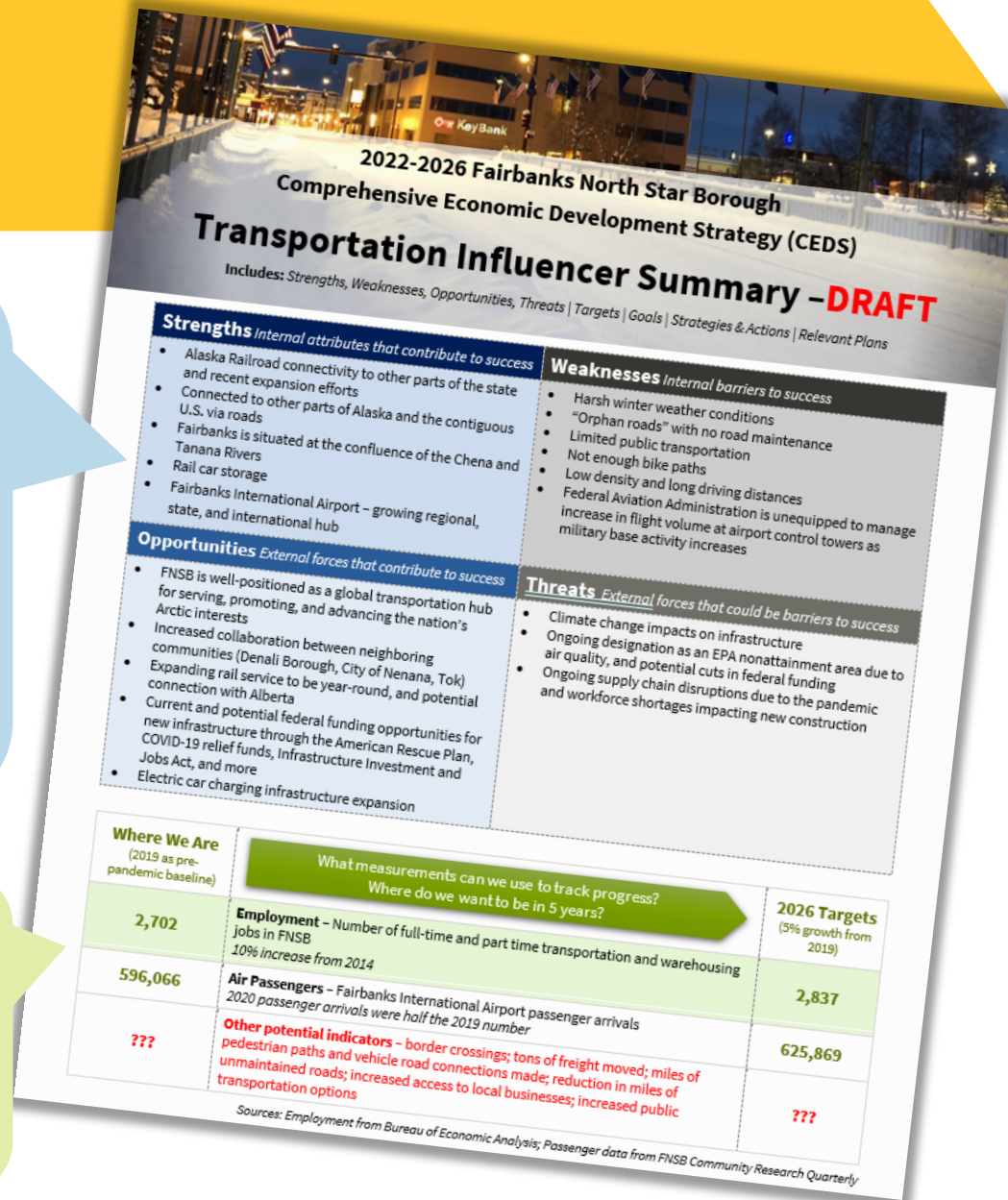
increased average earnings per job



# Transportation

**Project idea:** Increase public transit and carpool options, including service to military bases and UAF.

**Indicator idea:**  
Safer, better maintained roads.



# Next Steps

## **Summit**

- Post-Summit communications, 1-pagers & summary of breakout discussions, summit evaluation – *early March*

## **CEDS Draft & Final**

- Public review draft release – *target: April 2022*
- Final draft adoption – *target: summer 2022*

# Thank you!

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