

# Southeast Alaska 2030 Economic Plan

Southeast Conference's Comprehensive  
Economic Development Strategy  
2025-2030



September 2025



Prepared by  
Rain Coast Data



# SOUTHEAST 2030 STRATEGIC PLAN INTRODUCTION

Southeast Conference is the designated Economic Development District (EDD) through the US Economic Development Administration (EDA). As the region’s EDD, Southeast Conference is responsible for developing a Comprehensive Economic Development Strategy (CEDS) for Southeast Alaska that is designed to identify regional priorities for economic and community development. The CEDS is a strategy-driven plan developed by a diverse workgroup of local representatives from private, public, and nonprofit sectors. The following sections form the basis for the Southeast Conference CEDS:

**Strategic Plan Summary - page 2**

**SWOT Analysis** to identify regional Strengths, Weaknesses, Opportunities, and Threats - **page 3**

The CEDS process began in March 2024 to ensure maximum input from the Southeast Conference membership. This process engaged community leaders, leveraged the involvement of the private sector, and developed a strategic blueprint for regional collaboration. More than 400 people representing small businesses, Alaska Native organizations, municipalities, tribes, and nonprofits were involved in various elements of the planning process. The following timeline shows meetings that took place in developing the five-year plan.

**Summary Background** of economic conditions in the region - **pages 4-16**

**Economic Resilience and Workforce Planning** overview - **page 17-18**

**Strategic Direction Action Plan** incorporating tactics identified through planning process, other plans, and stakeholder feedback to develop the priority strategies for the region - **pages 21-34;**































**Strategic Direction Action Plan, Part II - Priority Objective Descriptions and Evaluation Framework** to identify and monitor performance measures associated with the plan - **pages 35-47**

**Economic Plan Steering Committee** roster of names - **page 48-49**

**Appendices** **page 50**

## Southeast Alaska Comprehensive Economic Development Strategy Meeting Schedule

30+ Meetings, 400+ Stakeholders

|                    | Transportation  | Energy  | Nat Resources   | Seafood   | Tourism   | Other CEDS  |
|--------------------|---|---|---|---|---|---|
| Winter 2024        |  |  |  |  |  |  |
| Spring 2024        |  |  |  |  |  |  |
| Summer 2024        |  |  |  |  |  |  |
| Fall 2024          |  |  |  |  |  |  |
| Winter/Spring 2025 |  |  |  |  |  |  |

# SOUTHEAST 2030 STRATEGIC PLAN SUMMARY

In May 2025, Southeast Conference released the Southeast Alaska 2030 Economic Plan, a five-year strategic plan for the region. The membership worked together to develop an overall vision statement, 45 objectives, and 7 priority objectives, along with regional and industry specific SWOT analyses. More than 400 people representing small businesses, tribes, Native organizations, municipalities, and nonprofits were involved in various elements of the planning process. The Plan's prioritized objectives are listed below.

## ECONOMIC DEVELOPMENT

- ★ 1. **Housing objective:** Support the sustainable development of housing
- ★ 2. **Childcare objective:** Increase childcare capacity in Southeast Alaska
- 3. **Infrastructure maintenance**
- 4. **Education objective:** Partner with University of Alaska Southeast and K-12 school districts to build career pathways
- 5. **Workforce attraction and retention objective**
- 6. **Coast Guard Objective:** Support Coast Guard vessel homeporting opportunities
- 7. **Natural disaster planning objective:** Support disaster preparation and relief efforts
- 8. **Solid waste objective:** Support regional solid waste management solutions
- 9. **Healthcare workforce objective**
- 10. **Telecommunications objective:** Improve communications access in Southeast Alaska
- 11. **Manufacturing objective:** Promote regionally-manufactured local products
- 12. **Food security objective:** Increase supply and distribution of local foods



## TRANSPORTATION

- ★ 1. **Support the stability, sustainability and longevity of the Alaska Marine Highway System**
- 2. Develop a long-term, strategic, multi-modal, regional transportation plan
- 3. Improve and expand opportunities to move freight to and from markets
- 4. Ports and harbors infrastructure improvements
- 5. Transportation workforce development
- 6. Ensure the stability and safety of passenger transportation services
- 7. Improve marine and road connection to Lower 48
- 8. Disaster Resilient Transportation Infrastructure



## SEAFOOD

- ★ 1. **Further develop markets for Alaska seafood**
- ★ 2. **Seafood modernization initiative**
- 3. Work to further promote a year-round seafood economy in the region
- 4. Full resource utilization and ocean product development
- 5. Mariculture development
- 6. Bring back seafood jobs to Southeast's smallest communities
- 7. Support access to capital for harvesters and processors
- 8. Maintain a stable regulatory regime



## NATURAL RESOURCES

- 1. Prepare for potential Chinook salmon listings
- 2. Work with USFS to direct federal contracts toward locally-owned businesses
- 3. Support an innovative, integrated timber industry
- 4. Attract capital investments, maintain global competitiveness
- 5. Provide an economically viable supply of timber from the Tongass to regional operators
- 6. Increase access to minerals and energy sources for mining on state and federal lands
- 7. Advocate for the regulators
- 8. Revise the Tongass National Forest Land Management Plan



## VISITOR INDUSTRY

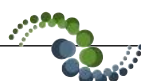
- ★ 1. **Support local tourism ownership and entrepreneurship**
- 2. Workforce housing for visitor sector
- 3. Cultural tourism development
- 4. Collective regional strategy for accommodating tourism industry growth in Southeast



## ENERGY SECTOR

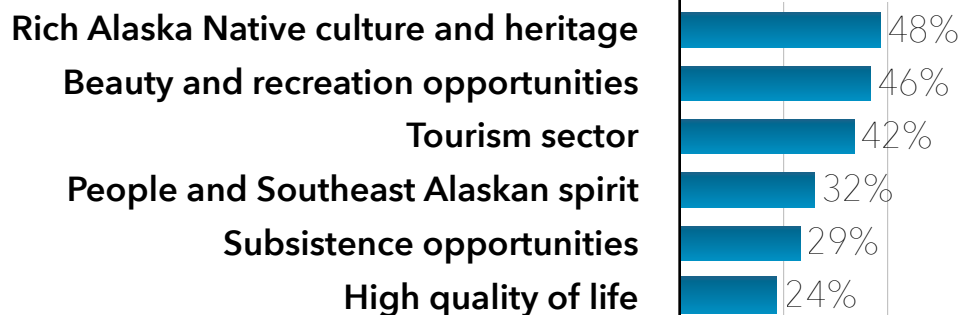
- ★ 1. **Reduce energy costs and increase deployment of renewables**
- 2. Support consumer education on heat pumps
- 3. Policy and regulatory development to meet community energy needs and priorities
- 4. Continue to support PCE for rural communities
- 5. Biomass in energy

★ = Priority Objectives

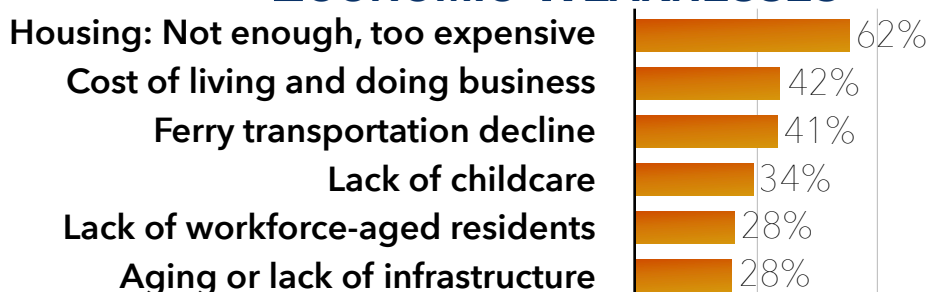


# Southeast Alaska's Strengths, Weaknesses, Opportunities, Threats

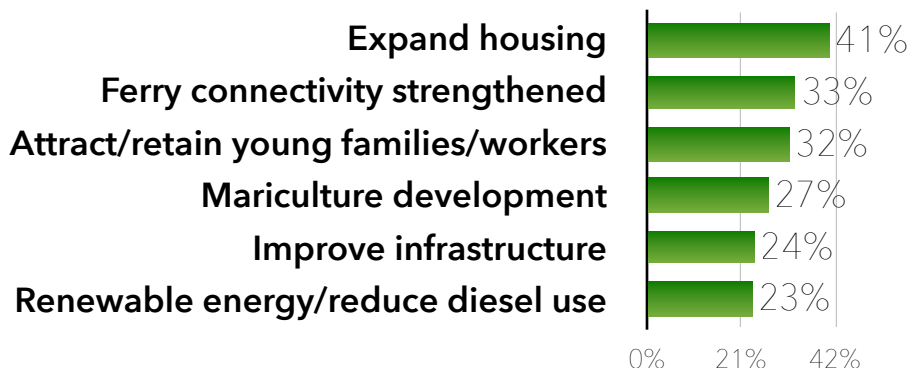
## ECONOMIC STRENGTHS



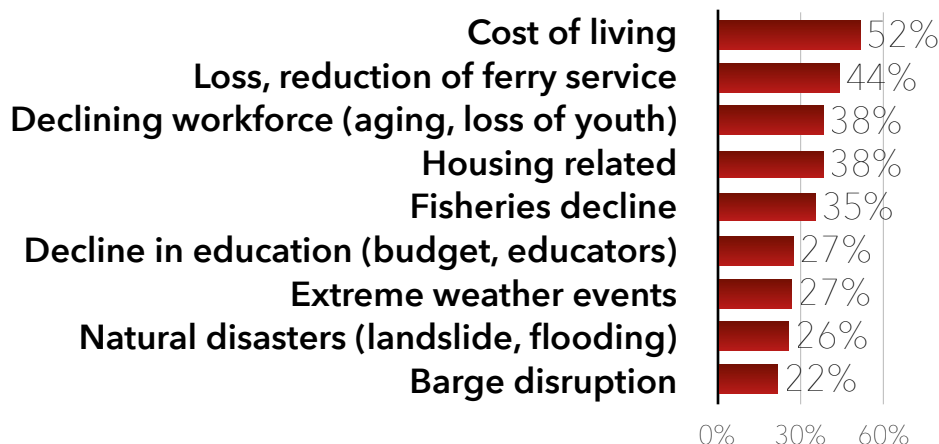
## ECONOMIC WEAKNESSES



## ECONOMIC OPPORTUNITIES



## ECONOMIC THREATS



## 2030 ECONOMIC PLAN DEVELOPMENT

Approximately 400 regional leaders participated in the overall or sector-specific strengths, weaknesses, opportunities, and threats analysis and prioritization.

### Seafood

- Top Strength: **High-quality product**
- Top Weakness: **High costs**
- Top Opportunity: **Increase value-added processing**
- Top Threat: **Low seafood prices**

### Visitor Industry

- Top Strength: **Natural beauty of region**
- Top Weakness: **Limited seasonal housing**
- Top Opportunity: **Workforce housing development**
- Top Threat: **Housing shortages**

### Transportation

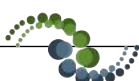
- Top Strength: **Connecting communities**
- Top Weakness: **Lack of qualified workforce**
- Top Opportunity: **Improve ferry service**
- Top Threat: **Demise of AMHS**

### Energy

- Top Strength: **Abundant hydropower**
- Top Weakness: **High costs of infrastructure**
- Top Opportunity: **Heat pump installation**
- Top Threat: **Inadequate workforce**

### Mining

- Top Strength: **Provides high-paying jobs**
- Top Weakness: **Extreme opposition by environmental groups**
- Top Opportunity: **Explore and develop new mineral deposits and expand existing mines**
- Top Threat: **Anti-mine advocacy**





# SOUTHEAST ALASKA by the Numbers 2025

Photo by Huna Totem Corporation.

The Summary Background is updated every September and released at the Southeast Conference Annual Meeting as Southeast Alaska by the Numbers.

## CHANGES 2023 TO 2024

## SOUTHEAST ALASKA'S ECONOMY



THE **LABOR FORCE**  
INCREASED BY **701**  
**JOBS TO 45,722,**  
**+1.6%**



**TOTAL WAGES**  
INCREASED BY **\$99**  
**MILLION TO \$2.9**  
**BILLION, +3.6%**



**TOURISM JOBS**  
INCREASED BY **6%,**  
**WAGES INCREASED BY**  
**9%, +\$29 MILLION**



**VALUE OF SEAFOOD**  
**LANDED IN THE REGION**  
**DECREASED BY 19%,**  
**-\$43 MILLION**  
**CATCH WAS DOWN BY**  
**86 MILLION POUNDS**



REGIONAL **POPULATION**  
**DECREASED BY 576**  
**PEOPLE TO 70,613,**  
**-1%**



**HOUSING AVAILABILITY**  
79% OF BUSINESS  
LEADERS SAY THAT LIMITED  
HOUSING CAUSES STAFF TO  
LEAVE OR DECLINE JOB  
OFFERS, LEADING TO  
LABOR SHORTAGES

## 2024

Last year was good for Southeast. In 2024, jobs were up by 1.6% and

wages were up by 3.6% over 2023, as earnings grew by \$99 million. All but three communities gained workers as 700 new annualized jobs were added across the region. Jobs were just 400 below the all-time record set in 2015, while overall wages were record-setting, even when adjusted for inflation.

In 2024, tourism continued to expand its lead as the largest sector in the region, as arriving cruise and air passenger numbers reached record levels. Tourism added nearly 500 year-round-equivalent jobs in 2024, while tourism workers earned \$29 million more than the year before, a 9% increase.

Government jobs were up across the board. The State sector added workers for the first time in more than a dozen years. Altogether government wages grew by \$33 million. The healthcare, retail, finance, and mining sectors all added workers to their payrolls. Jobs in business and professional services grew by 7%, the highest percentage increase of all the sectors. Nine communities saw double-digit percentage wage growth. Regional GDP was up by 6% to \$6 billion.

Not all indicators were up. Social services were down, along with construction, trade, and timber. Population and school enrollment fell. Most notably, the seafood sector continues to decline, with regional ex-vessel values dropping to near historic lows, and the number of local commercial fishermen 21% below 2019 counts.

## 2025

The economy in the first half of 2025 has been relatively

strong, but business leaders are approaching the future with reduced confidence, driven largely by federal actions. Recent policy changes have weakened the capacity to provide scientific and regulatory expertise to sectors like seafood and timber, created concerns about the impact of tariffs, and raised questions about future Medicaid coverage and social services funding. Together, these factors have created a climate of uncertainty that is slowing local hiring and business investment.

Tourism is having another strong year as a record 1.73 million cruise passengers are expected to visit. The outlook for mining in the region is very positive, buoyed by strong metals prices.

The seafood sector continues to be of concern, as early 2025 harvest levels are below the weak 2024 returns, although prices are finally on the rise.

The primary problem for the Southeast economy is one of demographics. Housing scarcity and costs are partially responsible for driving this dynamic, leaving young families and workers unable to move to the region, or stay longer term — despite near record job levels. The region has lost 2,200 kids and 5,500 residents of prime working age in the last decade alone. For Southeast to prosper in future years, the focus must be on attracting and retaining a vibrant future population now.

# A Message from Southeast Conference

## Executive Director Robert Venables



Rooted in Resilience is this year's annual meeting theme. Definitions of resilience range from the ability to adapt, recover from setbacks, maintain well-being, and above all, remain calm. For our region and State, it has been all of the above. We have seen unprecedented investment in recent years and now our economy seems surrounded by uncertainty and change. While much

has been accomplished in the past year, there is more work to be done.

What will guide our work over the next five years is the newly released **2030 Comprehensive Economic Development Strategy (CEDS)**. It is a strategy-driven blueprint developed over the past year by over 400 people representing small businesses, Alaska Native organizations, municipalities, Tribes and NGOs (see page 15 for a summary).

It is gratifying to see how effective the CEDS has been over the last five years. I invite you to check out the amazing work of the Alaska Mariculture Cluster and progress made to accelerate mariculture to an industry status. Also, the opportunity to utilize renewable energy resources for beneficial electrification and the installation of over 6,000 heat pumps between Ketchikan and Kodiak is a game-changer for households and communities.

Our population may shift and shrink, but what hasn't changed is our collective resolve to work together on the needs and opportunities before us. From modernizing our ferry system and fisheries to natural resource development and housing and childcare, our community and business leaders are committed to developing solutions that will enhance the economic sustainability of our region and position Southeast Alaska as an economic leader in the global economy.

Southeast Conference will continue to work hard to create place-based economies with community scale solutions that will lower the cost of living to consumers while raising the quality of life. That is our mission: supporting activities that promote strong, vibrant economies, sustainable communities and a healthy environment in Southeast Alaska!

## Incoming President Katie Koester

### Katie Koester is the City Manager for the City & Borough of Juneau

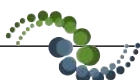
I was called to Southeast Alaska. Years of serving as a seasonal legislative staffer opened my eyes to the secret sauce of epic landscapes, respect for the Tlingit, Haida and Tsimshian people, and harmonious blend of different economic sectors. I moved my family to Juneau permanently in 2020 when I became the Engineering and Public Works Director for the City and Borough of Juneau. Fall of 2023 I was appointed City Manager.



For me Juneau is the big City - sophisticated with history and a sense of place. I grew up in Homer, a small coastal Alaskan town that thrives on commercial fishing and tourism. My dad ran an outboard mechanic shop out of our back yard and my mom worked part time at the school district exclusively for health insurance. I know the struggle of a small business to be your own boss, bookkeeper, and marketer - you never get a day off. Dad spent his days making "harbor calls" to trouble shoot a charter captain's engine problems or traveling by float plane to fix an outboard on a seiner's skiff because they couldn't be slowed down in the middle of a set. I was drawn to public service because I saw how important infrastructure is to keeping businesses running - harbors to launch from, docks to receive goods, roads to deliver those goods and airports to take off from. Government provides basic infrastructure and essential systems for business to prosper. Our communities thrive when government and industry work together.

That is what is so beautiful about Southeast Conference! It brings us together in innovative ways to improve our communities. At our annual meetings, fly ins, and committees we build relationships that are leveraged to create new opportunities for our people. As an organization - Southeast Conference is doing amazing things in mariculture, transportation and small business support. It is a tremendous honor to serve this organization and be a small part of the success that is all of us coming together to work towards the common goal of a healthy, vibrant and sustainable Southeast Alaska.

The mission of Southeast Conference is to **undertake and support activities that promote strong economies, sustainable communities, and a healthy environment in Southeast Alaska**. As the state- and federally-designated regional economic development organization, Southeast Conference serves as the collective voice for advancing the region's economy. Southeast Conference has 200 member organizations representing 1,200 people from 32 regional communities. Southeast Conference started 67 years ago with a group of people supporting the establishment of a regional transportation system, leading to the formation of the Alaska Marine Highway System. Its members stayed together through more than a half-century of change to focus on concerns unique to the region.





# SOUTHEAST ALASKA REGIONAL OVERVIEW

## Southeast Alaska Land Ownership

Circle size = Number of Acres

VIRTUALLY ALL OF THE REGIONAL LAND BASE IS FEDERAL. THE FEDERALLY-MANAGED TONGASS NATIONAL FOREST MAKES UP NEARLY 4/5TH OF ALL SOUTHEAST ALASKA LANDS.

78%  
TONGASS

94%  
FEDERAL  
LANDS

16%

OTHER FEDERAL  
HOLDINGS MAKE UP  
NEARLY ALL THE REST  
(MOSTLY GLACIER BAY)

3.4%

ALASKA NATIVE  
ORGANIZATIONS ARE THE  
REGION'S NEXT LARGEST  
LANDOWNER

2.5%

STATE OF ALASKA  
LANDS INCLUDE THOSE  
MANAGED AS PART OF THE  
MENTAL HEALTH TRUST

0.25%

MUNICIPAL LAND  
HOLDINGS

0.05%

← PRIVATE LANDOWNERS



## THE REGION

The Southeast Alaska panhandle extends 500 miles along the coast from Metlakatla to Yakutat, encompassing approximately 33,500 square miles of land and water. The saltwater shoreline of Southeast Alaska totals approximately 18,500 miles. More than 1,000 islands make up 40 percent of the total land area. The region is home to 34 communities. The three largest communities – Juneau, Ketchikan, and Sitka – together are home to 75 percent of the regional population.

## CULTURE

The dominant culture in the region is Indigenous. Alaska Natives, predominantly the Tlingit, Haida, and Tsimshian, make up 23% of the region's population. Alaska Natives have resided in the region for at least 11,000 years. The region's mild climate, abundant food sources, and raw materials supported the development of highly organized, culturally advanced societies, with extensive trade networks and a rich artistic legacy. Alaska Native Culture and Heritage was ranked as the region's number one economic strength by more than 400 business leaders in 2024 (see page 14).

## ECONOMIC TRENDS

Beginning in the 1880s and accelerating after statehood in 1959, Southeast Alaska experienced a century of economic growth. From statehood into the 1990s, the region's population and employment more than doubled, with growth concentrated in mining, government, tourism, and especially timber and fishing. But in the early 1990's, pulp mills and sawmills closed, laying off 3,200 workers. The population declined through 2007. In 2008 the region experienced an economic recovery, reaching record highs in jobs, wages, and population by 2015. In 2020 the economy was devastated when the pandemic wiped out 6,000 jobs, all but 350 of which were recovered by 2025.

The Southeast economy of 2025 is an economy in transition. In the past decade and a half, the region lost 1,300 State jobs (-23%) and 600 local commercial fishermen (-29%), while doubling mining employment (+530 jobs) and adding 2,700 annualized tourism jobs (+46%). Total jobs and wages are up, but population is down. Housing has become the region's most significant economic constraint, driving away workers and young families even as workforce needs continue to grow.

## LAND OWNERSHIP

A major constraint for economic development in Southeast Alaska is the scarcity of privately owned or accessible land (see infographic on the left.) Federal lands dominate the region, accounting for 94% of the land base, most of it is within the Tongass National Forest (78% or 16.7 million acres). The rest is largely in Glacier Bay National Park. Alaska Native organizations — including village, urban, and regional corporations, as well as the Annette Island Reservation — own 3.4% of the land base (728,100 acres). The State of Alaska manages 2.5% (511,500 acres). Local governments own 53,000 acres, or just 0.25% of the regional land base. Privately owned non-Native land makes up only 0.05% of the total regional land base.

Sources: State of Alaska; US Forest Service; Sealaska. *Economies in transition: An assessment of trends relevant to management of the Tongass National Forest, USDA 1998.*  
Image Credits: Mike Dangeli and George Nickerson



# The Whole Southeast Alaska Economy 2024

In 2024, Southeast Alaska gained more than 700 year-round equivalent jobs and \$99 million in workforce earnings compared to 2023.

## Annual Average Jobs

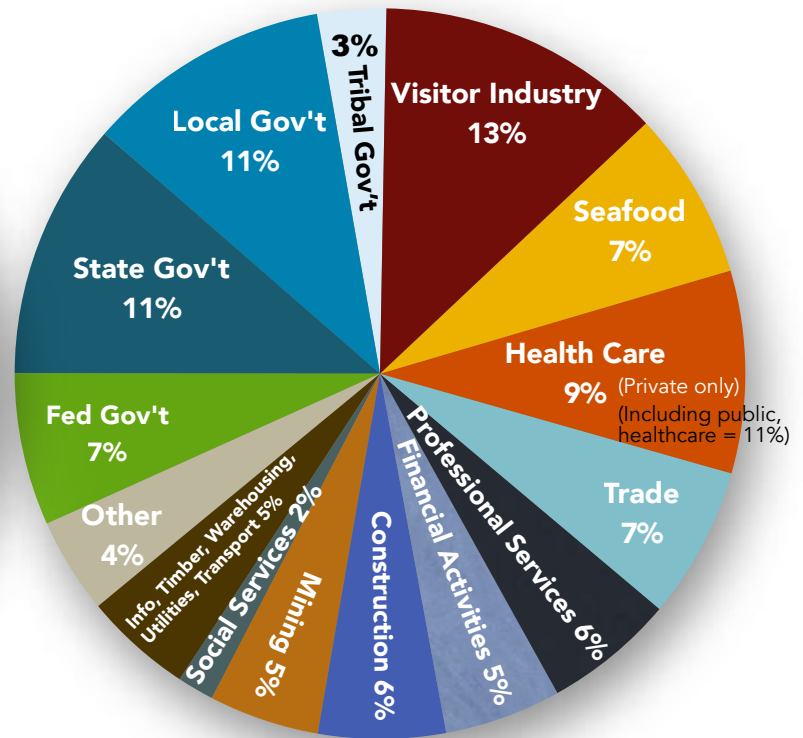
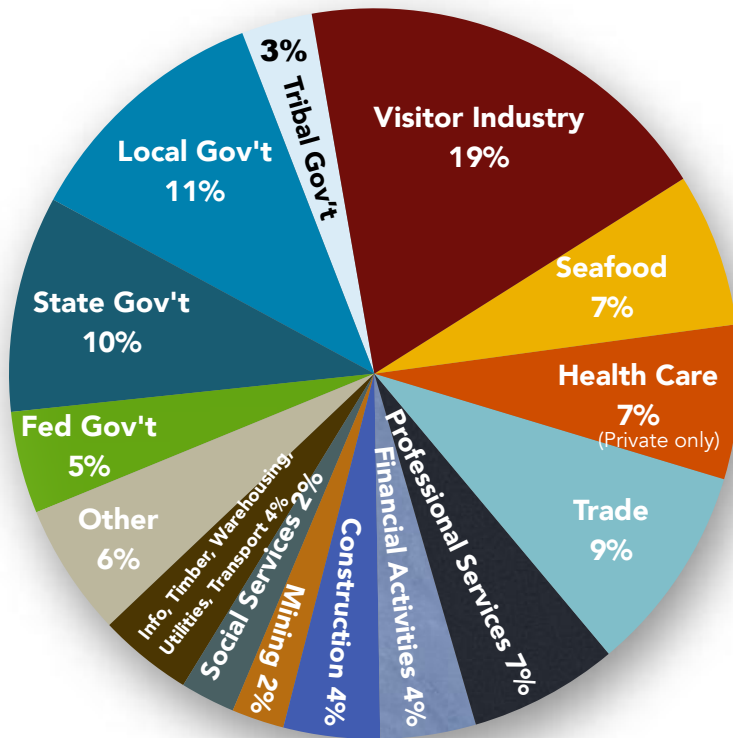
45,722 Jobs

UP 701 JOBS IN 2024 +1.6%

## Employment Earnings

\$2.9 Billion Workforce Earnings

UP \$99 MILLION +3.6%

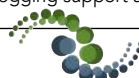


## 2024 Southeast Alaska Employment Earnings

|   | EMPLOYMENT RELATED EARNINGS |                                 |                        | EMPLOYMENT NUMBERS               |                      |                  |                     |
|---|-----------------------------|---------------------------------|------------------------|----------------------------------|----------------------|------------------|---------------------|
|   | Wages (2024)                | Self-Employment Earnings (est.) | Total Earnings         | Annual Average Employment (2024) | Self-Employed (est.) | Total Employment | Change 2023 to 2024 |
| Government (includes Coast Guard)                   | \$880,916,929               | *\$44,691,842                   | \$925,608,771          | 12,385                           | *623                 | 13,008           | 230                 |
| Visitor Industry                                    | \$335,323,105               | \$32,088,445                    | \$367,411,550          | 7,691                            | 898                  | 8,589            | 494                 |
| Seafood Industry                                    | \$90,951,293                | \$124,668,261                   | \$215,619,554          | 1,412                            | 1,697                | 3,109            | -144                |
| Trade: Retail and Wholesale                         | \$153,722,415               | \$41,004,659                    | \$194,727,074          | 3,774                            | 451                  | 4,225            | -185                |
| Health Care Industry (private only)                 | \$242,523,928               | \$16,536,731                    | \$259,060,659          | 2,854                            | 267                  | 3,121            | 43                  |
| Construction Industry                               | \$124,452,828               | \$38,460,536                    | \$162,913,364          | 1,459                            | 492                  | 1,951            | -27                 |
| Financial Activities                                | \$65,347,176                | \$84,050,642                    | \$149,397,818          | 1,057                            | 875                  | 1,932            | 77                  |
| Professional and Business Services                  | \$108,373,587               | \$59,060,982                    | \$167,434,569          | 1,690                            | 1,332                | 3,022            | 200                 |
| Mining Industry                                     | \$141,040,697               | \$31,853                        | \$141,072,550          | 1,055                            | 7                    | 1,062            | 1                   |
| Social Services                                     | \$43,192,351                | \$3,860,250                     | \$47,052,601           | 993                              | 118                  | 1,111            | -63                 |
| Information   | \$18,338,779                | \$1,572,225                     | \$19,911,004           | 329                              | 55                   | 384              | 4                   |
| Timber Industry                                     | \$16,368,471                | \$1,556,660                     | \$17,925,131           | 232                              | 42                   | 274              | -8                  |
| Warehousing, Utilities & Non-Visitor Transportation | \$78,617,273                | \$22,017,219                    | \$100,634,492          | 1,014                            | 230                  | 1,244            | 72                  |
| Other   | \$83,125,421                | \$39,463,000                    | \$122,588,421          | 1,741                            | 949                  | 2,690            | 7                   |
| <b>Total</b>  | <b>\$2,382,294,253</b>      | <b>\$509,063,305</b>            | <b>\$2,891,357,558</b> | <b>37,686</b>                    | <b>8,037</b>         | <b>45,722</b>    | <b>701</b>          |

**Sources:** Alaska Department of Labor Employment & Wage data; (latest available) US Census Nonemployer (self-employment) Statistics; Active Duty Military Population.

\*Active duty Coast Guard personnel employment and wages, and not self-employment data. **Notes:** Seafood Industry includes animal aquaculture, fishing & seafood product preparation, and Southeast Alaska resident commercial fishermen (nonresident fishermen & crew who did not report income are excluded). Visitor Industry includes leisure & hospitality, and visitor transportation (air, water, scenic). Timber includes forestry and logging support activities for forestry, and wood product manufacturing.





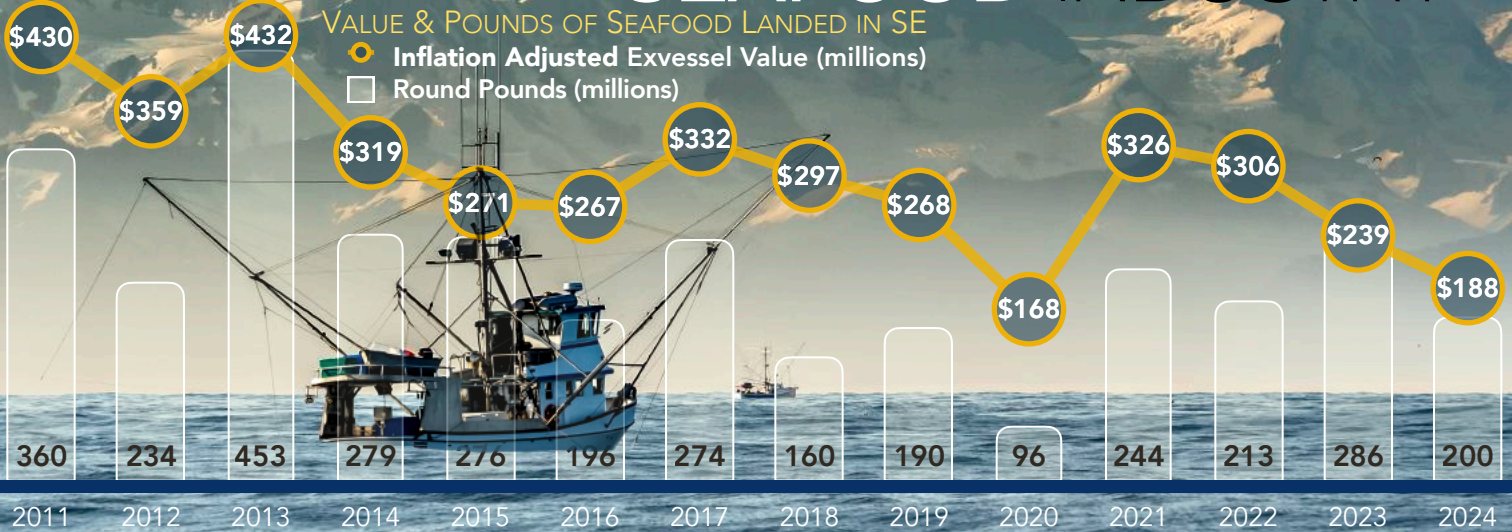
# CHANGE IN THE LAST YEAR: 2023 to 2024

Table tracks key Southeast indicators over the past year, along with associated changes.

| DEMOGRAPHICS   | 2023  | 2024             | % CHANGE<br>2023-2024 | CHANGE<br>2023-2024 |
|--|---|------------------|-----------------------|---------------------|
| Total Population <sup>1</sup>  | 71,189  | 70,613           | -1%                   | -576                |
| Under Age 15 <sup>2</sup>  | 12,016  | 11,701           | -3%                   | -315                |
| Twenty-somethings <sup>2</sup>   | 7,725   | 7,459            | -3%                   | -266                |
| Ages 65 and older <sup>2</sup>   | 13,722  | 14,234           | 4%                    | 512                 |
| UAS Enrollment (fall enrollment)   | 2,177   | 2,313            | 6%                    | 136                 |
| K-12 School District Enrollment <sup>3</sup>                             | 10,653  | 10,289           | -3%                   | -364                |
| GENERAL ECONOMIC CONDITIONS  | 2023  | 2024             | % CHANGE              | CHANGE              |
| Total Labor Force (jobs, includes self-employed & USCG) <sup>1,5,6</sup> | 45,021  | 45,722           | 2%                    | 701                 |
| Total Job Earnings <sup>1, 5, 6</sup>                                    | \$2.8 billion                                 | \$2.9 billion    | 4%                    | \$99 million        |
| Total Private Sector Payroll <sup>1, 6</sup>                             | \$1.9 billion                                 | \$2 billion      | 3%                    | \$66 million        |
| Average Annual Wage <sup>1</sup>   | \$62,021                                      | \$63,238         | 2%                    | \$1,217             |
| Annual Unemployment Rate <sup>1</sup>                                    | 3.9%  | 4.1%             | 0.2%                  | 0.2%                |
| TOP ECONOMIC SECTORS   | 2023  | 2024             | % CHANGE              | CHANGE              |
| GOVERNMENT   | PUBLIC SECTOR: 32% OF ALL EMPLOYMENT EARNINGS |                  |                       |                     |
| Total Government Employment <sup>1, 5</sup>                              | 12,778  | 13,008           | 2%                    | 230                 |
| Federal Employment <sup>1, 5</sup> (8% of all employment earnings)       | 2,044   | 2,068            | 1%                    | 24                  |
| State Employment <sup>1</sup> (14% of all job earnings)                  | 4,287   | 4,378            | 2%                    | 91                  |
| City and Tribal Employment <sup>1</sup> (14% of all job earnings)        | 6,446   | 6,562            | 2%                    | 116                 |
| Total Government Payroll (includes USCG) <sup>1, 5</sup>                 | \$892.4 million                               | \$925.6 million  | 4%                    | \$33.2 million      |
| State of Alaska Payroll <sup>1</sup>                                     | \$315 million                                 | \$329.3 million  | 5%                    | \$14.3 million      |
| VISITOR INDUSTRY   | KEY INDUSTRY: 13% OF ALL EMPLOYMENT EARNINGS  |                  |                       |                     |
| Total Visitor Industry Employment <sup>1, 6</sup>                        | 8,095   | 8,589            | 6%                    | 494                 |
| Total Visitor Industry Wages/Earnings <sup>1, 6</sup>                    | \$338.4 million                               | \$367.4 million  | 9%                    | \$29 million        |
| <b>Total Southeast Alaska Passenger Arrivals</b>                         | <b>2,145,049</b>                              | <b>2,216,131</b> | <b>3%</b>             | <b>71,082</b>       |
| Cruise Passengers <sup>10</sup>  | 1,669,500                                     | 1,732,000        | 4%                    | 62,500              |
| Total Air Passenger Arrivals from Outside SE <sup>11</sup>               | 467,738                                       | 477,592          | 2%                    | 9,854               |
| Total AMHS Passengers from Outside SE <sup>12</sup>                      | 7,311   | 6,539            | -11%                  | -772                |
| COMMERCIAL FISHING & SEAFOOD INDUSTRY                                    | KEY INDUSTRY: 7% OF ALL EMPLOYMENT EARNINGS   |                  |                       |                     |
| Total Seafood Employment (includes fishermen) <sup>1, 6</sup>            | 3,253   | 3,109            | -4%                   | -144 jobs           |
| Total Seafood Employment Earnings <sup>1, 6</sup>                        | \$248.3 million                               | \$215.6 million  | -13%                  | -\$32.7 million     |
| Commercial Fishing Boats Homeported in SE <sup>15</sup>                  | 2,661   | 2,582            | -3%                   | -79 boats           |
| Value of Seafood Processed <sup>7</sup>                                  | \$508.5 million                               | \$379.3 million  | -25%                  | -\$129.1 million    |
| Pounds (whole seafood landed pounds by SE residents) <sup>8</sup>        | 286.4 million                                 | 200.3 million    | -30%                  | -86.1 million       |
| Estimated Gross Earnings (ex-vessel value of pounds landed) <sup>8</sup> | 231.8 million                                 | 188.3 million    | -19%                  | -\$43.5 million     |
| HEALTH CARE INDUSTRY (PUBLIC & PRIVATE HEALTH)                           | KEY INDUSTRY: 11% OF ALL EMPLOYMENT EARNINGS  |                  |                       |                     |
| Health Care Employment <sup>1, 6</sup>                                   | 3,883   | 3,889            | 0.2%                  | 6 jobs              |
| Health Care Wages <sup>1, 6</sup>  | \$310.1 million                               | \$314.7 million  | 1%                    | \$4.6 million       |
| MARITIME ECONOMY (Includes employment from all industries)               | KEY INDUSTRY: 14% OF ALL EMPLOYMENT EARNINGS  |                  |                       |                     |
| Private Maritime plus USCG Employment <sup>1,5,6</sup>                   | 5,967   | 6,028            | 1%                    | 61 jobs             |
| Private Maritime plus USCG Wages <sup>1,5,6</sup>                        | \$436.5 million                               | \$413.9 million  | -5%                   | -\$22.6 million     |
| OTHER SELECTED STATISTICS  | 2023  | 2024             | % CHANGE              | CHANGE              |
| Construction Employment <sup>1, 6</sup> (6% of all employment earnings)  | 1,978   | 1,951            | -1%                   | -27                 |
| Mining Employment <sup>1</sup> (5% of all employment earnings)           | 1,061   | 1,062            | 0%                    | 1                   |
| Price of Gold <sup>7</sup>   | \$1,954                                       | \$2,405          | 23%                   | \$452               |
| Total Southeast AMHS Ridership <sup>12</sup>                             | 127,461                                       | 129,529          | 2%                    | 2,068               |
| Cost of Living: Consumer Price Index <sup>1</sup>                        | 260.4   | 266.2            | 2.2%                  | \$6                 |
| Housing Units Permitted/Completed <sup>4,1</sup>                         | 258   | 232              | -10%                  | -26                 |
| Avg. Daily Volume ANS Oil Production (mbbls/day) <sup>14</sup>           | 468,445                                       | 464,084          | -1%                   | -4,361              |
| Annual Avg. Domestic Crude WTI Oil Prices (in \$/Barrel) <sup>14</sup>   | \$82.57                                       | \$80.19          | -3%                   | -\$2.39             |

**Sources:** <sup>1</sup>Alaska Department of Labor (ADOL); <sup>2</sup>ADOL Southeast Alaska Population by Age; <sup>3</sup>Alaska Department of Education and Early Development; <sup>4</sup>Based on the quarterly Alaska Housing Unit Survey, a survey of local governments and housing agencies; <sup>5</sup>US Coast Guard; <sup>6</sup>US Census Nonemployer (self-employment) Statistics and estimates based on business climate surveys; <sup>7</sup>Kitco Metals Inc.; <sup>8</sup>ADF&G Southeast Alaska Commercial Seafood Industry Harvest and Ex-Vessel Value Information; <sup>9</sup>Cruise Line Agencies of Alaska; <sup>10</sup>US Bureau of Transportation Statistics (RITA); <sup>11</sup>Alaska Marine Highway System data; <sup>12</sup>Alaska Department of Revenue Crude Oil and Natural Gas Prices; <sup>13</sup>Commercial Fisheries Entry Commission.

# SEAFOOD INDUSTRY



## Seafood Industry

3,109 Annualized Jobs 2024

\$216 Million in Wages 2024

**JOBS DOWN 4% -144**

**EARNINGS DOWN 13% -\$33M**

# 2024

While seafood was the top wage provider in the region as recently

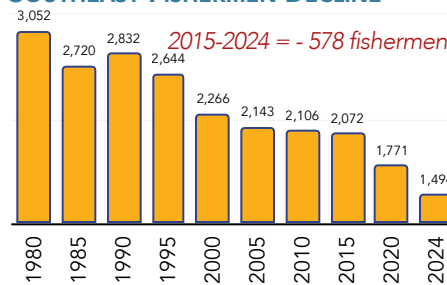
as 2022, the years since have been very difficult for the industry.

In 2024, regional fishermen caught 200 million pounds of seafood. Due to low prices, the catch had one of the lowest values on record with an ex-vessel value down by \$117 million from 2022 values to \$188 million. Only 2020 was lower in recent history.

In 2024, shorebased processors and direct marketers processed just 151 million pounds of seafood in the region, with a wholesale value of \$379 million, a 50% decline in value as 106 million fewer pounds of seafood were processed compared to 2022.

In 2024, the five salmon species represented 69% of the regional seafood catch by pounds landed, and slightly less than half the overall value (45%). Halibut, black cod, crab, and the dive fisheries accounted for just 13% of pounds landed, but were 43% of the total harvest value.

## SOUTHEAST FISHERMEN DECLINE



In the last decade, the number of resident Southeast fishermen who fished dropped by nearly 600 fishermen, a 28% decline. In 2024, the region had fewer than half the fishermen it had in 1980, fundamentally reshaping the regional economy.

The regional seafood industry generated 3,109 annualized regional jobs and \$216 million in earnings in 2024, making up 7% of earnings and jobs in the region.

## THE 2024 SOUTHEAST CATCH Compared to the 2022 Catch in Millions

| Species                         | 2022 Pounds Landed   | 2024 Pounds Landed   | 2024 Catch Value       | 22-24 Change in Value |
|---------------------------------|----------------------|----------------------|------------------------|-----------------------|
| Pink Salmon                     | 57.8                 | 53.9                 | \$17.1                 | -45%                  |
| Chum Salmon                     | 50.6                 | 72.2                 | \$38.8                 | -35%                  |
| Herring                         | 51.3                 | 26.1                 | \$4.1                  | -51%                  |
| Black Cod                       | 16.9                 | 15.4                 | \$33.7                 | -38%                  |
| Halibut                         | 8.6                  | 7.5                  | \$35.7                 | -32%                  |
| Coho Salmon                     | 7.4                  | 7.3                  | \$10.1                 | -22%                  |
| Sockeye Salmon                  | 6.7                  | 3.7                  | \$6.5                  | -53%                  |
| Crab                            | 3.5                  | 3.5                  | \$14.1                 | -12%                  |
| Chinook                         | 3.1                  | 2.1                  | \$11.4                 | -35%                  |
| Geoduck, Sea Cucumbers, Urchins | 2.0                  | 2.2                  | \$12.3                 | 38%                   |
| All Other                       | 5.7                  | 6.5                  | \$4.4                  | 23%                   |
| <b>Pounds</b>                   | <b>213.5 million</b> | <b>200.3 million</b> | <b>\$188.3 million</b> | <b>-\$117 million</b> |

**Sources:** Combination of ADOL Employment and Wage data; US Census Nonemployer (self-employment) Statistics; ADF&G Seafood Production of Shorebased Plants in Southeast Alaska; ADF&G Southeast Alaska Commercial Seafood Industry Harvest and Ex-Vessel Value Information; Alaska Commercial Salmon Harvests and Ex-vessel Values, ADF&G. Weekly Alaska Salmon Harvest Updates are produced for ASMI by McKinley Research. **Seafood Industry** includes animal aquaculture, fishing, & seafood product preparation and Southeast Alaska resident commercial fishermen (nonresident fishermen & crew who did not report income are excluded). **Photo by Chris Miller: Cross Sound Trolling.**

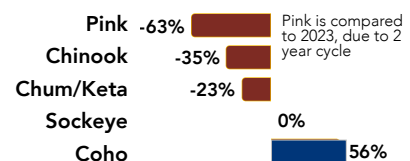
## SEAFOOD INDUSTRY PROBLEM

Southeast Alaska's seafood values have been at historic lows. Since 2020, Southeast Alaska fishermen have faced low seafood earnings due to a perfect storm of global and US market pressures. The pandemic sharply reduced demand as restaurant closures—where most Americans consume seafood—erased a key market, while significant global salmon harvests created a glut that drove prices down. Excess inventory from these oversupplied seasons carried over, continuing to suppress prices.

# 2025

The 2025 harvest-to-date is down from 2024, which was already a low catch year. ASMI's August 2025 update is below:

## SE Salmon Catch: 2024 vs. 2025 Year over year: week 32

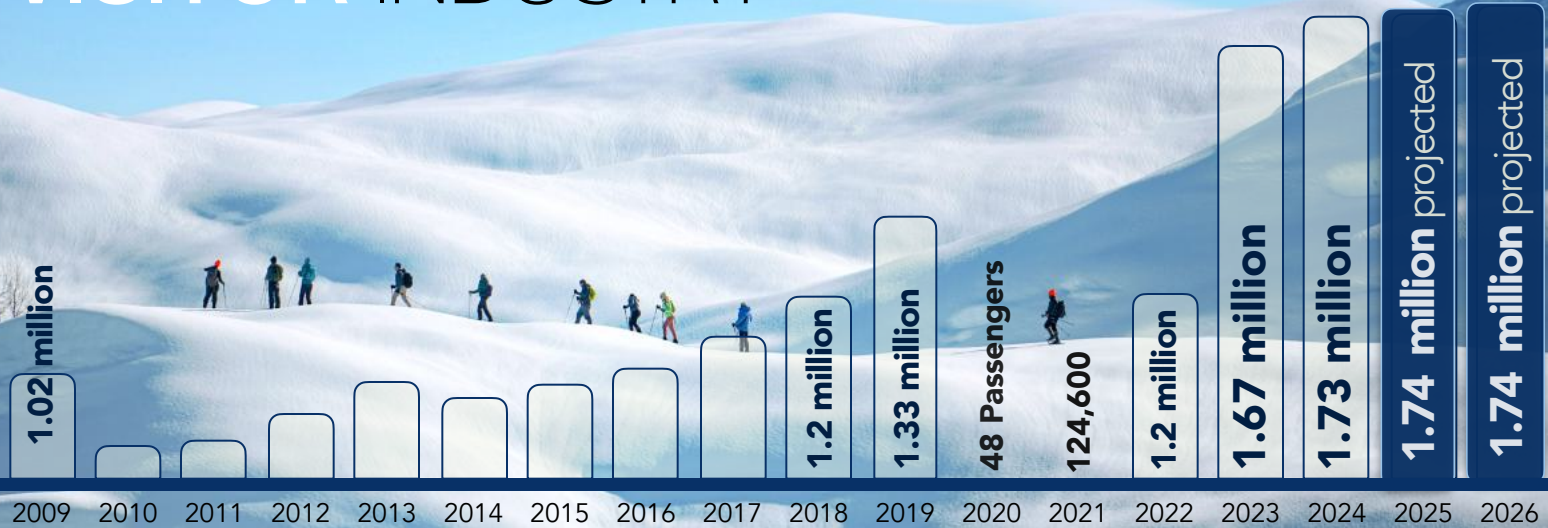


The silver lining is that as inventory declines, prices are rebounding. However, tariffs could significantly disrupt Southeast Alaska's export-dependent model, undermining its global competitiveness.

*"The seafood industry continues to face headwinds. Uncertainty in the market with unknown impact of tariffs will have downward pressure on ex-vessel value. We continue to face increasing costs of doing business (insurance, fuel, parts, moorage, labor, etc). As harvesters, we have nowhere to pass those additional/ increasing costs on to, all while we are getting paid less per pound than we were decades ago."*

-Business Climate Survey Respondent 2025.





## Visitor Industry

8,589 Annualized Jobs

\$367 Million in Wages in 2024

**JOBS UP 6% +494 IN 2024**

**EARNINGS UP BY 9% +\$29M**

**2024** More than 2.2 million passengers arrived in Southeast Alaska by air, ferry, and cruise ship in 2024.

### RECORD BREAKING VISITOR SEASON

The 2024 season's 1.73 million cruise ship passengers marked a new regional record. Cruise passenger numbers grew by 62,500 passengers, a 4% increase from 2023. Airline passengers increased by nearly 10,000 passengers, a 2% increase, setting a record for the third year in a row. Use of the ferry by tourists decreased again in 2024, with 11% fewer visitors arriving via ferry.

The visitor sector was the region's top economic sector, both in terms of jobs and wages, for the second year in a row. In 2024, visitor sector wages grew by \$29 million, representing a 9% increase. Those working in the visitor industry earned \$367 million in 2024, comprising 13% of all regional employment income. Jobs increased by 6% as nearly 500 new year-round-equivalent jobs were added, so that tourism jobs represented 19% of all annualized employment. Klawock became Southeast's newest cruise ship port.

**2025** Tourism business leaders reported a strong 2025

economic climate with 68% calling the business climate good or very good for their business – down from 81% a year earlier. Nearly a third (31%) expected their business operations to be even stronger moving into 2025 and 2026.

### OUTLOOK FOR 2025

The 2025 tourism season is shaping up to closely mirror 2024. Cruise ship volumes remain strong. By the end of summer 2025, ships are expected to carry a new record of 1,737,400 passengers—just above the 1,732,000 recorded in 2024 (note: these figures were revised upward to include non-revenue passengers).

Some operators have reported reduced independent and international travelers, primarily due to weakened Canadian and European markets. However, these segments represent a small share of total visitor volume. Tourists appear increasingly price-sensitive as consumer spending softens across the U.S. Additionally, inclement early-season weather reduced participation in high-end excursions, which contributed to lower visitor spending for some. However, others are reporting record spending.

*"Our numbers are up from last year. Our businesses are heavily staffed and running very smoothly this season."*

—Tourism business leader in August 2025

### WORKFORCE AND HOUSING CHALLENGES

With a record number of visitor sector jobs in the region, attracting and housing a sufficient workforce remains a critical challenge. In the 2025 business climate survey, 80% of tourism

employers said the lack of available and lower-cost housing directly deters potential hires and contributes to employee turnover. In a separate Visitor Industry Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis, tourism leaders identified limited housing as the sector's top weakness, workforce housing development as the greatest opportunity, and housing shortages as the most significant threat (see page 14.)

### JET PASSENGERS

In the first half of 2025 total air passenger arrivals for the region was 2% above 2024 levels, paving the way for a 4th year of record deplaning airline passengers.

**2026** **SIMILAR-SIZED CRUISE SEASON EXPECTED IN 2026**

Looking ahead to 2026, regional cruise ship passenger volumes are expected to be comparable to the previous two years. Local governments such as the City and Borough of Juneau (CBJ) have collaborated with cruise lines on passenger management strategies aimed at constraining growth. In 2024, CBJ implemented a five-ship-per-day limit, eliminating hot berthing. Beginning in 2026, new daily passenger caps—16,000 on weekdays and 12,000 on weekends—will take effect. Additionally, the 2026 cruise season will be shorter, beginning in late April and ending in early October. Due to these changes, not all cruise ships will stop in Juneau in 2026, which has historically been the norm. Royal Caribbean will be moving several port calls to Ketchikan.

**Sources:** CLIA Alaska & Cruise Line Agencies of Alaska. Combination of ADOL Employment and Wage data and US Census Nonemployer (self-employment) Statistics; US Bureau of Transportation Statistics (RITA); Alaska Marine Highway System; Juneau International Airport Passenger Statistics; Juneau Docks & Harbors capacity figures. **Note:** In this analysis, the visitor industry includes leisure and hospitality businesses, along with air, water & scenic transportation companies. **Photo by UnCruise Adventures: Snowshoeing in Glacier Bay.**

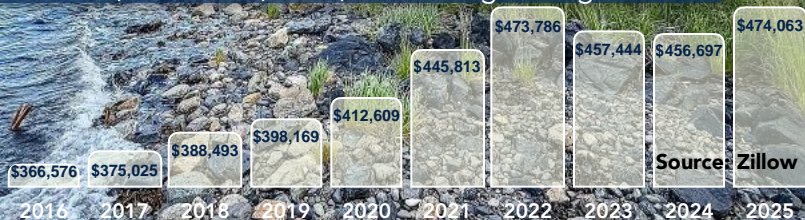


# HOUSING

| 1st half 2025 Values |           |
|----------------------|-----------|
| Sitka                | \$530,138 |
| Juneau               | \$505,158 |
| Ketchikan            | \$432,466 |
| Petersburg           | \$346,009 |
| Haines               | \$342,047 |
| Wrangell             | \$311,209 |

## Average Value of a Single-family Home

Juneau, Ketchikan, Sitka, Petersburg average



# CONSTRUCTION

## Housing Indicators

A lack of housing represents the region's greatest economic problem, maintaining an artificial lid on the economy by keeping potential workforce from moving to the region, and young people from staying in the region. Southeast has 30,500 occupied housing units.

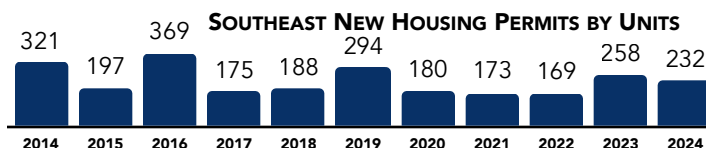
**New Housing:** In the past 10 years, Southeast communities added more than 2,235 new housing units, an 8% increase, and increased total occupied housing units by the same amount.

**Growth in Single-Person Households:** Counteracting these gains is the rise of single-occupancy households — growing from 8,300 to 10,300 over the last decade — erasing most of the newly added housing inventory. This is primarily due to residents aged 65 and older, a segment that is more likely to live alone, generating 1,600 additional single-occupancy households in the past ten years (from 2,240 households to 3,900 senior living-alone households). The result: more homes are now needed to house fewer people.

**Rental Housing:** The region has approximately 10,300 rental units. The overall rental vacancy rate was 6.1% in 2024, an improvement over 4.5% in 2023. A healthy vacancy rate is considered to be about 8%. Three-bedroom rental units now exceed that with a 9.9% vacancy rate — perhaps indicating fewer families are moving to or staying in the region. The median adjusted rent in Southeast Alaska was \$1,441 in 2024, a 12% increase over 2022. Sitka saw the lowest increase at 4%, while Ketchikan rents increased by 18.5%.

**Short-Term Rentals:** Use of short-term rentals, like Airbnb and Vrbo, have risen by 1% from 979 active listings in the summer of 2024 to 991 active listings in July of 2025. Just 115 of these regional listings are available all or most of the year, making the overall impact on the housing market relatively low.

**Housing Values:** Over the last decade, the average value of a single-family home has increased at a rate slightly lower than inflation. Housing availability has also been exacerbated by flooding and landslide events in recent years.



Southeast Alaska 2030 Economic Plan: September 2025

## Construction Industry

1,951 Annualized Jobs in 2024

\$163 Million in Wages

**JOBS DOWN 1% -27**

**EARNINGS UP BY 4% +\$6.5M**

**2024** Construction employment was down in 2024. Construction jobs decreased by 1% (27 jobs), while wages grew by 4%. Construction workers in the region earned \$163 million, representing 6% of all regional workforce earnings in 2024. Early data shows construction jobs were flat in the first half of 2025.

**2025** According to the 2025 business climate survey, optimism among construction and engineering business leaders fell by 14%. Respondents anticipate rising material costs, supply chain disruptions, and persistent labor shortages. Tariffs and inflation are expected to further elevate expenses for materials and freight, potentially affecting project feasibility. Reductions and delays in government infrastructure funding may result in project cancellations. Recruitment, particularly of skilled labor, is expected to remain challenging. The Statewide Transportation Improvement Program (STIP)—Alaska's four-year plan for federally funded transportation projects—has faced approval delays and funding shortfalls, likely slowing or postponing construction in Southeast Alaska, reducing near-term work for contractors, and constraining the longer-term pipeline of projects. While steady residential construction is expected in some communities, the overall sector will likely face constraints from economic uncertainty, regulatory obstacles, and high operational costs.

*"I am very concerned about tariffs raising the cost of construction materials. Construction is already extremely expensive in our area and a lack of contractor confidence in pricing stability is going to raise bid pricing. Uncertainty is bad for business."*

-Business Climate Survey Respondent 2025.

**Sources:** ADOL Quarterly Alaska Housing Unit Survey, a survey of local governments and housing agencies; US Census; Zillow; Air DNA. Combination of Alaska Department of Labor Employment and Wage data and US Census Nonemployer (self-employment) Statistics; State of Alaska.

**Photography credit:** City and Borough of Wrangell.



# MINING

Kensington Mine

# HEALTHCARE

PeaceHealth

## Mining Industry

1,062 Annualized Jobs in 2024

UP 1 JOB IN 2024, WAGES UP BY 5%, +\$7M

**2024** Total mining jobs in Southeast remained steady in 2024, while wages were up by 5%. The average annual mining wage was \$132,837 in 2024 — more than twice the overall regional wage of \$63,238. There are three operating mines in the region.

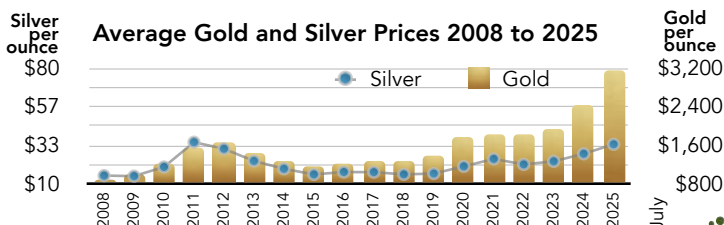
- **Hecla Greens Creek** is one of the largest silver mines in the world and has been in production since 1989. In August 2025, Hecla Greens Creek employed 530 full-time permanent workers (+10 from 2024) and continues to ramp up production and employment. Greens Creek is the largest private sector employer in Juneau as well as the highest taxpayer. In 2024, Greens Creek produced 8.5 million ounces of silver, a 13% decline from 2023. Greens Creek has several large capital projects planned in the coming years, bringing above-average investment to regional contractors and businesses that support the mine.

- **Coeur Alaska's Kensington** gold mine began operations in 2010. Kensington produced 95,671 ounces of gold in 2024, a 13% increase from 2023. In 2025, Kensington employed 395 full-time permanent staff (+26 from 2024).

- **Dawson** is a smaller gold and silver project on Prince of Wales. Dawson Mine reported 48 full-time workers in 2024.

Additional mining exploration projects are active in the region, including the Palmer Project in Haines, Herbert Gold in Juneau, and both Bokan Mountain and Niblack on Prince of Wales.

The outlook for mining in the region is very positive, driven by high metals prices. Gold and silver surged in 2025, rising 29% and 35% respectively since the start of the year. Gold reached a new peak of over \$3,400 per ounce in 2025.



## Health Care Industry

3,889 Annualized Jobs in 2024

\$315 Million in Wages

JOBS UP 6, WAGES UP BY \$4.6 MILLION

**2024** Southeast Alaska's nearly 3,900 public and private healthcare workers made up 8.5% of the regional workforce in 2024, earning 11% of all wages, or \$315 million. Despite growing demand driven by an aging population and rising visitor numbers, the region added just six healthcare jobs in 2024. Providers have repeatedly raised wages to compete for staff, contributing to a \$131 million (71%) increase in total healthcare wages over the last decade.

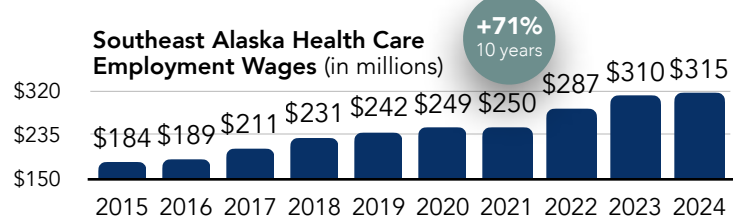
### Top Healthcare Employers

|                           |       |
|---------------------------|-------|
| SEARHC                    | 1,550 |
| Bartlett                  | 670   |
| PeaceHealth               | 500   |
| Petersburg Medical Center | 155   |

Four institutions employ three-quarters of the region's healthcare workers. The SouthEast Alaska Regional Health Consortium (SEARHC), the largest provider, employed 1,550 staff across 16 communities in 2024. Bartlett Regional Hospital in Juneau employed 672;

PeaceHealth, serving Ketchikan and Prince of Wales, employed about 500; followed by Petersburg Medical Center with 155 workers.

Southeast Alaska's healthcare system faces uncertainty as federal reductions to Medicaid coverage threaten to reduce hospital revenues, putting some residents at risk of diminished access to local care. The new Rural Health Transformation Fund may offset these losses, but the overall impact remains unclear, as Medicaid coverage losses are expected to begin affecting the region in 2027.



**Sources:** Combination of Alaska Department of Labor Employment and Wage data and US Census Nonemployer (self-employment) Statistics; State of Alaska; Kitco Metals Inc; Coeur Mining Inc. Annual Report; Hecla Mining Company Annual Report.

# GOVERNMENT



## Government Jobs 2024

**Municipal 5,126 Jobs +36**

**State 4,378 Jobs +91**

**Federal 2,089 Jobs +24**

**Tribal 1,436 Jobs +80**

## Government

**13,008 Annualized Jobs in 2024**

**JOBS UP 230 IN 2024**

**WAGES UP BY 4%, \$33 MILLION**

# 2024

Government workers accounted for 28% of Southeast Alaska's

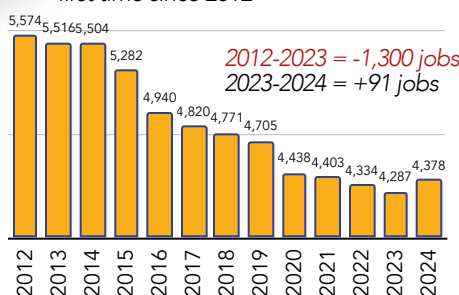
jobs (13,008) in 2024 and 32% of total regional earnings (\$926 million). Public sector wages rose by \$33 million in 2024, a 4% increase, while total government employment grew 2%.

### STATE GOVERNMENT JOBS UP FOR FIRST TIME IN 13 YEARS

From 2012 to 2023, state government employment fell 23%, a reduction of nearly 1,300 positions—two-thirds of them in Juneau. In 2024, for the first time in more than a dozen year, state jobs increased by 91 across Southeast, and early 2025 data indicate this growth is continuing.

### Southeast State Jobs

State jobs in the region are up for the first time since 2012



### FEDERAL GOVERNMENT

Federal employment in Southeast Alaska rose 1% in 2024 to 2,089 jobs, with total wages of \$195 million. Early 2025 data indicate a decline as layoffs and incentivized retirements take full effect, reducing the region's federal workforce. These reductions are expected to impact communities reliant on federal jobs and services, including sectors like seafood that depend on federal research and regulatory support.

Businesses across the region report widespread uncertainty and concern over federal policy changes—tariffs, regulatory shifts, staffing cuts, and funding reductions. Businesses worry about potential rising costs, reduced consumer spending, and delays in federally funded projects. According to the business climate survey, nearly half (47%) of Southeast Alaska businesses expect negative impacts from federal changes, including 23% anticipating very negative outcomes (see page 12).

### US COAST GUARD

The federal job count includes 623 active-duty U.S. Coast Guard personnel,

down 45 from the prior year.

The recently commissioned USCGC Storis, the first new polar icebreaker in over 25 years, will be homeported in Juneau after port upgrades are completed. Full deployment with a 190-member crew is expected over the next several years, bringing a meaningful boost to the local and regional economy.



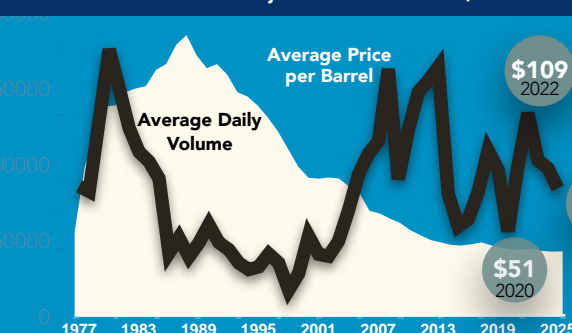
### LOCAL GOVERNMENT

Local governments added 36 jobs in 2024, reaching 5,126, a 1% increase, though early 2025 data show a slight decline. Nearly 2,000 local government employees (40%) work in K-12 education, and 15% are in public healthcare roles. Municipal staff also include firefighters, paramedics, police officers, water and wastewater operators, public works crews, airport and utility workers, and harbor staff.

### TRIBAL GOVERNMENT GROWS

Tribal government employment rose 6% in 2024 to 1,436 annualized jobs, with wages up 11% to \$88 million. Over the past three years, tribal government jobs increased 29% and wages grew 50%. Tribal governments now account for 11% of all government jobs in the region and 3% of all Southeast Alaska employment and wages.

Avg. Daily Volume of the Trans Alaska Pipeline System and Inflation Adjusted Price Per Barrel, 1978-2025



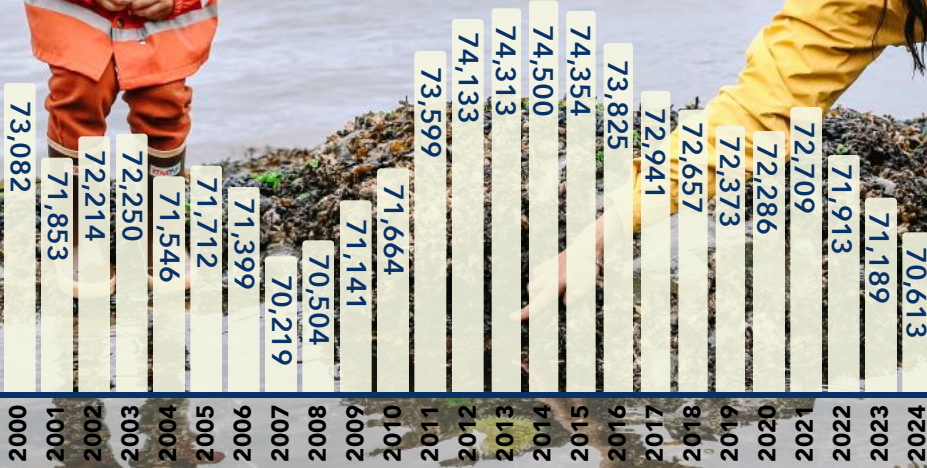
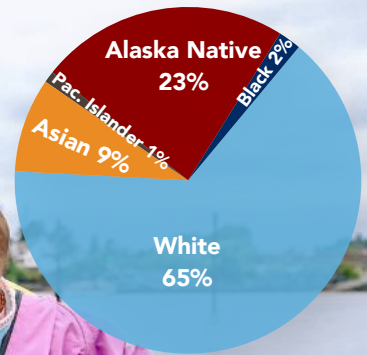
Sources: ADOL Employment and Wage data; Alaska Department of Revenue Crude Oil Prices. Alaska Office of Management Budget. Photo credit Governor Attends Sitka Graduation Ceremony by Austin McDaniel



# DEMOGRAPHICS

## Population 70,613

-576, -0.8%



### POPULATION CHANGE 2023 TO 2024

| Community          | 2023          | 2024          | Change       |
|--------------------|---------------|---------------|--------------|
| Juneau Borough     | 31,616        | 31,436        | -0.6%        |
| Ketchikan Borough  | 13,505        | 13,420        | -0.6%        |
| Sitka Borough      | 8,203         | 8,063         | -1.7%        |
| Petersburg Borough | 3,371         | 3,379         | 0.2%         |
| Haines Borough     | 2,539         | 2,537         | -0.1%        |
| Wrangell Borough   | 2,044         | 2,030         | -0.7%        |
| Metlakatla         | 1,450         | 1,389         | -4.2%        |
| Skagway Borough    | 1,127         | 1,123         | -0.4%        |
| Craig              | 1,021         | 972           | -4.8%        |
| Hoonah             | 888           | 835           | -6.0%        |
| Klawock            | 695           | 734           | 5.6%         |
| Gustavus           | 657           | 659           | 0.3%         |
| Yakutat Borough    | 680           | 637           | -6.3%        |
| Kake               | 533           | 522           | -2.1%        |
| Thorne Bay         | 479           | 497           | 3.8%         |
| Hydaburg           | 338           | 354           | 4.7%         |
| Angoon             | 344           | 350           | 1.7%         |
| Coffman Cove       | 193           | 209           | 8.3%         |
| Hollis             | 145           | 155           | 6.9%         |
| Naukat Bay         | 131           | 125           | -4.6%        |
| Tenakee Springs    | 124           | 123           | -0.8%        |
| Whale Pass         | 91            | 96            | 5.5%         |
| Pelican            | 90            | 89            | -1.1%        |
| Klukwan            | 87            | 84            | -3.4%        |
| Port Alexander     | 51            | 63            | 24%          |
| Kasaan             | 50            | 45            | -10%         |
| Edna Bay           | 49            | 44            | -10%         |
| Hyder              | 47            | 42            | -11%         |
| Elfin Cove         | 38            | 41            | 7.9%         |
| Port Protection    | 36            | 31            | -14%         |
| Game Creek         | 18            | 16            | -11%         |
| Point Baker        | 10            | 11            | 10%          |
| Remainder          | 539           | 502           | -6.9%        |
| <b>Total</b>       | <b>71,189</b> | <b>70,613</b> | <b>-0.8%</b> |

# 2024

The region's population declined again in 2024, falling by less than one percent to 70,613 residents — a loss of nearly 600 people, although 12 communities saw population gains.

### SCHOOL ENROLLMENT

K–12 enrollment was down 3%, as student counts fell by 385 in 2024, for a 10-year loss of 1,200 students. Losses over the past decade were led by Juneau — down 16%, or 740 students — and Sitka, down 22%, a loss of 300 students. Six of the region's smallest school districts gained students over the decade: Craig, Hydaburg, Kake, Klawock, Skagway, and Yakutat.

### DECLINING YOUTH AND WORKFORCE AGED POPULATION

In the past ten years, the number of kids in the region decline by 2,200, while the 60+ population grew from 17% to 27% of total residents. The working-age population (ages 19–59) shrank by more than 5,500 residents, while total jobs decreased by just 400 — resulting in a growing gap between workforce supply and demand. If trends continue, the Alaska Department of Labor projects Southeast will lose another 5,000 children and 5,300 working-age residents by 2050.

### GREAT SUMMER JOB MARKET

In 2025, Juneau was named the 15th best city in the US for summer jobs (out of 182), highlighting the number high-quality seasonal work opportunities for young people in the region.

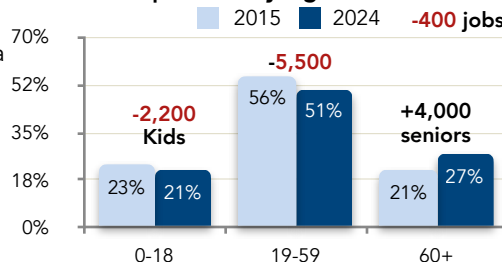
### WORKFORCE RESIDENCY

In 2023, 30% of workers were not eligible for a PFD, and thus considered nonresident. Non-Alaskans earned 20% of all regional wages. The highest share of nonresidents work in seafood processing (71%), while the sector with the highest resident share is utilities (91%).

### OUT MIGRATION

In 2024, 660 more people moved away from Southeast Alaska than those who moved here, include about 250 from Juneau, 150 from Sitka, and 100 from Ketchikan. Studies show that the primary reasons are housing scarcity and high housing costs.

### SE Population by Age, 2015-2024



Sources: Alaska Department of Labor (ADOL); ADOL Southeast Alaska Population by Age, Sex and Borough/Census Area; Alaska Population Projections; US Census. WalletHub. Nonresidents Working in Alaska (ADOL).



## Jobs by Community

Looking at all communities across Southeast in 2024, job counts were up in nearly every community compared to 2023.

The largest 2023 to 2024 job gains percentage-wise included **Skagway** (+12%), **Hoonah** (+7%), and **Sitka** (+5%). Three communities experienced job losses in 2024 compared to 2023: **Yakutat**, **Angoon**, and **Hyder**.

**Wages were up in most communities**, and six saw half saw double digit wage increase percentages. The largest increases in total wages were seen in **Klukwan** (+24%), **Haines** (+15%), **Hoonah** (+13%), **Skagway** (+12%), and **Kake** (+12%).

Regional job rates are above 2019 levels with some notable exceptions, including Ketchikan, Petersburg, Wrangell, and Prince of Wales.

Approximately half of all regional jobs (48%) and wages (52%) are in **Juneau**.

**Note:** This analysis **excludes self-employment data**, which is not made available below the borough/census area level. Still, monitoring change in labor figures is an important way to track overall workforce changes in a community.

## ANNUAL EMPLOYMENT CHANGE BY COMMUNITY 2023 TO 2024

| Community       | 2023 Annual Average Employment | 2024 Annual Average Employment | 2023 Wages in millions | 2024 Wages in millions | Employment Change 2023-2024 | Wage Change 2023-2024 |
|-----------------|--------------------------------|--------------------------------|------------------------|------------------------|-----------------------------|-----------------------|
| Juneau          | 17,722                         | 18,036                         | \$1,171                | \$1,232                | 2%                          | 5%                    |
| Ketchikan       | 7,281                          | 7,350                          | \$432.6                | \$456.8                | 1%                          | 6%                    |
| Sitka           | 4,341                          | 4,550                          | \$265.1                | \$277.5                | 5%                          | 5%                    |
| Prince of Wales | 1,436                          | 1,441                          | \$73.0                 | \$77.1                 | 0%                          | 6%                    |
| Petersburg      | 1,253                          | 1,265                          | \$67.4                 | \$68.4                 | 1%                          | 2%                    |
| Haines          | 1,017                          | 1,046                          | \$46.9                 | \$53.8                 | 3%                          | 15%                   |
| Wrangell        | 749                            | 778                            | \$41.3                 | \$44.3                 | 4%                          | 7%                    |
| Skagway         | 1,017                          | 1,138                          | \$54.9                 | \$61.3                 | 12%                         | 12%                   |
| Metlakatla      | 493                            | 508                            | \$27.9                 | \$28.8                 | 3%                          | 3%                    |
| Hoonah SSA      | 520                            | 557                            | \$26.5                 | \$29.9                 | 7%                          | 13%                   |
| Yakutat         | 340                            | 333                            | \$21.9                 | \$20.6                 | -2%                         | -6%                   |
| Gustavus SSA    | 279                            | 282                            | \$14.7                 | \$16.2                 | 1%                          | 10%                   |
| Kake            | 166                            | 170                            | \$6.1                  | \$6.8                  | 2%                          | 12%                   |
| Angoon SSA      | 134                            | 132                            | \$4.7                  | \$4.8                  | -2%                         | 2%                    |
| Hyder           | 42                             | 40                             | \$2.6                  | \$2.5                  | -5%                         | -3%                   |
| Klukwan         | 54                             | 55                             | \$1.3                  | \$1.6                  | 2%                          | 24%                   |

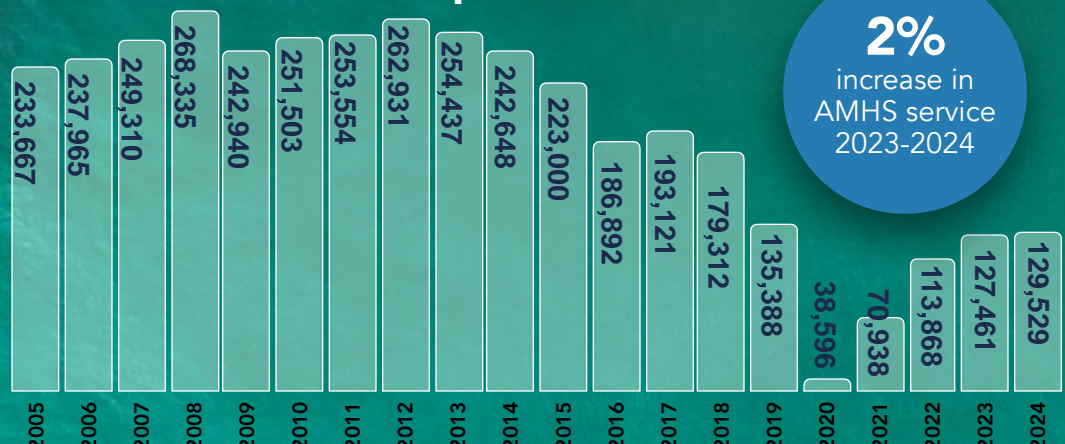
**Source:** Alaska Department of Labor and Workforce Development, Research and Analysis Section.

**Notes:** A sub-subarea (SSA) is the smallest unit for which the Quarterly Census of Employment and Wages is analyzed. The Hoonah SSA includes Pelican and Elfin Cove. The Angoon SSA includes Tenakee Springs. Prince of Wales includes the Hollis, Thorne Bay and Hydaburg SSAs.

**SOUTHEAST ALASKA GDP 2023 = \$5.9 BILLION** Change 2022 TO 2023 = 6%

Source: BEA

## Alaska Marine Highway Southeast Ridership



**2%**

increase in AMHS service 2023-2024

Source: AMHS

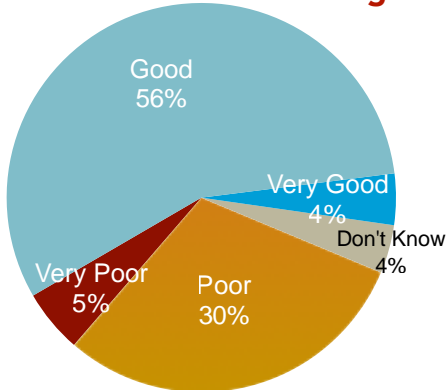
Photography credit: City and Borough of Wrangell



# SOUTHEAST ECONOMIC OUTLOOK SURVEY

“How do you view the overall **business climate** right now?”

**60% Positive / 35% Negative**



## Declining BUSINESS CLIMATE

# 2025

In April 2025, 422 Southeast Alaska business owners and top managers responded to Southeast Conference's Business Climate Survey.

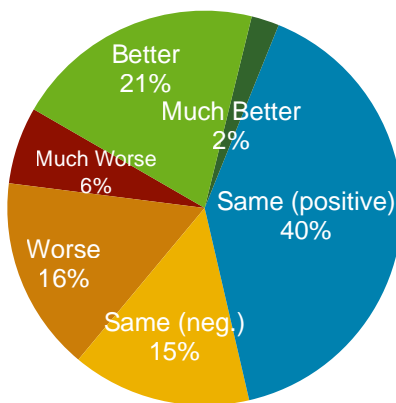
Three-fifths (60%) have a positive view of the Southeast business climate — a 13% drop from two years ago, and a 7% decline from 2024.

Leaders of **Alaska Native and mining organizations** were the most positive about the business climate. Business leaders in **Sitka, Yakutat, Prince of Wales, and Skagway** reported the most positive business perspectives.

The **timber** and **energy** sectors were most likely to rate the 2025 economy as poor or very poor, along with business leaders in **Gustavus** and **Wrangell**.

“What is the **economic outlook** for your business or industry over the next year (compared to the previous year)?”

**63% Positive / 37% Negative** **THE OUTLOOK IS DECLINING**

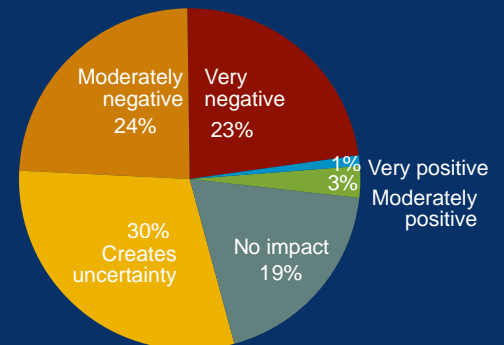


Business leader optimism about the future is falling. Nearly a quarter (23%) of respondents expect their prospects to be better or much better over the next year, with an overall positivity rating of 63% — a 16% drop from two years earlier.

Outlooks were the most positive in the **financial activities** and **real estate** sectors. Among communities, **Sitka, Ketchikan, and Skagway** had the most optimistic forecasts, while business leaders in **Gustavus** and **Haines** were the most pessimistic.

## Expected Federal Impacts on Businesses

When asked about expected business impacts from federal changes (e.g., tariffs, executive orders, regulatory or staffing shifts), nearly half (47%) of Southeast Alaska businesses said they expect negative impacts on their sectors, including 23% who anticipate very negative effects. Just 4% expect positive impacts.



## Retention & Turnover: “How do these factors impact worker attraction & retention?”

### LACK OF HOUSING CONTINUES TO CREATE WORKFORCE SHORTAGES FOR REGIONAL BUSINESSES

Southeast Alaska business leaders were asked to assess the impact of various factors on workforce attraction, retention, and turnover.

Most (79%) said that **housing availability** and **housing costs** cause staff to leave or decline job offers — including 53% who called it a significant factor contributing to staff shortages. Nearly as many (73%) said **childcare availability** is limiting their ability to hire or retain workers, including 32% who identified it as a significant barrier.

On the positive side, regional employers say that workers are attracted to Southeast jobs — or are more likely to stay — due to the region's **recreation opportunities, high quality of life**, and because they are originally from here. Eighty-two percent of business leaders said that access to high-quality recreation leads to workers moving to or remaining in the region, including 46% who called it a significant factor.

“Southeast Alaska's top problem is undoubtedly housing - its high cost, and low availability/quality. We are seeing that no other economic opportunities can function without it.”  
- Regional Business Leader

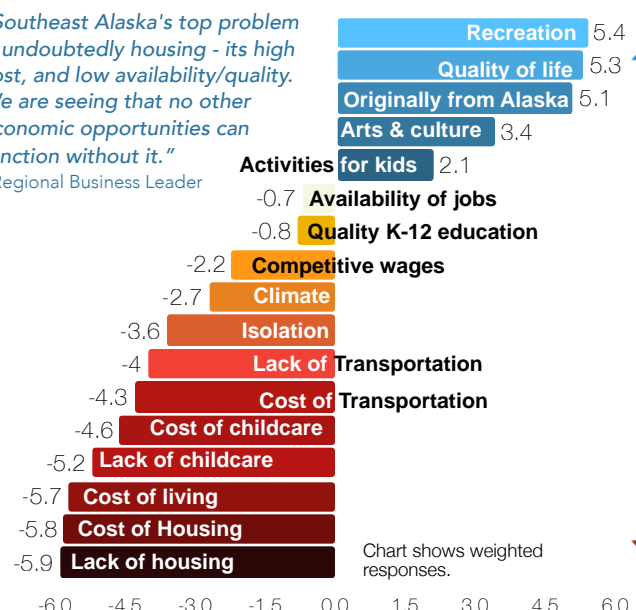


Chart shows weighted responses.

# ECONOMIC RESILIENCE: PRE-NATURAL DISASTER PLANNING

The cost of living in the breathtaking beauty of Southeast Alaska is that nearly all the homes and community infrastructure are under constant threat of natural disasters such as landslides and flooding. Our CEDS committee recognized the need for Natural Disaster Resiliency Planning, including two CEDS objectives pertaining to this issue.

## Natural Disaster Planning Objective:

Support Disaster Preparation and Relief Efforts

## Transportation Objective:

Disaster Resilient Transportation Infrastructure

**Existing resources to help in the planning, response, and follow up to regional natural disasters include:**



### PREPARATION

Local Hazard Mitigation  
Planning & Implementation

### SOA Homeland Security Hazard Mitigation Section

[ready.alaska.gov/Mitigation/LHMP](https://ready.alaska.gov/Mitigation/LHMP) | 907.428.7055



### DISASTER RESPONSE

State Emergency  
Operations Center (SEOC)  
AK Volunteer Organizations  
Active in Disasters (VOADS)

### Alaska State Emergency Operations Center (SEOC)

[www.ready.alaska.gov/](https://www.ready.alaska.gov/) | 907.428.7100

### AK State Volunteer Organizations Active in Disasters (VOADS)

A coalition of nonprofits, local and national.  
[akvoad@nvoad.org](mailto:akvoad@nvoad.org) | 907.339.3440



### POST-DISASTER DATA & FOLLOW-UP

AK Geo Surveys  
Sitka Sound Science Center

**Tribal Emergency Ops. Center, T&H**  
[publicsafety@tlingitandhaida.gov](mailto:publicsafety@tlingitandhaida.gov) | 907.463.7171

**AK Geological/Geophysical Surveys**  
[www.dggs.alaska.gov/hazards/](https://www.dggs.alaska.gov/hazards/) | 907.451-.0000

**Sitka Sounds Science Center**  
[www.sitkascience.org/research/](https://www.sitkascience.org/research/) | 907.747.8878



### WORKFORCE DEVELOPMENT

Alaska Municipal Disaster  
Response & Mitigation  
Partnership

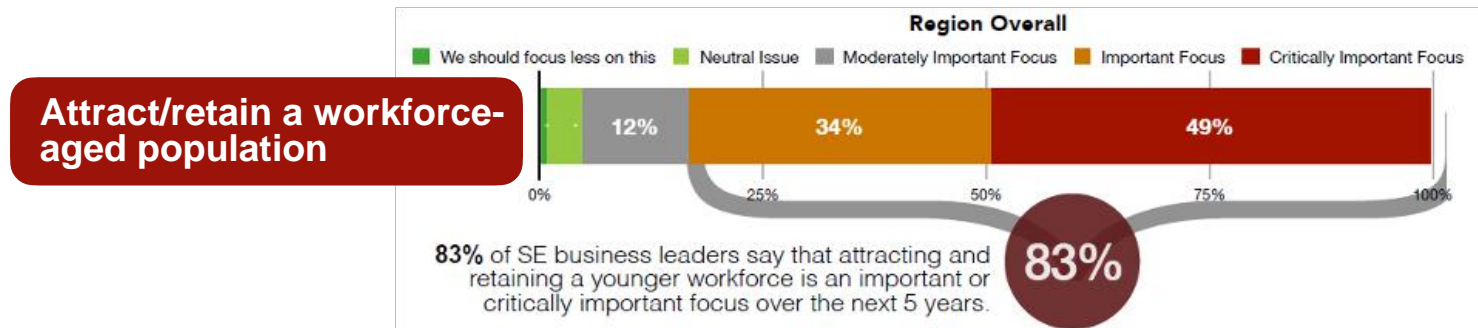
### Alaska Municipal Disaster Response & Mitigation Partnership

[www.akml.org](https://www.akml.org) | 907.586.1325



# WORKFORCE DEVELOPMENT PLANNING FOR ECONOMIC RESILIENCY

Southeast Alaska has experienced a shifting and shrinking population over the past decade that has drastically impacted businesses in the availability of an equipped workforce, hindering businesses activities and expansion. With high job availability, regional entities are partnering to implement solutions for a prepared workforce to obtain employment.



As part of the five-year economic planning process, Southeast Conference committee leaders developed 15 economic initiatives focused on or including workforce planning. These are listed below, in order of priority to the region, according to Southeast Conference members:

## Southeast Alaska Priority Workforce Objectives (Highest Priority Rating in CEDS)

1. **Ferry Objective:** Support the Stability, Sustainability and Longevity of the Marine Highway Systems of Alaska (See page 37 for 5-year plan)
2. **Child Care Objective:** Increase Child Care Capacity in Southeast Alaska (See page 39 for 5-year plan)
3. **Local Tourism Ownership and Entrepreneurship** (See page 43 for 5-year plan)
4. **Reduce Energy Costs and Increase Deployment of Renewables** (See page 44 for 5-year plan)

## Southeast Alaska Workforce Objectives:

5. **Education Objective:** Partner with University of Alaska Southeast and K-12 school districts to build career pathways (See page 32 for full initiative)
6. **Workforce Attraction and Retention Objective** (See page 33 for full initiative)
7. **Mariculture Development** (See page 23 for full initiative)
8. **Work to Further Promote a Year-round Seafood Economy in the Region** (See page 23 for full initiative)
9. **Transportation Workforce Development** (See page 21 for full initiative)
10. **Telecommunications Objective: Improve Communications Access** in Southeast Alaska (See page 34 for full initiative)
11. **Support Access to Capital for Seafood Harvesters and Processors** (See page 24 for full initiative)

## Southeast Alaska Committee Level Workforce Initiatives (lower priority level, see appendix document Potential Southeast Conference CEDS Initiatives 2030 for full initiatives):

12. **Seafood Sector Workforce Development** (page 19)
13. **Community-Based Timber Workforce Development** (page 25)
14. **Mining and Exploration Workforce Development** (page 25)
15. **Training to Support the Unique Needs of SE Alaska's Visitor Industry** (page 13)

**Measuring Economic Resilience:** Southeast Conference will continue to measure economic resilience through its annual business climate survey. Each spring, approximately 450 Southeast Alaska business owners and top managers from 25 communities participate in the Southeast Conference's Business Climate Survey, representing 11,000 workers and 22 economic sectors. They are asked about the economic climate, business outlook, and hiring expectations; along with ongoing workforce, housing, transportation, infrastructure, and industry needs. The survey is longitudinal, and has been conducted since 2010, so that resilience trends can be mapped and analyzed.

# Southeast Alaska Strategic Direction Action Plan

**Southeast Conference Vision Statement:** *Promote strong economies, healthy communities, and a quality environment in Southeast Alaska.*

## Transportation



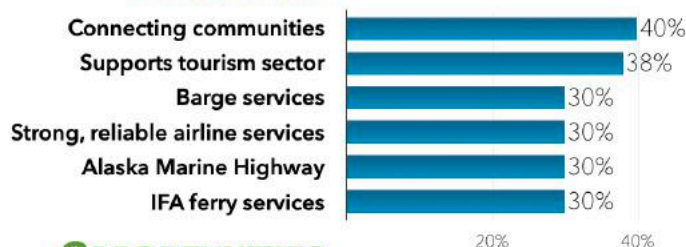
### Transportation Goal Statement:

Support a consistent, reliable regional transportation system that enables predictable, financially sustainable, efficient transportation for a prosperous regional economy and access to medical care and cultural events.

## Summary of Top SWOT Responses

The Southeast Alaska Transportation SWOT and economic initiatives were developed and prioritized by the 28 members of the Transportation Industry Committee in a series of meetings in 2024.

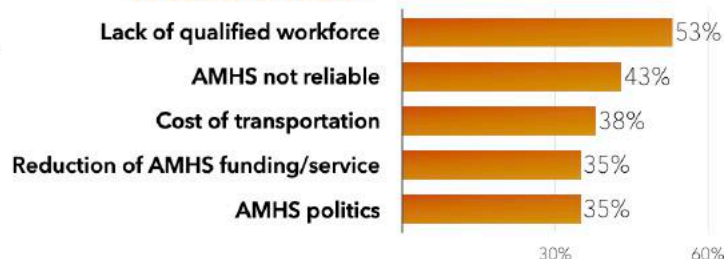
### STRENGTHS



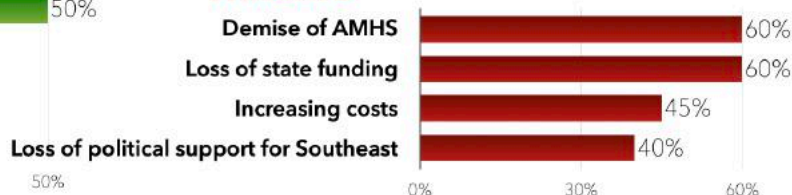
### OPPORTUNITIES



### WEAKNESSES



### THREATS





## Transportation Priority Objective

### ★ **Priority Objective #1: Support the stability, sustainability and longevity of the Marine Highway Systems of Alaska**

With many geographically remote and isolated communities that cannot be connected via traditional roads, the Marine Highway Systems in Alaska must provide reliable, basic transportation service for passengers and freight to coastal communities, create an economy of scale, and provide cost-effective transportation services. In a coordinated effort to restore, strengthen and expand critical service, investment is needed in a strategic, long-term and short-term plan that includes bridge capacity support through private sector transportation partnerships. Public and private collaboration can improve reliability, efficiency, affordability and stability. Pursue standardized and appropriately-sized fleet and terminal modernizations that can be realistically and manageably staffed while meeting essential service needs with potential for economic growth to communities. Design the system for a smaller workforce and increased efficiency and automation, to mitigate impacts and constraints faced with limited available personnel. Develop targeted workforce development programs and a schedule for job consistency to reduce turnover. Advocate for State and Federal support of all system components. Strategically and expeditiously pursue and obligate PL 117-58 funds.

### **Other Transportation Objectives:**

#### **Objective #2: Develop a long-term, strategic, multi-modal, regional transportation plan**

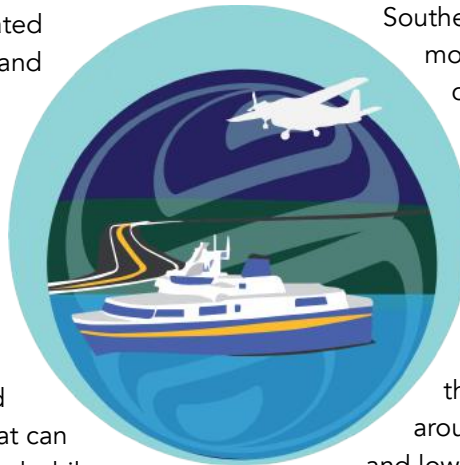
Southeast Alaska has been without a current regional transportation plan for the region's ferries, roads, airports, ports and harbors since the 2004 Southeast Alaska Transportation Plan (SATP) was published. Work with the State of Alaska to develop a comprehensive, collaborative, multi-modal approach to transportation

planning through the regional Southeast Alaska Transportation Plan (SATP) process. Work with federal, state, Tribal, and public and private local stakeholders for full network alignment and coordination. Develop an action plan that will ensure the region's multi-modal transportation system meets the needs of the region's people and economy.

#### **Objective #3: Improve and expand opportunities to move freight to and from markets**

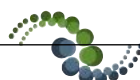
Southeast residents depend on the movement of goods, and barge operators carry the bulk of freight. Find ways to stabilize the cost of transporting goods into, out of, and within the region. Work with the transportation industry to find ways to reduce the costs for the transportation of goods and create a more resilient freight system. Explore freight forwarding at the international border. Design systems around the large fishery summer markets and lower ferry capacity in the winter.

Determine the best, safest, most reliable way to move perishables to and from markets in Southeast. Support collaboration for alternative service options to communities with limited freight services, especially in the winter. Invest in, and support, the resilient infrastructure improvements communities need to accommodate reliable barge service and/or other freight transportation operations safely.



#### **Objective #4: Ports and harbors infrastructure improvements**

Ports and harbors within Southeast communities serve as economic hubs. Advocate for publicly supported and desired port and harbor infrastructure improvements, upgrades and maintenance. Address current user needs while exploring opportunities to develop these facilities beyond traditional uses for maximum public benefit and equity. Utilize local networks, including private sector, to stimulate modernization investments with the



objective of improving the opportunities, reliability, continuation, and effectiveness serving the entire port and harbor network and community. Strengthen the supply chain to reduce the cost of transportation of goods to Southeast Alaska. Include infrastructure for multi-modal transportation methods such as float planes, including floats and fueling stations. Incorporate alternative energy sources/opportunities at ports and harbors.

### **Objective #5: Transportation Workforce Development**

All transportation types and providers face impacts to operations due to lack of available workforce, causing additional costs, delays and reduced services to communities. Pursue, support and collaborate on workforce development, attraction and retention efforts through improved education, certification/licensing management, marketing and housing development programs. Design programs to gain primary and secondary school-age kids' interest. Prepare individuals through appropriate and locally-available secondary education and increase completion rates. Support accessible, high-quality and modern training programs for professional certifications that are vital to the workforce of the transportation industry.

### **Objective #6: Ensure the stability and safety of passenger transportation services**

The passenger transportation networks in Southeast Alaska serves as a critical economic engine for the region, generating jobs, commerce, and tourism while also increasing community wellbeing through accessibility to jobs, health care and other residential needs. Support consistency in providing federal and state funding for continued maintenance and operations of all transportation modes and service areas in order to ensure safe systems with more long-term certainty and predictability. Facilitate discussions for solutions to transportation gaps of service. Pursue and strengthen partnerships with the private sector to reduce burden and costs on public entities while also capitalizing on improved efficiencies and increased system resiliency. Incorporate active transportation

elements into road development or restoration efforts to increase safety and opportunities for non-motorized transportation users.

### **Objective #7: Improve marine and road connection to Lower 48**

Southeast Alaska and its supply chain has long benefited from a secondary connection to the contiguous United States through the Canadian Port of Prince Rupert. Establish a secondary port connection to the lower 48. Mitigate the impacts of constrained supply chain through better connection to road and rail as well as connection to services and new opportunities. Allow for alternative supply and market opportunities across Canadian border supply chains and exporting locally-manufactured products into Canada.



### **Objective #8: Disaster Resilient Transportation Infrastructure**

Disaster events are becoming increasingly disruptive. Design and invest in transportation infrastructure through strengthening and protecting evacuation routes, enabling communities to address vulnerabilities and increasing the resilience of transportation infrastructure that can better withstand the impacts of sea level rise, flooding, landslides, wildfires, extreme weather events, and other natural disasters as well as be utilized to better respond to disasters. Develop secondary roadways, prioritizing critical pathways within communities to sustain the movement of people and provide system redundancy. Such infrastructure will improve disaster response and regional resilience.



# Seafood and Maritime

## Seafood Goal Statement:

Create jobs and wealth by advocating for a well-managed, sustainable and resilient seafood sector, and develop higher-value ocean products that reach more markets.



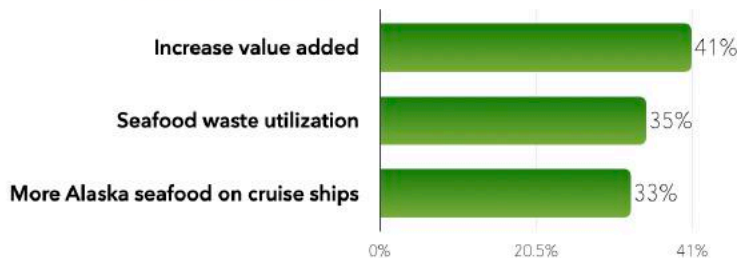
## Summary of Top SWOT Responses

The Southeast Alaska seafood SWOT and economic initiatives were developed and prioritized by the 16 members of the Southeast Conference Seafood and Maritime Industry Committee in a series of meetings in 2024.

### STRENGTHS



### OPPORTUNITIES



### WEAKNESSES



### THREATS





## Seafood Priority Objective

### ★ Further Develop Markets for Alaska Seafood

Support marketing efforts to expand existing and develop new domestic and international markets for Alaska seafood. Additionally, encourage efforts to develop new products and increase utilization, promote the origin and sustainability of Alaska seafood, guide research opportunities, and advance seafood friendly policies. *(Read full initiative on page 41)*

### ★ Seafood Modernization Initiative

The Seafood Modernization Initiative, led by the Alaska Fisheries Development Foundation (AFDF), provides a comprehensive framework to revitalize the industry, support economic well-being in coastal communities, and ensure long-term sustainability for Alaska's fisheries. *(Read full initiative on page 45)*

## Other Seafood Objectives:

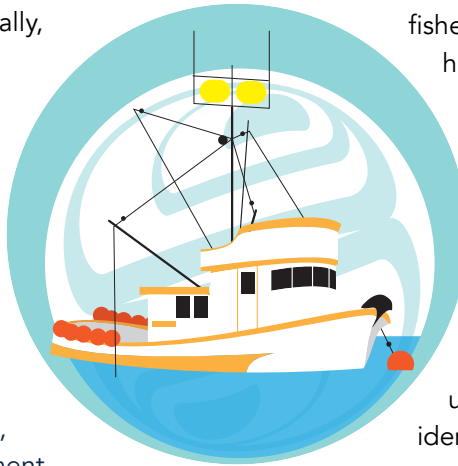
### Objective #3: Work to Further Promote a Year-round Seafood Economy in the Region

Work to expand upon existing economic activity of the summer salmon harvesting season to insulate local economies by supporting additional processing and direct marketing opportunities. Support the processing of products throughout the year, including value-added products, to help establish a year-round seafood workforce and create more economic activity in between fishing seasons. Consider economic incentives for seafood processors and direct marketers to develop value-added seafood products that are produced within the region, rather than shipping out products for reprocessing. Encourage increased participation in mariculture activities and lower-volume fisheries in shoulder seasons to increase year-round economic activity, including small and medium processors more likely to undertake these activities. Explore and support ways to diversify and overlap the ocean-based, product-type businesses, so they complement each other and build alignment between

opportunities the fleet wishes to pursue and processing operations.

### Objective #4: Full resource utilization and ocean product development

Increase total revenue from existing commercial fisheries in the region by developing new, higher-value products and markets from low-value products and seafood waste. Work with seafood processors to develop new products and identify businesses or entrepreneurs not currently in the seafood industry who can contribute to this effort. Collaborate with private, state, federal, and university researchers to encourage, identify, and accelerate opportunities for commercialization of improved or new products. Support development of new specialty products that utilize 100% of harvested seafood resources to create value-added products with the same resource and provide additional economic benefits to local economies, particularly for seafood dependent communities.



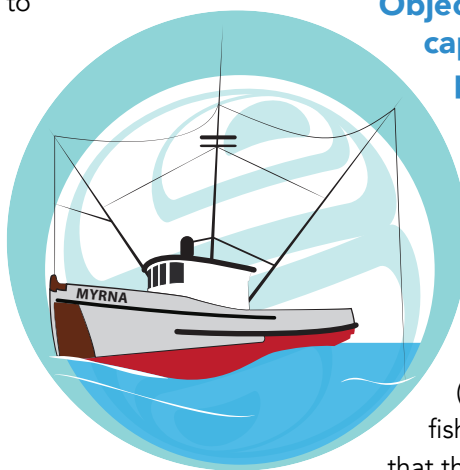
### Objective #5: Mariculture Development

Accelerate the development of a viable and sustainable mariculture industry, producing shellfish and seaweed for the long-term benefit of Alaska's economy, environment, and communities. Leverage existing resources and partnerships to build a sustainable, robust industry with a goal of sustainable economic development that creates jobs and household incomes. Maximize existing resources and partnerships including the Alaska Mariculture Cluster's (AMC) Build Back Better Regional Challenge (BBBRC) to overcome barriers to development and achieve scale. Increase the number of mariculture operations, providing financial and technical support for mariculture entrepreneurs. Continue to build the Alaskan brand of mariculture products by marketing their superior quality, sustainable practices and positive impact. Support increased hatchery capacity and seed production and quality, including stability for operations, technical knowledge transfers, and workforce development. Leverage existing seafood processing capital, including bringing additional seaweed and oyster processing capacity to the

region. Work with mariculture farmers to develop frozen oyster products and markets. Support development of regional and sub-regional multi-use facilities for processing, storing, aggregation and shipment. Support research, community engagement, and education for mariculture in the region.

### **Objective #6: Bring Back Seafood Jobs to Southeast's Smallest Communities**

Many of Southeast Alaska's small rural communities have been seafood economies for hundreds if not thousands of years and have a heavily reliance on the seafood sector. However today many of these communities are also experiencing a loss of seafood jobs with the outmigration of permits, loss of processing capacity, and a decrease in high-paying crew jobs. Many members of small indigenous communities are unable to participate in commercial fisheries today because of lack of ownership of permits and quota required and the high cost of entry necessary to purchase permits, a vessel, and equipment. The high cost of entry is a significant limiting factor for local participation, especially in communities where there are already limited economic opportunities to generate cash. Industry stakeholders will work collaboratively to find ways to bring seafood economies of scale back to the region's smallest communities through exploring opportunities to increase participation in fisheries, supporting processing and buying operations in small communities, providing educational services to help build seafood businesses, and assessing potential policy changes. Foster collaboration between stakeholders to find creative solutions to logistical challenges. Increasing seafood jobs within small communities builds resiliency and can help support subsistence opportunities.



### **Objective #7: Support access to capital for harvesters and processors**

Advocate for changes to the State's fisheries revolving loan fund to make the process more streamlined and more functional. Also increase loan guarantees and low interest loan options for processors. Make USDA programs (including loans) available to fishermen and seafood processors so that the seafood industry receives comparable assistance to the agriculture and farming industry. Collaborate with the Federal delegation and state representatives to secure increased funding for programs that support Alaska fishermen and processors, including grants or other incentives for infrastructure improvements, workforce development, marketing, nutrition programs, and other necessary business operations. Advocate for expanded federal support that addresses the specific challenges and opportunities facing Alaska seafood harvesters and processors. Expand use and allocations of the SK funds for use as originally designed for and seafood tax credits to allow for use on additional types of equipment and improvements.

### **Objective #8: Maintain a stable regulatory regime**

Protect commercial fisheries by advocating for stable regulatory and management regimes. Support research and data collection by state and federal agencies and other research institutions to ensure policies and management decisions are based on the best available science and decrease uncertainty surrounding the industry. Help foster collaborative efforts between regulators, the seafood industry, universities, and other stakeholders. Educate policy makers and regulators to employ responsible and sustainable harvest decisions for Alaska seafood and other ocean products. Leverage long-term investment through a predictable regulatory structure and enhanced knowledge on the processes of Alaska fisheries management.



# Visitor Industry



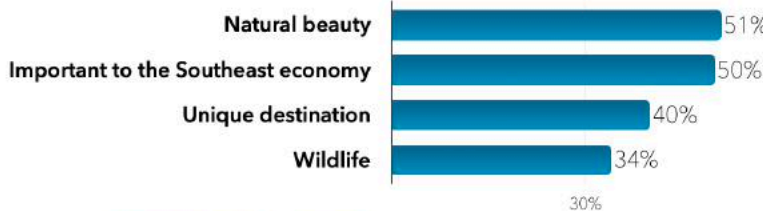
## Tourism Goal Statement:

Increase visitor-related opportunities; enhance Southeast Alaska as a destination for visitors; and capitalize on the attributes of the region.

## Summary of Top SWOT Responses

The Southeast Alaska tourism SWOT and economic initiatives were developed and prioritized by the 22 members of the Southeast Conference Tourism Industry Committee in a series of meetings in 2024.

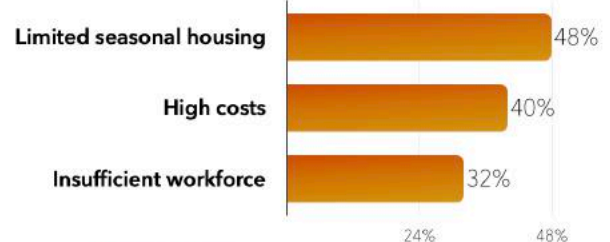
### STRENGTHS



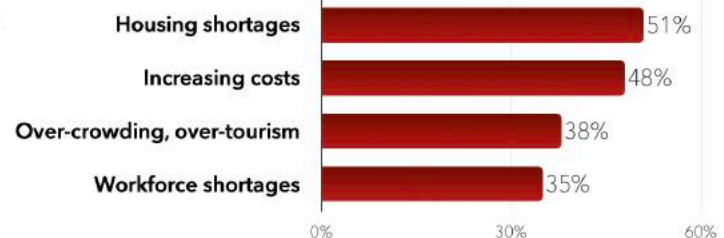
### OPPORTUNITIES



### WEAKNESSES



### THREATS





## Visitor Industry Priority Objective

### ★ Support local tourism ownership and entrepreneurship

By fostering local ownership and entrepreneurship, the visitor industry can create sustainable economic opportunities, enhance cultural values, promote stewardship, and help ensure long-term prosperity in the region. Success requires a holistic approach, ensuring residents have the knowledge, resources, and access needed to develop and expand tourism businesses. Strategies will empower local entrepreneurs by building skills in business development, management, financing, and marketing that are tailored to Southeast Alaska.

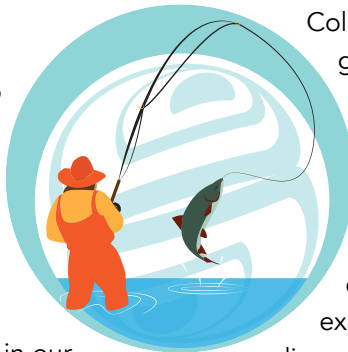


literature, and music. It encompasses Indigenous lifestyles, value systems, beliefs and traditions. It can include Native artists and storytellers; Alaskan excursions ranging from walking tours, cruises, guided hunting and fishing, and includes unique experiences with Native foods and arts. Develop marketing programs and work with DMO's to reach various operator types, travel media and affinity tourism. Help connect those developing cultural tourism opportunities with those that can bring it to market and provide support services. Grow the opportunity for cultural host training through more offerings and getting more trainers in the region.

## Other Visitor Industry Objectives:

### Objective #2: Workforce housing for visitor's sector

Support efforts that address the critical need for housing in Southeast Alaska, specifically to address the workforce and community needs being impacted by the region's fast-growing visitor industry. Collaborate with local stakeholders, including government agencies, private developers, and community organizations, to facilitate the development of effective and sustainable housing solutions. Collaborate to develop a variety of housing models suitable for the Southeast Alaska climate that can meet the need of growing, seasonal visitor industry workforce while also retaining and allowing opportunity for year-round residents in our region. Find regional solutions and solutions that work in our region. Collect input from seasonal workers to better understand needs and existing challenges. This will serve to enhance the region's capacity to attract and retain a skilled workforce essential for the tourism sector's growth while reducing impacts on locals.



### Objective #4: Collective regional strategy for accommodating tourism industry growth in Southeast Alaska

Create a comprehensive regional strategy for Southeast Alaska's growing visitor industry that focusses on sustainability, alleviating overcrowding and can accommodate the pressures of growth. Work with state and federal partners and planning efforts such as the USFS Tongass Plan Revision to open up, expand and increase access to public lands for new commercial and non-commercial opportunities.

Collaborate with municipal and tribal governments, cruise operators, and industry stakeholders to identify alternative visitor destinations that do not negatively impact other industries and users. Develop infrastructure improvements that disperse visitor traffic throughout each community and that offers a diverse and expanded range of business products for a diverse array of visitor types. Through stakeholder engagement and impact assessments, the region can responsibly promote the broad and appropriate range of products to meet demand. Promote responsible tourism practices that preserve Alaska's natural beauty and cultural heritage for future generations, while simultaneously minimizing conflicts and maximizing benefits to local residents. Work with government agencies to ensure planning efforts support accessibility and balanced usability of public lands.

### Objective #3: Cultural Tourism Development

Support Alaska Native and tribally-owned businesses, communities, and organizations efforts to grow cultural attractions. Cultural tourism includes art and architecture, historical and cultural heritage, food,



# Energy



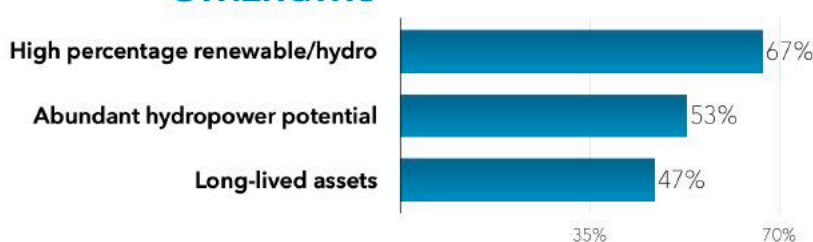
## Energy Goal Statement:

To create long-term energy security, support energy infrastructure development, and promote efficient use of existing energy-related resources within Southeast Alaska.

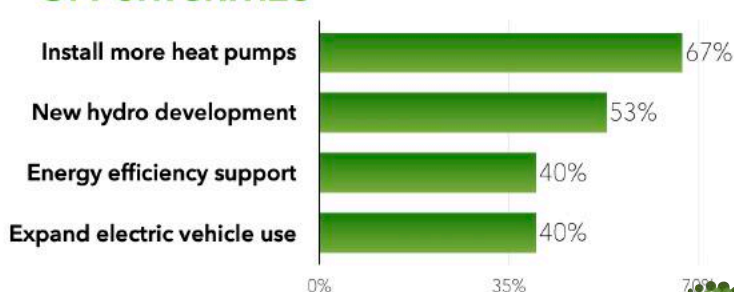
## Summary of Top SWOT Responses

The Southeast Alaska energy SWOT and economic initiatives were developed and prioritized by the 24 members of the Southeast Conference Energy Committee in a series of meetings in 2024

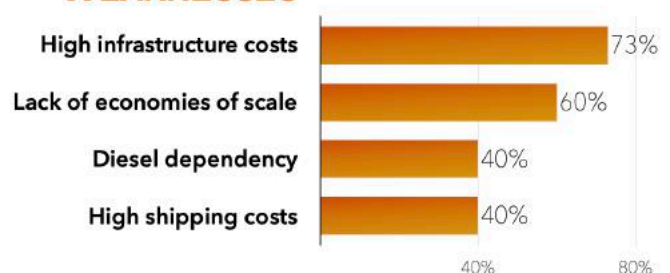
### STRENGTHS



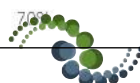
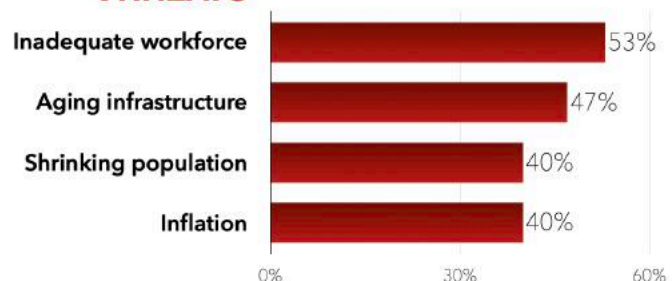
### OPPORTUNITIES



### WEAKNESSES



### THREATS



## Energy Priority Objective

### ★ **Priority Objective #1: Reduce energy costs and increase deployment of renewables**

Encourage and facilitate public/private partnerships that connect utilities, technology providers, and other energy companies with local, state, Tribal and federal agencies to advocate for renewable energy development that reduces cost and creates community resiliency. Continue to pursue opportunities for increased efficiency in the generation, transmission, and distribution of electricity, as well as in energy consumption for buildings, vehicles, marine transportation, and aviation. Educate and communicate the value and importance of priority regional energy projects, especially small, community-based projects.

Facilitate technical expertise, support local workforce development, and educate consumers regarding energy use. Explore opportunities for research and development in the region, such as opportunities to implement technologies and other improvements that lower energy costs by simultaneously increasing utilization of electric infrastructure and reducing the use of imported fuels., and support the development of innovative business models to make these technologies successful in rural communities.

## Other Energy Objectives:

### **Objective #2: Support consumer education on heat pumps**

Educate building owners and managers on the performance, use and benefits of heat pump technology. Work with residential users to improve understanding of how a heat pump system may work in their homes, how it may integrate with an existing heating system, and how it may lower home heating costs. Ensure awareness of financial assistance programs, program eligibility requirements, and opportunities to use funding from multiple sources to maximize savings. Educate existing heat pump users about routine maintenance and general system operations in order to optimize system performance and maximize useful life.

### **Objective #4: Policy and regulatory development to meet community energy needs and priorities**

Collaborate with communities, utilities, policy makers, regulators and other stakeholders to establish reforms that benefit customers, streamline processes, reduce barriers, and foster innovation and investment in the energy sector.

### **Objective #5: Continue to support PCE for rural communities**

Continue to support Southeast communities reliant on diesel fuel and facing high energy costs. Work to secure continued access to renewable energy funding for rural communities and to preserve the PCE Endowment program. PCE is a critical lifeline that provides access to affordable electric power for rural Alaska communities that have not benefited from large public investment in power generation. Continue to seek opportunities to optimize and modernize the PCE program to maximize benefits to rural communities, and encourage new investment in renewables that help reduce the cost that consumers pay for energy.

### **Objective #6: Support Southeast Alaska's biomass initiatives**

Engage with communities to prioritize use of local resources to address energy needs. Biomass serves as a renewable source of thermal energy through use of organic materials such as wood, agricultural residues, and organic waste. Biomass utilization reduces reliance on fossil fuels and can reduce heating costs while serving as an a job creator. Biomass is a sustainable energy source in Southeast Alaska and should continue to be evaluated for uses beyond thermal energy, e.g., as potential feedstock in the production of synthetic fuels such as electrofuels and biofuels.



# Natural Resources



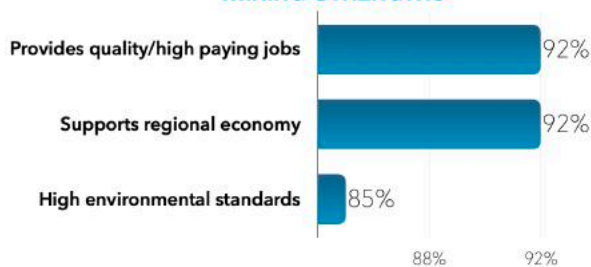
## Natural Resources Goal Statement:

Support responsible development in Southeast Alaska.

## Summary of Top SWOT Responses

The Southeast Alaska mining SWOT and economic initiatives were developed and prioritized by the 20 members of the Natural Resource Committee in a series of meetings in 2024.

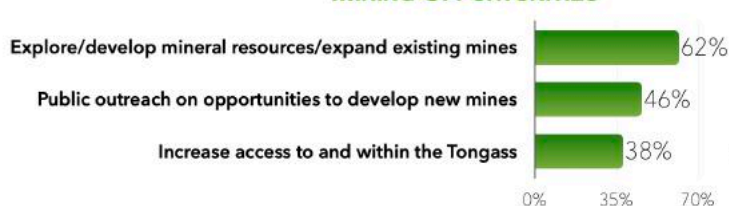
### MINING STRENGTHS



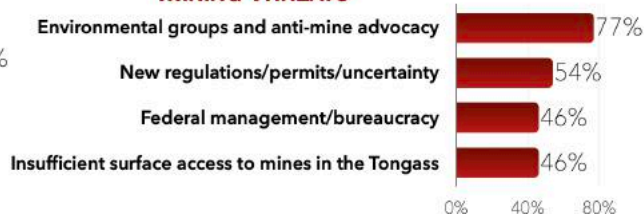
### MINING WEAKNESSES



### MINING OPPORTUNITIES



### MINING THREATS



## Natural Resources Objectives

### Objective #1: Prepare for potential Chinook salmon listings

Two populations of Chinook salmon are currently listed as endangered, and seven are listed as threatened under the Endangered Species Act. While none of these populations are located in Alaska or Southeast, the listing of Chinook salmon in Southeast Alaska could have enormous regulatory and industry impacts across the natural resource sectors. While the decline of salmon populations appears to be related to changes in ocean temperature and food supply, and are not habitat related, the use of habitat areas could be heavily regulated should such a listing occur, with substantial permitting process changes. Prepare in advance for these potential changes to reduce the impact on regional industries.

### Objective #2: Work with USFS to direct federal contracts toward locally-owned businesses

The Forest Service commits spending each year to contracts in support of construction, maintenance and land management. Help direct these contracts to local firms. Advocate for right-sizing larger projects into several smaller or linked phases. Revise federal financial bonding requirements on contracts. Provide a variety of large and small contract opportunities. Extend harvest schedules, allow harvest of dead/down trees on road corridors, and reduce bonding requirements.

### Objective #3: Support an innovative, integrated timber industry

Address the USFS transition plan that expects harvest to be predominantly young growth by 2040 to 2070. Work to integrate and diversify the timber industry rather than developing an industry extinguishment and replacement strategy. Explore and lean into technology innovation to make operations more efficient, create new opportunities and leverage success. Develop new and boutique markets for AK forest products, including consideration of the demand for old growth products. Create collaborative opportunities and shared costs to reduce operating costs for small and new ventures. Ensure timber sales are economically viable. Provide a cushion of

purchased but unharvested timber. Allow economic old growth timber to be harvested in a volume sufficient to meet market demand for an integrated timber industry.

### Objective #4: Attract capital investments, maintain global competitiveness

Highlight Alaska, and particularly Southeast, projects as stable and attractive investments to support a balanced investment portfolio. Attract investors from inside and outside Alaska and uncover regional funding as an opportunity to maintain Southeast projects with Southeast capital as an overall economic growth strategy. Maintain an economically-competitive environment in the face of the increasing cost of supplies, labor, taxes, road maintenance, operations, and supply costs. Create a broad statement telling the Alaska and Southeast story as reliable and safe investments opportunity for both mineral and timber. Invest and incentivize Southeast businesses providing services to existing exploration projects and operations to foster competitiveness with global markets and brands.

### Objective #5: Provide an economically viable supply of timber from the Tongass to regional operators

Support management, research, and legal efforts to assure access to adequate, consistent, and economic three-year timber supply on federal and state forest lands. To be economically successful, local mills must be provided an opportunity to accumulate a supply of purchased but unharvested economic timber (i.e. volume under contract) equal to approximately three years of timber consumption. This allows the industry time to: 1) plan orderly and systematic harvest schedules that meet timing restrictions and permit requirements; 2) better manage its financial resources and to secure financing on the basis of longer-term timber supply; 3) allow time for infrastructure maintenance; and 4) give the industry more opportunity to sustain itself through erratic market cycles.



## Objective #6: Advocate for the regulators

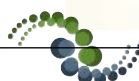
In order for the region's natural resource sector to be successful, the government workers regulating these industries must be provided with the tools they need to act quickly and judiciously. Ensure the departments that oversee regulations are properly funded and staffed. Support the educational institutions that train regulators to ensure they are of the highest quality. Ensure that mutual sharing of information happens expeditiously so that successful permitting decisions can be arrived at quickly. Support the regulatory process and the people responsible for overseeing the process.

## Objective #7: Support efforts to increase access to minerals and energy sources for mining on state and federal lands

Ensure that federal lands in Southeast Alaska are developable and accessible. Support road access for the mining industry and hydroelectricity in the Tongass. Energy and road access are two of the major obstacles to mining development. Mining companies often need road access to get heavy equipment from tidewater to a project site or for exploring and developing a mine or a hydro facility. Road access for mining exploration and development and for renewable energy projects has been particularly difficult to obtain in Inventoried Roadless Areas (IRAs).

## Objective #8: Revise the Tongass National Forest Land Management Plan

Support the development of an updated management plan for the Tongass that is realistically responsive to industry needs and assists with developing a stable, economically-viable timber sale program that produces sufficient, predictable timber volume to meet market demand three years in advance. Update standards, allowances and guides to reflect modern and full utilization of the forest for more environmentally- friendly and sustainable harvest practices. Revisit Land Use Designations, and updated fall-down calculations. Support efforts to get land back into State ownership that are owed to the State. Develop a reasonable schedule to conduct young growth harvests that are economically viable. Address market development and market fluctuations, including identifying markets for young growth. Develop 10-year plan.







In addition to the economic initiatives that sit within the key economic sectors, there are critical additional initiatives that sit outside these focus areas. The Southeast Alaska Economic Development initiatives were developed by 30 members of the Southeast Conference Economic Development Committee in a series of meetings in 2024. They have been prioritized in the order presented below:

# Other Objectives

## Priority Objectives

★ **Priority Objective #1: Housing objective: Support the sustainable development of housing**

Insufficient housing stock, deteriorating housing quality, and high housing costs are a deterrent to economic growth, making it difficult to attract or retain employees in the region. Develop new housing stock, improve existing housing quality, build targeted housing for an aging population, and increase the diversity of housing choices in the region. *(Read full initiative on page 35)*



★ **Priority Objective #2: Childcare objective: Increase Childcare capacity in Southeast Alaska**

Expanding childcare capacity in Southeast Alaska is essential for fostering a vibrant economy and attracting younger workers and families to the region. Addressing the current shortages in supply, affordability, and quality of childcare



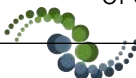
services requires a multifaceted approach prioritizing workforce development, sustainable funding, and operational support. *(Read full initiative on page 39)*

## #3: Infrastructure maintenance

Maintaining existing infrastructure, better utilized underutilized State property and develop new critical infrastructure - especially marine infrastructure- within communities. Increase communication between State and community leaders to address deferred maintenance for facilities. Evaluation Co-op or collaborative opportunities for equipment sharing to reduce the cost of building or maintaining facilities. Develop post-pandemic project completion in next economic evaluation for better understanding of current actual construction costs. Maximizing funding opportunities and funding of multi-use, year-round infrastructure that can support economic diversification and bring new money into the state.

## #4: Education objective: Partner with University of Alaska Southeast and K-12 school districts to build career pathways and meet employer needs for a skilled workforce

Quality education and workforce training is critical to the development of a strong economy. Southeast Alaska has an insufficient pool of skilled employees with professional and technical degrees to support the business sector. Workforce development and support of career and technical education are included





throughout this plan in the maritime, health care, carpentry, masonry, electrical, HVAC, mining, seafood, and timber sections. In addition to these efforts, support continued development of K-12 and post-secondary education opportunities and pathways in the region. Partner with high schools in Southeast for new or expanded double credit opportunities. Retain students in state after graduation. Develop short courses to update skills in partnership with UAS and other post-secondary education institutions. Increase arts, cultural studies, and local language courses. Ensure UAS has certifications to meet local workforce needs. Create mentorships. Develop and retain top talent. Support scholarships and grants from municipalities for UAS.

### **#5: Workforce attraction and retention objective**

Southeast Alaska has slowly but consistently been losing its workforce-age population. Support economic, cultural and quality of life projects that make Southeast a desirable place to live, work and plan. Help connect Alaskan college graduates with local, living wage jobs. Support housing initiatives to ensure communities have starter or attainable-priced homes for workforce age individuals.

### **#6: Coast Guard objective: Support Coast Guard vessel homeporting opportunities**

Maintain and grow the Coast Guard presence in the region. The USCG is working to upgrade vessels as well as grow their northern-oriented fleet such as ice breakers. To support these new vessels, mooring and uplands space need updating. Support the infrastructure development needed to maintain and or grow USCG presence. Work with Federal representatives to forecast future force levels within communities. Identify challenges in supporting USCG growth and work to mitigate impacts. Support creating opportunities for ships and crews to overnight in the many ports across Alaska, allowing service members to better relate to the needs of the individual community and foster good working relationships with the local port authorities.

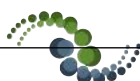


### **Objective #7: Natural disaster planning objective: Support disaster preparation and relief efforts**

After devastating landslides in recent years, disaster preparation efforts should be a cornerstone of planning procedures going forward. Develop appropriate planning procedures to mitigate natural disasters in the region. Increase resources for data collection and improve available basic local data for use in disaster preparation and response. Compile information and data of events and area terrain for better understanding and mapping. Partner with agencies to collect appropriate data to improve alert systems and other disaster response. Collect disaster impact information to improve understanding of direct and indirect effects of natural disasters on a community. Advocate for disaster relief resources and funding for areas affected by natural disasters. Support the development of a disaster relief task force in the wake of events. Protect the economic vitality of areas affected by natural disasters. Ensure the safety of the residents in Southeast communities through robust disaster alert systems. Prepare disaster mitigation systems. Increase collaboration and communication amongst organizations working to respond and prepare. Support implementing FEMA training throughout the state on an annual basis, prior to disasters.

### **#8: Solid waste objective: Support regional solid waste management solutions**

Develop best practices solutions handling MSW, including baling and compacting solid waste for shipping. Increase utilization of regional recycling and composting programs and increase use of commercial burn units. Encourage businesses and entrepreneurs to find ways to reuse solid waste materials to keep them out of landfills or from being shipped out for final disposal. Raise awareness of upcycling opportunities with community art projects and outreach to the schools with creative competitions. Communicate the importance of waste sorting to citizens in communities that ship their waste. Procure equipment to manage increasing amounts of tires. Create partnerships to share equipment, such as balers and shredders, across communities in the



region. Encourage collaboration and partnerships between communities and organizations to develop collective, regional programs and solutions.

### **#9: Healthcare workforce objective**

There are too few Alaska healthcare workers to fill the current demand for services in Southeast Alaska, and job vacancies in the industry are increasing. Regional medical facilities must compete statewide and nationally for high demand healthcare workers. Look for creative solutions in finding different ways to recruit new talent. Continue recruitment partnerships with the university system, job center network, Alaska Department of Labor, and Alaska Workforce Investment Board. Expand local university programs to meet regional needs. Work to eliminate barriers to recruitment and retention through strategies that include establishing license reciprocity with other states. Work to retain Alaska-trained healthcare students. Increase health care training and support dual credits for high school and college training credits within the region and state. Reduce barriers to hiring outside workers. Improve recruitment strategies.



### **#10: Telecommunications objective: Improve communications access in Southeast Alaska**

Support expansion of high-speed internet and cellular network coverage to make the region more competitive and provide more access to education. Broadband access fosters business development and expansion, telecommuting and micro-businesses, and increased education opportunities across Southeast Alaska. Remote work accessibility has become increasingly utilized in the growing world economy. Prioritize development of fiber, satellite, and other technologies that provide remote internet access in the region with a focus on businesses that have a duty to serve and requirement to provide services to Alaskan communities. Communications and reliable multi-point-of-failure pathways are attractive to investors, businesses, and families looking to stay connected. Equitable access to educational opportunities offer local, improved education



outcomes and workforce development. Look at a regional solution that maximizes the use of IJJA funding to benefit all communities and expand broadband infrastructure in Southeast Alaska to achieve 2.5GHz.

### **#11: Manufacturing objective: Promote regionally-manufactured local product**

Promote regionally-manufactured, local products (art, seafood, beer, wood, ships, handicrafts, etc.). Develop marketing materials to market Southeast Alaska as a whole. Grow the presence, public awareness and use of programs intended to identify locally-crafted goods to shoppers and visitors. Partner with education institutes to establish professional development classes that can teach entrepreneurs how to connect to consumers and sustainable business development. Teach creators how to grow and support their business operations to reach markets, especially online. Develop opportunities within communities to share knowledge, and collectively achieve economies of scale to expand selling avenues. Explore new market opportunities and form partnerships that are targeted for locally-available markets and visitors. Look for ways to reduce costs to small businesses such as through cooperative purchasing and subsidy programs.

### **#12: Food security objective: Increase supply, demand and equitable access and distribution of local foods and regional food system opportunities**

Recognize the critical role local food harvesting practices have in household food security for Indigenous and non-Indigenous peoples of Southeast Alaska. Involve tribal leadership and community perspectives in conversations and decisions around regional food security and food sovereignty. Implement policies that provide economic incentives for prioritizing and localizing the Southeast food system at the regional and community levels. Build educational opportunities in schools and in communities for respectful wild food harvest skills learning based on shared values established by long-time Southeast Alaska harvesters.



# Action Plan Part II: Priority Objective Descriptions & Evaluation Framework

## Priority Objective #1

### Support the Sustainable Development of Housing

Southeast is experiencing a well documented housing crisis in nearly every community. Insufficient housing stock, deteriorating housing quality, and high housing costs are a deterrent to economic growth, making it difficult to attract or retain employees in the region, and have been directly linked to population declines. Southeast business leaders call housing the top obstacle to economic development in the region, with 61% of business leaders saying it is critically important for their local community to focus on housing over the next five years.

#### Priority Description

Develop new housing stock, improve existing housing quality, build targeted housing for an aging population, and increase housing options in the region. Include fair market housing options for homeownership and private market rentals, along with subsidized rentals through rental assistance or vouchers, public housing, and housing for seniors, veterans, the homeless, and other special needs populations. Increase access to housing, including to low- and moderate-income housing, to create more livable, economically competitive, resilient communities. Work across the region to find ways to reduce the costs associated with land development and new housing construction. Southeast homes are the oldest in Alaska. Work to improve housing conditions in homes that are aging and have mold and rot issues. Create walkable housing opportunities so people can easily access stores, school and healthcare without having to own a car. Support energy efficiency programs to reduce the cost of home heating and modernize Southeast Alaska's housing stock.

#### Outline of steps required for project to be completed and timeline

##### **Regional land ownership and availability/inventory study:**

Identify land suitable for housing development. Southeast's topography, geology, hydrology, and high percentage of land in federal ownership limit the supply of land that can be developed for housing.

- Conduct a regional inventory of land ownership, including federal, state, tribal, and private parcels. Identify land that could be used for housing development.
- Establish criteria/ranking for buildable land: Water/sewer, access, etc.
- Regional housing needs assessment: Map where housing is needed by type
- Map building land availability by community and ownership type.

- Evaluate land readiness for housing development, including potential partnerships, trades, or sales for affordable housing projects.
- Identify wetland areas and conditions of adjacent properties to assess infrastructure needs.
- Assess existing structures for renovation/repurposing opportunities.
- Collaborate with federal landowners to explore housing development on federal parcels.
- Study and mitigate infrastructure risk of from climate change. Climate change is impacting lands in communities - resulting in slides, floods, sinking land - creating new challenges to development and existing housing.

Timeline: 1-3 years for study completion.

**Housing Incentive/Inducement Program:** Encourage housing development through regional incentive programs. Research successful housing incentive programs and adapt them for Southeast Alaska. Collaborate with national forums to learn about innovative housing solutions. Develop public and private housing incentive packages.

Timeline: 1 year to design and years 2-5 to implement programs

**Infrastructure Investment Partnerships:** Build partnerships to finance infrastructure projects that support housing development. Develop a Regional Consolidated Infrastructure Needs Plan: Identify and prioritize regional infrastructure requirements, including roads, water, sewer, and utilities; Incorporate the plan into housing development strategies to ensure infrastructure aligns with future housing needs; Engage local governments, tribal entities, and other stakeholders to collaborate on the plan; Use the plan to guide funding applications and partnerships. Identify funding sources and establish partnerships with state, federal, and private stakeholders. Prioritize infrastructure investments based on housing project readiness.

Timeline: Short-Term (6–12 months): Complete the Regional Consolidated Infrastructure Needs Plan.

Medium-Term (1–3 years): Secure funding and begin infrastructure improvements.

Long-Term (3–5 years): Continue phased infrastructure development.

##### **Develop manufactured model home for Southeast Alaska:**

Create regionally appropriate manufactured housing options. Partner with HUD, International Building Code committee on Tribal Council, and Cold Climate Housing Research Center to develop wet climate housing models. Establish best practices for manufactured homes in Southeast Alaska. Pilot test homes and refine designs based on outcomes.

Timeline: 1-3 years to design and implement programs

**Housing Quality Improvement Grants:** Improve existing housing stock to address mold, rot, and weatherization issues. Develop a grant program for home repairs

(e.g., roofs, heat pumps, weatherization). Work with residential users to improve understanding of how a heat pump system may work in their homes, how it may integrate with an existing heating system, and how it may lower home heating costs. Educate existing heat pump users about routine maintenance and general system operations in order to optimize system performance and maximize useful life. Collaborate with regional and federal funding agencies to fund home quality improvements. Ensure homeowner awareness of financial assistance programs, program eligibility requirements, and opportunities to use funding from multiple sources. Timeline: 12 months to establish the program and ongoing implementation.

**Title 16 Subdivision Code Revision:** Streamline subdivision requirements to facilitate new housing development. Review and revise subdivision codes in consultation with local stakeholders. Align codes with regional housing priorities. Timeline: 1-5 years

**Zoning Code Revisions:** Increase flexibility in zoning regulations to support diverse housing options.

- Conduct regional zoning code reviews and identify barriers to housing development.
- Increase allowable density and streamline permitting processes.
- Expand areas allowing workforce housing, manufactured homes, and accessory dwelling units.

Timeline: 1-5 years

**Construction workforce development:** Build a skilled workforce for housing construction.

- Partner with schools and vocational programs to expand training opportunities.
- Offer partial wage-sharing incentives for on-the-job training.
- Support industry capacity building through contractor summits and training programs.
- Participate in the Alaska Construction Task Force.

Timeline: 1-5 years

**Workforce housing development:** Provide high-density housing for seasonal and short-term workers. Identify high-priority areas for workforce housing. Partner with employers to co-develop housing solutions. Ensure housing affordability and proximity to workplaces. Timeline: 12–24 months for planning and phased implementation.

**Capacity development:** Strengthen the regional construction industry to increase competitive bids and project success.

- **Establish a Construction Pipeline:** Map out a 10-year pipeline of expected construction projects to help local businesses prepare for upcoming opportunities. Distribute project timelines and RFP information regionally.
- **Support Local Contractors:** Organize regional contractor summits to share best practices, resources, and opportunities. Develop training programs on bid preparation, project management, and technical skills.
- **Promote Larger Collaboration:** Facilitate partnerships between local contractors and larger companies to

enhance capacity and competitiveness. Provide templates and workshops on setting up joint ventures.

- **Simplify Bonding Processes:** Collaborate with legal experts to educate contractors on bonding requirements and processes. Offer guidance on meeting bonding criteria for larger projects.
- **Participate in Statewide Initiatives:** Join the Alaska Construction Task Force to align regional strategies with statewide goals.

Timeline: Short-Term (6–12 months): Organize contractor summit and initial training sessions. Medium-Term (1–3 years): Launch collaboration initiatives and bonding workshops. Long-Term (3–5 years): Maintain a construction pipeline and sustain training programs.

## People and Organizations responsible for completing these steps

- Tlingit Haida Regional Housing Authority
- Local governments
- Tribal governments
- Housing Providers
- State Finance Authority
- Federal Funders
- Local nonprofits, like the Juneau Non-Profit Housing Development Council
- Private Developers

## Funding Sources

Housing funding sources include the Alaska Housing Finance Corporation; Alaska Workforce Investment Board; CBJ Affordable Housing Fund; Community Development Block Grants (CDBG); congressional designation grants; Denali Commission; Department of Energy - alternative solutions; EPA; Federal Partnerships Programs; HUD; ICDBG; IHS; Indian Housing Plan - Competitive Grant Program; local government; Low-Income Housing Tax Credits (LIHTC); NAHASDA - Tribal Partners; private developers; unions; Rasmuson; regional economic development organizations; Rural Development; state and federal housing grants and land management programs; state housing agencies or nonprofit housing trusts; state revolving funds; trade associations and contractor groups; tribal government; U.S. Department of Energy (DOE); U.S. Department of Labor Workforce Innovation and Opportunity Act (WIOA); U.S. Economic Development Administration (EDA) grants; USDA Loan/Grant programs; USDA Rural Housing Service programs; and the Weatherization Assistance Program (WAP).

## Cost Estimates

### 5-year Cost Estimates \$300 million

- **Regional Land Ownership and Availability/Inventory Study:** \$275,000–\$475,000
- **Housing Incentive Program:** \$13,000 to \$50,000 per dwelling unit added to the community. Target = 300 units annually region wide.
- **Infrastructure Investment Partnerships:** Regional Consolidated Infrastructure Needs Plan: \$500,000 for a comprehensive study. Implementation = \$10 million per borough/census area annually.



- **Manufactured Model Home Development:** \$150,000 for model code development; \$50,000 for best practices documentation and testing.
- **Housing Quality Improvement Grants:** \$60,000 – \$80,000 per unit; Target 1,000 units = \$70 million.
- **Title 16 Subdivision Code Revision:** \$125,000 – \$1 million per community (varies by community size).
- **Zoning Code Revisions:** \$250,000 – \$2 million per community (varies by community size).
- **Construction Workforce Development:** \$50,000 per person per year; Estimated \$1 million annually (for ~20 workers in training).
- **Workforce Housing Development:** \$5 million per borough/census area (varies based on scope).
- **Capacity Development:** \$50,000 annually for a regional contractor summit (rotating locations).

### Evaluation Measures

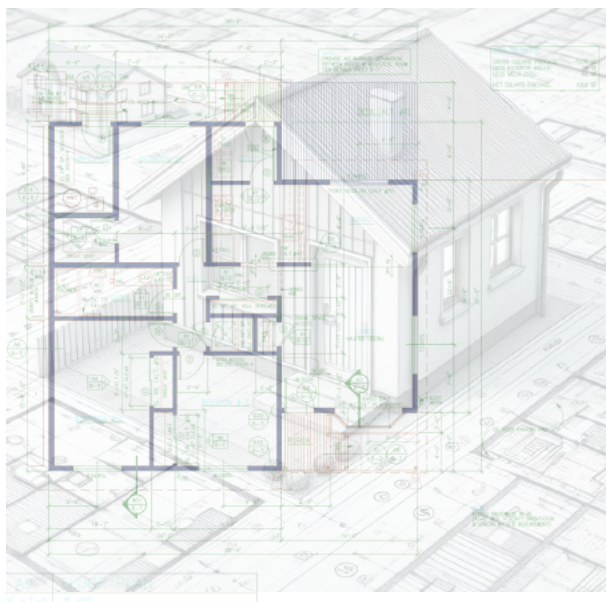
- Number of housing units constructed in Southeast Alaska each year
- Number of units improved
- Number of new workers trained
- Increase total residents in the region/communities
- Policy and code changes completed to support housing development.
- Formation of partnerships with private, public, and nonprofit entities for housing projects.
- Reduction in documented housing need as shown in surveys like the Annual Regional Business Climate Survey.

### Project Champion

Name: **Jacqueline Kus.een Pata**

Title: **President/CEO**

Organization: **Tlingit Haida Regional Housing Authority**



## Priority Objective #2

### Support the stability, sustainability and longevity of the Marine Highway Systems of Alaska

#### Priority Description

With many geographically remote and isolated communities that cannot be connected via traditional roads, the Marine Highway Systems in Alaska must provide reliable, basic transportation service for passengers and freight to coastal communities, create an economy of scale, and provide cost effective transportation services. In a coordinated effort to restore, strengthen and expand critical service, investment is needed in a strategic, long-term and short-term plan that includes bridge capacity support through private sector transportation partnerships. Public and private collaboration can improve reliability, efficiency, affordability and stability. Pursue standardized and appropriately sized fleet and terminal modernizations that can be realistically and manageably staffed while meeting essential service needs with potential for economic growth to communities. Design the system for a smaller workforce and increased efficiency and automation, to mitigate impacts and constraints faced with limited available personnel. Develop targeted workforce development programs and a schedule for job consistency to reduce turnover. Advocate for State and Federal support of all system components. Strategically and expeditiously pursue and obligate PL 117-58 funds.

#### Outline of steps required for project to be completed and timeline

##### Grow a regionally based workforce (Years 1-3)

Work with partners to develop local training programs to help get Alaskans into good paying jobs quicker. Promote job fairs and industry interest events just as the “Experience Maritime” event, to highlight the benefits and potential Southeast Alaskan’s can find in the region’s Maritime industry. Support employee initiatives that encourage and allow residents to stay in their communities.

##### Evaluate economic opportunities for communities (Years 1-2)

As AMHS works towards increased and more reliable services, new opportunities may arise for Southeast communities onboard and shoreside. Assess existing regional and community assets and infrastructure. Review community results from SEC annual business climate survey and meet with the communities to better understand needs, challenges and desired potential opportunities. Assess how improved AMHS operations can increase trade, tourism, and accessibility for isolated communities. Identify opportunities to expand local product exports (e.g., seafood, crafts) using the transportation system. Work with private sector stakeholders to identify investment opportunities and

promote connections within the community to determine feasibility.

#### **Outline last mile freight logistics (Year 2)**

Work with communities and industry to develop system pathways and economics for last mile freight services using AMHS. Research opportunities for regional and community solutions that meet other regional goals including solid waste and food security.

#### **Modernize fleet and AMHS docks (Years 1-5)**

Advocate for State and Federal support of all system components. Strategically and expeditiously pursue and obligate PL 117-58 funds. Prioritize adoption and construction of a modernized fleet, capitalizing on federal funding opportunities and time limits. Develop partnerships to increase outreach and a better understanding of vessel needs and design. Work with communities to collaborate on port projects and terminal designs for increased asset capacity and shared use.

#### **Support Implementation of the AMHS Long Range Plan (Years 1-5)**

Develop a task force or project team that facilitates the implementation of the AMHS Long Range Plan. Support implementing the AMHS Long Range Plan and achieving plan goals. Organize plan action items into a timeline and identify partners and responsible parties for execution. Provide regular outreach to AMHS communities and Alaskans on progress and opportunities.

#### **Support a financially stable system (Years 1-5)**

Advocate the benefits of the AMHS system and a multi-year funding plan. Evaluate additional funding mechanisms and opportunities to increase system revenues. Support a farebox recovery goal and annual adjustment plan.

#### **Continue to evaluate community impact of AMHS (Years 1-5)**

The AMHS Long Range Plan provides the framework and roadmap for increased services to AMHS communities. To help publicize and improve system services, complete regular reviews on the social and economic impacts AMHS has on communities. Use the economic opportunities evaluation results as a baseline to track progress towards community goals. Ensure 2045 service level goals that were based on perceived community growth and demand remains realistic and appropriate as the AMHS Long Range Plan actions are implemented.

#### **AMHS Value Outreach (Years 1-5)**

Better communicate the value of the ferry system to the public using communication tools such as publications, letters, news stories, Facebook and website development. Provide regular outreach to AMHS communities and Alaskans on system updates and changes through participation in community, regional and statewide events. Maintain data on user type and traveler pathways to show broad system use and benefits to all Alaskans.

### **People and Organizations responsible for completing these steps**

SEC Staff, SEC Transportation Committee, Alaska Marine Highway System, AKDOT&PF, Alaska Municipal League, Tlingit & Haida, Other ARDORS, University of Alaska, AMHS Maritime Unions (IBU, MMP, & MEBA), Coastal Alaska communities, Legislature, and private sector transportation partners.

### **Cost Estimates**

#### **5-year Cost Estimates \$1.1 Billion**

Grow regionally based workforce \$250,000  
Evaluate economics opportunities for communities \$150,000  
Modernize fleet and AMHS docks \$1 Billion  
Continuous evaluation of community impact \$250,000  
Outline last mile freight logistics \$150,000  
Outreach and Support for Actions \$375,000

### **Funding Sources**

AMHS, MARAD (PIDP, US Marine Highway Program, America's Marine Highway Projects, Capital Construction Fund, META), FTA (Passenger Ferry Grant Program, Ferry Service for Rural Communities Program), FHWA, EPA (Clean Ports Program, DERA, Environmental Justice Grants, NCDIC, Pollution Prevention Grant Program), DOE (Understanding Energy Transitions and Coastal Resilience in the Non-Contiguous areas of the U.S., USDOT (ATTAIN, NHFP, NHPP, RAISE, STBG, Electric or Low-Emitting Ferry Pilot Program, PROTECT, Rural, CFI, MPDG)

### **Evaluation Measures**

What are the indicators we can track that will measure project success? Include a realistic time frame for execution (i.e., implementation schedule), with relevant benchmarks and performance measures that speak to overall impact.

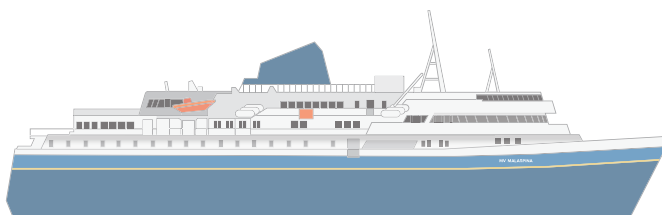
- Southeast Conference meetings on AMHS Transportation.
- AMHS Ridership levels.
- AMHS employment levels and turnover rates.
- AMHS Farebox recovery improvements, revenues raised outside of farebox.
- Completion of action item deliverables
- Private sector investments, transportation service partnerships.

### **Project Champion**

Name: **Robert Venables**

Title: **Executive Director**

Organization: **Southeast Conference**





## Priority Objective #3

### Increase Child Care Capacity in Southeast Alaska

#### Priority Description

Expanding childcare capacity in Southeast Alaska is essential for fostering a vibrant economy and attracting younger workers and families to the region. Addressing the current shortages in supply, affordability, and quality of childcare services requires a multifaceted approach prioritizing workforce development, sustainable funding, and operational support.

A critical component of enhancing childcare quality is developing a skilled workforce. Southeast communities should invest in and support their current and future childcare providers to enroll in the SEAAEYC apprenticeship program. Providing foundational early childhood education knowledge and on-the-job training can ensure high standards of care across the region. Investing in such initiatives is vital to building a pipeline of professionals capable of meeting the growing demand for childcare services.

The region should establish a pooled funding model to overcome the financial barriers associated with childcare businesses' high operational costs and low profit margins. This approach combines investments from state, local, and corporate partners to create a sustainable funding pool to support community-specific childcare initiatives. By aggregating resources, the pooled fund can provide both start-up and operational grants, incentivizing the establishment of new childcare businesses and sustaining existing ones. Such a funding structure ensures that childcare providers remain viable while offering affordable, high-quality care to families. Pooled funding models have been recognized in several states for enabling funding to be more strategic, equitable, and collaborative, as they bring together funders and civil society in equal measure to design and make decisions at every stage of the funding process.

The 2024 Southeast Alaska Business Climate Survey highlighted childcare availability, affordability, and quality as top priorities among 34% of the respondents. By tackling these challenges through workforce development, innovative funding mechanisms, and long-term policy support, Southeast Alaska can create a sustainable childcare ecosystem that strengthens families, supports economic growth, and enhances the region's appeal to young professionals.

#### Outline of steps required for project to be completed and timeline

##### Establish Regional Partnerships and Strategic Framework (2025)

- Convene key stakeholders, including local governments, tribal organizations, corporate investors, and community leaders, to define goals and align priorities.
- Formalize partnerships to manage the pooled funding model and childcare workforce development initiatives.

- Identify priority areas based on community needs and gaps in childcare capacity.

##### Launch the Pooled Funding Model (2025-2026)

- Secure commitments from state, local, and corporate contributors to establish the funding pool.
- Develop grant application guidelines and criteria for start-up and operational funding for childcare providers.
- Publicize the funding model and engage current and potential childcare providers and community organizations.

##### Expand Workforce Development Programs (2025-2027)

- Scale the apprenticeship program with SEAAEYC, incorporating advanced training modules and mentorship opportunities.
- Establish regional training hubs to provide accessible education and hands-on experience.
- Recruit participants, emphasizing outreach to distressed communities and non-traditional entrants into the childcare workforce.

##### Provide Financial Support for Childcare Providers (2026-2028)

- Award start-up grants to new childcare providers, prioritizing economically distressed areas and high-demand locations.
- Disburse operational grants to existing facilities to increase capacity and improve quality standards.
- Offer grant recipients technical assistance and financial management training to ensure long-term sustainability.

##### Enhance Childcare Infrastructure (2026-2029)

- Support the development and renovation of childcare facilities, incorporating energy-efficient and family-friendly designs.
- Foster partnerships with employers to create employer-supported childcare programs and facilities.
- Advocate for zoning and policy changes to streamline the establishment of childcare centers.

##### Monitor, Evaluate, and Scale Efforts (2028-2030)

- Conduct annual assessments of childcare capacity, affordability, and workforce readiness.
- Publish transparent reports to stakeholders, highlighting successes and areas for improvement.
- Use evaluation findings to refine the pooled funding model, workforce training programs, and operational strategies.
- Expand initiatives to new communities and sectors based on demonstrated need and effectiveness.

#### People and Organizations responsible for completing these steps

The successful implementation of these objectives will require collaboration among a wide array of partners, each bringing unique expertise and resources to address the childcare challenges in Southeast Alaska. Below is a roster of the key individuals, institutions, and partner organizations involved:

##### Southeast Alaska Association for the Education of Young Children (SEAAEYC):

Lead the workforce development efforts through the apprenticeship program, provide technical assistance to childcare providers, administer grants, and oversee quality improvement initiatives.

**Economic Development Boards and Organizations:**

Advocate for pooled funding models, coordinate with corporate and public investors, and integrate childcare initiatives into broader economic strategies.

**Chambers of Commerce and Rotary:** Promote childcare as an essential component of workforce attraction and retention, connect businesses with opportunities for employer-supported childcare programs, and engage corporate partners in funding initiatives.

**School Districts and Educational Institutions:** Collaborate on dual-credit programs for high school students interested in early childhood education careers, provide facilities for training hubs, and support professional development efforts.

**Municipal Governments:** Facilitate zoning and regulatory changes, contribute to the pooled funding model, and prioritize childcare in local economic development plans.

**State Agencies:** Allocate state resources to support the pooled funding model, improve the regulatory process for current and potential providers

**Corporate Partners and Philanthropic Organizations**

**Examples:** Regional employers, Alaska Native corporations, and local philanthropic foundations, such as Juneau Community Foundation. **Role:** Contribute to the pooled funding model, support employer-sponsored childcare initiatives, and provide financial and in-kind resources for childcare facilities and programs.

**Community Organizations and Nonprofits:** Provide community outreach, connect families with childcare resources, and advocate for equitable access to high-quality childcare.

**Childcare Providers and Head Start Organizations:** Serve as the primary implementers of expanded childcare services, participate in apprenticeship and training programs, and collaborate with funders and policymakers to ensure service quality.

**Alaska Native Tribal Organizations:** Support culturally relevant childcare services, provide funding and resources, and advocate for Native children and families.

**Cost Estimates****5-year Cost Estimates \$165 million**

Start-Up Costs for 10-12 new child care businesses (Years 1-5): \$1,000,000 to \$1,200,000  
Operational Grants (Annually): \$30,000,000  
Apprenticeship Program (Annually): \$500,000

**Funding Sources**

The pooled funding model proposes that the total costs be shared equally among communities/municipalities, corporations, and the state government. The breakdown is as follows:

- Communities/Municipalities (1/3) \$10 million
- Corporations (1/3) \$10 million
- State Government (1/3) \$10 million

**Potential Grant Opportunities**

To supplement the pooled funding model, the following grant opportunities can be explored:

**Federal Grants:** Reallocation of the Child Care and Development Block Grant (CCDBG), DOL funding for apprenticeships

**State Grants:** The Child Care Grant Program housed at DOH, Workforce Development funds, Apprenticeship funds

**Private Foundations:** Organizations like the Rasmuson Foundation, the Juneau Community Foundation and the Alaska Community Foundation have a history of funding community development and education initiatives.

**Corporate Sponsorships:** Engaging local businesses and corporations in sponsorships or corporate social responsibility initiatives can provide additional funding and resources.

**Evaluation Measures**

To measure the success of the initiative to increase childcare capacity in Southeast Alaska, the following indicators, benchmarks, and performance measures will be tracked over the next five years:

- **Childcare Availability:** Increase in the number of licensed childcare slots across the region. Establish 10-12 new childcare businesses by the end of 2026.
- **Affordability:** Reduction in the percentage of families reporting childcare as a financial burden. Provide \$500 monthly operational grants per child to sustain services for at least 5,000 children.
- **Workforce Development:** Number of apprentices completing the childcare apprenticeship program. Train and graduate at least five new childcare providers annually, starting in 2025.
- **Quality of Care:** Percentage of childcare providers meeting established quality standards. 90% of grant-funded providers achieving high-quality care benchmarks by 2027.
- **Community Impact:** Retention and attraction of workforce-age families in the region. 10% increase in workforce-age families (20-50 years old) residing in Southeast Alaska by 2030.
- **Funding Efficiency:** Effective use and distribution of pooled funding model resources. Benchmark: Full disbursement of annual pooled funds (\$30.5M) with no significant delays or misallocations by 2026. Time Frame: Annual financial audits and performance reviews starting in 2025.
- **Stakeholder Engagement:** Participation levels of municipal, corporate, and state partners in funding and support roles. Benchmark: Maintain equal contributions from all funding sectors and expand partnerships annually. Time Frame: Stakeholder engagement assessments will be conducted biannually starting in 2025.

**Project Champion**

Name: **Blue Shibler**

Title: **Executive Director**

Organization: **Southeast Alaska Association for the Education of Young Children**



## Priority Objective #4

### Further Develop Markets for Alaska Seafood

#### Priority Description

Support marketing efforts to expand existing and develop new domestic and international markets for Alaska seafood. Additionally encourage efforts to develop new products and increase utilization, promote the origin and sustainability of Alaska seafood, guide research opportunities, and advance seafood friendly policies. Encourage partnerships and collaboration that showcase the Alaska brand and foster innovation. Better capitalize on the Alaska visitor industry by increasing marketing to visitors and leveraging partnerships with travel associations. Promote Alaska as a global leader in sustainable fisheries and encourage research that helps tell the Alaska origin story. Work to expand marketing opportunities by further developing promotional materials, guidance documents and tools for direct marketers, and educational materials for quality and handling procedures. Continue to support partnerships with federal agencies, including the U.S. Department of Agriculture (USDA), to strengthen the supply chain of local and regional seafood systems. Encourage the USDA to provide parity to U.S. and Alaska fishermen, processors, and businesses by having a seafood-focused office within the agency to support seafood products and companies as they do land-based proteins.

#### Outline of steps required for project to be completed and timeline

##### Increase U.S. Domestic Market Opportunities for Alaska Seafood Products (Years 1-5):

- Promote the utilization of the Alaska Seafood logo on packaging to increase recognition for the brand.
- Increase current partnerships and build new ones to host campaigns and promotions of Alaska products.
- Increase retail, foodservice and consumer marketing efforts of Alaska seafood in U.S. domestic market to capitalize on opportunity resulting from Russian seafood import ban.
- Continue and expand domestic consumer-focused efforts via traditional, social and other media to increase demand, awareness, and preference for Alaska seafood.
- Increase marketing to Alaska's visitors, utilizing partnership with Alaska Travel Industry Association (ATIA) and Cruise Line International Association (CLIA) membership to promote more opportunities with the Alaska visitor industry including serving more Alaska products onboard, providing educational and marketing materials, increasing visitor seafood consumption onboard and onshore, and partnering in marketing and promotional activities.
- Continue to collaborate with other organizations and their events.
- Promote products such



as black cod and pink salmon, which have been identified as key drivers of value and candidates for market expansion.

- Advance initiatives that would expand the use of Alaska seafood in institutional settings including, school lunch programs both within the region and across the nation.

##### Expand International Markets for Alaska Seafood Products (Years 1-5):

- Continue to grow and expand ASMI marketing programs in regions already demonstrating great success such as Southeast Asia and Latin America (LATAM). Continue expanding Alaska Seafood's reach by targeting new countries in established ASMI regional programs, such as the expansion to central Asia.
- Continue market diversification for Alaska seafood in new regions such as the Middle East, specifically the UAE, which presents an opportunity for higher-end Alaska seafood products suffering from a lack of diversification such as sablefish, king salmon, salmon roe, golden king crab and bairdi crab.
- Continue to develop reprocessing hubs internationally, in countries such as Peru, Ecuador, Vietnam, and Thailand and explore opportunities in North Africa such as Morocco.
- Increase and diversify marketing efforts and target audiences in established and new markets through innovative promotional partnerships and unique consumer marketing campaigns.
- Showcase Alaska and its seafood products through hosting inbound missions, culinary retreats, press tours, and other educational events for international trade and customers.
- Conduct outbound trade missions, once a year to introduce Alaska seafood exporters to new markets and help foster relationships between the Alaska seafood industry and international trade at least once per year.
- Educate hotel, restaurant and institution (HRI) and trade professionals about Alaska seafood through targeted educational seminars.
- Exhibit at leading trade shows around the world to identify and meet with new potential buyers and maintain relationships with trade, while obtaining trade leads to distribution to Alaska Seafood industry.

##### Support the Development of New Alaska Seafood Products and Increase Utilization (Years 1-5):

- Help Alaska Seafood industry identify market gaps and opportunities through surveys, research, and other outreach promoting more value-added products with Alaska seafood.
- Provide research, technical and market information to support Alaska seafood industry in its efforts to fully utilize all parts of Alaska seafood species and resource.
- Identify key functional characteristics of species and match with existing products built on those characteristics (IE, what collagen-based products exist for species with high collagen).
- SWOT Analysis of potential new products, including feasibility analysis for relevant business models.
- Participate in pilot projects and field trials to develop new products, such as canned pollock.
- Encourage participation in Alaska Fisheries Development Foundation's Symphony of Seafoods and

seek to increase prestige and awareness of winning companies and products.

- Establish research and marketing opportunities for Alaska seafood byproducts used in the \$58.1 billion U.S. pet food industry.
- Increase collaboration between the mariculture sector and other seafood sectors to benefit the industry as a whole.

#### **Promote Origin and Sustainability of Alaska Seafood (Years 1-5):**

- Continue to promote the sustainability of Alaska seafood through Responsible Fisheries Management (RFM) and other certification, research, marketing materials, and public relations.
- Expand RFM and increase awareness of this globally-recognized certification that highlights the origin of seafood.
- Tell the story of how Alaska's fisheries are managed and promote Alaska as a global leader in sustainable fisheries.
- Explore new partnerships and promotions that showcase the Alaska story such as tribal partnerships, TV programs and others.
- Leverage mariculture marketing opportunities to help promote the sustainability of Alaskan produced products.

#### **Expand Marketing, Educational, Technical, and Research Materials (Years 1-5):**

- Expand research on carbon emission impacts of wild harvest fisheries.
- Develop additional guidance and tools to support harvesters that directly market their products.
- Elevate the health benefits of Alaska seafood through supporting new research and showcasing past studies that demonstrate positive impacts and the nutritional value of Alaska Seafood.
- Prioritization of quality and handling materials for seafood producers including developing materials that would assist processors trying to get third-party quality certifications.
- Fund domestic and international consumer research to track retail and foodservice trends, consumer preference toward Alaska seafood, establish primary and secondary audiences, understand regional variances, and identify marketing opportunities.

#### **Promote Seafood Friendly Policies (Years 1-5):**

- Strengthen ASMI and the Alaska seafood industry's relationship with USDA food aid program to increase and improve timing of USDA buys
- Advocate Farm Bill changes to establish a seafood liaison position within the USDA to provide fair program support to and serve the unique needs of the seafood industry.
- Encourage additional federal funding to support new product development, and promotion and marketing of U.S and Alaska seafood.
- Continue to advocate for federal policies that prioritize the purchase of U.S. and Alaska certified sustainable seafood.
- Actively pursue additional grant opportunities for the Alaska seafood industry and help enable Alaska

harvesters and processors to take advantage of federal, state, and private funding opportunities.

- Support policies that lead to trade policy reciprocity, supply chain traceability, and reduce barriers to trade.
- Advocate to fully fund the Saltonstall-Kennedy Grant program and direct the funding to promote U.S. seafood - ensuring Alaska gets its fair share.
- Explore the formation of a Regional Seafood Development Association in Southeast Alaska.
- Advocate for state policies that continue to strengthen the Alaska seafood industry at all levels from harvesting to processing to marketing.

#### **People and Organizations responsible for completing these steps**

- Alaska Seafood Marketing Institute – Greg Smith
- Southeast Conference
- Alaska Fisheries Development Foundation – Kristy Clement, CEO
- Alaska Sea Grant - specific research priorities & funding
- Pacific Seafood Processors Association – Julie Decker, Executive Director
- Alaska Research Consortium
- Alaska Longline Fishermen's Association
- Southeast Alaska Fisherman's Alliance

#### **Cost Estimates**

##### **5-year Cost Estimates - \$222.5 million**

- Grow U.S. domestic demand and sales - \$200 million
- Expanding programs in SE Asia and LATAM - \$10 million
- Building new trade program in MENAWA – \$3.5 million
- Conduct yearly trade missions to new markets – \$350,000 (per year)
- Host domestic and international customers in Alaska - \$350,000 (per year)
- Funding new studies - \$3 million
- Development of new marketing materials - \$1 million
- Promote Origin and Sustainability of Alaska Seafood - \$1 million
- Development of quality handling materials for third-party certifications – \$500,000

#### **Evaluation Measures**

- Increase in exports to target markets
- Total number of trade missions conducted in foreign countries with tracked 12-month sales projections from industry participants
- Participation in trade shows and the acquisition of trade leads
- Number of customer and trade trips to Alaska
- Brand recognition and preference data
- Increase in products featuring Alaska Seafood and/or RFM logo
- Consumer impressions on social and other media
- Increase in seafood byproduct utilization

#### **Project Co-Champions**

Name: **Jeremy Woodrow**  
Title: **Executive Director**  
Organization: **Alaska Seafood Marketing Institute**

Name: **Robert Venables**  
Title: **Executive Director**  
Organization: **Southeast Conference**



## Priority Objective #5

### Support local tourism ownership and entrepreneurship

#### Priority Description

By fostering local ownership and entrepreneurship, the visitor industry can create sustainable economic opportunities, enhance cultural preservation, promote environmental stewardship, and help ensure long-term prosperity in the region. Success requires a holistic approach, ensuring residents have the knowledge, resources, and access needed to develop and expand tourism businesses. Strategies will empower local entrepreneurs by building skills in business development, management, financing, and marketing that are tailored to Southeast Alaska.

#### Outline of steps required for project to be completed and timeline

##### Provide Business Training and Support (Years 1-5)

Work with existing and prospective entrepreneurs to identify opportunities and create successful businesses. Partner with education organizations, business support groups and economic development organizations to offer affordable and accessible professional development programs that empower local entrepreneurs to be successful businesses. Ensure curriculum offerings meet the wide array of business skills needed for success including assessing financial needs for start-up and ongoing operations, management, human resources, research, and marketing. Develop ongoing training and networking forums to increase partnerships, cultural awareness, community engagement, and access to capital. Offer “level-up” mentoring and training to existing businesses seeking expansion and growth.

##### Support a Regionwide Destination Marketing Organization (Years 1-5)

Revitalize Southeast Alaska Tourism Council (SATC) or create a new cooperative marketing organization that complements existing programs in promoting Southeast Alaska as a visitor destination, increases awareness of the region’s diverse experiences, and stimulates visitor growth. Devise appropriate marketing strategies, funding mechanisms, and tracking needed to illustrate return on investment.

##### Develop Partnerships to Expand Access and Awareness (Years 1-3)

Develop partnerships and working groups to collaborate in program development and grassroots efforts. Identify partner platforms to host cooperative services and forums for success in the region. Establish a program outline on how local businesses can collaborate to create cost effective marketing campaigns, and cost effective training programs and resources. Increase awareness amongst Southeast Alaska residents and entrepreneurs of programs and professional development training opportunities. Promote and enhance channels to provide information to Southeast entrepreneurs.

##### Expand Tourism Research Availability and Usage (Years 1-5)

Develop in-depth tourism market research and data collection tools to help visitor-focused businesses better understand local and regional tourism markets, respond to opportunities, and refine business offerings. Publish visitation trends and projections for each community annually, including segmentation by cruise, air, and ferry. Develop an ongoing data collection program that captures travel patterns, spending, satisfaction ratings, and topical issues. Help businesses understand how to utilize existing research, collect information from current and prospective guests, and identify needs to ensure businesses are providing relevant services to visitors.

##### Increase Promotion and Purchasing of Locally Made Products (Years 1-5)

Increase purchasing from local businesses, building on existing branding programs including Buy Alaska, Made in Alaska, Alaska Grown, and Silver Hand. Encourage business awareness of program resources. Provide staff training and incentives to build employees’ knowledge and sales. Increase promotion of locally produced products in in statewide and regional marketing programs to create informed shoppers.

#### People and Organizations responsible for completing these steps

University of Alaska Southeast (UAS); Spruce Root; Economic Development Organizations; Destination Marketing Organizations including community-based entities, Southeast Alaska Tourism Council (SATC), and Alaska Travel Industry Association (ATIA); Municipalities; Local and Regional Tribal Organizations; State of Alaska; Southeast Conference; SEATrails; SEC Tourism Committee; Southeast Sustainable Partnership; Generations Southeast; and AKSBDC.

#### Funding Sources

Leverage current offerings from the partner organizations above.

#### Cost Estimates

##### 5-year Cost Estimates \$2.6 million

- Provide Business Training and Support: \$100,000 annually
- Support Regional Destination Marketing: \$50,000 annually
- Tourism Research and Analysis: \$150,000 annually
- Increase Promotion of Locally Made Programs: \$20,000 annually
- Support: \$200,000 annually for staffing, activities, and capacity.

#### Evaluation Measures

- Southeast visitor industry jobs and wages (tracked annually)
- Visitor volume and trends (tracked annually)
- Tourism Business Climate (annual business climate survey)

#### Project Champion

Name: **Susan Bell**

Title: **VP Strategic Initiatives**

Organization: **Huna Totem**

## Priority Objective #6

### Reduce energy costs and increase deployment of renewables

#### Priority Description

Encourage and facilitate public/private partnerships that connect utilities, technology providers, and other energy companies with local, state, Tribal and federal agencies to advocate for renewable energy development that reduces cost and creates community resiliency. Continue to pursue opportunities for increased efficiency in the generation, transmission, and distribution of electricity, as well as in energy consumption for buildings, vehicles, marine transportation, and aviation. Educate and communicate the value and importance of priority regional energy projects, especially small, community-based projects. Facilitate technical expertise, support local workforce development, and educate consumers regarding energy use. Explore opportunities for research and development in the region, such as opportunities to implement technologies and other improvements that lower energy costs by simultaneously increasing utilization of electric infrastructure and reducing the use of imported fuels., and support the development of innovative business models to make these technologies successful in rural communities.

#### Outline of steps required for project to be completed and timeline

**2025 Southeast Alaska Integrated Resource Plan (SEIRP) (Years 1-3)** Develop a range of future energy demand scenarios for each community or energy market in the region and identify the programs and capital projects necessary to meet existing need and anticipated changes in energy consumption in a manner that balances short-term costs and long-term energy cost escalation. Programs and investments explored may include but are not limited to beneficial electrification, transmission and distribution infrastructure investments, and development of new generation resources. Plan will prioritize increasing utilization of renewable energy sources. Identify regulatory and policy barriers that require reform/updates.

**Promote public/private partnership (Years 1-5)** Identify sources of private capital. Support establishment and use of State and regional financial institutions for project development and financing of renewable resources and energy efficiency measures. Identify public projects/issues that could be addressed via private investment.

**Financial modeling (Year 1)** Identify opportunities where support is needed for refinancing/restructuring utility debt with an end goal of producing more affordable rates. Could be tied into SEIRP-25. Determine how much of each utility's cost can be "avoided" or "reduced," and how. Differentiate between unavoidable costs that cannot realistically be expected to decrease. Use this as a basis for resource planning/policymaker education/planning.

**Promote energy efficiency (Years 1-3)** Develop "Energy Use Best Practices for Southeast Alaska" report, identifying measures that optimize utility system performance and customer savings. Integrate opportunities for rate design to encourage consumer behaviors that optimize utility system performance. Develop outreach materials and conduct educational initiatives.

**Pursue beneficial electrification opportunities (Years 1-5)** Support heat pump deployment throughout Southeast and coastal Alaska in a manner that is compatible with the serving utility, promotes lower energy costs, and provides residents with low-income access to low-cost heat. Develop and deliver beneficial electrification consumer education initiatives. Encourage community/state fleet electrification plans (marine and rolling stock) for formal adoption/implementation. Collaborate with federal agencies to facilitate beneficial electrification initiatives that increase their use of heat pumps and EVs. (US Postal Service, US Forest Service, National Park Service, etc.) Establish 2-3 public chargers per community.

**Community-scale energy projects to support port electrification (Years 1-3)** Conduct community port electrification studies, integrating supply-side improvements and requirements (BESS, grid upgrades, transmission upgrades, etc.).

**Technical expertise and workforce development (Years 1-2)** Poll energy sector employers to identify in-demand positions and skillsets (e.g., linemen, accounting, customer service, engineering, managerial skills soft skills). Encourage development of career pathway blueprints for in-demand positions. Work with employers to create "Clean Southeast Alaska Jobs" marketing campaign designed to recruit skilled energy professionals to Southeast communities. Encourage Southeast students to choose energy sector career pathways.

**Consumer and community education (Years 1-2)** Work with utilities and community partners to educate consumers regarding creative use of specialized rate structures (e.g., APC time of use rates, IPEC declining block rates).

**Explore R&D opportunities (Years 1-5)** Identify technologies of interest for trial in Southeast (e.g., electric aircraft, non-lightwater nuclear, hydrogen production/cogeneration, marine hydrokinetic, nano scale hydro). Propose incentive mechanisms or CVC (corporate venture capital) to help match/attract VC investment in Southeast demonstration projects. Consider Hawaiian Electric model of rate-recoverable "innovation" expense. Encourage pre-commercial technology companies to demonstrate innovative technological projects in the region.

**Inform Regulatory and Policy Updates (Years 1-5)** Preserve and protect the PCE Endowment program. Work to secure funding for the Renewable Energy Fund.



## People and Organizations responsible for completing these steps

- Southeast Conference Energy Team
- Consulting Economists
- Tribal and ANC partners
- Alaska Heat Smart board, leadership, and staff
- Public and private utilities – KPU, SEAPA, AP&T, IPEC, AEL&P, MP&L, AVEC, Sitka Electric, others
- Energy-focused non-profit organizations
- Sources of capital (e.g., Spruce Root, Alaska Sustainable Energy Corporation)

## Cost Estimates

### 5-year Cost Estimates \$3.4 million (plus \$38.6 million heat pump grant)

- Develop SEIRP-25: \$500K-\$1 million
- Financial modeling: \$100,000
- Promote energy efficiency: \$150,000
- Pursue beneficial electrification opportunities: \$40 million
- Support community-scale energy projects to support port electrification: \$350,000
- Technical expertise and workforce development: \$325,000
- Consumer and community education: \$150,000
- Explore R&D opportunities: \$150,000

## Evaluation Measures

- Amount and source of capital deployed into new projects
- Energy costs (pre-PCE)
- SEIRP-25 – Number of entities participating in the SEIRP-25 process. Timely completion of report. Community energy profiles and resource/opportunity prioritization.
- Consumer and community education - Number of consumers contacted/events conducted.
- Bid-ready construction documents for port electrification
- Number of heat pumps deployed
- R&D demonstration projects identified for
- Workforce development – improvement to utility vacancy factors, number of contractors trained

## Project Champion

Name: **Jason Custer**

Title: **Vice President, Corporate Development**

Organization: **Alaska Power & Telephone Company**

## Priority Objective #7

### Seafood Modernization

#### Priority Description

The seafood industry is a cornerstone of Southeast Alaska's economy, culture, and identity. To ensure its longevity and resilience over the next century, the industry must adapt to evolving economic, environmental, and technological landscapes. The **Seafood Modernization Initiative**, led by the Alaska Fisheries Development Foundation (AFDF), provides a comprehensive framework to revitalize the industry, support economic well-being in coastal communities, and ensure long-term sustainability for Alaska's fisheries. This initiative addresses critical economic challenges impacting processors, harvesters, and local communities due to the ongoing seafood market crisis. Its core objectives are to **Enhance Local Infrastructure and Onshore Operations** by modernizing processing facilities, upgrading cold storage facilities, and investing in energy-efficient technology to reduce operational costs. **Expand and Diversify Markets** by opening new pathways for Alaska seafood in global markets, while emphasizing value-added products and innovation. **Foster Maritime Job Growth** by creating career opportunities within the industry, with a focus on workforce development, succession planning, and supporting rural community employment. **Promote Sustainable Practices** by leveraging advanced technologies and data-driven approaches to improve sustainability and operational efficiency, ensuring resource viability for future generations.

By streamlining operations, reducing costs, and leveraging partnerships, this initiative will not only address immediate economic hardships but also build a resilient, adaptive seafood industry capable of thriving in changing global markets. The **Seafood Modernization Initiative** fosters innovation, economic diversification, and community resilience, while safeguarding one of Alaska's most vital industries.

#### Outline of steps required for project to be completed and timeline

##### Data Analysis to Better Inform Decision-Making and Advocacy (Years 1-2)

- Conduct a comprehensive state-wide economic study to identify critical areas of concern and economic pain points within the fishing industry involving seafood processors, harvesters, and other stakeholders. Compile and synthesize findings into a comprehensive report with strategic recommendations to address statewide and regional needs.
- Promote studies that evaluate operational costs and look for ways to generate more efficiencies including energy use and costs.
- Integrate additional economic and market information produced by ASMI's annual economic report and NOAA's National Seafood Strategy to complement efforts.

- Formulate strategic recommendations to address statewide and regional needs and to improve resilience in the harvesting and processing sectors.
- Implement a robust framework to monitor and report progress on outcomes and make data-driven adjustments to ensure continuous improvement and alignment with economic goals.
- Conduct review of State and Federal policies and promote policy change that reduce barriers and increase opportunities.

#### **Maximize Economic Benefits through Value-Added Seafood Product Development (Years 1-5)**

- Enhance seafood quality by supporting seafood handling and processing training courses and helping industry obtain third party quality certifications.
- Partner with UAF & Kodiak Seafood Science Center to innovate culinary applications and create new products from low-value or side-stream materials.
- Research seafood development best practices in Arctic region countries to incorporate sustainable and innovative methods into Alaska's seafood modernization plan, ensuring we leverage existing knowledge.
- Analyze food and market trends to guide new seafood product development; collaborate with ASMI to ensure complementary efforts.
- Conduct product development seminars and workshops tailored to industry needs.
- Expand the Alaska Symphony of Seafood to promote innovative Alaska seafood product development.
- Research and product development for non-food products, referencing the pyramid of products.

#### **Increase Innovation (Years 3-5)**

- Integrate cutting-edge technologies to optimize harvesting, processing, and distribution operations and increase efficiencies.
- Facilitate energy efficiency improvements and decarbonization initiatives for harvesters and processors alike, that strive to cut-costs, promote sustainability, and build resiliency.
- Establish priority research categories based on industry needs identified through data analysis.
- Foster strong partnerships in the industry through building joint innovation programs that increase collaboration.
- Facilitate a transparent RFP process to fund research proposals aligned with industry priorities.
- Disseminate research findings through digital platforms and public events to maximize impacts.

#### **Accelerate the Adoption of Innovations through the AFDF Startup Accelerator. (Years 3-5)**

- Support early-stage blue economy companies with specialized training and advising programs aligned with priorities identified in comprehensive study.
- Identify areas for blue capital investment to promote business development in processing and harvesting sectors.
- Organize reverse pitches to align entrepreneurial efforts with industry needs.

#### **Increased Skilled Trades through a Partnership Program (Years 1-5)**

- Assess and enhance education and training programs to meet evolving workforce demands across the seafood industry.
- Invest in workforce development initiatives to expand employment in fishing communities, stimulating economic growth, and increase Alaskan participation in fisheries and seafood processing.
- Foster expansion and growth of young fisherman's initiatives to address the "graying of the fleet"
- Develop a Seafood Processor Career Academy with a career ladder approach, including management and leadership training. Continue to build upon the efforts of the Kodiak Seafood Marine Science Center (KSMSC), a seafood training and research hub.
- Expand on existing industry financing by increasing scholarship program to match funds using Technical Vocational Education Program and other funds as well as explore opportunities to provide loan/financing support for fishermen.
- Develop specialized training programs in fisheries research, enhancement, and management.
- Incorporate seafood careers in Career Clusters used by Career Technical Education (CTE) providers to expose youth to career opportunities in the seafood industry.

#### **Expand Awareness and Sales of Alaska Seafood (Years 1-5)**

- Establish a Retail Partnership Program
- Collaborate with Alaska Seafood Marketing Institute (ASMI), Genuine Alaska Pollock Producers Association (GAPP), Bristol Bay Regional Seafood Development Association (BBRSDA), Wild Alaska Sole Association (WASA), and other key stakeholders to identify a target list of retailers for new Retail Partnership Program (RPP)
- Develop a program strategy, including cost/benefit for retailer participation, pitch materials, and scheduled meetings.
- Utilize the Alaska Symphony of Seafood (ASOS) as a platform to promote innovative Alaska seafood products in retail markets.
- Support entrepreneurs in developing innovative, value-added Alaska seafood products.
- Establish strategic partnerships with key events, trade shows, and industry partners to enhance market visibility.
- Capitalize on TV viewership and film opportunities to promote beyond the catch awareness.
- Work to expand the definition of seafood to include fish, shellfish, mariculture products, and other existing or emerging products and innovations within the seafood industry.



### **Build Alaska as a Global Standard of Excellence in Sustainability (Years 1-5)**

- Embrace innovative, science-based strategies that drive sustainability, enhance resource efficiency, and prepare for the challenges of a changing environment.
- Streamline the sustainability certification process for Alaska fisheries and work towards a single entity to handle all certifications that would result in cost savings, more efficient processes, and add collective value.
- Advance climate-ready fishing technologies and practices through fostering innovation and enabling research.
- Uphold and strengthen Alaska as a global leader in sustainable fisheries management through promoting the Alaska fisheries management story.
- Develop a unified strategy to address environmental concerns and promote further sustainable economic development for the seafood industry.
- Work towards ecosystem modeling that helps reduce uncertainty and risk in the industry and can attract more investment.

### **Provide Education, Outreach, and Advocacy regarding the Seafood Modernization Initiative. (Years 1-5)**

- Develop a comprehensive funding strategy that leverages diverse public and private funding sources to maximize the initiative's impact and longevity.
- Engage policymakers to advocate for supportive policies and funding at state and federal levels to ensure industry competitiveness.
- Coordinate statewide efforts to oversee and manage all aspects of the initiative to ensure seamless execution and measurable impact across Alaska's seafood industry.
- Promote and integrate best practices from other leading seafood-producing regions globally, incorporating innovative and sustainable methods to enhance Alaska's seafood industry.
- Showcase Alaska's leadership in sustainability by developing materials that highlight its sustainable practices and advancements.

### **People and Organizations responsible for completing these steps**

- Alaska Fisheries Development Foundation – Kristy Clement, CEO
- Pacific Seafood Processors Association – Julie Decker, Executive Director
- Alaska Seafood Marketing Institute – Jeremy Woodrow, Executive Director
- Alaska Research Consortium
- Alaska Sea Grant
- Alaska Longline Fisheries Association – Linda Behnken, Executive Director
- Alaska Sustainable Fisheries Trust
- UAS (Juneau) -fisheries training/education, networking
- SE AK municipalities, State of Alaska
- Southeast Conference
- University of Alaska Fairbanks
- Kodiak Seafood Science Center

### **Cost Estimates**

#### **5-year Cost Estimates \$44.5 million**

- Conduct comprehensive studies on processing and harvesting needs/gaps: \$500,000
- Other research and data analysis 500,000
- Expansion of the Symphony of Seafood program: \$3.5 million
- Conduct product development seminars and culinary development: \$1 million
- Funding for selected innovation projects: \$25 million
- Increase scholarship funds for workforce development opportunities: \$5 million
- Data, education, marketing and Retail Partnership Program Development: \$2 million
- Workforce development needs: develop a workforce education / recruiting event; training program updates; host training events: \$2 million
- Build Alaska as a Global Standard of Excellence in Sustainability: \$3 million
- Facilitate energy efficiency upgrades through research and upgrades: \$2 million

### **Evaluation Measures**

- Change in industry business confidence – as measured annually in the Southeast Alaska Business Climate Survey
- Increased economic value of seafood sector in Alaska
- Increase in ex-vessel value
- Increase in Alaskan resident participation in fisheries (permit holders, crew licenses, processing jobs)
- Number of value-added products produced in state.
- Number of employees working in seafood industry.
- Number of new innovations funded.
- Reduced seafood waste
- Number of energy efficiency upgrades
- Engagement in project from industry members and stakeholders

### **Project Champion**

Name: **Kristy Clement**

Title: **CEO**

Organization: **Alaska Fisheries Development Foundation (AFDF)**



# Economic Plan Steering Committee

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**Katie Koester–1st Vice President.** City Manager, City and Borough of Juneau  
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**Markos Scheer- Director- CEO,** Premium Aquatics  
**KC Hostetler – Director,** Strategic Account Manager, Alaska Airlines  
**Liz Cabrera – Director,** Community & Economic Development Director, Petersburg Borough  
**Elizabeth Cornejo- Director,** Executive Director for Community Relations & Strategic Partnerships, UAS  
**Dennis Gray Jr. - City Administrator** for City of Hoonah  
**Jason Custer- Director – Vice President** of Corporate Development, AP&T

## Other CEDS Steering Committee Participants: Transportation Committee

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**Steve Black,** Samson Tug & Barge, *Sales Representative*  
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**Xochitl Castanada,** Marine Administration DOT, *Director of Pacific NW & AK*  
**Benton Strong,** Vigor, *Director of Public Affairs*  
**Christopher Goins,** Alaska DOT&PF, *Support Services Division Director*

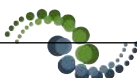
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**Tracy Martin St.Phillips**  
**Dan Ortiz**, Alaska Legislature, *Representative*

# Appendices

*Available at [www.seconference.org/strategy/](http://www.seconference.org/strategy/)*

## **Analysis of Southeast Alaska's Strengths, Weaknesses, Opportunities & Threats**

### **Southeast Alaska by the Numbers (2012 to 2024)**

[www.seconference.org/southeast-alaska-by-the-numbers/](http://www.seconference.org/southeast-alaska-by-the-numbers/)

### **Southeast Alaska Business Climate Survey Analysis (2015 to 2025)**

<https://www.seconference.org/publications/>

### **Presentation of DRAFT CEDS for comment 2025-2030**

[www.seconference.org/wp-content/uploads/2025/02/CEDS-2025-2030-PPT.pdf](http://www.seconference.org/wp-content/uploads/2025/02/CEDS-2025-2030-PPT.pdf)

### **All 81 DRAFT Southeast Conference CEDS Initiatives 2030**

[www.raincoastdata.com/wp-content/uploads/2024/09/Potential-Southeast-Conference-CEDS-Initiatives-2030.pdf](http://www.raincoastdata.com/wp-content/uploads/2024/09/Potential-Southeast-Conference-CEDS-Initiatives-2030.pdf)

### **Southeast Alaska Sustainability Strategy 2024**

<https://www.seconference.org/publication/southeast-alaska-sustainability-strategy-fall-2022-summer-2024/>

### **Southeast Conference Board of Directors and Membership Roster**

[www.seconference.org/staff-profiles/](http://www.seconference.org/staff-profiles/)  
[www.seconference.org/membership-directory/](http://www.seconference.org/membership-directory/)

### **Prior Comprehensive Economic Development Strategy 5 Year Plan & Updates (2006-2025)**



