



Fairbanks North Star Borough Comprehensive Economic Development Strategy (CEDS)

Final Draft

August 23, 2022
Planning Commission

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'Neill

Project Manager: Brittany Smart

Contracting Team:

Shelly Wade, AICP
Molly Mylius



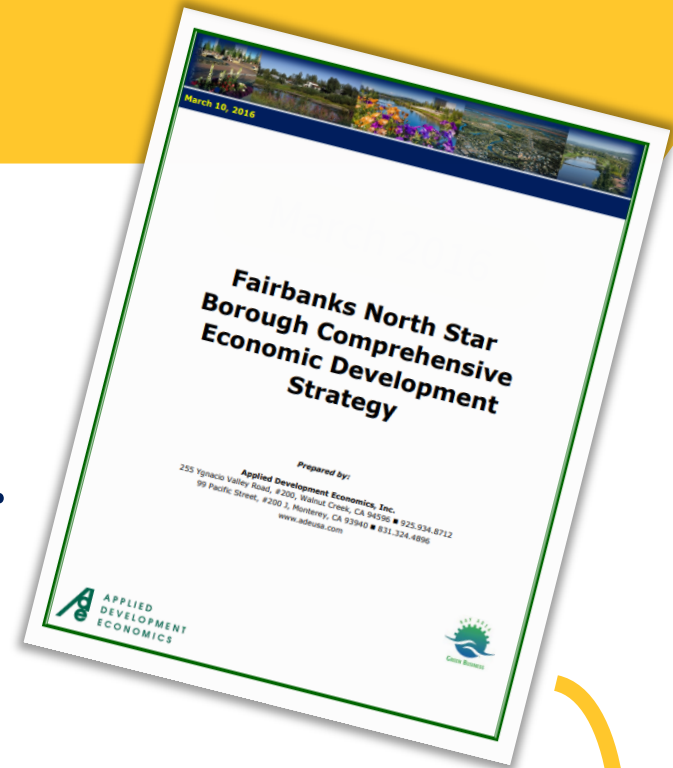
Supporting team
members:



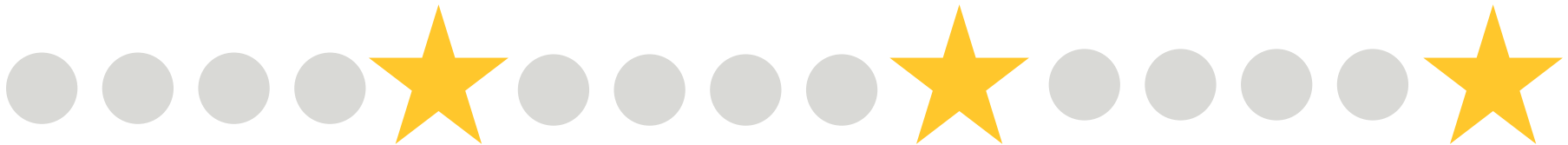
CEDS (A Mini Refresher Course)

Project Purpose

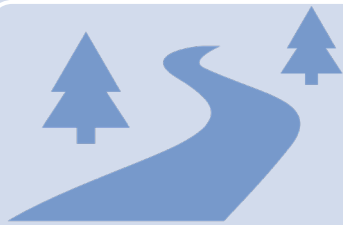
Develop a new Five-Year FNSB Comprehensive Economic Development Strategy (CEDS).



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



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



Robust update every five years with less intensive annual updates



Makes recommendations to support business, create more and better paying jobs, improve quality of life, and increase resilience

Includes:

Data

SWOT &
Situational
Assessment

Economic Vision

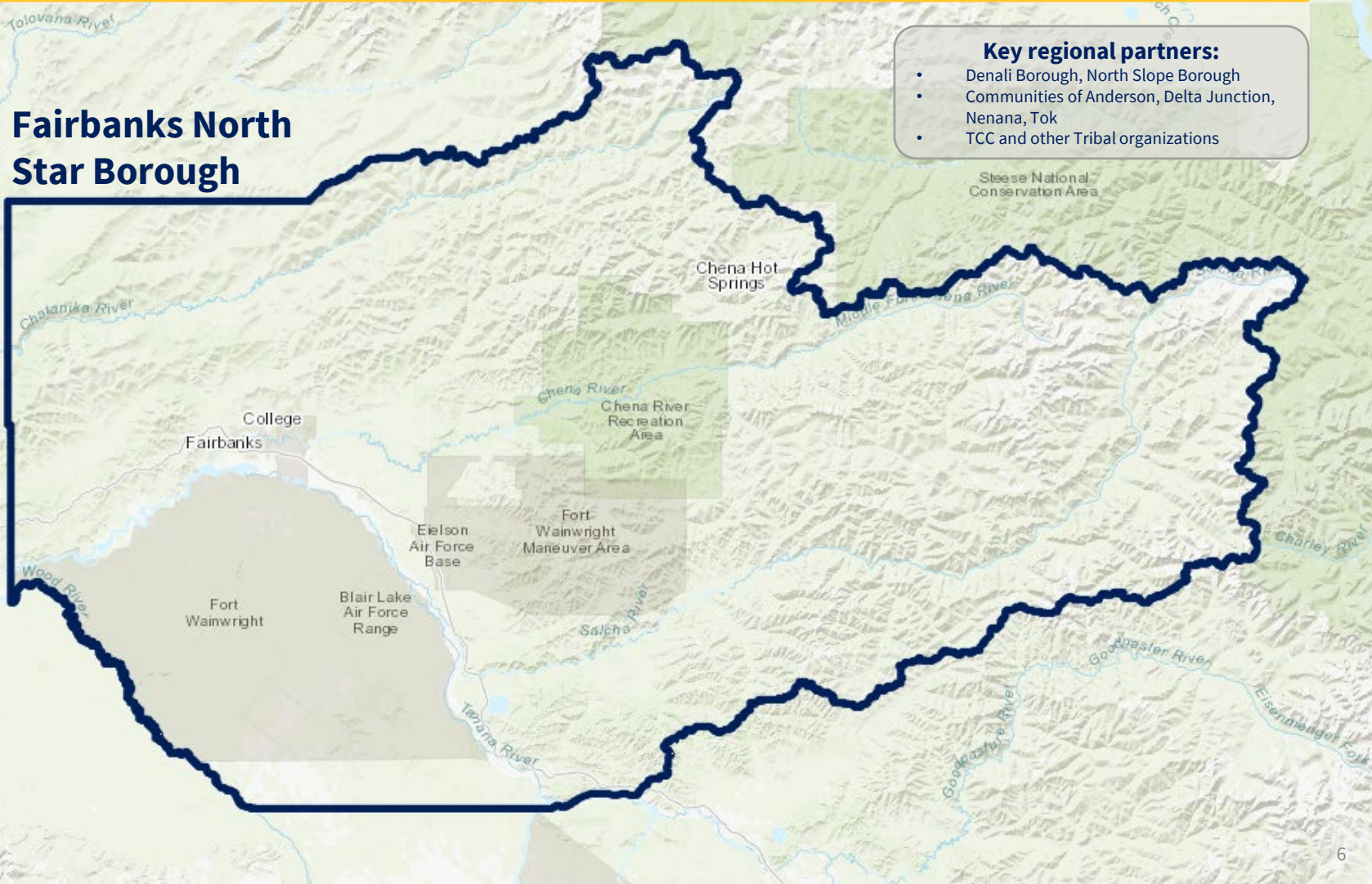
Goals, Objectives,
and Strategies

Action Plan

Project Area

Fairbanks North Star Borough

- Key regional partners:**
- Denali Borough, North Slope Borough
 - Communities of Anderson, Delta Junction, Nenana, Tok
 - TCC and other Tribal organizations



Project Timeline

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

We are here

Adoption



Public Engagement

Website & Newsletters

- Project Information (updated regularly)
- Sign up for emailed project updates
- Comment Form
- Contact Info
- Project Schedule
- Resources



fnsbceds.com



WE NEED YOUR INPUT!

Get Involved

Today

SIGN UP FOR EMAIL UPDATES.
Receive emailed updates with important project news.

TELL US WHAT YOU THINK.
Share a comment or question. Email or call our team.

[SIGN UP FOR PROJECT UPDATES](#)

[TELL US WHAT YOU THINK](#)

E-Newsletters

- Sign up available:
 - Website
 - Public engagement activities
- Over 500 contacts
- 7 newsletters sent

Appendix G: Outreach Materials



Newsletters

- FNSB CEDS: Comment Deadline this Friday (June 10)! (6/8/22)
- FNSB CEDS – 2 weeks left to review the draft! (5/26/22)
- It's Here! Draft FNSB CEDS ready for you! (5/6/22)
- Interior Alaska Economic Summit, Feb. 22-23, 2022 Results (3/9/22)
- Interior Alaska Economic Summit: Next Week! Read On For Details... (2/18/22)
- Interior Alaska Economic Summit, Feb. 22-23, 2022 – Check out the Preliminary At-a-Glance Agenda (1/21/22)
- Save the Date: Interior Alaska Economic Summit, Feb. 22-23, 2022 (12/22/21)



2022-2026 FNSB CEDS Update

2022-2026 Fairbanks North Star Borough
Comprehensive Economic Development Strategy

**Just a few days left –
Review the Draft CEDS
by June 10th!**

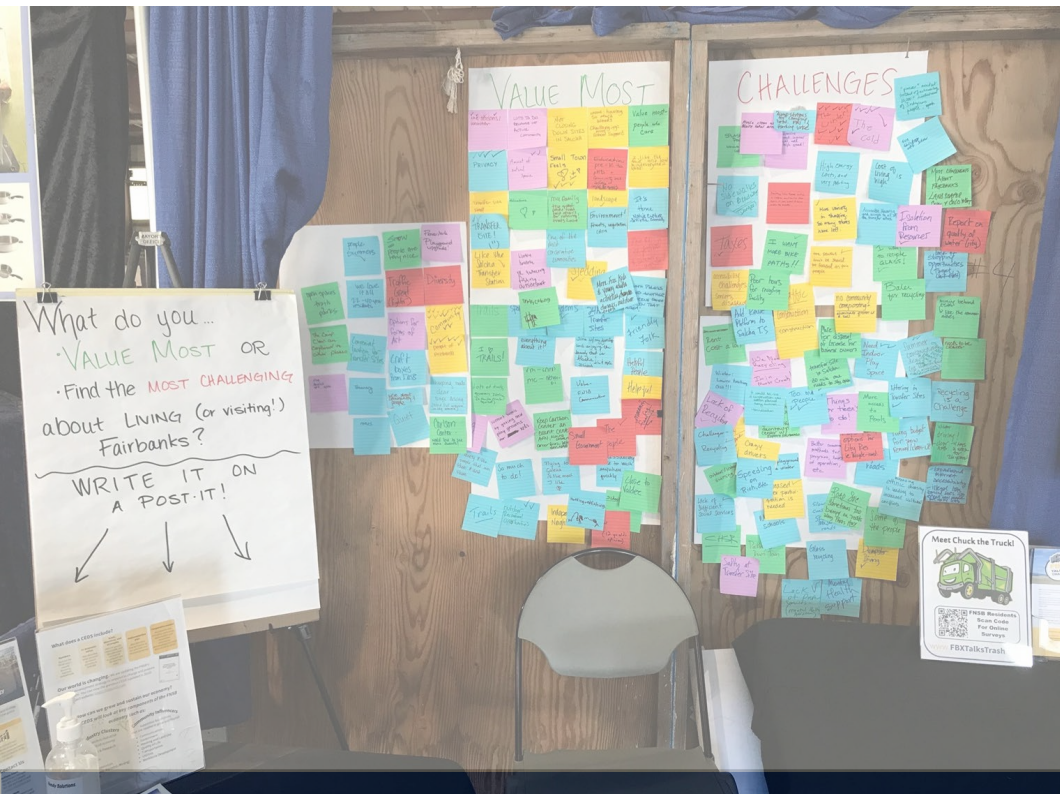
[CLICK HERE to download the draft Executive Summary](#)

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

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

Community Events (2021)

- Midnight Sun Festival
- Golden Days Street Fair
- Tanana Valley State Fair



"What do you value most about living in Fairbanks?"

"What do you find is the most challenging about living in Fairbanks?"

Roundtables & Interviews

- Tourism
- Mining
- Energy
- Agriculture
- Forestry
- Communications
- Health Care
- Research & Innovation
- Education & Workforce Development
- Child Care
- UAF Student Government



Public Presentations

- FNSB Economic Development Commission meetings
- FNSB Planning Commission
- Greater Fairbanks Chamber of Commerce
- Greater Fairbanks Board of Realtors
- City of Fairbanks
- City of North Pole
- Interior Delegation



Interior Alaska Economic Summit

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.

- 2 days
- 6 breakout sessions
- 13 topics
- 75+ participants



Public Review Draft Outreach

- Email distribution via mailing list
3 emails sent to 500+ contacts
- Targeted industry / cluster emails
- Targeted phone calls to key partners
Including Tribal contacts and the FNSB School District
- FNSB Website homepage spotlight
- FNSB social media
- Fairbanks Daily News Miner coverage





What'd We Learn?

High Level of Engagement

*In over a decade of economic development and CEDS planning experience across Alaska and the Lower 48, **I have never seen the level of engagement we've had with the FNSB community and their partners.** The community has shown up!*

*At every step of the process, a diverse group of residents, businesses, and community leaders have provided valuable feedback to the FNSB CEDS and the Borough / Interior AK's economic future. **Never has our team seen the level of commitment to action and economic resiliency, with almost every industry, non-profit, and agency partner volunteering to lead CEDS actions.***

*No doubt, this level of dedication and community pride will be key to ensuring **the community's vision as the economic hub for Interior Alaska and the gateway to Alaska's Arctic, where dreams and opportunities thrive for everyone.***

Shelly Wade, AICP

Principal::Owner, Agnew::Beck Consulting

FNSB CEDS Consultant Team (and proud NPHS & UAF Graduate 😊)

Overall Comments – Positive!

I see your draft CEDS update is posted online, congratulations on a very comprehensive document!

Sums up many of the issues facing the FNSB for a prosperous, healthy community in the next five years.

The 2022 Comprehensive Economic Development Strategy is very thorough and ambitious. If all the Strategies and Actions were accomplished in the next five years, Fairbanks would be an incredible place!

I'm very impressed with the May revision of the FNSB Comprehensive Economic Development Strategy. You and the contract team have done a nice job of incorporating community input.

The draft is clear and concise in an easy-to-read format. Each section is well highlighted and outlined with strategies and actions that are well organized and realistic.

General Comments

- **70+** individual or organizations commenters, resulting in **500+** specific comments
- General concerns:
 - Climate adaptation underrepresented
 - Equity/sector and group representation
 - Volume of actions – need to prioritize and better connect to other planning efforts
- Cross-Sector concerns:
 - Access to affordable, quality childcare
 - Available workforce
 - Supply chain
- Most commented sectors:
 - Agriculture
 - Energy
 - Mining
 - Military
- Demonstration of Plan Ownership

Volunteering as lead or support organization to implement action plan



Comment Tracking

- Posted on project website: fnsbceds.com
- Transparency & accountability

Appendix K: Public Comment Summary

group/coalition comments presented first, sorted by focus area, followed by individual/business comments by focus area

FNSBC CEDS - Public Comment Database, May-June 2022			
Organization/Coalition Comments (sorted by focus area)			
Group	Focus Area	Comment	Proposed Resolution
Fairbanks Climate Action Coalition	Agriculture	Missing: Agriculture: safeguards to prioritize local growers and communities and incentivize small scale ecological farming, not industrial agricultural practices	Expanded action a under Support Farmers to mention ecological farming practices.
Fairbanks Climate Action Coalition	Agriculture	We would like to offer additional action steps. Please feel free to reach out for additional details or clarification: Agriculture Strategy #1: Promote Local – Promote locally grown agriculture products. f. Expand access to traditional land owners in developing farming lands across the Interior e. Support and expand community gardening initiatives Agriculture Strategy #2: Recruit Workers – Educate, train, and support new farmers and agricultural workers. e. Support Stone Soup Cafe training programs and community garden infrastructure Agriculture Strategy #5: Food Security – Increase local food storage capacity. c. Uplift the the importance of subsistence hunting and promote traditional food storage methodologies d. Identify and protect lands and waters that are particularly important for subsistence	Proposed strategy 1 action f added as a future idea for consideration Added community gardening initiative action. Added Stone Soup Café to the list of supporters in the action plan Strategy 4 action a. Added a subsistence action to Strategy #5.

Appendix K: Public Comment Summary

General Comments – Resolution

- Climate change adaptation added throughout
Now featured in half the sector summaries
- Ensured cross-sector topics were connected throughout
- Expanded summary background appendix to include poverty rates by population and distribution of household income

- Strategies are presented in order of importance by sector
 - Many top priorities include capital projects
 - FNSB will further analyze a subset of the capital projects for economic impact and funding opportunities

Figure 14: Poverty Rates by Select Socioeconomic Characteristics, 2019

	Fairbanks North Star Borough	Municipality of Anchorage	Kenai Peninsula Borough	Matanuska-Susitna Borough	Alaska
Total Poverty Level	8.00%	9.00%	12.10%	10.30%	10.70%
BY AGE					
Under 18 years	10.20%	13.10%	15.20%	12.20%	14.80%
18 to 64 years	7.60%	8.10%	12.40%	10.00%	9.90%
65 years and over	5.00%	5.50%	6.70%	7.20%	5.90%
BY SEX					
Male	6.80%	8.40%	11.50%	9.70%	10.10%
Female	9.30%	9.70%	12.70%	10.90%	11.30%
BY RACE					
White	6.90%	5.50%	11.10%	9.90%	7.20%
Black or African American	8.30%	16.10%	21.80%	13.70%	14.20%
American Indian & Alaska Native	13.30%	21.20%	20.90%	12.90%	24.00%
Asian	5.50%	13.20%	12.80%	13.60%	10.70%
Native Hawaiian & Pacific Islander	8.20%	21.80%	3.50%	29.60%	20.60%
Some other race	5.50%	13.30%	3.90%	5.90%	10.10%
Two or more races	14.50%	9.80%	15.80%	11.10%	11.60%

Source: U.S. Census Bureau, 2015-2019 American Community Survey 5-Year Estimates

Final Economic Vision



FNSB is the economic hub for Interior Alaska and the gateway to Alaska's Arctic, where dreams and opportunities thrive for everyone.

Refined Economic Focus Areas

Industry Clusters

economic drivers

Agriculture

Energy

Forestry

Health Care

Mining

Military ★

Research & Innovation

Tourism ★



Community Influencers

supportive economic foundations

Business Development & Entrepreneurship

Communications

Education & Workforce Development

Recreation, Retail, & Entertainment ★

Other (Land Use, Housing, Environment, Transportation)



Agriculture

1. Increase Food Security
2. Support Farmers
3. Promote Local Agriculture
4. Recruit Workers
5. Protect Farmland

Community Response:

- Subsistence needs to be better reflected
- Food security and supporting farmers should be top priority
- Various changes recommended to the action plan

Final Draft Change:

- Added subsistence throughout
- Reorganized section to align with priorities
- Updated action plan



Energy

1. Renewables
2. Energy Efficiency
3. Innovation
4. Resilient Power Grid
5. Expand Natural Gas Infrastructure
6. Increase Collaboration

Reword objective:

Interior Alaska will be a hub for piloting innovative, adaptive, resilient solutions to [climate change impacts](#) and unique cold climate energy challenges.

Community Response:

- *More focus on renewables, with more ambitious targets*
- *Some opposition to natural gas & nuclear expansion*

Final Draft Change:

- *Reorganize strategies*
- *Elevate energy efficiency from an action to a strategy*
- *Add climate change to the objectives and throughout section*
- *Did not change 5-year renewable energy targets*



Military

1. Strengthen Arctic Defense and Training
2. Sustain FNSB as a Location of Choice
3. Protect the Environment

Community Response:

- Add military as standalone sector

Final Draft Change:

- Created new sector
- Maintained icons throughout

Strategies & Actions – Activities we will implement over the next five years to accomplish objectives & targets.
See Chapter 3 for a detailed action plan.

Icon Key:  Capital Project  Military-related

Photo Credit: SSgt Danielle Sukhlall, courtesy of Defense Visual Information Distribution Service



Mining

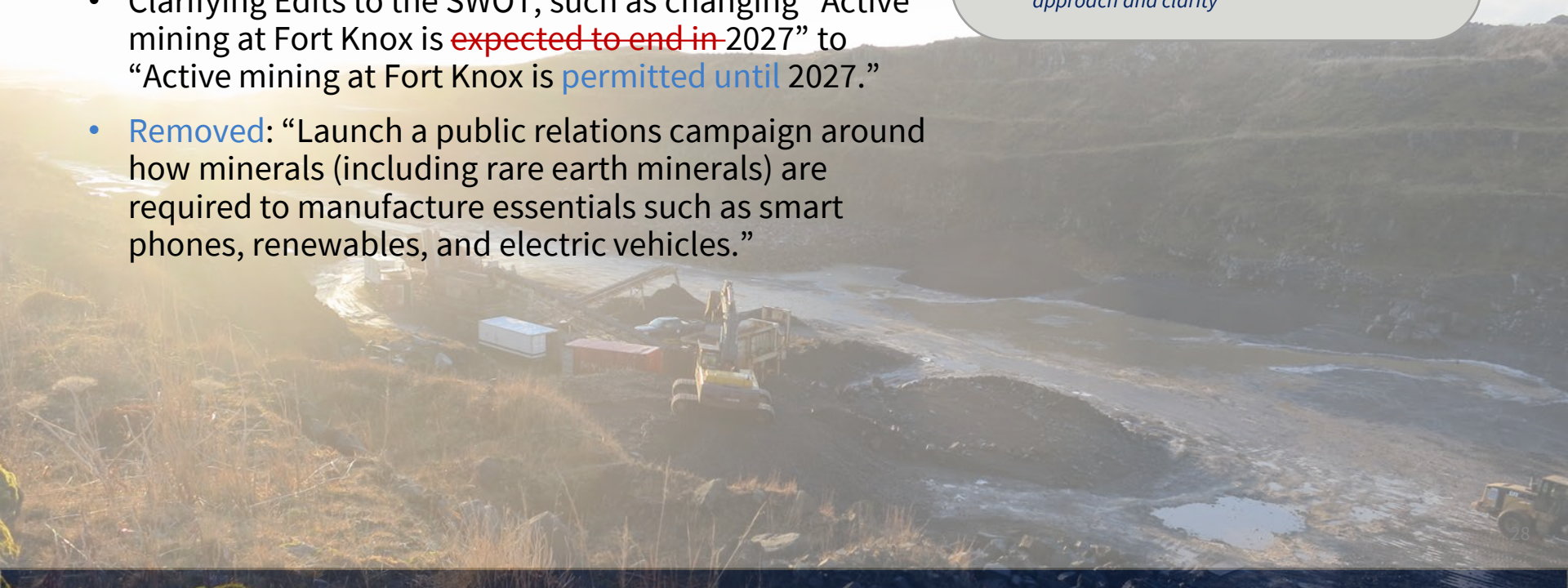
1. Ensure Fair Policies
 2. Expand Outreach Efforts
 3. Prioritize Workforce Development
 4. Increase Production and Value-Added Processing
- Clarifying Edits to the SWOT, such as changing “Active mining at Fort Knox is ~~expected to end in 2027~~” to “Active mining at Fort Knox is **permitted until 2027**.”
 - **Removed:** “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.”

Community Response:

- Concern of impacts to neighborhoods, communities, and environment

Final Draft Change:

- Reorganized strategies
- Added “Fair Policies” as priority #1
- Refined language to ensure balanced approach and clarity



Ideas for Future Consideration

Some Examples:

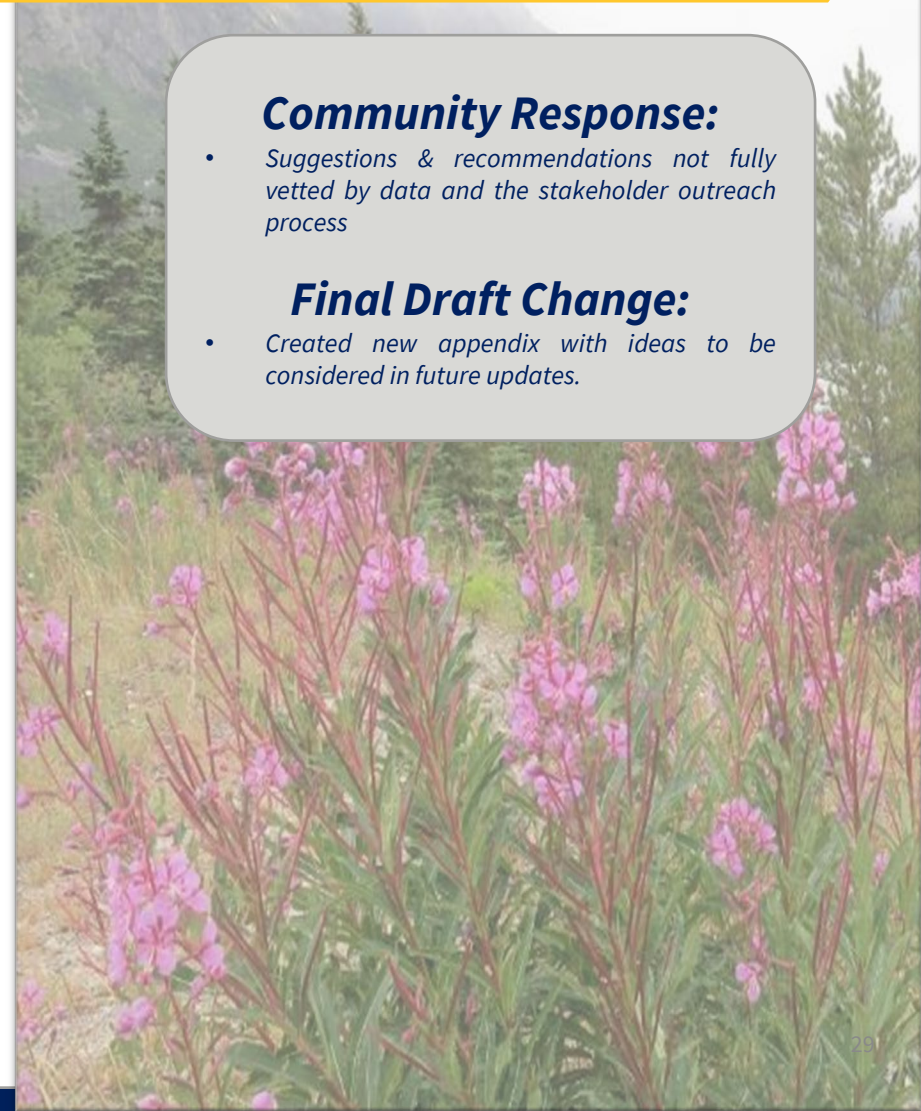
- **General:** Expand use of diversity measures to better identify and address economy disparities in wealth, resources, and ownership
- **Agriculture:** Offer tax reductions for fuel use in agriculture
- **Energy:** Explore development and export of hydrogen
- **Forestry:** Purchase a biochar reactor and make it available to rent
- **Health Care:** create a greenhouse gas monitoring program
- **Mining:** Establish Fairbanks as a center for critical & rare earth ore development and processing
- **Small Business Development & Entrepreneurship:** Evaluate need for a Community Development Financial Institution (CDFI) in Interior AK
- **Other:** Conduct a climate vulnerability assessment
- And more...

Community Response:

- *Suggestions & recommendations not fully vetted by data and the stakeholder outreach process*

Final Draft Change:

- *Created new appendix with ideas to be considered in future updates.*





What's Next?

Next Steps - Adoption

~~June 20 — Final Draft Released~~

~~June 28 — Economic Development Commission
• Recommendation to the Assembly~~ 

~~July 28 — FNSB Assembly Introduction
• Refer to Planning Commission~~

August 23 – Planning Commission 
• Recommendation to the Assembly

September 8 – FNSB Assembly Adoption
• Public Hearing 

*Comp Plan
Or
Not to Comp Plan?*

That is the question...

*Administration is
recommending to NOT
adopt the CEDS as an
element of the FNSB
Regional
Comprehensive Plan*

Capital Projects – Economic Impact

- I/O Economic Impact Modeling
 - 3 projects completed (on website)
 - 5 additional projects (TBD)
- Prioritization determined by:
 - Amount of input
 - Available data (\$)
 - Lead/partner identified
- Tool to inform CODEL, Interior Delegation, funding partners, etc.

Provides critical information in potential jobs and revenue/business that will be generated
- CEDS process demonstrates projects:
 - Fit into an overall plan/vision for the community
 - Public support



Action Plan

The action plans consider existing and anticipated resources and provide direction to FNSB leadership, staff, regional organizations, businesses, and partners. Each action plan includes the following:

Capital Project: Identifies whether the action includes an infrastructure or facility component. This is especially relevant considering the extensive current and anticipated federal funding opportunities available that could support implementation of capital projects.

Lead: The lead organization responsible for the action.

Support: Partners, allies, and other entities that can support implementation.

Example (from Energy action plan)

Capital Project?	Action	Lead	Support	Estimated Resources	Target Completion
✓	a. Invest in electric vehicle (EV) charging infrastructure. Learn more about current efforts at the Alaska Energy Authority (AEA)'s Alaska Electric Vehicle Working Group page here .	Alaska Energy Authority	Golden Valley Electric Association, Alaska Electric Vehicle Association, UAF Alaska Center for Energy and Power, FNSB, Fairbanks Climate Action Coalition, state agencies, electric vehicle drivers and industry representatives	EV fast-charging network phase 1: \$1.52 M (Kenai Peninsula to Fairbanks)	Phase 1: Summer 2022

Actions: Near-term steps that organizations, businesses, and partners can take to help move a strategy forward.

Estimated Resources: Estimated costs to implement the action steps over the next five years, when identified.

Target Completion: Estimated year when the action will be complete.

Implementation & Annual Updates

- Usability through design:
 - Standalone sections
- Measuring Success
 - Each section includes metrics and targets
 - CRQ – fnsb.gov/crq
 - Interactive Dashboards – *in progress*
- Economic Summit
 - Analyze progress
 - Note items completed
 - Update goals & strategies
 - Review & update targets

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?

**2027
Targets**



Thank you!



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