

SWAMC Goals, Objectives, and Strategies

Annual CEDS Update for FY2023

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. Continuing aiding in pandemic recovery and building resiliency for fisheries industry using lessons learned and recommendations from the SWAMC Recovery & Resiliency Plan. Continue to participate in State and Federal Fisheries Policy meetings.

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. Build resiliency for tourism industry using lessons learned and recommendations from the SWAMC Recovery & Resiliency Plan. Work with communities interested in pursuing visitor services and help them identify and plan for new prospects.

Objective 3: New Resource Development – Promote new responsible natural resource development that does not threaten the sustainability of the historic regional fisheries-based economy. Pursue Mariculture Industry processing needs and engage local vessels for harvesting.

Objective 4: Fisheries Access – Promote efforts to retain commercial and subsistence fisheries access rights for regional residents. Continue to support commercial fisheries organizations and tribes through the fish management process.

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. Use the Regional Recovery and Resilience Plan.
- 8) Seek, apply for, and administer grants to support natural resource development, value-added manufacturing, and new tourism opportunities. Advocate for marketing funding for operators, and training opportunities for local entrepreneurs and Tribal Organizations.
- 9) Partner with other organizations to leverage funding and staff to support natural resource development, value-added manufacturing, and new tourism opportunities.
- 10) Promote responsible tourism to help minimize visitor impacts on small communities at risk from COVID-19 or other health risks.
- 11) Convene tour operators to develop regional tour packages, advocate for National Park infrastructure improvements, and promote ecotourism.
- 12) Highlight natural resource development, value-added manufacturing, and new tourism opportunities at the annual Economic Summit and Membership Meeting.
- 13) Identify funding and manage development of seafood industry reference guide, including key contacts at seafood trade associations.

- 14) Facilitate community conversations around best practice quarantine and emergency housing options. Encourage use of the Regional R&R Plan.
- 15) Develop a resource describing the regional seafood industry to aid policymakers and regional leaders with fast-paced response situations. A summary of the timing of the state's fisheries, typical openings, and description of the processing labor force in each region would help policymakers.

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. Continuing aiding in pandemic recovery and building resiliency for fisheries industry using lessons learned and recommendations from the SWAMC Recovery & Resiliency Plan.

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

Objective 7: Improve Supply Chain Systems – Advocate and facilitate information-sharing about threats and opportunities for supply chain systems.

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. Continue to educate and advocate with Alaska's congressional delegation and State of Alaska.

- 2) Advocate for and facilitate improvements to and maintenance of cellular and broadband services throughout the SWAMC region.
- 3) Connect communities to funding opportunities and operational plans that best suit their community.
- 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.
- 11) Seek and help members apply for grants to support infrastructure and energy projects. Convene stakeholders to identify strategic funding partnerships.
- 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: Strengthen Emergency Operations Center Structures - Provide resources such as emergency management toolkits or guides, updates on essential services, public health guidelines, best practices, and tips for developing employee policies, and available financial resources.

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. Maximize capture of federal and other support funding.

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.

Objective 7: Continue Building Communications between Industry and Communities. Assist in building collaboration between businesses, health care organizations, nonprofits, and other local institutions to facilitate a coordinated and efficient response during public health emergencies, natural disasters, or other crisis.

Strategies – Programs, Projects, Activities

- 1) 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.
- 2) 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.
- 3) Advocate for SWAMC regional economic issues and interests before the Alaska Legislature and U.S. Congress. Advocate for regional needs and funding relevant to region's needs.
- 4) 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.
- 5) 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.
- 6) 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.
- 7) Serve as a hub for relaying and interpreting information flowing between the government, industry, nonprofits, and residents to support the regional's economic recovery and resilience.
- 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. Provide technical assistance to communities and regional organizations. Develop tools and materials to build awareness of and ease access to funding.
- 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 to stay relevant and address a changing market environment in a timely manner. Ensure regional CEDS encompasses all communities.
- 12) Develop list of important emergency management contacts at the state and regional levels for businesses and community members.

4) GOAL: Quality of Life Initiatives

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

Strategies – Programs, Projects, Activities

- 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.
- 4) Enhance childcare services and support to assist working family's participation in workforce.
- 5) Elevate childcare workforce development as an economic development initiative.
- 6) Advocate for additional funding to support childcare sector development.
- 7) Connect in-region organizations to childcare workforce training opportunities.
- 8) Advocate for state childcare licensure policy review to better understand implications for Southwest Alaska.

SWAMC Action Plan FY2023

Focus Area	What	Why	Timeline	Financial Impact	Partners	FTE Est
People and Partnerships	Utilize the Regional Recovery & Resiliency Plan. Assist communities in becoming more resilient by helping them plan and prepare for economic disasters.	To better prepare our communities to respond to and recover from economic and natural disasters using guidance learned from the COVID pandemic.	2022-2024	\$75,000	Regional tribal and municipal organizations, health care providers, seafood industry participants, and other relevant stakeholders.	15
Resources	Educate, advocate, and assist in the development of the mariculture industry to diversify rural economies. Provide comprehensive training opportunities in Kodiak.	Diversify the marine resource mix to provide new jobs and business opportunities between seasonal fishing seasons, with a focus on kelp and seaweed	2022-2023	\$60,000	Alaska Fisheries Development Foundation (AFDF), Alaska Sea Grant, and Blue Evolution	20
People and Partnerships	Support Alaska Maritime Workforce Development efforts to SWAMC communities, tribal organizations, schools, and businesses. Partner with UAA and ASA for EDA jobs grant	Trained maritime workforce meets employer needs, supports the fishing and marine transportation industry, and provides better local access to good paying jobs.	2022-2023	\$20,000	Alaska Safety Alliance, University of Alaska Anchorage, regional Tribal and municipal partners	50
Infrastructure	Provide communities with final mile broadband solutions unique to their needs and help them fund the procurement and construction phase	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.	2022-2023	\$30,000	Alaska Tribal Broadband, The Aleut Corporation, Aleutians East Borough, APICDA, Aleutian Pribilof Islands Association, NTIA, Alaska Tribal Spectrum and State of Alaska	25
Resources Management and Infrastructure	Continue to advocate for sustainable fisheries policies and affordable energy in the region.	To provide a sustainable income base and transition to affordable energy sources to the communities, businesses, and residents of Southwest Coastal Alaska	2022-2024	\$10,000	Regional tribal and municipal organizations, law and policy makers, and other relevant stakeholders.	5

Infrastructure and Maintenance	Continue to advocate for infrastructure upgrades and new builds for economic stability and growth, especially with opportunities of federal funding.	To build economic resiliency and independence for local communities.	2022-2024	\$100,000	Regional tribal and municipal organizations, law and policy makers, and other relevant stakeholders.	5
People and Partnerships	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 2023	\$30,000	State, Local, and Federal agencies, business partners, Legislators, fisheries participants, communications industry, tribal organizations, and regional economic development organizations	2
Infrastructure	Advocate for the continuation of the Alaska Marine Highway System service to Kodiak and communities west to Unalaska. Participate in working groups with other stakeholders to maintain a revitalized Marine Highway System.	Private Transportation costs deter some economic development and activity that the AMHS can provide to municipalities and tribes.	2021-2024	\$20,000	Southeast Conference, Prince William Sound Economic 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	40
People and Partnerships	Elevate childcare workfree development as an economic development initiative; Advocate for additional funding to support childcare sector development; Connect in-region organizations to childcare workforce training opportunities; Advocate for state childcare licensure policy review to better understand implications for Southwest.	Promote access to employment for working families, workforce development for childcare workers, and community health/quality of life.	2022-2024	\$80,000	Regional tribal and municipal organizations, law and policy makers, thread Alaska, community health providers, workforce development partners.	10