



Fairbanks North Star Borough Comprehensive Economic Development Strategy (CEDS)

Economic Development Commission Update

February 8, 2022

Our Focus for Today

- Introductions & Reminder of Project Purpose
- Outreach Update & Highlights from Recent Roundtables
- Share Proposed Economic Vision
- Review Economic Summit Details
- Review Sample One-Pager
- Next Steps & Wrap-Up

Reminder: 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

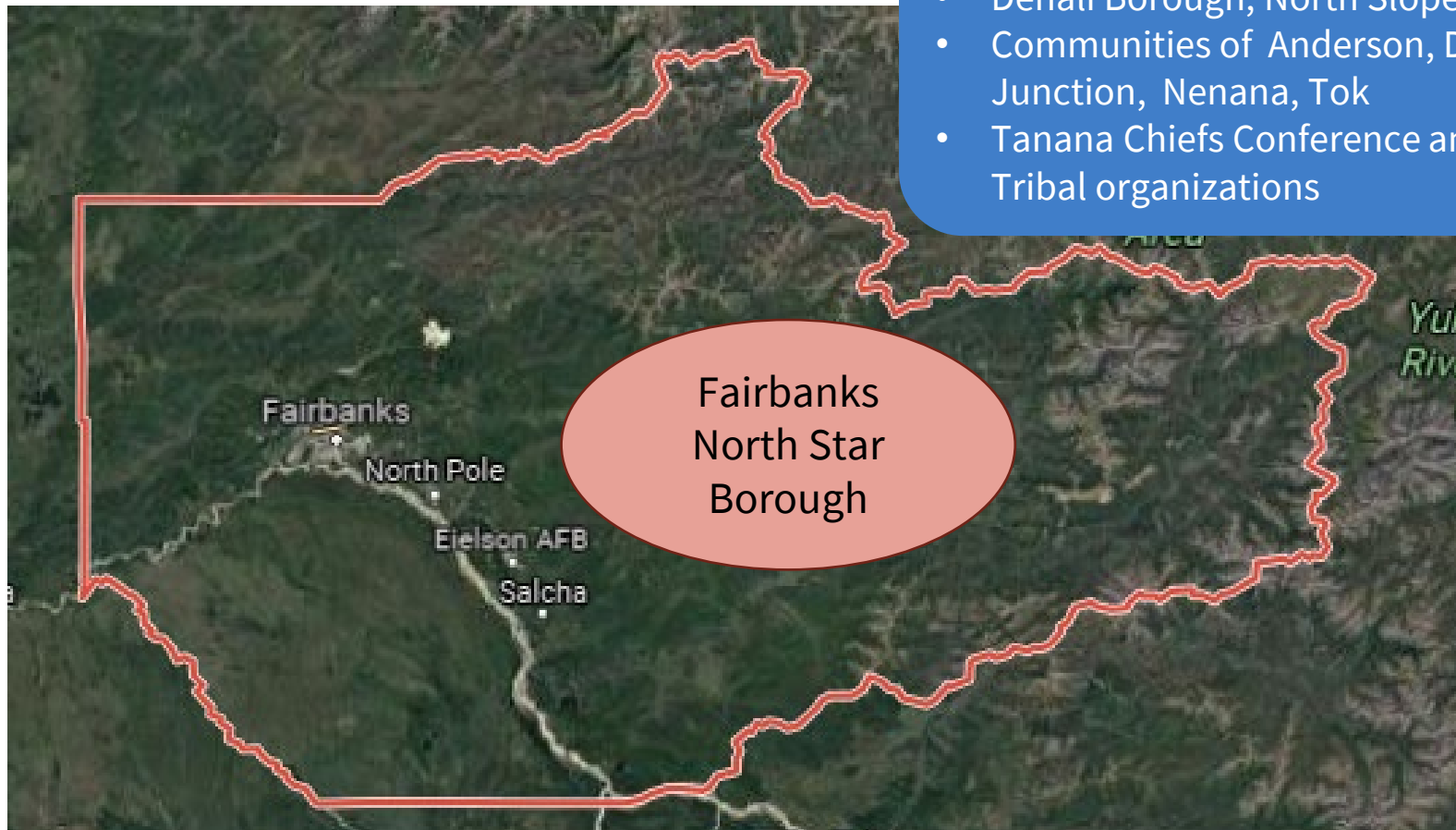
Improve
quality of life

Increase
resilience to
changes,
threats

Project Area: FNSB

Key regional partners beyond FNSB boundaries include:

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



Outreach Update

CEDS Update Timeline

	2021									2022						
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	→
Interviews, Discussions											We are here					Adoption
Community Events			Midnight Sun, Golden Days, Fair													
Economic Summit																
Other Tools (website, media, newsletters, etc.)																
Key Phases	Project Kickoff		Research & Events, Interviews			Draft Vision & Goals			Economic Summit		Public Review Draft		Final CEDS		→	

Completed Activities

Stakeholder Roundtables

- Visitor Industry: Explore Fairbanks Board & Staff Work Session
 - Education & Workforce Development
 - Research & Innovation
- In partnership with FEDC*

- Agriculture
- Communications
- Energy
- Forestry
- Health Care
- Mining

Other Engagement

- Economic Development Commission Work Sessions: March, June, November
- Greater Fairbanks Chamber of Commerce Business Luncheon
- Greater Fairbanks Board of Realtors General Membership Meeting
- Booths at Midnight Sun Festival, Golden Days, and Tanana Valley State Fair
- City of Fairbanks City Council
- City of North Pole City Council

Upcoming Activities

Roundtables

- Young Entrepreneurs
- Child Care providers
- UAF Student Government

Other Engagement

- Economic Summit (Feb. 22-23)
- Complete outstanding interviews
 - Tribal organizations
 - New FNSB Economic Development Commissioners
 - Supplemental energy, mining, construction interviews



Communications (phone, internet) – Roundtable Highlights

- **Significant advancements** in this industry (new technology, new infrastructure, new funding) since the 2016 CEDS
- **Major federal opportunities** to support broadband, including funds to Tribes
- **Continued need for public, private and Tribal collaboration** to reduce duplication, build trust and connect underserved areas

Education & Workforce Development – Roundtable Highlights

- High school **apprenticeship programs** are working well.
- **Financial barriers, childcare remain key barriers** to accessing postsecondary education and employment. Winter commutes are also a barrier for military spouses.
- The pandemic has **permanently altered how people work**. Employees want more independence and flexibility; vacancies remain high.

Forestry – Roundtable Highlights

- **Forest management partnerships** are possible around shared priorities – for example, both logging and trail users need to consider access, spruce bark beetle infestations, etc.
- **Climate change and wildfires** are a major concern.
- There are programs available to help communities interested in **installing biomass**.

Health Care – Roundtable Highlights

- The Foundation Health Partners' **2019 Community Health Needs Assessment and 2020-2022 Community Health Improvement Plan** continue to offer relevant recommendations to address community health priorities.
- **Workforce challenges have been exacerbated** during the pandemic. Key gaps include dental hygienists, behavioral health providers, senior and elder services, geriatric specialties, and dermatology.
- The **Crisis Now model** is being pioneered in Fairbanks and will be transforming the crisis system to help people in need while freeing up resources for corrections, EMS, police, etc.

Research & Innovation – Roundtable Highlights

- Interior Alaska is a **growing research hub** for many topics including agriculture, mariculture, ocean science/fisheries, Arctic issues, climate change, energy, cold weather testing, unmanned aircraft systems, minerals, biomedicine, aerospace
- Need to continue to explore how to **transition research into practical community applications**
- Long term goal: **establish UAF as a Tier 1 research facility**

Proposed Vision

Proposed Economic Vision

(A Resilient) Interior Alaska:

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

Shorter tagline version:

The land where opportunities thrive.



Economic Summit - Details

Interior Alaska Economic Summit

February
22-23, 2022

View the flyer
online [here](#)



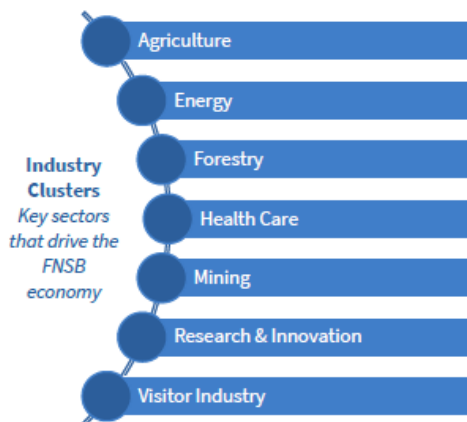
Save the Date: February 22nd -23rd 2022

2022 Interior Alaska Economic Summit

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

Topics for Breakout Sessions

(preliminary at-a-glance agenda on reverse)



RSVP Today

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



PURPOSE & OUTCOMES

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

Interior Alaska Economic Summit

February
22-23, 2022

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

Tuesday

February 22nd – Focus on Industry Clusters

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

Wednesday

February 23rd – Focus on Community Influencers

Time	Topic		Virtual Option?
9:00 – 10:45 am	Influencer Breakouts Round 1	Small Business Development & Entrepreneurship	No
		Communications (phone, internet connectivity)	No
10:45 – 11:00 am	<i>Break</i>		
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	<i>Lunch – on your own</i>		
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	<i>Break</i>		
4:00 – 5:00 pm	Closing Plenary: Summary of Results and Next Steps		Yes

Interior Alaska Economic Summit: Day 1

February 22nd – Focus on Industry Clusters

Tuesday

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		Health Care	No
2:45 – 3:00 pm	<i>Break</i>		
3:00 – 5:00 pm	Industry Breakouts Round 3	Mining	No
		Research and Innovation	No
		Visitor Industry	No

Interior Alaska Economic Summit: Day 2

February 23rd – Focus on Community Influencers

Wednesday

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	<i>Break</i>		
11:00 am – 12:45 pm	Influencer Breakouts Round 2	Land Use, Housing, & Environment (includes utilities)	No
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4:00 – 5:00 pm	Closing Plenary: Summary of Results and Next Steps		Yes

COVID-19 Mitigation Plan - Highlights

Communicated via an email and signage at the event

1. **Face coverings** recommended when not eating; extras will be available.
2. Maintain **social distancing** when possible; the capacity of all rooms in the Westmark have been reduced to help maintain distancing.
3. All table **surfaces will be sanitized** between sessions.
4. Participants will be instructed **not to attend the event if they are sick with COVID-19 symptoms** or have tested positive for COVID-19 in the past 5 days.
5. Participants will be instructed not to attend the event if they have been **identified as a close contact** of a person infected with COVID-19 (unless the person is fully vaccinated).
6. Participants will be encouraged to **notify the organizers** if they test positive for COVID-19 within 2 days following the event to allow for contact tracing.

Based on the FNSB COVID-19 Core Mitigation Strategies, Updated October 2021:

<https://www.fnsb.gov/DocumentCenter/View/8294/FNSB-COVID-19-Core-Mitigation-Strategies-20211011>

Participation

- We have received 83 RSVPs so far.
- See your meeting packet for proposed priority participants for us to engage.
 - Who are we missing? Please email us with names, emails, and phone numbers and we will add them to the list.

Sample One-Pager

Proposed Contents

- Cluster-specific Strengths, Weaknesses, Opportunities, Threats Analysis
- Targets to measure progress
- Goals
- Strategies & Actions
- Relevant Plans

Sample
(front)

2022-2026 Fairbanks North Star Borough Comprehensive Economic Development Strategy (CEDS) Visitor Industry Cluster Summary – EDC 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"> Access to outdoor recreation (trails, parks, fishing) Appealing and walkable city center Arts and culture opportunities; Alaska Native culture Beautiful landscapes and wildlife Explore Fairbanks Midnight sun in summer, aurora in winter On the road system Thriving mix of local restaurants, breweries World Ice Championships 	<ul style="list-style-type: none"> Aging infrastructure: roads and sidewalks in disrepair, limited sidewalk snow removal in winter Misunderstanding from government and citizens of the purpose and use of the bed tax Staffing challenges during pandemic (e.g., lack of J-1 Visa workers); general challenges recruiting for seasonal employment Visible homelessness in downtown Fairbanks, with insufficient services to meet demand
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"> Alaska Long Trail Expanding rail service to be year-round, and potential connection with Alberta Growing interest in Arctic tourism Increased collaboration between neighboring destinations (Denali Borough, City of Nenana, Tok) Increasing year-round tourism Legalization of marijuana 	<ul style="list-style-type: none"> Climate change COVID-19 and ongoing impacts to health, travel, workers Dependence on cruise lines for many visitors Land use conflicts at recreation and aurora sites Light pollution (threat to aurora viewing) Uncertainty and disruption to travel and workforce caused by COVID-19 Wildfire risks

Where We Are (2019 as pre-pandemic baseline)	What measurements can we use to track progress? Where do we want to be in 5 years?	2026 Targets (5% growth from 2019)
5,991	Jobs – FNSB residents employed in leisure & hospitality <i>10% of total workforce in 2019; this sector saw the greatest losses in 2020</i>	6,290
\$70.5 Million	Visitor Spending – Hotel/motel annual room receipts <i>Increased 8% from 2016 to 2019, then declined 55% between 2019 and 2020</i>	\$74 Million
\$143 Million	Wages – Annual wages to FNSB residents employed in leisure & hospitality <i>Only 4% of total wages, indicating these jobs pay less than other industries</i>	\$150 Million
596,066	Passengers – Fairbanks International Airport passenger arrivals <i>2020 passenger arrivals were half the 2019 number</i>	625,869
11.7 days (2016)	Trip Length – 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>	12.5 days (increase of ~1 day)

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

Industry One-Pager Draft for Economic Development Commission Review, January 31, 2022

Sample (back)

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
1. Coordinated Marketing/Planning – Fund destination marketing and planning efforts by Explore Fairbanks. (Goals 1, 2, 3) <ol style="list-style-type: none"> 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 Meeting Hub – Develop a world class convention and arts center in the Fairbanks North Star Borough. (Goal 2) <ol style="list-style-type: none"> a. Construct the Fairbanks Convention and Arts Center. 	
3. International Destination – Promote Interior Alaska as an international destination for Arctic and aurora tourism. (Goal 1, 2) <ol style="list-style-type: none"> a. Create a collective marketing strategy for aurora viewing, including promotion in international markets. 	
4. Year-round Access – Advocate for reliable, regularly scheduled transportation services to Fairbanks. (Goals 1, 2, 3) <ol style="list-style-type: none"> a. Increase rail service in winter months. b. Support long-term rail connectivity to the Lower 48. c. Expand cooperative marketing programs with airlines to gain access to new visitor markets. 	
5. Recreation Opportunities – Expand indoor and outdoor recreation opportunities that appeal to residents and visitors alike. (Goals 1, 3) <ol style="list-style-type: none"> 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) <ol style="list-style-type: none"> 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. Surveys conducted annually, with comprehensive surveys every five years. [View here.](#)
- **Chena Riverfront Plan.** Fairbanks North Star Borough Chena Riverfront Commission. Amended 2016. Year. [View here.](#)
- **Feasibility Study and Market Analysis for the Management Options of the Carlson Center Study.** Fairbanks North Star Borough. 2020. [View here.](#)
- **Comprehensive Recreational Trails Plan.** Fairbanks North Star Borough. Est. completion spring 2022. [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

Next Steps and Wrap-Up

Next Steps

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

Learn More on Our Website



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

PURPOSE

WHAT IS INCLUDED?

TOPICS

PROJECT TEAM

GET INVOLVED

SCHEDULE

RESOURCES

CONTACT US

A Stronger, More Resilient Economy.

www.FNSBCEDS.com

Thank you!

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