

STRATEGIC PLAN FY 2019 UPDATE

Vibrant Economy: Maintain and Grow a Diverse Economy

STRATEGIC OUTCOMES	OBJECTIVES	RESPONSIBLE PARTY	TARGET COMPLETION DATE	STATUS
a. Examine adequate housing opportunity for all socioeconomic classes	Conduct housing assessment and develop Borough-wide housing strategy based on the assessment.	Planning	FY 2022	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. Development barriers and cost of construction are being considered as part of the housing strategy.
	Complete housing gap analysis	Planning	FY 2022	
	Review development barriers	Planning	FY 2019	
b. Facilitate new business development and existing business growth	Support efforts to maintain SBDC presence in the Borough.	Manager	Ongoing	The SBDC has not operated in Ketchikan during 2018 despite available office space in White Cliff for that purpose. In September, 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.
	Create instructional videos to educate businesses on how to more easily navigate Borough services and requirements.	Manager	FY 2020	Planning, Finance, and Assessment are slated to complete instructional videos on utilizing services and/or filling out Borough applications and forms.
	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	

c. Increase private property ownership & support entrepreneurial efforts to utilize Borough-owned land	Complete inventory of Borough lands	Planning	FY 2020	Planning intends to contract with GIS provider Sidwell to complete an inventory of Borough lands.
	In consultation with Borough realtor and staff, develop plan to rezone and sell Borough-owned land.	Planning	FY 2021	The Housing assessment will likely drive the Borough's land strategy.
d. Facilitate development of a highly skilled workforce	Provide assistance for continued operation of the UAS Testing Facility	Manager	Ongoing	\$60,000 was appropriated for the UAS Testing Center in FY 2019 Borough Budget.
e. Develop sustainable and effective contracted services program	Establish sustainable funding stream for contracts with non-profit organizations.	Manager	FY 2018	The Economic Development Fund, which was the primary funding source for community grants, has been depleted and therefore closed. Grants were included in the General Fund in FY 2019; no sustainable funding stream has been identified. Non-profit partners have thus far been reluctant to support new revenue sources for a sustainable funding stream. Staff removed this objective in the updated Strategic Plan.
	Develop a plan for improved funding process and Assembly adoption of policy identifying and describing services to be provided.	Manager	FY 2018	On August 20, 2018, the Borough Assembly formalized a new community grant process through formation of a new Borough Grant Committee.
f. Promote economic development through proper distribution of CPV funds	Develop a standardized CPV grant application process and review criteria.	Planning	FY 2019	Recent CPV court proceedings have delayed the development of a standardized CPV grant application process. The Assembly will discuss CPV at its Policy Session in January. The updated Strategic Plan
	Annual review of CPV allocations to ensure compliance with State law.	Planning	Ongoing	Staff will present the Borough's proposed CPV funding strategy at the annual Assembly Policy Session.

g. Predictable and stable tax burdens	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 presented at the annual Assembly Policy Session.	Finance	FY 2019	Ongoing, to be presented each year as part of the Annual Policy Session.
h. Encourage buy local activities	Continue to support annual Sales Tax Holiday	Finance	Ongoing	<p>On September 4, the Assembly adopted Resolution 2781, declaring a sales tax holiday on October 6, 2018.</p> <p>The following are the most recent figures for sales tax holiday exemptions claimed: 2017: \$1,049,755 2016: \$1,072,573 2015: \$1,290,296</p> <p>The total exemptions claimed in 2018 weren't available at the time of this report due to the timing of sales tax filings.</p>