

SWAMC Goals, Objectives, and Strategies

2021 Annual CEDS Update

1) GOAL: Resources Management Advocacy

Objective 1: Fisheries Development – Promote conservation-based fisheries opportunities that provide a sustainable income base to the communities, businesses, and residents of Southwest Coastal Alaska.

Objective 2: Tourism Development – Encourage investment in new and existing tourism opportunities that grow and retain regional wealth by taking advantage of the region’s unique cultural, environmental, and natural charm to draw visitors to the region.

Objective 3: New Resource Development – Promote new responsible natural resource development that does not threaten the sustainability of the historic regional fisheries-based economy.

Objective 4: Fisheries Access – Promote efforts to retain commercial and subsistence fisheries access rights for regional residents.

Strategies – Programs, Projects, Activities

1) Research, collect, and curate relevant data to showcase economic trends, provide support for grant applications, and demonstrate economic development needs in the SWAMC region.

2) Attend regulatory and policy meetings virtually and in person and convey information and discussion points from these meetings to the SWAMC Board and membership through monthly Board meetings and our monthly newsletter.

3) Advocate for adequate State funding to support regulatory and scientific agencies that oversee research and manage natural resources vital to the region’s economy and culture.

4) Advocate for and facilitate public/private partnerships to develop, utilize, and market new mariculture resource development opportunities for the economic benefit of the region.

5) Facilitate and participate in discussions with government and private sector to promote new business development.

6) Advocate for and seek private investment to help expand existing businesses and to capitalize on new business opportunities.

7) Maintain and update a regional strategic plan and stakeholder network to develop regional resources, infrastructure, and people.

8) Seek, apply for, and administer grants to support natural resource development, value-added manufacturing, and new tourism opportunities.

9) Partner with other organizations to leverage funding and staff to support natural resource development, value-added manufacturing, and new tourism opportunities.

10) Highlight natural resource development, value-added manufacturing, and new tourism opportunities at the annual Economic Summit and Membership Meeting.

2) GOAL: Infrastructure Development and Maintenance Advocacy

Objective 1: Energy Efficiency – Encourage energy audits, energy education, and energy infrastructure retrofits to reduce consumers’ long-term cost of power through energy efficiency and conservation.

Objective 2: Ownership of Energy Systems – Promote local ownership of energy planning, decision-making, and project development.

Objective 3: Low-Cost Power – Facilitate information-sharing and community adoption of infrastructure that may supply sustainable lower-cost power generation.

Objective 4: Strategic Infrastructure Investments – Promote infrastructure that supports the region’s educational, healthcare, and economic development needs.

Objective 5: Community Planning – Promote long-term visions, goals, and strategies for sustainable community development. Focus on resiliency and forward planning to avoid significant impacts in times of disaster.

Objective 6: Communication Infrastructure – Facilitate planning and deployment of broadband internet infrastructure.

Strategies – Programs, Projects, Activities

1) Advocate for regional, local, public, and private transportation projects that provide vital transportation services – ports, harbors, runways, air services, and marine transportation services, including the Alaska Marine Highway System.

2) Advocate for and facilitate improvements to and maintenance of cellular and broadband services throughout the SWAMC region.

3) Provide planning assistance to communities wishing to access programs, grants, and resources to help improve community infrastructure and recover from COVID-19 impacts.

4) Review and facilitate updates to the State Transportation Improvement Program (STIP) to reflect the priorities of SWAMC communities for transportation infrastructure projects.

5) Assist communities with energy sustainability planning and the pursuit of lower cost and renewable energy projects in collaboration with state, federal, and private industry partners.

6) Share economic information from the SWAMC region with legislators, federal partners, and the private sector to demonstrate the benefits of constructing and maintaining the infrastructure that supports economic activity.

7) Research energy source alternatives for different parts of the region that reduce the future cost of electricity and heat production, and increase energy efficiency for businesses, residents, and schools.

8) Collect and distribute energy data to local, state, and federal stakeholders and partners to inform energy planning and energy system development.

9) Partner with regional nonprofit organizations, local governments, tribes, and businesses to maintain existing infrastructure and construct new infrastructure to support economic development.

10) Highlight infrastructure, energy, job training, and new maritime opportunities at the annual Economic Summit and Membership Meeting. Focus on resilience and recovery from COVID-19 impacts and provide planning strategies to mitigate economic impacts in the future.

11) Seek, apply for, and administer grants to support infrastructure and energy projects.

12) Advocate for and support programs that promote affordable housing in the SWAMC region.

13) Collect and retain up to date Capital Improvement Project (CIP) lists from municipalities to assist local governments in grant requests to State and Federal agencies.

3) GOAL: People and Partnerships Networking

Objective 1: Shared Benefit – Secure funding streams from local, regional, state, and federal entities for projects that benefit the region, communities, businesses, members, and other key stakeholders who have been negatively affected by COVID-19 impacts.

Objective 2: Training and Education – Promote professional development programs and facilitate the development of said programs to match employee skillsets with employer's needed skillsets in the Seafood and Maritime Industry.

Objective 3: Information Sharing – Promote alignment of the needs of job creators with job trainers. Promote partner networks with schools and create organizational activities in the region that align the two.

Objective 4: Develop STEM Programs – Promote local, regional, and state activities to develop STEM (Science, Technology, Engineering, and Mathematics) programs that train future workers and meet the changing needs of employers.

Objective 5: Regional Economic Planning – Promote the implementation of the Comprehensive Economic Development Strategy that aligns with sub-regional and local planning efforts. Focus on planning to avoid significant impacts from unforeseen economic and natural disasters, and to recover by creating new job opportunities and partnerships with private investors in the mariculture and seafood industries.

Objective 6: Awareness – Promote the value of Southwest Alaska to external State and Federal partners with data that supports continued and new investment in the region.

Strategies – Programs, Projects, Activities

1) Partner with the Alaska Safety Alliance to update and implement the Alaska Maritime Workforce Development Plan.

2) Coordinate business workforce needs with colleges, job training institutions, and high school curriculums to prepare residents of the SWAMC region for good-paying employment opportunities.

3) Support and champion STEM (Science, Technology, Engineering, and Mathematics) programs and training to help prepare young people for jobs that are technical or technology driven.

4) Advocate for SWAMC regional economic issues and interests before the Alaska Legislature and U.S. Congress.

5) Organize, host, and promote the SWAMC Economic Summit and Membership Meeting to allow stakeholders from Southwest Alaska to network, learn, and share their positions on economic and political issues impacting the region.

6) Engage with local, state, and federal agencies and institutions to support and advocate for programs and activities that support economic development and COVID-19 recovery efforts.

7) Coordinate and maintain open lines of communication between SWAMC members, communities, businesses, and partner organizations to build an understanding of the SWAMC region and find opportunities to bolster economic development.

8) Increase SWAMC membership and participation to foster economic development in Southwest Alaska by expanding our outreach efforts to foreign and domestic mariculture/aquaculture investors.

9) Assist communities in becoming more resilient by helping them plan and prepare for economic disasters, whether natural or man-made. Focus on lessons learned from the COVID-19 pandemic to mitigate future negative financial impacts to businesses and investors.

10) Partner with other ARDORs and economic development organizations in Alaska to promote mutually beneficial projects that support economic development.

11) Maintain a living and active Comprehensive Economic Development Strategy that is updated annually and rewritten every five years in order to stay relevant and address a changing market environment in a timely manner.

4) GOAL: Quality of Life Initiatives

Objective 1: Collective Happiness – Promote access to *valued*: employment, housing, networks, culture, community, technology, healthcare, and adventure.

1) Assist communities with planning and seeking funding to address substance abuse issues in the SWAMC region. Partner with other organizations who are successfully educating students on the dangers of addiction.

2) Support efforts to spotlight and increase awareness of and opportunities for the sharing of cultural values.

3) Support local schools and universities to maintain an array of educational opportunities for students from Southwest Alaska.

SWAMC Action Plan

Focus Area	What	Why	When/How Long	How Much	Partners	FTE Estimate
People	Develop Regional Economic Recovery & Resiliency Plan	To better prepare our communities to respond to and recover from economic and natural disasters using guidance learned from the COVID pandemic.	2021-2022	\$50,000	McKinley Research Group, various tribal and municipal organizations, health care providers, seafood industry participants, and other relevant stakeholders.	
Resources	Educate, advocate, and assist in the development of the mariculture industry to diversify rural economies.	Diversify the resource mix to provide new jobs and business opportunities between seasonal fishing seasons, with a focus on kelp biofuel and food markets.	2021-2024	\$60,000	Alaska Fisheries Development Foundation (AFDF), Alaska Sea Grant, and other partners	10
People	Provide the Alaska Maritime Workforce Development Plan to SWAMC communities and businesses.	Trained maritime workforce meets employer needs, supports the fishing industry, and provides access to good paying jobs.	July 1, 2021- June 30, 2022		AmeriCorps/VISTA, Alaska Safety Alliance	50
Infrastructure	Provide communities with final mile broadband solutions unique to their needs and help them fund the procurement and engineering.	Affordable broadband is a necessity to engage in business, education, job training, communication, healthcare, and other endeavors in the 21 st Century. COVID-19 brought the critical need for broadband in underserved communities into sharp focus.	2021-2023	\$80,000	Alaska Tribal Broadband, The Aleut Corporation, Aleutians East Borough, APICDA, Aleutian Pribilof Islands Association, NTIA, and State of Alaska	25
People	Annual Economic Summit & Membership Meeting	Focus on regional resilience and recovery and new business opportunities in the region. Focus on forward planning that protects against unpredictable disasters and strengthens weakness identified in our SWOT/CEDS document.	March 2022	\$30,000	State, Local, and Federal agencies, business partners, and regional organizations	1
Infrastructure	Advocate for the continuation of the Alaska Marine Highway System	Private Transportation costs deter some economic development and	2021-2024	\$20,000	Southeast Conference, Prince William Sound Economic	40

	service to Kodiak and communities west to Unalaska. Participate in working groups with other stakeholders to maintain a robust Marine Highway System.	activity that the AMHS is able to provide to municipalities and tribes.			Development District, Alaska Dept. of Transportation and Public Facilities, City of Kodiak, City of Unalaska, City of Sand Point, City of King Cove, City of Chignik, City of Akutan, City of False Pass	
Infrastructure	Advocate for and support the design, funding, and construction of a new and expanded Southwest Alaska Vocational & Education Center (SAVEC) facility in King Salmon. Support SAVEC in their current project stage to secure funding for feasibility study, business plan, and conceptual design.	The current building is past its useful life and is being reclaimed by the Landlord in the near-term future. The training center serves multiple communities in the Bristol Bay region and fills a critical need for administrative, technical, vessel, and automotive training.	March 2021- June 30, 2024	\$80,000	Southwest Alaska Vocational & Education Center (SAVEC), Economic Development Administration, BBEDC, City of Dillingham, Bristol Bay Borough	