SOUTHEAST ALASKA CLUSTER INITIATIVE

Impacts and Successes

JEDC Juneau Economic Development Council

1 VISITOR PRODUCTS

1.1 INITIATIVE: DEVELOP LAND AND WATER TRAILS AND SUPPORT FACILITIES

GOAL: The goal of this initiative is to develop and maintain a safe, accessible and diverse land and water trail system that allows for optimum outdoor recreational use of the region by residents and visitors, promotes increased visitation to local communities, and provides opportunities for entrepreneurs to cooperate in developing regional commercial trail packages, while protecting the region's natural and cultural resources.

- In 2012, the initiative team held a regional trails teleconference with participation from the business community, the US Forest Service, the National Park Service, Sitka and Juneau non-profit environmental and trail building organizations, the Klondike Gold Rush National Historic Park, the State of Alaska Division of Community and Economic Development, and regional economic development organizations. This teleconference was the first sharing of information between trail groups in the region. The initiative team next convened a group of industry entrepreneurs to get input on challenges to commercial trail development and use and to generate ideas for land and water trail based commercial products and packages. Infrastructure needs, regulation issues and marketing needs were identified. As an indirect outcome of this initiative, the non-profit SEATrails revised its organizational mission to developing and promoting an interactive regional trail information web portal.

- In 2013, the team held a question and answer session with the Juneau Ranger District to discuss hut-to-hut options on the Juneau trail system, trail access to the ice field and trail improvements for commercial activity.
- In 2014, the initiative focused on creating a model for evaluating a trail as an economic driver and, using two trail projects, one urban and one rural, develop each through alternative sources of funding to be economically sustainable. The team made contact with the NPS Rivers, Trails and Conservation Assistance Program to learn about trail development help available from this group. With this information, the team determined that two different models for trail development were needed. Trails in a high capacity area such as the Mendenhall Glacier

Recreation Area (MGRA) can be supported by fees, but trails need a different sustainability model in a low capacity area with limited visitation.

- In 2015, this initiative was refocused to address the sustainability of trails consequent to reductions in Forest Service recreation funding, which has led to cuts in trail maintenance and development and the loss of use of some trails. The cluster endorsed the refocus and renaming of this initiative with a goal to establishing a permanent foundation or trust fund dedicated to providing sustained funding for land and water trails, cabins and support facilities in Southeast Alaska.

MEASURES OF SUCCESS: Attention focused on this issue led to the following results: • First sharing of information between trail groups in Southeast. • Open dialogue between commercial outfitters/guides and Forest Service concerning commercial trail infrastructure needs. • Process of developing a fund for receiving private donations to be used for sustaining regional trails initiated. • Visitor Industry and the Juneau Ranger District opened lines of communication, resulting in a better understanding of industry needs and Forest Service processes.

1.2 INITIATIVE: SUSTAINED FUNDING FOR LAND AND WATER TRAILS AND SUPPORT FACILITIES

GOAL: The goal of this initiative is to establish a permanent foundation dedicated to providing sustained funding for land and water trails and support facilities in SE Alaska.

- In 2015, the initiative team explored alternative vehicles for establishing a dedicated fund for trail development and maintenance and decided that the scope of the fund will be for the planning, development and maintenance of trails and cabins in the Tongass. After exploratory meetings with the Executive Director, the Juneau Community Foundation (JCF) was selected to house a donor advised endowment fund. Next steps will be to establish an advisory board, create a fundraising plan that includes who to target for funds, a target fund size and a timeline to reach target, and to submit the JCF application. However, in late 2015, a partnership between the District 10 Forest Service and the National Forest Foundation created an Alaska Forest Fund with a commitment of $100,000 from NFF to match private donations given for recreation, restoration and conservation projects. With the NFF partnership moving forward, the Sustainable Trails initiative team made the decision to slow down creation of the endowment fund in deference to the NFF fund raising, so as not to go after the same money.

MEASURES OF SUCCESS: Attention focused on this issue led to the following results: • Discussions are underway with the Juneau Community Foundation to establish a long term endowment fund dedicated to trail development and maintenance. • Forest Service partnership with National Forest Foundation to provide matching funds for projects to enhance outdoor experience.

1.3 INITIATIVE: INCREASE GUIDED ACCESS TO LAND

GOAL: Agency permitting processes are limiting economic opportunity in the tourism industry in the Tongass National Forest and other public lands. Demand exceeds permitted access levels. This initiative addresses the lack of permitting flexibility to make quick changes in response to market conditions.

- The success of this initiative in 2012 was the allocation of 15,400 additional temporary commercial use service days at the Mendenhall Glacier Recreation Area for the summer of 2012. Although the additional time was off peak, the increase worked well for commercial operators. Another outcome of this initiative has been the identification of a timing discrepancy between USFS allocation decisions and private industry commitments to the cruise ship season, which is in the process of being reviewed and addressed going forward.
- In 2013, the Forest Service renewed the 15,400 additional temporary use days pilot program begun in 2012 and made it less restrictive. The operators could use the service days without restriction to off peak times. The Forest Service made the decision to offer additional use days in February, and operators requested that the decision be made in the fall for the additional days in 2014 so that the timing better matched the industry needs. As a result, the USFS renewed the 15,400 additional temporary use days for next summer in November this year. New operators were included. The group also followed the progress of the update to the MGRA Commercial Use Plan in order to formalize an increase in commercial use allocations.
- In 2014, the Forest Service again made 15,400 additional temporary commercial use days available and will continue to do so until the new master plan is adopted. The group followed the progress of the update to the Mendenhall Glacier Recreation Area Commercial Use Plan in order to formalize an increase in commercial use allocations. The cluster process has made the Forest Service aware of the need to design flexibility into capacity allocations in the new plan that can accommodate future infrastructure changes. The proposed opening of the Mendenhall Lake to electric boat tours as an innovative solution to capacity limitations of current infrastructure is seen as a success of the cluster process. The Mendenhall Glacier Visitor Center received planning funds from the Federal Highway Administration to prepare a Master Plan for the improvements to its facilities and roadways.
- In 2015: The Forest Service again made 15,400 additional temporary commercial use days available. In response to the cluster's request for a more frequent prospectus, MGRA made a decision to issue a prospectus every five years. The group will continue to monitor the progress of the MGRA planning efforts.

MEASURES OF SUCCESS: Attention focused on this issue led to the following results: • 15,400 additional temporary commercial use service days were added at the MGRA in 2012, 2013, 2014, and 2015, resulting in additional revenue about $5 million to Outfitter/Guides, $250,000 tax revenue to the City and Borough of Juneau, and $186,000 additional fee revenue to the MGRA. • MGRA commercial use prospectus included proposal to open the Mendenhall Lake to electric boat tours as an innovative way to increase guided use. • MGRA

will issue a prospectus every five years in response to the Cluster's request for more frequent prospectus. • Visitor Industry and the MGRA management opened lines of communication, resulting in a better understanding of industry needs and Forest Service processes.

1.4 INITIATIVE: STRENGTHEN ACCOUNTABILITY FOR TONGASS RECREATION FEES

GOAL: This initiative addresses the development of a mechanism for more private sector input to decide where recreation fees are allocated. The industry will work with the Forest Service to establish more affordable access and /or local control of fee structure and more accountability. Continuation of Federal Lands Recreation Enhancement Act is vital to the industry and will be monitored.

- In 2012: As a direct success of this initiative, the Mendenhall Glacier Recreation Area received reinstated funding of $57,000 and additional trail maintenance funding of $79,000. For the first time, outfitter/guides and tourism companies were invited to the Tongass Fee Board meeting in an organized fashion. Initiative team members attended the fee board meeting on November 5, 2012. A recommendation came down from the Tongass Fee Board to shift the fee allocation formula to put more money into enhancement and less into planning and administration.
- In 2013: In response to this initiative, the Forest Service created a new regional recreation fee information web page. Also, a change was made as to how enhancement funds from Outfitter/Guide fees are distributed back to the districts. For the first time, the Fee Board distributed half of the enhancement funds ($350,000) using a non-competitive formula. Outfitter/guides were invited again to attend the fee board meeting. A change was made to when the fee board looks at projects in 2014, in March/April instead of October. The team sent a letter to Alaska's Congressional delegation to request support for reauthorization of the Federal Lands Recreation Enhancement Act. The act has since been extended one year.
- In 2014, the Fee Board again distributed half of the enhancement funds ($350,000) using a non-competitive formula. Outfitter/guides were invited again to attend the fee board meeting. Discussions were held with Forest Service leadership concerning the recreation budget allocation, both fee and non-fee, and how the outfitter/guides could strengthen their involvement in the fee board process throughout the year and give feedback on projects coming up.
- In 2015, the Juneau Ranger District found a policy solution that resulted in an industry acceptable fee increase for the MGVC. The fee allocation formula was shifted again to put more money into enhancement. The USFS subsequently decided to distribute O/G fees through a defined allocation rather than through the fee board. This is seen as a successful resolution for this initiative, accomplishing the goal of fee transparency and accountability. This initiative will now go dormant.

MEASURES OF SUCCESS: Attention focused on this issue led to the following results: • Mendenhall Glacier Recreation Area received $57,000 of reinstated funding and additional trail maintenance funding of $79,000. • Outfitters, guides and tourism companies were

invited to the Tongass Fee Board meeting in an organized manner in 2012, 2013, and 2014. • The Tongass Fee Board shifted the fee allocation formula to put more money into enhancement and less into planning and administration. • Outfitter/Guide fees are now returned to districts using a defined allocation formula.

1.5 INITIATIVE: INTEGRATE TOURISM COURSES WITH UNIVERSITY OF ALASKA SOUTHEAST EXISTING DEGREE PROGRAMS

GOAL: The goal of this initiative is to explore the creation of a tourism management program at UAS. This initiative has the dual role to create more employment and educational opportunities for Alaskans and to provide an opportunity for UAS to attract and retain quality four year students.

- In 2012: The initiative team and University of Alaska Southeast opened discussions to develop tourism management coursework. One indirect result is a new four year Bachelor of Liberal Arts degree with an emphasis in Outdoor and Adventure Studies. In addition, discussions are underway to change the semester start and end dates to run from early October to the end of April, to accommodate the summer tourism work season. The initiative team began to work with the School of Management toward adding a two year Tourism Emphasis area to the Associate of Applied Science degree program. UAS and the team developed a survey to determine level of interest among visitor industry summer employees. An initial survey was given to summer employees in August 2012. Based on these results, the survey has been revised and will be given to job applicants the winter of 2013. As an indirect outcome of this initiative, UAS and the Mendenhall Glacier Visitor Center have jointly developed an Environmental Interpretation class.
- In 2013: The University of Alaska Southeast, JEDC and the initiative team created an on-line survey to gauge the interest among seasonal summer employees in tourism for enrolling in a 2 year associates degree program with an emphasis in tourism. Eleven local firms participated in distributing the survey by linking it to their recruitment pages. 172 responses were received and showed overall positive results. As an outcome of the survey, the UAS business program refocused its student recruitment efforts to target tourism and seafood, with a successful outcome of 42 students, a big uptick from prior years.
- In 2014: Based on the encouraging results of the survey conducted in 2013, two core business courses were added to the fall UAS schedule, Introduction to Business and Computer Literacy. Both classes were scheduled to start on October 1st and end in early December, and both were available online. Over the summer, members of the industry promoted the seasonal courses through presentations, print collateral distributed in break rooms, and an industry/UAS recruitment reception held for summer employees in July. Despite the summer recruitment effort, no new students registered for the two classes. Team members felt that because the courses came together in March, the effort was too late to recruit students on the incoming side. They requested that the courses be offered one more time, with the launch of marketing in the winter rather than the summer. With a new Dean, the UAS School of Management declined, deciding this program was not a fit with a focus on programs delivered to adults with full time jobs.
- In 2015: No further action for this initiative is planned.

MEASURES OF SUCCESS: Attention focused on this issue led to the following results: • Bachelor of Liberal Arts degree with an emphasis in Outdoor and Adventure Studies offered at UAS • Partnership between UAS and the Mendenhall Glacier Visitor Center to develop joint class offerings. • Recruitment for UAS by Visitor industry. • Lines of communication established between industry and the University.

1.6 INITIATIVE: VISITOR INDUSTRY OUTREACH AND ENGAGEMENT

GOAL: The initiative will improve awareness and understanding among the public—including local, state, and federal officials—of the visitor and recreation industry's positive impact in local communities, its diverse assets, and the importance of the industry within the regional economy. This initiative will also foster and facilitate a regional network representing the wide array of businesses and individuals within the visitor and recreation industry in order to share public policy and issue information and to communicate with a collective industry voice with policy makers on matters which affect the industry as a whole.

- In 2014: The initiative team focused primarily on communication with policy makers about the impacts of the decline in federal investment on the industry. Specific actions included: 1) Developing and advancing an "open letter" to Congress signed by 50 tourism/recreation businesses and economic organizations to highlight the challenges the industry faces due to declining budgets and emphasize the importance of the appropriations to the industry. 2) Working with the Alaska Travel Industry Association and the Alaska State Chamber of Commerce, resulting in adoption of resolutions in support of reauthorizing the Federal Lands Recreation Enhancement Act and reversing the decline in Tongass funding for recreation programs, facilities, and trails. 3) Collaborating with ATIA on an Opinion Editorial for the Juneau Empire on the funding decline issue. 3) Meeting with USDA under Secretary Bonnie to present concerns about impacts due to Forest Service budget cuts. 4) Holding a first of its kind teleconference with remote operators representing small cruise companies, air operators, small charter boats, and hunting guides to discuss common issues.
- In 2015: Armelle Solelhac of the French Mountain Cluster was invited to Juneau as featured speaker at the 2015 Innovation Summit to share how the cluster has had a positive impact on the French region of the Alps with regards to marketing and tourism. Testimony was submitted to the Subcommittee on Interior, Environment, and Related Agencies of the US House of Representatives Committee on Appropriations requesting the decline in Forest Service recreation funding be reversed, expressing support for the proposed national priority project funding for the Mendenhall Glacier Visitor Center, and requesting reauthorization of FLREA. Outreach to state legislators resulted in six letters sent to the members of the US Senate and House Appropriations Committee requesting them to increase funding for Tongass National Forest recreation program services. Personalized copies of the outreach letter with over 50 signatures were sent to the Alaska Congressional delegation and members of the U.S. Senate and House Appropriations Committees. The letter was shared with Forest Service Chief Tom Tidwell, new TNF Supervisor Earl Stewart, and key USDA officials. A thank you letter was sent to Representative Dan Ortiz for his editorial in support of federal funding for Alaska's outdoor economy

MEASURES OF SUCCESS: Attention focused on this issue led to the following results: • Due to the combined strength of our advocacy and Senator Murkowski's leadership, the Senate

Appropriations Committee passed out of Committee an Interior Appropriations bill which included the following non-binding guidance: *The Committee urges the Forest Service to prioritize funding for recreation, trails and facilities in the Tongass National Forest and to bring investments in Region 10 more in-line with funding nationwide.* • Outreach to Under Secretary Robert Bonnie, Secretary Tom Vilsack and others resulted in a formula fix that brought back at least $1 million in cut recreation appropriation funds to the USFS Region 10. • Alaska's Congressional delegation were made aware of the concerns of tourism operators in a unified manner. This resulted in inclusion of more recreation dollars to USFS Region 10 in the Interior Appropriations Committee 2016 funding bill. • Resolutions adopted by the Alaska Travel Industry Association (ATIA) and the Alaska Chamber of Commerce supported reauthorizing the Federal Lands Recreation Enhancement Act (FLREA). • Former Senator Mark Begich referenced the ATIA resolution when questioning Chief Tom Tidwell about the disconnect between tourism as an economic driver in the region and the deep cuts in USFS investments upon which the industry depends. • Newspaper editorial published in support of FLREA. Article published in the Juneau Empire featured the Tongass recreation funding issue and the Visitor Products Cluster Working Group's open letter, now signed by more than 50 Southeast businesses, linked here: http://juneauempire.com/local/2015-06-19/businesses-pen-tongass-letter-congress. A slightly different version of the article was picked up by the Associated Press and received statewide and national coverage in close to a dozen papers nationwide, including the Alaska Journal of Commerce, KTVA Anchorage, San Francisco Chronicle, Seattle Times, Houston Chronicle, and the Greenwich Times among others.

1.7 INITIATIVE: GLACIER VISITOR CENTER AS A CLIMATE CHANGE CENTER

GOAL: Using Mendenhall Glacier Visitor Center as a case study, this initiative undertakes to demonstrate how a destination can turn its greatest challenge into a key attraction for visitors. (This is a cooperative effort with the Renewable Energy Cluster Working Group.)

- In 2015: An action plan for this initiative was drafted and approved for launch. A tourism operator purchased a plug-in hybrid electric shuttle bus with which to provide tours to the glacier in the summer of 2016. A Visitor Products cluster member began work on an Ocean Science Center to be located in downtown Juneau which will also showcase climate change. In 2016, this initiative will be refocused to partnering with the MGVC to develop a climate change educational program, *Icefields to Oceans*.

1.8 INITIATIVE: PROMOTE MULTI-COMMUNITY AND REGIONAL VISITOR PACKAGES

GOAL: There needs to be a one-stop place for information for the independent tourist to figure out how to design a multi-community itinerary for the region. This initiative seeks opportunities for collaboration to create and market new multi-community itineraries for the independent traveler.

- 2012: To initiate discussions on regional collaboration between communities, JEDC held informational sessions in Ketchikan, Wrangell and Sitka to introduce these communities to the Southeast Cluster Initiative. The volunteer champion for this initiative relocated from the region, and the initiative was put on hold pending a new volunteer.

2 OCEAN PRODUCTS

2.1 INITIATIVE: SUPPORT THE REGIONAL MARICULTURE INDUSTRY

GOAL: The goal of this initiative is to create a strong and sustainable mariculture industry that supports vibrant coastal communities in Southeast Alaska.

- In 2012, the initiative team participated in the Alaska Shellfish Growers Association (ASGA) meeting. The team, together with other ASGA meeting attendees, pared down the number of activities this initiative should focus on to those that the team viewed as the most important. These activities, which the team will concentrate its efforts on in 2013, are addressing the problem of seed security and trying to attract more qualified personnel to the field of mariculture.
- In 2013, a meeting was held with Director of NOAA's Office of Aquaculture along with six other stakeholders from the state about the Mariculture Initiative.
- In 2014, a statewide strategic planning process was underway led by Alaska Fisheries Development Foundation (AFDF) with resources from a NOAA grant awarded in 2014. This plan includes a 3-phase economic analysis with Phase I results due February 15, 2015 followed by scheduling of a series of stakeholder meetings. With assistance from JEDC, the cluster presented to the Alaska Chamber of Commerce and other groups to adopt resolutions supporting the mariculture industry development in Alaska. Cluster members supported restructuring the OceansAlaska Board and business plan to be a shellfish hatchery, which resulted in approval of a long-term $600,000 loan from KGB. Finding ways to align USDA resources with the needs of the mariculture industry was

also a priority in 2014. The 2014 and 2015 Innovation Summits included a showcase of Alaskan oysters and mussel.

MEASURES OF SUCCESS: Attention focused on the issue led to the following results: • Resolution adopted by Alaska Chamber of Commerce supporting development of a mariculture industry in Alaska. • Grant received by Alaska Fisheries Development Foundation from NOAA to assist in growing and developing the shellfish farming industry in Alaska. •OceansAlaska's Marine Science Center facility re-commissioned as shellfish hatchery with a new staff, new board, and new loan from the Ketchikan Gateway Borough.

2.2 INITIATIVE: DEVELOP A SEA OTTER MANAGEMENT PROGRAM IN SOUTHEAST ALASKA

GOAL: The goal of this initiative is to analyze realistic management approaches to protect important shellfish species and to allow a less restrictive harvest of sea otters by Alaska Natives.

- In 2012, members of the team met with the Alaska Board of Fisheries, the Marine Mammal Commission and the Federal Subsistence Board to discuss the sea otter issue. The team also wrote and sent out a letter of support for the Sea Otter Traditional Use Revitalization Project. In September 12, 2012, Dan Ashe, Director of US Fish and Wildlife Service, met with members of the team via teleconference and committed to working out the definition of sea otter use regarding what "significantly altered" means for products created by people from native tribes.
- In 2013, US Fish and Wildlife Service came out with what is likely the final definition of "significantly altered" in reference to the sea otter pelts being used to make and sell native handy crafts. This definition seems likely to be acceptable, and is helpful to local small businesses that produce items for sale made from sea otter pelts. Also in 2013, a State working group was created with participation from the Governor's office, and other state and federal elected officials' offices. The cluster is following the work of this group. Near the end of 2013, this initiative team made the decision to focus some energy in helping local Native sea otter hunters/artists with the business of making and selling sea otter products.
- In 2014, no further direct action for this initiative was taken. Work shifted to a new initiative, "Develop Sea Otter Garment Making Businesses."

MEASURES OF SUCCESS: Attention focused on the issue led to the following results: • US Fish and Wildlife Service issued final definition of "significantly altered" in reference to the sea otter pelts being used to make and sell native handy crafts. • State working group created with participation from the Governor's office and other state and federal politician's offices. • Need identified for small business development for sea otter garment making enterprises.

2.3 INITIATIVE: DEVELOP SEA OTTER GARMENT MAKING BUSINESSES

GOAL: The goal of this initiative is to work with individuals in the region who are harvesting sea otters and producing high quality garments to further develop their small businesses, as well as work with individuals interested in entering this market.

- In 2014, JEDC began working with makers of high-end sea otter garments in the region to assess ways the cluster working group could assist them in developing their cottage industry. In late 2014, Sealaska Heritage Institute began participating and has been working closely with JEDC to develop a core initiative team and develop a strategy and work plan. Areas identified for effort are: developing marketing and distribution channels for high-end Alaskan sea otter garments with quality control; developing the capacity, consistency and timeliness of local fur tanneries; professional level training and/or apprenticeships for garment makers and tanners in the state.
- In 2015, a proposal was submitted by Sealaska Heritage Institute to develop the sea otter garment making (skin sewing) industry in Southeast Alaska. JEDC and the Initiative Team collaborated on this proposal.

MEASURES OF SUCCESS: Proposal for funding to support the skin sewing industry submitted by Sealaska Heritage in coordination with the cluster. Funding decision will be made in September 2015.

2.4 INITIATIVE: REFINEMENT OF USDA PROGRAMS APPLICABLE TO THE SEAFOOD INDUSTRY

GOAL: The objective is to creatively refine and better market those US Department of Agriculture (USDA) programs that apply to the seafood industry in USDA programs.

- In 2012, the team determined that the USDA is not receptive to completing an analysis of how it might creatively include the seafood industry in more of its programs. The team acquired a matrix that outlines the programs of USDA Rural Development and distributed this matrix to the Cluster Working Group. As an indirect outcome of this initiative, a member of the team is worked to complete grant proposals for three of the USDA's interest areas that apply to ocean products.
- This initiative was refocused in 2013 to evaluate how USDA programs might be refined and better marketed. A workshop was held at the Innovation Summit in February, 2013, about USDA opportunities that are applicable to the seafood industry. During the course of 2013, two grant applications were submitted to the USDA for fisheries related projects. Both were declined. At the end of 2013 this initiative team hoped to arrange a meeting with USDA rural development leaders in Alaska about ways for fisheries related projects to benefit from USDA programs.
- This initiative went dormant in 2014.

MEASURES OF SUCCESS: Attention to the issue led to the following results: • An initiative was put forth to explicitly add fisherman and shellfish farmers and producers to Senator Murkowski's Farm Bill Amendment. Twenty-one entities signed on to a letter in support to Senator Murkowski. There were also at least five independent letters of support sent as a result of this effort. Ultimately the cluster gained support from eight US Senators on the amendment. • Two grant applications were submitted but ultimately declined.

2.5 INITIATIVE: ESTABLISH A MARINE INDUSTRY TECHNOLOGY AND WORKFORCE IMPROVEMENT CONSORTIUM

GOAL: The maritime industry sector cuts across nearly all of Southeast Alaska's industries. The focus of this initiative is to gain recognition for this unrecognized industry sector and set the groundwork for preparing an economic development plan.

- In 2012, as an indirect outcome of this initiative, the Ketchikan Marine Industry Council formed, and a website that showcases the marine industry facilities and firms was published.
- In 2013, a statewide effort was begun with facilitation by the University of Alaska to write an Alaska, Fisheries, Seafood and Maritime Workforce Development Plan. Members of this cluster initiative have been involved in the development of that plan.
- In 2014, the statewide effort facilitated by the University of Alaska to write an Alaska Fisheries, Seafood and Maritime Workforce Development Plan was completed. Members of this initiative have been involved in the development of that plan.
- In 2015, the focus of this initiative is to be in support of the larger statewide plan. No further direct action for this initiative is planned.

MEASURES OF SUCCESS: Attention focused on the issue led to the following results: • Alaska Fisheries, Seafood and Maritime Workforce Development Plan completed in 2014 through a statewide effort led by the University of Alaska.

2.6 INITIATIVE: ENSURE SOUTHEAST'S FISHING FUTURE THROUGH EDUCATION AND TRAINING

GOAL: The goal of this initiative is to provide residents with the necessary skills to acquire and operate successful fishing businesses in the region

- In 2012, there are several efforts going independent of the cluster working group including the UAS Fisheries Technology Program, The Alaska Maritime Workforce Development Plan, and the SE AK Career Consortium.

- In 2013, Juneau Fisheries Development Committee, after consultation with the Ocean Products Cluster, recommends to the CBJ a resolution supporting Fisheries Job Education.
- In 2014, a survey was completed of Alaska fishermen who live outside Alaska to learn why they choose to live elsewhere while making a living commercial fishing here.
- In 2015, no further direct action for this initiative is planned.

2.7 INITIATIVE: ENHANCE SALMON PRODUCTION

GOAL: The goal of this initiative is to improve the Southeast Alaska economy by increasing salmon production.

- 2012: Because of the establishment of the Southeast Alaska Fish Habitat Partnership, the cluster working group decided that the group's work to enhance salmon production should focus on addressing the issues facing hatcheries instead of on habitat enhancement.
- 2013: No further direct action for this initiative is planned.

2.8 INITIATIVE: VALUE ADDED SEAFOOD BY-PRODUCT DEVELOPMENT

GOAL: The objective of this initiative is to increase total revenue of existing commercial fisheries catch in the region by developing new, higher value products and markets for seafood by-product. The focus is to identify businesses in Alaska who are, or have interest in, producing high value products from parts of the fish that are currently either thrown away or that go to lower relative value markets. In some cases this means working with seafood processors to develop new products, but it is also an intensive effort to identify business that are not currently in the seafood industry who can contribute to this effort.

- In 2014, the Value Added Seafood By-Product initiative was developed, following the visit of Innovation Summit Keynote Speaker, Thor Sigfusson of the Iceland Oceans Cluster. The Alaska Department of Economic Development partnered with JEDC to take a group of delegates from the Alaska seafood industry to Iceland to visit the Iceland Oceans Cluster. In addition, the Alaska Fisheries Development Foundation announced in 2014 that the 2015 Symphony of Seafood will include a new category called "Beyond the Plate" featuring consumer ready products made with parts of Alaska seafood that would typically be deemed fish waste. This is a big win for this initiative since it not only promotes and supports businesses achieving this goal, it will also help the cluster identify businesses that are working in this area, or hope to be working in this area and can use assistance.

MEASURES OF SUCCESS: Attention focused on the issue led to the following results: • State of Alaska organized a trip in collaboration with JEDC to take 12 representatives from Alaska Seafood processors to Iceland to learn about Iceland's success in fish full utilization. • 2015 Symphony of Seafood will include a new category called "Beyond the Plate" featuring consumer ready products made with parts of Alaska seafood that would typically be deemed fish waste.

2.9 INITIATIVE: ENERGY EFFICIENCY FOR FISHING VESSELS

GOAL: Under development

- In 2014, AFDF contracted with an engineer to design and conduct fishing vessel energy audits from which a fishermen-friendly "Energy Analysis Tool" was developed using those results. The tool and results to date were presented during the Pacific Marine Expo in 2014. A member of the Renewable Energy Cluster Working Group began a project to construct and employ a 50 passenger all electric ocean going vessel in 2014.
- This is a cross-cutting effort between clusters that will further be developed in 2015.

MEASURES OF SUCCESS: Attention focused on this issue created opportunity for cross-industry cluster innovation.

3 RENEWABLE ENERGY

3.1 INITIATIVE: CONDUCT MARKET - DRIVEN RENEWABLE ENERGY ECONOMIC MODELING FOR SOUTHEAST ALASKA, INCLUDING MULTIPLE TRANSMISSION AND ENERGY STORAGE STRATEGIES

GOAL: The goal of this initiative is to develop credible business cases for profitably harvesting and delivering to market diverse renewable energy resources in Southeast Alaska.

- In 2012, JEDC commissioned a study of the aggregate demand for energy in our region, including all energy types, broken down by energy type and by community. This data was identified as a valuable piece of information that has not yet been compiled for our region.
- In 2014, the study was completed and shared widely. No further direct action for this initiative is planned.

MEASURES OF SUCCESS: Attention focused on the issue led to the following results: • First of its kind itemization of the aggregate demand for energy in our region available to the public.

3.2 BIOMASS THERMAL ENERGY DEMAND DEVELOPMENT INITIATIVE

GOAL: The goal of this initiative was to develop a roadmap to "Replace 30% of heating oil usage with renewable biomass fuel within the next ten years." This roadmap was intended identify a transition strategy to biomass energy to complement the region's hydroelectric energy supply.

- JEDC held "Wood 2 Energy Initiative" (W2E) kickoff meetings 11/28/2012 and 11/29/2012. These were followed by a series of sector focus group meetings as part of the process of developing the implementation roadmap.
- In 2013, presentations and workshop were held with Austrian Biomass Cluster representative, Bernard Holzer, and Andrew Haden of Wisewood, Inc. Workshop included tour of local biomass boilers.
- In 2014: This initiative went dormant.

MEASURES OF SUCCESS: Attention focused on the issue led to the following results: • USFS saw a need for, and hired, a full-time state-wide renewable energy coordinator to support the development of the RE industry in the state. • Temporary USFS hiring of wood energy coordinator helped triple the commercial biomass boiler installments throughout Southeast Alaska, including Ketchikan Airport.

3.3 INITIATIVE: EXPAND ADOPTION OF ELECTRIC VEHICLES

GOAL: The goal of this initiative is to increase adoption of electric vehicles (EV) by residents and businesses through education and awareness outreach, and development of services, policy and infrastructure such as charging stations, EV mechanics and incentive programs.

- In 2013, this initiative applied for, and was awarded, a grant from the Funder's Network, in partnership with the Juneau Community Foundation, to install EV charging stations, promote EVs, and provide servicing support in Juneau.
- In 2014, the initiative team applied, but was ultimately not selected, for a Department of Commerce grant to study the feasibility of an electric transportation research park at the Mendenhall Glacier Visitor Center. The grant to install EV charging stations, promote EVs, and provide servicing support was implemented. The grant brought $25,000 in funding to the region which was matched by more than $25,000 in funds from local businesses, the Juneau Community Foundation, and in-kind labor donations by JEDC and CBJ. It accomplished the following: • Purchased and installed fourteen electric vehicle charging ports. • Assisted one additional mechanic in getting certified to service electric vehicles in Juneau. • Held four public events including 50+ Electric Car test drives outside of Juneau in SE AK. • Generated news articles in print media, radio and internet that raised awareness about the benefits of electric vehicles in SE AK and raised awareness of Juneau's EV initiative on a national level. • Increased EVs in Juneau from less than 5 to more than 20 in less than one year. • Doubled the number of car dealerships selling EV's in Juneau.
- In 2015, the initiative team developed a resolution adopted by the CBJ Assembly in support of electric transportation development in Juneau. A team of six from Juneau was one of twelve teams around the nation invited to attend an E-lab Accelerator Workshop put on by the Rocky Mountain Institute for community electric innovation and began work on a broader EV roadmap to develop and increase all types of electric transportation in Juneau. This year saw the installation of charging stations at the Mendenhall Valley Public Library, Eaglecrest, Kootznoowoo Plaza, and soon at the SLAM parking garage. There are now 9 public charging station locations with 16 total charge ports, which does not include the 2 pending charge ports in the SLAM project or the 2 ports at the NOAA lab. With the SLAM project online, there will be at least 10 charge locations with 18 total ports. Alaska Coach Tours brought the BYD electric bus up for the ATIA conference. The cluster advertised that visit widely, pushing up the number of test rides. While the BYD bus was here, Capital Transit was able to take a test drive. Gastineau Guiding completed purchase of a plug-in hybrid electric shuttle bus. The first electric boat was certified by the Coast Guard for tours. The group made contact with the Quebec Ground Transportation Cluster by teleconference.

MEASURES OF SUCCESS: Attention focused on the issue led to the following results: • Leveraged the USFS support to bring $25,000 additional funding to the region specific to the electric vehicle initiative. •

A team of six from Juneau attended the E-lab Accelerator Workshop put on by the Rocky Mountain Institute. • Juneau now has a total of 10 charge stations with 18 ports and over 40 electric vehicles.

3.4 INITIATIVE: Conceive and Model an Alaskan District Heating System

GOAL: The goal of this initiative is to research and model what a district heating system in Southeast Alaska would look like and what would be required to get there, and then take steps to move it forward and make it a reality.

- In 2013, the initiative team developed a white paper to use for education and outreach purposes, and received a report from the National Renewable Energy Labs (NREL) on basic energy load of key buildings in the downtown area. USDA RBEG funds were used to complete a feasibility study for a locally sourced biomass district energy system in Kake, AK.
- In 2014, two district energy workshops were held, bringing to Juneau energy experts from Vermont and Minnesota, Jesse Baker, Assistant City Manager for Montpelier, VT and Michael Ahern, Senior Vice President of Product Development for Evergreen Energy from Minneapolis, MN. These visitors gave a presentation to a group of local, state and federal government managers and one open to the general public. Both presentations were well attended and provided information about district heat concepts, benefits and challenges, and specific examples from the district heat system currently in operation in Montpelier. The visit resulted in Juneau's city manager visiting Montpelier, VT.
- In 2014, the City of Juneau applied for a grant from the EPA to conduct a feasibility study to evaluate a district heating system in downtown Juneau (Willoughby District) with support from JEDC and the RE Cluster to draft the grant. The grant was not awarded.
- This initiative will continue to seek out opportunities for supporting district heat systems and monitor opportunities for promoting and educating about the benefits of district heat.

MEASURES OF SUCCESS: Attention focused on the issue led to the following results: • Visit to Juneau by district heating experts. • Visit by the Juneau City Manager to the district heat system in Montpelier, Vermont. • Feasibility study for a locally sourced district energy system in Kake, AK.

3.5 INITIATIVE: Develop Renewable Energy Education for SE Alaska Residents, Students and Businesses

GOAL: The goal of this initiative is to increase the awareness of the public—including municipal and State leadership--of renewable energy through fact-driven informational campaigns.

- In 2012, contacts were made with the Renewable Energy Alaska Program and they delivered some training in Southeast Alaska in coordination with the Alaska Center for Energy and Power. This training curriculum was partially developed with support of JEDC's STEM AK Program. Also, contact was made with the Winds for Schools Program to see about utilization of the Wind Turbine installed at the US Coast Guard facility in downtown Juneau.
- In 2013, this initiative developed an Electric Vehicle fact sheet to support education and outreach for the Electric Vehicle Initiative. It developed a biomass webinar, which will target school officials in rural Southeast Alaska communities.

- In 2014 this initiative was repositioned to assist the Forest Service in the development of the Mendenhall Glacier Recreation Area as a world-class climate change and energy conservation education and visitor center. It was renamed "Develop Renewable Energy Education and Outreach."
- In 2015 the initiative went dormant and is awaiting a new volunteer Champion.

MEASURES OF SUCCESS: Attention focused on the issue led to the following results: • Electric vehicles participated in Juneau's 4th of July parade in 2013, 2014, 2015, bringing attention to the growth in the number of cars in the community. • Partnership formed between the Mendenhall Glacier Visitor Center management and commercial enterprises in support of new vision for the future of the MGVC.

3.6 INITIATIVE: DEPLOY ELECTRIC BUSSES IN JUNEAU AND SOUTHEAST

GOAL: The goal of this initiative is to develop infrastructure, coordination and funding to get the first electric bus operational on the road in Juneau, and then develop further adoption from that point forward.

- In 2014, the initiative team applied for CBJ Passenger fee funds to install Alaska's first electric bus charging station at Mendenhall Glacier for use by tour companies and applied for CBJ Passenger fee funds to establish a revolving loan fund to assist local tour companies in converting diesel buses to electric. Neither request was successful.
- In 2015, the team applied for CBJ passenger fee funds to install an electric bus charging station near the cruise berths downtown, and again for funds for a revolving loan fund for commercial electric vehicle purchases and conversions. A decision is still pending.

MEASURES OF SUCCESS: Attention focused on the issue led to the following results: • First electric tour bus in Juneau to be deployed in the summer of 2016.

3.7 INITIATIVE: DEPLOY ELECTRIC BOATS IN JUNEAU AND SOUTHEAST

GOAL: The goal of this initiative is to develop infrastructure, coordination and policy to get the first electric boats operational on the water in Juneau, and then develop further adoption from that point forward.

- The Mendenhall Glacier Visitor Center area use plan currently being updated by the USFS is considering electric boat tours on the Mendenhall Lake. • Tongass Rain Electric Cruise is a private company formed in 2014 after being inspired at the 2014 Innovation Summit. This company has commissioned an electric boat that will provide whale watching tours in 2016 in the Juneau area. • Alaska Fish Radio has featured Tongass Rain and the opportunity for fishing vessels to be powered by electric motors in a two-part series in summer 2015.

MEASURES OF SUCCESS: Attention focused on the issue led to the following results: • New firm established to provide first electric boat tour in Southeast Alaska in 2016 (first of its kind in the United States).

3.8 INITIATIVE: Establish a Renewable Energy Revolving Loan Fund for Residences and Small Businesses to Promote Local Installation and Fueling Industries

GOAL: This initiative intends to develop a revolving loan fund for enabling the installation of, or conversion to, renewable energy heating systems, with the savings in utility costs being used to pay back the capital improvement loans.

- In February of 2012 lobbying meetings were held with several legislators.
- In 2013 the initiative was deactivated.

3.9 INITIATIVE: Review Current Net Metering, Cogeneration and Small Power Production Regulation and Promote Modifications to Enhance Renewable Energy Applications

GOAL: The goals of the initiative are to better understand the technical limitations to net metering experienced by the utilities; foster technical solutions and promote better education of both the utilities and the rate payers; and develop new legislation improving the opportunities for application of renewable energy and CHP resources.

- This initiative was deactivated in 2012.

4 RESEARCH & DEVELOPMENT

4.1 INITIATIVE: Develop Collaborative Research Network Focused on Key Themes in Southeast Alaska

GOAL: The goal of this initiative is to improve regional communication and coordination regarding research and development opportunities and needs in Southeast Alaska. This initiative is highly integrated into collaborative efforts among Federal and State agencies, the University of Alaska, and centers at both UAS and UAF.

- In partnership with the Alaska Coastal Rainforest Center, a brown-bag lunchtime lecture series was initiated on a bi-weekly basis in 2013.
- Integration of organizations continued in 2014. The integration of these organizations has advanced research work in climate change, carbon cycle science, fisheries, and wood products.

Some key collaborations are a hydrologic study jointly undertaken by PNW Research, the Alaska Coastal Rainforest Center and the BC Ministry of Forests and Natural Resource Operations. The USGS Climate Science Center, the UAF Scenarios Network for Alaska and Arctic Planning and the PNW Research Station have a collaborative agreement to model soil hydrologic conditions in the region. The PNW Research Station is hiring a new fisheries biologist to address the restoration and management of salmonids in Southeast Alaska. This new position will enhance the research capacity of the region. The PNW Research Station is leading the regional carbon accounting in collaboration with the USGS Landcarbon program and UAF. This study is reporting the stock and flux of carbon in the region to the UN to monitor greenhouse gas emissions and mitigation around the world.

- In 2015, the Cluster Working Group developed an outline of the services needed by the Research and Development community.

MEASURES OF SUCCESS: Attention focused on the issue led to the following results: • Better lines of communication between research entities in the region, leading to collaborative research programs. • Creation of a first of its kind weekly seminar series to highlight regional research and to bring scientists, students, resource managers and industry representatives together for collaborative discussions and brainstorming. • Hire of a new fisheries biologist to enhance research capacity of the region.

4.2 INITIATIVE: CONNECT RESEARCH TO COMMUNITIES

GOAL: This initiative will strengthen awareness of research, connection to research and develop talent for future researchers within Southeast Alaska's remote rural communities by creating a mechanism for communication between rural communities and research establishments.

- In 2013 a draft survey was developed and piloted to determine what types of research are being conducted in communities across the region.
- Informed by the pilot survey, in early 2014 the survey was revised and a strategy for conducting the survey was developed. The purpose of the survey was to determine what and where research is being collected, community capacity for conducting research, and ultimately to determine what research is needed in Southeast Alaska. Survey responses were collected from 40 respondents with 18 of the 33 communities represented. A preliminary report was drafted and includes the perceived needs of Southeast communities for research. For example, fifteen areas of research were identified as being conducted in the region, and the top three areas needed for research are renewable energy, fish, and the economy.

MEASURES OF SUCCESS: Attention focused on the issue led to the following results: • Survey of community research needs and capacity undertaken and top areas of need for research identified.

4.3 INITIATIVE: LINK INDUSTRY NEEDS TO LOCAL RESEARCHERS IN SOUTHEAST ALASKA

GOAL: The goal of this initiative is to leverage existing networks and create new ones in order to raise awareness among community stakeholders of the diverse capabilities and availability of research in our region.

- In 2013 the initiative team developed an action plan to set up joint teleconferences with the other active Cluster working groups.
- This initiative was refocused on the small-scale timber industry in 2014. The PNW Research Station, Alaska Coastal Rainforest Center, the State of Alaska Division of Forestry and DCCED began collaboration on a project to explore the feasibility of utilizing dead yellow-cedar in Southeast Alaskan forests as a source of highly valuable wood. This initiative is a critical to support small mill operations in Southeast Alaska and maintain a valuable supply vector for these operations.

MEASURES OF SUCCESS: Attention focused on the issue led to the following results: • Collaborative research program developed between USFS, University of Alaska, and industry members around utilization of yellow cedar that is dying due to climate change. Research funds of several hundred thousand dollars were utilized in the summers of 2014 and 2015.

4.4 INITIATIVE: MARKET UNIQUE GEOGRAPHIC NATURAL AND INFRASTRUCTURE FEATURES OF OUR REGION

GOAL: The objective of this initiative is to strengthen relationships within the existing regional network of research facilities in Southeast Alaska, elevate network visibility and profiles, make improvements in local infrastructure, and adopt institutional practices that allow sharing of facilities and logistics support.

- The initiative began mapping the research facilities available in Southeast Alaska in 2013. Additionally, the initiative began partnering with local media organizations in an effort to increase the publicity for research projects happening around Southeast Alaska.
- In 2014 the initiative team embarked on a targeted marketing campaign with networking and research trips to Fairbanks, Anchorage, Vancouver, Seattle, Portland, and Washington DC.

4.5 INITIATIVE: PROMOTE STEM EDUCATION IN OUR REGION

GOAL: The goal of this initiative is to augment STEM literacy in the regional education system by expanding STEM out-of-school learning opportunities for K-12 and post-secondary students. The vision is for more local research scientists to play a role in delivering STEM education.

- In 2013 the initiative attempted to integrate STEM professionals into school programs, first the RALLY program, and subsequently into classrooms through an Engineering is Elementary (EiE) curriculum. The RALLY program was determined to not be an effective starting point for the integration of STEM professionals.
- In 2014 work continued to integrate STEM professionals into school programs and into classrooms through an Engineering is Elementary (EiE) curriculum and after-school through a 21st Century grant with support of JEDC and the Juneau School District. STEM efforts also included activities through the middle-school After School Coalition in Juneau.

4.6 INITIATIVE: BECOME STATE COMMITTEE ON RESEARCH (SCOR) AREA OF EXCELLENCE

GOAL: The purpose of this initiative is to help develop the infrastructure to facilitate and coordinate research in Southeast Alaska. The vision is for there to be a recognizable entity that obtains formal recognition as the vehicle for achieving the aims of the SCoR plan in Southeast.

- The Alaska State Committee on Research (SCoR), the state committee tasked with directing state research efforts in a direction that will bring economic prosperity, published a state plan for research called To *Build a Fire: The Alaska Science and Technology Plan*. The Report recommended the following specific policy proposal:
    - 14. Recognize communities, individuals, and centers of excellence in research, innovation and educations, including establishing and publicizing an Alaska Innovators Hall of Fame.
- In 2014 the champion for this initiative and JEDC staff met with the State Co-Chair of SCoR and requested guidance on how to have Southeast Alaska officially designated as an area of excellence in research and development. The R&D co-chairs subsequently submitted a formal request to SCoR.
- The State Committee on Research formally awarded recognition to Southeast Alaska as a model Community of Excellence in Research in September 2015. Contacts were initiated with the Juneau and Sitka airports and ferry terminals to request permission to display signage to bring awareness to this designation. These efforts will be continued in 2016.

MEASURES OF SUCCESS: Attention focused on the issue led to the following results: • Southeast Alaska region formally designated as a SCoR community of excellence.

5 MINING SERVICES & SUPPLY

5.1 INITIATIVE: HOLD MINING PROCUREMENT EVENT

GOAL: The goal of this initiative is to expand the quantity and quality of services and supplies provided to the mining industry from firms in Southeast Alaska through a mining procurement event.

- In 2012, the initiative team scheduled the procurement event for early 2013 and completed much of the planning.
- An event was held on February 15, 2013 at the Alaska Miners Association (AMA) conference.

MEASURES OF SUCCESS: Attention focused on the issue led to the following results: • Mining procurement event held.

5.2 INITIATIVE: PROMOTE VOCATION/TRADES TRAINING OPPORTUNITIES AND HIGH SCHOOL CAREER PATHWAYS

GOAL: This initiative aims to first identify specific needs for trades occupations in the region and, then, develop training opportunities for local residents so that they may become employed in mining services and supplies industries.

- 2012: A productive conversation about how to determine the demand and skills required for mining services and supply jobs and how to visualize this information resulted in development of a survey that will be distributed at the Innovation Summit and through the AMA membership to gather data regarding what firms need in terms of skills for their workforce.
- 2013: A survey that asked about the need for and availability of skilled trades workers, the need for and availability of environmental scientists and engineers, and the need for and availability of industrial land was distributed at the Innovation Summit and through the contact lists for the Juneau and Ketchikan chapters of AMA to determine the needs of mines and support firms. The survey link could be scanned with a QR code reader on a smart phone, or accessed directly with a short-link on the survey card. The number of responses to the survey from that effort was limited (29), but the responses indicate that the greatest need was for mechanics.
- In 2014, the initiative folded into *Develop Juneau as a Regional Rebuild Service Center*.

5.3 INITIATIVE: DEVELOP JUNEAU AS A REGIONAL REBUILD SERVICE CENTER

GOAL: This initiative envisions that Juneau will become the preferred rebuild service center for current and future mining companies in Southeast.

- In 2012, the team held conversations with CBJ sales tax director and determined that the CBJ Assembly is not likely to support treating the purchase of parts for a rebuild favorably regarding sales tax or open to a sales tax cap. The team also contacted several helicopter rebuild firms in Vancouver, Canada, to try to determine the potential value of helicopter rebuilds in Juneau.
- In 2013, several obstacles to achieving this outcome were identified. They included a willing and able entrepreneur to start a rebuild business, CBJ sales tax structure, availability of a suitable and affordable shop space to complete the work, and availability of qualified workers (workforce development). The cluster made the decision to combine several of the initiatives from 2012 into this initiative: *Develop Industrial Land within CBJ, Create and Promote Vocational/Trades Training Opportunities and High School Career Pathways and Develop Juneau as a Regional Rebuild Service Center through Favorable Sales Tax Treatment*. A connection was made with one local entrepreneur who has interest in taking on small rebuild projects to receive delivery of a rebuild that would have otherwise gone out of region.

- In 2014, a local firm received two contracts from local mines for equipment rebuilds that would have left Southeast Alaska.

MEASURES OF SUCCESS: Attention focused on the issue led to the following results: • Communication between mining industry and mining service enterprises, leading to delivery of a rebuild that would have otherwise gone out of region to a local entrepreneur that has interest in taking on small rebuild projects.

5.4 INITIATIVE: IDENTIFY, DEVELOP AND MARKET SERVICES AND PRODUCTS FOR MINES

GOAL: The purpose of this initiative is to open a sustainable line of communication between mines and local service providers and suppliers so that they may be more effective and efficient in working together.

- In 2012, the initiative team explored distributing information online about the services of mining support firms to mining companies on the Alaska Miners Association's website. They initiated outreach to the AMA about this but determined that the AMA was not ready to take this step. No further action was planned.

5.5 INITIATIVE: CAREER BUILDING IN ENVIRONMENTAL SCIENCE AND ENGINEERING

GOAL: This initiative seeks to provide in-region training for Environmental Engineering Technician jobs through coursework/program development at the University of Alaska Southeast (UAS).

- In 2012, a gap analysis was determined to be the first step in understanding what action is required. To determine the needs of mines and support firms in terms of environmental engineering, the team developed a survey. The team also developed a list of mines and service providers to participate in the survey.
- In 2013, the survey distributed through the AMA and Innovation Summit explored the demand for environmental scientists and engineers and determined that the demand is not enough to initiative a program at UAS. UAS began to map existing programs and services to document the supply side.
- In 2014, this Initiative folded into *Develop Juneau as a Regional Rebuild Service Center*.

MEASURES OF SUCCESS: Attention focused on the issue led to the following results: • UAS became more aware of this employment need in the region.

5.6 INITIATIVE: DEVELOP INDUSTRIAL LAND WITHIN CBJ

GOAL: The goal of this initiative is to identify and set aside new parcels of low-cost land to be zoned industrial for future development.

- In 2012, the team determined through discussions with commercial realtors that the central issue associated with industrial land in Juneau is not necessarily cost but is associated with the features of the land: there is a demand for well-drained land with better access to infrastructure.

As such, the team started to work with the CBJ Department of Community Development to create an inventory of industrial land that fits certain attributes (e.g. good drainage, various parcel sizes, relatively flat, road access, utilities, proximity to the airport).

- In 2013 the survey distributed through the AMA and Innovation Summit confirmed that the lack of attractive features is the main issue with finding suitable industrial land in Juneau.
- In 2014, the initiative folded into *Develop Juneau as a Regional Rebuild Service Center*.

MEASURES OF SUCCESS: Attention focused on the issue led to the following results: • Better understanding of needs and requirements for industrial land in Juneau.

6 ARTS

6.1 INITIATIVE: STRENGTHEN REGIONAL ARTS INDUSTRY THROUGH DEVELOPMENT OF A CLUSTER WORKING GROUP

GOAL: The goal of this initiative is the launch of an Arts and Culture Cluster Working Group for Southeast Alaska.

- JEDC received a Tier 1 grant from the Rasmuson Foundation in 2014 to explore the development of an Arts and Culture Industry Cluster Working Group in Southeast Alaska. Work accomplished included identification of potential cluster members, outreach to industry and other key stakeholders, and four community workshops with prospective stakeholders for preliminary discussions and education about clusters. Workshops were held in Juneau at the 2014 Innovation Summit with members of the Alaska State Council on the Arts and community members; in Sitka with arts organizations; a follow-up meeting in Juneau with arts organizations, and in Ketchikan with arts organizations

MEASURES OF SUCCESS: Attention focused on the issue led to the following results: • An understanding of regional and local concerns and opportunities for the Arts and Culture community in Juneau, Sitka and Ketchikan.

6.2 INITIATIVE: SUPPORT RECOGNITION OF SOUTHEAST AS THE CAPITAL OF NORTHWEST COAST NATIVE ARTS

GOAL: Vital to the Arts and Culture economy of Southeast Alaska are the many individual Northwest Coast native artists. This initiative seeks opportunities to partner with Sealaska Heritage Institute and others to support the work of these artists and expand recognition and markets, consistent with the vision of Southeast as the capital of Northwest Coast Native Arts.

- A well-attended workshop on *Regional Collaboration on the Arts,* with guest speaker Rosita Worl, President of Sealaska Heritage Institute, was held at the 2015 Innovation Summit.

7 Forest Products

7.1 INITIATIVE: Simplify Small Timber Sale Process to Allow Small Mills on Prince of Wales Island to Operate More Efficiently, Economically, and with More Supply Certainty

GOAL: The goal of this initiative is to help the small mills on POW to operate more efficiently, economically, and with more supply certainty.

- This initiative reviewed the problems of small timber mills and identified several steps that could be taken by the USFS to simplify the system to bring small sales up for bid in order to improve access to a consistent supply of timber for the successful operation of small mills. The steps identified included:
    - Develop criteria and policies that allow for some small sales to be put out for bid with a "no export" clause;
    - Extend the time frame to access units that have recently been harvested to provide for access to resources such as personal and commercial firewood, salvage timber sales and subsistence opportunities such as hunting.
    - Broaden the size of small sales from 500,000 to 1,000,000 board feet (1 mmbf) and extend timeframe for harvest of small sales ;
    - Evaluate opportunities to increase the milling of Red and Yellow Cedar logs locally that may otherwise be exported in the round, and develop local processing to the greatest extent possible.

MEASURES OF SUCCESS: Attention focused on these issues led to the following results: • USFS stopped grading red cedar. It appeared that most purchasers did not use or rely on this information and discontinuing this aspect of sale preparation would decrease time and costs of getting a sale out the door. • The size of small sales was broadened from 500,000 to 1,000,000 board feet (1 mmbf) and the timeframe was extend for harvest of small sales.

7.2 INITIATIVE: Conduct a Timber Base Analysis to Determine the Volume of Young Growth and Old Growth Supply Available for Sustaining and Strengthening the Forest Industry in Southeast Alaska

GOAL: This initiative's goal is to prepare a report on how quickly a sustainable young growth harvest can commence in the Tongass based on current harvest information with respect to available acreage, growth, yield, harvesting costs, markets and rotation age.

- The study concluded that unless multiple variables change in the Tongass, such as land use designation, riparian and other buffers and timber land reductions, there is not enough old growth volume available to serve as a bridge for implementation of the forest plan. The

transition from an old growth harvest is more than 30 years away. Until then, it will continue to be necessary to mix in old growth volume to build economy of scale for harvest.

MEASURES OF SUCCESS: Attention focused on this issue led to the following results: • Formation of a non-profit, The Working Forest Group, to promote and support responsible resource development in Alaska through alignment of multiple industries seeking sustainability across environmental, social and economic sectors. The Working Forest Group was incorporated in June 2012 as an industry led organization promoting inter-industry development of working forests in Alaska, and cooperative agreements were established to continue analysis work on young growth and old growth. • JEDC ended facilitation of the Forest Products Cluster Working Group and passed along the facilitation of Forest Products resource management at the request of this non-profit.