



*Juneau Economic Development Council
Strategic Plan, 2008-2013*

Approved by the Board of Directors on August 13, 2008

Updated on September 9, 2009

Introduction

Juneau Economic Development Council (JEDC) was created in 1987, as a private non-profit corporation with assistance from the City and Borough of Juneau (CBJ). JEDC is an economic development agency that provides direct benefits to Juneau and the Southeast (SE) Alaska region. JEDC leverages its annual funding from the CBJ and additional funds through strategic alliances with community groups and government agencies to create and retain quality jobs in SE Alaska.

JEDC is governed by an eleven person Board of Directors. The Board membership includes the Mayor (or his/her designee from the CBJ Assembly) and the Chancellor of the University of Alaska Southeast. Nine other members of the Board are appointed for three year staggered terms by the CBJ Assembly. One of these members must represent organized labor and a second must represent a non-profit environmental organization. The Board of Directors hires an Executive Director and tasks this person with the management of JEDC's human and financial resources.

JEDC's Mission: The Juneau Economic Development Council fosters a healthy and sustainable economic climate in Juneau and throughout Southeast Alaska. In collaboration with other organizations, the council implements initiatives to maintain, expand, and create economic opportunities. JEDC Board of Directors updated the Mission Statement in May 2008.

The 2008 Strategic Plan for JEDC was produced by the Board of Directors and management of the JEDC. Collectively we believe that a clear and well-articulated strategic plan will ensure that the organization delivers on its mission and more closely meets the expectations of the community. A strategic planning committee was established by the Board in March 2008 and tasked with shepherding the process. JEDC contracted Sheinberg Associates to conduct focused interviews with Juneau and Southeast Alaska leadership and provide a written summary of the comments/observations. Focus groups were facilitated by JEDC staff with members of the small business community and organizations that support/represent the business community in Juneau. Additionally input was received by a number of key members of the Juneau and SE Alaska civic and business communities. Summaries of seafood, timber, tourism and mining industries in our region were also developed by the staff and presented to the Board. The McDowell Group, under contract with JEDC, provided to the Board an advance copy of our annual economic indicators report. Two meetings of the Board were facilitated by Dennis McMillan of the Foraker group: one in April 2008 to review the Mission Statement and another all-day retreat in June 2008 to prioritize the main areas of action. Subsequent working sessions of the board and staff provided a consensus on the main goals of JEDC, specific objectives and the likely strategies to be implemented over the next five years.

This plan outlines the main goals of JEDC over the next five years with the expectation that this plan will be updated and revised by JEDC and the Board of Directors on an annual basis. This plan was reviewed by the Board in June 2009 and changes approved in September 2009.

JEDC Goals, 2008-2013

This document details the Goals, Objectives and Strategies (main actions) the board believes that JEDC must follow in order to deliver on our mission. The board will monitor progress of JEDC in achieving its stated goals and objectives and will formally review this plan on an annual basis and make adjustments as necessary.

The Juneau Economic Development Council identifies four key program related goals that are integral to the success of the organization in meeting its mission. These are:

Goal #1: Strengthen Juneau's Economy

Goal #2: Strengthen the Regional Economy of Southeast Alaska

Goal #3: Bring innovative economic development approaches to our Region and State

Goal #4: Increase Juneau's desirability as a place to live and work

I. GOAL #1: Strengthen Juneau's Economy

- A. Objective: Make Juneau a more attractive place for business
 - 1. Ensure that processes are in place to reduce government associated costs and/or delays for start-up/expansion
 - 2. Promote Juneau as a pro-business/pro-environment community
 - 3. Create an environment that encourages entrepreneurship and nurtures the growth of small businesses

- B. Objective: Support Key Industries
 - 1. Manufacturing: Create a supportive environment to attract and expand value-added industries, focusing on making available appropriate sites and improving transportation options
 - 2. Research: Promote Juneau as a center of public and private research
 - 3. Tourism: Enhance local participation, increase non-summer tourism options and increase independent tourism
 - 4. Seafood: Conduct Analysis of the sector. Identify and execute potential interventions
 - 5. Mining: Work with the industry to identify increased opportunities for local employment and local supply of services.
 - 6. Forest Products: Conduct stakeholder analysis and identify opportunities in the existing environment

- C. Objective: Promote Entrepreneurship and Encourage Small Business Expansion
 - 1. Provide loans to start-up companies
 - 2. Link business persons to support programs and mentors
 - 3. Support the Knowledge Industry Network activities
 - 4. Encourage entrepreneurship in our schools, starting at a young age
 - 5. Identify an inventory of potential business opportunities in Juneau that could work in our region

- D. Objective: Diversify the Local Economy
 - 1. Identify sectors of businesses that Juneau can be well suited to support (such as financial services, consulting, health care, etc.)
 - 2. Balance economic activities throughout the year
 - 3. Make downtown Juneau a thriving business district that citizens can enjoy year round
 - 4. Expand the role of the private sector in our local economy and employment
 - 5. Attract and retain our “retiring” (baby boomer) generation.

- E. Objective: Expand the quantity, breadth and quality of government jobs in Juneau
 - 1. Monitor the transfers of State workers positions to/from Juneau.
 - 2. Work with our local legislative delegation and other organizations to assist in their efforts to maintain/increase the number of State employees and programs based here in Juneau
 - 3. Work with our Congressional Delegation to relocate Alaska-focused federally funded programs directed at our region to Alaska from the Continental USA.
 - 4. Develop a working relationship with each Federal, State and Tribal Agency to gain an understanding of their near-term strategies and talent requirements
 - 5. Provide a program for spouses of recently relocated workers in Juneau to assist in understanding our community and learning about employment opportunities that exist

II. GOAL #2: *Strengthen the regional economy of Southeast Alaska*

- A. *Objective: Find areas where SE can compete on the world market and develop a common strategy to develop those industries*
 - 1. Review regional assets by location and identify compelling value propositions
 - 2. Lead the creation of a network (or work within existing networks) and work with our neighbors in SE Alaska
 - 3. Link educational, industry and civic leaders in supporting key industries

- B. Objective: Enhance the energy and transportation network within Southeast Alaska
 - 1. Support efforts that inter-tie a network of hydro-electric projects throughout the region
 - 2. Support the examination of alternatives to diesel fuel as main source of energy for heating, electricity and transport
 - 3. Improve the ease of movement of people and goods throughout the region

- C. Objective: Increase public awareness and appreciation of local and regional economic issues
 - 1. Produce Annual Economic Indicators Report
 - 2. Research current economic issues affecting our community and provide information to the public via our website, presentations and publications

III. GOAL #3: *Bring innovative economic development approaches to the Southeast Region and State*

- A. Objective: Expand efforts in Technology Transfer
 - 1. Deliver the SpringBoard Program contractual agreements
 - 2. Provide services to other agencies, such as Department of Agriculture, Homeland Security

- B. Objective: Develop energy alternatives that will support continued economic growth during a period of high energy costs
 1. Continue work on alternative fuels, such as wood as fuel
 2. Support efforts to link communities in the region to access lower cost energy
- C. Objective: Support creative approaches that encourage the expansion of businesses in Alaska
 1. Support the promotion of Alaskan industries and products outside of Alaska
 2. Evaluate the future of Alaska InvestNet

IV. GOAL #4: Increase Juneau's desirability as a place to live and work

- A. Objective: Support a first-class educational system in Juneau that attracts young families and prepares residents to be active, productive members of the economy
 1. Introduce Science, Technology, Education, and Math (STEM) activities into our school programs
 2. Advocate for the improved/expanded university infrastructure to meet workforce and economic needs in the region
 3. Work with the School District and UAS to develop shared vision of how a quality education system at the K-20 is a crucial element to our long-term economic strength
- B. Objective: Promote affordable housing options for growth in Juneau and the region
 1. Support efforts of the CBJ Affordable Housing Commission
 2. Develop and execute strategies to address housing issues in our community
- C. Objective: Help Juneau to be an outstanding Capital of Alaska
 1. Support efforts of the Alaska Committee
 2. Support improvement of State Government infrastructure
 3. Support airport expansion
- D. Objective: Develop Juneau into a lean/green City
 1. Benchmark Juneau's degree of lean/green against other cities in the world.
 2. Support policies that are pro-business/pro-environment that allow for business to prosper
- E. Objective: Enhance community infrastructure
 1. Encourage greater internet bandwidth and access
 2. Support marine industry infrastructure needs
 3. Encourage expansion of improved public utility systems and transportation
- F. Objective: Make Juneau a more attractive and stimulating community for all residents/visitors
 1. Support improved year-round recreational opportunities
 2. Support cultural and arts activities
 3. Develop downtown and other urban core centers
 4. Positive message developed and articulated about Juneau
 5. Support improved year-round recreational opportunities