

2018 – 2022 STRATEGIC PLAN FINAL 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	<p>A Borough housing assessment is completed. This included a housing gap analysis.</p> <p>Development barriers and cost of construction were identified in the CHAP, and a resident survey has been completed.</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 202 Assembly Policy Session, seeking Assembly direction on housing strategy, including a discussion of short-term rentals, and priorities.</p>
	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	<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 was planning to partner with the Chamber of Commerce and Spruce Root. Currently Grow Ketchikan is co-located in the Chamber of Commerce space and is offering business consultation services under a grant from the Borough.</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	Assessment has posted informational videos. Planning and Finance were slated to complete instructional videos on utilizing services and/or filling out Borough applications and forms, but did accomplish this items.
	Reduce barriers to growth	Manager	FY 2019	The Borough successfully lobbied to change Federal contracting rules applying to the Ketchikan Shipyard. The Assembly adopted Resolution 2785 supporting a State-specific Roadless Rule for the Tongass National Forest. The Borough complete a Comprehensive 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 2023 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 each year of the Strategic Plan.</p> <p>In CY 2020, the UAS Testing Center administered 374 exams:</p> <ul style="list-style-type: none"> • 46 Placement Tests • 110 Academic Tests • 218 Professional Exams <p>In CY 2022 the testing Center administered 355 exams:</p> <ul style="list-style-type: none"> • 124 Academic Exams • 231 Professional Exams <p>The Testing Center's testing numbers were significantly impacted by the pandemic as the center was closed on March</p>

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

				23 rd , 2020 through April 17, 2020. 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.
e. Develop sustainable and effective contracted services program	Develop a plan for improved funding process and Assembly adoption of policy identifying and describing services to be provided.	Manager	FY 2018	<p>On August 20, 2018, the Borough Assembly formalized a new community grant process through formation of a new Borough Grant Committee.</p> <p>In FY 2022, the grant committee reviewed 18 applications and recommended 17 grants totaling \$344,635.</p> <p>In FY 2023, the grant committee reviewed 22 applications and recommended 10 grants for full funding and 12 for partial funding. Total grant funding awarded for FY 2023 was \$389,982.</p> <p>In January 2023, the Assembly set the total annual funding level for the program at 6% of the prior three years average General Fund Sales Taxes, capped each award at \$25,000, and no more than 25% of an organization's annual revenue. In addition, the UAS Testing Center is being converted to a contract for services as a workforce development project and moved out of the grants program. Future funding will be budgeted in the Manager's Office.</p>
f. Promote economic development through proper distribution of CPV funds	Develop a standardized CPV grant application process and review criteria	Manager	FY 2021	No CPV funding was allocated in FY 2022 due to no cruise visitors. FY 2023 & 2024 allocations are expected to increase based on anticipated cruise ship bookings.
	Annual review of CPV allocations to ensure compliance with State law.	Manager	Ongoing	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.

STRATEGIC OUTCOMES	OBJECTIVES	RESPONSIBLE PARTY	TARGET COMPLETION DATE	STATUS
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	Plan created. An updated plan is 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 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: 2022: unavailable as of the date of this report. 2021: \$901,796 2020: \$881,247 2019: \$861,369 2018: \$1,049,755 2017: \$1,072,573 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 2024	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.

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

				<p>The target completion date is third quarter of FY 2023, with implementation to begin FY 2024.</p>
	<p>Develop neighborhood plans for areas heavily impacted by tourism industry</p>	<p>Planning</p>	<p>FY 2023</p>	<p>The Clam Cove Neighborhood Plan has been completed and the plan is being implemented by providing guidance to property owner developments.</p>
	<p>Establish new program to address tour industry growth in Herring Cove</p>	<p>Manager</p>	<p>FY 2024</p>	<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>This program was put on hold during the re-construction of the Herring Cove bridge. The new bridge should also help minimize conflicts between pedestrians and vehicular traffic.</p>