

# Appendix H: Interior Alaska Economic Summit Materials

Summit Agenda

Summit Opening Plenary Slides

Summit Closing Plenary Slides

Summit Results - Compiled

# Interior Alaska Economic Summit: At-A-Glance Agenda

Updated February 18, 2022

## Tuesday, February 22<sup>nd</sup> – Focus on Industry Clusters

Time	Topic	Virtual Option?
8:30 – 9:00 am	Continental breakfast	
9:00 – 9:45 am	<b>Opening Plenary:</b> Welcome and Inspiration	<b>Yes</b>
	Join for video & audio via Zoom: <a href="#">Click here</a>   Call-in for audio only: 1-888-475-4499, Meeting ID: 889 3313 5228	
9:45 – 10:00 am	Break	
10:00 – 11:45 am	<b>Industry Breakouts Round 1</b> Agriculture	No
	Energy	No
11:45 am – 1:00 pm	Lunch – on your own	
1:00 – 2:45 pm	<b>Industry Breakouts Round 2</b> Forestry	No
	Health Care	No
2:45 – 3:00 pm	Break	
3:00 – 5:00 pm	<b>Industry Breakouts Round 3</b> Mining	No
	Research & Innovation	No
	Visitor Industry	No

## Wednesday, February 23<sup>rd</sup> – Focus on Community Influencers

Time	Topic	Virtual Option?
8:30 – 9:00 am	Continental breakfast	
9:00 – 10:45 am	<b>Influencer Breakouts Round 1</b> Small Business Development & Entrepreneurship	No
	Communications (phone, internet connectivity)	No
10:45 – 11:00 am	Break	
11:00 am – 12:45 pm	<b>Influencer Breakouts Round 2</b> Land Use, Housing, & Environment (includes utilities)	No
	Recreation & Entertainment (includes retail, parks, trails)	No
12:45 – 1:45 pm	Lunch – on your own	
1:45 – 3:30 pm	<b>Influencer Breakouts Round 3</b> Education & Workforce Development	No
	Transportation (includes roads, aviation, rail, bike/pedestrian connections)	No
3:30 – 4:00 pm	Break	
4:00 – 5:00 pm	<b>Closing Plenary:</b> Summary of Results and Next Steps	<b>Yes</b>
	Join for video & audio via Zoom: <a href="#">Click here</a>   Call-in for audio only: 1-888-475-4499, Meeting ID: 889 3313 5228	

**COVID-19 Mitigation Planning:** view the mitigation plan [here](#).

### Questions, comments? Contact us:

- Brittany Smart, Fairbanks North Star Borough, 907-459-1302 (direct), 907-328-8027 (call or text), [brittany.smart@fnsb.gov](mailto:brittany.smart@fnsb.gov)
- Shelly Wade, Agnew::Beck Consulting, 907-242-5326 (call or text), [shelly@agnewbeck.com](mailto:shelly@agnewbeck.com)

**Learn More about the Summit at [www.FNSBCEDS.com](http://www.FNSBCEDS.com)**



Fairbanks North Star Borough Comprehensive Economic  
Development Strategy (CEDS)

# **Interior Alaska Economic Summit**

Opening Plenary, February 22, 2022

Westmark Hotel & Conference Center & Zoom

# Land Acknowledgement

We recognize Alaska Native Tribes as the traditional stewards of this land and acknowledge the enduring relationship that exists between Alaska Native People and their traditional territories.



# 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

# Setting the Stage

Fairbanks North Star Borough CEDS Project Manager  
Brittany Smart

# 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 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

# 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 Hickock, Matt Cooper, Mike Meeks, Mindy O'Neall*

## FNSB Project Manager

Brittany Smart

### Contracting Team:

Shelly Wade, AICP  
Molly Mylius



Supporting team  
members:



# What does FNSB look like today?

## *Place*

- FNSB: Interior AK Hub
- Over 7,000 square miles
- Alaska's 2<sup>nd</sup> largest borough

Key regional partners beyond FNSB boundaries include:

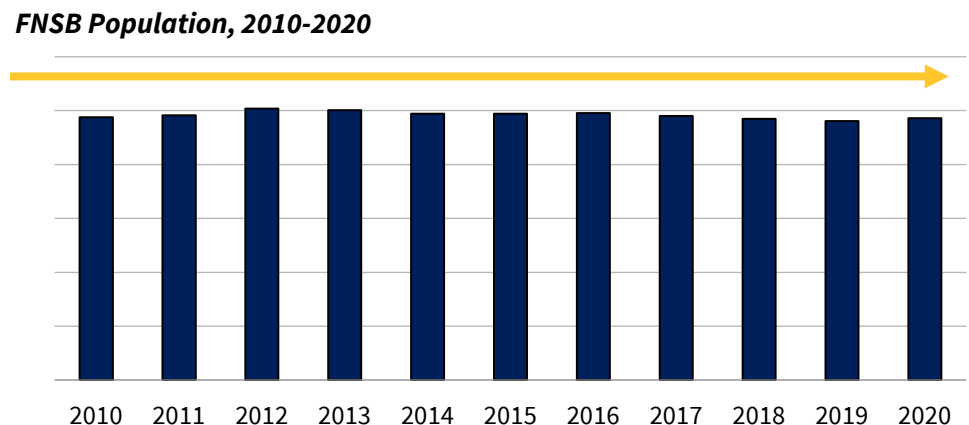
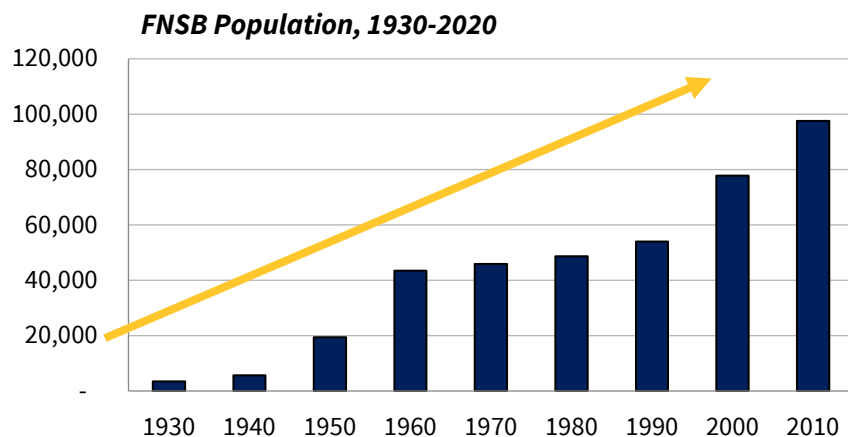
- Denali Borough, North Slope Borough
- Communities of Anderson, Delta Junction, Nenana, Tok
- Tanana Chiefs Conference and other Tribal organizations



# What does FNSB look like today?

## *People*

- **Migration** – More transitory than the state overall, with over 15,000 people moving into or out of the Borough annually
- **Education** – Nearly 1/3 of residents have a bachelor's degree or higher
- **Population** – Experienced rapid growth between 1950 and 2010; since 2010, population has remained steady



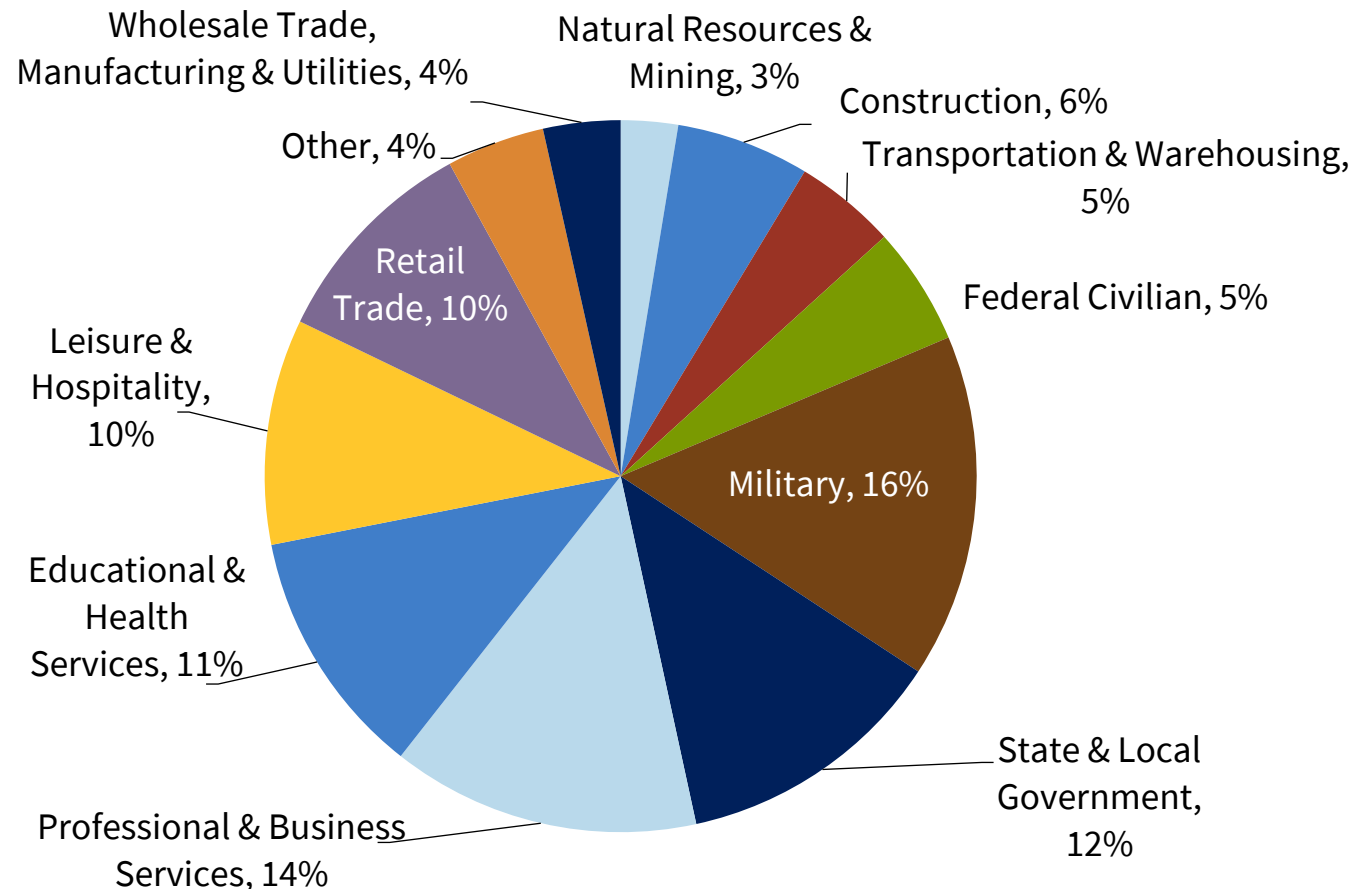
Source: 1930-2020 Alaska Department of Labor and Workforce Development, Research and Analysis section

# What does FNSB look like today?

## *Economy*

- **Hub** for over 40 Interior Alaska communities.
- **Diverse** economy.
- The **military** is the FNSB's largest employer

### FNSB Employment by Industry





# What does FNSB look like today?

## ***Major Economic Impacts***

### **COVID-19**

- Relatively high unemployment rate and job losses
- Leisure & Hospitality most impacted
- Federal investment in local recovery – CARES Act, ARPA, and Build Back Better



### **Military**

- F-35 Beddown and four additional KC-135s at Eielson Air Force Base
- Quality of life investments on Ft. Wainwright
- Military families stay after service; 12% of businesses are veteran-owned
- Meeting housing need for military growth

### **State and Federal Changes**

- State of Alaska lacks a comprehensive fiscal plan
  - Deep cuts to UAF and local municipalities
- Infrastructure Investment and Jobs Act

# Learn More – See Regional Snapshot

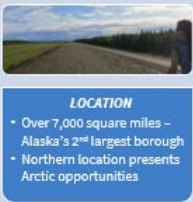



**STRONGER. THRIVING. MORE RESILIENT.**

**Fairbanks North Star Borough *Comprehensive Economic Development Strategy (CEDS) Update*** February 2022


Our world is changing. We are updating the FNSB's 2016 economic development strategy to respond to change and prepare for the future.

**What does FNSB look like today?**




**LOCATION**

- Over 7,000 square miles – Alaska's 2nd largest borough
- Northern location presents Arctic opportunities



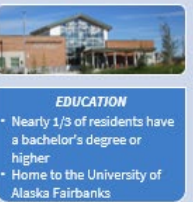
**ECONOMIC HUB**

- The region offers healthcare, jobs, education, and retail services, supporting over 40 Interior Alaska communities




**EMPLOYMENT**

- Higher concentrations of military, mining, utilities, and civilian government employment than the U.S. overall



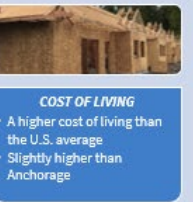
**EDUCATION**

- Nearly 1/3 of residents have a bachelor's degree or higher
- Home to the University of Alaska Fairbanks



**PEOPLE**







- More transitory than the state overall, with over 15,000 people moving into or out of the Borough annually



**COST OF LIVING**

- A higher cost of living than the U.S. average
- Slightly higher than Anchorage

**What factors are impacting the FNSB economy?**

<p><b>Population</b></p>  <p>97,561 (2010)   97,159 (2020)</p> <ul style="list-style-type: none"> <li>• Experienced rapid growth between 1950 and 2010.</li> <li>• Since 2010, population has remained steady.</li> <li>• While population has stayed flat, high numbers of residents migrate into and out of FNSB every year.</li> </ul>	<p><b>State Finances</b></p>  <ul style="list-style-type: none"> <li>• The State of Alaska lacks a comprehensive fiscal plan.</li> <li>• Over the past several years there have been deep cuts to UAF and local municipalities.</li> </ul>	<p><b>Workforce</b></p>  <ul style="list-style-type: none"> <li>• FNSB has a higher labor force participation rate (72%) than the state average, and a low unemployment rate compared with other Alaska regions.</li> </ul>	<p><b>Military</b></p>  <p>F-35s KC-135s</p> <ul style="list-style-type: none"> <li>• The arrival of F-35 fighter jets at Eielson Air Force Base (EAFB) is bringing over 3,000 new residents.</li> <li>• EAFB will also see 4 additional KC-135 tankers and up to 220 new personnel.</li> <li>• Many military households remain in FNSB after discharge; 12% of businesses are veteran owned.</li> </ul>
<p><b>Pandemic</b></p>  <p>Peak unemployment: 12.4%</p> <ul style="list-style-type: none"> <li>• Unemployment rate reached a high of 12.4% in April 2020.</li> <li>• Leisure &amp; Hospitality saw the greatest pandemic-induced employment declines (loss of 1,600 jobs from 2019 to 2020).</li> </ul>		<p><b>Housing</b></p>  <p>New construction needed: ~100 units</p> <ul style="list-style-type: none"> <li>• Incoming EAFB personnel need housing.</li> <li>• FNSB saw an increase in new housing construction from 2017-2020 but progress has slowed due to multiple factors including high lumber costs. The community is working together to meet the need.</li> </ul>	

**How can we grow and sustain our economy?**  
**The CEDS will look at key components of the FNSB economy such as:**

**Industry Clusters**

*Key sectors that drive the FNSB economy*

- ❖ Agriculture
- ❖ Energy
- ❖ Forestry
- ❖ Health Care
- ❖ Mining
- ❖ Research & Innovation
- ❖ Visitor Industry

**Community Influencers**

*Supportive foundations needed to grow and flourish*

- ✓ Business Development & Entrepreneurship
- ✓ Communications (phone, internet)
- ✓ Education & Workforce Development
- ✓ Land Use, Housing, & Environment
- ✓ Recreation & Entertainment
- ✓ Transportation

[\*\*www.FNSBCEDS.com\*\*](http://www.FNSBCEDS.com)

# Relevant Planning Efforts

Completed	
Interior Alaska COVID-19 Economic Impact and Recovery Plan (2021)	<a href="https://covid-fnsb.hub.arcgis.com/">https://covid-fnsb.hub.arcgis.com/</a>
Tanana Chiefs Conference CEDS (2021)	<a href="http://www.tananachiefs.org/ceds/">www.tananachiefs.org/ceds/</a>
Salcha-Badger Road Area Plan (2019)	<a href="http://salchabadgerplan.com/">http://salchabadgerplan.com/</a>
Eielson Regional Growth Plan (2018)	<a href="http://www.eafbregionalgrowth.com/">http://www.eafbregionalgrowth.com/</a>
FNSB Regional Comprehensive Plan (2005)	<a href="https://www.co.fairbanks.ak.us/">https://www.co.fairbanks.ak.us/</a>
In Progress	
Northern Opportunity: Statewide CEDS	<a href="http://northernopportunity.com/">http://northernopportunity.com/</a>
FNSB Comprehensive Roads Plan	<a href="http://fnsbroadspan.com/">fnsbroadspan.com/</a>
Fairbanks Downtown Plan	<a href="https://downtownfbx2040.com/">https://downtownfbx2040.com/</a>
FNSB Comp Recreational Trails Plan	<a href="http://fnsbtrailsplan.com/">fnsbtrailsplan.com/</a>
Pioneer Park Master Plan	<a href="http://fairbankspioneerparkplan.com/">fairbankspioneerparkplan.com/</a>

# Purpose & Structure of the Summit

Agnew::Beck Project Manager  
Shelly Wade

# Agenda

## Tuesday, February 22<sup>nd</sup> – Focus on Industry Clusters

Time	Topic	
8:30 – 9:00 am	Continental breakfast	
9:00 – 9:45 am	<b>Opening Plenary:</b> Welcome and Inspiration – <i>Virtual option available</i>	
9:45 – 10:00 am	Break	
10:00 – 11:45 am	<b>Industry Breakouts Round 1</b>	Agriculture
		Energy
11:45 am – 1:00 pm	Lunch – on your own	
1:00 – 2:45 pm	<b>Industry Breakouts Round 2</b>	Forestry
		Health Care
2:45 – 3:00 pm	Break	
3:00 – 5:00 pm	<b>Industry Breakouts Round 3</b>	Mining
		Research & Innovation
		Visitor Industry

## Wednesday, February 23<sup>rd</sup> – Focus on Community Influencers

Time	Topic	
8:30 – 9:00 am	Continental breakfast	
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		Recreation & Entertainment (includes retail, parks, trails)
12:45 – 1:45 pm	Lunch – on your own	
1:45 – 3:30 pm	<b>Influencer Breakouts Round 3</b>	Education & Workforce Development
		Transportation (includes roads, aviation, rail, bike/pedestrian connections)
3:30 – 4:00 pm	Break	
4:00 – 5:00 pm	<b>Closing Plenary:</b> Summary of Results and Next Steps – <i>Virtual option available</i>	

Sample  
Guiding  
Questions  
for the  
Summit

1. What did we get **right**?
2. What would you **change**?
3. What is **missing**?
4. What is **most important**?

# Proposed Economic Vision

- A vision statement tells us what we want our future economy to look like and what we're working toward.
- We have a proposed economic vision statement and want your input!



**Interior Alaska – In 5, 10, 15 years...**

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



# One-Pagers

## 2022-2026 Fairbanks North Star Borough Comprehensive Economic Development Strategy (CEDS)

### Mining Cluster Summary - DRAFT

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

#### Strengths Internal attributes that contribute to success

- Three of Alaska's largest mining operations (Usibelli, Fort Knox, and Pogo) are within 150 miles of Fairbanks
- The University of Fairbanks mining program supports industry workforce needs
- Mining company contributions to the community, including event sponsorships and UAF programs
- Interior Alaska mines have a history of responsible operations, with no major recent events
- Fort Knox contributes millions in property taxes annually to the FNSB (\$11.1 million in 2020)

#### Weaknesses Internal barriers to success

- There is a lack of infrastructure for potential exploration
- The cost of exploration is higher than in other states
- Poor public perception of mining and lack of understanding of what modern mining entails
- Mining companies often end communication during the permitting phase

#### Opportunities External forces that contribute to success

- Potential future mining extraction projects in Interior Alaska such as the **Ugavik** Project (owned by Kinross Fort Knox Gold Mine, near **Teller**) and **Ester Dome** (Felix Gold Limited)
- Increasing global demand for rare earth minerals
- Alaska's reputation as a mineral source is increasing
- Road systems through the Brooks Range and Ambler Mining District in planning phases
- Green technology is reliant on minerals

#### Threats External forces that contribute to success

- Federal policies that restrict mining
- Negative environmental impacts
- Public perception of mining and lack of understanding of what modern mining entails
- The publicity damage to other projects
- Increasing skill requirements

Where We Are	What measurements can we use to track progress? Where do we want to be in 5 years?
<b>\$1.9 billion</b> (2020)	<b>Mineral Value</b> - Export value of minerals being produced by Alaska recently surpassed Florida to be the sixth highest in the nation
<b>3 Mines</b> (2020)	<b>Producing Mines</b> - How many major deposits permitting to operation in Interior Alaska The Interior has three active mines and two more in development
<b>1,293 Jobs</b> (2019)	<b>Employment</b> - Number of FNSB residents working in mining, quarrying, and oil and gas jobs This number has decreased by almost 50% since 2014

Sources for export value comes from Alaska Department of Commerce, Community and Economic Development

## 2022-2026 Fairbanks North Star Borough Comprehensive Economic Development Strategy (CEDS)

### Health Care Cluster Summary - DRAFT

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

#### Strengths Internal attributes that contribute to success

- FNSB is a health care hub, serving both the FNSB and other Interior Alaska communities
- FNSB is home to quality health facilities including Fairbanks Memorial Hospital and Chief Andrew Isaac Health Center
- Telehealth has been successfully used to increase access to health care and fill priority needs, including expanding access to behavioral health care

#### Weaknesses Internal barriers to success

- Duplication of technology that results in underutilization
- FNSB has limited public health authority
- Medicaid and Medicare billing rates are too low to cover costs
- Military families have high behavioral health needs associated with transitions and the stressful nature of their work, and DoD sometimes struggles to maintain sufficient behavioral health staffing capacity
- Insufficient for persons experiencing homelessness are
- Winters, high cost of living can be a barrier for recruiting and retaining out-of-town health care workers

#### Opportunities External forces that contribute to success

- Continued improvements to telehealth technology
- Crisis Now model offers new ways of responding to people in crisis in FNSB, creating more effective, efficient methods that will also free up public safety resources and create new job opportunities
- Fort Wright conducted a Behavioral Health Epidemiological consultation (BH EPICON) in response to a series of suicides in the Fort Wright community; the EPICON identified recommendations to improve moral and quality of life for troops

#### Threats External forces that contribute to success

- COVID-19 and ongoing impacts to health, travel, workers with other workforce shortages mean FNSB is competing for program funding
- State budget cuts threaten health care and social service program funding

Where We Are	What measurements can we use to track progress? Where do we want to be in 5 years?	2026 Targets
<b>#6</b> (2018)	<b>Health Outcomes Ranking</b> , out of 25 Alaska boroughs/census areas Based on a set of indicators including premature death rate, number of residents reporting poor physical and mental health, and low birthweight	<b>#3</b>
<b>160:1</b> (2020)	<b>Mental Health Providers</b> - Ratio of population to mental health care providers This is higher than the statewide ratio of 200:1, although stakeholder feedback indicates there are still not enough providers to meet the need	<b>Need to 100</b>

Other Potential Indicators (need baselines and targets): quality of care metrics; ratio of population to primary care providers; ratio of population to dentists or licensed dental staff  
Sources: Health Outcomes Ranking and Mental Health Providers comes from the County Health Rankings tool provided by the University of Wisconsin Population Health Institute with support from the Robert Wood Johnson Foundation

Health Care Cluster Summary Draft for Interior Alaska Economic Summit Review, February 2022

## 2022-2026 Fairbanks North Star Borough Comprehensive Economic Development Strategy (CEDS)

### Agriculture Cluster Summary - DRAFT

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

#### Strengths Internal attributes that contribute to success

- Fairbanks has seen growth in number of farms, farm sales, and farm employment
- FNSB is on the road system, making it easier to move equipment, supplies, and products
- Interior Alaska farmers are increasingly using innovative growing methods including high tunnels and geothermal heating
- UAF's Fairbanks Experiment Farm supports agricultural research and innovation that supports farmers

#### Weaknesses Internal barriers to success

- Alaska has a history of unsuccessful agricultural challenges securing seasonal labor force
- Disparity between agricultural and retail value
- Farm volunteers are not covered under workers' insurance in Alaska
- High costs for shipping materials to the region
- High export costs and logistical challenges
- High reliance on imported foods
- Short growing season

#### Opportunities External forces that contribute to success

- Alaska is emerging as a worldwide peony supplier
- Alaska approved by USDA to produce industrial hemp
- Alaska has the highest percentage of beginning farmers in the country (2017 Census of Agriculture)
- Due to climate change, the growing season is lengthening

#### Threats External forces that contribute to success

- Climate change
- Reliance on imported food and vulnerable to disruptions create major food security challenges
- Reduction in state funding for agricultural facilities

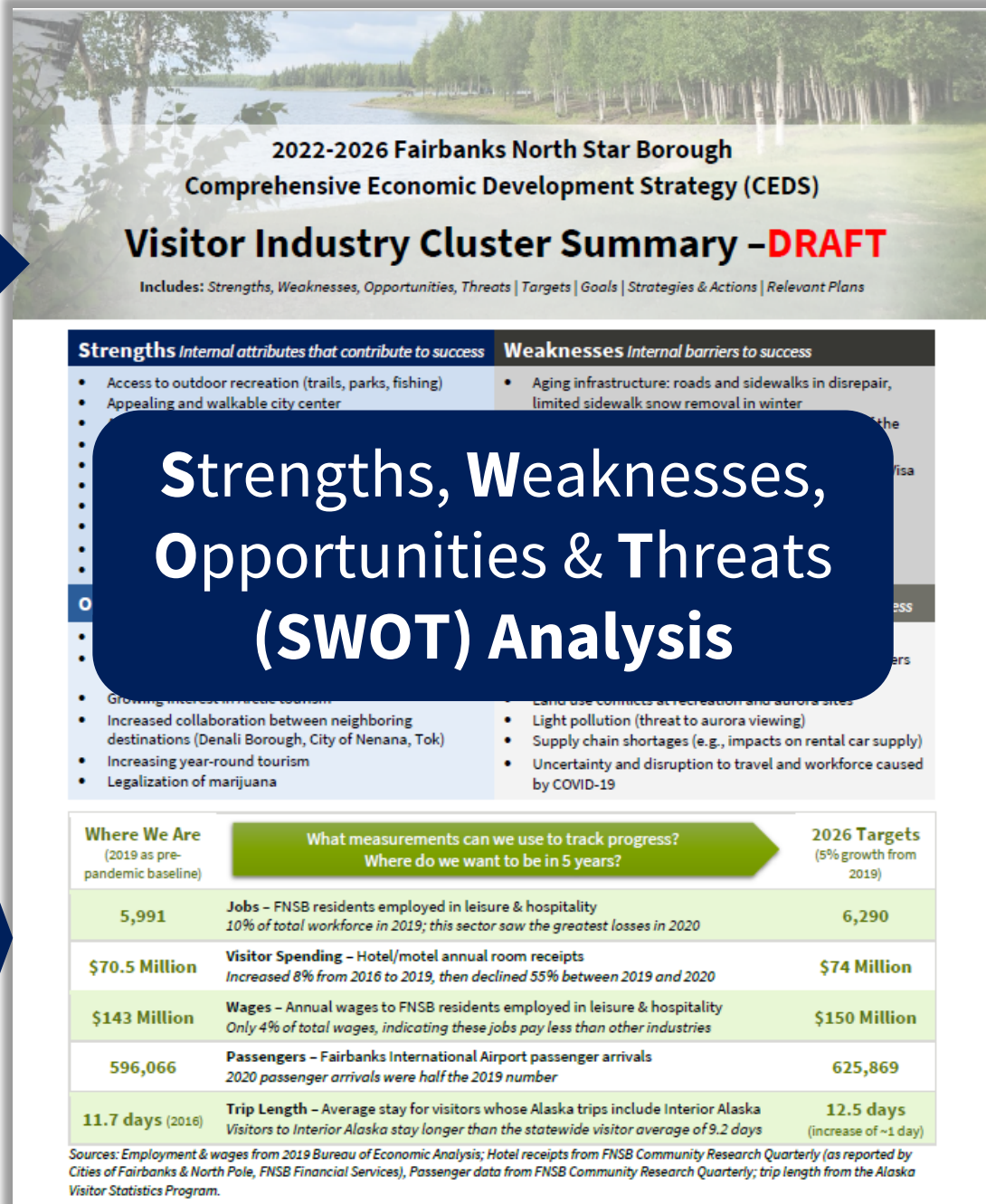
Where We Are	What measurements can we use to track progress? Where do we want to be in 5 years?
<b>274 Farms</b> (2017)	<b>Farms</b> - Total number of farms in Interior Alaska Out of 990 total in the state; increase of 26% from 2012
<b>\$10.4 M</b> (2017)	<b>Sales</b> - Total market value of agricultural products sold in Interior Alaska Up 14% from 2012; approximately 80% comes from crops, 20% from livestock/poultry
<b>285 Jobs</b> (2019)	<b>Employment</b> - Total number of full-time and part-time employment in the agriculture industry in FNSB Farm employment in FNSB increased 31% between 2014 and 2019

Sources: Farms and Sales data come from the U.S. Department of Agriculture (USDA), Census of Agriculture, 2017; Interior Alaska includes the Fairbanks North Star Borough, Denali Borough, Yukon-Koyukuk Census Area and Southeast Fairbanks Census Area; Employment data comes from the Bureau of Economic Analysis, Total Full-Time and Part-Time Employment by Industry (release dates for future censuses)  
The USDA Census of Agriculture is only conducted once every five years, which is why these targets show years 2022 and 2027



# One-Pager Breakdown (Front)

## Title



**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*

<b>Strengths</b> <i>Internal attributes that contribute to success</i>	<b>Weaknesses</b> <i>Internal barriers 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> </ul>	<ul style="list-style-type: none"> <li>Aging infrastructure: roads and sidewalks in disrepair, limited sidewalk snow removal in winter</li> </ul>
<ul style="list-style-type: none"> <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>	<ul style="list-style-type: none"> <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)</li> <li>Uncertainty and disruption to travel and workforce caused by COVID-19</li> </ul>

<b>Where We Are</b> (2019 as pre-pandemic baseline)	<b>What measurements can we use to track progress?</b> Where do we want to be in 5 years?	<b>2026 Targets</b> (5% growth from 2019)
<b>5,991</b>	<b>Jobs</b> – FNSB residents employed in leisure & hospitality <i>10% of total workforce in 2019; this sector saw the greatest losses in 2020</i>	<b>6,290</b>
<b>\$70.5 Million</b>	<b>Visitor Spending</b> – Hotel/motel annual room receipts <i>Increased 8% from 2016 to 2019, then declined 55% between 2019 and 2020</i>	<b>\$74 Million</b>
<b>\$143 Million</b>	<b>Wages</b> – Annual wages to FNSB residents employed in leisure & hospitality <i>Only 4% of total wages, indicating these jobs pay less than other industries</i>	<b>\$150 Million</b>
<b>596,066</b>	<b>Passengers</b> – Fairbanks International Airport passenger arrivals <i>2020 passenger arrivals were half the 2019 number</i>	<b>625,869</b>
<b>11.7 days</b> (2016)	<b>Trip Length</b> – Average stay for visitors whose Alaska trips include Interior Alaska <i>Visitors to Interior Alaska stay longer than the statewide visitor average of 9.2 days</i>	<b>12.5 days</b> (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.

## Measures of Success

How can we track progress?  
Generally includes baseline (2019) and targets (2026) with growth of 5%; some variation between sectors

# One-Pager Breakdown (Back)

**Other  
Resources**  
Regional and  
community plans  
and resources  
related to the focus  
area

## Visitor Industry Goals – long term improvements and changes we want to see



1. Interior Alaska is celebrated as a year-round, world-class vacation destination.
2. Fairbanks is a prominent international hub for military and civilian visitors.
3. Interior Alaska is recognized and rewarded for its outstanding visitor experiences.

## Strategies & Actions – the activities we will implement over the next 5 years and who will lead them

1. Coordinated Marketing/Planning – Fund destination marketing and planning for Fairbanks. (Goals 1, 2, 3)	
a. Promote Fairbanks as an in-state destination for Alaskans.	
b. Promote Interior Alaska as a road trip destination for Canadians, and Lower 48 visitors.	
c. Collaborate with neighboring destinations (Denali Borough, Nenana, Tok) on marketing.	
2. Top-Ranked Military Destination – Fairbanks North Star Borough	
a. Consider...	
3. International Aurora Tourism – Fairbanks North Star Borough	
a. Create...	
4. Year-round... (Goals 1, 2, 3)	
a. Increase...	
b. Support...	
c. Expand...	
5. Recreation Opportunities – Fairbanks North Star Borough	
a. Complete and implement the FNSB Recreational Trails Plan.	
b. Support establishment of the Alaska Long Trail.	
c. Conduct a conceptual design study for renovation of the Carlson Center, including expanding indoor recreation, fitness, and multipurpose space.	
6. Quality Infrastructure & Effective Policies – Implement infrastructure and policy recommendations from regional plans that help create livable, vibrant communities and destinations. (Goals 1, 2, 3)	
a. Maintain and implement the Chena Riverfront Plan.	
b. Complete and implement the Fairbanks Downtown Plan.	
c. (see also strategy 5, action a).	

## Other Relevant Resources

- Alaska Visitor Statistics Program. Alaska Travel Industry Association. [View here.](#)
- Chena Riverfront Plan. Fairbanks North Star Borough Chena Riverfront Commission. Amended 2016. [View here.](#)
- Comprehensive Recreational Trails Plan. Fairbanks North Star Borough. Est. completion spring 2022. [View here.](#)
- Explore Fairbanks 2022 Strategic Marketing Plan. Explore Fairbanks. 2021. [View here.](#)
- Feasibility Study & Market Analysis for the Management Options of the Carlson Center. Fairbanks North Star Borough. 2020. [View here.](#)
- Fairbanks Downtown Plan. Fairbanks North Star Borough. Est. completion Fall 2022. [View here.](#)



Developed as part of the 2022-2026 FNSB Comprehensive Economic Development Strategy (CEDS).

[www.FNSBCEDS.com](http://www.FNSBCEDS.com)

**Goals** long term  
improvements we  
want to see (5+  
years)

**Strategies &  
Actions**  
how we will accomplish  
goals and meet targets

# Next Steps

## Summit

- Industry Cluster breakouts – *today*
- Influencer breakouts – *tomorrow*
- Closing hybrid plenary – *tomorrow afternoon - 4 pm*
- Post-Summit communications, 1-pagers & summary of breakout discussions – *end of February*

## CEDS Draft & Final

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

# Thank you!

## **Brittany Smart**

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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:

Shelly Wade, AICP  
Molly Mylius



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

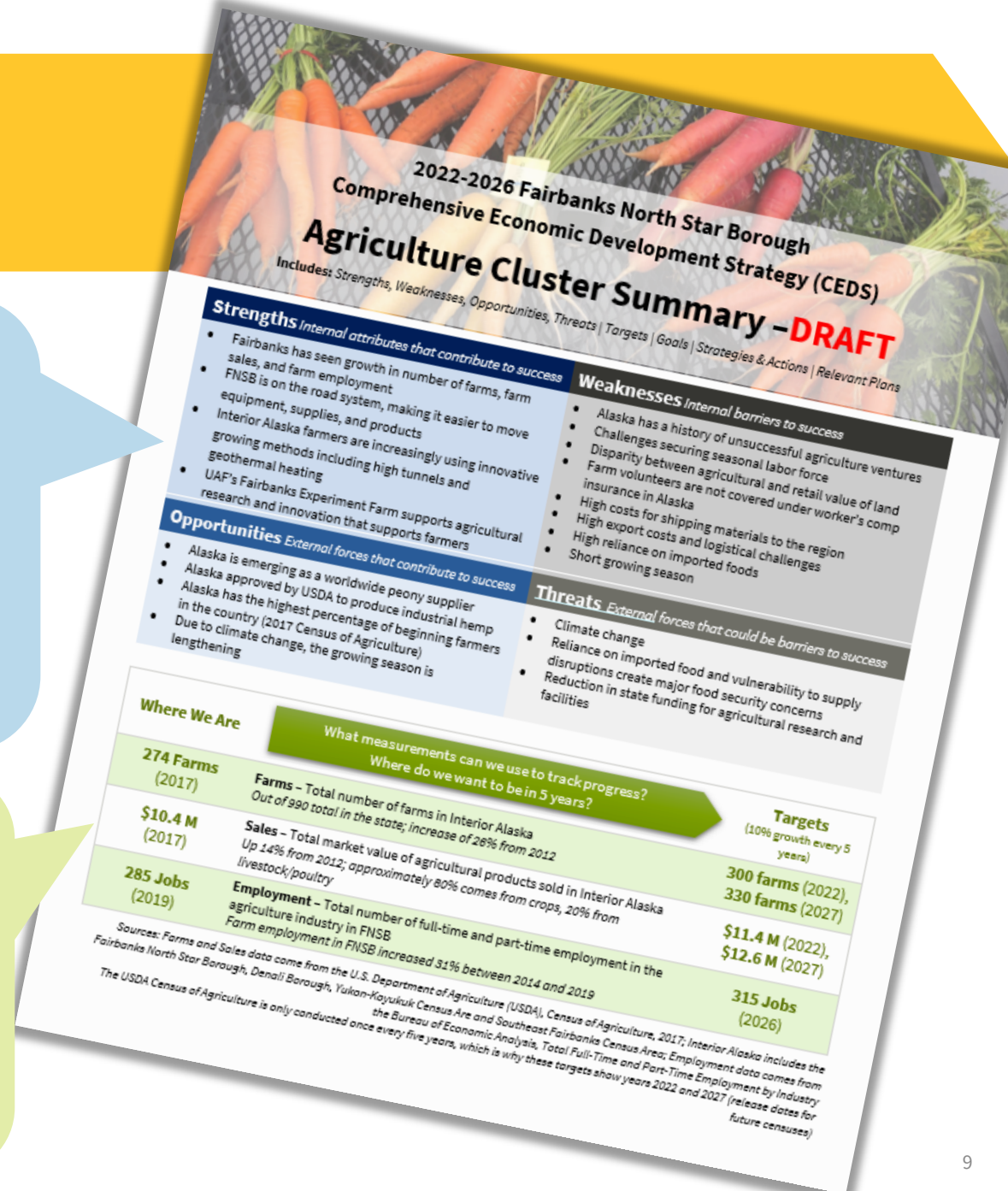
# Agriculture

## 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



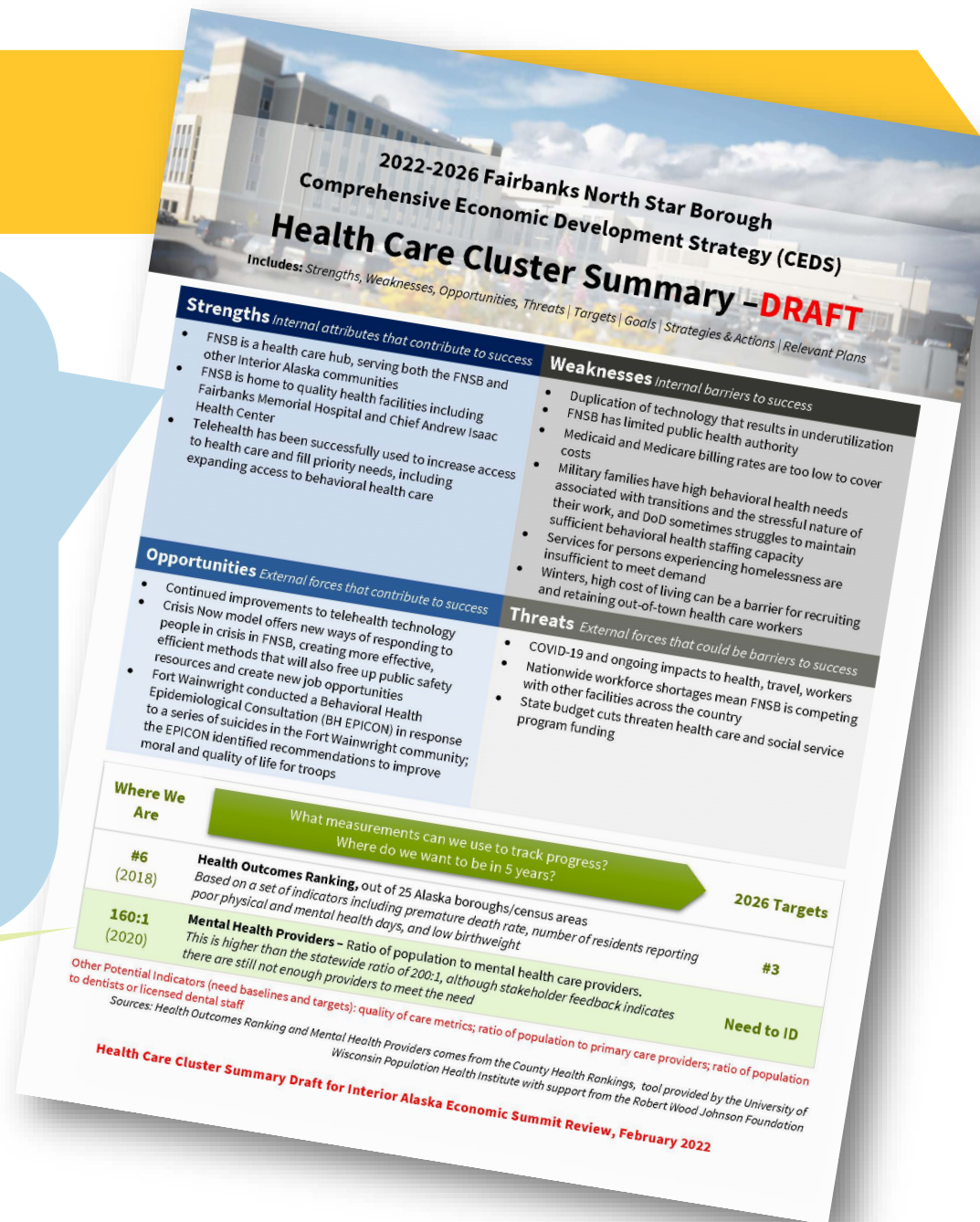
# Health Care

## 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.D.s 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.





# 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>

<b>Where We Are</b> (2019)	<b>What measurements can we use to track progress?</b> Where do we want to be in 5 years?	<b>2026 Targets</b>
89.6% urban 70% rural	<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	100% urban 85% rural
(need to ID)	<b>Unserved</b> – Number of unserved communities in Interior Alaska (lacking speeds of at least 25 Mbps downstream and 3 Mbps upstream)	(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> <i>Internal attributes that contribute to success</i>	<b>Weaknesses</b> <i>Internal barriers to success</i>
<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> <i>External forces that contribute to success</i>	<b>Threats</b> <i>External forces that could be barriers to success</i>
<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) <i>Increase of 3% since 2016 (252 businesses)</i>	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) <i>Increase of 4% since 2016 (78 businesses)</i>	85
\$143 Million	<b>Wages</b> - Annual wages to FNSB residents employed in leisure & hospitality <i>Leisure &amp; hospitality employs 10% of the population but only covers 4% of FNSB's total wages, indicating these jobs pay less than other industries</i>	\$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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# Interior Alaska Economic Summit, February 22-23, 2022

## **Consolidated Results (1-pagers + discussion summaries) from Breakout Sessions**

*(click on session name to jump to the start of the relevant section)*

Economic Vision Statement Notes (combined from all breakouts) *page 2*

### **Industry Clusters**

Agriculture *page 4*

Energy *page 10*

Forestry *page 17*

Health Care *page 23*

Mining *page 29*

Research & Innovation *page 36*

Visitor Industry *page 42*

### **Community Influencers**

Small Business Development & Entrepreneurship *page 48*

Communications *page 54*

Land Use, Housing, & Environment *page 60*

Recreation & Entertainment *page 66*

Education & Workforce Development *page 73*

Transportation *page 80*

# Interior Alaska Economic Summit, February 22-23, 2022

## Feedback on the Proposed Vision: Discussion Themes (Consolidated from all Breakout Sessions)

To view results from the other sessions, visit <https://fnsbceds.com/>

### Proposed Vision (as shared at the Summit):

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

### Repeated Themes

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

### Detailed Comments *(\*stars indicate the number of times a recommendation was repeated)*

- “Midnight Sun and Golden Heart of Alaska”
  - Remove Midnight Sun\*\*\*\*\*
    - Midnight Sun is seasonally limiting; this is less relevant if Fairbanks is aiming to be a year-round destination\*
    - Fairbanks is not technically the land of the midnight sun
  - Choose one or the other\*\*\*\*
  - “Golden Heart” is gimmicky
  - Change to “Midnight Sky”
- “Global Hub”
  - Not just global – also local, regional\*\*\*\*
  - Hub doesn’t seem like the right word\*\*\*
    - Is it realistic for us to be an economic hub?
    - FNSB is a spoke – and that has global implications
    - “Global Hub” is a false promise; Fairbanks is a local hub with global connections
    - Is Fairbanks a global hub, or a big small town? Very different feel/tone
  - Recommend replacing “global” with “Arctic”
  - We are part of a global visitor industry
  - The build up to global is hopeful
- Inclusion – Who’s Missing?
  - Needs to be equitable to all residents; people centered\*
  - Consider adding:
    - Innovators\*\*\*
    - Entrepreneurs\*

- Individuals\*
  - Students
  - Dreams and Dreamers: Dreams can be achieved here
- Not Unique Enough: feels generic, like it could be for anywhere in Alaska\*\*\*
- Missing Concepts to Consider Adding
  - Environment/Lands/Water\*\*\*\*\*
  - Diversity\*\*\*
  - Culture, Art\*\*
  - Education\*\*
  - Natural Resources\*
  - Arctic\*
  - Beauty
  - Military
  - Sustainable
  - Community
- More Forward-Looking\*\*\*\*
  - Not just what we are, but where we want to be\*\*\*
  - Plan for the future! Not enough emphasis on the future.
  - Make the vision statement actionable
- Concepts people like
  - “Opportunities Thrive”\*\*\*
  - Sounds happy
- Other
  - Want it to be short and impactful\*\*
  - Regenerative economy concept – thriving, but at what cost?
  - Nothing here for my kids
  - There is nothing inspiring if I wanted to move here and set up a business
  - Not specific on money, which is good.
  - By 2027, compete with Anchorage
- Alternate Wording Suggestions
  - Could shorten to remove specific references and say, “...where opportunities thrive.”
  - The Golden Heart of Alaska is a global economic hub where dreams and opportunities for families, businesses and adventurers thrive.
  - The Golden Heart where opportunities and dreams can thrive.
  - The Golden Heart of Alaska is a global economic hub where families, businesses, adventurers thrive and dreams endure as part of a rich, diverse culture in harmony with its unique and diverse environment and cultures.
  - The extraordinary winter, land of the aurora-filled night ski & Golden Heart of Alaska is a regional economic hub where diverse families, businesses, adventurers and opportunities can thrive.

# 2022-2026 Fairbanks North Star Borough Comprehensive Economic Development Strategy (CEDS) Agriculture 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>	<b>Weaknesses</b> <i>Internal barriers to success</i>
<ul style="list-style-type: none"> <li>Fairbanks has seen growth in number of farms, farm sales, and farm employment</li> <li>FNSB is on the road system, making it easier to move equipment, supplies, and products</li> <li>Interior Alaska farmers are increasingly using innovative growing methods including high tunnels and geothermal heating</li> <li>UAF's Fairbanks Experiment Farm supports agricultural research and innovation that supports farmers</li> </ul>	<ul style="list-style-type: none"> <li>Alaska has a history of unsuccessful agriculture ventures</li> <li>Challenges securing seasonal labor force</li> <li>Disparity between agricultural and retail value of land</li> <li>Farm volunteers are not covered under worker's comp insurance in Alaska</li> <li>High costs for shipping materials to the region</li> <li>High export costs and logistical challenges</li> <li>High reliance on imported foods</li> <li>Short growing season</li> </ul>
<b>Opportunities</b> <i>External forces that contribute to success</i>	<b>Threats</b> <i>External forces that could be barriers to success</i>
<ul style="list-style-type: none"> <li>Alaska is emerging as a worldwide peony supplier</li> <li>Alaska approved by USDA to produce industrial hemp</li> <li>Alaska has the highest percentage of beginning farmers in the country (2017 Census of Agriculture)</li> <li>Due to climate change, the growing season is lengthening</li> </ul>	<ul style="list-style-type: none"> <li>Climate change</li> <li>Reliance on imported food and vulnerability to supply disruptions create major food security concerns</li> <li>Reduction in state funding for agricultural research and facilities</li> </ul>

<b>Where We Are</b>	<b>What measurements can we use to track progress? Where do we want to be in 5 years?</b>	<b>Targets</b> (10% growth every 5 years)
<b>274 Farms</b> (2017)	<b>Farms</b> – Total number of farms in Interior Alaska <i>Out of 990 total in the state; increase of 26% from 2012</i>	<b>300 farms (2022), 330 farms (2027)</b>
<b>\$10.4 M</b> (2017)	<b>Sales</b> – Total market value of agricultural products sold in Interior Alaska <i>Up 14% from 2012; approximately 80% comes from crops, 20% from livestock/poultry</i>	<b>\$11.4 M (2022), \$12.6 M (2027)</b>
<b>285 Jobs</b> (2019)	<b>Employment</b> – Total number of full-time and part-time employment in the agriculture industry in FNSB <i>Farm employment in FNSB increased 31% between 2014 and 2019</i>	<b>315 Jobs</b> (2026)

Sources: Farms and Sales data come from the U.S. Department of Agriculture (USDA), Census of Agriculture, 2017; Interior Alaska includes the Fairbanks North Star Borough, Denali Borough, Yukon-Koyukuk Census Area and Southeast Fairbanks Census Area; Employment data comes from the Bureau of Economic Analysis, Total Full-Time and Part-Time Employment by Industry  
The USDA Census of Agriculture is only conducted once every five years, which is why these targets show years 2022 and 2027 (release dates for future censuses)



## Agriculture Goals – long term improvements and changes we want to see in five years or more



1. Interior Alaska is a thriving agricultural hub, producing high quality goods that are consumed locally and exported to other Alaska communities and beyond.



2. Achieve greater food security in Interior Alaska by increasing production, distribution, and storage of locally grown products.

Strategies & Actions – the activities we will implement over the next 5 years to accomplish goals & targets and who will lead them	Lead
<b>1. Promote Local</b> – Promote locally grown foods. <i>(Goals 1, 2)</i> <ol style="list-style-type: none"> <li>a. Encourage residents to buy local, including expanding the Golden Heart Grown program (FEDC) and distribution of the Interior Agriculture Directory.</li> <li>b. Encourage event organizers, restaurants, and schools to increase reliance on locally grown foods.</li> <li>c. Expand education and awareness around local farmer’s markets.</li> </ol>	
<b>2. Recruit Workers</b> – Build an agriculture workforce that can meet seasonal demands. <i>(Goals 1, 2)</i> <ol style="list-style-type: none"> <li>a. Support the establishment of a statewide farming training/certification program.</li> <li>b. Advocate for the removal of state-level barriers so volunteer farm workers can be covered by worker’s compensation insurance.</li> <li>c. Increase agricultural education at all levels of schooling.</li> </ol>	
<b>3. Land Policies</b> – Establish and implement land use policies that protect farmland. <i>(Goals 1, 2)</i>	
<b>4. Support Farmers</b> – Existing and new farmers in Interior Alaska have the resources, workforce support, and tools needed to succeed and grow. <i>(Goals 1, 2)</i> <ol style="list-style-type: none"> <li>a. Better connect farmers to existing trainings and resources.</li> <li>b. Increase access to start-up funds for basic infrastructure and equipment such as fences.</li> <li>c. Support infrastructure, programming, and funding recommendations identified in the 2020 Fairbanks Experiment Farm Long-Range Plan.</li> </ol>	
<b>5. Food Security</b> – Increase local food storage capacity. <i>(Goal 2)</i>	

## Other Relevant Resources

- **2020 Long-Range Plan for the UAF Fairbanks Experiment Farm.** University of Alaska Fairbanks Institute of Agriculture, Natural Resources and Extension. 2020. [View here.](#)
- **Interior Agriculture Directory.** Fairbanks Economic Development Corporation. 2021. Plan Name. [View here.](#)





# Interior Alaska Economic Summit, February 22-23, 2022

## Agriculture Breakout: Discussion Summary (02-22-22)

To view results from the other sessions, visit <https://fnsbcds.com/> (results will be posted by March 11<sup>th</sup>)

This document compiles feedback and notes from the breakout session. The other tools that were used to guide the discussion include:

- An economic cluster/influencer one-pager that identified a preliminary SWOT analysis, goals, strategies, actions, and measures of success
- A worksheet identifying a proposed economic vision statement and guiding questions for each of the activities. The guiding questions have been copied into this document for reference. The feedback on the economic vision statement was compiled separately and will be released by March 11<sup>th</sup>.

## Participants *(alphabetical by first name, based on sign in sheet)*

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*Facilitated by Evan Wilken, Fairbanks Economic Development Corporation*

*Number of RSVPs: 24 participants*

## Feedback on the Strengths, Weaknesses, Opportunities, and Threats (SWOT) Analysis

### Guiding Questions:

1. What did we get right?
2. What's missing?
3. What would you change?
4. What's the most important item in each quadrant?

### Discussion Notes:

Color Key: **Blue** = proposed revision | **red** = proposed deletion | **green** = proposed addition

Strengths	Weaknesses
<ul style="list-style-type: none"> <li>• <b>Revise:</b> experimental farm used to be a strength, but is no less so today</li> <li>• <b>Add:</b> Tanana Valley Farmer's Market</li> <li>• <b>Add:</b> farmers are innovative; innovative growing methods</li> <li>• <b>Add:</b> international airport</li> <li>• <b>Add:</b> high quality agricultural land in Fairbanks and Nenana not being used</li> <li>• <b>Add:</b> WIC accepted at farmer's markets, helping make produce available to everyone regardless of income</li> <li>• <b>Add:</b> statewide</li> <li>• <b>Add:</b> direct sales/buy local are preferred to supermarket format</li> <li>• <b>Add:</b> local foods do not require complex logistics and costs of bringing in food (especially produce) from external sources</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Revise:</b> short growing season in terms of days but not hours of daylight</li> <li>• <b>Add:</b> lack of storage</li> <li>• <b>Add:</b> export and shipping costs</li> <li>• <b>Add:</b> lack of food processing</li> <li>• <b>Add:</b> Importance of farm to market links (somewhat missing in FNSB)</li> <li>• <b>Add:</b> local produce not sold in supermarkets</li> <li>• <b>Add:</b> farmers not connected to education opportunities</li> <li>• <b>Add:</b> minimal processing of raw foods into products for consumers</li> </ul>
Opportunities	Threats
<ul style="list-style-type: none"> <li>• <b>Revise:</b> we ARE a worldwide peony supplier (not emerging)</li> <li>• <b>Revise:</b> extending growing season with technology – not just climate change</li> <li>• <b>Add:</b> mushrooms, food forests</li> <li>• <b>Add:</b> waste heat from micro-nuclear reactor</li> <li>• <b>Add:</b> educational initiatives about how food is produced; need better training for farming professionals</li> <li>• <b>Add:</b> cannabis industry</li> <li>• <b>Add:</b> farmer's co-op model</li> <li>• <b>Add:</b> solving food instability with connectivity</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Add:</b> lack of education</li> <li>• <b>Add:</b> logistics</li> <li>• <b>Add:</b> State's commitment to agriculture (or lack thereof)</li> <li>• <b>Add:</b> consumer preferences for produce to be available year-round instead of following seasons</li> </ul>

## Goals, Strategies, Actions Discussion Questions

### Guiding Questions:

1. What did we get right?
2. What would you change?
3. What's missing?
4. Who will lead each of the strategies? What do you see as you/your organization's role?
5. Which of the strategies is most important for us to focus on over the next year?

### Discussion Notes:

- Goals
  - [Revise: Goal #2, add processing](#)
  - [Add: recommend adding a 3<sup>rd</sup> goal: build workforce development capacity for agriculture.](#)
  - [Add: throughout this section, expand definition of agriculture beyond food](#)
- Strategy 1: Promote Local
  - [Revise: expand the strategy so it's not just focused on food](#)
  - [Add: promote community supported agriculture \(CSAs\)](#)
  - [Add: establish farmer's markets on military bases](#)
  - [Add: promote farms and local foods to young people; develop curriculum in schools, educate on the impacts of food](#)
  - [Add: promote the ability to use special supplemental nutrition program \(SNAP\) and Women, Infants, & Children \(WIC\) resources at farmer's markets](#)
  - [Add: increase affordability and accessibility of local foods and agricultural products](#)
    - [Who? Farm Bureau & The Grange](#)
  - [Add: identify influencers who can promote local products](#)
  - [Add: strengthen social media campaigns around local products](#)
  - [Add: reimburse food fees for local restaurants](#)
- Strategy 2: Recruit Workers
  - [Revise: reword to educate, train, and support new farmers](#)
  - [Add: marketing to help break the stereotype of what a farmer looks like](#)
  - [Add: certification program](#)
  - [Add: Expand 4H and Future Farmers of America programs, integrate with K-12 and UAF certifications.](#)
- Strategy 3: Land Policies
  - [Add: put farm lands into Trust.](#)
  - [Add: Make more land available to farm. Designate new agricultural areas and land sales of state land](#)
    - [Who? Farmland Trust, Nenana/Eva Burke](#)

- **Strategy 4: Support Farmers**
  - Add: community cooperative processing center and storage (top priority!). Peonies need storage from July through September, floral chillers are available the rest of the year
    - Lead: Risse’s, Spinach Creek, peony growers
  - Add: increase financial support, which includes facets such as sales, enforcement/regulation, tax exemptions; offer forgivable loans
  - Add: support hemp as an emerging industry (CBD, export, manufacturing)
  - Add: connect growers to land owners
    - Who? Future Farmers of America, North Pole High School Greenhouse, 4H, etc.
  - Add: better get the word out about what resources are available
    - Who? Cooperative extension
  - Add: Better connect farmers, retailers, and policy makers to cross-pollinate ideas and identify opportunities for better collaboration
- **Strategy 5: Food Security**
  - Add: support the creation of food forests
  - Add: create processing facilities and subsidize local production of processing, drying, free drying, preserving

## Measures of Success Discussion Questions

### Guiding Questions:

1. What did we get right?
2. What’s missing?
3. What would you change?
4. Which of these indicators will be the most effective at measuring our success?

### Discussion Notes:

- Revise: not just the number of farms – what type of farms?
- Revise: sales – should this be “from”, not “in,” Fairbanks?
- Revise: how many farmers across the 274 farms? Here are they?
- Add: how can we measure innovation? Energy usage?
- Add: number of education programs; number of participants who get training certifications
- Add: space dedicated to community processing/storage
- Add: number of senior/WIC coupons redeemed at local farmer’s markets
- Add: number of ag businesses participating in the Alaska Grown/Golden Heart Grown; these businesses could also provide information on other metrics
- Add: need measurements of food security; how can we measure whether food security is increasing?

# 2022-2026 Fairbanks North Star Borough Comprehensive Economic Development Strategy (CEDS)

## Energy Cluster Summary – **DRAFT**

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

### **Strengths** *Internal attributes that contribute to success*

- Connected to the Railbelt power grid
- Progress with natural gas expansion, including line extensions, tank storage, utility consolidation, and long-term cost stability through contracting agreements
- The U.S. Department of Energy recently reopened its Arctic Energy Office at UAF, dedicated to researching, developing, and deploying energy technology
- 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
- Chena Hot Springs annual renewable energy fair
- PetroStar's new asphalt plant
- UAF's new coal-fired power plant

### **Weaknesses** *Internal barriers to success*

- High costs of energy
- Reliance on coal for electricity generation
- High cost to develop renewable energy projects
- Little opportunity for solar or wind energy production
- Local preference for wood for home heating
- Limited natural gas line network and lack of funding for main line extensions; limited liquefaction capacity
- No natural gas transport options except trucking
- Risks of nuclear micro-reactors in rural areas
- Delays to completion of the Titan LNG plant expansion
- Workforce challenges, including high turnover and challenges recruiting a skilled workforce
- Low density and small population mean economies of scale for new infrastructure are not there

### **Opportunities** *External forces that contribute to success*

- Eielson selected as pilot location for the Air Force's first nuclear micro-reactor
- Increased collaboration between neighboring communities (Denali Borough, City of Nenana, Tok)
- 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
- Electric car charging infrastructure expansion
- Both the Biden and Dunleavy administrations have expressed interest in increasing the deployment of renewables over the next fifty years

### **Threats** *External forces that could be barriers to success*

- Ongoing supply chain disruptions due to the pandemic and workforce shortages
- Federal policies that restrict new resource development
- Ongoing designation as an EPA nonattainment area due to air quality, and potential cuts in federal funding
- Reliance on coal, oil, and gas and negative impacts from market price fluctuations

Where We Are	What measurements can we use to track progress? Where do we want to be in 5 years?	2026 Targets
<b>311</b> (2021)	<b>New Annual Natural Gas Service Lines</b> – Number of homes being converted or new homes with natural gas connections	<b>300</b> (annual)
<b>\$5,292</b> (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>	<b>\$4,762</b> (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**

## Energy Goals – long term improvements and changes we want to see in five years or more



1. Interior Alaska has access to affordable, stable energy costs through its diversified, sustainable energy portfolio.



2. Interior Alaska is a hub for piloting innovative solutions to cold climate energy challenges.

Strategies & Actions – the activities we will implement over the next 5 years to accomplish goals & targets and who will lead them	Lead
<p><b>1. Expand Natural Gas</b>– Help implement more low-cost natural gas in the Interior. <i>(Goal 1)</i></p> <ol style="list-style-type: none"> <li>Support continued efforts for homeowners to convert their homes to accept natural gas, including funding FNSB’s Oil to Gas Conversion Program.</li> <li>Increase liquefaction capacity by finalizing design and construction of Titan 2.</li> <li>Implement Phase 2 of the Interior Gas Utility buildout.</li> <li>Continue to build out main line extensions, including to the Pearl Creek area; include natural gas when developing new subdivisions.</li> <li>Support long-term planning for a natural gas pipeline.</li> <li>Support Alaska Railroad 18-mile extension to Titan so natural gas can be transported by rail.</li> </ol>	
<p><b>2. Energy Innovation</b> – Promote Interior Alaska as a site for energy innovation. <i>(Goals 1, 2)</i></p> <ol style="list-style-type: none"> <li>Support safe installation of the Air Force’s first micro-reactor as a supplemental power source for Eielson Air Force Base.</li> <li>Support microgrid research and implementation.</li> <li>Support other pilot projects that advance and test new energy technologies in the Interior.</li> </ol>	
<p><b>3. Plan for Renewables</b> – Explore how to integrate renewables into Interior Alaska’s long-range energy portfolio. <i>(Goals 1, 2)</i></p> <ol style="list-style-type: none"> <li>Support geothermal projects near Chena Hot Springs.</li> <li>Support wind farms near Delta Junction.</li> <li>Advocate for federal funds for a large-scale hydroelectric project.</li> <li>Work with other regions of Alaska with greater renewable potential to increase renewable power generation and explore transmission options to the Interior.</li> </ol>	
<p><b>4. Increase Collaboration</b> – Improve collaboration between energy stakeholders to meet the needs of Interior Alaska more strategically. <i>(Goals 1, 2)</i></p> <ol style="list-style-type: none"> <li>Develop an Interior Alaska Energy Plan.</li> <li>Encourage greater Department of Defense participation in regional energy planning.</li> <li>Encourage regional stakeholder participation in the Alaska Nuclear Energy Working Group.</li> <li>Work with education and workforce development providers to expand the availability of training opportunities to support the needs of the energy sector.</li> </ol>	

## Other Relevant Resources

- **Small Scale Nuclear Power: an option for Alaska?** UAF Alaska Center for Energy and Power. January 2021. [View here](#).
- **Alaska State Energy Profile.** U.S. Energy Information Administration. 2022. [View here](#).
- **Interior Energy Project.** Alaska Industrial Development & Export Authority. [Project website here](#).
- **FNSB CEDS Economic Impact Analysis: Interior Gas Utility Phase 2 Buildout.** Fairbanks North Star Borough, November 2021. [View here](#).



Developed as part of the 2022-2026 FNSB Comprehensive Economic Development Strategy (CEDS).

[www.FNSBCEDS.com](http://www.FNSBCEDS.com)

# Interior Alaska Economic Summit, February 22-23, 2022

## Energy Breakout: Discussion Summary (02-22-22)

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### Participants *(alphabetical by first name, based on sign in sheet)*

First	Last	Affiliation	Email
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Facilitated by Jomo Stewart, Fairbanks Economic Development Corporation

RSVPs: 44 participants

## Feedback on the Strengths, Weaknesses, Opportunities, and Threats (SWOT) Analysis

### Guiding Questions:

1. What did we get right?
2. What's missing?
3. What would you change?
4. What's the most important item in each quadrant?

### Discussion Notes:

Color Key: **Blue** = proposed revision | **red** = proposed deletion | **green** = proposed addition

Strengths	Weaknesses
<ul style="list-style-type: none"> <li>Add: Wood kiln</li> <li>Add: Generation diversity</li> <li>Add: Aurora energy</li> <li>Add: Clean wood</li> <li>Add: Supply of coal</li> <li>Revise: Move third and fifth to opportunities</li> <li>Revise: Endless supply of coal is also a weakness</li> <li>Revise: The first strength is also a weakness</li> <li>Delete: UAF coal plant seems misplaced. Coal is not positive</li> <li>Delete: bullets three through five</li> <li>Delete: bullet four</li> <li>Delete: bullets three and five and move them to opportunities</li> </ul>	<ul style="list-style-type: none"> <li>Add: Single provider for power</li> <li>Add: Fluctuating fuel prices</li> <li>Add: Wood/AQ dilemma</li> <li>Add: Workforce development – limited emphasis on STEM</li> <li>Add: Perception/concerns about nuclear energy</li> <li>Add: Public perception of coal re: climate change</li> <li>Add: Little infrastructure for solar</li> <li>Add: No LNG transport options except trucking</li> <li>Add: Workforce development</li> <li>Add: Access/cost of alternative energy</li> <li>Add: Single utility provider</li> <li>Add: Environmental concerns of coal-powered electricity</li> <li>Revise: Fourth bullet limited “infrastructure”</li> <li>Revise: Replace “risks” with “perception” in reference to nuclear micro-reactors</li> <li>Revise: More bullet 2, reliance on coal, to strength</li> <li>Revise: Reword last bullet to delete “are not there”</li> <li>Revise: What defines “opportunity” for solar and wind?</li> <li>Revise: Move bullet five to threats</li> <li>Revise: Move bullet 11 to opportunities</li> <li>Revise: Change “little opportunities” in bullet 4 to “little infrastructure”</li> <li>Delete: lack of opportunity for solar and wind</li> <li>Delete: wood stoves as a weakness</li> </ul>



	<ul style="list-style-type: none"> <li>Delete: bullet 8</li> </ul>
Opportunities	Threats
<ul style="list-style-type: none"> <li>Add: Workforce development</li> <li>Add: Opportunity for solar or wind energy</li> <li>Add: Alaska gasline</li> <li>Add: Add bullets three through five from strengths</li> <li>Add: Add: Little risk with nuclear microreactors</li> <li>Add: Biomass</li> <li>Add: Recycling</li> <li>Add: Infrastructure and Jobs Act funding</li> <li>Refine: Not much about vehicle energy uses throughout the document</li> </ul>	<ul style="list-style-type: none"> <li>Add: Gas is not subject to market fluctuation</li> <li>Add: Employment barriers</li> <li>Add: Reliance on external sources of fuel</li> <li>Add: Main coal mine outside the borough</li> <li>Add: Aging coal infrastructure</li> <li>Add: What is the impact to air quality of heating downtown with coal?</li> <li>Refine: Remove “new” from second bullet</li> <li>Refine: Coal is not subject to market change like oil and gas</li> <li>Delete: Take out “new” under resource development</li> </ul>

## Goals, Strategies, Actions Discussion Questions

### Guiding Questions:

1. What did we get right?
2. What would you change?
3. What’s missing?
4. Who will lead each of the strategies? What do you see as you/your organization’s role?
5. Which of the strategies is most important for us to focus on over the next year?

### Discussion Notes:

- Goals
  - Add: Need to plan to meet the demand of an inevitably increasing demand for electricity for electric vehicles
  - Add: Hydro
  - Add: Energy use decreases through weatherization and energy efficiency
  - Add: In Goal 2, add “clear avenues for individuals to have renewable options”
  - Add: Large scale land management
  - Add: Define “affordable”
  - Add: energy efficiency and weatherization
  - Revise: In Goal 1, remove “affordable” and “cost” and add “low-cost” between “stable” and “energy”
  - Revise: In Goal 1, add “reliable” between “sustainable” and “energy”
  - Revise: Change from past tense to future tense
  - Revise: Change goal one to include “diverse, accessible options for individual households”
  - Revise Goal 1: Change “has” to “will have,” change “affordable” to “low cost,” change “stable” to “reliable”
  - Revise: Goal 2: Change “is” to “will be” and add “unique” between “to” and “cold”
  - Revise: “Stable” and “Sustainable” are redundant
  - Revise: Why are the goals trying to eliminate coal?

- Strategy 1: Expand Natural Gas
  - Add: EPA grants
  - Revise: Replace “natural gas” with “LNG” in last bullet
  - Revise: Expand to include hydro and CO<sub>2</sub> capture
  - Revise: Include all natural resources with carbon reduction technologies
- Strategy 2: Energy Innovation
  - Question: Who manages the land where innovation occurs?
  - What does “implementation” mean in regards to microgrid research?
  - Add: Carbon capture/reduction technologies
  - Add: Carbon reduction
  - Add: Energy efficiency
  - Add: Support microgrid research on university campuses and in villages
  - Add: 2A: Ease access/burdens
  - Add: Emphasis on FNSB energy history with innovative discussions
  - Add: “Diversity of energy resources and community solar”
  - Add: Coal utilization
- Strategy 3: Plan for Renewables
  - Why are they all site specific?
  - Add: more solar and battery storage
  - Add: necessary transmission upgrades
  - Add: statement on carbon reduction
  - Add: Infrastructure development and upgrades specific to railbelt transmission lines
  - Add: Energy efficiency
  - Revise: 3B: Replace “Delta Junction” with “Interior”
  - Revise: A large-scale hydro project is an environmental disaster
  - Remove specific locations
- Strategy 4: Increase Collaboration
  - Add: Increase collaboration between utilities
  - Add: Expand all energy sources
  - Add: More renewable options and energy efficiency
  - Add: Encourage private sector testing of innovative technologies in FNSB
  - Revise: Change “Interior Alaska Energy Plan” to “Interior Alaska Energy Policy”
  - Revise: 4C: multiple, small or medium
  - Revise: 4D: focus on the ability that the training and outreach will lead to jobs
  - Revise: 4D: Add “outreach”
  - Revise: GVEA already has an Interior Alaska Energy Plan
- Other (could go in other chapters)

- Add: carbon reduction to metrics of progress section
- Revise: Why not encourage statewide participation in Alaska Nuclear Energy Working Group?

## Measures of Success Discussion Questions

### Guiding Questions:

1. What did we get right?
2. What's missing?
3. What would you change?
4. Which of these indicators will be the most effective at measuring our success?

### Discussion Notes:

- Add: Support diversity of energy sources in microgrid
- Add: Measure the level of investment toward innovation.
- Add: Add a target for air quality
- Add: Workforce development
- Add: Nix large-scale hydro. Instead, consider small-scale and in-river hydro
- Add: Improve efficiency and weatherization in new homes and existing structures, especially for low- and middle-income residents
- Add: Add innovation investment for new technologies
- Add: Renewables measure of success should be \$ invested in innovation and number of companies that move to Fairbanks to invest in innovation
- Revise: A 10% reduction in annual household cost over five years is not a very ambitious goal. Should be at 33%-50%
- Revise: Increase target for new natural gas service lines
- Revise: The word "affordable" is very subjective
- Revise: Find an appropriate balance between new technologies and innovations to lessen the load on NRG
- Revise: We need to change the dialog. It's not fossil energy or renewables. It's a balance of diversified energy sources.
- Revise: Change the "new Annual Natural Gas Service Lines" target from 300 to 500-600
- Revise: The target for household energy costs should be a larger reduction
- Revise: Change in percentage income used for energy and change in overall household energy costs
- Revise: What is "household energy costs"?
- Revise: Define "household cost"
- Revise: The measures of success don't match the goals and strategies
- Revise: Reduce the household cost target to \$1,944
- Revise: Relate target measures to cost of Anchorage

# 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>	<b>Weaknesses</b> <i>Internal barriers 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 biomass; creating a locally-sourced heat source and creating local employment opportunities</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 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>	<b>Threats</b> <i>External forces that could be barriers 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>	<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>

<b>Where We Are</b>	What measurements can we use to track progress? Where do we want to be in 5 years?	<b>2026 Targets</b>
<b>224</b> (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>	<b>235</b> (5% growth)
<b>Need to ID</b>	<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>	<b>Need to ID</b>
<b>55,533 acres</b> (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>	<b>10,000 acres</b>

Other Potential Indicators (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

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.

**Forestry Cluster Summary Draft for Interior Alaska Economic Summit Review, February 2022**

## Forestry Goals – long term improvements and changes we want to see in five years or more



1. Interior Alaska forests are healthy, vibrant, and sustainably managed to support a productive balance of commercial, recreational, and personal activities.

Strategies & Actions – the activities we will implement over the next 5 years to accomplish goals & targets and who will lead them	Lead
<b>1. Collaborative Management</b> – Forestry stakeholders collaborate on management decisions. <i>(Goal 1)</i> <ol style="list-style-type: none"> <li>a. Ensure that forest management activities are not excluded from the array of permitted uses within FNSB boundaries, including state forests.</li> <li>b. Encourage collaboration between user groups, including involving recreation user groups when planning logging access roads.</li> <li>c. Support continuation of existing partnerships including the Tanana Valley State Forest Citizens Advisory Committee.</li> <li>d. Update and implement the Tanana Valley State Forest Management Plan.</li> </ol>	
<b>2. Biomass</b> – Manage local forests to maximize productivity of local biomass for heating and construction materials and to reduce threats from wildfires. <i>(Goal 1)</i> <ol style="list-style-type: none"> <li>a. Encourage Interior Alaska communities to explore wood-fired heat by conducting pre-feasibility studies, with support from the Alaska Wood Energy Development Task Group.</li> <li>b. Support communities with wood-fired heating systems with ongoing training and professional development for operators.</li> <li>c. Proactively identify areas with high wildfire risk and support strategic fuel removal. Including beetle kill.</li> </ol>	
<b>3. Local Products</b> – Develop and promote local wood products (e.g., furniture manufacturing and forest products). <i>(Goal 1)</i> <ol style="list-style-type: none"> <li>a. Create an updated version of the 2007 publication, “New Growth: Prospectus for Forest Products Industry of Interior Alaska,” a document summarizing the region’s timber potential and sale details for potential investors.</li> <li>b. Create a Buy Local wood program.</li> </ol>	

## Other Relevant Resources

- **Map of the Tanana Valley State Forest.** Alaska Department of Natural Resources Division of Forestry. December 2021. [View here.](#)
- **2020 Forest Action Plan.** Alaska Department of Natural Resources Division of Forestry. December 2020. [View here.](#)
- **New Growth Prospectus for the Forest Products Industry of Interior Alaska.** State of Alaska. March 2007. [View here.](#)
- **Tanana Valley State Forest Management Plan Revision.** Alaska Department of Natural Resources Division of Forestry. Current plan updated in 2001; update in progress. [View here.](#)
- **Alaska Timber Jobs Task Force Report (2012) and Status Update (2018).** Alaska Department of Natural Resources Division of Forestry. [View here.](#)



# Interior Alaska Economic Summit, February 22-23, 2022

## Forestry Breakout: Discussion Summary (02-22-22)

To view results from the other sessions, visit <https://fnsbcds.com/> (results will be posted by March 11<sup>th</sup>)

This document compiles feedback and notes from the breakout session. The other tools that were used to guide the discussion include:

- An economic cluster/influencer one-pager that identified a preliminary SWOT analysis, goals, strategies, actions, and measures of success
- A worksheet identifying a proposed economic vision statement and guiding questions for each of the activities. The guiding questions have been copied into this document for reference. The feedback on the economic vision statement was compiled separately and will be released by March 11<sup>th</sup>.

### Participants *(alphabetical by first name, based on sign in sheet)*

First	Last	Affiliation	Email
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*Facilitated by Patrick Cotter, RESPEC*

*RSVPs: 16 participants*

## Feedback on the Strengths, Weaknesses, Opportunities, and Threats (SWOT) Analysis

### Guiding Questions:

1. What did we get right?
2. What's missing?
3. What would you change?
4. What's the most important item in each quadrant?

### Discussion Notes:

Color Key: **Blue** = proposed revision | **red** = proposed deletion | **green** = proposed addition

Strengths	Weaknesses
<ul style="list-style-type: none"> <li>Add: language for economic opportunities</li> <li>Add: Include traditional knowledge in forestry</li> <li>Add: Highlight public involvement</li> <li>Add: Fungal pharmacological diversity</li> <li>Add: Greatest recreation opportunities</li> <li>Add: White spruce makes high-quality paper</li> </ul>	<ul style="list-style-type: none"> <li>Add: Lack saw mill operators</li> <li>Add: Need cheaper energy to produce lumber locally</li> <li>Add: Soil is getting thinner</li> <li>Add: We import most lumber from Seattle</li> <li>Revise: Replace "trails" with "roads in first bullet</li> <li>Delete: Limited infrastructure is not a weakness</li> </ul>
Opportunities	Threats
<ul style="list-style-type: none"> <li>Add: Proactive management to combat landscape-level change</li> <li>Add: Need more job opportunities</li> <li>Add: Food forest</li> <li>Add: Community saw mill</li> <li>Add: Connect people that want to build homes to saw mills</li> <li>Add: Education/training programs for saw mill operators</li> <li>Add: Use local lumber locally</li> <li>Add: Directory of saw mills for the community</li> <li>Add: Incentivize the banks to loan to locally built homes</li> <li>Revise: Change "spruce bark beetle" to "salvage timber from disturbances"</li> </ul>	<ul style="list-style-type: none"> <li>Add: Can't create own home and gain land</li> <li>Add: Invasive species aside from spruce beetle</li> <li>Add: Lack of sustainable logging practices that preserve old growth</li> <li>Add: Include impacts on animals and insects</li> <li>Delete: Remove perception of "impacts of logging and logging roads"</li> </ul>

## Goals, Strategies, Actions Discussion Questions

### Guiding Questions:

1. What did we get right?
2. What would you change?
3. What's missing?
4. Who will lead each of the strategies? What do you see as you/your organization's role?
5. Which of the strategies is most important for us to focus on over the next year?

### Discussion Notes:

- Goals
  - Add: Preserving and protecting natural beauty for future generations



- Strategy 1: Collaborative Management
  - Add: Support communication with the public.
  - Add: Stand up a citizen advisory committee
  - Add: Create new management tools for collective management
  - Add: Coordinate management of fire risk
  - Add: Add traditional ecological knowledge education opportunities
  - Add: Need to keep unburned mass down
  - Add: Educate tourists on leaving the land better than you found it
  - Add: Add preservation
  - Delete: The Tanana Valley State Forest Management Plan is already being updated
- Strategy 2: Biomass
  - Add: Increase forestry education in Tok and Galena
  - Add: Increase biomass education and awareness
  - Add: Identify areas of maximum benefit and least impact
  - Add: Update the FNSB Community Wildlife Protection Program
  - Add: Self-reporting of wood usage
  - Add: Number of homes that use fire food and biomass as primary heat source
  - Add: Look at wood cutting permit sales
  - Revise: Thinning doesn't work
- Strategy 3: Local Products
  - Add: Develop a grading system administrated by Cold Climate Housing Research
  - Add: Implement a subsidy for buying local wood
  - Add: Increase food forests and commercial research
  - Add: Access to roads lowers energy costs
  - Add: Create housing kits for a cheap housing option using local wood
  - Add: Develop a mushroom forest
  - Add: Develop a Made in Alaska stamp
  - Add: Add education
- Other (could go in other chapters)
  - Add: fourth strategy: Cultural Uses of Forest
  - Add: Develop a regional fire risk rating system to put individual years into perspective
  - Revise: Need to stress that we will preserve the natural beauty of our forests.

## Measures of Success Discussion Questions

### Guiding Questions:

1. What did we get right?
2. What's missing?
3. What would you change?
4. Which of these indicators will be the most effective at measuring our success?

### Discussion Notes:

- Employment is a good measure.
- Add: Measure number of timbersales, acres of timber harvested and miles of road installed.
- Add: Measure number of acres replanted.
- Add: Use volume of boards as a metric
- Add: Use soil measurements/thickness as a measure of success
- Add: Measure the diversity of species
- Delete: Don't use burned acres as a measure

# 2022-2026 Fairbanks North Star Borough Comprehensive Economic Development Strategy (CEDS)

## Health Care 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>	<b>Weaknesses</b> <i>Internal barriers to success</i>
<ul style="list-style-type: none"> <li>FNSB is a health care hub, serving both the FNSB and other Interior Alaska communities</li> <li>FNSB is home to quality health facilities including Fairbanks Memorial Hospital and Chief Andrew Isaac Health Center</li> <li>Telehealth has been successfully used to increase access to health care and fill priority needs, including expanding access to behavioral health care</li> </ul>	<ul style="list-style-type: none"> <li>Duplication of technology that results in underutilization</li> <li>FNSB has limited public health authority</li> <li>Medicaid and Medicare billing rates are too low to cover costs</li> <li>Military families have high behavioral health needs associated with transitions and the stressful nature of their work, and DoD sometimes struggles to maintain sufficient behavioral health staffing capacity</li> <li>Services for persons experiencing homelessness are insufficient to meet demand</li> <li>Winters, high cost of living can be a barrier for recruiting and retaining out-of-town health care workers</li> </ul>
<b>Opportunities</b> <i>External forces that contribute to success</i>	<b>Threats</b> <i>External forces that could be barriers to success</i>
<ul style="list-style-type: none"> <li>Continued improvements to telehealth technology</li> <li>Crisis Now model offers new ways of responding to people in crisis in FNSB, creating more effective, efficient methods that will also free up public safety resources and create new job opportunities</li> <li>Fort Wainwright conducted a Behavioral Health Epidemiological Consultation (BH EPICON) in response to a series of suicides in the Fort Wainwright community; the EPICON identified recommendations to improve moral and quality of life for troops</li> </ul>	<ul style="list-style-type: none"> <li>COVID-19 and ongoing impacts to health, travel, workers</li> <li>Nationwide workforce shortages mean FNSB is competing with other facilities across the country</li> <li>State budget cuts threaten health care and social service program funding</li> </ul>

<b>Where We Are</b>	<b>What measurements can we use to track progress? Where do we want to be in 5 years?</b>	<b>2026 Targets</b>
<b>#6</b> (2018)	<b>Health Outcomes Ranking</b> , out of 25 Alaska boroughs/census areas <i>Based on a set of indicators including premature death rate, number of residents reporting poor physical and mental health days, and low birthweight</i>	<b>#3</b>
<b>160:1</b> (2020)	<b>Mental Health Providers</b> – Ratio of population to mental health care providers. <i>This is higher than the statewide ratio of 200:1, although stakeholder feedback indicates there are still not enough providers to meet the need</i>	<b>Need to ID</b>

Other Potential Indicators (need baselines and targets): quality of care metrics; ratio of population to primary care providers; ratio of population to dentists or licensed dental staff

Sources: Health Outcomes Ranking and Mental Health Providers comes from the County Health Rankings, tool provided by the University of Wisconsin Population Health Institute with support from the Robert Wood Johnson Foundation

## Health Care Goal – long term improvements and changes we want to see in five years or more



1. The Fairbanks health care industry has the workforce, tools and expertise needed to provide quality, affordable, timely care for residents throughout Interior Alaska.

Strategies & Actions – the activities we will implement over the next 5 years to accomplish goals & targets and who will lead them	Lead
<p><b>1. Community Health</b> – Implement the goals and strategies identified in the 2019 Community Health Needs Assessment (CHNA) and the 2020-2022 Community Health Improvement Plan (CHIP). (Goal 1)</p> <p><i>Priority focus areas in the CHNA and CHIP include:</i></p> <ol style="list-style-type: none"> <li>a. Mental Health: Improve access to and sustainability of services and housing for individuals with mental health needs in order to support safe, stable living in the least restrictive environment.</li> <li>b. Senior Care: Ensure our rapidly growing senior-age population is able to live safely in the least restrictive environments for as long as possible.</li> <li>c. Adverse Childhood Experiences/Trauma: Reduce numbers of Interior Alaskans experiencing preventable trauma, and increase numbers of Interior Alaskans with protective factors, to together achieve fewer Interior Alaskans experiencing chronic emotional and physical health conditions.</li> <li>d. Physical Health/Healthy Behaviors: Reduce the incidence and long-term impacts of chronic health conditions such as cardiovascular disease, stroke, cancer, and diabetes which can be causes of reduced quality of life or premature mortality.</li> <li>e. COVID-19 Response: Interior Alaska is prepared to respond to outbreaks of the COVID-19 virus.</li> </ol>	
<p><b>2. Collaboration</b> – Convene health care providers on a regular basis to identify shared priorities. (Goal 1)</p> <ol style="list-style-type: none"> <li>a. Maintain joint planning and cooperation among military and civilian health planners and health and social service providers serving the region. Consider conducting a joint assessment of health needs and resources on a regular basis (from Eielson Regional Growth Plan).</li> </ol>	
<p><b>3. Filling the Gaps</b> – Identify and address gaps in specialty care. (Goal 1)</p> <ol style="list-style-type: none"> <li>a. Address known gaps in medical specialty care (Otolaryngology [Ear, Nose, Throat] and potentially orthopedics), and behavioral health services (from Eielson Regional Growth Plan).</li> <li>b. Reopen the dental hygiene program at UAF.</li> <li>c. Establish a licensed practical nursing (LPN) program at UAF.</li> <li>d. Increase the availability of senior and elder services, especially for dementia-related disease; advocate for improved reimbursement options to provide senior care.</li> <li>e. Identify and recruit for other specialty care needs, including geriatric specialties, dermatology.</li> </ol>	
<p><b>4. Healthy Military Families</b> – Support military households by ensuring there is access to adequate health care resources in the FNSB community. (Goal 1)</p> <ol style="list-style-type: none"> <li>a. Ensure adequate availability of family support services to build on the strengths of military families and mitigate risks (from Eielson Regional Growth Plan).</li> <li>b. Recruit and retain behavioral health providers, including for pediatric behavioral health.</li> <li>c. Implement recommendations identified in the Fort Wainwright Behavioral Health Epidemiological Consultation (EPICON) to improve quality of life for troops in the community.</li> <li>d. See also: Recreation &amp; Entertainment focus area.</li> </ol>	

## Other Relevant Resources

- **Community Health Needs Assessment.** Foundation Health Partners. 2019. [View here.](#)
- **2020-2022 Community Health Improvement Plan.** Foundation Health Partners. 2020. [View here.](#)
- **Eielson Regional Growth Plan.** Fairbanks North Star Borough. 2018. [View here.](#)
- **Crisis Now.** City of Fairbanks project webpage: [view here.](#) Alaska Mental Health Trust Authority webpage: [view here.](#)



# Interior Alaska Economic Summit, February 22-23, 2022

## Health Care Breakout: Discussion Summary (02-22-22)

To view results from the other sessions, visit <https://fnsbcds.com/> (results will be posted by March 11<sup>th</sup>)

This document compiles feedback and notes from the breakout session. The other tools that were used to guide the discussion include:

- An economic cluster/influencer one-pager that identified a preliminary SWOT analysis, goals, strategies, actions, and measures of success
- A worksheet identifying a proposed economic vision statement and guiding questions for each of the activities. The guiding questions have been copied into this document for reference. The feedback on the economic vision statement was compiled separately and will be released by March 11<sup>th</sup>.

### Participants *(alphabetical by first name, based on sign in sheet)*

First	Last	Affiliation	Email
Carol	Davila	Foundation Health	Carol.Davila@foundationhealth.org
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*Facilitated by Jamie Hansen, Information Insights*

*RSVPs: 30 participants*

## Feedback on the Strengths, Weaknesses, Opportunities, and Threats (SWOT) Analysis

### Guiding Questions:

1. What did we get right?
2. What's missing?
3. What would you change?
4. What's the most important item in each quadrant?

### Discussion Notes:

Color Key: **Blue** = proposed revision | **red** = proposed deletion | **green** = proposed addition

Strengths	Weaknesses
<ul style="list-style-type: none"> <li>Add: Industry is mostly in alignment</li> <li>Add: Health care hub</li> <li>Add: Change of providers and facilities and telemedicine</li> <li>Add: More apprenticeships</li> <li>Add: State of Alaska and FNSB school district</li> <li>Add: SHARP, WAMI and other educational and recruitment opportunities</li> <li>Revise: Add "SCF" to second bullet</li> <li>Delete: "including Fairbanks Memorial Hospital and Chief Andrew Isaac Health Center" from second bullet</li> </ul>	<ul style="list-style-type: none"> <li>Add: Licensing – reciprocal for military spouses</li> <li>Add: Behavioral health need is broader than military</li> <li>Add: Communitywide lack of resources</li> <li>Add: Lack of child care for health care workers</li> <li>Add: Layoffs at the FNSB school district makes recruitment more difficult</li> <li>Add: Lack of local data to ID gaps</li> <li>Add: Nursing care not available in FNSB</li> <li>Add: Medicare and Medicaid rates are too low</li> <li>Add: Licensing requirement gaps</li> <li>Revise: Replace "Military" with "All" in fourth bullet</li> </ul>
Opportunities	Threats
<ul style="list-style-type: none"> <li>Add: Retention is a big opportunity</li> <li>Add: Housing is too expensive or not available</li> <li>Add: Collaborative structure across facilities</li> <li>Add: Increase recruiting and retaining people coming to work in Fairbanks</li> <li>Add: Community support for health care collaboration efforts to fill gaps</li> <li>Add: Out patient 24/7 care</li> </ul>	<ul style="list-style-type: none"> <li>Add: High prices for traveling providers</li> <li>Add: Lack of internet access for telemedicine</li> <li>Add:</li> <li>Add: Lack of services for elders</li> <li>Add: Long waitlist for federal funds</li> <li>Add: Dementia not eligible for federal funds</li> <li>Add: Lack of nursing care for patients with families out of state</li> <li>Add: Not enough housing for traveling health care workers</li> <li>Add: Poor retention of health care workers</li> <li>Add: Competition between providers</li> <li>Add: Lack of housing</li> <li>Add: Complexity of the reimbursement system</li> <li>Add: Lack of available child care</li> </ul>

## Goals, Strategies, Actions Discussion Questions

### Guiding Questions:

1. What did we get right?
2. What would you change?
3. What's missing?
4. Who will lead each of the strategies? What do you see as you/your organization's role?
5. Which of the strategies is most important for us to focus on over the next year?

### Discussion Notes:

- Goals
  - [Revise: Add housing to goal](#)
- Strategy 1: Community Health
  - [Add: Safe and affordable housing](#)
  - [Add: Internet for telehealth](#)
  - [Add: Add home CNA care](#)
  - [Revise 1E: Add "and other emergencies"](#)
- Strategy 2: Collaboration
  - [Add: Open minds](#)
- Strategy 3: Filling the Gaps
  - [Add: Grow secondary school career path](#)
  - [Add: Expand and support immediate entry](#)
  - [Add: Three-year funds via I.C.H.C](#)
  - [Add: More mental health clinicians](#)
  - [Add: Up-to-date data](#)
  - [Add: LPNs](#)
  - [Add: Expand and improve statewide RN programs](#)
  - [Add: Need to include the needs of FNSB School District](#)
  - [Add: Add high school education](#)
  - [Revise: 3B: Replace "UAF" with "UAA"](#)
  - [Revise: 3B: Revise to "Expand and improve the RN program statewide"](#)
- Strategy 4: Healthy Military Families
  - [Add: Retention is the result of quality of life](#)
  - [Revise: Strategy revision: "Healthy All Families"](#)
  - [Revise: Strategy revision: "Support households moving to our community by ensuring there is access to high quality of life in the FNSB community."](#)
  - [Revise: 4C: Who's hiring?](#)



- Revise: 4C: Revise to “Implement recommendations identified in the Fort Wainwright Behavioral Health Epidemiological Consultation (EPICON) to improve quality of life for the entire community.”
- Revise: 4D: Add quality of life

## Measures of Success Discussion Questions

### Guiding Questions:

1. What did we get right?
2. What’s missing?
3. What would you change?
4. Which of these indicators will be the most effective at measuring our success?

### Discussion Notes:

- Add: Track how to optimize transition and retention
- Add: Track data on specialties by population demographics
- Add: Need support staff for providers
- Add: Track number of apprentice programs created and number of employees they have
- Add: measures of success around hiring and retention
- Add: measure of success for specialty services offered
- Add: measure of success for number of houseless people being served

# 2022-2026 Fairbanks North Star Borough Comprehensive Economic Development Strategy (CEDS)

## Mining 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>	<b>Weaknesses</b> <i>Internal barriers to success</i>
<ul style="list-style-type: none"> <li>Three of Alaska's largest mining operations (Usibelli, Fort Knox, and Pogo) are within 150 miles of Fairbanks</li> <li>The University of Fairbanks mining program supports industry workforce needs</li> <li>Mining company contributions to the community, including event sponsorships and UAF programs</li> <li>Interior Alaska mines have a history of responsible operations, with no major recent events</li> <li>Fort Knox contributes millions in property taxes annually to the FNSB (\$11.1 million in 2020)</li> </ul>	<ul style="list-style-type: none"> <li>There is a lack of infrastructure for potential mines</li> <li>The cost of exploration is higher than in the Lower 48</li> <li>Poor public perception of mining and lack of understanding of what modern mining looks like</li> <li>Mining companies often end community outreach after the permitting phase</li> </ul>
<b>Opportunities</b> <i>External forces that contribute to success</i>	<b>Threats</b> <i>External forces that could be barriers to success</i>
<ul style="list-style-type: none"> <li>Potential future mining extraction projects in Interior Alaska such as the Manh Choh Project (owned by Kinross Fort Knox Gold Mine, near Tetlin) and Ester Dome (Felix Gold Limited)</li> <li>Increasing global demand for rare earth minerals</li> <li>Alaska's reputation as a mineral source is increasing</li> <li>Road systems through the Brooks Range and Ambler Mining District in planning phases</li> <li>Green technology is reliant on minerals</li> </ul>	<ul style="list-style-type: none"> <li>Federal policies that restrict new resource development</li> <li>Negative environmental impacts from mining</li> <li>Public perception of mining is often negative or misinformed</li> <li>The publicity damage of Pebble Mine persists and extends to other projects</li> <li>Increasing skilled labor shortage</li> </ul>

<b>Where We Are</b>	<b>What measurements can we use to track progress? Where do we want to be in 5 years?</b>	<b>2026 Targets</b>
<b>\$1.9 billion</b> (2020)	<b>Mineral Value</b> – Export value of minerals being extracted in Alaska <i>Alaska recently surpassed Florida to be the sixth most-productive mining state</i>	<b>\$2 billion</b> (5% increase from 2019)
<b>3 Mines</b> (2020)	<b>Producing Mines</b> – How many major deposits are moving from exploration and permitting to operation in Interior Alaska <i>The Interior has three active mines and two in exploration</i>	<b>5 mines</b>
<b>1,293 Jobs</b> (2019)	<b>Employment</b> – Number of FNSB residents employed full or part time in mining, quarrying, and oil and gas jobs <i>This number has decreased by almost half over the past 5 years (2,322 in 2014) – Why?</i>	<b>1,360</b> (5% increase from 2019)

Sources for export value comes from Alaska Miners Association; employment numbers from the Bureau of Economic Analysis

**Mining Cluster Summary Draft for Interior Alaska Economic Summit Review, February 2022**

**Mining Goals** – long term improvements and changes we want to see in five years or more

1. Interior Alaska's abundant mineral resources are the foundation for a thriving, responsible, modern mining industry.



2. FNSB residents and local and regional leaders are more knowledgeable about mining, including the industry's economic importance, environmental stewardship, and employment opportunities.

**Strategies & Actions** – the activities we will implement over the next 5 years to accomplish goals & targets and who will lead them**Lead**

**1. Workforce Development** – Maintain a highly trained workforce that supports mining and geology needs across the spectrum, from exploration, permitting and production. *(Goals 1, 2)*

- Advocate for natural resources curriculum in public schools.
- 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).
- Continue to support public private partnerships such as Alaska Resource Education.
- Increase awareness of career opportunities in the mining industry.

**2. Increase Production** – Support responsible exploration and permitting for potential new mines in Interior Alaska. *(Goal 1)*

- Support exploration and permitting phases for Livengood Mine.
- Support exploration and permitting phases for the Manh Choc Project, including addressing transportation concerns.

**3. Key Infrastructure** – Explore feasibility of new infrastructure to improve access to deposit sites. *(Goal 1)*

- Perform a cost/benefit analysis for expansion of roads or railway to access sites in the exploration phase.

**4. Fair Policies** – Ensure local, regional, and state policies balance environmental, economic, and community needs while supporting a competitive environment for exploration and investment. *(Goals 1, 2)*

- Review regional and state taxation policies to ensure mining is taxed at rates that benefit communities without placing an uneven burden on the industry, and that creates stability and certainty for mining investors.

**5. Education and Connection** – Educate the public on modern mining practices and implement long-term engagement with communities around active and potential deposits. *(Goal 2)*

- Increase public education on modern mining and the safety measures that are taken.
- Launch a public relations campaign around how minerals (including rare earth minerals) are required to manufacture essentials such as smart phones, renewables, and electric vehicles.
- Educate mining operators on the benefits of engagement beyond the permitting phase.
- Increase tours to active mines.

**Other Relevant Resources**

- The Economic Benefits of Alaska's Mining Industry.** Alaska Miners Association. 2021. [View here.](#)
- Major Mines in Alaska.** Alaska Miners Association. 2022. [View here.](#)
- Mineral Industry Annual Reports.** Alaska Department of Natural Resources, Division of Geological & Geophysical Surveys. [View here.](#)



# Interior Alaska Economic Summit, February 22-23, 2022

## Mining Breakout: Discussion Summary (02-22-22)

To view results from the other sessions, visit <https://fnsbcds.com/> (results will be posted by March 11<sup>th</sup>)

This document compiles feedback and notes from the breakout session. The other tools that were used to guide the discussion include:

- An economic cluster/influencer one-pager that identified a preliminary SWOT analysis, goals, strategies, actions, and measures of success
- A worksheet identifying a proposed economic vision statement and guiding questions for each of the activities. The guiding questions have been copied into this document for reference. The feedback on the economic vision statement was compiled separately and will be released by March 11<sup>th</sup>.

### Participants *(alphabetical by first name, based on sign in sheet)*

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*Facilitated by Jomo Stewart, Fairbanks Economic Development Corporation*

*RSVPs: 24 participants*

## Feedback on the Strengths, Weaknesses, Opportunities, and Threats (SWOT) Analysis

### Guiding Questions:

1. What did we get right?
2. What's missing?
3. What would you change?
4. What's the most important item in each quadrant?

### Discussion Notes:

Color Key: **Blue** = proposed revision | **red** = proposed deletion | **green** = proposed addition

Strengths	Weaknesses
<ul style="list-style-type: none"> <li>Add: Add how many acres are open to mining</li> <li>Add: World-class mineralization</li> <li>Add: Permissive regulation regime</li> <li>Add: Geology is here and supports exploration</li> <li>Add: UAF geology program</li> <li>Add: Fort Knox partnership with Trout Unlimited</li> <li>Add: Community projects of local mines</li> <li>Economic propulsion from high number of employees</li> <li>Add: Appreciation for workers of the mining industry and the opportunity the industry brings.</li> <li>Add: Highlight what UAF offers the industry</li> <li>Add: Fort Knox</li> <li>Add: GVEA rates are low</li> <li>Add: Strong environmental review and regulation</li> <li>Add: Fairbanks is a logistical hub</li> <li>Revise: Reword second bullet to "UAF supports industry workforce needs and provides research capabilities"</li> <li>Revise: What is considered "recent" in bullet four?</li> </ul>	<ul style="list-style-type: none"> <li>Add: Lack of geology knowledge</li> <li>Add: Lack of infrastructure</li> <li>Add: Industry focus on gold</li> <li>Add: Lack of trust with regulation agencies</li> <li>Add: Who owns surface and subsistence rights?</li> <li>Add: Land status mapping</li> <li>Add: Lack of effective communication between mining and the public</li> <li>Add: Cost of energy</li> <li>Add: Public understanding land status</li> <li>Add: UAF geology and engineering research and development</li> <li>Add: Land status management</li> <li>Add: Lack of honest disclosure</li> <li>Add: No trust from mining companies and the public</li> <li>Add: Mining conflicts with other user groups, such as trail users and home owners</li> <li>Add: Outdated mining laws</li> <li>Add: Low tax rate</li> <li>Add: Limited recycling options</li> <li>Add: Need to update land status</li> <li>Revise: Add "production" to second bullet</li> </ul>
Opportunities	Threats
<ul style="list-style-type: none"> <li>Add: Green tech is reliant on precious metals? Not minerals?</li> <li>Add: Provides multiuse land access opportunities</li> <li>Add: Metal refining, perhaps manufacturing</li> <li>Add: Jobs</li> <li>Add: Specialty processing plant</li> <li>Add: Potential future mining extraction and exploration</li> <li>Add: Education</li> <li>Add: Giving credit to the mining industry for the good work they do</li> <li>Add: Include gold (gold is not a rare earth mineral)</li> <li>Add: Better outreach and public engagement</li> <li>Add: Highway and Jobs bill</li> <li>Delete: Road systems through Brooks Range and Ambler Mining District</li> </ul>	<ul style="list-style-type: none"> <li>Add: Other land uses don't jive with mining</li> <li>Add: Time to development</li> <li>Add: Declining level of trust by the public of regulatory agencies</li> <li>Add: High energy costs</li> <li>Add: Poor comprehensive knowledge among the public</li> <li>Add: Competition for land (hunting, fishing, hiking, skiing)</li> <li>Add: Community impact</li> <li>Add: Actual potential impacts of Pebble Mine</li> <li>Add: Public safety treat of Kinross using public highway as road</li> <li>Add: Air pollution</li> <li>Add: Changes in political administration</li> </ul>

## Goals, Strategies, Actions Discussion Questions

### Guiding Questions:

1. What did we get right?
2. What would you change?
3. What's missing?
4. Who will lead each of the strategies? What do you see as you/your organization's role?
5. Which of the strategies is most important for us to focus on over the next year?

### Discussion Notes:

#### Goals

- Add: Add a training and hires goal
- Add: Add a goal regarding the impact to the community
- Make actionable
- Goal 2: In reference to "more knowledgeable" – more knowledgeable than what?
- Goal 1: "Interior Alaska's abundant mineral resources are a mechanism supporting a thriving, responsible, modern mining industry and local communities."
- Goal 1: What is considered "responsible"?
- Goal 2: "FNSB residents and local and regional leaders have a knowledgeable understanding of mining, including the industry's economic importance, environmental stewardship, and employment opportunities."
- Goal 2: Add education and communication

#### Strategy 1: Workforce Development

- Add: Increase partnerships for workforce development
- Add: Add a vocational action
- Add: Millwright Education
- Refine: Strategy revision: ... "through permitting to production."
- Refine: Strategy revision: "Make and create a highly trained local workforce..."
- Refine: Strategy revision: "Create and maintain a highly trained local workforce..."
- Refine: 1A: Add "and universities" to the end of the sentence
- Refine: 1A: Add "create" to the start of the sentence
- Refine: 1A: Refer to badge program designed for farthest north Girl Scouts and Girl Scouts of Alaska.
- Refine: 1B: Turn "Vocational training programs such as the Mining and Petroleum Training Service" its own bullet
- Refine: 1B: Support/provide CDL training and licensing
- Refine: 1B: Add "and Hutchinson High School" to the end
- Refine: 1D: Add "with definition on job skills and needs and avenues for professional growth and advancement" to the end of the sentence
- Refine: 1D: Add "connect needs to resources" to the end

#### Strategy 2: Increase production



- Add: Add infrastructure
- Add: Add communication toward community acceptance
- Add: Add workforce
- Refine: strategy: Add “remediation and restoration” to the end
- Refine: strategy: Add “robust public input” after “support”
- Refine: Make actions more inclusive of all mines
- Refine: Add in public process
- Refine: What does “support” mean?
- Refine: 1A: Make more general
- Refine: 1A: “Support exploration and permitting phases for Livengood mine and get started recruiting workforce and training locals for hire”
- Refine: 1A: “Exploration and permitting for mine projects”
- Delete: 2B

#### Strategy 3: Key Infrastructure

- Add: Add money
- Refine: Who is going to pay for it? Estimated cost?

#### Strategy 4: Fair Policies

- Add: Highlight environmental regulatory process. Show that the profession is constantly changing.
- Add: Add consistency on timing in permitting
- Add: Permitting and environmental regulations need to be included

#### Strategy 5: Education and Connection

- Add: Build trust back with the public and agencies
- Add: How are agencies negatively affecting communication? Is government not doing enough outreach during permitting?
- Add: Engage the public
- Add: Gain social license by communicating with communities and taking concerns into consideration
- Refine: Strategy name revision: “Public Education and Connection”
- Refine: Strategy name revision: “Outreach”
- Refine: Comment: This sounds like PR

#### Other (could go in other chapters)

- Add: Infrastructure is key to public support and the social license
- Add: Reclamation standards need to be strengthened and clarified
- Add: How much science versus industry propaganda is taught?

## Measures of Success Discussion Questions

### Guiding Questions:

1. What did we get right?
2. What's missing?
3. What would you change?
4. Which of these indicators will be the most effective at measuring our success?

### Discussion Notes:

- General comment: the Energy one-pager seems anti-coal, but in mining, coal mining expansion seems like a priority. Are these contradictory?
- Add: Develop “grading” for wood so that it can be financed
- Add: Use Interior-specific metrics as opposed to all of Alaska
- Add: Poll FNSB residents on their perception of mining and track the number of good, bad and indifferent between now and then to measure if PR is having any influence
- Add: Use a local hire metric
- Add: Add % of market to mineral value measure
- Add: Add metric for recycling and repurposing mined materials
- Revise: Why not expand mines?
- Revise: Targets for mineral value and employment are too low
- Delete: You want to permit and open two mines within 5 years?

# 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

<b>Strengths</b> <i>Internal attributes that contribute to success</i>	<b>Weaknesses</b> <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 Cold Climate Housing Research Center with focus on energy systems</li> <li>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>
<b>Opportunities</b> <i>External forces that contribute to success</i>	<b>Threats</b> <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>

<b>Where We Are</b>	<b>What measurements can we use to track progress? Where do we want to be in 5 years?</b>	<b>2026 Targets</b> (5% growth from 2019)
<b>\$49 M</b>	<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>	<b>\$51.4 M</b>
<b>\$110.9 M</b> (FY20)	<b>UAF Research</b> – Research-related expenditures from external research funding, including federal grants, state pass throughs, and state research grants; <i>up 14% from FY2015 (\$97.5 M)</i>	<b>\$116.5 M</b>
<b>49</b> (FY20)	<b>Ph.D.s</b> – Annual number of UAF students receiving Ph.D.s; <i>increasing this number will be key (FY20) for achieving Tier 1 Research University status (requires increasing the annual # of PhDs by a factor of two to four)</i>	<b>100</b>

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

## Research & Innovation Goals – long term improvements and changes we want to see in five years or more



1. Interior Alaska is a renowned research hub that attracts scholars, entrepreneurs, and institutions to generate innovative solutions to modern challenges, with both local and global applications.
2. Research efforts in Interior Alaska are successfully translated into private sector application and catalyze the growth of new and existing businesses.

Strategies & Actions – the activities we will implement over the next 5 years to accomplish goals & targets	Lead
<b>1. Enhance Research Institutions</b> – Position UAF and other Interior Alaska institutions as global leaders in research and innovation. <i>(Goal 1)</i> <ol style="list-style-type: none"> <li>a. Achieve Tier 1 Research University status for UAF.</li> <li>b. Establish Fairbanks International Airport as an unmanned aircraft system hub.</li> <li>c. Leverage the collaboration between Cold Climate Housing Research Center and NREL to further grow renewable energy research facilities and programs.</li> </ol>	
<b>2. Expand Research and Development</b> – Celebrate, promote, and expand research efforts that support economic development, resiliency, and quality of life in Alaska communities. Support: <i>(Goals 1, 2)</i> <ol style="list-style-type: none"> <li>a. Research of agricultural and mariculture technologies and harvesting potential.</li> <li>b. Research aimed at climate change documentation and adaptation.</li> <li>c. Research exploring energy solutions including renewable energy technologies, microgrids, nuclear, and energy efficiency.</li> <li>d. Military-relevant research, including cold weather testing, unmanned aircraft systems, satellite remote sensing, aerospace, natural hazards, and Arctic-relevant topics such as infrastructure, emergency response, transportation, and safety.</li> <li>e. Biomedical and public health research efforts such as the One Health concept.</li> <li>f. Geologic and mineral research.</li> <li>g. Research that identifies solutions to meet Alaska’s unique housing needs including design techniques, water-sewer improvements, and increasing utilization of local materials.</li> <li>h. Fisheries and oceans research that supports coastal communities and ocean-based economic activities.</li> </ol>	
<b>3. Support Entrepreneurs</b> – Assist innovators in building on their discoveries and pivoting into private sector and business opportunities. <i>(Goal 2)</i> <ol style="list-style-type: none"> <li>a. Promote and expand the Center for Innovation, Commercialization, and Entrepreneurship (ICE)’s new <a href="#">Innovation Accelerator</a> program and <a href="#">Students2Startups</a> internship program.</li> </ol>	
<b>4. Build Community Partnerships</b> – Engage communities and Tribes as critical partners in research efforts. <i>(Goals 1, 2)</i> <ol style="list-style-type: none"> <li>a. Collaborate with Tribes and Tribal communities to elevate the role of traditional ecological knowledge (TEK) in research efforts.</li> <li>b. Support greater community participation and local hire in research efforts and ensure community-based research is communicated back to communities in stakeholders in accessible and usable formats.</li> <li>c. Involve communities in the design phases when crafting research proposals.</li> </ol>	

## Other Relevant Resources

- **UAF Strategic Plan 2027.** University of Alaska Fairbanks. November 2021. [View here.](#)
- **UAF Department of Defense Support.** University of Alaska Fairbanks webpage. [View here.](#)
- **List of UAF Research Facilities.** University of Alaska Fairbanks. [View here.](#)
- **North to Opportunity: Aerospace Industry Summary Page.** The State of Alaska. [View here.](#)
- **Arctic Research Plan.** Interagency Arctic Research Policy Committee, National Science and Technology Council. Dec. 2021. [View here.](#)



Developed as part of the 2022-2026 FNSB Comprehensive Economic Development Strategy (CEDS).

[www.FNSBCEDS.com](http://www.FNSBCEDS.com)

# Interior Alaska Economic Summit, February 22-23, 2022

## Research & Innovation Breakout: Discussion Summary (02-22-22)

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### Participants *(alphabetical by first name, based on sign in sheet)*

First	Last	Affiliation	Email
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*Facilitated by Molly Mylius, Agnew::Beck Consulting*

*RSVPs: 39 participants*

## Feedback on the Strengths, Weaknesses, Opportunities, and Threats (SWOT) Analysis

### Guiding Questions:

1. What did we get right?
2. What's missing?
3. What would you change?
4. What's the most important item in each quadrant?

### Discussion Notes:

Color Key: **Blue** = proposed revision | **red** = proposed deletion | **green** = proposed addition

Strengths	Weaknesses
<ul style="list-style-type: none"> <li>• <b>Revise:</b> clarify the bullet about a skilled workforce and educated population – is this enough? Is there still a gap in skills? <b>Not</b> just general educational attainment, but relevant skills and training for the specific opportunities/jobs available</li> <li>• <b>Add:</b> unique environment – subarctic, unique environmental attributes</li> <li>• <b>Add:</b> vast areas of uncontrolled airspace and undeveloped lands</li> <li>• <b>Add:</b> Eielson AFB innovation team</li> <li>• <b>Add:</b> more prominently feature UAF on the strengths list</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Revise:</b> finesse wording of the data speeds strategy to make it more focused and identify where the actual gap occurs – is it the middle mile infrastructure to institutions, or a statewide bottleneck? Could this be addressed with more local computing power?</li> <li>• <b>Add:</b> lack of clarity around workforce needs in this area</li> <li>• <b>Add:</b> UAF resource capacity is not accessible to the community; need for greater education and inclusion on how the community can work with UAF</li> <li>• <b>Add:</b> Private sector research needs are not always effectively communicated back to the research community</li> <li>• <b>Add:</b> lack of a strategy on how to communicate UAF research efforts and fundings back to the community</li> <li>• <b>Add:</b> UAF is seen as a business for residents, with costs that make it inconvenient/inaccessible – such as fees for parking and library access</li> </ul>
Opportunities	Threats
<ul style="list-style-type: none"> <li>• <b>Revise:</b> for last bullet, reword to be, “...for research areas relevant to economic development in the region”</li> <li>• <b>Add:</b> funders want to see demonstrated impact/community relevance, thus increasing the usability and impact of research projects</li> <li>• <b>Add:</b> improvements in cloud computing technology could help address some of the data processing challenges/limitations in the region</li> <li>• <b>Add:</b> increase cold weather testing – promote FNSB's unique research attributes (military is helping move some of this forward)</li> <li>• <b>Add:</b> FNSB could grow as a DBIR/STTR hub to drive additional economic activity in the region</li> <li>• <b>Add:</b> industry liaisons around thematic areas</li> <li>• <b>Add:</b> state budget surplus (could some be given back to UAF?)</li> <li>• <b>Add:</b> NASA testing activities (including Martian habitat studies) could bring extra funding and jobs</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Add:</b> Federal funding is often time-limited and cannot be used to sustain long-term projects (over 10 years)</li> <li>• <b>Add:</b> Potential for technology improvements to outsource jobs (e.g., unmanned aircraft system technologies)</li> <li>• <b>Add:</b> issues with security barriers and proprietary research (especially with military facilities) resulting in testing facilities closed off/not accessible to other researchers</li> <li>• <b>Add:</b> budget uncertainty and constantly shifting funding priorities at the federal level</li> <li>• <b>Add:</b> recruiting for technical positions</li> </ul>



## Goals, Strategies, Actions Discussion Questions

### Guiding Questions:

1. What did we get right?
2. What would you change?
3. What's missing?
4. Who will lead each of the strategies? What do you see as you/your organization's role?
5. Which of the strategies is most important for us to focus on over the next year?

### Discussion Notes:

- Goals
  - Revise: add "experts from rural communities" to the list of stakeholders identified in Goal #1
  - Revise: reword Goal #1 to be, "...hub and attracts future..."
- Strategy 1: Enhance Research Institutions
  - Revise: expand action b to not just be focused on Fairbanks International Airport
  - Revise: expand action c to also include energy conservation
  - Revise: modify action c to apply lessons learned from the collaboration to identify and execute other potential partnerships
  - Add: need more pilots – expand training
  - Add: build a community of research practice, utilize diversity of the community
    - Leads: FNSB, FEDC
  - Add: invest in "middle ground" expertise, including vocational and trade skills needed to support research efforts (also supports action 4b)
  - Add: retain high level expertise in region (e.g., those graduating UAF)
- Strategy 2: Expand Research & Development
  - Revise: add carbon capture utilization and storage to action b.
  - Revise: work with and build from TCC and Interior Regional Housing Authority to help implement action 2g.
  - Revise: all actions will require public, private, and institutional participation to be successful
  - Add: pursue 10-year research funding to support all of the focus areas
  - Add: throughout this strategy, consider how industry needs get identified and communicated back to research institutions like UAF; how do they get elevated to research priorities?
- Strategy 3: Support Entrepreneurs
  - Revise: "support" is too broad for the strategy, recommend using a more specific word
  - Add: better engagement with the entrepreneurial community, including supporting networking with Center ICE; contracting out special technical skills such as social media and research
  - Add: community space for early-stage innovators to hang out, collaborate, ideate

- Discussion: Center ICE contributed to a local coworking space going out of business; is there an opportunity for community based coworking space to come back? Is there still a need for physical space, now that work habits have evolved?
- Add: establish network of entrepreneurial mentors to act as advisors to be able to support opportunities
- Add: focus on building more SBIR-ready local businesses with skills to prosper
- Add: training programs to support entrepreneurs to be more resilient
- Strategy 4: Build Community Partnerships
  - Revise: include the word “diverse” when discussing local hire in action b.
  - Add: Add action addressing the global aspect of research – need for global public and private partnerships
  - Add: Address lack of diversity, increase invitations to participate
  - Add: Create and distribute a database of UAF research projects and outcomes

## Measures of Success Discussion Questions

### Guiding Questions:

1. What did we get right?
2. What’s missing?
3. What would you change?
4. Which of these indicators will be the most effective at measuring our success?

### Discussion Notes:

- Revise: consider adding more detail to the PhD data – specialties? Demographics? For UAF Tier 1 status, PhDs in the humanities are most important
- Revise: change name of measure #2 from “UAF Research” to “Academic Sector Research”; suggest raising the target higher
- Add: private research and development funds
- Add: new business growth
- Add: graduation retention; tracked via existing surveys of graduates
- Add: number of trade school/vocational school graduates/certificates awarded annually
- Add: military research expenditures – is there a way to track this?

# 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

<b>Strengths</b> <i>Internal attributes that contribute to success</i>	<b>Weaknesses</b> <i>Internal barriers 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>	<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>
<b>Opportunities</b> <i>External forces that contribute to success</i>	<b>Threats</b> <i>External forces that could be barriers 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>	<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)</li> <li>• Uncertainty and disruption to travel and workforce caused by COVID-19</li> </ul>

<b>Where We Are</b> (2019 as pre-pandemic baseline)	What measurements can we use to track progress? Where do we want to be in 5 years?	<b>2026 Targets</b> (5% growth from 2019)
<b>5,991</b>	<b>Jobs</b> – FNSB residents employed in leisure & hospitality <i>10% of total workforce in 2019; this sector saw the greatest losses in 2020</i>	<b>6,290</b>
<b>\$70.5 Million</b>	<b>Visitor Spending</b> – Hotel/motel annual room receipts <i>Increased 8% from 2016 to 2019, then declined 55% between 2019 and 2020</i>	<b>\$74 Million</b>
<b>\$143 Million</b>	<b>Wages</b> – Annual wages to FNSB residents employed in leisure & hospitality <i>Only 4% of total wages, indicating these jobs pay less than other industries</i>	<b>\$150 Million</b>
<b>596,066</b>	<b>Passengers</b> – Fairbanks International Airport passenger arrivals <i>2020 passenger arrivals were half the 2019 number</i>	<b>625,869</b>
<b>11.7 days</b> (2016)	<b>Trip Length</b> – Average stay for visitors whose Alaska trips include Interior Alaska <i>Visitors to Interior Alaska stay longer than the statewide visitor average of 9.2 days</i>	<b>12.5 days</b> (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.

**Visitor Industry One-Pager Draft for Interior Alaska Economic Summit Review, February 2022**

## Visitor Industry Goals – long term improvements and changes we want to see in five years or more



1. Interior Alaska is celebrated as a year-round, world-class visitor destination.



2. Fairbanks is a prominent international hub for military and Arctic-focused conferences.



3. Interior Alaska is recognized and rewarded for its outdoor access and opportunities.

Strategies & Actions – the activities we will implement over the next 5 years to accomplish goals & targets and who will lead them	Lead
<b>1. Coordinated Marketing/Planning</b> – Fund destination marketing and planning efforts by Explore Fairbanks. (Goals 1, 2, 3) <ul style="list-style-type: none"> <li>a. Promote Fairbanks as an in-state destination for Alaskans.</li> <li>b. Promote Interior Alaska as a road trip destination for Canadians, and Lower 48 visitors.</li> <li>c. Collaborate with neighboring destinations (Denali Borough, Nenana, Tok) on marketing.</li> </ul>	
<b>2. Top-Ranked Meeting Hub</b> – Develop a world class convention and arts center in the Fairbanks North Star Borough. (Goal 2) <ul style="list-style-type: none"> <li>a. Construct the Fairbanks Convention and Arts Center.</li> </ul>	
<b>3. International Destination</b> – Promote Interior Alaska as an international destination for Arctic and aurora tourism. (Goals 1, 2) <ul style="list-style-type: none"> <li>a. Create a collective marketing strategy for aurora viewing, including promotion in international markets.</li> </ul>	
<b>4. Year-round Access</b> – Advocate for reliable, regularly scheduled transportation services to Fairbanks. (Goals 1, 2, 3) <ul style="list-style-type: none"> <li>a. Increase rail service in winter months.</li> <li>b. Support long-term rail connectivity to the Lower 48.</li> <li>c. Expand cooperative marketing programs with airlines to gain access to new visitor markets.</li> </ul>	
<b>5. Recreation Opportunities</b> – Expand indoor and outdoor recreation opportunities that appeal to residents and visitors alike. (Goals 1, 3) <ul style="list-style-type: none"> <li>a. Complete and implement the FNSB Recreational Trails Plan.</li> <li>b. Support establishment of the Alaska Long Trail.</li> <li>c. Conduct a conceptual design study for renovation of the Carlson Center, including expanding indoor recreation, fitness, and multipurpose space.</li> </ul>	
<b>6. Quality Infrastructure &amp; Effective Policies</b> – Implement infrastructure and policy recommendations from regional plans that help create livable, vibrant communities and destinations. (Goals 1, 2, 3) <ul style="list-style-type: none"> <li>a. Maintain and implement the Chena Riverfront Plan.</li> <li>b. Complete and implement the Fairbanks Downtown Plan.</li> <li>c. (see also strategy 5, action a).</li> </ul>	

## Other Relevant Resources

- **Alaska Visitor Statistics Program.** Alaska Travel Industry Association. [View here.](#)
- **Chena Riverfront Plan.** Fairbanks North Star Borough Chena Riverfront Commission. Amended 2016. [View here.](#)
- **Comprehensive Recreational Trails Plan.** Fairbanks North Star Borough. Est. completion spring 2022. [View here.](#)
- **Explore Fairbanks 2022 Strategic Marketing Plan.** Explore Fairbanks. 2021. [View here.](#)
- **Feasibility Study & Market Analysis for the Management Options of the Carlson Center.** Fairbanks North Star Borough. 2020. [View here.](#)
- **Fairbanks Downtown Plan.** Fairbanks North Star Borough. Est. completion Fall 2022. [View here.](#)



Developed as part of the 2022-2026 FNSB Comprehensive Economic Development Strategy (CEDS).

[www.FNSBCEDS.com](http://www.FNSBCEDS.com)

# Interior Alaska Economic Summit, February 22-23, 2022

## Visitor Industry Breakout: Discussion Summary (02-22-22)

To view results from the other sessions, visit <https://fnsbcds.com/> (results will be posted by March 11<sup>th</sup>)

This document compiles feedback and notes from the breakout session. The other tools that were used to guide the discussion include:

- An economic cluster/influencer one-pager that identified a preliminary SWOT analysis, goals, strategies, actions, and measures of success
- A worksheet identifying a proposed economic vision statement and guiding questions for each of the activities. The guiding questions have been copied into this document for reference. The feedback on the economic vision statement was compiled separately and will be released by March 11<sup>th</sup>.

### Participants *(alphabetical by first name, based on sign in sheet)*

First	Last	Affiliation	Email
April	Grovhoug	Westmark Fairbanks	agrovhoug@hagroup.com
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Monyka	Greany	Westmark Fairbanks	mgreany@hagroup.com
Scott	McCrea	Explore Fairbanks	smccrea@explorefairbanks.com
Teresa	Floberg	Denali Borough	tfloberg@denaliborough.com

*Facilitated by Shelly Wade, Agnew::Beck Consulting*

*RSVPs: 28 participants*

## Feedback on the Strengths, Weaknesses, Opportunities, and Threats (SWOT) Analysis

### Guiding Questions:

1. What did we get right?
2. What's missing?
3. What would you change?
4. What's the most important item in each quadrant?

### Discussion Notes:

Color Key: Blue = proposed revision | red = proposed deletion | green = proposed addition

Strengths	Weaknesses
<ul style="list-style-type: none"> <li>• Revise: aurora is the #1 singular attraction</li> <li>• Add: rail system/incoming modes of transportation</li> <li>• Add: winter visitors keep the Westmark open</li> <li>• Add: railroad</li> <li>• Add: Yukon Quest</li> <li>• Add: outfitters, guides</li> <li>• Add: Chena Hot Springs</li> <li>• Add: arts</li> <li>• Add: dog sled races</li> <li>• Add: land and resources</li> <li>• Add: regenerative tourism</li> </ul>	<ul style="list-style-type: none"> <li>• Add: transportation sector is understaffed</li> <li>• Add: challenging supply chain (workers, rental cars)</li> <li>• Add: we've diversified the ability to serve both the independent traveler and cruise visitor.</li> <li>• Add: difficult to get transportation from Fairbanks to Denali</li> <li>• Add: lack of direct flights</li> <li>• Add: not enough venues</li> <li>• Add: winter roadside facilities are limited</li> </ul>
Opportunities	Threats
<ul style="list-style-type: none"> <li>• Add: airline winter travel is increasing</li> <li>• Winter spending is increasing: longer stays and spending more money</li> <li>• Add: marijuana no longer a novelty</li> <li>• Add: Interior Tourism</li> <li>• Add: arts and theater opportunities</li> <li>• Add: river rides, air boats</li> </ul>	<ul style="list-style-type: none"> <li>• Add: cruise lines are summer only; dependency on cruise lines to drive visitor numbers</li> <li>• Add: some roads are unusable in winter</li> <li>• Add: Arctic is not pristine; we have air quality challenges</li> </ul>



## Goals, Strategies, Actions Discussion Questions

### Guiding Questions:

1. What did we get right?
2. What would you change?
3. What's missing?
4. Who will lead each of the strategies? What do you see as you/your organization's role?
5. Which of the strategies is most important for us to focus on over the next year?

### Discussion Notes:

- Goals
  - Revise: change “celebrated” to “striving” in Goal 1 and add adaptability
  - Revise: remove “rewarded” from Goal #3 (confusing - due to returning visitors or financial rewards?)
  - Revise: change Goal #3 to “recognized **and celebrated**”
  - Add: arts and energy is missing from Goal #2
- Strategy 1: Coordinated Marketing/Planning
  - Revise: Canadian tourists currently make up about 10% of total visitors
  - Add: it's important Carlson Center remains as a large space to utilize
  - Add: Advocate to ATIA to conduct the AVSP annually and better capture winter visitors
  - Add: develop a data collection strategy locally (e.g., survey residents/property owners asking how many visitors they hosted this year)
  - Add: capacity planning: what is possible and what can we reasonably sustain to offer high quality visits
- Strategy 2: Top-Ranked Meeting Hub
  - Revise: for a convention and arts center, there is especially a need for a larger space, especially if Fairbanks is to be a destination for conferences
  - Add: needs another action
- Strategy 3: International Destination
  - Revise: aurora viewing is a consistently progressive business; need to continue promotion
  - Add: solstice and arctic travel
- Strategy 4: Year-Round Access
  - Add: expanding flight options in winter
- Strategy 5: Recreation Opportunities
  - Add: where are the campgrounds? Fishing? Paddling?
- Strategy 6: Quality Infrastructure & Effective Policies
  - No comments

- Strategy 7: Other
  - Add: transportation out of Fairbanks; if we're going to be visitor hub you need to be able to get places
  - Add: know your demographics – work to attract different groups (multi-generational families, younger folks) and advertise what services are here

## Measures of Success Discussion Questions

### Guiding Questions:

1. What did we get right?
2. What's missing?
3. What would you change?
4. Which of these indicators will be the most effective at measuring our success?

### Discussion Notes:

- Revise: visitor spending target can be higher
- Add: how do we measure VFR? Form on a plane?
- Add: ATIA and AVSP needs to move to annual and better capture the winter market (recommend adding as an action, too)
- Add: Explore Fairbanks Downtown Survey
- Add: cruise visitors are supposed to be 16% above 2019

# 2022-2026 Fairbanks North Star Borough Comprehensive Economic Development Strategy (CEDS) Small Business Development & Entrepreneurship Summary – **DRAFT**

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

## **Strengths** *Internal attributes that contribute to success*

- Many local restaurants and breweries
- FNSB is a veteran-friendly community, with many military households choosing to stay in the community after active duty service
- Strong local business- focused organizations including the Fairbanks Chamber of Commerce and Fairbanks Economic Development Corporation (FEDCo)
- Thread offers pre-training for new child care employees, reducing costs for small child care businesses
- Growth and success of local cannabis industry

## **Opportunities** *External forces that contribute to success*

- Strategic Arctic location presents unique economic and entrepreneurial opportunities
- Barriers to military licensing for Family Child Care (FCC) homes have been removed, resulting in an increase in certified homes in the region able to provide care for military families
- State of Alaska actions that eliminate startup barriers including reducing LLC fees and business license costs
- Cares and American Rescue Plan Acts and other stimulus funding helped businesses weather pandemic impacts

## **Weaknesses** *Internal barriers to success*

- High costs for shipping materials, construction, energy result in higher start-up and operating costs
- Lack of a child care licensing specialist in Fairbanks causes delays for new providers who are trying to open new businesses, and for current providers to renew current licenses

## **Threats** *External forces that could be barriers to success*

- Low Department of Defense reimbursement rates for child care that do not reflect local costs
- Ongoing supply chain disruptions due to the pandemic and workforce shortages; in a January 2022 FEDC business survey, 69% of businesses responding they are still experiencing hardships from the COVID-19 pandemic
- Banking regulations, employee requirements and other challenges for cannabis growers/retailers
- Federal marijuana legalization could result in larger out-of-state retailers flooding the local market and outcompeting local cannabis companies

Where We Are	What measurements can we use to track progress? Where do we want to be in 5 years?	2026 Targets
<b>69%</b> (2022)	<b>FNSB Businesses Experiencing Hardship from COVID-19</b> – Based on a survey of 35 businesses conducted by FEDC, January 2022	<b>0%</b>
<b>2,438</b> (2019)	<b>Number of Small Businesses in FNSB</b> – Total number of business establishments with 49 or fewer employees in FNSB; more than half of these businesses have fewer than 5 employees <i>This represents 97% of all businesses in FNSB</i>	<b>2,560</b>
<b>5,992</b> (2018)	<b>Self-Employed Individuals</b> – Based on nonemployer statistics that count businesses with no employees; these businesses generated a combined \$236 M in receipts in 2018 <i>This represents a 3% increase from 2016, with 5,802 nonemployment in 2018</i>	<b>6,292</b>

Sources: Business Hardship from FEDC's Annual Business Survey, January 2022; Businesses in FNSB from the U.S. Bureau of Labor Statistics, Quarterly Census of Employment Wages; Self-Employed Individuals from the U.S. Census

## Small Business Development & Entrepreneurship Goals – long term improvements and changes we want to see in five years or more



1. The Fairbanks North Star Borough is a business-friendly community, offering an environment where small businesses grow and thrive.
2. Entrepreneurs have access to the resources and information they need to successfully launch businesses and related efforts that fill a unique economic development niche.

Strategies & Actions – the activities we will implement over the next 5 years to accomplish goals & targets and who will lead them	Lead
<b>1. Promote Local</b> – Expand promotion and marketing of local businesses and products. (Goal 1) <ol style="list-style-type: none"> <li>a. Encourage Interior Alaska businesses to join BuyAlaska.com.</li> <li>b. Assist local businesses with trainings on digital and online effectiveness and networking topics.</li> <li>c. Increase events, advertising, and services associated with the Fairbanks First: Shop Local program to encourage greater business participation.</li> </ol>	
<b>2. Build Knowledge &amp; Capacity</b> – Connect business owners and entrepreneurs with information and training. (Goals 1, 2) <ol style="list-style-type: none"> <li>a. Promote existing online resources, including the extensive existing library of online workshops from the Alaska Small Business Development Center and Alaska Manufacturers Extension Partnership.</li> <li>b. Encourage those interested in starting a small business to connect with advisors at the Small Business Development Center and Fairbanks Economic Development Corporation.</li> </ol>	
<b>3. Address Barriers</b> – Identify and address barriers to small business success. (Goals 1, 2) <ol style="list-style-type: none"> <li>a. Address challenges in the child care sector, including advocating for a child care licensing specialist in Fairbanks and for child care providers to use alternative (non-state) services for background checks for new employees.</li> <li>b. Reduce barriers in the marijuana industry, including supporting statewide tax reform, revision of license caps, address banking challenges, and revisiting prohibition of children at retail sites.</li> </ol>	
<b>4. Fund Entrepreneurs</b> – Connect entrepreneurs with startup funding. (Goal 2) <ol style="list-style-type: none"> <li>a. Better promote and utilize the KIVA crowd-funded microfinance program (FEDC as Trustee).</li> <li>b. Continue to advocate for relief funding for businesses impacted by the pandemic.</li> </ol>	
<b>5. Identify Opportunities</b> – Promote and encourage small business opportunities for services and goods with high demand and unmet needs in the community. (Goal 2) <ol style="list-style-type: none"> <li>a. Identify areas where existing businesses are not meeting community needs and promote small business development opportunities.</li> </ol>	

## Other Relevant Resources

- Greater Fairbanks Chamber of Commerce: [Website](#).
- Fairbanks Economic Development Corporation: [Website](#).
- Small Business Development Center: [Website](#).



# Interior Alaska Economic Summit, February 22-23, 2022

## Small Business Development & Entrepreneurship Breakout: Discussion Summary (02-22-22)

To view results from the other sessions, visit <https://fnsbcds.com/> (results will be posted by March 11<sup>th</sup>)

This document compiles feedback and notes from the breakout session. The other tools that were used to guide the discussion include:

- An economic cluster/influencer one-pager that identified a preliminary SWOT analysis, goals, strategies, actions, and measures of success
- A worksheet identifying a proposed economic vision statement and guiding questions for each of the activities. The guiding questions have been copied into this document for reference. The feedback on the economic vision statement was compiled separately and will be released by March 11<sup>th</sup>.

### Participants *(alphabetical by first name, based on sign in sheet)*

First	Last	Affiliation	Email
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Teresa	Floberg	Denali Borough	tfloberg@denaliborough.com
Tiffany	Ayers	River City Café (in Co-Op downtown)	rivercityfairbanks@gmail.com

*Facilitated by Evan Wilken, Fairbanks Economic Development Corporation*

*RSVPs: 31 participants*

## Feedback on the Strengths, Weaknesses, Opportunities, and Threats (SWOT) Analysis

### Guiding Questions:

1. What did we get right?
2. What's missing?
3. What would you change?
4. What's the most important item in each quadrant?

### Discussion Notes:

Color Key: **Blue** = proposed revision | **red** = proposed deletion | **green** = proposed addition

Strengths	Weaknesses
<ul style="list-style-type: none"> <li>Add: Many small businesses</li> <li>Add: Add agricultural strengths</li> <li>Add: Innovations with COVID with individuals starting businesses to address supply chain issues</li> <li>Add: University of Alaska Fairbanks</li> <li>Add: Alaska Angel Investors</li> <li>Add: No borough tax</li> <li>Add: Education</li> <li>Add: Explore Fairbanks</li> <li>Add: Artists</li> <li>Add: Military bases</li> <li>Add: Cannabis industry</li> <li>Add: Restaurants</li> <li>Add: Breweries</li> <li>Add: Academic training @ CTC</li> </ul>	<ul style="list-style-type: none"> <li>Add: Military is isolated</li> <li>Add: Breweries are hampered by alcohol laws</li> <li>Add: Marijuana industry says its over taxed</li> <li>Add: Inability to get liquor license</li> <li>Add: Processing facilities</li> <li>Add: Shipping prices</li> <li>Add: High electrical price</li> <li>Add: Small market/population</li> <li>Add: COVID funding limited to storefront businesses</li> <li>Add: Small business advertisement (First Friday)</li> <li>Add: Amazon</li> <li>Add: USPS</li> <li>Add: Building material costs</li> <li>Add: Lack of advertising</li> <li>Add: COVID-19</li> <li>Add: Lack of housing</li> <li>Add: Liquor license regulations</li> <li>Add: Labor shortage</li> <li>Add: Lack of manufacturing and production</li> <li>Add: Lack of access to venture capital funding</li> <li>Add: Limited local manufacturing</li> <li>Add: Lack of students attending UAF</li> <li>Add: Transportation</li> </ul>
Opportunities	Threats
<ul style="list-style-type: none"> <li>Add: North Star Wellness and Athletic Center has great potential</li> <li>Add: Specialization</li> <li>Add: Infrastructure bill</li> <li>Add: Military growth</li> <li>Add: Community Center</li> <li>Add: Angel Conference</li> <li>Add: 49<sup>th</sup> State Angel Fund</li> <li>Add: Startup week</li> <li>Add: Job fair for small businesses</li> <li>Add: Quarterly social gathering for early-stage businesses</li> <li>Add: Federal funding for large-scale projects</li> </ul>	<ul style="list-style-type: none"> <li>Add: Label for local vegetables has to go to Anchorage and is very difficult to get product into big corporations in Fairbanks</li> <li>Add: Alaska is struggling with background checks, which delays child care facilities from opening</li> <li>Add: Box chains</li> <li>Add: Lack of training</li> <li>Add: COVID</li> <li>Add: Amazon</li> <li>Add: Lack of competition</li> <li>Add: Price Gouging</li> <li>Add: High prices of goods</li> </ul>



## Goals, Strategies, Actions Discussion Questions

### Guiding Questions:

1. What did we get right?
2. What would you change?
3. What's missing?
4. Who will lead each of the strategies? What do you see as you/your organization's role?
5. Which of the strategies is most important for us to focus on over the next year?

### Discussion Notes:

- Goals
  - No discussion
- Strategy 1: Promote Local
  - Add: Advertise small businesses more through radio, social media, coupon books, etc.
- Strategy 2: Build Knowledge & Capacity
  - Add: Hold training and job fairs
  - Add: Better advertise the Job Training Center
  - Add: Assistance with trademark/copyright process
  - Add: Programming to give small business knowledge of state of the art tech to promote and grow
  - Add: One-stop shop for resources (funding, links, etc.)
  - Add: Partner with VA to promote opportunities for vets
  - Add: Collaboration between agencies providing resources to go for long-term funding support with end user input
  - Add: Add a military coupon booklet for First Friday
  - Revise: 2C: Build training programs with long-term funding
  - Revise: 2D: One-stop platform for small business resources
  - Revise: 2E: Programming to give small businesses knowledge and state-of-the-art tech to promote growth
- Strategy 3: Address Barriers
  - Add: Add housing
  - Add: Regulatory restrictions especially with liquor licenses
  - Add: Increase child care options
- Strategy 4: Fund Entrepreneurs
  - Add: Investing opportunities/training/networking/connecting businesses with investors
  - Add: Local investment
  - Add: 4C: Pool high profile/high earners who could invest in small businesses
- Strategy 5: Identify Opportunities
  - Add: Annual or bi-annual job fair specifically for small businesses

## Measures of Success Discussion Questions

### Guiding Questions:

1. What did we get right?
2. What's missing?
3. What would you change?
4. Which of these indicators will be the most effective at measuring our success?

### Discussion Notes:

- Add: Number of BIPOC and age dimorphism in small business owners
- Add: Number of young Alaskans who own businesses
- Add: Track unemployment or reported wages
- Add: Add measurement for child care
- Add: Calculate the number of people working in small business
- Add: How many agencies advertise for local businesses?
- Add: Track the state unemployment rate
- Add: Track city business licenses
- General comment: don't call out specific industries, but focus on organizations that support innovators and small businesses
- General comment: Why doesn't FEDCO have a seat on the FNSB Economic Development Commission?
- General comment: Borough can control the employee pool and supply chain issues but not the COVID-19 spread

# 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> <i>Internal attributes that contribute to success</i>	<b>Weaknesses</b> <i>Internal barriers to success</i>
<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> <i>External forces that contribute to success</i>	<b>Threats</b> <i>External forces that could be barriers to success</i>
<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>

<b>Where We Are</b> (2019)	What measurements can we use to track progress? Where do we want to be in 5 years?	<b>2026 Targets</b>
<b>98.4% urban</b> <b>70% rural</b>	<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 <i>Overall state rate is 85.2%; likely overestimates coverage due to methodology</i>	<b>100% urban</b> <b>100 % rural</b>
<b>37 communities</b> <b>6,383 residents</b>	<b>Unservd</b> – Number of unserved communities in Interior Alaska (lacking speeds of at least 25 Mbps downstream and 3 Mbps upstream)	<b>0 communities</b> <b>0 residents</b>

Other Potential Indicators (need baselines and targets): wireless coverage maps from providers; cell coverage; future FCC coverage maps; eligibility and participation numbers in FCC's Affordable Connectivity Program

Sources: Speeds come from Federal Communications Commission Fourteen Broadband Deployment Report, January 2021; unserved communities/residents come from Governor's Alaska Broadband Task Force Report, November 2021.

**Communications Summary Draft for Interior Alaska Economic Summit Review, February 2022**

## Communications Goals – long term improvements and changes we want to see in five years or more



1. Residents in Interior Alaska have equitable access to affordable, reliable, quality phone and internet.



2. Public, private, and Tribal partners are working collaboratively to achieve the region's connectivity needs.

Strategies & Actions – the activities we will implement over the next 5 years to accomplish goals & targets and who will lead them	Lead
<b>1. Collaboration</b> – Encourage partnerships between public, private, and Tribal entities to collaborate on needed infrastructure projects. <i>(Goals 1, 2)</i> <ol style="list-style-type: none"> <li>a. Support implementation of the Governor's Task Force on Broadband recommendations to establish a State Office of Broadband Deployment, a State Broadband Advisory Board, and a Regional Broadband Planning Committee.</li> <li>b. Advocate for improved data and maps to ensure data-driven decision making.</li> </ol>	
<b>2. Installation</b> – Install and sustainably operate and maintain infrastructure that will better serve the region with reliable phone and internet service. <i>(Goals 1, 2)</i> <ol style="list-style-type: none"> <li>a. Review land use policies to ensure they are supporting current telecommunication needs.</li> <li>b. Support efforts to develop reliable and affordable power, especially in underserved rural areas. <i>See also – energy cluster recommendations.</i></li> <li>c. Work closely with education and workforce development partners to ensure the local workforce has the skills to deploy, operate, maintain, and repair broadband infrastructure. <i>See also – education and workforce development recommendations.</i></li> <li>d. Advocate for streamlined state and federal permitting for broadband projects and reduced permitting fees.</li> </ol>	
<b>3. Affordability</b> – Ensure all residents can afford quality internet. <i>(Goals 1, 2)</i> <ol style="list-style-type: none"> <li>a. Better promote the Federal Communications Commission's Emergency Broadband Benefit, which provides discounts on internet service for qualifying households.</li> <li>b. Support communities with ongoing operation and maintenance funding by establishing an Alaska Universal Service Fund and a Federal Grant-Matching Fund, as recommended by the Governor's Task Force on Broadband.</li> </ol>	

## Other Relevant Resources

- **Tanana Chiefs Conference Tribal Broadband Plan.** Tanana Chiefs Conference. 2021.
- **Governor's Task Force on Broadband, Final Report.** State of Alaska. November 2021. [View here.](#)
- **A Blueprint for Alaska's Broadband Future.** Denali Commission. December 2019. [View here.](#)
- **A Blueprint for Alaska's Broadband Future.** State of Alaska Statewide Broadband Task Force. October 2014. [View here.](#)
- **Joint Alaska Senate/House Resolutions in Support of Broadband.** The Alaska State Legislature, 2021. View [here](#) (Senate), [here](#) (House).



# Interior Alaska Economic Summit, February 22-23, 2022

## Communications Breakout: Discussion Summary (02-23-22)

To view results from the other sessions, visit <https://fnsbcds.com/> (results will be posted by March 11<sup>th</sup>)

This document compiles feedback and notes from the breakout session. The other tools that were used to guide the discussion include:

- An economic cluster/influencer one-pager that identified a preliminary SWOT analysis, goals, strategies, actions, and measures of success
- A worksheet identifying a proposed economic vision statement and guiding questions for each of the activities. The guiding questions have been copied into this document for reference. The feedback on the economic vision statement was compiled separately and will be released by March 11<sup>th</sup>.

### Participants *(alphabetical by first name, based on sign in sheet)*

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*Facilitated by Jamie Hansen, Information Insights*

*RSVPs: 20 participants*

## Feedback on the Strengths, Weaknesses, Opportunities, and Threats (SWOT) Analysis

### Guiding Questions:

1. What did we get right?
2. What's missing?
3. What would you change?
4. What's the most important item in each quadrant?

### Discussion Notes:

Color Key: **Blue** = proposed revision | **red** = proposed deletion | **green** = proposed addition

Strengths	Weaknesses
<ul style="list-style-type: none"> <li>• Add: More middle mile needed</li> <li>• Add: Increased demand for distance learning</li> <li>• Add: Increased demand for telemedicine</li> <li>• Add: Increased demand for remote work</li> <li>• Add: Fiber is built to last</li> <li>• Add: Low Earth Orbit satellites</li> </ul>	<ul style="list-style-type: none"> <li>• Add: Last mile is a huge problem</li> <li>• Add: Need to determine service for federal funds</li> <li>• Add: Missing middle mile is a challenge</li> <li>• Add: OPEX M&amp;O \$</li> <li>• Add: Need new FCC maps to know who is served</li> <li>• Add: \$1 billion middle-mile program</li> <li>• Add: Operations and maintenance</li> <li>• Add: Lack of 5G</li> <li>• Add: Education and training</li> </ul>
Opportunities	Threats
<ul style="list-style-type: none"> <li>• Add: Need local skillset and expanded workforce for network</li> </ul>	<ul style="list-style-type: none"> <li>• Add: Federal-state coordination</li> </ul>

## Goals, Strategies, Actions Discussion Questions

### Guiding Questions:

1. What did we get right?
2. What would you change?
3. What's missing?
4. Who will lead each of the strategies? What do you see as you/your organization's role?
5. Which of the strategies is most important for us to focus on over the next year?

### Discussion Notes:

- Goals
  - Refine: Provide residents in the Interior with reliable, quality voice and data
  - Refine: Partner with public, private and Tribal partners to work collaboratively to achieve the region's connectivity needs.
  - Refine: "Provide residents in Interior Alaska with equitable access to affordable, reliable, quality phone and internet."



- Refine: “Partner with public, private, and Tribes to work collaboratively to achieve the region’s connectivity needs.”
- Refine: “Provide residents in Interior Alaska equitable access to affordable, reliable, quality phone and internet services.”
- 
- Strategy 1: Collaboration
  - Add: Rewarding
  - Add: Competition
  - Add: Partnerships
  - Add: Leverage existing infrastructure
  - Add: Ensure all shareholders are part of the conversation
  - Add: Prioritize residents first
  - Add: Accountability and transparency
  - Refine: Office of Broadband is critical
  - Refine: 1B: Change “advocate for” to “require”
- Strategy 2: Installation
  - Add: Create plan to address underserved communities
  - Add: Regulatory Commission of Alaska
    - AK Center for Power and Energy
    - AK Energy Authority
  - Add: AK works
    - ANSEP TECH
  - Add: Reliable voice and broadband
- Strategy 3: Affordability
  - Add: Investment in communication facilities in the FNSB
  - Add: Provide affordable, quality broadband
  - Add: Use lower-cost middle-mile tech
  - Add: Community -level access through community facilities
  - Add: action (3C): Community resources
  - Refine: Strategy revision: change to “affordability and access”
- Other (could go in other chapters)
  - Other resource: 2014 Alaska Broadband Report

## Measures of Success Discussion Questions

### Guiding Questions:

1. What did we get right?
2. What's missing?
3. What would you change?
4. Which of these indicators will be the most effective at measuring our success?

### Discussion Notes:

- Add: Verify speeds at the local level
- Add: Add number of ISPs in the community
- Add: number of wireless users and track the percent increase
- Add: number of employees
- Add: Look for data on underserved communities
- Refine: The speed numbers look flawed, pivot from baseline numbers from FCC to set a benchmark
- Refine: Define affordable



## 2022-2026 Fairbanks North Star Borough Comprehensive Economic Development Strategy (CEDS)

# Land Use, Housing, & Environment Summary – **DRAFT**

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

**Relevant planning efforts to build from:** Fairbanks North Star Borough (FNSB) Climate Action and Adaptation Plan (in progress), FNSB Land Suitability Analysis (in progress), [FNSB Downtown Plan](#) (in progress), [FNSB Comprehensive Roads Plan](#) (in progress), [FNSB Salcha-Badger Road Area Plan](#) (2019), [FNSB Eielson Regional Growth Plan](#) (2018), [City of North Pole Strategic Plan](#) (2016), [North Pole Land Use Plan](#) (2010), [FNSB Comprehensive Plan](#) (2005)

### **Strengths** *Internal attributes that contribute to success*

#### **Land Use & Utilities**

- Natural gas expansion
- New central recycling center opened in late 2020
- The FNSB has community-driven land use plans guiding land use decisions and development
- Recent FNSB zoning changes that reduce barriers for small businesses, including recent changes to cannabis zoning policies

#### **Housing**

- Increased military presence – infrastructure, personnel, and their families
- FNSB has high rates of home ownership
- Local, regional, state, and federal partners have been collaborating closely to find solutions to shared challenges such as housing
- Skilled local construction labor force

#### **Environment**

- Aurora's wood kiln producing dry firewood
- Chena River Lakes Flood Control Project
- FNSB's Air Quality Division and the installation of robust air quality monitoring and education tools

### **Opportunities** *External forces that contribute to success*

#### **Land Use & Utilities**

- Department of Defense resources and funding to support base growth and expansion
- Military Facility Zone designation by the Alaska Department of Military and Veterans Affairs

#### **Housing**

- Military Facility Zone designation by the Alaska Department of Military and Veterans Affairs

### **Weaknesses** *Internal barriers to success*

#### **Land Use & Utilities**

- Deteriorated properties (e.g., Polaris Building)
- Development constraints in certain areas, including extensive wetlands and floodplains
- Lack of land use code enforcement
- Limited options for recycling and few transfer sites
- Limited undeveloped land that is serviced by public water, wastewater, and other infrastructure
- Low density land use patterns, which can make provision of public services prohibitive

#### **Housing**

- Appraisal process that does not account for quality and location of build (e.g., energy efficient), access to services (e.g., located within road service area)
- Potential shortage of affordable and quality housing, especially for incoming military families
- Labor shortage

#### **Environment**

- Air quality issues
- Groundwater contamination

### **Threats** *External forces that could be barriers to success*

#### **Land Use & Utilities**

- Climate change impacts on infrastructure

#### **Housing**

- Ongoing supply chain disruptions due to the pandemic and workforce shortages impacting construction industry
- High costs of construction supplies

#### **Environment**

- Natural hazards such as wildfires and floods
- Ongoing designation as an Environmental Protection Agency (EPA) nonattainment area due to air quality, and impacts on new developments

**Land Use, Housing, & Environment Goals** – long term improvements & changes we want to see in 5 years or more



1. FNSB has a healthy housing market with enough affordable, quality housing to meet current and anticipated housing needs.
2. Land use planning tools are used to maintain an appropriate balance between protecting freedoms while guiding development and growth.
3. FNSB residents have clean air, land, and water.

<b>Strategies &amp; Actions</b> – the activities we will implement over the next 5 years to accomplish goals & targets and who will lead them	<b>Lead</b>
<p><b>1. Construct Appropriate Housing</b> – Construct quality, affordable housing to meet community needs. (Goal 1)</p> <ol style="list-style-type: none"> <li>a. Conduct housing needs assessment and plans for annual updates.</li> <li>b. Continue to collaborate closely on housing needs for incoming military families; this requires transparent and real-time communications between local, regional, and federal/military partners on current and anticipated needs, gaps, and changes.</li> <li>c. Ensure new housing meets minimum quality requirements, including energy efficiency.</li> <li>d. Strategically plan for road and utility expansions to align with new housing construction plans.</li> <li>e. Establish tax incentives to strategically encourage new housing.</li> </ol>	
<p><b>2. Implement Land Use Plans</b> – Implement land use recommendations from regional and subarea plans. (Goal 2)</p> <ol style="list-style-type: none"> <li>a. Implement current and planned subareas plans, including the Salcha-Badger Road Area Plan, Fairbanks Downtown Plan, and City of North Pole Comprehensive Strategic Plan.</li> <li>b. Implement land use recommendations in the Eielson Regional Growth Plan, including:               <ol style="list-style-type: none"> <li>i. Improve standards and processes affecting building quality for residential, commercial, and other uses.</li> <li>ii. Update and improve the FNSB comprehensive land use categories and map.</li> <li>iii. Improve existing FNSB, borough-wide zoning code.</li> <li>iv. Improve planning tools to respond to natural environmental constraints and opportunities.</li> <li>v. Develop an active monitoring process to assess needs and track progress on land use goals.</li> </ol> </li> </ol>	
<p><b>3. Sustain a Healthy Environment</b> – Address air and water quality challenges. (Goal 3)</p> <ol style="list-style-type: none"> <li>a. Address water quality issues and expand water lines to residents impacted by water contamination from sulfolane, Polyfluoroalkyl Substances (PFAS), and other pollutants.</li> <li>b. Continue to take steps to improve air quality with a focus on reducing PM<sub>2.5</sub>.</li> </ol>	
<p><b>4. Expand Utilities</b> – Implement improvements to water, wastewater, and solid waste utilities, as identified in the Eielson Regional Growth Plan. (Goals 1, 2)</p> <ol style="list-style-type: none"> <li>a. Integrate planning for land use, transportation, and utilities.</li> <li>b. Identify and implement funding strategies for expanding water and wastewater service areas and distribution systems.</li> <li>c. Use utility and land use planning to support air quality solutions.</li> </ol>	
<p><b>5. Review Land Use Policies</b> – Review FNSB land use policies to ensure they are responsive to industry needs. (Goal 2)</p> <ol style="list-style-type: none"> <li>a. Establish policies to protect farmland.</li> <li>b. Ensure policies are compatible with evolving telecommunication infrastructure demands.</li> </ol>	



## Interior Alaska Economic Summit, February 22-23, 2022

### Land Use, Housing, & Environment Breakout: Discussion Summary (02-23-22)

To view results from the other sessions, visit <https://fnsbcds.com/> (results will be posted by March 11<sup>th</sup>)

This document compiles feedback and notes from the breakout session. The other tools that were used to guide the discussion include:

- An economic cluster/influencer one-pager that identified a preliminary SWOT analysis, goals, strategies, actions, and measures of success
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#### Participants *(alphabetical by first name, based on sign in sheet)*

First	Last	Affiliation	Email
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*Facilitated by Shelly Wade, Agnew::Beck Consulting*

*RSVPs: 28 participants*

## Feedback on the Strengths, Weaknesses, Opportunities, and Threats (SWOT) Analysis

### Guiding Questions:

1. What did we get right?
2. What's missing?
3. What would you change?
4. What's the most important item in each quadrant?

### Discussion Notes:

Color Key: Blue = proposed revision | red = proposed deletion | green = proposed addition

Strengths	Weaknesses
<ul style="list-style-type: none"> <li>• Revise: last housing bullet, there is a strong developer community but not enough</li> <li>• Add: AHFC energy rebate</li> <li>• Add: strong training program</li> <li>• Add: FNSB's wood changeout program (oil to gas)</li> <li>• Add: UAF's environmental work</li> <li>• Add: Cold Climate Housing Research Center</li> <li>• Add: intact environment</li> <li>• Add: cheap land</li> </ul>	<ul style="list-style-type: none"> <li>• Revise: last bullet under housing should be broader – not just military families</li> <li>• Add: local saw mills for individuals to make their own homes</li> <li>• Add: No cooperative housing</li> <li>• Add: No indoor air quality measurements (NO<sub>2</sub>, CO<sub>2</sub>)</li> <li>• Add: Lack of affordable and quality housing</li> <li>• Add: high taxes for utilities</li> <li>• Add: powerful coal lobby</li> <li>• Add: short building season</li> <li>• Add: no funding for energy rebate program anymore w/AHFC</li> <li>• Add: lack of affordable housing for income-disadvantaged people, seniors</li> <li>• Add: no energy policy</li> <li>• Add: no plan for renewables; where can we put them?</li> <li>• Add: Native allotments of land, difficulty of transforming into private/buildable land</li> <li>• Add: high proportion of old and/or ill-built housing stock</li> <li>• Add: low density developments are not intersectional to communities of color</li> <li>• Add: the community is not walkable</li> <li>• Add: few public community spaces</li> <li>• Add: lack of environmental mitigation plans (both short term and long term)</li> <li>• Add: expensive building materials</li> <li>• Add: natural gas inaccessibility</li> <li>• Add: lack of intersectionality in policy</li> <li>• Add: military households receive funds for housing, local households do not; competition for supply</li> </ul>
Opportunities	Threats



<ul style="list-style-type: none"> <li>• Add: cooperative housing for our workforce</li> <li>• Add: average rent is \$1,300</li> <li>• Add: welcome any Alaskans</li> <li>• Add: increase density; provide opportunities for businesses to develop in neighborhoods, in-fill</li> <li>• Add: Diversify locations of renewable energy, install them in more places</li> <li>• Add: Solar arrays</li> <li>• Add: high efficiency building</li> <li>• Add: increased collaboration between utilities</li> <li>• Add: on bill financing to do energy improvements</li> <li>• Add: C-PACE including new bill</li> <li>• Add: Alaska Gasline</li> <li>• Add: infrastructure bill</li> <li>• Add: community zoning engagement</li> <li>• Add: rent limitations (e.g., rent can be no more than a certain percent above the landlord's mortgage)</li> </ul>	<ul style="list-style-type: none"> <li>• Revise: add to natural hazards list: winds, snow storms, pollen</li> <li>• Revise: separate supply chain disruptions and workforce shortages into separate bullets</li> <li>• Add: indoor air quality policies and guidelines</li> <li>• Add: draft cabins &amp; sanitization</li> <li>• Add: Natural gas expansion</li> <li>• Add: Barging, supply chain issues, labor shortages</li> <li>• Add: aging workforce</li> </ul>
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#### Comments on past plans:

- Add to the plans listed on the front page: 1991 roads plan
- What are viewed as the positive results of the previous plans? Outcomes?
- Process of planning is valuable

## Goals, Strategies, Actions Discussion Questions

### Guiding Questions:

1. What did we get right?
2. What would you change?
3. What's missing?
4. Who will lead each of the strategies? What do you see as you/your organization's role?
5. Which of the strategies is most important for us to focus on over the next year?

### Discussion Notes:

- Goals
  - Revise: Goal #1 to include, "connected to appropriate utilities"
  - Revise: Goal #3 should mention indoor air quality and monitoring
- Strategy 1: Construct Appropriate Housing
  - Revise: revise the strategy to include existing housing
  - Revise the strategy to include efficient, accessible
  - Revise: revise the strategy to also encourage home ownership
  - Revise: action b should be expanded to not just focus on military
  - Revise action c to include affordable, diverse resources
  - Add: we need cooperative housing; support legislation for these types of communities
  - Add: encourage homeownership to the strategy wording
  - Add: retire unsuitable inventory

- Add: infrastructure bill is looking for “creative solutions” for affordable housing – how to leverage here?
- Strategy 2: Implement Land Use Plans
  - Revise: change first word of action b from “implement” to “fund”
  - Add: make it easier to understand building codes, requirements, permitting; use of multimedia approach. Make sure people can use the community planning division, work more closely with the community and developers during zoning permit planning and revisions; intersectionality and inclusion in community planning
  - Add: focus on walkable cities, invest in public transit, invest in community spaces (free, family-friendly, inclusive)
- Strategy 3: Sustain a Healthy Environment
  - Revise: strategy b, address enforcement?
  - Add: replenish state programs in support of residential structure retrofits
  - Add: waste biosolids – construct a plan for a composting program
  - Add: action focusing on crisis mitigation and climate change action
  - Add: action that addresses pesticide spraying
  - Add: address indoor
- Strategy 4: Explore Utilities
  - Revise: change strategy wording from “implement” to “fund”
  - Revise strategy to include diversification of energy sources and energy affordability
  - Add: include references to natural gas and Solarize Fairbanks
  - Add: CPAC in the Interior
  - Add: increased quality of maintenance for current utilities
  - Add: break up the coal lobby and monopoly to make room for renewable grid; fossil fuel should be a backup
  - Add: make solar and other renewables more affordable for home installation
  - Add: more micro-reactors
- Strategy 5: Review Land Use Policies
  - Revise: action a, farmland protection – now what?
  - Add: improve disclosure/communication of zoning policies & land use to owners/users
- General/Other (may be transferred to other focus areas)
  - Add: tie early education and workforce programs (like those at Hutchinson High School) to further education/trainings
  - Add: thread and childcare assistance qualifications for homeowners; BAH effects on eligibility
  - Add: actions that are equitable for all demographics; caution towards weighed partnerships

# 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> <i>Internal attributes that contribute to success</i>	<b>Weaknesses</b> <i>Internal barriers to success</i>
<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> <i>External forces that contribute to success</i>	<b>Threats</b> <i>External forces that could be barriers to success</i>
<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>

<b>Where We Are</b>	<b>What measurements can we use to track progress? Where do we want to be in 5 years?</b>	<b>2026 Targets</b> (5% growth from 2019)
<b>260</b> (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) <i>Increase of 3% since 2016 (252 businesses)</i>	<b>273</b>
<b>81</b> (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) <i>Increase of 4% since 2016 (78 businesses)</i>	<b>85</b>
<b>\$143 Million</b>	<b>Wages</b> – Annual wages to FNSB residents employed in leisure & hospitality <i>Leisure &amp; hospitality employs 10% of the population but only covers 4% of FNSB's total wages, indicating these jobs pay less than other industries</i>	<b>\$150 Million</b>

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

Source: Bureau of Economic Analysis

**Recreation & Entertainment Summary Draft for Interior Alaska Economic Summit Review, February 2022**

## Recreation & Entertainment Goals – long term improvements and changes we want to see in five years or more



1. The FNSB's portfolio of year-round recreation and entertainment options continues to grow, contributing to a high quality of life and encouraging FNSB residents to live joyful, healthy lifestyles.
2. Alaskans, military families, and transplants increasingly choose to relocate to and stay in FNSB due to the high quality of life and abundance of activities.

Strategies & Actions – the activities we will implement over the next 5 years to accomplish goals & targets and who will lead them	Lead
<b>1. Support Gathering Spaces</b> – Ensure Fairbanks has the facilities needed to host year-round gatherings and large community events. <i>(Goals 1, 2)</i> <ol style="list-style-type: none"> <li>a. Construct a new Fairbanks Convention and Arts Center in downtown Fairbanks.</li> <li>b. 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.</li> </ol>	
<b>2. Enhance Outdoor Recreation Opportunities</b> – Expand outdoor recreation opportunities that appeal to residents and visitors alike. <i>(Goals 1, 2)</i> <ol style="list-style-type: none"> <li>a. Complete and implement the FNSB Recreational Trails Plan.</li> <li>b. Support establishment of the Alaska Long Trail.</li> <li>c. Maintain and modernize existing FNSB outdoor facilities, including athletic fields, Pioneer Park, and improvements to Chena Lake Recreation Area.</li> </ol>	
<b>3. Expand Indoor Recreation Opportunities</b> – Expand indoor recreation opportunities that appeal to residents and visitors alike. <i>(Goals 1, 2)</i> <ol style="list-style-type: none"> <li>a. Conduct a conceptual design study for renovation of the Carlson Center, including expanding indoor recreation, fitness, and multipurpose space.</li> <li>b. Remodel the Noel Wien Public Library.</li> <li>c. Maintain and modernize existing indoor recreation facilities, including pools &amp; recreation centers.</li> <li>d. Construct the North Star Athletics Complex.</li> </ol>	
<b>4. Enhance Retail</b> – Implement the following quality of life strategies, as identified in the Eielson Regional Growth Plan Quality of Life chapter. <i>(Goals 1, 2)</i> <ol style="list-style-type: none"> <li>a. Continue progress on commercial re-district rezoning efforts in the City of North Pole.</li> <li>b. Consider policies that will attract businesses to the City of North Pole, including developing a database of commercial real estate opportunities.</li> </ol>	
<b>5. Connect with Military</b> – Implement the following quality of life strategies, as identified in the Eielson Regional Growth Plan Quality of Life chapter. <i>(Goals 1, 2)</i> <ol style="list-style-type: none"> <li>a. Increase the dissemination of information to EAFB families to increase awareness of and participation in local activities and events.</li> <li>b. Increase distribution of Explore Fairbanks' list of businesses who offer military discounts.</li> <li>c. Create a list of volunteer opportunities in the FNSB for military spouses and civilian residents.</li> <li>d. Improve outreach about the availability of existing facilities and recreation options.</li> <li>e. Consider providing bus transportation options from EAFB to North Pole and Fairbanks during large events and festivals to increase military engagement in community activities.</li> <li>f. Develop guided programs to introduce newcomers to Alaska's outdoor recreation opportunities.</li> <li>g. Investigate options for developing a community center in the Greater North Pole area.</li> <li>h. Establish a military community liaison to coordinate information-sharing with EAFB personnel.</li> </ol>	

## Other Relevant Resources

- **Comprehensive Recreational Trails Plan.** Fairbanks North Star Borough. Est. completion spring 2022. [View here.](#)
- **Pioneer Park Master Plan.** Fairbanks North Star Borough. November 2021. [View here.](#)
- **Feasibility Study & Market Analysis for the Carlson Center Study.** Fairbanks North Star Borough. 2020. [View here.](#)
- **Eielson Regional Growth Plan.** Fairbanks North Star Borough. 2018. [View here.](#)



# Interior Alaska Economic Summit, February 22-23, 2022

## Recreation & Entertainment Breakout: Discussion Summary (02-23-22)

To view results from the other sessions, visit <https://fnsbcds.com/> (results will be posted by March 11<sup>th</sup>)

This document compiles feedback and notes from the breakout session. The other tools that were used to guide the discussion include:

- An economic cluster/influencer one-pager that identified a preliminary SWOT analysis, goals, strategies, actions, and measures of success
- A worksheet identifying a proposed economic vision statement and guiding questions for each of the activities. The guiding questions have been copied into this document for reference. The feedback on the economic vision statement was compiled separately and will be released by March 11<sup>th</sup>.

### Participants *(alphabetical by first name, based on sign in sheet)*

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*Facilitated by Molly Mylius, Agnew::Beck Consulting*

*RSVPs: 23 participants*



## Feedback on the Strengths, Weaknesses, Opportunities, and Threats (SWOT) Analysis

### Guiding Questions:

1. What did we get right?
2. What's missing?
3. What would you change?
4. What's the most important item in each quadrant?

### Discussion Notes:

Color Key: **Blue** = proposed revision | **red** = proposed deletion | **green** = proposed addition

Strengths	Weaknesses
<ul style="list-style-type: none"> <li>• <b>Revise:</b> expand outdoor recreation opportunities listed to include snow, mountains, hunting, backdoor wilderness, winter sports</li> <li>• <b>Revise:</b> modify Costco bullet to not call out the retailer by name, but acknowledge Fairbanks as a shopping and supply hub for residents, industry, village stores</li> <li>• <b>Revise:</b> expand to capture how extensive the trails are, including winter trails</li> <li>• <b>Revise:</b> expand restaurants and breweries to include cafes (or broaden to “local food and drink”)</li> <li>• <b>Delete:</b> less emphasis on downtown Fairbanks</li> <li>• <b>Add:</b> proximity to national parks, state parks – protected public lands</li> <li>• <b>Add:</b> garage sales increasingly popular in summer</li> <li>• <b>Add:</b> Pioneer Park as a cultural and recreation hub</li> <li>• <b>Add:</b> extreme seasons create different types of opportunities throughout the year</li> <li>• <b>Add:</b> in addition to having access to activities, the community also has a culture of being active year-round</li> <li>• <b>Add:</b> the community has talented guides and knowledgeable residents about accessing and recreating in the area</li> <li>• <b>Add:</b> Morris Thompson</li> <li>• <b>Add:</b> pristine streams</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Revise:</b> Consider trimming some of the detail, e.g., around North Pole bullets</li> <li>• <b>Add:</b> lack of collaboration around facilities, such as plans for two new facilities, the North Star Athletic Center and the Fairbanks Native Association Community Center</li> <li>• <b>Add:</b> Chena River pollution and lack of public access (privatized waterfront)</li> <li>• <b>Add:</b> lack of information for safety and outdoor recreation</li> <li>• <b>Add:</b> poor lighting along trails and downtown</li> <li>• <b>Add:</b> dilapidated, vacant buildings downtown</li> <li>• <b>Add:</b> access to Alaska Native arts and crafts – lack of connections for visitors</li> <li>• <b>Add:</b> limited services for individuals experiencing homelessness and the visibility of folks with nowhere to go who hang out downtown</li> <li>• <b>Add:</b> lacking “middle” recreation options for those who are not doing extreme/high intensity activities, but want more than a paved trail</li> <li>• <b>Add:</b> litter, cleanliness</li> <li>• <b>Add:</b> limited transit options</li> <li>• <b>Add:</b> poor bike and pedestrian facilities, especially in winter</li> <li>• <b>Add:</b> lack of concert/convention center</li> <li>• <b>Add:</b> challenging winter conditions for recreating</li> <li>• <b>Add:</b> lots of cement in downtown spaces</li> </ul>
Opportunities	Threats
<ul style="list-style-type: none"> <li>• <b>Add:</b> resource extraction that creates/improves access to new spaces</li> <li>• <b>Add:</b> improved collaboration between different land agencies</li> <li>• <b>Add:</b> AirBnB's experience tool as a new way to promote activities and support entrepreneurs</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Add:</b> lack of investors with the ability or interest to fund recreation improvements</li> <li>• <b>Add:</b> regulations of recreation, entertainment, and retail businesses, including food trucks, licensing</li> <li>• <b>Add:</b> proposed Manh Choh trucking activity would bring trucks by Pioneer Park an average of once every 7 minutes</li> <li>• <b>Add:</b> conflicts with resource extraction that negatively impact open space/viewsheds and access</li> <li>• <b>Add:</b> climate change, such as permafrost melting trails and resulting in damages to board walks, increased erosion</li> </ul>



## Goals, Strategies, Actions Discussion Questions

### Guiding Questions:

1. What did we get right?
2. What would you change?
3. What's missing?
4. Who will lead each of the strategies? What do you see as you/your organization's role?
5. Which of the strategies is most important for us to focus on over the next year?

### Discussion Notes:

- Goals
  - Like: references to joyful and healthy lifestyles
  - Revise: "transplants" to "newcomers"
  - Revise: "stay" to "live"
  - Revise: consider adding students to the target groups under Goal 2
  - Add: possible additional goal: "Expand events to more weekends to bring continuous attraction that's open to all demographics"
- Strategy 1: Support Gathering Spaces
  - Revise: Goal name to be "Support Gathering Spaces & Events"
  - Add: Better promote and connect residents with Tribal events; improved integration between Tribal planning and other community planning
  - Add: Complete the rec center
  - Add: Offer transit to key populations (UAF, military) during key community events, festivals, sporting activities
  - Add: Increase the number of community gatherings (especially in winter) that are accessible and open to everyone, and increase headliner events such as music festivals
- Strategy 2: Outdoor Recreation Opportunities
  - Revise: Consider how to better promote existing events such as Equinox, RACCO, World Eskimo Indian-Olympics, Yukon Quest)
  - Add: Develop a safety guide for new residents that helps orient them to potential outdoor hazards they might encounter when recreating (such as how to handle a wildlife encounter)
  - Add: Identify ways to better support the missing middle recreationist – improved facilities, signage, information, guides, gear rentals; reduced or subsidized fees
  - Add: Create an outdoor skating rink downtown, or a skating loop on the river
  - Add: Complete the connector trail across Fairbanks
  - Add: Work with state and federal agencies to create more centralized access to information, including shared trail maps and promotion tools (instead of each agency having its own tools and maps)

- Add: Remove cement and install green space in parks, such as downtown
- Add: Improve signage and wayfinding throughout the community, including both online and onsite tools
- Add: Revitalize the bike share program in downtown Fairbanks
- Strategy 3: Indoor Recreation
  - Revise: Consider rewording strategy to include “indoor recreation **and wellness** opportunities”
  - Revise: under Noel Wien Public Library, edit to recommend expanded library hours to the evenings and Sundays
  - Revise: Consider adding “wellness” back into the title for the North Star facility
  - Add: Create a checklist of landmarks around the community (indoor and outdoor) for visitors to “check off,” with QR codes and photo opportunities
  - Add: Consider adding bouldering/climbing wall to the North Star Complex
  - Add: Create a cultural tourism plan to better integrate and connect visitors and residents with cultural learning and retail opportunities in the community
- Strategy 4: Enhance Retail
  - Add: Create and expand designated spaces for food trucks and local vendors in summer; this could potentially be done in partnership with First Friday
  - Add: Recruit an electronics store such as Best Buy
  - Add: Establish a shared small business market space where small businesses can launch in a subsidized space with less overhead, and with a test kitchen
- Strategy 5: Connect with Military
  - Add: Utilize schools as community gateways for many military families and increase outreach/connections via the schools
  - Add: Have local representatives visit and give talks on base in partnership with Moral, Welfare, and Recreation (MWR) programs
- Other (could go in other chapters)
  - Add: Offer trainings to entrepreneurs on how to use AirBnB and other online tools to promote activities and tours
  - Add: Create safe spaces for transient residents to spend time during the day
  - Add: Increase transit connections at key locations such as the train station, airport, parks

## Measures of Success Discussion Questions

### Guiding Questions:

1. What did we get right?
2. What's missing?
3. What would you change?
4. Which of these indicators will be the most effective at measuring our success?

### Discussion Notes:

- Add: Miles of trail (FNSB has some of this)
- Add: Suicide rates, # of poor mental health days – want to see reductions (available via the Alaska Behavioral Risk Factor Surveillance System and the Alaska Youth Risk Behavior Survey)
- Add: UAF student enrollment, or percentage of graduates who opt to stay
- Add: Social media analytics/metrics, such as the number of mentions for key terms or hashtags like “#ExploreFairbanks,” or the number of location tags for Fairbanks
- Add: Age and population data and/or migration data: are young families choosing to stay here?

# 2022-2026 Fairbanks North Star Borough Comprehensive Economic Development Strategy (CEDS)

## Education & Workforce Development Summary – **DRAFT**

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

<b>Strengths</b> <i>Internal attributes that contribute to success</i>	<b>Weaknesses</b> <i>Internal barriers to success</i>
<ul style="list-style-type: none"> <li>FNSB has a higher labor participation rate than Alaska</li> <li>High school based trade programs and apprenticeship programs are working well</li> <li>Military bases offer employment, including civilian jobs</li> <li>Strong public school system</li> <li>University of Alaska Fairbanks (UAF) and its many affiliated programs</li> </ul>	<ul style="list-style-type: none"> <li>Female workers have been disproportionately impacted by the pandemic. More women are choosing to be the ones who stay home with kids, homeschool, provide caretaking, etc.</li> <li>Financial costs to access postsecondary education</li> <li>High costs and limited availability of child care make it challenging for parents to work</li> <li>Limited public transportation</li> <li>Winter driving conditions as a barrier to employment for military households especially who are uncomfortable with the 20-30 minute commute</li> </ul>
<b>Opportunities</b> <i>External forces that contribute to success</i>	<b>Threats</b> <i>External forces that could be barriers to success</i>
<ul style="list-style-type: none"> <li>An increasing number of jobs can be done remotely, so Fairbanks could attract individuals who work elsewhere but appreciate the amenities offered in Fairbanks</li> </ul>	<ul style="list-style-type: none"> <li>State budget challenges and uncertainty resulting in cuts to schools, workforce programs, and secondary education institutions such as UAF</li> <li>Ongoing impacts from the DHSS data breach continue to negatively impact administration of the state's child care programs, causing delays in payment and processing of new families and providers</li> <li>Delays in background checks causing problems in some industries by delaying hiring (e.g., child care)</li> <li>Evolution of work habits during the pandemic and permanent changes to worker preferences and priorities</li> <li>Nationwide workforce shortages mean FNSB is competing with other facilities across the country</li> <li>Growth of the gig economy impacting availability of workers</li> </ul>

<b>Where We Are</b>	What measurements can we use to track progress? Where do we want to be in 5 years?	<b>2026 Targets</b>
<b>72%</b> (2019)	<b>Labor Force Participation Rate</b> – Percentage of FNSB population 16 years and older who are in the workforce. <i>This number has remained steady over the past 5 years</i>	<b>77%</b>
<b>\$68,697</b>	<b>Average Earnings Per Job</b> – Sum of wages, salaries, and earnings divided by the number of people employed. <i>This has grown 7% since 2014; FNSB's number is slightly lower than Alaska's average of \$71,106</i>	<b>\$72,131</b>

Other Potential Indicators (need baselines and targets): Gig economy participation, apprenticeship registrations, number of industry occupation vacancies

Sources: Labor Force Participation Rate from U.S. Census Bureau American Community Survey; Wages from Bureau of Economic Analysis

**Education & Workforce Development Summary for Interior Alaska Economic Summit Review, Feb. 2022**

## Education & Workforce Development Goals – long term improvements and changes we want to see in five years or more



1. FNSB residents have the education and skills needed for meaningful employment and livable wages.



2. Employers have access to a skilled workforce that meets their unique hiring needs.

Strategies & Actions – the activities we will implement over the next 5 years to accomplish goals & targets and who will lead them	Lead
<p><b>1. Support Industry-Specific Employment Needs</b> – Continue to develop relevant vocational, technical, and career training programs to fill industry gaps. (Goals 1, 2)</p> <ul style="list-style-type: none"> <li>a. Priority employment gaps include educators, health care professionals, mining workers, telecommunication workers, utility operators, farmers, leisure and hospitality employment, construction workers, and aviation.</li> <li>b. Expand the availability of local training and employment events (including job fairs) for residents, university students, and incoming military families to learn about education, training and employment opportunities available in FNSB.</li> <li>c. Support implementation of Alaska’s five workforce development plans, including the Maritime Workforce Plan, the Teacher Education Plan, the Oil &amp; Gas Workforce Plan, the Mining Workforce Plan and the Health Workforce Plan.</li> </ul>	
<p><b>2. Strong Schools</b> – Encourage excellence in K-12 schools. (Goals 1, 2)</p> <ul style="list-style-type: none"> <li>a. Continue to expand STEM education.</li> <li>b. Expand career pathways programming in high schools.</li> </ul>	
<p><b>3. Military Family Employment</b> – Address barriers to military spouse employment (identified in the Eielson Regional Growth Plan). (Goals 1, 2)</p> <ul style="list-style-type: none"> <li>a. Remove barriers for military spouses to obtain occupational licenses.</li> <li>b. Coordinate with the Airman and Family Readiness Center (A&amp;FRC) to supplement existing information sharing with Air Force families before they arrive at EAFB.</li> <li>c. Encourage FNSB-located Job Centers, workforce development program representatives and large employers to participate in military family welcoming programs.</li> <li>d. Prior to PCS, conduct debrief/departure interviews or focus groups with military families regarding experience with FNSB employment and workforce development.</li> <li>e. Expand access to affordable child care services for military households.</li> <li>f. Establish a rideshare program to help DoD household members commute to job centers.</li> </ul>	

## Other Relevant Resources

- **Fairbanks North Star Borough School District Strategic Plan.** FNSB School District. December 2019. [View here.](#)
- **Eielson Regional Growth Plan.** Fairbanks North Star Borough. 2018. [View here.](#)
- **UAF Strategic Plan 2027.** University of Alaska Fairbanks. November 2021. [View here.](#)
- **Alaska Workforce Development Plans (includes Health, Maritime, Mining, Educators and Oil & Gas).** University of Alaska. [View here.](#)



# Interior Alaska Economic Summit, February 22-23, 2022

## Education & Workforce Development Breakout: Discussion Summary (02-23-22)

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This document compiles feedback and notes from the breakout session. The other tools that were used to guide the discussion include:

- An economic cluster/influencer one-pager that identified a preliminary SWOT analysis, goals, strategies, actions, and measures of success
- A worksheet identifying a proposed economic vision statement and guiding questions for each of the activities. The guiding questions have been copied into this document for reference. The feedback on the economic vision statement was compiled separately and will be released by March 11<sup>th</sup>.

### Participants *(alphabetical by first name, based on sign in sheet)*

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*Facilitated by Jinnel Choiniere, Greater Fairbanks Chamber of Commerce*

*RSVPs: 64 participants*

## Feedback on the Strengths, Weaknesses, Opportunities, and Threats (SWOT) Analysis

### Guiding Questions:

1. What did we get right?
2. What's missing?
3. What would you change?
4. What's the most important item in each quadrant?

### Discussion Notes:

Color Key: **Blue** = proposed revision | **red** = proposed deletion | **green** = proposed addition

Strengths	Weaknesses
<ul style="list-style-type: none"> <li>• <b>Delete:</b> strong public school system</li> <li>• Add: high school programs and trade schools, pre-college programs</li> <li>• Add: trades and apprenticeships across industries</li> <li>• Add: Alaska Performance (AP) and UA Scholars program</li> <li>• Add: Fairbanks Resource Agency (FRA) is an amazing group</li> <li>• Add: Tiger Team</li> </ul>	<ul style="list-style-type: none"> <li>• Add: cost of living, energy</li> <li>• Add: lack of public employee/teacher benefits</li> <li>• Add: challenges of licensing</li> <li>• Add: career pipelines and lack of awareness of existing training opportunities</li> <li>• Add: limited arts and cultural opportunities</li> <li>• Add: staffing shortages</li> <li>• Add: limited extracurriculars for younger students</li> <li>• Add: economically disadvantaged youth are not successful with remote learning (became apparent during pandemic)</li> <li>• Add: access to assistance programs</li> <li>• Add: winter</li> <li>• Add: competition within the job market</li> <li>• Add: seasonal jobs don't pay a living wage, workers leave</li> <li>• Add: trade jobs do not offer the same flexibility as jobs that can done remotely; less time off</li> <li>• Add: school bus services prevent working</li> <li>• Add: rapidly aging population not balanced out by working/younger generation</li> </ul>

Opportunities	Threats
<ul style="list-style-type: none"> <li>• Add: incentivizing young people to stay/ return</li> <li>• Add: TCC offers childcare pay for family members who watch the children of relatives</li> <li>• Add: expand utilization of the Career &amp; Technical College</li> <li>• Add: expand the availability of training and scholarships</li> <li>• Add: focus on bringing in different types of high skilled work</li> <li>• Add: Alaska as a low tax hub for alternative/remote businesses and work</li> <li>• Add: IJA money will create opportunities for careers</li> <li>• Early college courses/credits in high school</li> <li>• Add: helmets to hardhats program</li> <li>• Add: military folks who retire or are forced out because they cannot pass physical – seeking job opportunities</li> <li>• Add: create certificates that align to local industry needs</li> <li>• Add: small and medium enterprises (SMEs) should interact more with UAF students on career opportunities</li> <li>• Add: promote UAF as a place for students to stay, go to college and have a good job immediately upon graduating</li> <li>• Add: partnerships with Fairbanks Memorial Hospital, Tribal organizations (TCC, FNA), FRA</li> </ul>	<ul style="list-style-type: none"> <li>• Add: availability and affordability of broadband</li> <li>• Add: state budget cuts to important educational programs and scholarships</li> <li>• Add: no retirement for teachers</li> <li>• Add: potential funding cuts to Fairbanks Resource Agency</li> <li>• Add: licensing for teaching is expensive and difficult</li> <li>• Add: industries and institutions are in silos (schools, military, seniors)</li> <li>• Add: lack of acceptance of alternative/renewable energy</li> <li>• Add: lack of affordable housing</li> <li>• Add: population outflow</li> <li>• Add: work ethic</li> <li>• Add: state workers are understaffed and underpaid, making it hard to retain quality workers who can support the private sector</li> </ul>

## Goals, Strategies, Actions Discussion Questions

### Guiding Questions:

1. What did we get right?
2. What would you change?
3. What's missing?
4. Who will lead each of the strategies? What do you see as you/your organization's role?
5. Which of the strategies is most important for us to focus on over the next year?

### Discussion Notes:

- Goals
  - Revise: under Goal #1, add benefits
  - Revise: use future tense instead of present tense for both goals
  - Revise: add quality of life concept to both goals
  - Revise: under Goal #1, add incentivizing entry into employment market
  - Revise: under Goal #2, add "long term"
  - Add: address aging out of the workforce
  - Add: Access current needs, not just future needs
  - Add: employers have a reason to bring their business to the interior; new industries, not just oil/mining

- Strategy 1: Support Industry-Specific Needs
  - Revise: change “vocational” to “career and technical education”
  - Add: need for better benefits, especially in K-12 jobs
  - Add: Improve recruitment for training programs
  - Add: agriculture to industries in action a
  - Add: advocate for cooperative business models as a tool for meaningful work
  - Add: create an agricultural workforce plan
  - Add: train employers to provide meaningful employment; consider a co-op training program on how to start a co-op, as a solution to lack of meaningful employment
  - Add: build feedback mechanisms in place so that training pipelines are adaptable and flexible to meet the evolving needs of the future
  - Add: Build industry need projects into UAF courses so students can see opportunities outside of academia
  - Add: build comprehensive UAF-wide internship programs across all degree programs
- Strategy 2: Strong Schools
  - Revise: Reword strategy key words to be “Educational Foundations”
  - Revise: change “K-12” to “birth to 16”
  - Revise: change “STEM” to “STEAM” (action a)
  - Revise: add middle schools to action b; add “career **and technical**”
  - Revise: reword strategy to be, “Increase support of quality public education.”
    - Lead: include Alaska Works Partnership.
  - Add: co-op educators
  - Add: advocate for prioritized K-12 education funding
  - Add: more soft skills taught in K-12 (many professions cannot find interns with needed soft skills)
  - Add: support arts; art helps grow innovation
  - Add: better connect students with potential job paths based on their emerging interests
  - Add: expand tech prep so it happens earlier
  - Add: advocate for improved teacher benefits
  - Add: establish more links and partnerships between the classroom and the real world; expand partnerships with industry from grade school through high school
  - Add: early childhood programs to strategy, plus associated action
  - Add: Address family child care needs
  - Add: connect UAF undergrad students with high school students as mentors and evidence of success
  - Delete: eliminate rideshare program recommendation (action f); virtual options eliminate need
- Strategy 3: Military Family Employment
  - Revise: under action a, revise to also include less restrictive licensing, especially in health care
  - Add: increased outreach by the Fairbanks Chamber of Commerce

- Add: develop and distribute a newcomers brief for new residents
- General comments
  - Throughout this section, strive for people first language
  - Add: 4<sup>th</sup> strategy, workforce development pipeline – high school → decision → training/school/job
  - Add as action under 4<sup>th</sup> strategy: more one-on-one career counseling with high school seniors
  - Throughout: it's not just about training employees; employers also need to understand what employees need to be successful and what meaningful employment looks like

## Measures of Success Discussion Questions

### Guiding Questions:

1. What did we get right?
2. What's missing?
3. What would you change?
4. Which of these indicators will be the most effective at measuring our success?

### Discussion Notes:

- Add: graduation rates (high school, college, vocational tech)
- Add: out migration
- Add: seasonal vs. non-seasonal employment
- Add: placement metrics from career programs
- Add: job turnover rates
- Add: selection of majors at UAF
- Add: percentage of graduates from high school and college who stay in the community
- Add: rate of employer sponsored health benefits
- Add: percentage of FNSB employees who grew up in the region

# 2022-2026 Fairbanks North Star Borough Comprehensive Economic Development Strategy (CEDS)

## Transportation Influencer Summary – **DRAFT**

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

<b>Strengths</b> <i>Internal attributes that contribute to success</i>	<b>Weaknesses</b> <i>Internal barriers to success</i>
<ul style="list-style-type: none"> <li>Alaska Railroad connectivity to other parts of the state and recent expansion efforts</li> <li>Connected to other parts of Alaska and the contiguous U.S. via roads</li> <li>Fairbanks is situated at the confluence of the Chena and Tanana Rivers</li> <li>Rail car storage</li> <li>Fairbanks International Airport – growing regional, state, and international hub</li> </ul>	<ul style="list-style-type: none"> <li>Harsh winter weather conditions</li> <li>“Orphan roads” with no road maintenance</li> <li>Limited public transportation</li> <li>Not enough bike paths</li> <li>Low density and long driving distances</li> <li>Federal Aviation Administration is unequipped to manage increase in flight volume at airport control towers as military base activity increases</li> </ul>
<b>Opportunities</b> <i>External forces that contribute to success</i>	<b>Threats</b> <i>External forces that could be barriers to success</i>
<ul style="list-style-type: none"> <li>FNSB is well-positioned as a global transportation hub for serving, promoting, and advancing the nation’s Arctic interests</li> <li>Increased collaboration between neighboring communities (Denali Borough, City of Nenana, Tok)</li> <li>Expanding rail service to be year-round, and potential connection with Alberta</li> <li>Current and potential federal funding opportunities for new infrastructure through the American Rescue Plan, COVID-19 relief funds, Infrastructure Investment and Jobs Act, and more</li> <li>Electric car charging infrastructure expansion</li> </ul>	<ul style="list-style-type: none"> <li>Climate change impacts on infrastructure</li> <li>Ongoing designation as an EPA nonattainment area due to air quality, and potential cuts in federal funding</li> <li>Ongoing supply chain disruptions due to the pandemic and workforce shortages impacting new construction</li> </ul>

<b>Where We Are</b> (2019 as pre-pandemic baseline)	What measurements can we use to track progress? Where do we want to be in 5 years?	<b>2026 Targets</b> (5% growth from 2019)
<b>2,702</b>	<b>Employment</b> – Number of full-time and part time transportation and warehousing jobs in FNSB <i>10% increase from 2014</i>	<b>2,837</b>
<b>596,066</b>	<b>Air Passengers</b> – Fairbanks International Airport passenger arrivals <i>2020 passenger arrivals were half the 2019 number</i>	<b>625,869</b>
<b>???</b>	<b>Other potential indicators</b> – border crossings; tons of freight moved; miles of pedestrian paths and vehicle road connections made; reduction in miles of unmaintained roads; increased access to local businesses; increased public transportation options	<b>???</b>

Sources: Employment from Bureau of Economic Analysis; Passenger data from FNSB Community Research Quarterly

**Transportation Summary Draft for Interior Alaska Economic Summit Review, February 2022**

## Transportation Goal – long term improvements and changes we want to see in five years or more



1. FNSB serves as a transportation hub for Interior Alaska, providing reliable and critical movement of people and materials by road, air, and rail.

Strategies & Actions – the activities we will implement over the next 5 years to accomplish goals & targets and who will lead them	Lead
<b>1. Implement Plans</b> – Implement recommendations identified in regional transportation plans: (Goal 1) <ol style="list-style-type: none"> <li>a. FNSB Comprehensive Roads Plan</li> <li>b. Eastside Master Plan (airport)</li> <li>c. Terminal Ground Access Study (airport)</li> <li>d. 2045 in Motion long-range Transportation Plan</li> <li>e. Green Streets Plan</li> <li>f. Freight Mobility Plan</li> <li>g. Fairbanks Road/Rail Crossing Reduction/Realignment Plan</li> <li>h. Connect Fairbanks: Non-Motorized Plan</li> </ol>	
<b>2. Expand Transit</b> – Strategically expand public transit options in FNSB to better meet the needs of residents. (Goal 1) <ol style="list-style-type: none"> <li>a. Increase public transit and carpool options, including service to military bases.</li> <li>b. Offer reduced fare transit options to college students.</li> </ol>	
<b>3. Support Transportation Innovation</b> – Support efforts to establish Fairbanks as a destination for transportation innovation. Strategy. (Goal 1) <ol style="list-style-type: none"> <li>a. Establish Fairbanks International Airport as an unmanned aircraft system hub.</li> <li>b. Attract businesses to conduct cold weather transportation product testing in FNSB.</li> <li>c. Implement transportation-related strategies to address air quality issues.</li> </ol>	
<b>4. Explore New Connections</b> – Explore opportunities to build new transportation connections that strategically support development. (Goal 1) <ol style="list-style-type: none"> <li>a. Support Alaska Railroad 18-mile extension so natural gas can be transported by rail.</li> <li>b. Participate in planning efforts for an Alaska to Alberta connection rail connection.</li> </ol>	

## Other Relevant Resources

- **Comprehensive Roads Plan.** Fairbanks North Star Borough. In progress. [View here.](#)
- **2045 in Motion: Building a More Resilient Future (long-range metropolitan plan).** FAST Planning. In progress. [View here.](#)
- **Fairbanks Road/Rail Crossing Reduction/Realignment Plan.** FAST Planning. August 2021. [View here.](#)
- **FAST Transportation Improvement Program.** FAST Planning. June 2021. [View here.](#)
- **Connect Fairbanks: Non-Motorized Plan.** FAST Planning. May 2021. [View here.](#)
- **Fairbanks International Airport Terminal Ground Access Study.** Fairbanks International Airport. January 2020. [View here.](#)
- **Eastside Master Plan.** Fairbanks International Airport. August 2019. [View here.](#)
- **Green Streets Plan.** FAST Planning. June 2019. [View here.](#)
- **Freight Mobility Plan.** Fairbanks Metropolitan Area Transportation System (now FAST Planning). January 2019. [View here.](#)





# Interior Alaska Economic Summit, February 22-23, 2022

## Transportation Breakout: Discussion Summary (02-23-22)

To view results from the other sessions, visit <https://fnsbcds.com/> (results will be posted by March 11<sup>th</sup>)

This document compiles feedback and notes from the breakout session. The other tools that were used to guide the discussion include:

- An economic cluster/influencer one-pager that identified a preliminary SWOT analysis, goals, strategies, actions, and measures of success
- A worksheet identifying a proposed economic vision statement and guiding questions for each of the activities. The guiding questions have been copied into this document for reference. The feedback on the economic vision statement was compiled separately and will be released by March 11<sup>th</sup>.

### Participants *(alphabetical by first name, based on sign in sheet)*

First	Last	Affiliation	Email
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Mike	Welch	City of North Pole	mwelch@northpolealaska.org

*Facilitated by Patrick Cotter, RESPEC*

*RSVPs: 19 participants*

## Feedback on the Strengths, Weaknesses, Opportunities, and Threats (SWOT) Analysis

### Guiding Questions:

1. What did we get right?
2. What's missing?
3. What would you change?
4. What's the most important item in each quadrant?

### Discussion Notes:

Color Key: Blue = proposed revision | red = proposed deletion | green = proposed addition

Strengths	Weaknesses
	<ul style="list-style-type: none"><li>• Like: FAA bullet; this includes both personnel and radar/equipment</li><li>• Like: orphan roads issue identified</li><li>• Revise: revise last bullet to read, "ongoing supply chain and logistics disruptions"</li><li>• Add: road service area model is no longer workable for road maintenance; low density RSAs are especially a challenge</li><li>• Add: only Alaska Airlines has the ability to carry refrigerated cargo</li><li>• Add: issues with off-road vehicle conflicts</li></ul>
Opportunities	Threats
<ul style="list-style-type: none"><li>• Add: road service area structure changes</li><li>• Add: trails</li></ul>	<ul style="list-style-type: none"><li>• Add: private airfields that threaten safety of military installations; technology could threaten the airport</li><li>• Add: changing tech (e.g., long-haul aircraft)</li><li>• Add: ATVs on roads (new legislation)</li><li>• Add: unfunded maintenance needs from the State; the DOT&amp;PF is understaffed and underfunded</li></ul>

## Goals, Strategies, Actions Discussion Questions

### Guiding Questions:

1. What did we get right?
2. What would you change?
3. What's missing?
4. Who will lead each of the strategies? What do you see as you/your organization's role?
5. Which of the strategies is most important for us to focus on over the next year?

### Discussion Notes:

- General observations/comments
  - Add: more funds put toward road maintenance
  - Add: electric vehicles
- Strategy 1: Implement Plans

- Add: Road Service Area Expansion Plan
- Strategy 2: Expand Transit
  - Revise: Change strategy wording from “expand” to “optimize”
  - Revise: action b, so it reads “reduced **fare** transit”
  - Add: private transport for tourists
- Strategy 3: Support Transportation Innovation
  - No comments
- Strategy 4: Explore New Connections
  - No comments

## Measures of Success Discussion Questions

### Guiding Questions:

1. What did we get right?
2. What’s missing?
3. What would you change?
4. Which of these indicators will be the most effective at measuring our success?

### Discussion Notes:

- Add: funding for DOT snow removal equipment & personnel
  - Rural areas miss out because feeder roads are maintained except those in road service areas, and many are not dense enough to support good roads; some areas have no service
  - Need more equitable funding for rural roads
- Add: vehicle miles traveled (VMT)
- Add: average daily traffic (ADT)
- Add: transit ridership
- Add: Pavement condition index (PCI)
- Add: wages for skilled workforce