

## STRATEGIC PLAN FY 2022 UPDATE

*Vibrant Economy: Maintain and Grow a Diverse Economy*

| STRATEGIC OUTCOMES   | OBJECTIVES  | RESPONSIBLE PARTY | TARGET COMPLETION DATE | STATUS   |
|--|---|-------------------|------------------------|--|
| <p>a. Examine adequate housing opportunity for all socioeconomic classes</p> | <p>Conduct housing assessment and develop Borough-wide housing strategy based on the assessment</p> | <p>Planning</p>   | <p>FY 2022</p>         | <p>A Borough housing assessment is completed. This included a housing gap analysis. The development of a Borough-wide housing strategy is on track to be completed by 2022.</p>  |
|  | <p>Complete housing gap analysis</p>  | <p>Planning</p>   | <p>FY 2022</p>         | <p>Development barriers and cost of construction were identified in the CHAP, and a resident survey has been completed.</p>  |
|  | <p>Review development barriers</p>  | <p>Planning</p>   | <p>FY 2019</p>         | <p>A Housing Gap Analysis was partially completed in the CHAP; the resident survey completed the analysis.</p> <p>A housing discussion is scheduled at the 2022 Assembly Policy Session, seeking Assembly direction on housing strategy and priorities.</p>  |
| <p>b. Facilitate new business development and existing business growth</p>   | <p>Support efforts to maintain SBDC presence in the Borough</p>                                     | <p>Manager</p>    | <p>Ongoing</p>         | <p>The SBDC did not operate in Ketchikan in 2018 and 2019 despite available office space in White Cliff for that purpose. In September of 2018, SBDC presented a plan to partner with Blue Pipeline to provide services in Ketchikan. In January of 2019, the Assembly considered an ordinance appropriating funding for Blue Pipeline rent in White Cliff.</p> <p>The SBDC is now partnering with the Chamber of Commerce and Spruce Root. The organization is no longer utilizing space in the White Cliff Building.</p> |

| STRATEGIC OUTCOMES   | OBJECTIVES   | RESPONSIBLE PARTY | TARGET COMPLETION DATE | STATUS  |
|--|--|-------------------|------------------------|---|
|  | Create instructional videos to educate businesses on how to more easily navigate Borough services and requirements | Manager           | FY 2023                | <p>Assessment has posted informational videos. Planning and Finance are slated to complete instructional videos on utilizing services and/or filling out Borough applications and forms.</p> <p>The target completion date for this project has been changed in the Strategic Plan to FY 2023.</p>  |
|  | Reduce barriers to growth  | Manager           | FY 2019                | The Borough successfully lobbied to change Federal contracting rules applying to the Ketchikan Shipyard. In October, the Borough Assembly adopted Resolution 2785 supporting a State-specific Roadless Rule for the Tongass National Forest. The Borough issued an RFP for a Housing Assessment.  |
|  | Update and provide new business packets  | Finance           | FY 2018                | Packets updated in April 2018.  |
| c. Increase private property ownership & support entrepreneurial efforts to utilize Borough-owned land | Complete inventory of Borough lands  | Planning          | FY 2020                | An inventory has been completed.  |
|  | In consultation with Borough realtor and staff, develop plan to rezone and sell Borough-owned land                 | Planning          | FY 2025                | The CHAP's goals and housing objectives will drive the Borough's land strategy. Staff is seeking additional Assembly direction during the 2022 Assembly Policy Session.   |
| d. Facilitate development of a highly skilled workforce  | Provide assistance for continued operation of the UAS Testing Facility   | Manager           | Ongoing                | <p>\$60,000 was appropriated for the UAS Testing Center in FY 2021 Borough Budget.</p> <p>In CY 2020, the UAS Testing Center administered 374 exams:</p> <ul style="list-style-type: none"> <li>• 46 Placement Tests</li> <li>• 110 Academic Tests</li> <li>• 218 Professional Tests</li> </ul> <p>In the first three quarters of CY 2021, 163 tests have been given.</p> |

| STRATEGIC OUTCOMES | OBJECTIVES | RESPONSIBLE PARTY | TARGET COMPLETION DATE | STATUS |
|--------------------|------------|-------------------|------------------------|--------|
|--------------------|------------|-------------------|------------------------|--------|

|   |  |                 |                |   |
|---|--|-----------------|----------------|---|
|   |  |                 |                | <p>The Testing Center’s testing numbers were significantly impacted by the pandemic as the center was closed on March 23<sup>rd</sup> through April 17. UAS placement exam policies were changed due to the pandemic. The academic proctor exam policy also changed for the spring 2020 semester. Some professional test companies also closed during the spring.</p> |
| <p>e. Develop sustainable and effective contracted services program</p>         | <p>Develop a plan for improved funding process and Assembly adoption of policy identifying and describing services to be provided.</p>   | <p>Manager</p>  | <p>FY 2018</p> | <p>On August 20, 2018, the Borough Assembly formalized a new community grant process through formation of a new Borough Grant Committee.</p> <p>The grant committee reviewed 18 applications and recommended 17 grants totaling \$344,635 in FY 2022.</p>   |
| <p>f. Promote economic development through proper distribution of CPV funds</p> | <p>Develop a standardized CPV grant application process and review criteria</p>  | <p>Planning</p> | <p>FY 2021</p> | <p>No CPV funding was allocated in FY 2022 due to no cruise visitors. FY 2023 allocations are expected to increase based on anticipated cruise ship bookings.</p>   |
|   | <p>Annual review of CPV allocations to ensure compliance with State law.</p>   | <p>Planning</p> | <p>Ongoing</p> | <p>Staff will review the proposed CPV funding strategy to ensure conformity with existing case law and with the guidance provided in the terms of the settlement reached in the litigation between CLIAA and the City and Borough of Juneau.</p>  |
| <p>g. Predictable and stable tax burdens</p>                                    | <p>Develop five-year fiscal plan that provides stable Borough, Service Area, and School District funding with a sustainable tax revenue stream reflecting anticipated future State and Federal reductions, including Secure Rural Schools funding; to be</p> | <p>Finance</p>  | <p>FY 2019</p> | <p>Plan created. An updated plan is presented each year as part of the Annual Policy Session.</p>   |

| STRATEGIC OUTCOMES | OBJECTIVES | RESPONSIBLE PARTY | TARGET COMPLETION DATE | STATUS |
|--------------------|------------|-------------------|------------------------|--------|
|--------------------|------------|-------------------|------------------------|--------|

|   |   |          |         |   |
|---|---|----------|---------|---|
|   | presented at the annual Assembly Policy Session.  |          |         |   |
| h. Encourage buy local activities                 | Continue to support annual Sales Tax Holiday  | Finance  | Ongoing | <p>On June 8, 2020, the Assembly adopted Emergency Ordinance 1919 allowing for the sales tax holiday to occur outside the prescribed sales tax holiday timeframe to coincide with the distribution of the PFD. Resolution 2853 was adopted on June 8th, declaring a sales tax holiday on July 11.</p> <p>The following are the most recent figures for sales tax holiday exemptions claimed:<br/> 2021: unavailable as of publication date for this report<br/> 2020: \$869,462<br/> 2019: \$861,367<br/> 2018: \$1,049,755<br/> 2017: \$1,072,573<br/> 2016: \$1,290,296</p> <p>Future sales tax holidays will also apply to remote sales, based on the day the order is placed.</p> |
| i. Plan for continued cruise ship industry growth | Create a community tourism strategy utilizing stakeholder engagement and public workshops | Planning | FY 2023 | <p>The scale and scope of the Tourism Strategy was developed and a contract has been awarded after a competitive RFP process. Initial work has started and public engagement is due to begin in March 2022.</p> <p>The target completion date is FY 2023.</p>   |
|   | Develop neighborhood plans for areas heavily impacted by tourism industry                 | Planning | Ongoing | <p>The Clam Cove Neighborhood Plan was slated to be presented to the Assembly for adoption in FY 2020. A large property owner has submitted official comments and position for the plan. A neighborhood group has also asked</p>  |

| STRATEGIC OUTCOMES | OBJECTIVES | RESPONSIBLE PARTY | TARGET COMPLETION DATE | STATUS |
|--------------------|------------|-------------------|------------------------|--------|
|--------------------|------------|-------------------|------------------------|--------|

|  |   |         |         |   |
|--|---|---------|---------|---|
|  |   |         |         | for time to submit additional comments. Those comments are due in June 2022.  |
|  | Establish new program to address tour industry growth in Herring Cove | Manager | FY 2024 | <p>Herring Cove enforcement and neighborhood plan proposal presented at 2019 Assembly Policy Session. Subsequent changes to the enforcement strategy implemented for the 2019 tourism season per Assembly direction. The Herring Cove Neighborhood Plan is slated to be completed in FY 2024 after the Herring Cove Bridge and Tourism Strategy projects are completed.</p> <p>The number of Manager's Office individual complaints related to Herring Cove declined precipitously in 2019.</p> <p>The target date for this item has been changed to FY 2024.</p> |