

# SOUTHEAST ALASKA 2020 ECONOMIC PLAN: CALL FOR ECONOMIC PLAN ACTION ITEMS

**Every five years Southeast Conference partners with the Central Council Tlingit and Haida Indian Tribes of Alaska to prepare an economic development strategy for Southeast Alaska. Work to put together our 2016 to 2020 plan is underway, and we need your input.**

## **Economic Plan Elements and Progress**

The final economic plan will contain the following parts:

1. **A summary background of the economic development conditions of the region:** This will be a modified version of Southeast Alaska by the Numbers.
2. **An in-depth analysis of regional strengths, weaknesses, opportunities and threats:** We completed this through a series of workshops at the Mid-Session Summit in March
3. **Action Plan - Strategic Direction Goals and Objectives:** Through workshops and strategic planning meetings, Southeast Conference members have developed a list of six goals and 50 objectives. **These goals and objectives are presented in this packet** (pages 6-21). Look over them. What is missing? We want this to be **your** regional plan. To submit an objective, just fill in the blanks at the end of each sector. Or you can edit an existing objective to improve it. Mark up your copy and return to us at the Annual Meeting, or email your comments to [aulmer@cchita.org](mailto:aulmer@cchita.org) so that we can take your thoughts and priorities into account as we continue to develop an economic plan for the region.
4. **Action Plan – Implementation:** The objectives that we want to get very serious about will be elevated to “priority objectives.” For these we need to know who will implement the objective, how much will it cost, and the timeline. These priority objectives will be the heart of the Southeast economic plan. If you want your objective to be prioritized in the regional economic plan, simply fill out the form on page 4, and get it back to us. Priority objectives that have already been submitted to date are attached at the end of this document (pages 22-28).
5. **Performance measures used to evaluate implementation of the economic plan and its impact on the regional economy.** As part of the action planning process, we are asking not just for your objectives, but for the metric you think we should be using to measure the success of an initiative on an annual basis.
6. **Planning for and Implementing Resilience and Pre-Disaster Recovery Planning.**

## **Year-Long Southeast 2020 Economic Plan Project Schedule**

- **March 2015** - Launch Planning Process
- **April 2015** - Economic Climate Survey
- **April 2015 through February 2016** - Committee workshops to develop sector strategic direction & action plans.
- **September 2016** - Action Plan review
- **March 2016** - Present draft Economic Plan at Mid-Session Summit

### **To Submit:**

**Objective:** Fill in the blanks at the end of each sector

**Priority Objective:** Complete the form on page 6

**DRAFT Objectives Contents**

**CONTENTS**

**Priority Objective Submittal Template .....4**

**COMMUNICATIONS .....7**

    Draft Goal Statement:..... 7

    Draft Action Plan COMMUNICATIONS Objective ..... 7

**Improved access to telemedicine in Southeast Alaska ..... 7**

**CCTHITA: Improved access in rural communities ..... 7**

**ENERGY .....8**

    DRAFT Goal Statement: ..... 8

    Draft Action Plan Energy Objectives..... 8

**Diesel displacement..... 8**

**Reduce barriers to increase new investments in energy..... 8**

**Support Litigation to Set Aside the Roadless Rule as a Barrier to Renewable Energy Development..... 8**

**Work with the Federal government to increase investment in regional energy projects 8**

**Complete a Regional Hydro site Evaluation for Southeast Alaska ..... 8**

**Identify federal regulations that hamper energy development ..... 9**

**Increase access to renewable resources within the Tongass national forest ..... 9**

**FOOD SECURITY ..... 10**

    Draft Goal Statement:..... 10

    Draft Action Plan Food Security Objective..... 10

**Increase support services, momentum, and relevance of local foods on a regional and state level. Increase production, accessibility, and demand of local foods ..... 10**

**CCTHITA: COMMERCIALIZATION, OVERHARVESTING OF SUBSISTENCE ..... 10**

**MARITIME ..... 11**

    Draft Goal Statement:..... 11

    Draft Action Plan Maritime Objectives..... 11

**Maritime Workforce Development ..... 11**

**Advocate for policies that lead to more home porting of vessels in Southeast Alaska .... 11**

**Increase access to capital for the regional maritime industrial support sector..... 11**

**Continue to grow the regional maritime sector ..... 11**

**MINING ..... 12**

    Draft Goal Statement:..... 12

    Draft Action Plan Mining Objectives..... 12

**Increase access to renewables resources..... 12**

**Increase access to housing..... 12**

**Decrease freight costs..... 12**

**CCTHITA: PROTECTION OF TRANSBOUNDARY RIVERS ..... 12**

**SEAFOOD ..... 13**

    Draft Goal Statement:..... 13

    Draft Action Plan Seafood Objectives ..... 13

**Mariculture Development ..... 13**

**Full Utilization and Co-product Development ..... 13**

**Regional Seafood Processing ..... 13**

**Increase Energy Efficiency and Reduce Energy Costs ..... 13**

**Regional Vessel Repair..... 13**

**Maintain A Stable Regulatory Regime ..... 13**

Research Jobs .....	13
CCTHITA: Sea Otter Utilization / Sustainable Shellfish.....	14
Alaska Maritime Workforce Development Plan .....	14
Loan Program Support.....	14
<b>TIMBER .....</b>	<b>15</b>
Draft Goal Statement:.....	15
Draft Action Plan Timber Objectives.....	15
<b>Stabilize the regional timber industry .....</b>	<b>15</b>
<b>Provide an adequate, economic and dependable supply of timber from the Tongass</b>	
<b>National Forest to regional timber operators.....</b>	<b>15</b>
Update young growth inventory .....	15
Support the Sealaska 5-year harvest plan.....	15
Community-Based Workforce Development.....	15
Work with USFS to direct Federal contracts towards locally-owned businesses .....	16
Support Mental Health Trust land exchange with USFS .....	16
Support Tongass 2 Million Acre State Forest Land Transfer .....	16
Continue old growth harvests until young growth supply is adequate.....	16
Support small scale manufacturing of wood products in Southeast Alaska .....	16
Continue to Support State Litigation to Set Aside the Roadless Rule.....	16
<b>TOURISM/VISITOR .....</b>	<b>18</b>
Draft Goal Statement:.....	18
Draft Action Plan Visitor Objectives.....	18
Develop Cohesive Planning Tools.....	18
Improve Access to Public Lands.....	18
Increase flexibility in terms of permit use.....	18
Develop More Eco-Friendly Products and Activities.....	18
Increase Yacht and Small Cruise Ship Visitations .....	18
Improve Communications Infrastructure .....	18
<b>TRANSPORTATION .....</b>	<b>20</b>
Draft Goal Statement:.....	20
Draft Action Plan Transportation Objectives.....	20
Minimize Impacts of Expected Budget Cuts to AMHS Over the Next 5 Years .....	20
Promote use of the existing road network and develop new and expanded roads .....	20
Freight—Move fresh consumables to markets more efficiently.....	20
Harbor Improvements.....	21
Day boat solution to Prince Rupert.....	21
Ensure the stability of the existing sub-regional transportation services outside of	
AMHS.....	21
Examine Arctic exploration opportunities that the region as a whole can provide .....	21
CCTHITA: impact of alaska marine highway system CHANGES .....	21
<b>OTHER.....</b>	<b>22</b>
Market Southeast Alaska as a Region .....	22
Support regional entities in obtaining 8A status and nonprofit status .....	22
CCTHITA: HOUSING NEEDS FOR VETERANS AND HOMELESS .....	22
<b>EXAMPLE: Priority Objective .....</b>	<b>23</b>

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# COMMUNICATIONS

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## DRAFT GOAL STATEMENT:

- *Update*

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## DRAFT ACTION PLAN COMMUNICATIONS OBJECTIVE

**IMPROVED ACCESS TO TELEMEDICINE IN SOUTHEAST ALASKA** The primary objective of this initiative is to enhance the existing system of physical and mental health telemedicine services by providing broader coverage to include small and rural communities in Southeast. An additional goal is to provide for expanded training opportunities for first responder/EMS staff and volunteers that use these systems. The system will result in improved first responder/EMS care provided, improved triage, and improved outcomes for patients.

- Advocating for an extended and robust fiber optic system to every community (that will allow telemedicine – which is a byproduct of a good system that allow for many businesses to develop).
- Work with the Canadian and Alaskan partners to link Whitehorse to SE Alaska.

**CCTHITA: IMPROVED ACCESS IN RURAL COMMUNITIES** The need for installation and improvement of internet services to rural communities that meet the standards for telemedicine and distance education.

### **Objective we should add**

Objective Name:

Objective Description – what/why:

Objective Metric (how can we measure success annually):

# ENERGY

## DRAFT GOAL STATEMENT:

- *To create long-term Southeast Alaska prosperity, resilience, and energy security, support and assist the creation, development, and transmission of renewable energy infrastructure; and promote efficient use of existing energy-related resources within Southeast.*

## DRAFT ACTION PLAN ENERGY OBJECTIVES

**Support community efforts that create sustainable power systems that provide affordable/renewable energy (Metric: Number of projects supported).**

**DIESEL DISPLACEMENT** The majority of energy costs paid by residents goes toward space heat. Opportunities abound for alternative energy heat to displace diesel, especially biomass. Educate people regarding energy use. Provide diesel displacement through improved incremental delivery and efficiency measures to businesses and residential ratepayers in order to reduce energy costs for power. There are many opportunities for energy efficiency in generation, transmission and demand side management. Facilitate technical expertise for utilities and educate consumers regarding energy use. (Metric: Installed BTU capacity for renewables. Number of biomass and heat pump projects, especially in space heating and domestic hot water heating. Number of efficiency initiatives for both utilities and consumers. ~~Number of energy audits.~~)

**REDUCE BARRIERS TO INCREASE NEW INVESTMENTS IN ENERGY** Given the lack of state grant money available, new investments are critical. Work to create a business climate that will promote new opportunities for funding new projects and initiatives (Metric: Number of projects and initiatives funded by new investment).

**SUPPORT LITIGATION TO SET ASIDE THE ROADLESS RULE AS A BARRIER TO RENEWABLE ENERGY DEVELOPMENT** Access to geothermal leases is prohibited by the Roadless Rule. Language in the Roadless Rule preamble indicates that access to new hydro projects is not allowed. There are 9.6 million acres of Inventories Roadless Areas (IRA) in the Tongass. The Roadless Rule is a significant barrier to renewable energy development in Southeast Alaska.

**WORK WITH THE FEDERAL GOVERNMENT TO INCREASE INVESTMENT IN REGIONAL ENERGY PROJECTS** During these times of fiscal austerity, educate and communicate with the federal government regarding the value and importance of regional energy projects, especially small community-based projects. There are a number of projects that help meet renewable energy goals of State and Federal agencies. Partner with Federal agencies to advocate for renewable energy development and advance energy technologies – to promote economic development and jobs that support a resilient tax base. (Metric: Federal dollars invested in region for energy. Federal legislation proposed and enacted.)

**COMPLETE A REGIONAL HYDRO SITE EVALUATION FOR SOUTHEAST ALASKA** Build upon the work that SEAPA is doing to catalog critical information necessary to determine the highest value hydropower projects to meet the growing needs of our region. This information will enable us to determine the best projects to invest in that will provide maximum long-term benefit for ratepayers. **CCTHITA:** Hydroelectric projects by IPEC and Haida Energy.

IDENTIFY FEDERAL REGULATIONS THAT HAMPER ENERGY DEVELOPMENT and bring these to the attention of Senator Murkowski and the U.S. Senate Energy and Natural Resources Committee.

INCREASE ACCESS TO RENEWABLE RESOURCES WITHIN THE TONGASS NATIONAL FOREST

A Renewable Energy Resource Plan, including a Renewable Energy Resource Development LUD should be added to the Forest Plan to promote and support all forms of public and private renewable energy development (including geothermal) and related transmission lines within the Tongass. The current Transportation and Utility System/Land Use Designation (TUS LUD) should be amended to change the criteria to allow the TUS LUD to apply to hydropower projects and other renewable energy projects within TUS Avoidance Areas and to allow for public and private hydropower development in all LUDs. (**Metric:** Development of a renewable energy land use designation. Amendment of Tongass plan. Number of comments generated by SEC (INSERT MEMBERS) encouraging FS to amend plan to accommodate renewables.)

**Objective we should add**

Objective Name:

Objective Description – what/why:

Objective Metric (how can we measure success annually):

# FOOD SECURITY

## DRAFT GOAL STATEMENT:

- *Build robust local foods economy, and food-secure communities in Southeast Alaska*

## DRAFT ACTION PLAN FOOD SECURITY OBJECTIVE

**INCREASE SUPPORT SERVICES, MOMENTUM, AND RELEVANCE OF LOCAL FOODS ON A REGIONAL AND STATE LEVEL. INCREASE PRODUCTION, ACCESSIBILITY, AND DEMAND OF LOCAL FOODS** Highlight economic importance and opportunities of localizing our food system. Conduct leakage assessment and produce publication that illustrates economic opportunity in local production, processing, and distribution of foods. Include cultivated (vegetables) and wild (berries and fish) foods for household, community and commercial production. Create support infrastructure to localize food system. Build local capacity to harvest wild foods. Increase number and variety of market outlets for producers. Research local food demand. Develop entrepreneurship around local foods. Identify regional agricultural land and steps to make it available for use. Provide regional and local opportunities for networking, education, skill development related to local food harvesting, processing, entrepreneurship, etc. Increase accessibility of locally-produced foods. Utilize USDA programs. (**Metric:** Number of training programs, events, and peer exchanges offered related to local food system development. Number of organizations collaborating (providing funding, technical assistance, etc.) to move forward objectives. Number of businesses created in food production and distribution sectors.)

**CCTHITA: COMMERCIALIZATION, OVERHARVESTING OF SUBSISTENCE** foods in the traditional customary use areas of Southeast Alaska. Not supportive of the commercialization of Black seaweed. State of Alaska's Fish & Game Division approach in management of herring stocks.

### **Objective we should add**

Objective Name:

Objective Description – what/why:

Objective Metric (how can we measure success annually):

# MARITIME

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## DRAFT GOAL STATEMENT:

- (Kaleigh please add)

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## DRAFT ACTION PLAN MARITIME OBJECTIVES

**MARITIME WORKFORCE DEVELOPMENT** Work with Maritime Works to implement the Alaska Workforce Development Plan. Continue the evolution and development of funding collaboratives. Develop best practices. Bring together infrastructure and workforce development. Teach owners good business practices and how to manage their time. (**Metric:** Total maritime repairs/construction. Number of certified workers. Business community involved in marine industrial support sector. Increases in productivity and competitiveness.)

- **CCTHITA:** Pro-active steps for job training and recruitment for future employment opportunities (Welders – AK Marine Facility in Ketchikan, AGL, Renewable Energy, etc.)

**ADVOCATE FOR POLICIES THAT LEAD TO MORE HOME PORTING OF VESSELS IN SOUTHEAST ALASKA** Market Southeast Alaska as a base for offshore oil and gas support vessels, as well as to fishing boats that work in the region each summer but do not stay here. Create marketing information regarding home porting information for commercial fleets. Develop sector specific information for those looking for a place to homeport. 95% of maritime businesses that operate in Southeast Alaska are based in Puget Sound. Make Southeast Alaska a desirable place for these boats to go. Examine Arctic exploration opportunities that the region as a whole can provide. Considering the fact that Shell transported their rig all the way to the Port of Seattle. What infrastructure and expertise is needed in the region to be able to provide those needs as a region? (**Metric:** Number of vessels docking. Dollars spent in marine service centers, marine supply shops.)

**INCREASE ACCESS TO CAPITAL FOR THE REGIONAL MARITIME INDUSTRIAL SUPPORT SECTOR** Financing can be difficult, especially for fishermen with older vessels. Work with banks to put finance packages in place to allow fisherman to be successful. Allow fishermen to service their debt and get older boats serviced/financed so that we can take care of our aging fleet. (Metric: Work with banks to track loans and financing packages.)

**CONTINUE TO GROW THE REGIONAL MARITIME SECTOR** Increase in employment and marine industrial type jobs. (**Metric:** Number of jobs)

### **Objective we should add**

Objective Name:

Objective Description – what/why:

Objective Metric (how can we measure success annually):

# MINING

## DRAFT GOAL STATEMENT:

- (CLARIFY/UPDATE)

## DRAFT ACTION PLAN MINING OBJECTIVES

**INCREASE ACCESS TO RENEWABLES RESOURCES** When the Greens Creek Mine was connected to hydropower, it displaced 4.6 million gallons of diesel use annually, thereby significantly reducing costs. By pairing hydroelectric energy and mining developments, the economics of mining becomes much more favorable. (**Metric:** Gallons of diesel use by existing mines. Connection of mines to renewable energy sources, ie. hydro, wind, etc..)

**INCREASE ACCESS TO HOUSING** Job offers are turned down due to lack of housing. Support the development of new housing stock, and increase the diversity of housing choices, especially in Juneau. Southeast Alaska's two large operating mines are operated out of Juneau, however there is not sufficient housing stock in that community to provide an attractive selection in terms of housing location, quality, size, and price. Those moving their families to Juneau often find no selections at all that meet their criteria in these categories. Availability of affordable housing was identified as the most significant barrier to economic development in the recent Juneau Economic Development Plan. (**Metric:** Number of new housing units built. Change in vacancy rate.)

**DECREASE FREIGHT COSTS** In the Southeast Alaska Business Climate Survey, four out of five respondents identified the cost of freight as a barrier or a significant barrier to their business operations, and prices are increasing. Work with the transportation industry to find creative ways to reduce the costs for the transportation of goods, especially for lesser container loads. (**Metric:** Cost of shipping. Total pounds/containers shipped.)

**CCTHITA: PROTECTION OF TRANSBOUNDARY RIVERS** In the Alaska/British Columbia Region. The impact of Tulsequah Chief Mine; Taku & Stikine Watershed; Water and salmon protection regulations. (**Metric:** Environmental Impacts and cost to Fishing Industry.)

### **Objective we should add**

Objective Name:

Objective Description – what/why:

Objective Metric (how can we measure success annually):

# SEAFOOD

## DRAFT GOAL STATEMENT:

- *Create jobs and wealth by advocating for a well-managed, sustainable and resilient seafood sector and developing higher-value ocean products that reach more markets*

## DRAFT ACTION PLAN SEAFOOD OBJECTIVES

**MARICULTURE DEVELOPMENT** Support development of the mariculture industry. Develop the mariculture industry, including enhancement, farming and restoration of shellfish & aquatic plants. Streamline applicable regulations. Increase shellfish production from aquatic farms. Increase number of large-scale mariculture operations. Stabilize Oceans Alaska financially in order to increase seed production, quality and species. (**Metric:** Total value of mariculture in the region. Number of operations and new operations. Number of species. Amount of seed produced.)

**FULL UTILIZATION AND CO-PRODUCT DEVELOPMENT** Support development of new products that use the whole fish in order to create value-added products with the same resource, reduce discharge into waterways, and provide additional economic benefits to local economies. Examples include pet food, pharmaceuticals, nutraceuticals and health food products. Support growth of new firms to develop these new products. (**Metric:** Track DEC fish waste permits, new products, and new firms.)

**REGIONAL SEAFOOD PROCESSING** Maintain and increase processing within region. Increase the number of firms producing high-value products. Increase value added activities in the region. Support development of necessary infrastructure for these activities. Update processing plants and update/improve transportation routes to get products to market cheaper, faster, and fresher. Example: Develop Juneau access. (**Metric:** Pounds processed, tax revenue.)

**INCREASE ENERGY EFFICIENCY AND REDUCE ENERGY COSTS** Support programs that aim to increase energy efficiency of vessels and processing plants. Reduce reliance on diesel for boats and processing plants. Move regional fleet away from diesel dependency using concepts such as diesel/electric hybrid vessels, hydrogen, or other energy alternatives. Find alternatives to diesel for fish plants and cold storage facilities that could include increased energy efficiency or hydropower (**Metric:** Number of vessels/plants participating in energy audits or with audit tools.)

**REGIONAL VESSEL REPAIR** Increase vessel repairs and maintenance completed within the region, which reduces economic leakage. (**Metric** – total vessels serviced in region.)

**MAINTAIN A STABLE REGULATORY REGIME** Support State regulatory streamlining and reform. Protect commercial fisheries by advocating for streamlined regulatory regimes at state and federal levels and educating policy makers about the economic impact of the industry in the region. Provide regulatory reforms sufficient to provide the incentive for private firms to come to SE and spend their own money. Retain access to resources.

**RESEARCH JOBS** Bring fisheries research jobs to Alaska. Bring the UAF fisheries school back to Southeast Alaska. Move the NOAA “Alaska Fisheries Science Center” jobs from Seattle to Alaska. (**Metric:** Number of NOAA jobs)

CCTHITA: SEA OTTER UTILIZATION / SUSTAINABLE SHELLFISH Develop new products and markets for otter products. Support sea otter garment making businesses. (**Metric:** Number of sea otter workers, organizations, # of products, value of products.)

ALASKA MARITIME WORKFORCE DEVELOPMENT PLAN Supporting implementation of the Alaska Maritime Workforce Development Plan in Southeast and the partnership Maritime Works.

LOAN PROGRAM SUPPORT Maintain the State loan program for fishermen, salmon hatcheries and mariculture.

**Objective we should add**

Objective Name:

Objective Description – what/why:

Objective Metric (how can we measure success annually):

# TIMBER

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## DRAFT GOAL STATEMENT:

- *Increase the timber industry workforce, increase economic timber supply levels and infrastructure.*

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## DRAFT ACTION PLAN TIMBER OBJECTIVES

**STABILIZE THE REGIONAL TIMBER INDUSTRY** Increase and stabilize volume of timber harvested and sold to increase timber-related employment in the region. Timber jobs in Southeast Alaska have been in decline since passage of the Tongass Timber Reform Act of 1990. There were approximately 4,200 timber jobs then, and there are 325 now. (ex: Viking Lumber). Increase volume of mmbf sold and harvested, and current number of jobs. (**Metric:** timber jobs).

**PROVIDE AN ADEQUATE, ECONOMIC AND DEPENDABLE SUPPLY OF TIMBER FROM THE TONGASS NATIONAL FOREST TO REGIONAL TIMBER OPERATORS** To be economically successful, local mills must be provided an opportunity to accumulate a supply of purchased but unharvested economic timber (i.e. volume under contract) equal to approximately three years of timber consumption. This allows the industry ample time to plan an orderly and systematic harvest schedule that meets all timing restrictions and permit requirements. Second, it allows the industry to better manage its financial resources and to secure financing on the basis of longer term timber supply (banks don't want to provide loans without multi-year plans in place). Third, it allows time for the necessary infrastructure to be maintained. Finally, an ample timber supply gives the industry more opportunity to sustain itself through market cycles. Support management, research, and legal efforts to assure access to adequate, consistent, and economic timber supply on federal and state forest lands. (**Metric:** Number of years of timber supply).

**UPDATE YOUNG GROWTH INVENTORY** Advocate for a thorough analysis of harvestable, economic young growth inventory at the stand level to more accurately predict the young growth supply of economic timber. Until those involved with the regional timber industry have a firm handle on the usable economic inventory, the age of the inventory and how far along it is to the culmination of harvest, it is hard to predict an economic supply. The 2010 *Economic Analysis of Southeast Alaska* demonstrates that, when disaggregated, the young growth timber that meets the necessary requirements and is capable of economic harvest is limited to 30-50 mmbf per year. (**Metric:** Completion of analysis)

**SUPPORT THE SEALASKA 5-YEAR HARVEST PLAN** In response to the Sealaska land exchange that occurred earlier this year, Sealaska has developed a long-term economically sustainable timber harvest plan of 45 million mmbf. The plan maximizes economic benefits to rural communities, along with the duration of economic activity. (**Metric:** Timber jobs associated with Sealaska)

**COMMUNITY-BASED WORKFORCE DEVELOPMENT** Support workforce development in the local population for timber industry centered occupations. As the industry has contracted, it has become more difficult to attract outside skilled labor to work in the regional timber industry; however this barrier provides an opportunity to recruit and train local candidates for these positions. (**Metric:** Decrease in Southeast Alaska nonresidential timber workers).

WORK WITH USFS TO DIRECT FEDERAL CONTRACTS TOWARDS LOCALLY-OWNED BUSINESSES

USFS spends millions each year on activities such as forest restoration contracts. However, the economic benefits of this spending is, by and large, awarded to outside firms from Oregon and Washington. There are several changes that can be made to help direct these contracts to local firms. USFS needs to break larger jobs into several smaller ones and work on bonding requirements as small operators are not able to meet the Federal minimum financial requirements. **(Metric: Percentage of Federal contract dollars going to Southeast Alaska-based firms).**

SUPPORT MENTAL HEALTH TRUST LAND EXCHANGE WITH USFS Work towards the successful completion of Alaska Mental Health Trust's administrative land exchange with the USFS. The Agreement to Initiate (ATI) to begin the exchange was signed June 30, 2015. The exchange of Trust Lands (18,066 acres) is adjacent to 5 SE communities. The exchange will be value-for-value based on appraised value. There also has been 20,920 acres of USFS lands on Revillagigedo and Prince of Wales identified for the exchange. The process will take another 3 to 5 years to complete and will provide additional timber to aid in transitioning the industry. **(Metric: completion of exchange.)**

SUPPORT TONGASS 2 MILLION ACRE STATE FOREST LAND TRANSFER Pursue State ownership and/or management authority of two million acres of National Forest System lands in the Tongass to support an integrated timber industry in Southeast Alaska. The State of Alaska has the ability to select up to five million acres of federal land under the Alaska Statehood Act. Encourage the State to pursue a transfer of two million acres as timber lands, or as an alternative, the negotiate to directly purchase timberlands from the federal government. These lands will be for economic development and would support a timber industry in Southeast Alaska. **(Metric: Number of acres transferred to State Forest)**

CONTINUE OLD GROWTH HARVESTS UNTIL YOUNG GROWTH SUPPLY IS ADEQUATE Significant timber harvest did not occur on the Tongass until the 1960s. Since much of that harvest was along beach fringe and streams (and will not be available for young growth harvests) it will be at least another 30 years before later cuts have matured to the point where the Tongass can reasonably transition to a young growth timber industry. In the interim, allow economic old growth timber to be harvested in a volume sufficient to meet market demand for an integrated timber industry. Allow limited harvest within the beach fringe buffer. **(Metric: mmbf of old growth timber available for harvest)**

SUPPORT SMALL SCALE MANUFACTURING OF WOOD PRODUCTS IN SOUTHEAST ALASKA There are many smaller manufacturing efforts in the regional forest. Examples include Icy Straights Lumber and Milling Company, and a wood chipping initiative out of Angoon. Continue to enable small business to produce wood products using Tongass wood.

CONTINUE TO SUPPORT STATE LITIGATION TO SET ASIDE THE ROADLESS RULE The 2001 Roadless Rule sets aside 9.6 million acres of the Tongass from timber harvest and road access to other resources. The State, joined by the timber industry, the Southeast Conference, the Ketchikan Gateway Borough, the City of Craig, the City and Borough of Wrangell, the City of Ketchikan and 15 other timber-supportive entities, is currently litigating the application of the Roadless Rule to the Tongass. Continue to support this litigation.

**Objective we should add**

Objective Name:

Objective Description – what/why:

Objective Metric (how can we measure success annually):

# TOURISM/VISITOR

## DRAFT GOAL STATEMENT:

- *Increase visitor-related activities that support locally-based businesses; enhance Southeast Alaska as a destination for the independent traveler; and capitalize on the strengths of the regional visitor industry.*

## DRAFT ACTION PLAN VISITOR OBJECTIVES

**DEVELOP COHESIVE PLANNING TOOLS** Combine one-stop shopping with the ability to link communities and opportunities together. Industry providers, communities and Southeast Alaska Tourism Council all have suggested itineraries. Make these itineraries easier to book for independent travelers. (**Metric:** Development of tool; packages sold.)

**IMPROVE ACCESS TO PUBLIC LANDS** Provide more recreational opportunities, including developing more trails, increasing number of permits available, providing more outfitter guide days, and development of new wildlife viewing options on federal lands. Work to change how federal land access and permitting works in Southeast Alaska. Support visitor industry permitting and development opportunities. Increase guided access to public lands by 20%. Protect our current resources and maintain infrastructure. (**Metric:** Number of acres to which visitor-friendly access is gained, miles of trails constructed; number of facilities constructed.)

**INCREASE FLEXIBILITY IN TERMS OF PERMIT USE** Permits are hard to obtain, and are non-transferrable – making it hard to expand, sell, or maintain business. For example, if a location has 12 permits per day but can't use a day due to weather, that permit is lost, and because not all permits are used, the number of permits available for the next year get cut. The demand is there – but providers don't get access. (**Metric:** Number of visitors on Federal lands at various locations; number of permits obtained; number of guides.)

**DEVELOP MORE ECO-FRIENDLY PRODUCTS AND ACTIVITIES** Examples include scuba diving, surfing, glacier surfing, etc. Assist would-be small businesses in developing eco-tours and developing business plans/operations. (**Metric:** New firms or new tours.)

**INCREASE YACHT AND SMALL CRUISE SHIP VISITATIONS** Support the re-emergence of small cruise ships and yachts. Maintain port calls for providers like Un-Cruise Alaska Cruises and Alaska Dream Cruises. Provide yacht services in region. Track yachting numbers. (**Metric:** Number of yacht visits and small cruise capacity.)

**IMPROVE COMMUNICATIONS INFRASTRUCTURE** Improve broadband and cellphone access in region. (**Metric:** Increased broadband.)

**Objective we should add**

Objective Name:

Objective Description – what/why:

Objective Metric (how can we measure success annually):

# TRANSPORTATION

## DRAFT GOAL STATEMENT:

- *Support an integrated regional transportation system with cross-boundary links that enables regular, predictable, affordable, and efficient transportation.*

## DRAFT ACTION PLAN TRANSPORTATION OBJECTIVES

### MINIMIZE IMPACTS OF EXPECTED BUDGET CUTS TO AMHS OVER THE NEXT 5 YEARS

- **Develop prioritization** of where cuts should and should not occur. All of the easy cuts have been made, meaning more cuts to AMHS should be expected.
- **AMHS System Strategic Plan.** Examine the overall marine highway system. What ports are currently served? What investments have federal funding with a payback requirement? Look at budget scenarios to plan for operating with less general funds. Examine scenarios that include a plan to increase fare box recovery for AMHS. Communicate with each community to determine needs and requirements. Understand what constitutes basic essential service. Estimate what level of service is necessary for economic development that will also provide Frequency of service and capacity within region. Analyze what the system will look like in 20 years.
- **Fleet Renewal Plan** – Develop a plan to replace aging vessels, such as the Tustumena and mainline ferries. Having a viable fleet-renewal plan is central to the viability of marine transportation.
- **Reduce subsidies required by AMHS** from 74%. Consider changes to the fleet configuration. Consider a complete reexamination of the system that could include point-to-point day boat vessels with possible use of busses between ferry terminals. Alaska class ferries and day boats should move the paradigm of how we move people and freight across the state with reduced labor costs.
- **Advocate** for development of a vessel replacement policy with a funding strategy.
- Work with AMHS to find efficiencies in service delivery throughout the system.

PROMOTE USE OF THE EXISTING ROAD NETWORK AND DEVELOP NEW AND EXPANDED ROADS Most road infrastructure in Southeast was built in the late 60's, and roads are notoriously difficult to build in the region. Many roads in the region present the opportunity to be used in an intermodal fashion, and most roads are underutilized. Look for ways to better utilize the existing system, and relocate ferry terminals where necessary to maximize use of the AMHS system. This includes Roads to Resources, such as Shelter cove, Sitka to Katlian bay, and Kake-Petersburg. Provide road access to resources that are important for economic development. Continue and complete design on access corridor. Complete EIS-NEPA projects. (**Metric:** Miles of roads built.)

FREIGHT—MOVE FRESH CONSUMABLES TO MARKETS MORE EFFICIENTLY Determine better ways to move perishables to and from market in Southeast Alaska. Includes moving fish to markets outside Alaska more quickly, and moving perishable groceries to regional stores. Freight-forwarding at the international border. (**Metric:** Time to market reduced, quality increased.)

HARBOR IMPROVEMENTS Continue to advocate for harbor matching grant program and other opportunities to attract investment. Many communities have taken advantage of the state's matching grant program, but many communities are still working through the system and need it to continue. (**Metric:** Communities benefitting from new harbor infrastructure investment)

DAY BOAT SOLUTION TO PRINCE RUPERT Revisit "Gateway Shuttle" concept for relevance and opportunity to better connect to Prince Rupert and the international rail system. Utilize container/cargo port.

ENSURE THE STABILITY OF THE EXISTING SUB-REGIONAL TRANSPORTATION SERVICES OUTSIDE OF AMHS Support local/sub regional efforts. Improve local ports and harbors so that they can meet transportation need.

EXAMINE ARCTIC EXPLORATION OPPORTUNITIES THAT THE REGION AS A WHOLE CAN PROVIDE Considering the fact that Shell transported their rig all the way to Portland where it was harassed and is leasing space in Seattle where it was harassed, a campaign should be mounted to urge Shell to home port its Arctic ships in Ketchikan. What infrastructure and expertise is needed in Ketchikan to be able to act as a port.

CCTHITA: IMPACT OF ALASKA MARINE HIGHWAY SYSTEM CHANGES Lack of funding for Angoon and Kake for maintenance of the ferry terminal and parking lots. Impact of continual ferry schedule changes to the community. Continued vessel funding, replacement, operations and maintenance of AMHS.

**Objective we should add**

Objective Name:

Objective Description – what/why:

Objective Metric (how can we measure success annually):

## OTHER

MARKET SOUTHEAST ALASKA AS A REGION Developing marketing material to market Southeast Alaska as a whole. The goals will be to attract people to the region as an incredible place to **live** and **work**; promote our regionally-manufactured **local products** (art, seafood, beer, wood, ships, etc.); promote our region as a **visitor destination**; and promote our **culture** and **history**.

SUPPORT REGIONAL ENTITIES IN OBTAINING 8A STATUS AND NONPROFIT STATUS  
Empower local organizations by assisting upgrading status to 8A or 501(c)(3) in order to have more access to grant funding and better serve regional communities and develop new businesses. Provide assistance workshops within communities to educate organizations on how to achieve these levels. Publication of funders for 8a or 501(c)(3) use. (**Metric:** Number of organization obtaining status).

CCTHITA: HOUSING NEEDS FOR VETERANS AND HOMELESS Increasing needs for Veterans Housing Development in Southeast Alaska and need for Community Homeless Solutions for Southern Southeast Alaska. (**Metric:** Number of Veterans and Homeless with SE AK).

### Objective we should add

Objective Name:

Objective Description – what/why:

Objective Metric (how can we measure success annually):

# PRIORITY OBJECTIVES RECEIVED

**Project Title:** Alaska Mariculture Initiative

**Project Description:** Grow a \$1 billion industry in 30 years

**Outline of steps required for project to be completed** (Include realistic timeframe & benchmarks)

1) Support an economic analysis of successful mariculture industries in other regions, how they relate to Alaska, and the impact of a fully developed mariculture industry in Alaska [2015-16]

2) Support and participate in a strategic planning process inclusive of a broad spectrum of stakeholders and agencies (including coastal communities, industry, the State of Alaska, federal agencies, and interested conservation groups) with the directive to create a coordinated, deliberate & solutions-oriented plan to developing the industry [2015-2017]

- Examples of issues to be addressed:
  - Legal authority to enable invertebrate enhancement & restoration
  - Stabilize funding for shellfish hatcheries through existing loan funds
  - Adjust *Mariculture Revolving Loan Fund* for increased utilization by farmers
  - Long-term funding mechanisms (e.g. salmon enhancement public/private model)

3) Help engage federal agencies & private investors with interest & resources to help (e.g. CODEL, NOAA, USDA, EDA, NPRB, Native corporations, CDQ groups, Rasmuson Foundation, seafood processors, etc.) [2015-2020]

- Support integration of development efforts with national initiatives and strategies, such as:
  - USDA Investment Strategy in Support of Rural Communities in Southeast Alaska 2011-2013
  - National Shellfish Initiative (NOAA)
  - National Strategic Plan for Federal Aquaculture Research (2014-2019)

## People/Organizations responsible for completing these steps

Southeast Conference, Alaska Fisheries Development Foundation, Alaska Shellfish Growers Association, Oceans Alaska, SE AK municipalities, State of Alaska through Governor's Mariculture Task Force and the Private sector within Southeast Alaska.

**Cost Estimates** (Include a list of the integrated funding sources—public, private and nonprofit—to support the costs)

\$500,000

AFDF is currently working under a \$200,000 NOAA grant; private interests have donated approximately \$20,000 additional funds; EDA is interested in approximately \$45,000 grant for economics; private industry may contribute additional matching funds; other interested funders may include: Rasmuson Foundation, USDA, NOAA, AIDEA, Alaska Growth Capital, and Alaska Dept. of Commerce loan funds.

## Evaluation Measures

These projects will be reported on annually to the EDA. What are the indicators we can track that will measure project success? Jobs created? New permits? Tax revenue? Total vessels? New firms? List measurables below:

- # of stakeholders involved in planning process
- Annual aquatic farm production (value, poundage & species)
- Annual shellfish hatchery production (value, quantity & species)
- # of businesses working either in aquatic farms or enhanced fisheries (non-salmon)
- # of acreage in production
- # of employees working either in aquatic farms or enhanced fisheries (non-salmon)
- # of loan sources available for farmers, hatcheries, etc.
- # of research projects funded for mariculture
- Completed economic analysis
- Completed strategic plan
- # of action items completed which were identified in the strategic plan

## Key Project Contact

Name: Julie Decker

Title: Executive Director

Organization: Alaska Fisheries Development Foundation

Phone number: 907-276-7315

Email: [jdecker@afdf.org](mailto:jdecker@afdf.org)

**Project Title:** Improved access to telemedicine in Southeast Alaska

**Project Description:** The primary objective of this initiative is to enhance the existing system of physical and mental health telemedicine services by providing broader coverage to include small and rural communities in Southeast. An additional goal is to provide for expanded training opportunities for first responder/EMS staff and volunteers. The system will result in improved first responder/EMS care provided, improved triage, and improved outcomes for patients.

**Outline of steps required for project to be completed. (Include realistic timeframe & benchmarks.)**

List steps and years/dates here.

- Next phase – just purchased telemedicine cart to beta test in Tenakee Springs (installed in the next 6 months)
  - JAMHI will install
  - USAC paying for transport

**People/Organizations responsible for completing these steps**

Who will be working on this?

- Alaska Communications: Lori Blood –Account Manager
- JAMHI will install:
  - Pam Watts is CEO
  - Doug Harris is COO/project manager
  - Will Judy – technical manager/installation
- USAC paying for transport
- Veteran Affairs provided seed money
- Sitka Community Hospital – will provide triage and emergency care.
- State of Alaska: Health and Social Services.

**Cost Estimates (Include a list of the integrated funding sources—public, private and nonprofit—to support the costs).**

How much will this cost, and who will pay these costs?

- Cart = \$50K
- Data Transportation = \$38K/Month (secure server)

**• Evaluation Measures**

These projects will be reported on annually to the EDA. What are the indicators we can track that will measure project success? Jobs created? New permits? Tax revenue? Total vessels? New firms? List measurables below:

- Veteran Affairs paying for cart

- USAC pays for the majority of data transport
- JAMHI pays for the urban/rural rate difference (money comes from State)
- Tenakee Springs/Elfin Cove – maintaining physical location

## Key Project Contact

Who will be the project champion moving this project forward?

Name: Lori Blood

Title: **Executive Account Manager**

Organization: Alaska Communications Systems

Phone number: [\[907\] 463-8938](tel:9074638938)

Email: [Lori.Blood@acsalaska.com](mailto:Lori.Blood@acsalaska.com)

Note: SEARHC will train its Sitka based provider and 1 staff at the Pelican Health clinic to use the telemedicine cart. Need better internet access for reliability.

**Project Title:** Increase support services, momentum, and relevance of local foods on a regional and state level. Increase production, accessibility, and demand of local foods.

## Project Description:

A community's ability to be self-sufficient, adapt, and meet its own needs under conditions of external change can be indicators of an empowered, vibrant, healthy population. Food plays a unique role in this conceptualization of health. Not only can food meet individual nutrition needs, food builds the notion of "health" into the reality of social and cultural community strength, and in many cases connects individuals to the land to promote stewardship and responsibility.

Revitalize local economies. The inputs into the Southeast Alaska food system can be broken down into two categories: 1) cultivated foods and 2) wild foods. Cultivated foods include the agricultural production of plants and domestication of animals. Cultivation includes the planting, tending, improving, and harvesting of crops, and preparation of grounds to promote growth. Wild foods include locally hunted and gathered wild game, seafood, mushrooms, berries, seaweed and other foods produced in nature. The proportions that cultivated and wild foods contribute to a household's food supply vary, however upwards of 95% of overall food consumed in Alaska is imported. Thus, of the \$2 billion dollars spent annually on food, a significant portion of that leaves local economies. If Southeast Alaska were able to localize just 3% of the food imported, \$60,000,000 would remain circulating in our region.

Increase local food production. In Southeast Alaska, the distance between food origin and consumer is typically thousands of miles. This large gap between supply and demand has created a scenario where the supply capabilities of food producers, processors, and global resources do not match the demands of consumers. Additionally, this fuel-intensive and expensive food system leaves Southeast Alaskans vulnerable to spontaneous disturbances that may occur anywhere along the extensive supply chain. External disturbances, such as rises in the cost of fuel and extreme weather events, can all pose significant problems and can undermine the capacity of a community to meet its food needs.

Revitalize traditional cultures of Southeast Alaska. In the traditional culture of Southeast Alaskans, food provides much more than its caloric value. In Tlingit, Haida and Tsimshian communities, food is culture and serves to instill a sense of pride in youth's identity and culture. Locally-harvested wild and cultivated foods serve as medicines for physical, spiritual, and mental well-being.

## Outline of steps required for project to be completed. (Include realistic timeframe & benchmarks.)

List steps and years/dates here.

There are many steps to be taken to localize our food system. It will take a regional and community based approach to build food secure and self-reliant sustainable communities in Southeast Alaska. The following goals and strategies are ways in which action can be taken to work towards the opportunities in the region.

Regional and community based approaches are necessary to build food secure and self-reliant sustainable communities in Southeast Alaska. The following goals and strategies are ways in which action can be taken to work towards the opportunities in Southeast.

1. **Increase support services, momentum, and relevance of local foods on a regional and state level. See strategy below**
  - a. Highlight economic importance and opportunities of localizing our food system

- i. Conduct leakage assessment and produce publication and infographics to illustrate economic opportunity in local production, processing, and distribution of foods.
        - ii. How much money is leaving our local and regional economies due to purchasing, shipping of food?
        - iii. What is the value of harvesting, bartering, sharing wild foods
        - iv. Highlight opportunities to “plug” leaks, displace imported foods
      - b. Create support infrastructure to localize food system
        - i. Physical infrastructure (ex: commercial kitchens, local distribution hubs, incubators to catalyze local food entrepreneurship)
        - ii. Social infrastructure
          - 1. Collaboration and regular communication between and within support agencies (NGOs, state, federal) to overcome the unique challenges in Southeast Alaska (ex: create Southeast Alaska Local Foods Alliance)
2. **Increase production and accessibility of local foods**
  - a. Build local capacity to cultivate foods
    - i. educate future generations how to cultivate foods (ex: mobile greenhouse, school gardens, community gardens)
    - ii. Create Southeast Alaska Farmer Apprentice Program to build workforce for commercial agriculture production
  - b. Build local capacity to harvest wild foods
    - i. Community harvesting events, workshops on local preservation
  - c. Increase number and variety of market outlets for producers
    - i. Create regular market outlet opportunities for producers (food hubs, farmers markets, cooperatives, etc)
  - d. Research local food demand
    - i. Research and publish findings of demand, which crops could we start producing locally
  - e. Develop entrepreneurship around local foods
    - i. Develop support infrastructure (i.e. mobile greenhouses, food hubs co-ops, community kitchens, market outlets)
  - f. Identify regional agricultural land and identify steps to make it available for use
    - i. Preserve existing agriculture land
  - g. Provide regional and local opportunities for networking, education, skill development related to local food harvesting, processing, entrepreneurship, etc.
    - i. Conferences and/or workshops that address some of these aspects of our food system
  - h. Locally produce inputs for cultivation using waste products (i.e. fish, or other food waste to compost for vegetable production)
  - i. Utilize waste heat and renewable energy to support year round greenhouse vegetable production
3. **Increase demand for local foods**
  - a. Educate consumers
    - i. Create concise local food source guide
      - 1. Where to purchase local fish, wild harvested foods, cultivated foods
      - 2. Roadmap explaining to support local food entrepreneurs
  - b. Increase accessibility of locally produced foods to local people
  - c. Increase market outlet opportunities
  - d. Promote local preference purchasing by institutions

## People/Organizations responsible for completing these steps

Grow Southeast, Southeast Conference, Sustainable Southeast Partnership, Cooperative Extension Service, Sitka Local Foods Network, Takshanuk Watershed Coalition, Alaska Food Policy Council, municipalities, Sitka Local Foods Network, Alaska Energy Authority, the Alaska Conservation Foundation, USDA Farm Service Agency, Haa Aani, SEARHC

## **Cost Estimates (Include a list of the integrated funding sources—public, private and nonprofit—to support the costs).**

How much will this cost?

(need to add)

Alaska Conservation Foundation, Southeast Conference, USDA FNS/FSA/NRCS/Rural Development, SEARHC, Cooperative Extension Service, Sealaska/Haa Aani, local tribes, municipalities, native corporations. Potential additional funding for projects: Rasmuson Foundation,

## **Evaluation Measures**

These projects will be reported on annually to the EDA. What are the indicators we can track that will measure project success? Jobs created? New permits? Tax revenue? Total vessels? New firms? List measurables below:

- Number of training programs, events, peer exchanges offered related to local food system development
- Number of organizations collaborating (providing funding, technical assistance, etc.) to move forward objectives
- Number of businesses created in food production and distribution sectors

## **Key Project Contact**

Who will be the project champion moving this project forward?

Name: Lia Heifetz

Title: Grow Southeast

Organization: Grow Southeast, Southeast Conference

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