

# Appendix G: Outreach Materials

- Project Flyer
- Regional Snapshot
- Interior Alaska Economic Summit Flyer
- E-Newsletter #1, “Save the Date: 2022 Interior Alaska Economic Summit” (sent December 22, 2021)
- E-Newsletter #2, “Interior Alaska Economic Summit, Feb. 22-23, 2022 – Check out the Preliminary At-a-Glance Agenda” (sent January 21, 2022)
- E-Newsletter #3, “Interior Alaska Economic Summit: Next Week! Read On For Details” (sent February 18, 2022)
- E-Newsletter #4, “Interior Alaska Economic Summit, Feb. 22-23, 2022 Results” (sent March 9, 2022)
- E-Newsletter #5, “It’s here! Draft FNSB CEDS is ready for you!” (sent May 6, 2022)
- E-Newsletter #6, “FNSB CEDS - 2 weeks left to review the draft!” (sent May 26, 2022)
- E-Newsletter #7, “FNSB CEDS: Comment Deadline this Friday (June 10)!” (sent June 8<sup>th</sup>, 2022)



# 2021 Fairbanks North Star Borough

## Comprehensive Economic Development Strategy (CEDS) Update

### Purpose

Develop an updated Five-Year FNSB Comprehensive Economic Development Strategy (CEDS). A CEDS is a locally based, regionally driven planning document that guides local government and community action.

#### A CEDS:



*Serves as a road map to economic resilience and prosperity.*



*Brings the private and public sector together to develop a regional strategy and action plan.*



*Must go through a robust update every five years, with less intensive updates annually.*



*Identifies projects and makes recommendations to support businesses, create more and better paying jobs, improve quality of life, and increase resilience.*

### Project Schedule

#### Spring - Summer 2021

##### *Discover and Listen*

- Invite input
- Compile and analyze data

#### Fall - Winter 2021

##### *Draft and Review*

- Create vision, goals, strategies
- Host Economic Summit
- Prepare draft CEDS

#### Spring 2022

##### *Finalize and Activate*

- Adopt the CEDS
- Take action on CEDS recommendations

### Contact Us

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907-328-8027 (call or text)  
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#### **Shelly Wade**

Public Involvement Lead  
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[shelly@agnewbeck.com](mailto:shelly@agnewbeck.com)



*Learn More and Get Involved*

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

# What does a CEDS include?

## Numbers

*that tell the FNSB story – people, economy, regional comparisons*

## An economic vision

*that describes what we want our future economy to look like*

## Goals, objectives, and strategies

*that are specific, measurable, and describe what we hope to accomplish over the next five years*

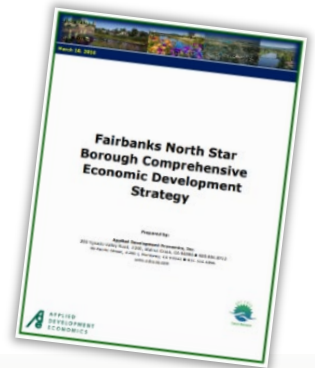
## Implementation plan

*that describes how we'll work on our priorities and measure progress*

## Comparative analysis

*that examine the strengths, weaknesses, opportunities and competitive advantages/disadvantages for FNSB overall and by sector*

**Our world is changing.** We are updating the FNSB's economic development strategy to respond to change and prepare for the future. You can view the previous CEDS (updated in 2016) on the project website: <https://fnsbceds.com>



## 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*

- Education & Research
- Energy
- Healthcare
- Military
- Natural Resources (Agriculture, Forestry, Mining)
- Visitation

### Community Influencers

*supportive foundations that are needed to grow and flourish*

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





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 2<sup>nd</sup> 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

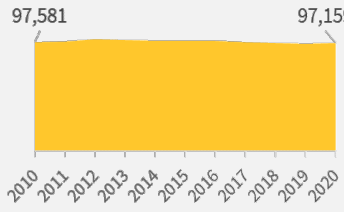
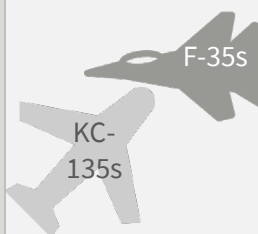

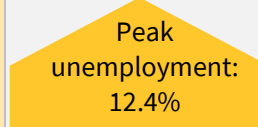


- More transitory than the state overall, with over 15,000 people moving into or out of the Borough annually



#### COST OF LIVING

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

### What factors are impacting the FNSB economy?

<b>Population</b> 	<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>	<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>	<b>Military</b> 
<b>State Finances</b> 	<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>	<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>	<b>Pandemic</b> 
<b>Workforce</b> 	<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>	<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>	<b>Housing</b> New construction needed:  ~100 units

### 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



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

**CEDS Purpose** A CEDS is a locally based, regionally driven planning document that guides local government and community action.

**A CEDS:**



Serves as a road map to economic resilience and prosperity.



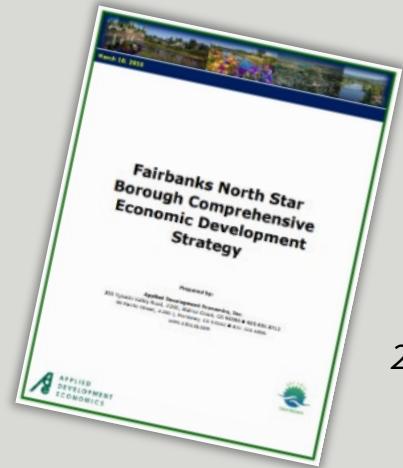
Brings the private and public sector together to develop a regional strategy and action plan.



Must go through a robust update every five years, with less intensive updates annually.



Identifies projects and makes recommendations to support businesses, create more and better paying jobs, improve quality of life, and increase resilience.



View the previous CEDS (updated in 2016) on the project website

**Project Schedule**

<b>Spring - Fall 2021</b> <i>Discover and Listen</i>	<ul style="list-style-type: none"><li>• Invite input</li><li>• Compile and analyze data</li></ul>
<b>Winter 2021 - 2022</b> <i>Draft and Review</i>	<ul style="list-style-type: none"><li>• Create vision, goals, strategies</li><li>• Host Economic Summit</li><li>• Prepare draft CEDS</li></ul>
<b>Spring - Summer 2022</b> <i>Finalize and Activate</i>	<ul style="list-style-type: none"><li>• Adopt the CEDS</li><li>• Take action on CEDS recommendations</li></ul>



The FNSB Economic Development Commission is guiding the process through all stages of the project schedule

**What does a CEDS include?**

**Numbers**  
*that tell the FNSB story – people, economy, regional comparisons*

**An economic vision**  
*that describes what we want our future economy to look like*

**Goals, objectives, and strategies**  
*that are specific, measurable, and describe what we hope to accomplish over the next five years*

**Implementation plan**  
*that describes how we'll work on our priorities and measure progress*

**Comparative analysis**  
*that examine the strengths, weaknesses, opportunities and competitive advantages/disadvantages for FNSB overall and by sector*

**Opportunities to Get Involved: Past and Present**

 **June 19, 2021**  
Midnight Sun Festival

 **July 13, 2021**  
Greater Fairbanks Chamber of Commerce Virtual Business Luncheon

 **July 24, 2021**  
Golden Days

 **July 30 – August 8, 2021**  
Tanana Valley State Fair




 **February 22-23, 2022**  
Economic Summit  
(In-person, Fairbanks)

 **April 2022**  
Review the Draft




Stakeholder roundtables and conversations have also been hosted with the following: Explore Fairbanks; Mining Roundtable; Energy Roundtable; Greater Fairbanks Board of Realtors; Forestry Roundtable; Communications Roundtable; Health Care Roundtable; Research & Innovation Roundtable; Education & Workforce Development Roundtable; City of Fairbanks City Council; City of North Pole City Council; Child Care Roundtable; University of Fairbanks Student Government

**Contact Us**

**Brittany Smart**, FNSB Project Manager

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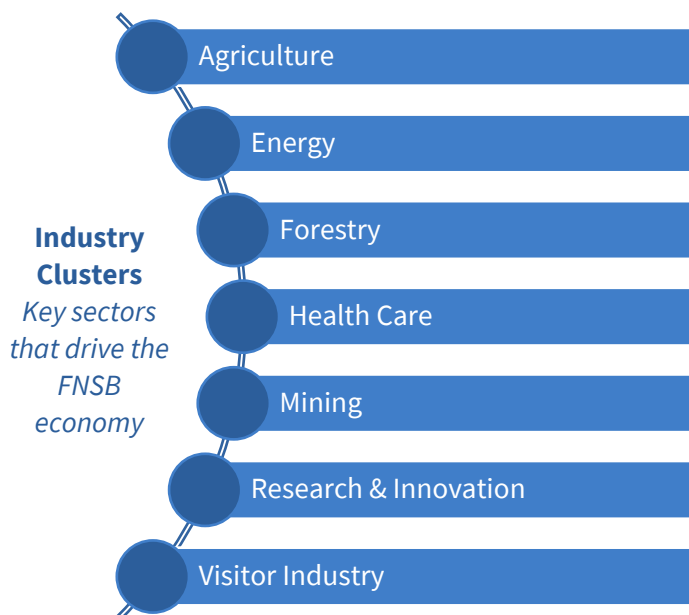
February 22<sup>nd</sup> -23<sup>rd</sup> 2022

# 2022 Interior Alaska Economic Summit

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

## Topics for Breakout Sessions

(at-a-glance agenda on reverse)



## RSVP Today

RSVPs strongly encouraged. RSVP at [www.surveymonkey.com/r/IAEconSummit](https://www.surveymonkey.com/r/IAEconSummit)



## PURPOSE & OUTCOMES

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

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

# 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)**

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## Save the Date 2022 Interior Alaska Economic Summit

February 22-23, 2022

*Westmark Fairbanks Hotel & Conference Center*

The 2022 Interior Alaska Economic Summit will bring regional community, business, and industry leaders together to collaborate on economic opportunities as we work towards **a stronger, more resilient Interior Alaska economy.**

[Click HERE to RSVP today!](#)

### Preliminary Agenda

**February 22, 9:00 am - 5:00 pm**

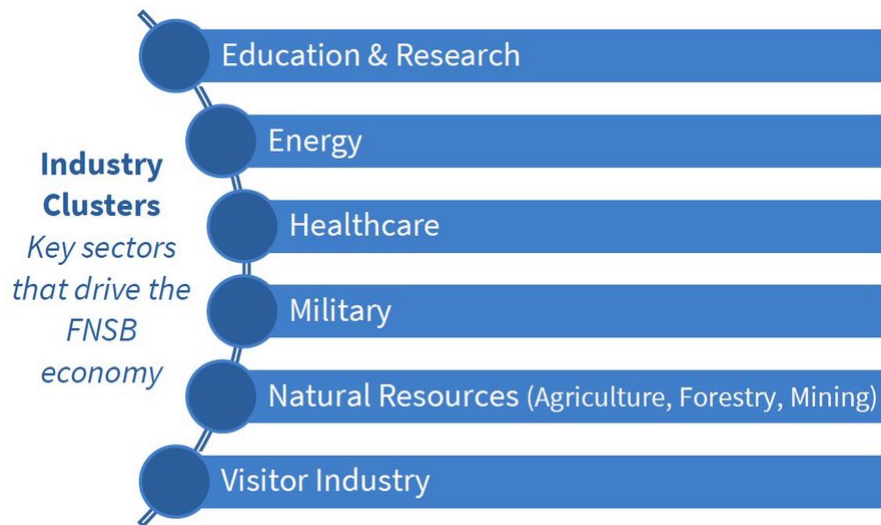
- Opening Plenary (in-person & virtual)
- **Industry Breakouts** (in-person only) - *see list below*



[Subscribe](#)[Past Issues](#)[Translate ▼](#)**February 23, 9:00 am - 5:00 pm**

- **Influencer Breakouts** (in-person only) - *see list below*
- Closing Plenary (in-person & virtual)

## Breakout Topics: Industry Clusters



## Breakout Topics: Community Influencers



## Summit Purpose & Outcomes

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(CEDS).

- Participants will **review and confirm CEDS components**, including a shared economic development vision, goals, and 5-year priorities.
- The updated CEDS will **better position the community for funding & investment opportunities**.

## Questions, Comments? Contact us.

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RSVP!

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## 2022 Interior Alaska Economic Summit

February 22-23, 2022

Westmark Fairbanks Hotel & Conference Center

The 2022 Interior Alaska Economic Summit will bring regional community, business, and industry leaders together to collaborate on economic opportunities as we work towards **a stronger, more resilient Interior Alaska economy.**

[Click HERE to RSVP!](#)

[Download the Preliminary At-A-Glance Agenda](#)

**Preliminary At-A-Glance Agenda: Quick Glance**

**Tuesday, February 22 – Focus: Industry Clusters**

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	9:45 – 10:00 am	Break		
10:00 – 11:45 am	Industry Breakouts Round 1	Agriculture	No	
		Energy	No	
	11:45 am – 1:00 pm	Lunch – on your own		
1:00 – 2:45 pm	Industry Breakouts Round 2	Forestry	No	
		Health Care	No	
	2:45 – 3:00 pm	Break		
3:00 – 5:00 pm	Industry Breakouts Round 3	Mining	No	
		Research and Innovation	No	
		Visitor Industry	No	

*Click on image to view larger version*

## Wednesday, February 23 – Focus: Community Influencers

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

*Click on image to view larger version*

## Summit Purpose & Outcomes

- The 2022 Interior Alaska Economic Summit will **inform development of the updated** 5-Year FNSB Comprehensive Economic Development Strategy (**CEDS**).
- Participants will **review and confirm CEDS components**, including a shared economic development vision, goals, and 5-year priorities.

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## Questions, Comments? Contact us.

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RSVP!

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## 2022 Interior Alaska Economic Summit

**Next Tuesday & Wednesday**

**February 22-23, 2022**

**Westmark Fairbanks Hotel & Conference  
Center**

The 2022 Interior Alaska Economic Summit will bring regional community, business, and industry leaders together to collaborate on economic opportunities as we work towards **a stronger, more resilient Interior Alaska economy.**

[Click HERE to RSVP!](#)

[Download the At-A-Glance Agenda](#)

**Can't be there in person?**

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- The **opening plenary** will feature introductions and background information on the FNSB Comprehensive Economic Development Strategy (CEDS), highlights of the FNSB economy, and an overview of the format and expectations for the Summit.
- The **closing plenary** we will feature highlights from the 2-day Summit and our next steps.

**Join for video & audio via Zoom:** <https://agnewbeck.zoom.us/j/88933135228>

**Call-in for audio only:** 1-888-475-4499, **Meeting ID:** 889 3313 5228

## Summit Q & A

### #1 What is the purpose of the Summit?

The 2022 Interior Alaska Economic Summit will **inform development of the updated 5-Year FNSB Comprehensive Economic Development Strategy (CEDS)**.

### #2 Do I need to register? Is there a cost?

This FREE Summit does not require a **formal registration**. We do request you RSVP if you intend to join us. You can RSVP [here](#).

### #3 Should I plan to attend the whole Summit?

No. While the full Summit spans two full days, it is structured so **participants can attend breakouts they find most relevant** to them.

### #4 What will happen in the breakout sessions?

For each sector/topic, participants will review and share feedback on preliminary goals, strategies, actions that will inform the CEDS – **what is right? what is we missing? what should be changed?**

### #5 Is there a virtual option to participate in the breakouts?

No. **The breakout sessions will be in person only**. Following the Summit, we will distribute breakout and all other Summit materials and

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## #6 What COVID-19 precautions will be in place?

We have **developed a simple COVID-19 mitigation plan**. [View it here](#). Masks are encouraged but not required. If you are feeling sick, please stay home.

---

## #7 Will there be refreshments?

Starting at 8:30 am both days, there will be a **continental breakfast**. **Coffee and tea** will be available throughout the day. Lunch will be on your own.

---

## #8 Can I bring outreach materials for my organization/business?

**Yes!** We will have a table set aside at the Summit for businesses and organizations to share things like flyers, brochures, and business cards.

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## Questions, Comments? Contact us.

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A blue-outlined rounded rectangle button with the text "RSVP!" in a bold, sans-serif font.

Learn more about the Comprehensive Economic Development Strategy at  
[\*\*http://www.fnsbceds.com/\*\*](http://www.fnsbceds.com/)



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## 2022 Interior Alaska Economic Summit

THANK YOU to everyone who attended the Summit!

The 2022 Interior Alaska Economic Summit brought regional community, business, and industry leaders together to collaborate on economic opportunities as we work towards **a stronger, more resilient Interior Alaska economy**. The Summit was free and held at the Westmark Hotel & Conference Center in Fairbanks on February 22 and February 23, 2022.

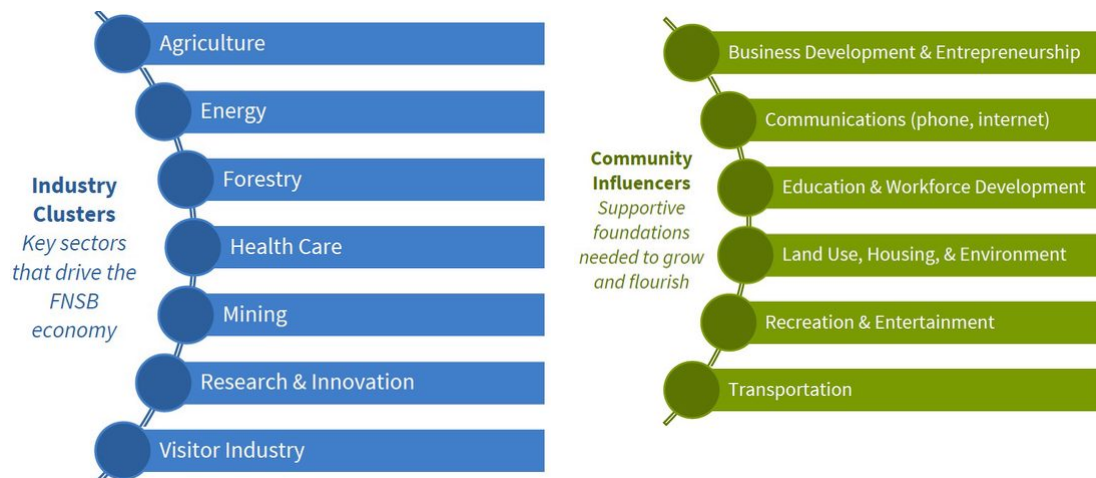
[CLICK HERE to view the Summit Results!](#)

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## What do the Summit Results include?

The Summit included an opening and closing plenary, and breakout sessions on the key CEDS topics listed below.

[The results](#) include sector 1-pagers and summaries of group discussions.



Visit the [project website](#) for additional Summit materials, including combined feedback on the **proposed economic vision statement** and recordings and slides for the **opening and closing plenary sessions**.



## Questions? Comments? Contact us.

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<http://www.fnsbceds.com/>





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## 2022-2026 FNSB CEDS Update

**The Public Review Draft is ready for review!**

**Share your feedback today, Fairbanks community and partners!**

The Fairbanks North Star Borough Economic Development Commission has been working on developing a new Comprehensive Economic Development Strategy (CEDS) for over a year.

that will help our economy grow and build resiliency. “With the support of our contractor, Agnew::Beck Consulting, we are pleased with the high level of community engagement during the CEDS planning process, which included public outreach, targeted stakeholder group, and most recently, the Economic Summit held in February.”

**CLICK HERE to download the draft Executive Summary**

**CLICK HERE to download the draft CEDS**

Visit the [project website](#) for additional project information and to download sector-specific content. We will also be following up next week to sector representatives to request your targeted feedback.

Appendices will be posted to the website over the coming week.

## How to Submit Comments

1. Respond to our simple survey [here](#).
2. Email or call our project team with your questions - see contact information below.
3. Submit a comment via the web form at the bottom of the project website.

The comment deadline is **June 10, 2022**.

## Questions? Comments? Contact us.

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## 2022-2026 FNSB CEDS Update

**Have you reviewed the draft?**

**The comment deadline is 2 weeks away!**

**Friday, June 10, 2022**

[CLICK HERE to download the draft Executive Summary](#)

[CLICK HERE to download the draft CEDS](#)



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- **Draft CEDS by sector**
- **Draft Appendices** (includes things like population and economic data on the FNSB, relevant plans and reports, economic analysis of key projects)

Visit the [project website](#) for additional project information and to download sector-specific content.

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2. Email or call the project team with your questions - see contact information below.
3. Submit a comment via the web form at the bottom of the project website.

**Reminder: the comment deadline is June 10, 2022.**

## 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)
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