

**Goal I: Economic Development:** Facilitate and support efforts that grow and retain the region's wealth, including diversifying the economic base, resulting in optimal benefits for the residents of Southwest Alaska.

**Objective A: Fisheries Development:** Promote healthy, sustained yield fisheries that provide a sustainable income base to the communities, businesses, and residents of Southwest Alaska.

**Strategy 1:** Monitor fisheries regulatory, management, and marketing issues that may impact Southwest Alaska fisheries. Influence policies, management, and environmental initiatives to create a more stable fisheries economy in the region.

**Partners:** Boroughs, Communities, Tribal Entities, Harvesters, Processors, allied fisheries organizations, fisheries research entities, ADF&G, Marine Conservation Association, The Nature Conservancy, NFMS, NPFMC, Governor's Office, USFWS, World Wildlife Fund.

**Tactics and Tasks:**

**a). Influence policy development and management initiatives regarding implementation of state and federal fisheries policies such as the Endangered Species Act, the Marine Mammal Protection Act, and others**

- i. Network with agencies responsible for implementation.
- ii. Continue efforts to engage the State of Alaska to serve as an early intervener on legal challenges to the agencies charged with implementing the acts.
- iii. Mobilize the communities, harvesters, processors and residents of the region to participate and comment on policies and issues as they arise.
- iv. Track federal oceans policy development and implementation including the Interagency Ocean Policy Task Force and other similar organizations.

**b). Monitor budgetary and management plans of the Alaska Department of Fish & Game for the Westward and Central Regions**

- i. Annually identify and compile regional, sub-regional and local fisheries issues.
- ii. Review and comment on the annual operating and capital budget of ADF&G.
- iii. Meet as needed with the Governor's Fisheries Policy Advisor, the ADF&G Commissioner and the Director of the Commercial Fisheries Division.

iv. Mobilize the communities and members of SWAMC to support annual and long-range fisheries issues.

**c). Advocate for supplemental state, federal and private funds to conduct fisheries, marine mammal and habitat research.**

i. Identify research needs in the region through networking with harvesters, processors, FITC, KFRC, MAP, NPMSF and others.

ii. Support research efforts by mobilizing SWAMC communities, members and others to contribute to research funds.

**d). Engage environmental groups that have been active in influencing fisheries policies to develop a new paradigm of interaction.**

i. Develop a targeted network of environmental groups and contacts.

ii. Examine cooperation models to build stronger relationships in communications and understanding.

**Performance Measures**

- # of North Pacific Fishery Management Council & NPFMC committee meetings attended annually.
- # of Board of Fish and state fishery meetings attended annually.
- # of comments and resolutions submitted related to fisheries management policy.
- # of personal meetings and communications with fisheries management and policy leaders.
- # of meetings held with environmental groups to discuss fisheries management policy and sustainability.

**Objective A: Fisheries Development:** Promote healthy, sustained yield fisheries that provide a sustainable income base to the communities, businesses, and residents of Southwest Alaska.

**Strategy 2:** Facilitate and support industry, state and local efforts to expand seafood marketing efforts and develop new seafood markets.

**Partners:** Communities, Boroughs, Tribal Entities, Members, AFDF, ASMI, DCCED, EDA, USDA/RD

**Tactics and Tasks:**

- a). **Advocate for sustained, well funded Alaska seafood marketing programs and ensure representation of SWAMC interests.**
- b). **Support regional seafood branding programs and initiatives.**
- c). **Stay informed of specialty food product development and marketing.**
- d). **Provide ongoing support for entities providing education and technical assistance to harvesters, processors and direct marketers.**
- e). **Advocate for the development of new fisheries, new fisheries markets such as identifying locations and potential for mariculture development.**

**Performance Measures**

- # of resolutions adopted in support of seafood marketing.
- # of panels and workshops offered by SWAMC pertaining to seafood marketing and new market development.
- # of new fisheries and/or markets identified.

**Objective B: Tourism Development:** Increase jobs, tax revenues, capital investments, new business start-ups, and local wealth retention in the tourism sector.

**Strategy 1:** Develop and maintain a regional tourism marketing program.

**Partners:** Boroughs, Communities, Tribal Entities tourism businesses, Public Land Agencies, APLIC, CVBs, Members, Village and Regional Corporations, Chambers of Commerce, Alaska Office of Tourism, AWRTA, ATIA, other tourism development entities.

**Tactics and Tasks:**

**a). Maintain and promote the [www.southwestalaska.com](http://www.southwestalaska.com) Web site.**

- i. Conduct content review.
- ii. Market the site.
- iii. Explore vendor ad options and paid listings.

**b). Develop and distribute Southwest Alaska visitor materials**

**c). Maintain an inventory of tourism businesses and attractions.**

**d). Inventory existing cultural tourism attractions and integrate with existing marketing tactics.**

**e). Network and interact with travel media to promote the region and attend events such as Alaska Media Road Show.**

**f). Promote the Alaska Marine Highway as a National Scenic Byway**

- i. Identify funding sources for marketing and interpretation.
- ii. Develop and promote itineraries through other marketing tactics.
- iii. Seek funding for implementation of regional interpretation plan

**Performance Measures**

- # of unique and total hits to Southwest Alaska tourism marketing website.
- # of requests for tourism information and brochures.

- # of travel trade and travel media events attended.
- # of ferry embarkments along Kodiak and Aleutian Chain segment per year.
- # of travel media hosted in the region.

**Objective B: Tourism Development:** Increase jobs, tax revenues, capital investments, new business start-ups, and local wealth retention in the tourism sector.

**Strategy 2:** Influence federal, state, and local policies and management plans regarding public lands, fish and wildlife resources, infrastructure, and marketing.

**Partners:** Boroughs, Communities, Tribal Entities, Tourism Businesses, Public Land Agencies, Fish and Wildlife Agencies, ATIA, DCCED, Alaska Marine Highway System, Marine Transportation Advisory Board

**Tactics and Tasks:**

**a). Collaborate with the State of Alaska Office of Tourism and ATIA to promote tourism efforts in the region and identify tourism workforce opportunities.**

**b). Advocate for additional infrastructure or infrastructure enhancements that accommodate access, and comfort of visitors.**

- i. Encourage communities to factor multi-use considerations into infrastructure design.
- ii. Examine transportation linkages to encourage more efficient and intermodal scheduling.
- iii. Urge AMHS to provide frequent and reliable ferry service to southwest communities

**c). Network with public land and fish/wildlife agencies in the region.**

- i. Track and report visitor usage of public lands, fish and wildlife resources.
- ii. Partner with communities and agencies to advocate for additional visitor facilities.
- iii. Seek cooperative marketing opportunities with agencies.
- iv. Advocate for more locally owned concessionaire contractors.

**Performance Measures**

- # of ads placed in annual State vacation planner.
- % increase/decrease of visitors to Southwest region year-over-year.
- # of meetings with AMHS officials, MTAB representatives, and affected communities regarding ferry funding and scheduling.
- # of coordinated marketing efforts implemented throughout the region.

**Objective C: Regional Economic Planning:** A comprehensive regional economic plan integrated with sub-regional and local planning efforts that focus on increasing wealth growth and retention in the region and improving the quality of life.

**Strategy 1:** Coordinate an ongoing regional economic planning effort and supplemental research that highlights the economic needs and challenges of Southwest Alaska.

**Partners:** Communities, Boroughs, Tribal Entities, Members, research contractor, EDA, hotel/meeting facility, State and Federal agencies, Village and Regional Corporations, DCCED, other ARDORs/EDDs.

**Tactics and Tasks:**

**a). Produce a Comprehensive Economic Development Strategy/Regional Plan(CEDS/RP) that meets or exceeds the requirements of EDA and DCCED.**

- i. Evaluate and update the CEDS/RP annually.
- ii. Conduct annual discussions and evaluations of economic development efforts in the region.
- iii. Continue ongoing information gathering and identify issues through networking, workshops, annual meeting/economic summit and periodic CEDS planning retreats.
- iv. Gather stakeholder input for incorporation in the CEDS/RP document.
- v. Conduct five year comprehensive evaluation and update.

**b). Conduct an update of the 2004 Southwest Alaska Economic Geography Study.**

**c). Participate in other regional economic planning efforts taking place in southwest Alaska.**

**Performance Measures**

- # of stakeholder comments gathered through public input process.
- # of communities submitting capital improvement projects for inclusion in CEDS.
- # of regional sub-regional CEDS and planning sessions attended.
- # of communities and/or sub-regions completing economic development plans.

**Objective D: Small Business Development:** Increased jobs, tax revenues, capital investments, and wealth retention due to new business startups in the region.

**Strategy 1:** Develop appropriate methods to encourage and facilitate new businesses start-ups and provide technical assistance to existing businesses.

**Partners:** Communities, Boroughs, Tribal Entities, Members, UA CED, Chambers of Commerce, USDA/RD, Sea Grant MAP.

**Tactics and Tasks:**

**a). Support local, regional, and state efforts to provide small business and entrepreneurial support and technical assistance in the region.**

- i. Identify barriers to small business development and technical assistance needs.
- ii. Collaborate with partners to overcome barriers to small businesses and entrepreneurs.
- iii. Identify methods to provide small business consulting through distance delivery.
- iv. Provide technical assistance workshops for small businesses.

**b). Network with agencies and partners providing or intending to provide small business/entrepreneurial training.**

**c). Support efforts of harvesters to apply transferable skills to other businesses and sectors.**

**e). Access to capital.**

- i. Help identify sources of capital for small business development and entrepreneurs.
- ii. Facilitate communications between lenders and small businesses.

**Performance Measures**

- # of trainings and small business technical assistance workshops offered in the region.
- # of small business consultations generated through *AK SourceLink*.
- # of business licenses in the region.
- # of barriers identified and targeted.
- # of contacts made and meetings scheduled between businesses and lenders.
- # of harvesters referred to workforce trainings

**Objective E: Other Business and Resource Development:** The economic base of Southwest Alaska is increasingly diversified through the development of non-fisheries resources and the expansion of other economic sectors thereby reducing the region's fisheries-dependency.

**Strategy 1:** Encourage the development of targeted industries that are compatible and complementary with existing development in Southwest Alaska and local community interests.

**Partners:** Communities, Boroughs, Tribal Entities, Members, Village and Regional Corporations.

**Tactics and Tasks:**

**a). Support local efforts to develop resources and identify opportunities for regional strategies and cooperation.**

**b). Identify targeted industries that might benefit from co-location with commercial fisheries or realize locational advantages in southwest Alaska.**

**Performance Measures**

- # of targeted industries identified.
- # of private sector strategies identified and coordinated.

**Objective F: Workforce Development:** Residents of Southwest Alaska are well educated and trained to assume existing and emerging jobs within the region.

**Strategy 1:** Increase the capacity of individuals to participate effectively in the workplace, thereby improving their productivity and employability by aligning industry needs with job and skill training programs.

**Partners:** Communities, Boroughs, Tribal Entities, Members, AWIB, ADOL, Job Centers, Alaska Association of Human Resource Managers, Alaska Manufacturers' Association, Village and Regional Corporations.

**Tactics and Tasks:**

**a). Capacity building strategy.**

- i. Identify capacity building/training resources in the region.
- ii. Determine unmet and ongoing needs in key sectors.
- iii. Coordinate training and workshops to create synergy.

**b). Encourage collaboration and integration between educational institutions and businesses.**

- i. Support local efforts to integrate career pathways curriculum at all grade levels.
- ii. Support local efforts to increase School-to-Work partnerships.
- iii. Research options to include entrepreneurship training at MS/HS levels.
- iv. Encourage regionwide coordination and utilization of voc/tec and university training, certificate, and degree programs.

**c). Coordinate regional efforts with the Alaska Workforce Investment Board ADOL Div. of Business Partnerships.**

**d). Identify means to increase local hire for both career and seasonal jobs within the public and private sectors.**

**Performance Measures**

- # of workforce development trainings and programs offered in the region.
- % change of local hire in both public and private sectors.

**Goal II: Community Development:** Facilitate and support efforts to improve the quality of life for communities in Southwest Alaska, thereby creating an environment for sustainable economic development.

**Objective A: Infrastructure Development:** Southwest Alaska has a comprehensive, sustainable and multi-faceted infrastructure network that meets the region's social, cultural and economic needs.

**Strategy 1:** Facilitate the development of an integrated transportation infrastructure that expedites the movement of people and goods to, through, and out of Southwest Alaska thereby enhancing economic competitiveness and quality of life.

**Partners:** Alaska Marine Highway System, Communities, Boroughs, CDQ Groups, Denali Commission, Tribal Entities, AKDOT&PF, Federal Highway Administration, Alaska Congressional Delegation, NADO.

**Tactics and Tasks:**

**a). Increase funding from State, Federal, and Tribal Funding Partners for transportation and infrastructure.**

- i. Advocate for the prioritization of Southwest Transportation Projects in STIP.
- ii. Support comprehensive regional transportation planning
- iii. Ensure that changes in the regional economy are reflected in the Southwest Transportation Plan
- iv. Advocate for full and timely implementation of the Southwest Alaska Transportation Plan with updates and revisions.

**b). Maintain a comprehensive, prioritized inventory of community infrastructure needs.**

- i. Annually prepare and update a regional Community Improvement Projects (CIP) list

**c). Explore the establishment of Regional Transportation Planning Organizations (RTPO)**

**Performance Measures**

- # of communities who have submitted community improvement projects for inclusion in SWAMC CEDS.
- % change in infrastructure funding for SWAMC region.
- # of resolutions, legislative support and meetings for prioritization of SWAMC projects.
- # of information meetings regarding RTPOs.
- Draft enabling legislation establishing RTPOs.

**Objective A: Infrastructure Development:** Southwest Alaska has a comprehensive, sustainable and multi-faceted infrastructure network that meets the region’s social, cultural and economic needs.

**Strategy 2:** Support efforts for Southwest Alaska communities, businesses and residents to have sufficient access to communication and information infrastructure to be competitive in world markets and realize educational, medical, and other benefits.

**Partners:** Communities, Boroughs, Tribal entities, Denali Commission, Private Telecommunications Entities, RCA, University of Alaska, USDA- RD.

**Tactics and Tasks:**

**a). Advocate for the development of a fiber optic backbone with the potential to provide broadband access to communities in Southwest Alaska.**

- i. Support the efforts of public and private entities to develop a comprehensive broadband network throughout southwest Alaska.
- ii. Ensure 80% of SWAMC population has access to this broadband backbone.

**b). Assist communities and small businesses take advantage of the full economic, medical and educational potential of this broadband network**

- i. Conduct workshops with fiber optic providers and other partners to educate local residents and businesses of opportunities related to high-speed broadband access.
- ii. Research and assist in the development of e-commerce activities for local business people.
- iii. Assist communities in developing strategies to take advantage of broadband connectivity for telemedicine, distance learning and other projects.

**Performance Measures**

- # of workshops highlighting broadband projects and related opportunities.
- % of SWAMC region population with access of broadband.
- # of jobs created through expansion of broadband infrastructure.

**Objective A: Infrastructure Development:** Southwest Alaska has a comprehensive, sustainable and multi-faceted infrastructure network that meets the region's social, cultural and economic needs.

**Strategy 3:** Reduce energy costs by promoting energy efficiency, conservation and the development of renewable energy sources throughout Southwest Alaska.

**Partners:** Alaska Energy Authority, Denali Commission, USDA Rural Development, Tribal Entities, National Renewable Energy Lab, Communities, Boroughs, DOE, Village and Regional Corporations, Alaska Building Science Network.

**Tactics and Tasks:**

**a). Maintain, update and implement the SWAMC Comprehensive Energy Policy**

**b). Advocate Southwest Alaska energy issues to the Governor, Alaska Legislature and other relevant entities..**

**c). Develop an end-use energy efficiency and conservation strategy for the region and seek funding sources for implementation.**

i. Update the *Energy Savers Tips for Rural Alaska* booklet on a regular basis.

**d). Support and facilitate research and development of renewable and alternative energy in the region.**

i. Identify and publicize alternative energy projects in the region.

ii. Support further research and development of emerging energy sources.

iii. Advocate for funding and support of southwest Alaska energy projects to policy makers and funding agencies.

**e). Offer regular energy workshops related to a diverse range of relevant energy topics.**

**Performance Measures**

- # of workshops related to energy topics.
- # of communities receiving technical assistance for energy planning and policy development.
- % change in the price of energy.
- % change in regional renewable energy and efficiency projects.
- % increase of inter-community electrical transmission lines.
- # of stakeholder comments regarding SWAMC energy policy updates.

**Objective B: Community Planning:** Aid communities in the Southwest Region establish long term visions, goals and plans for sustainable community development.

**Strategy 1:** Provide guidance in creating community-based plans that are the foundation and guiding tool for community change.

**Partners:** Cities, Boroughs, Tribal Entities, DCCED, RurAL CAP, Denali Commission, BBNA, KANA, APIA, Kodiak Archipelago Rural Regional Leadership Forum, UA CED, Foraker Group and other resources.

**Tactics and Tasks:**

**a). Identify and collect existing community plans in the Southwest region.**

**b). Provide support for workshops on community planning, facilitation skills, leadership training and public administration throughout the Southwest region.**

**Performance Measures**

- # of workshops on community planning.
- # of communities with community plans.

**Goal III: Organizational Development:** Expand and strengthen the ability of the Southwest Alaska Municipal Conference to advance the economic and social interests of southwest Alaska.

**Objective A: Communications:** SWAMC maintains and engages an extensive network of partners in ongoing communication about the activities of the organization and the state of the region.

**Strategy 1:** Increase and broaden communication between SWAMC, communities, borough, members, partner organizations, and the general public to build understanding about the region, its economy, and the needs of its residents.

**Partners:** Cities, Boroughs, Tribal Entities, Media Outlets, members, contractors.

**Tactics and Tasks:**

**a). Disseminate information about SWAMC program, activities, and positions.**

- i. Continue publication of a newsletter.
- ii. Distribute email notices as issues arise.
- iii. Maintain the [www.swamc.org](http://www.swamc.org) site.

**b). Develop and implement member and partner feedback opportunities via surveys and other mediums.**

**c). Issue news releases and hold news conferences as needed.**

**d). Hold an Economic Summit/Annual Meeting each year in January/February.**

- i. Incorporate program content from CEDS goals, committee work, and emerging regional issues.
- ii. Have members/participants evaluate conference content, presenters, logistics, and identify future planning and technical assistance needs.

**Performance Measures**

- # of organizational newsletters and email notices distributed.
- # of attendees at SWAMC Annual Summit.
- # of participants evaluating conference content.
- # of responses to membership surveys.

**Objective B: Policy and Issue Advocacy:** SWAMC influences the development of state and federal policies to create favorable outcomes for its communities, members, and partners.

**Strategy 1:** Create consensus on regional and local issues that will advance the collective interests of the region.

**Partners:** Cities, Boroughs, Tribal Entities, Alaska Governor, Alaska Legislature, Alaska Congressional Delegation, all state and federal departments, regional private sector stakeholders, regional NGO's.

**Tactics and Tasks:**

- a). Advocate for adequate state and federal funding issues in relation to municipalities/local communities.
- b). Provide municipalities and members with a resolution process to advance local and regional issues for SWAMC support.
- c). Maintain a record of SWAMC positions.
- d). Produce and distribute an annual compilation of legislative priorities.

**Performance Measures**

- # of resolutions passed each year.
- # of policymakers attending SWAMC Annual Membership Meeting.

**Objective C: Organizational Efficiency and Effectiveness:** The Southwest Alaska Municipal Conference enjoys the visionary leadership of a fully engaged Board of Directors, contributions and participation of motivated volunteers, the productivity of a capable staff, and the involvement of interested and worthy partners. It is well-managed, financially secure, and progressive in developing programs and policies that further the collective interests of the region.

**Strategy 1: Volunteers:** Engage municipal and associate members in leadership, committee, and other volunteer assignments to help guide and shape programs and policies.

**Partners:** Members and stakeholders.

**Tactics and Tasks:**

**a). Regular meetings of the SWAMC Board of Directors to provide leadership, review performance, and give staff direction.**

- i. Monthly teleconferences.
- ii. Evaluate E.D. performance.
- iii. Annual planning/evaluation retreat.

**b). Maintain a cadre of SWAMC Committees actively providing input and suggestions on SWAMC programs and policies.**

- i. Monthly or as needed teleconferences.

**c). Task Forces/Work Groups established as needed to address specific issues.**

**Performance Measures**

- # of monthly Board meetings.
- # of active committee members.

**Objective C: Organizational Efficiency and Effectiveness:** The Southwest Alaska Municipal Conference enjoys the visionary leadership of a fully engaged Board of Directors, contributions and participation of motivated volunteers, the productivity of a capable staff, and the involvement of interested and worthy partners. It is well-managed, financially secure, and progressive in developing programs and policies that further the collective interests of the region.

**Strategy 2: Membership Development:** Increase municipal and private sector membership investments and participation in SWAMC.

**Partners:** Cities, Boroughs, Tribal Entities, targeted businesses, other economic development entities.

**Tactics and Tasks:**

**a). Evaluate current membership program.**

- i. Review member benefits and costs.
- ii. Regularly review membership dues, fees, and other costs.
- iii. Develop recommendations for improving membership program.

**b). Develop, maintain, and distribute membership recruitment tools.**

**c). Increase municipal member participation to 90% by 2015.**

**d). Recruit new private sector members.**

**e). Conduct a stakeholder satisfaction survey to gauge program.**

- i. Develop survey.
- ii. Conduct survey biennially.
- iii. Report findings.

**Performance Measures**

- % of regional municipal member participation.
- # of new private sector members.
- # of surveys returned.

**Objective C: Organizational Efficiency and Effectiveness:** The Southwest Alaska Municipal Conference enjoys the visionary leadership of a fully engaged Board of Directors, contributions and participation of motivated volunteers, the productivity of a capable staff, and the involvement of interested and worthy partners. It is well-managed, financially secure, and progressive in developing programs and policies that further the collective interests of the region.

**Strategy 3: Finance and administration:** Expand the financial resources and administrative capacities of the organization.

**Partners:** Accounting contractor, auditor, The Foraker Group.

**Tactics and Tasks:**

**a). Maintain or increase existing revenue sources, while seeking new recurring revenue sources.**

- i. Maintain and increase ARDOR and EDD funding.
- ii. Grow membership revenues by 3-5% each year.
- iii. Increase earned income by 3-5% each year.

**b). Conduct an annual audit or financial review.**

**c). Maintain financial records according to SWAMC Financial Management Policies.**

**d). Maintain organizational records according to SWAMC Administrative Policies.**

**e). Conduct annual performance evaluations for all staff members.**

**Performance Measures**

- % change in overall annual revenues.
- % change in overall annual expenses.
- % change in grant funding, membership revenues, and earned income.