



TONGASS TRANSITION FRAMEWORK:
SOUTHEAST ALASKA ECONOMIC
ASSET MAPPING AND STRATEGIC
PLAN PROJECT
CONTRACT OF US FOREST SERVICE

Ketchikan Sept. 30, 2010

Project Overview

Brian Holst, Executive Director
Juneau Economic Development Council



Project Background

- Last fall USDA Forest Service and Rural Development held a series of “listening sessions” to hear how Department of Agriculture agencies can help improve the Southeast Alaska regional economies.
- August 13th the US Forest Service put out a Request for Proposals for
 - 1) A Southeast Alaska Asset Map
 - 2) Regional Strategic Plan
- September 21st the Juneau Economic Development Council led partnership was awarded the contract.

Deliverables

- Prepare an Asset Map
 - Detailed roadmap provided by the Council on Competitiveness in their publication, *Illuminate*.
- Prepare a Strategic Plan
 - Cluster based economic development plan using same approach as that used state-wide by the Alaska Partnership for Economic Development (APED).

Project Team

- Juneau Economic Development Council, lead
 - Brian Holst, Executive Director
 - Eva Varadi Bornstein
 - Meilani Schijvens
 - Maria Jose Norero
- Southeast Conference – strong collaborative regional network
 - Shelly Wright
- Sheinberg Associates – regional planning and facilitation expert
 - Barbara Sheinberg
- Alaska Map Company – statewide GIS specialist
 - Gary Greenberg
- Civic Analytics – leading national expert on asset mapping
 - Brian Kelsey
- Ted Lyman – award winning international consultant in cluster development



JEDC Team's Approach to Work

- Close coordination with Forest Service throughout project.

- Regional collaboration.

Project will engage businesses, trade organizations, no-profits, local and tribal governments, industry and environmental organizations, Native corporations, local and regional economic development groups, state and federal agencies, labor groups, workforce development agencies, UAS, and members of the public

- Focus on action oriented business plans.

Asset Mapping

Asset Map

JEDC team will compile a dynamic database linked to ArcGIS that lists tangible and intangible regional assets.

- Database content will:

- Identify transportation, communication and energy transmission infrastructure
- Identify business, cultural, education, research, development and innovation assets
- Measure economic and financial metrics and workforce capital

- Business and executive leadership survey will:

- Identify perspectives and trends in regional business climate
- Identify underlying business culture

Asset Map

The Asset Map catalogues the assets a region has that can be leveraged for workforce and economic development

□ Answers:

- What assets (human, intellectual, financial, physical, institutional capital) do we have?
- What are the gaps?
- What are networks and cultural attitudes?
- What are the established and emerging centers for economic growth (with specific focus on renewable energy, forest restoration and second growth timber opportunities, tourism and recreation, and fisheries and mariculture)

Asset Map

- Identifies:
 - Existing and emerging regional linkages and connectivity
 - Labor market needs and employment concentration
 - Clusters of economic activity
- Provides:
 - Baseline to judge future progress
 - Base for strategic planning phase of project

Asset Identification

- Collect data from public sources
 - Review existing studies, reports, media stories, and economic development marketing materials for the region
- Conduct one-on-one executive interviews with regional business leaders
- Conduct regional business climate survey

Key Data to Collect

- Population
- Natural Resources
- Transportation
- Education
- Industry Associations
- Labor Force
- Healthcare
- Mining
- Demographics
- Tourism
- Manufacturing
- Renewable Energy
- Finance
- Forest Restoration
- Recreation
- Fisheries and Mariculture

Strategic Plan

Cluster Working Group Approach

The economic profile and asset mapping results will serve as the basis for identifying “clusters” of economic activity within Southeast Alaska.

□ An economic cluster:

- a set of firms in the same or related field
- located in the same geographic area
- linked by service or supplier relationships, common customers and/or supporting institutions
- share reliance on regional labor market
- complement but also compete with one another
- draw productive advantage from their mutual proximity

Cluster Working Group Approach

- Creation of Cluster Working Groups is basis for developing the regional strategic plan.
- A Cluster Working Group (CWG) brings together representation from a broad industry “eco-system” to:
 - collaboratively address industry concerns and road blocks
 - address gaps or weaknesses in assets, culture and networks
 - identify emerging opportunities
- CWG will be created and supported to the degree that private industry engagement is available.

Cluster Working Group Approach

□ CWG promotes economic integration by participation :

- Private industry – large firms headquartered outside region and local firms
- Federal, state and local government agencies
- Non- profit and environmental organizations
- Trade organizations
- Organized labor
- Trial governments and corporations
- University staff and faculty
- Local and regional economic development groups

Cluster Working Group Development and Implementation

The JEDC team will

- Identify, recruit and train an approximately 20 member working group for each cluster
- Provide facilitation for 3 large group meetings for each CWG
- Provide for sharing of work and feed back between each CWG
- Arrange for task oriented small-group meetings to access research and industry experts
- Maintain weekly teleconference contact between CWG members

Strategic Plan

- Each CWG will develop a business plan for industry expansion and economic development.
- Action initiatives will be recommended for:
 - Enhancing the region's infrastructure foundations, including broadband
 - Workforce development
 - Improved access to funding and capital
 - Sources for generation of renewable, alternative energy
 - Innovative methods of utilization of the region's natural resources to expand business opportunities

Strategic Plan

- The Southeast Alaska Strategic Plan for economic development will be the aggregation of each CWG individual plan.
- Department of Agriculture programs in support of implementation will be identified.
- “Champions” will be identified to lead the move from discussion to direct action.
- Southeast Conference empowered to continue CWG process at close of contract.

Work Plan

Work Plan TimeLine

ACTIVITY	START	END
Asset Mapping	Week 1	Week 12
-Project Scoping and Goal Setting	Week 1	Week 2
-Review Current/Historic profiles	Week 2	Week 3
-Collect and Input Metrics/Conduct Regional Business Climate Survey	Week 3	Week 5
-Evaluation of Assets	Week 6	Week 8
-Prepare/Disseminate Draft Report	Week 9	Week 11
-Review and Dissemination of Final Asset Map	Week 12	Week 12
Strategic Plan	Week 13	Week 30
-Review Asset Map Results	Week 13	Week 13
-Cluster Working Group Formation and training	Week 14	Week 17
-Work with Cluster Working Groups	Week 18	Week 22
-Develop CWG Action Plans and Progress Report to the Region	Week 23	Week 27
-Outline Strategic Plan for Regional Prosperity	Week 28	Week 29
-Finalize, Present and Dissemination of Strategic Plan	Week 30	Week 30