1. Agenda

Documents:

2021JUN22EDC_AGENDA.PDF
2021JUN22EDC_FULL_AGENDA_PACKET.PDF
FAIRBANKS NORTH STAR BOROUGH ECONOMIC DEVELOPMENT COMMISSION
MEETING AGENDA

THIS MEETING WILL BE HELD IN-PERSON AND BY ZOOM OR BY ZOOM ONLY
HOSTED FROM THE
MONA LISA DREXLER ASSEMBLY CHAMBERS AT THE
JUANITA HELMS ADMINISTRATION CENTER
907 TERMINAL STREET, FAIRBANKS, ALASKA

June 22, 2021 at 2:30 P.M.

Please use the link below to join the webinar:
https://fnsb.zoom.us/j/1611794037
Or Dial (Toll Free) 877 853 5257 Webinar ID: 161 179 4037

WORKSESSION
Presentation from Shelly Wade, Principal Owner, and Molly Mylius, Senior Associate, with Agnew Beck Consulting on the Comprehensive Economic Development Strategy (CEDS) plan development. This presentation will include an interactive visioning exercise for Commissioners. It will introduce, “What is a vision?”, share examples from other ARDORs, and review the 2016 CEDS vision. A headline activity will also be conducted to help answer the questions, “What does success look like? What headline do you want to see in the media in five years?” The Commission will take a recess as part of the interactive activity to break out into groups, which will report back the results of that work once the meeting is called back to order. Question and answer period to occur throughout the presentation.

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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?
- At over 7,000 square miles, the second-largest borough in Alaska; northern location presents strategic Arctic opportunities
- The economic hub of Interior Alaska, providing healthcare, jobs, education, and retail to over 40 communities
- Higher concentrations of military, mining, utilities, and civilian government employment compared with the U.S. overall
- Nearly one-third of residents have a bachelor's degree or higher; home to the University of Alaska Fairbanks
- A more transitory population than the state overall, with over 15,000 people moving into or out of the Borough annually
- A higher cost of living than the national average and is slightly higher than Anchorage

What factors are impacting the FNSB economy?
- Experienced rapid growth between 1950 and 2010.
- Since 2010, population has remained steady, with 97,159 residents in 2020.
- While overall population has stayed flat, high numbers of residents migrate into and out of FNSB every year.
- Unemployment rate reached a high of 12.4% in April 2020.
- Leisure & Hospitality saw the greatest pandemic-induced employment declines (loss of 1,600 jobs from 2019 to 2020), although the industry has started to recover.
- The State of Alaska faces an ongoing fiscal crisis and lacks a comprehensive fiscal plan.
- Over the past several years there have been deep cuts to UAF and local municipalities.
- Residents are educated and participating in the economy. FNSB has a higher labor force participation rate (72%) than the state average, and a low unemployment rate compared with other Alaska regions.

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, etc.)
  - Visitation

**Community Influencers**
- Supportive foundations needed to grow and flourish
  - Communications
  - Government
  - Housing and Land Use
  - Quality of Life
  - Transportation
  - Utilities
  - Workforce Development
**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.

**Project Schedule**

<table>
<thead>
<tr>
<th>Spring — Summer 2021</th>
<th>Discover and Listen</th>
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<tr>
<td>• Invite input</td>
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<td>• Compile and analyze data</td>
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<tr>
<th>Fall — Winter 2021</th>
<th>Draft and Review</th>
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<td>• Create vision, goals, strategies</td>
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<td>• Host Economic Summit</td>
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<td>• Prepare draft CEDS</td>
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<th>Spring 2022</th>
<th>Finalize and Activate</th>
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<td>• Adopt the CEDS</td>
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<td>• Take action on CEDS recommendations</td>
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**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 examines the strengths, weaknesses, opportunities and competitive advantages/disadvantages for FNSB overall and by sector

**Opportunities to Get Involved and Learn More**

- **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
- **Mid-September 2021** Community Discussions (Fairbanks, North Pole)
- **January 2022** Economic Summit

*The project planning team will also be conducting interviews and meeting with businesses and organizations in summer and fall 2021. Want to connect? Reach out to our project team.*

**Contact Us**

- Brittany Smart, FNSB Project Manager
  - 907-459-1302 (direct)
  - 907-328-8027 (call or text)
  - brittany.smart@fnsb.gov

- Shelly Wade, Public Involvement Lead
  - 907-242-5326 (call or text)
  - shelly@agnewbeck.com

**www.FNSBCEDS.com**
Overview: Public Involvement Timeline

<table>
<thead>
<tr>
<th>Key Phases</th>
<th>2021</th>
<th>2022</th>
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<td>Apr</td>
<td>May</td>
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<td>Project Website</td>
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<td>Stakeholder Interviews</td>
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<td>Interactive Discussions</td>
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<td>Community Events</td>
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<td>Community Discussions</td>
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<td>Economic Summit</td>
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<td>Social Media</td>
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<td>Public Notices, News &amp; Radio</td>
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Economic Development Commission Quarterly Work Sessions

<table>
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<tr>
<th>Timing</th>
<th>#1 March ‘21</th>
<th>#2 June ‘21</th>
<th>#3 September ‘21</th>
<th>#4 December ‘21</th>
<th>#5 March ‘22</th>
<th>#6 May ‘22</th>
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<tbody>
<tr>
<td>Focus</td>
<td>Kickoff meeting, SWOT activity</td>
<td>Review summer engagement, conduct visioning exercise, review snapshot</td>
<td>Review SWOT findings, prepare for community discussions</td>
<td>Prepare for economic summit; conduct pilot run of summit</td>
<td>Session to review and discuss revisions prior to Public Review Draft CEDS release</td>
<td>Review public comment summary, approve proposed edits</td>
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Overview of Key Outreach Strategies

**What:** A compelling, useful, and mobile-friendly website. As CEDS content is finalized, we will update the website to offer interactive viewing of CEDS contents and a dashboard to the site. After the CEDS is adopted, the website will be used to share implementation progress.

**Why:** Create an accessible place for residents and other stakeholders to learn more about the CEDS process, schedule, and upcoming events. Residents will be able to sign up for project updates, submit comments and retrieve draft documents on the site.

**What:** Phone interviews with FNSB Economic Development Commission members and up to 15 additional stakeholders representing different economic interests.

**Why:** To document preliminary opportunities and strategies for the regional economy’s present and future, and shape overall CEDS vision and goals. Later in the process, additional follow up interviews may be conducted to confirm emerging priorities and collect Action Plan details.

**What:** Up to 15 presentations/discussions with FNSB and community organizations, leadership bodies and private sector representatives.

**Why:** Introduce the CEDS, gather member input on the SWOT, goals and strategies, encourage members to sign up for project updates.

**What:** A presence (e.g., booth, table, poster) at existing community events where residents gather, including the Midnight Sun Festival, Golden Days, and the State Fair.

**Why:** To engage residents who may not otherwise participate in the process and collect input from a large number of community members in an efficient and interactive way.

**What:** Two discussions to collect gather input from residents, one in Fairbanks and one in North Pole. We will also create an accompanying online platform for residents to share input via an interactive tool with targeted prompts.

**Why:** Attendees will learn about the CEDS and share perspectives on FNSB’s economic vision and priority economic development projects and activities.

**What:** A two-to-three day regional Economic Summit bringing together regional and sector-specific leaders for focused conversations on priorities and to develop the CEDS Action Plan.

**Why:** This will be an opportunity for the public, private and non-profit sectors to come together to collaboratively refine and prioritize strategies, outline the Action Plan and foster relationships among implementation partners.

**What:** Quarterly work sessions with FNSB Economic Development Commission and 1-2 work sessions with the FNSB Planning Commission.

**Why:** An opportunity to educate commissioners and officials about the CEDS purpose and their role in adoption and implementation, and to collect input on the CEDS vision and strategies.

**Other Supporting Activities**

**E-Newsletters.** **What:** E-newsletters sent out to a project contact list. The contact list will be expanded as the project continues. We will also work with regional organizations to help distribute the e-newsletter content via their networks. **Why:** To establish consistent and efficient project communications with stakeholders.

**Public Notices, News Announcements, Local Radio.** **What:** Share information via up to four rounds of radio announcements, local news articles (e.g., in the Fairbanks Daily News-Miner) and/or participating in live local radio programs. **Why:** To highlight project successes and promote participation at upcoming events.

**Social Media.** **What:** Social media content for FNSB to post. This will include setting up Facebook events for activities such as the Economic Summit and open houses. **Why:** To reach a broad audience using a cost-effective tool.
Fairbanks North Star Borough Comprehensive Economic Development Strategy (CEDS)

Economic Development Commission (EDC)
CEDS Visioning Work Session

2:30 pm June 22, 2021
In-Person, Juanita Helms Administration Center
A Land Acknowledgement is a formal statement that recognizes and respects Indigenous Peoples as traditional stewards of this land and the enduring relationship that exists between Indigenous Peoples and their traditional territories.

http://convention.myacpa.org/nashville2020/inclusion/land-acknowledgement/

Land Acknowledgement

Dena'inaq etnen'aq' gheshtnu ch'q'u yeshdu. *(Dena’ina)*

Translation by J. Isaak and S. Shaginoff-Stuart

I live and work on the land of the Dena’ina. *(English)*
Public Involvement Update
Recently Completed Activities

• June 19\textsuperscript{th}: Booth at the Midnight Sun Festival
• Round table conversations with:
  o May 26\textsuperscript{th}: Mining representatives
  o June 18\textsuperscript{th}: Energy representatives
  o June 22\textsuperscript{nd}: Agriculture representatives
• Economic Development Commissioner interviews also underway
Upcoming Activities

• July 13th: Presentation at the Chamber’s General Membership Luncheon
• July 24th: Booth at Golden Days
• July 30th – August 8th: State Fair *(part of joint project booth highlighting various FNSB projects underway)*
• Additional roundtable and sector-specific conversations
**Economic Summit**: mid/late January or early February 2022. Are there any known conflicts we should avoid when scheduling?
Review the Economic Snapshot
2021 Fairbanks North Star Borough Comprehensive Economic Development Strategy (CEDS) Update

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Economic Snapshot - back
See packet for full-sized version

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www.FNSBCEDS.com

View the previous CEDS (updated in 2016) on the project website.
Visioning Activity
What is a vision?

A vision statement identifies what we are working toward.

Where do we want to be in 5, 10, 20 years?
What are some example visions?

**Northern Opportunity (statewide CEDS) Vision:**
Alaska will have a stable and sustainable economy that generates quality jobs, capital investment, and new revenue to benefit the people and businesses of Alaska.

**Southeast Conference Vision:**
Promote strong economies, healthy communities, and a quality environment in Southeast Alaska.

**Southwest Alaska Municipal Conference Vision:**
Vibrant, connected, and sustainable communities for Southwest Alaska.

**Kenai Peninsula Borough CEDS “Overarching Goal”:**
High Quality of Place and High Quality of Life
Example vision – from our region

Salcha-Badger Road Area Plan Vision

The Salcha-Badger Road area is comprised of communities in the Fairbanks North Star Borough renowned for their:

- **rural, small-town feel**
- **respect for personal freedoms**
- **thriving businesses & services**
- **access to year-round outdoor recreation**
To improve the FNSB residents’ quality of life and standard of living by developing goals, establishing objectives and implementing strategies that sustain, enhance or increase economic and social opportunities for local residents.
Headline Activity – Create Groups

Please split into groups!

Group 1

Group 2

Group 3
Headline Activity: What does success look like?

• It’s 5 years from now.

• There is a story about the FNSB economy in the news.

• What is the headline? What do you want it to say?

• **Individually:** Take 2 minutes to write a headline.
Headline Activity (continued)

• **In your group:** Compare and combine your individual headlines into one shared headline.
  - What does it say? Are there any accompanying graphics, video or audio clips?
  - Where exactly would you like the headline to appear?
Headline Activity

• As a full group:
  - Share your headline.
  - Identify common themes.
Wrap-Up and Next Steps
EDC Engagement & Your Role

Our team will:

• Complete EDC interviews over the next month.
• Continue to provide monthly written progress reports.
• Prepare for our next EDC CEDS work session: September 2021 (review SWOT findings, prepare for community discussions).

Your role:

• Share the flyer and regional snapshot with your networks.
• Promote and participate in project discussion and activities through the summer.
• At any time, connect with our team with questions and/or ideas.
Thank you!

**Brittany Smart**
FNSB Project Manager
brittany.smart@fnsb.gov
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**Shelly Wade, AICP**
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