

# City of Anderson

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## Comprehensive Economic Development Plan

December 2003

*Prepared by:*

**ASCG Incorporated**

*in association with:*

**Bechtol Planning and Development**

# Acronyms

ADEC	Alaska Department of Environmental Conservation
AFS	Air Force Station
ANCSA	Alaska Native Claims Settlement Act
ASCG	ASCG Incorporated
CEDS	Comprehensive Economic Development Strategy
DCED	Department of Community and Economic Development
EDA	Economic Development Administration
EDC	Economic Development Committee
EDD	Economic Development District
EIS	Environmental Impact Study
SWOT	Strengths, Weaknesses, Opportunities, Threats
USCOE	United States Army Corps of Engineers
USDA	United States Department of Agriculture

# Definitions

**Vision** statement serves as the umbrella for the goals.

**Goals** are general achievements that the community wishes to accomplish. Goals provide guidance for developing objectives.

**Objectives** are specific and achievable projects in support of a goal.

**Actions** are task-oriented events that lead to implementation of goals and objectives.

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# 1.0 Introduction

The Anderson Comprehensive Economic Development Strategy (CEDS) was developed from a planning process with broad-based and diverse community participation that addressed the economic challenges and potential of the area. The strategic planning process began in July 2002 with the development of the 2002 Anderson Strategic Plan. After completion of the Strategic Plan, the City applied for funding to develop an economic development plan. Funding to complete this plan was obtained in part with Mini-Grant Assistance funds made available through the Alaska Department of Community and Economic Development and the Denali Commission. The Council chose ASCG Incorporated (ASCG) to assist them.

The Anderson CEDS will be used to help create jobs, develop a more stable and diversified economy, and improve the quality of life. The CEDS provides a mechanism for individuals, government agencies (local, regional, state and federal), and private industry to coordinate economic development efforts. As Anderson offers adequate and affordable housing, supportive training and education, skilled labor, and community and cultural events, businesses are more likely to invest in the people and community of Anderson and the surrounding region.

This CEDS is required as a qualification for Economic Development Administration (EDA) assistance under its public works, economic adjustment and planning grant programs and is a prerequisite for designation by EDA as an economic development district (EDD).

## Elements of a CEDS

According to the EDA, the CEDS must be the result of a continuing economic development planning process, developed with broad-based and diverse community participation, and contain the following elements:

1. Analysis: Where are we now?
2. Vision: Where do we want to be?
3. Action Plan: How do we get there?
4. Evaluation Criteria

### ***Analysis: Where are we now?***

The analysis section addresses the state of the local and regional economy, external trends and forces, partners for economic development, and resources for economic development. The analysis includes the following socioeconomic factors:

- ✓ Population
- ✓ Employment
- ✓ Income
- ✓ Housing, education and health
- ✓ Fiscal conditions
- ✓ Strengths, Weaknesses, Opportunities & Threats (SWOT) to economic development

***Vision: Where do we want to be?***

The vision statement, goals, and objectives respond to the analysis of the community's development potential and challenges. This document describes where Anderson wants to be, their goals, the areas in which the community can build advantages, the community's strengths and opportunities that can be maximized while its weaknesses and threats are minimized.

***Action Plan: How do we get there?***

The action plan describes the potential activities to achieve the goals and objectives identified in the vision. It outlines the economic development strategies, activities, costs, projects, status, partnerships, schedule and performance measures. The purpose of the action plan is to create a set of strategies that address the economic development issues in the community, so that Anderson can better fulfill its mission and achieve its goals. The strategy represents a multi-year course of action for economic development and diversification activities in the community.

***Evaluation Criteria***

Performance measures have been identified to evaluate the progress of projects and actions in achieving the vision and goals. Performance measures are typically objective means of assessing the results of an action, program, service or product. Preparation of an evaluation would be the responsibility of the CEDS Steering Committee, which will be formed after approval of this plan, under the guidance of the Economic Development

**Anderson  
Economic Development  
Committee**

**Eileen Holmes**  
City Mayor

**Nancy Hollis**  
City Clerk

**Micah Reams**  
**Patricia Carlson**  
City Council Member

**Cindy Trytko**  
**Sid Michaels**  
Denali Borough Assembly member

**Pat Skinner**  
Air National Guard

**Jennifer Skinner**  
**Darlene Tucker**  
**Wendy Allsbrook-Javier**  
**Robert Murray**  
General Public

Committee (EDC). At the end of each year the CEDS Plan Steering Committee will evaluate progress made on each task, will remove completed tasks, revise ongoing tasks, if needed, and add new tasks as appropriate.

## **Organization and Management**

The City formed an Economic Development Committee in May 2003 to serve as the principal facilitator in developing the economic development plan. Members include the Mayor, City Clerk, two City Council members, a Denali Borough Assembly member, a military base representative and four members of the general public.

This CEDS has been prepared not only to meet a prerequisite for designation as an EDD, but also to build lasting partnerships between agencies and businesses in order to foster economic development activities and infrastructure for Anderson.

The CEDS planning process began with the collection of community input and economic development reports and plans from the community and the region. Anderson's Strategic Plan Survey was conducted during August and September of 2002. Questions were taken, in large part, from the United States Department of Agriculture's (USDA) rural development guide for strategic planning. Anticipated answers, or "check box answers," were taken from informal conversations with residents and were added during the survey if people frequently offered the same answer to a survey question. By September 4, 2002, Anderson adult residents had completed 80 surveys; 7 Anderson residents under the age of 18 had also participated.

The public also participated in a survey conducted in May 2003. This survey was intended to provide input into potential actions. The survey was distributed at the Economic Development Council Meeting and a community potluck held on May 13, 2003. A total of 32 surveys were received. The results of both surveys are included in Appendix A.

## **Action Committees**

Once the Anderson CEDS is adopted, a CEDS Implementation Steering Committee should be formed to facilitate use of the CEDS. This could be a continuation of the existing Economic Development Committee or new membership may be sought based on the recommendations in this plan. Additionally, several subcommittees may be needed to ensure the action plan is implemented and the appropriate evaluation process is in place. The following subcommittees could be formed beginning in August 2003.

Subcommittees could be organized by topic such as:

- ✓ Marketing and promotion

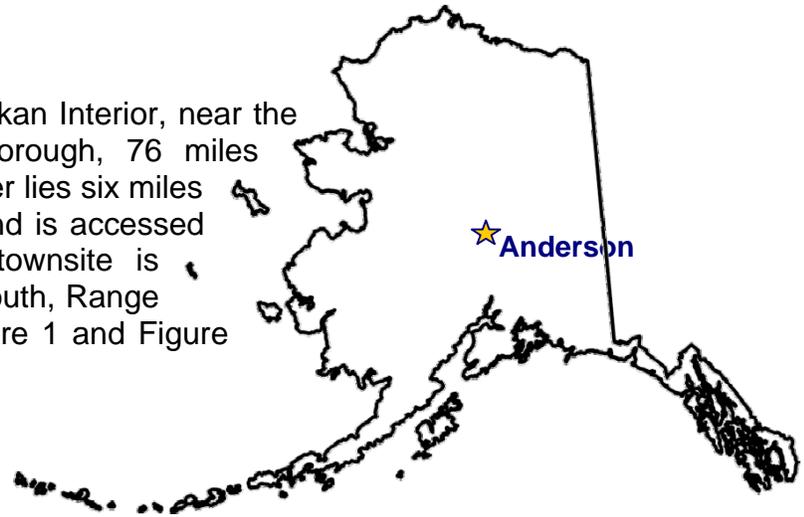
- ✓ Business development
- ✓ Housing
- ✓ Sewer, water, and solid waste
- ✓ Health, safety and education projects and activities

Regardless of the subcommittee structure taken, a coordinating entity will be needed to ensure proper reporting and communication, both within and external to the community.

## 2.0 Background

### Location and History

Anderson is located in the Alaskan Interior, near the northern boundary of the Denali Borough, 76 miles southwest of Fairbanks. The city center lies six miles west of the George Parks Highway and is accessed via a spur road. The Anderson townsite is centered in Section 32, Township 6 South, Range 8 West, Fairbanks Meridian (see Figure 1 and Figure 2).



The spur road links the city center with the historic Clear Railroad Station, constructed in 1918 and recorded as a historic site by the State Historic Preservation Office. The spur highway also connects Anderson with the Clear Air Force Station and Riverside Park.

The State-owned Clear Airport is a 4,000-foot lighted asphalt runway located approximately four miles south of Anderson town site. Charter and private aircraft use the airstrip.

Anderson is located within the traditional territory of the Nenana-Toklat band of the lower Tanana Athapaskan Indians. The area was historically used by Athapaskan bands for hunting moose and small game animals as they moved across the land. The Denali Borough is within the area served by Doyon Limited for-profit regional corporation established by the Alaska Native Claims Settlement Act (ANCSA) in 1971. (National Missile Defense Deployment, EIS, 2000)

Formation of Denali National Park in 1917 and the construction of the Alaska Railroad in the 1920s brought the first non-native settlers to the local area. The Anderson townsite was homesteaded in the 1950s by three pioneers; Art Anderson, William Devon and Charles DeWitt. In 1958, at the height of the Cold War, the Air Force began construction of the Ballistic Missile Early Warning System, which began operations in 1961. The current role of Clear Air Force Station (AFS) is to detect and provide early warning and assessment of a ballistic missile attack and to provide space surveillance tracking for satellites and space objects. A phased-array radar that can identify missiles launched from Asia or Europe replaced the radar system in 2000. The approximately 90 Air Force personnel serving at Clear AFS are currently being phased out and replaced by the Air National Guard.

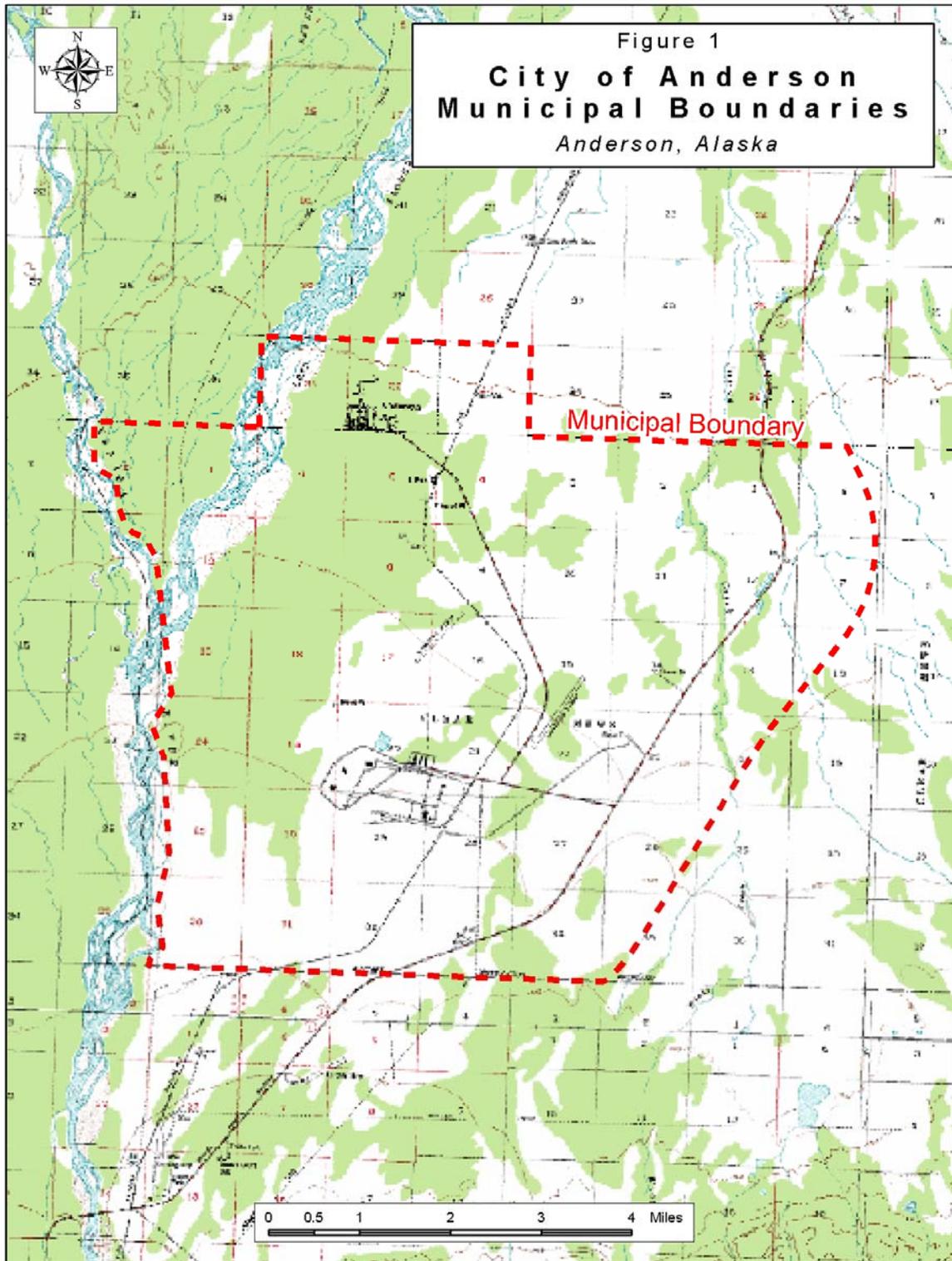
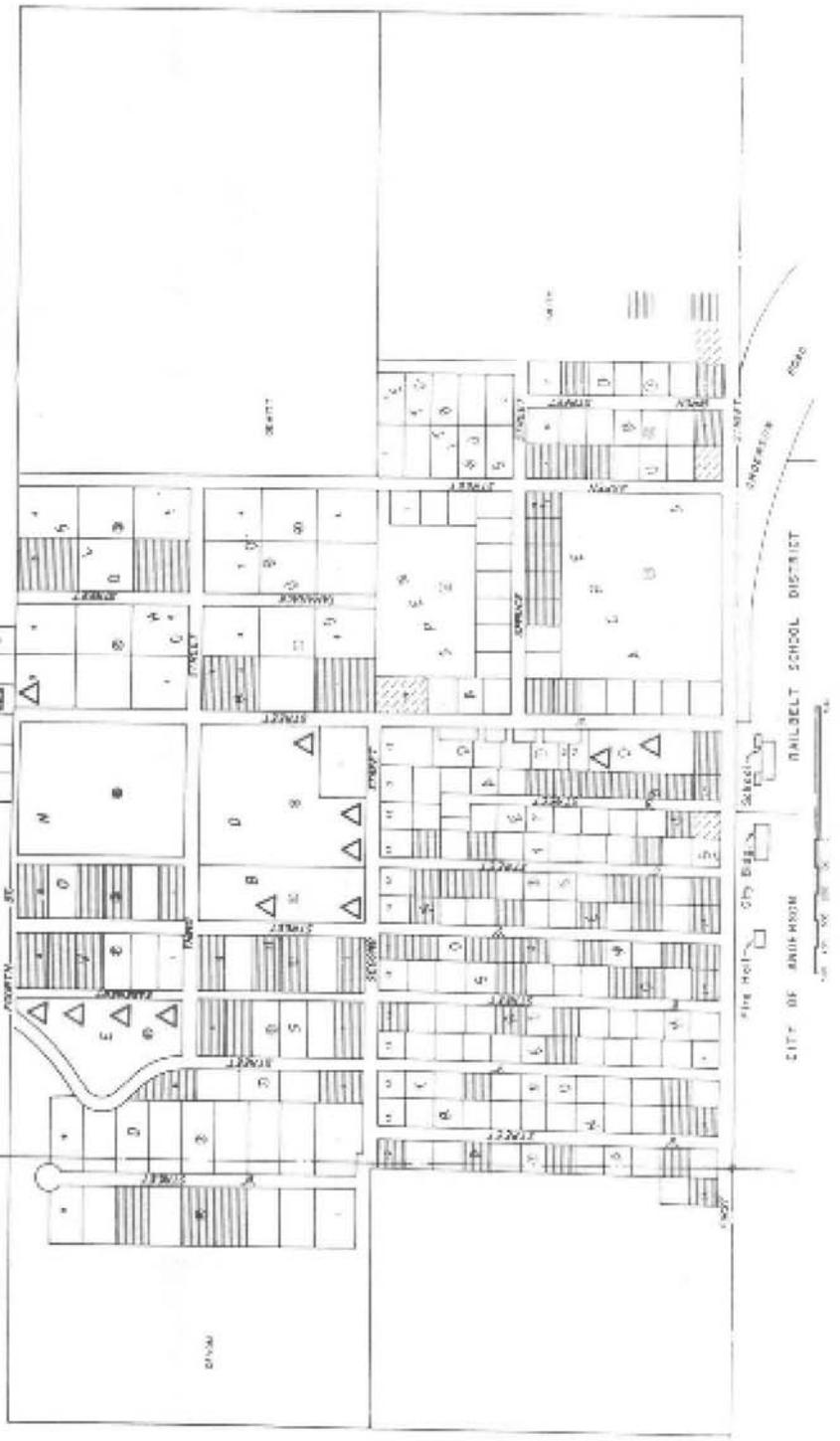


Figure 1 Anderson Municipal Boundaries

Figure 2  
**Townsite Map**  
 Anderson, Alaska

- △ NON-PLATTED RESIDENTIAL
- ▨ PLATTED RESIDENTIAL
- ▩ LIGHT COMMERCIAL
- ▧ PUBLIC



Source: 1984 Anderson Land Use Plan

Art Anderson, for whom the town is named after, subdivided his 80-acre homestead in 1959 and sold lots to civilian workers from the base. The town was incorporated as a second-class City in 1962.

Access to Anderson from Fairbanks and Anchorage was facilitated by the construction of State highways linking the communities, the 1968 completion of the \$6 million steel bridge over the Tanana River and the 1971 construction of the George Parks Highway.

According to the United States Army Corps of Engineers (USCOE), in 1978 the Nenana River floodwaters reached a depth of six to eight feet on the west side of the community near Lost Slough, and a depth of twelve inches on affected road surfaces in the northwest section of town. Floodwater marks were four inches above the doorsill of a house located on C Street. Notches were cut into trees at the six- and eight-foot level by overflow ice on West First Street and the trail to the river. Watermarks were several inches above the floor in a house on D Street. The cause of the flood is reported as glaciation. (Denali Borough Sanitation Improvement Feasibility Study, 2003)

In 1979 the USCOE built a dike to prevent future flooding, thereby creating Riverside Park. Riverside Park is a 616-acre park that is located along the Lost Slough area of the Nenana River. The park is the site of the well-known annual Anderson Bluegrass Festival, which features bluegrass bands from around the State and the nation.

In 1983, the City of Anderson received funding to prepare a land use plan. The objective of the plans was to develop a land use plan and map depicting proposed future land use as shown in Figure 3.

## **Natural Environment**

### ***Climate***

Anderson's climate consists of short, warm summers and long cold winters. Temperatures range from 80 degrees Fahrenheit in the summer to minus 60 degrees Fahrenheit in the winter. The Nenana River begins to freeze in late October and breakup occurs in late April or early May. Snow depths can reach 50 inches some winters.

**Table 1 Climate Statistics**

<b>Characteristic</b>	<b>Clear Weather Station 1965-1997</b>
Average Summer Temperature °F	58.5
Extreme High Temperature (1969)	96
Average Winter Temperature	-8.2
Extreme Winter Temperature (1975)	-63
Annual Mean Precipitation – inches	12.96
Annual Mean Snowfall – inches	50.1
Highest Annual Snowfall – inches (1990)	120.2

Source: Western Regional Climate Center

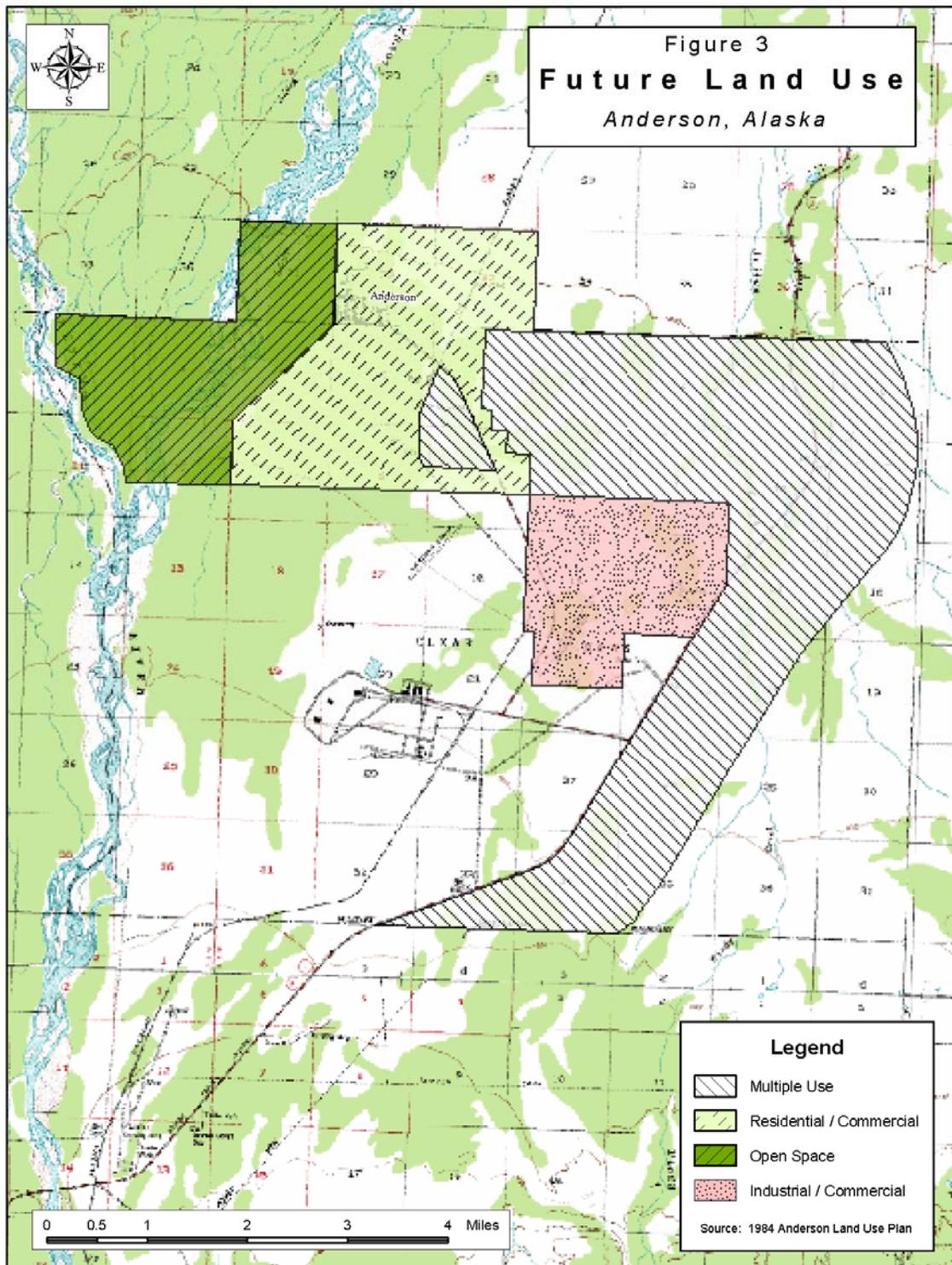
### ***Vegetation and Geology***

Vegetation in the Anderson area consists of many different types of trees and bushes, such as cottonwood, aspen, spruce, birch, diamond willow, highbush and lowbush cranberries, blueberries, raspberries, fireweed, and wild rose bushes. Anderson is unique in that gravel barren areas, uncommon in Interior Alaska, are present in the community. Gravel barrens are characterized by dry meadows and dwarf woodlands, and tend to occur where the fine soil cap is nearly absent. The area supports a variety of lichens and mosses at ground level. In general, the soils in this area are well-drained sands and gravels overlain by a thin layer of silt. This geology leads to the regionally renowned high quality ground water found in the Anderson area. The groundwater occurs in an unconfined aquifer composed of unconsolidated sand and gravel. Water table depths range from approximately 10 to 90 feet below the surface. The groundwater receives its recharge from infiltration from the Nenana River, surface water and precipitation. (National Missile Defense Deployment, EIS, 2000)

### ***Wildlife***

The Nenana River is a designated anadromous fish stream and serves as a spawning area for Chinook, chum and Coho salmon. Wildlife in the area includes fox, coyote, black bear, brown/grizzly bear, red squirrel, porcupine, mink, beaver, muskrat, wolves, lynx, wolverine, martin and moose. The area also provides habitat for a variety of bird species and a migratory route for waterfowl and other birds.

The Clear Fish Hatchery was the only commercial hatchery to rear shellfish in the State. Shellfish were added, along with fish, to nearby streams and lakes. The hatchery closed five years ago; according to the Alaska Department of Fish and Game, there are no plans at this time to institute another program in the area.



The State is currently stocking Round Pond and Long Pond within city limits with grayling.

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### **Community Facilities and Infrastructure**

The Anderson community includes the following community facilities:

Anderson City Hall, located in the center of town, houses the council chambers, city office, post office and the Department of Motor Vehicles. The City has a nearby volunteer fire and rescue facility and vehicles.

An un-staffed health clinic building is available for use next door to City Hall. Currently a visiting rural health nurse and a mental health counselor use the facilities. The City rents out half of the clinic building as an apartment. Most people go to Fairbanks or Clear AFS for their medical needs.

Riverside Park, developed because of the dike built in 1979, is the town's western border and is situated along the Lost Slough of the Nenana River. The 616-acre park offers an excellent view of Mount McKinley/Denali and has a network of trails, campsites, picnic areas, shooting range, a recreational vehicle dump station, public drinking water wells, and seasonal restroom and shower facilities. In addition to being used by visitors to Anderson, the park is also used for community events such as graduation and retirement parties, family picnics and weddings.

The City of Anderson operates a septage facility, which receives septage wastes from the Denali Borough and City of Nenana wastewater systems. The Denali Borough operates a regional landfill facility within the corporate boundaries of Anderson.

Golden Valley Electric Association, a Rural Electric Association Co-operative, provides power to the community. The power source is coal with diesel backup. The rate is 11.3 cents per kilowatt-hour. Fuel storage facilities in the Anderson area consist of individual heating oil tanks.

There are no piped water or sewer facilities in the Anderson area. Most residential buildings have individual wells, septic systems and household plumbing. Residences on the south side of Anderson are on quarter-acre lots; northern area lots are larger. Due to high water table and small lot sizes, waivers have been obtained from the Alaska Department of Environmental Conservation (ADEC) for mounded septic systems. In order to meet minimum distance requirements between wells and septic drain fields, many homeowners own two lots. The *2003 Denali Borough Sanitation Improvement Feasibility Study* estimates that 90% of the home sewage systems do not meet ADEC regulatory requirements.

The most important transportation infrastructure projects underway in the Borough involve highway improvements and rail facility upgrades. Between 1995 and 2002, \$21.5 million from the state was expended for transportation-related capital improvement projects within Denali Borough. Road projects received most of the funding: \$19.6 million, or 91 percent. Airport projects received the rest: \$1.9 million or 9 percent. (Alaska Department of Labor, Economic Overview)

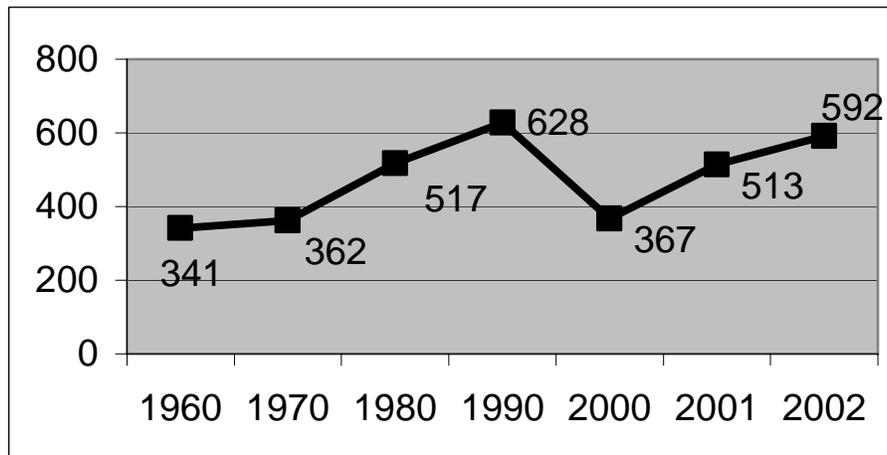
# 3.0 Economic Analysis: Where are we now?

## Socioeconomic

### Population

For the last twenty years, Anderson’s population has remained around 500 to 600 people. The 2000 U.S. Census reported a population of 367, but it did not include civilian personnel that lived on base. In 2001, the City conducted a special census to correct this omission and reported a population of 513, which the Alaska Department of Community and Economic Development (DCED) used to certify the population for revenue sharing the last two years. Today, the Anderson population is 592 people (DCED certified figure 5/31/03).

Figure 4 Anderson Historic Population



Source: U.S. Census Bureau, Census 2000, and DCED

Table 2 depicts selected demographic characteristics as compared to the Denali Borough and the State of Alaska.

**Table 2 Profile of Demographic Characteristics, Year 2000**

Characteristic	Anderson	Denali Borough	Alaska
Population	367	1,893	626,932
Male - %	63.8	58.2	51.7
Female - %	36.2	41.8	48.3
Median age	32.6	37.6	32.4
Alaska Native - %	6.5	8.6	19
White - %	92.9	90.9	74

Source: U.S. Census Bureau, Census 2000

Note: Anderson population shown does not include base Clear Military population

It is expected that the changeover at Clear Air Force Station in military service personnel from Air Force to Air National Guard will influence population growth. The Air Force typically assigned military personnel to short-term postings (one-year). Clear is designated a remote assignment, family housing is not available on the Base. Civilian and military personnel are assigned to military dormitories. It is believed that the Air National Guard military personnel will bring their families to live in the community because personnel will be assigned to Clear on a permanent basis. It is expected that the changeover from Air Force personnel to National Air Guard year-round employees will cause a spike in the population, with estimates ranging from 40 to 50 new citizens.

### ***Employment***

The Clear Air Force Station plays a major role in Anderson's economy. In addition to the approximately 100 military personnel employed by the Armed Forces, approximately 300 civilians in the community are employed on the base. Other employers in the community include the Anderson School, which is operated by the Denali Borough, the City of Anderson and several self-employed and small business owners.

The unemployment rate in 2000 was 10.2%. Table 3 illustrates how Anderson compares to the Denali Borough and the State regarding the labor force.

**Table 3 Potential Labor Force**

Age Grouping	Anderson (%)	Denali Borough (%)	Alaska (%)
Under 5 years	3.8	5.2	7.6
5 to 19 years	19.6	20.5	25.6
Labor force: 20 to 64 years	74.1	71.5	61.2
65 years+	2.5	3.1	5.6

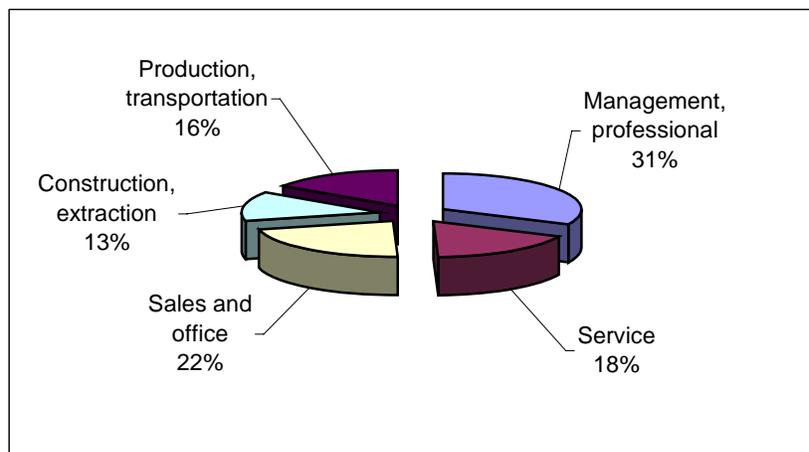
  

Employment Characteristics			
Employment Status	Anderson (%)	Denali Borough (%)	Alaska (%)
In labor force	74.1	70.8	71.3
Civilian labor force	36.7	63.2	67.6
Employed civilian labor force	33	55.9	61.5
Percent of civilian labor force unemployed	10.2	11.6	9
Armed Forces	37.4	7.6	3.7

Source: U.S. Census Bureau, Census 2000

Government workers account for 49.5 percent of Anderson’s labor force, private wage and salary workers include 43.3 percent and the remaining 7.2 percent are self-employed workers. In addition, indicative of the importance of Clear AFS and Anderson School to the community is that 31 percent of the labor force in the community is employed in management and professional occupations, followed by 22 percent in sales and office occupations, and 18 percent in service occupations.

**Figure 5 Employment by Occupation**



Source: U.S. Census Bureau, Census 2000

Table 4 compares employment by industry for Anderson, Denali Borough and the State.

**Table 4 Employment by Industry**

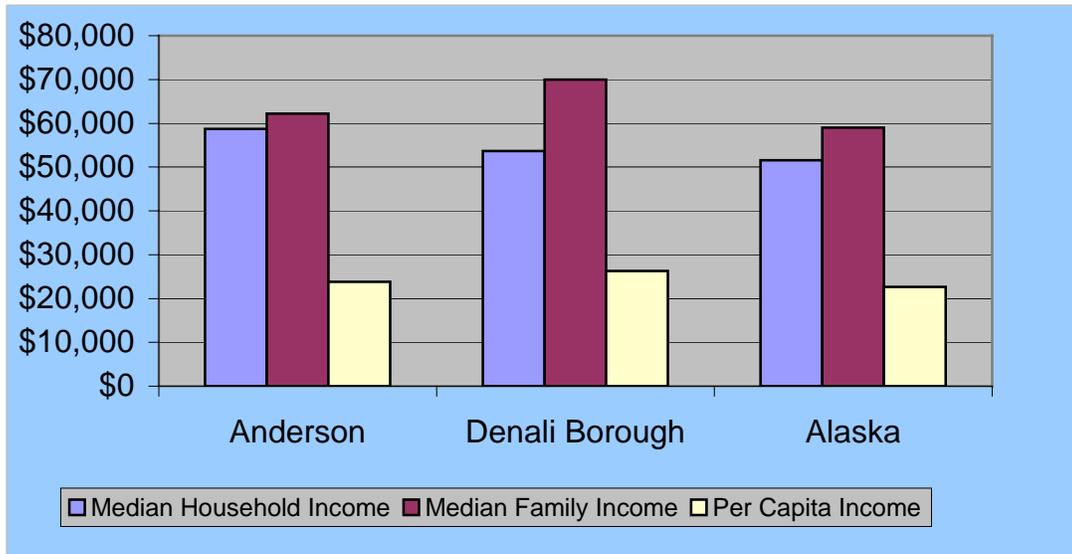
<b>Industry</b>	<b>Anderson (%)</b>	<b>Denali Borough (%)</b>	<b>Alaska (%)</b>
Agricultural, forestry, fishing and mining	2.1	15.0	4.9
Construction	6.2	7.6	7.3
Manufacturing	6.2	2.3	3.3
Wholesale trade	1.0	0.6	2.6
Retail trade	10.3	8.0	11.6
Transportation and warehousing and utilities	12.4	11.3	8.9
Information	0	0.7	2.7
Finance, Insurance, Real Estate	0	0.2	4.6
Professional, management, administrative, waste manage	14.4	7.5	7.6
Education, health and social services	26.8	13.8	21.7
Arts, entertainment, recreation, accommodation, food	4.1	21.4	8.6
Other services (except public administration)	3.1	3.7	5.6
Public administration	13.4	8.0	10.7

Source: U.S. Census Bureau, Census 2000

## Income

Figure 6 indicates that Anderson's income levels are very similar to the incomes reported for the Denali Borough and higher than incomes reported for the State. The median household income in Anderson is \$58,750, which is higher than in the Denali Borough or the State.

Figure 6 Income Levels



Source: U.S. Census Bureau, Census 2000

The percentage of residents living below the poverty level in Anderson, however, is greater than in the Denali Borough or for the State. The percent below the poverty level in 1999 for families living in Anderson was 15.6, as compared to 5.7 percent in the Borough and 6.7 percent in the State. The percentage of individuals living below the poverty level in Anderson is 17.6 percent; 7.9 percent in the Borough; and 9.4 percent in the State. This is based on 2000 U.S. Census figures.

## Housing, Education and Health

According to the *2002 Strategic Plan*, there are 148 residential housing units in the community, of which 47 are vacant. Eighteen of the vacant houses are used seasonally.

The City has land available for residential growth. Subdivision lots on the north side of Anderson are large enough to permit private drinking water wells and septic systems on the same lot. This is not the case on the south side of Anderson

where lot owners obtain two lots and/or obtain waivers to install wells and septic systems closer than the minimum separation distances allowed by ADEC. The shallow groundwater table also limits the types of septic systems that can be installed and increases the operation and maintenance costs because lift stations and mounded septic systems and leachfields are required. The *2003 Sanitation Improvement Feasibility Study* recommends that at a minimum, a community wastewater system is needed to allow for growth and to protect individual drinking water wells in the community. It is further noted in the study that the Anderson septage facility is operating at or above capacity, and that expansion is needed.

Local residents estimate that there will be a need for additional housing for the influx of year-round Air Guard personnel that will replace the temporary Air Force personnel over the next few years. Anderson has an excellent source of gravel for concrete, room at the airport for warehousing, and a labor force that could be put to work building homes for new citizens.

Anderson School, operated by the Denali Borough, is a great asset to the community. The school serves students from kindergarten through 12<sup>th</sup> grade. At the time of the *2002 Anderson Strategic Plan* there were 36 elementary students, 12 junior high students and 26 high school students. Pride in the school is reflected in the following paragraph from the strategic plan:

“The school offers a progressive, standards-based curriculum as well as a wide range of after-school sports and activities. Throughout the school, children have been found painting the wall with visiting artists and climbing the walls on the gymnasium’s indoor climbing wall. Basketball games, frequently attended by the school mascot, “Sammy T”, the grizzly, are a popular form of indoor winter entertainment for the community.”

- 2002 Anderson Strategic Plan

The unstaffed clinic building, located next door to City Hall has the potential for facilities for a year-round dentist and a physician. The clinic is currently staffed by a visiting rural nurse practitioner and a mental health counselor. Emergencies are handled by emergency medical technicians (volunteers) who may access Clear Air Force Emergency Care Center in a life-threatening event. Healy, located 40 miles to the south, and Nenana (open only for Natives), located 30 miles to the north, both have staffed clinics. The nearest hospital is in Fairbanks, 76 miles to the north.

## **Fiscal Conditions**

The City of Anderson's fiscal condition is generally positive, with revenues exceeding expenditures. The City employs four permanent employees and several summer temporary employees. Permanent government employees include the clerk/treasurer, maintenance foreman, janitor, and the Department of Motor Vehicles clerk. The city's sources of revenues are taxes (8% utility tax), licenses/permits, service charges and enterprise funds. The following table illustrates the City of Anderson's Revenues and Expenditures for the last three years.

**Table 5 City of Anderson Enterprise Funds**

<b>Enterprise Fund Revenues</b>	<b>2000</b>	<b>2001</b>	<b>2002</b>
Sewer Lagoon	\$17,470	\$24,478	\$24,554
Refuse		\$0	0
Cable (Cable TV closed 6/30/03)	\$34,313	\$29,683	\$25,046
Gravel	\$3,455	\$2,870	\$9,879
Department of Motor Vehicles	\$11,221	\$8,905	\$12,211
Park & Recreation	\$3,854	\$5,335	\$11,505
<b>Total Enterprise Fund Revenues</b>	<b>\$70,313</b>	<b>\$71,271</b>	<b>\$83,195</b>
<b>Enterprise Fund Expenditures</b>	<b>2000</b>	<b>2001</b>	<b>2002</b>
Sewer/Environmental	\$8,150	\$7,096	\$8,347
Refuse	\$0	\$0	\$0
Cable (Cable TV closed 6/30/03)	\$32,918	\$29,116	\$24,139
Gravel	\$0	\$0	\$0
Department of Motor Vehicles	\$7,033	\$8,205	\$8,288
Park & Recreation	\$5,487	\$13,091	\$10,798
<b>Total Enterprise Fund Expenditures</b>	<b>\$53,588</b>	<b>\$57,508</b>	<b>\$51,572</b>
<b>Excess of Enterprise Funds Over (Under) Expenditures</b>	<b>\$16,725</b>	<b>\$13,763</b>	<b>\$31,623</b>

**Table 6 City of Anderson Revenues and Expenditures**

Operating Revenue	2000	2001	2002
<i>Locally Generated Revenues</i>			
Taxes	\$28,375	\$33,979	\$38,341
License/Permits	\$0	\$34	\$20
Service Charges	\$2711	\$1,617	\$5,000
Enterprise Revenues	\$45,702	\$49,196	\$59,008
Rentals	\$17,741	\$23,221	\$20,611
Sales	\$5,107	\$3,707	\$10,572
Other Local Revenue	\$2,252	\$5,252	\$1,786
Cable TV – Closed 6/30/03	\$34,313	\$29,683	\$25,047
<b>Total Locally Generated Revenues</b>	<b>\$136,201</b>	<b>\$146,689</b>	<b>\$160,385</b>
<i>Outside Revenue Sources</i>			
<b>Shared Revenue from State</b>	<b>\$49,078</b>	<b>\$43,936</b>	<b>\$44,366</b>
Other Outside Revenues	\$16,720	\$16,720	\$16,720
Capital and Special Projects	\$79,562	\$54,932	\$67,952
<b>Total Outside Operating Revenues</b>	<b>\$145,360</b>	<b>\$115,588</b>	<b>\$129,038</b>
<b>Total All Revenues</b>	<b>\$281,561</b>	<b>\$262,277</b>	<b>\$289,423</b>
<b>Operating Expenditures</b>	<b>2000</b>	<b>2001</b>	<b>2002</b>
City Council	\$3,070	\$4,184	\$3,806
Administration/Finance	\$84,107	\$66,802	\$75,038
DMV	\$7,033	\$8,205	\$8,288
Public Safety	\$17,621	\$17,558	\$17,169
Public Works	\$50,361	\$45,461	\$65,840
Environmental	\$8,150	\$7,096	\$8,347
Health and Social Services	\$2,438	\$2,022	\$2,546
Parks and Recreation	\$5,487	\$13,091	\$10,798
Cable TV	\$32,918	\$29,116	\$24,139
<b>Total Operating Expenditures</b>	<b>\$222,077</b>	<b>\$196,320</b>	<b>\$215,971</b>
Capital and Special Project	\$58,012	\$68,277	\$56,118
Land Surveying	\$4,892	\$2,785	
Garbage Truck	\$6,000		
<b>Total All Expenditures</b>	<b>\$280,089</b>	<b>\$267,597</b>	<b>\$272,089</b>
Excess of Revenues Over (Under) Expenditures	<b>\$1,472</b>	<b>-\$2,320</b>	<b>\$17,334</b>

## **Strengths, Weaknesses, Opportunities, & Threats (SWOT) Analysis**

In this step of the Anderson Economic Development Strategic Planning process, the community's internal strengths and weaknesses were identified, along with the external opportunities and threats. The analysis of these four elements is known as the SWOT analysis. It is a useful tool for clarifying conditions within which the community operates and for identifying and analyzing alternatives. While the community-visioning step provided very useful information about the values of the community, the SWOT analysis supplies an overall view of the community and the economic factors that affect it. The SWOT analysis provides clues as to how to frame the strategies needed to take advantage of the opportunities facing Anderson in the near future as well as in the long term.

Strengths are resources or capabilities that help the community accomplish its mission. Weaknesses are the deficiencies in resources or capabilities that hinder the community's ability to accomplish its mission.

<b>Strengths and Weaknesses</b>	
<b>Strengths</b>	
•	Proximity to Parks Highway
•	Clear Airport
•	Near-by railroad
•	Fiber optic cable along railroad corridor
•	Multi-use trail
•	Shooting range
•	No property taxes
•	Inexpensive land
•	Department of Motor Vehicles
•	Riverside Park
•	Very low crime rate
•	Friendly community
•	Relationship with military base
•	Excellent school
•	Clean air
•	Anderson Blue Grass Festival
•	Land available to develop
•	City in good fiscal condition
•	Excellent accessible drinking water
<b>Weaknesses</b>	
•	Lack of jobs
•	Limited sewage lagoon
•	Environmental concerns (permafrost, climate, natural hazards)
•	Shortage of adequate housing
•	Sewer and water proximity
•	Lack of youth and adult activities
•	Lack of community piped sewer system

Opportunities are the outside factors that affect the community in a favorable way. Threats are the outside factors or situations that could affect the community in a negative way.

<b>Opportunities and Threats</b>
<b><i>Opportunities</i></b>
<ul style="list-style-type: none"> <li>• Meet needs of incoming Air National Guard and their families</li> <li>• Develop recreational trails</li> <li>• Expand camping opportunities</li> <li>• Develop B&amp;Bs, rental cabins</li> <li>• Expand guided hunts</li> <li>• Develop manufacturing</li> <li>• Increase Riverside Park events</li> <li>• Establish multi-use center/with Youth Center/Washeteria/Post Office/DMV Office/Community Meeting Place</li> <li>• Establish office rentals</li> <li>• School partnerships with businesses and Denali National Park</li> <li>• Develop berry farming/forestry/products</li> <li>• Promote small businesses (internet, microbrewery)</li> <li>• Warehouse/shipping</li> <li>• Promote Anderson as center for scientific research</li> <li>• Increase tourism</li> <li>• Develop water bottling plant</li> <li>• Expand fiber optic cable opportunities</li> </ul>
<b><i>Threats</i></b>
<ul style="list-style-type: none"> <li>• Need to be prepared in event of reductions in traditional state and federal funds</li> <li>• Changes in funding sources and allocation formulas to rural Alaska</li> <li>• Lack of marketing capacity/capabilities locally</li> <li>• Potential pollution of groundwater source due to inadequate septic systems</li> <li>• Natural hazards, such as forest fires, flooding and earthquakes</li> </ul>

# 4.0 Vision, Goals & Objectives: Where Do We Want To Be?

## Vision

The community's vision reflects Anderson's community spirit and promising future. The vision statement describes the qualities and principles in which the community believes. The following vision statement was prepared as part of the 2002 Anderson Strategic Plan:

### Anderson Vision Statement

"We are a community of 500 military and civilian residents. We value a small, active community in which people know each other and cooperate to provide a safe, healthy, affordable place to grow, live, work and retire.

We value our remote location and the access to wilderness that it provides. However, we strive to stay connected to economic opportunity so that our community may continue to prosper in connection with the Clear Air Force Station and independent of it as well. We desire a stable community where people will come to stay and our children are able to grow up and live socially and economically sustainable lives."

- Anderson Strategic Plan, 2002

## Goals and Objectives

The key elements of a comprehensive plan are its goals, objectives and actions. Goals are general achievements that the City wishes to accomplish in the future. Objectives are specific and achievable statements in support of a goal. Actions are task-oriented events that lead to an assignment and timeframe.

The goals and objectives relate to what people value in their community and what they would like to see changed. Most of the public input clearly demonstrated that the citizens who live in Anderson value a rural residential lifestyle. Reasons people like living in Anderson include friendly people, a good school, inexpensive lots, lack of property taxes, good water, proximity to the road system, the wilderness and the quiet. The reasons for not liking Anderson were few and centered on not having enough jobs, lack of local housing and lack of activities particularly for youth.

The goals and objectives in this document were developed from the following sources:

1. Responses to a survey conducted in August and September of 2002 as part of the 2002 Anderson Strategic Plan;
2. Goals and objectives in the 2002 Anderson Strategic Plan prepared by the City of Anderson;
3. Input from the May 13<sup>th</sup> 2003 Anderson Economic Development Meeting;
4. Public input from May 13<sup>th</sup> 2003 Town Potluck;
5. Responses to a survey conducted from May 13 to May 30, 2003; and
6. Five Anderson Economic Development Committee work sessions held on May 6, June 27, July 10, August 14, and August 26, 2003.

# Goals and Objectives

## **Goal 1. Strengthen and diversify the economy by building on current strategic assets of Anderson.**

Objective 1.1 Develop sustainable industries/businesses capitalizing on existing transportation infrastructure such as the Clear Airport, Parks Highway, and the Alaska Railroad.

Objective 1.2 Municipal Entitlements - Develop, survey, advertise and sell city's land.

Objective 1.3 Promote Anderson's entrance on Parks Highway.

Objective 1.4 Promote, publicize and expand existing recreational opportunities and community events to enhance tourism development.

Objective 1.5 Expand current city enterprise funds and resources, such as gravel, DMV and parks and recreation.

## **Goal 2. Build infrastructure to support the needs of incoming Air National Guard personnel and families.**

Objective 2.1 Encourage and promote the development of new single and family housing.

Objective 2.2. Continue efforts to improve water and sewer services.

## **Goal 3. Sustain the quality of life in Anderson to make it attractive to permanent residents and businesses.**

Objective 3.1 Continue to promote the high quality of education at the school.

Objective 3.2 Support and develop additional youth and adult activities.

Objective 3.3 Develop and promote retail office space, and Multi-Use center which includes youth center, P.O., DMV office, washeteria and Community Center.

Objective 3.4 Support improvements to fire, health and government services to better meet the needs of current and new residents.

Objective 3.5 Foster pride in community by developing a program to remove abandoned buildings, junk and vehicles.

Objective 3.6 Improve and enhance emergency medical services and response equipment.

## Coordination

All economic development projects should be well coordinated with each other and with other infrastructure development projects in the area. One way to do this is to examine the City's Capital Improvement Project list during project development.

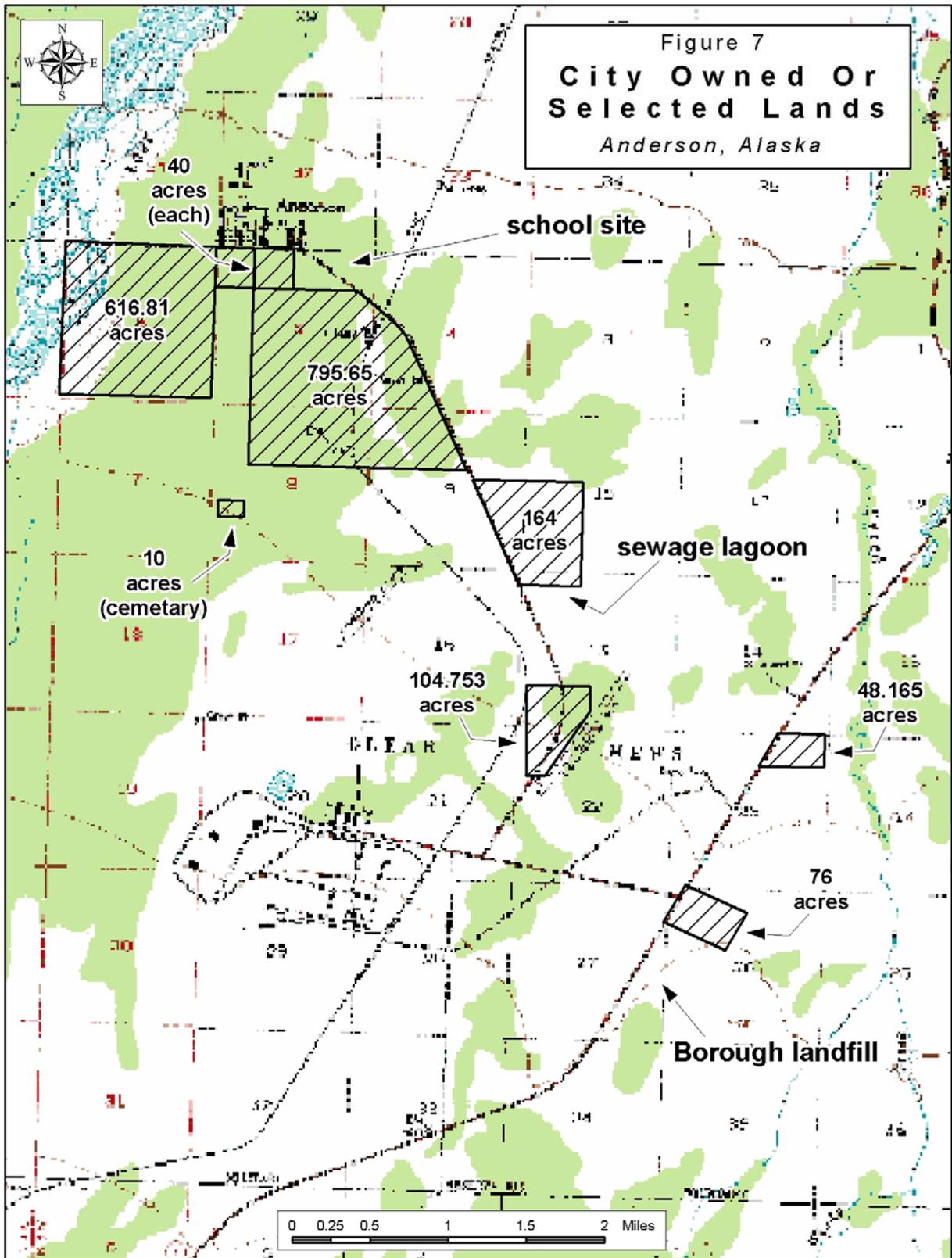
Several reasons for coordinating projects exist including the following:

- Many funding agencies require matching funds. By examining the timing and scope of different projects it may be possible to use complementing projects as a match.
- With good project coordination there may be a savings during the scoping and design phase (such as using information gathered during the City's water and sewer sanitation feasibility study to assist in efforts to study the water capacity and water quality needed for developing a water bottling plant.)
- By coordinating projects a financial savings in the construction phase could be realized.

## Land Considerations

Consideration must be given to land use when developing economic development projects. The City Council, in their September 11<sup>th</sup>, 2003 meeting, indicated that some lands in the Anderson area have land development restrictions and other areas have particularly good potential for economic development. City-owned and selected lands are shown on Figure 7.

Restricted Development areas – There is a buffer around the sewage lagoon that restricts its use. Land development adjacent to the airport should be compatible with airport use and are limited in their development potential due to the proximity to the airport and its airspace restrictions. The Alaska Department of Transportation and Public Facilities in Fairbanks should be contacted for land development in close proximity to the airport.



Selected Development Areas – There is city owned parcel near Riverside Park that could be developed. However, this area’s development potential is limited to public/recreational land use only. This would preclude private development. The City owns property near the Parks Highway that would be ideal for “high visibility” development.

## **Economic Development Alternative Analysis**

The City Council at its September 11, 2003 meeting requested further analysis of potential economic development projects and funding recommendations. Funding recommendations are outlined in Appendix B.

On November 17, 2003 the Economic Development Committee met via teleconference with representatives of ASCG to further refine Anderson’s economic development alternatives.

Development opportunities may be categorized under four headings: Tourism, Highway Services, Residential and Community Services including providing services for the incoming Air National Guard personnel and their families, and Community Marketing. Housing will be one of the primary needs for the Air National Guard and their families. Other needs can be met through the development of private businesses such as restaurants and internet services. Amenities such as trail improvements and a golf course could also be developed to attract tourists and make the community a more desirable place to live.

The City Council and the Economic Development Committee identified several potential small business projects including, a water bottling plant, fish hatchery, berry farming, microbrewery and gravel extraction. When analyzing the viability of the proposed economic development projects it is important to consider several factors such as:

- Does the project meet the goals and objectives of the overall economic development plan?
- What is the project’s potential to produce short term jobs?
- What is the project’s potential to produce long term jobs?
- What will be the distribution of new jobs among types of wage levels?
- Does this project compliment other projects?
- What is the probability of funding this project from outside sources?
- What is the likelihood that this project is financially feasible?

These factors were applied to the major economic development proposals presented earlier in the study and an evaluation matrix was developed as detailed below. This matrix evaluates the complexity of the benefits of the proposed projects. The chart illustrates that some projects will provide greater economic benefit than others. It is also important to note that while many of the projects may not assist in economic development, they may be important in terms of safety or quality of life and should still be pursued.

A rating system of zero to five was used in the Economic Development Matrix. A rating of zero indicates no benefit is likely with this criterion, while a five means it has great benefit.

Following the matrix is information about creating small businesses and contacts that can assist with development of a strategy for a specific project. The specific strategy for each project will need to be tailored to meet the desired outcome and particular issues associated with each.

**Table 7 Economic Development Feasibility Matrix**

↔		Less Benefit			More Benefit			
Project		0	1	2	3	4	5	
<b>Residential and Community Services</b>	<b>Fire Equipment</b>							
	<i>1. Meets goals and objectives</i>						✓	
	<i>2. Short term job potential</i>	✓						
	<i>3. Long term jobs potential</i>	✓						
	<i>4. Indirect Job Potential</i>			✓				
	<i>5. Types of wage levels</i>	✓						
	<i>6. Complements other project(s)</i>						✓	
	<i>7. Funding Probability</i>				✓			
	<i>8. Likelihood of Financial Feasibility</i>				✓			
	<b>TOTAL = 18</b>							
	<p><b>Assumptions:</b> 1) Meets Goal 3, Objective 3.4; 2, 3) short and long term jobs do not apply; 4) indirect jobs are related to an improved quality of life which could attract people/business; 5) no wage jobs associated with purchase of fire equipment, improved fire service improves business potential (indirect jobs); 6) complements other projects by providing improved fire service; 7) medium funding probability; 8) under the assumption of grant funding, maintenance of new equipment low.</p>							
	<b>Multipurpose Building</b>							
	<i>1. Meets goals and objectives</i>						✓	
	<i>2. Short term job potential</i>						✓	
	<i>3. Long term jobs potential</i>				✓			
	<i>4. Indirect Job Potential</i>				✓			
	<i>5. Types of wage levels</i>				✓			
	<i>6. Complements other project(s)</i>				✓			
	<i>7. Funding Probability</i>				✓			
	<i>8. Likelihood of Financial Feasibility</i>			✓				
<b>TOTAL =27</b>								
<p><b>Assumptions:</b> 1) Meets Goal 3, Objective 3.3; 2) good short term jobs during construction if done by locals; 3) long term government and business jobs in rental space; 4) businesses in rental space could increase indirect jobs, 5) government job and business wage level medium, 6) complement other business development; 7) funding through a grant has a fair to good probability; 8) financial feasibility is medium with feasibility dependent on businesses renting space, otherwise government tenants are responsible for maintaining vacant space.</p>								

↔		Less Benefit			More Benefit			
Project		0	1	2	3	4	5	
<b>Residential and Community Services</b>	<b>Housing</b>							
	<i>Meets goals and objectives</i>						✓	
	<i>Short term job potential</i>					✓		
	<i>Long term jobs potential</i>	✓						
	<i>Indirect Job Potential</i>				✓			
	<i>Types of wage levels</i>				✓			
	<i>Complements other project(s)</i>					✓		
	<i>Funding Probability</i>					✓		
	<i>Likelihood of Financial Feasibility</i>					✓		
	TOTAL =27							
	<p>Assumptions: 1) Meets Goal 2, Objective 2.1; 2) good short term jobs during construction if done by locals; 3) no long term jobs associated with private homes; 4) good indirect job potential associated with more housing due to housing maintenance needs and attraction for more residents; 5) wage level of initial construction jobs good; 6) complements other projects by providing attractive housing; 7) good loan potential available for homeowners; 8) Air National Guard homeowners contribute to good financial feasibility.</p>							
		<b>Piped Sewer and Water</b>						
		<i>1. Meets goals and objectives</i>						✓
		<i>2. Short term job potential</i>					✓	
		<i>3. Long term jobs potential</i>			✓			
		<i>4. Indirect Job Potential</i>				✓		
		<i>5. Types of wage levels</i>			✓			
		<i>6. Complements other project(s)</i>						✓
		<i>7. Funding Probability</i>						✓
		<i>8. Likelihood of Financial Feasibility</i>				✓		
TOTAL =29								
<p><b>Assumptions:</b> 1) Meets Goal 2, Objective 2.2; 2) good short term jobs during construction if done by locals, assumes some technical work such as electrical done by contractor 3) two part time jobs associated with operations and maintenance; 4) indirect jobs through improved service; 5) medium wages; 6) complements many development projects; 7) funding probability very good if supported by sanitation plan; 8) good financial feasibility if collections equal cost to sustain sewer and water facilities, assumes good business plan developed.</p>								

↔		Less Benefit			More Benefit		
Project		0	1	2	3	4	5
<b>Residential and Community Services</b>	<b>Sewage Lagoon Expansion</b>						
	<i>1. Meets goals and objectives</i>						✓
	<i>2. Short term job potential</i>						✓
	<i>3. Long term jobs potential</i>	✓					
	<i>4. Indirect Job Potential</i>				✓		
	<i>5. Types of wage levels</i>	✓					
	<i>6. Complements other project(s)</i>						✓
	<i>7. Funding Probability</i>						✓
	<i>8. Likelihood of Financial Feasibility</i>				✓		
TOTAL =26							
<p><b>Assumptions:</b> 1) Meets Goal 2, Objective 2.2; 2) good short term job potential if done by locals; 3) no new long term jobs associated with sewage lagoon expansion; 4) indirect jobs through improved service; 5) no wage levels associated with expansion; 6) complements many development projects; 7) funding probability high if supported by sanitation plan; 8) good financial feasibility if collections equal cost to sustain sewage lagoon, assumes good business plan developed.</p>							
<b>Tourism</b>	<b>Trails</b>						
	<i>1. Meets goals and objectives</i>						✓
	<i>2. Short term job potential</i>						✓
	<i>3. Long term jobs potential</i>	✓					
	<i>4. Indirect Job Potential</i>					✓	
	<i>5. Types of wage levels</i>	✓					
	<i>6. Complements other project(s)</i>					✓	
	<i>7. Funding Probability</i>		✓				
	<i>8. Likelihood of Financial Feasibility</i>				✓		
TOTAL =22							
<p>Assumptions: 1) Meets Goal 1, Objective 1.4; 2) short term job potential good due to local involvement in trail construction; 3) no long term jobs associated with trails; 4) indirect job potential good due to potential for attracting visitors; 5) no direct jobs with wages anticipated; 6) complements other business development projects; 7) potential for trail funding in Alaska currently low; 8) cost to improve and maintain trails low so financial feasibility medium.</p>							

↔		Less Benefit			More Benefit			
Project		0	1	2	3	4	5	
Tourism	<b>Berry Products</b>							
	<i>1. Meets goals and objectives</i>						✓	
	<i>2. Short term job potential</i>					✓		
	<i>3. Long term jobs potential</i>				✓			
	<i>4. Indirect Job Potential</i>		✓					
	<i>5. Types of wage levels</i>		✓					
	<i>6. Complements other project(s)</i>	✓						
	<i>7. Funding Probability</i>		✓					
	<i>8. Likelihood of Financial Feasibility</i>		✓					
	TOTAL =16							
	<p><b>Assumptions:</b> 1) Meets Goal 1, Objective 1.1; 2) short term job potential good, assumes some local employment during development, assumes it could employ several people picking berries during season; 3) assumes local long term jobs; 4) indirect job potential fair; 5) type of wages low; 6) does not complement other business development projects; 7) potential for funding is low, assumes business start up loan; 8) assumes cost to develop is loan.</p>							
	<b>Fish Hatchery</b>							
	<i>1. Meets goals and objectives</i>							✓
	<i>2. Short term job potential</i>			✓				
	<i>3. Long term jobs potential</i>					✓		
	<i>4. Indirect Job Potential</i>			✓				
	<i>5. Types of wage levels</i>			✓				
	<i>6. Complements other project(s)</i>	✓						
	<i>7. Funding Probability</i>			✓				
	<i>8. Likelihood of Financial Feasibility</i>					✓		
TOTAL =19								
<p><b>Assumptions:</b> 1) Meets Goal 1, Objective 1.1; 2) short term job potential fair, assumes some local employment during development; 3) assumes several long term jobs; 4) indirect job potential fair due to potential for attracting visitors; 5) type of wages fair; 6) does not complement other business development projects; 7) potential for funding is fair; 8) assumes cost to develop is grant funded, if market there, fair to good return.</p>								

		Less Benefit			More Benefit			
Project		0	1	2	3	4	5	
Tourism	<b>Entryway into Anderson</b>							
	1. Meets goals and objectives						✓	
	2. Short term job potential			✓				
	3. Long term jobs potential	✓						
	4. Indirect Job Potential				✓			
	5. Types of wage levels			✓				
	6. Complements other project(s)						✓	
	7. Funding Probability					✓		
	8. Likelihood of Financial Feasibility					✓		
	TOTAL =25							
	<p><b>Assumptions:</b> 1) Meets Goal 1, Objective 1.3; 2) short term job potential fair; assumes some local employment during development; 3) assumes no long term jobs; 4) indirect job potential fair due to potential for attracting visitors; 5) type of wages for indirect jobs fair; 6) complements other business development projects; 7) potential for funding is fair; 8) assumes cost to develop is grant or volunteer funded, cost to maintain low.</p>							
		<b>Anderson Clean Up</b>						
		1. Meets goals and objectives						✓
		2. Short term job potential	✓					
		3. Long term jobs potential	✓					
		4. Indirect Job Potential				✓		
		5. Types of wage levels	✓					
		6. Complements other project(s)						✓
		7. Funding Probability		✓				
		8. Likelihood of Financial Feasibility						✓
	TOTAL =19							
	<p><b>Assumptions:</b> 1) Meets Goal 3, Objective 3.5; 2,3) short term and long term job potential low; assumes volunteer base; 4) indirect job potential fair to good due to potential for attracting visitors; 5) no direct jobs with wages anticipated; 6) complements other business development projects; 7) potential for grant funding is low; 8) assumes cost to develop is grant or volunteer funded, cost to maintain low.</p>							



↔		Less Benefit			More Benefit		
Project		0	1	2	3	4	5
Tourism/Residential and Community Services	<b>Promote Pride</b>						
	1. Meets goals and objectives						✓
	2. Short term job potential	✓					
	3. Long term jobs potential	✓					
	4. Indirect Job Potential						✓
	5. Types of wage levels				✓		
	6. Complements other project(s)						✓
	7. Funding Probability		✓				
	8. Likelihood of Financial Feasibility						✓
TOTAL =24							
<p><b>Assumptions:</b> 1) Meets Goal 3, Objective 3.5; 2,3) short term and long term job potential low, assumes volunteer base; 4) indirect job potential fair to good due to potential for attracting visitors; 5) type of wages for indirect jobs fair; 6) complements other business development projects; 7) potential for grant funding is low; 8) assumes cost to develop is grant or volunteer funded, cost to maintain low.</p>							
Other Business Opportunities	<b>Warehousing</b>						
	1. Meets goals and objectives						✓
	2. Short term job potential			✓			
	3. Long term jobs potential			✓			
	4. Indirect Job Potential			✓			
	5. Types of wage levels			✓			
	6. Complements other project(s)			✓			
	7. Funding Probability		✓				
	8. Likelihood of Financial Feasibility		✓				
TOTAL = 17							
<p><b>Assumptions:</b> 1) Meets Goal 1, Objective 1.1; 2) short term job potential fair, assumes some local employment during development; 3) assumes minimal long term jobs; 4) indirect job potential fair; 5) type of wages fair; 6) could complement other business development projects; 7) potential for funding is poor; 8) assumes cost to develop is not grant funded, assumes unheated space.</p>							

↔		Less Benefit			More Benefit		
Project		0	1	2	3	4	5
Other Business Opportunities	<b>Water Bottling</b>						
	<i>Meets goals and objectives</i>						✓
	<i>Short term job potential</i>				✓		
	<i>Long term jobs potential</i>				✓		
	<i>Indirect Job Potential</i>			✓			
	<i>Types of wage levels</i>			✓			
	<i>Complements other project(s)</i>	✓					
	<i>Funding Probability</i>	✓					
	<i>Likelihood of Financial Feasibility</i>	✓					
	TOTAL = 15						
<p>Assumptions: 1) Meets Goal 1, Objective 1.1; 2) short term job potential fair, assumes local construction workers; 3) long-term job potential fair, assumes two full time jobs; 4) indirect job potential fair due to additional wages in community; 5) wages fair; 6) does not complement other business development projects; 7) potential for funding in Alaska currently low; 8) capital costs fairly high, unlikely to be grant funded.</p>							

The above analysis indicates that several capital projects, particularly relating to sanitation, housing and the multi-purpose center have the highest economic development ranking. Promotion projects also rank high. Business ventures are inherently risky as shown by the matrix. However, they should be further analyzed by interested individuals and the Anderson Economic Development Council. While not part of the scope of this plan, it is important that this analysis be completed to insure success. The financial analysis should include the following:

- further definition of the project scope,
- identification of financial assumptions,
- construction of a financial model,

- development of a pro forma\* statement, market research,
- calculation of capital investment, and
- analysis of expected market growth.

*\*a pro forma statement is one provided in advance in order to supply a description or to serve as a model*

## **Small Businesses**

The following section describes general information about starting a small business, followed by information about specific businesses.

### ***General Small Businesses Information***

Starting a small business is always risky, and the chance of success is slim. According to the U.S. Small Business Administration, over 50% of small businesses fail in the first year and 95% fail within the first five years.

Ten reasons cited for small business failure include:

- |                                    |                                   |
|------------------------------------|-----------------------------------|
| 1: Lack of experience              | 6: Poor credit arrangements       |
| 2: Insufficient capital (money)    | 7: Personal use of business funds |
| 3: Poor location                   | 8: Unexpected growth              |
| 4: Poor inventory management       | 9: Competition                    |
| 5: Over-investment in fixed assets | 10: Low sales                     |

To avoid failure it is recommend that anyone interested in starting up a business in Anderson consider the following checklist designed to help an individual get started in business.

- Identify the Reasons for Starting the Business;
- Conduct a Self Analysis;
- Identify Personal Skills and Experience;
- Find a Niche;
- Analyze the Market
- Plan the Startup; and,
- Complete a Business Plan

A business plan precisely defines the business, identifies goals, and serves as the firm's résumé. The basic components include a current and pro forma balance sheet, an income statement, and a cash flow analysis. It helps to allocate resources properly, handle unforeseen complications, and make good business decisions. Because it provides specific, organized information about the company and how it will repay borrowed money, a good business plan is a crucial part of any loan application. Additionally, it informs sales personnel, suppliers, and others about the business operations and goals.

To learn more about writing a business plan and starting up a small business in Anderson, it is recommended that interested parties consult the following websites:

- [http://www.sba.gov/starting\\_business/planning/basic.html](http://www.sba.gov/starting_business/planning/basic.html)
- <http://www.dced.state.ak.us/cbd/smallbus/home.htm>
- <http://www.aksbdc.org/>
- <http://alaskainvestnet.org/>
- <http://www.techalaska.org/>
- <http://www.mbda.gov/>

Information from these sites includes on-line courses that range in topics from how to start your own business, specifics on how to write a business plan, to tax and accounting basics. They also outline business opportunities specifically for women and veterans.

The University of Alaska, Fairbanks provides a good source of information for starting a business. They offer free, confidential, one-on-one counseling, designed to provide practical, useful information to small business owners and individuals interested in starting a business. Additional information about starting a business and arranging on-site small business classes can be found by contacting:

UAF Small Business Development Center, Scott Swingle, Director  
613 Cushman Street, Suite 209  
Fairbanks, Alaska 99701

Phone: 456-7232

### ***Specific Business Contacts.***

On September 22, the City Council and the Mayor met with ASCG and indicated that they wanted the plan to list contacts for several specific business opportunities. These contacts are by no means inclusive and should be used in conjunction with other contacts and funding sources listed in the plan.

### **Water Bottling**

Water bottling is regulated by the U.S. Food and Drug Administration. There are also state regulations that cover water bottling in the Food Code. Copies of these regulations and other information pertaining to water bottling can be obtained free of charge by contacting: Patsy Perkins, ADEC, Food, Safety and Sanitation Division, 610 University Avenue, Fairbanks, Alaska 99709. Phone: (907) 451-2110

Matanuska Maid has a contract bottling operation that could be used to bottle the water if a business in Anderson did not want to invest in the water bottling equipment. Their contact is Terry Clark at 814 W. Northern Lights Boulevard, Anchorage Alaska 99503. Phone: (907) 561-5223

This summer the Metlakatla Tribe built a water bottling plant with HUD grant funds. Information about their operations could be found by contacting the Tribe at P.O. Box 8, Metlakatla, AK 99926. Phone: (907)886-4441

Additional information can be found on several websites: <http://www.saveamericaswater.com/aboutcos.html> lists several resources, articles and contacts regarding bottled water and the water resource industry. There are also several websites dedicated to the sale of water bottling equipment.

### **Fish Hatchery**

For information about a potential fish hatchery contact: Cal Skaugstad, 1300 College Road, Fairbanks, Alaska, 99701. Phone: (907) 459-7249

-or-

Gordon Garcia, Alaska Department of Fish and Game. Phone: (907) 465-4235  
[gordon\\_garcia@fishgame.state.ak.us](mailto:gordon_garcia@fishgame.state.ak.us)

### **Housing**

The City is in the process of contacting lenders to learn of potential ways to construct additional housing for incoming Air National Guard families. Should private developers be desired, contacts include: Bernie Karl, K&K Recycling, 4040 New Richardson Highway Fairbanks, Alaska. Phone: (907) 488-1409

-or-

J&L Properties, 1007 W. 3<sup>rd</sup> Avenue, Anchorage, Alaska 99701, Keith Laufer, phone (907) 222-7118, or Randy Simmons, phone (907)279-8043

### **Trails**

The Alaska Department of Natural Resources has a grant program for snow machine and non-motorized trail enhancements and creation. Grants for non-motorized trails are due October, 10 2003. To learn more about the National Recreation Trails program and potential state funding contact: Jim Renkert, Alaska State Parks, 550 W 7th Ave, Suite 1380, Anchorage, Alaska, 99501-3561. Phone: (907) 269-8699, or visit their website at:

<http://www.dnr.state.ak.us/parks/aktrails/index.htm>

-or-

The <http://www.nps.gov/akso/riversandtrails/> website discusses the National Park Services Rivers, Trails and Conservation Assistance Program. To learn more contact: National Park Service, Lisa Holzapfel, 240 W. 5<sup>th</sup> Avenue, Anchorage, Alaska, 99501. Phone: 644-3586 or 907-257-2650

### **Berry Products**

To sell berries, contact: Barbara's Alaska, 1912 Gilmore Trail, Fairbanks, Alaska 99712. Phone: (907) 457-3515

### **Internet Service, Microbrewery, Bed & Breakfast, Warehousing, Other**

To set up other businesses contact: Scott Swingle, Director, UAF Small Business Development Center, 613 Cushman Street, Suite 209, Fairbanks, Alaska 99701. Phone: (907) 456-7232

-or-

Matt Tullar, Director UAA Small Business Center, 430 W. 7<sup>th</sup> Avenue, Anchorage, Alaska 99501

### **Juvenile Residential Psychiatric Facility**

To set up a psychiatric facility contact: Jeff Jessee, Executive Director, Alaska Mental Health Trust, 550 West 7th Ave., Suite 1820, Anchorage, Alaska 99501. Phone: (907)269-7963 FAX: (907)269-7966. [www.mhtrust.org](http://www.mhtrust.org)

### **City Marketing**

To learn about marketing the City of Anderson contact: Scott Swingle, Director, UAF Small Business Development Center, 613 Cushman Street, Suite 209, Fairbanks, Alaska 99701. Phone: (907) 456-7232.

-or-

Various private marketing consulting firms can be hired to help a community develop its image and market itself to potential investors. Contact Terzah Poe, President, American Marketing Association, Alaska Chapter, at (907) 566-3911.

## 5.0 Action Plan: How Do We Get There?

To reach their goals, the community established benchmarks and timelines to take advantage of the local and regional trends influencing land use, infrastructure development, and services. In addition to local input, careful analysis of existing plans, such as the 2002 Anderson Strategic Plan and the National Missile Defense Deployment, Final Environmental Impact Statement, was performed in order to assist the community in the preparation of their main goals and objectives.

This action plan organizes concrete programs into flexible planning activities that build on the community's current strengths and is intended to provide clear, realistic results.

The following table presents specific actions needed to accomplish the community goals and objectives presented earlier. These actions draw primarily from information provided at the public meetings and community outreach. In the first column, actions are shown in bold in the shaded area. They are followed below by specific tasks. In the second column, the actions are tied to community economic goals and objectives presented earlier in this plan. The third column shows the potential funding sources followed by a target date for completion in the fourth column. The last column describes performance measures for the main action. The performance measures are shown in the shaded area and are intended to evaluate the progress of activities in achieving the goals of the comprehensive strategy. The performance measures should be reviewed on a regular basis (at least annually) to gauge the success of implementing the actions. Suggestions are also made in this column for potential partners or resources to consult and resource agencies for possible assistance in implementing the action.

### **Economic Development Priorities**

The Anderson Economic Development Committee and City Council prioritized the following projects to assist in economic development. The Economic Development Committee should review this list in consideration of the evaluation matrix and after further analysis during business plan development.

- Community multi-purpose center
- Fire/emergency medical services equipment upgrades
- Sewage lagoon

- Gravel operations
- Develop new enterprise funds
- Remove abandoned buildings, vehicles and junk
- Develop an entryway into Anderson
- Expand Riverside Park services and opportunities
- Promote community pride and participation
- Develop effective local communication resources, such as newsletters, bulletin boards and telephone trees

Additional projects were discussed in the November 17, 2003 Economic Development Council teleconference. These included:

- Market Anderson to attract businesses and investors
- Investigate new business/service opportunities such as a juvenile residential psychiatric facility or a “doc-in-the-box” style clinic

## References

*1990 Census.* U.S. Census Bureau, 1990.

*2000 Census,* U.S. Census Bureau, 2000.

*2003, Alaska Funding and Resource Guide.* Alaska Funding Exchange, Inc., 2003.

*Alaska Economic Development Resource Guide.* Alaska Department of Community and Economic Development, August 2001.

*Alaska Economic Information System,* Department of Community and Economic Development, Denali Borough Economic Regional Profile, [www.dced.state.ak.us/cbd/AEIS](http://www.dced.state.ak.us/cbd/AEIS) Online database, 2003.

*Alaska Economic Performance Report.* Alaska Department of Labor and Workforce Development, 2002.

*Anderson Community Profile,* Department of Community and Economic Development. [www.dced.state.ak.us/cbd/commdb/CF\\_BLOCK.htm](http://www.dced.state.ak.us/cbd/commdb/CF_BLOCK.htm) Online database, 2003.

*Denali Borough Sanitation Improvement Feasibility Study,* Michael Foster & Associates, January, 2003.

*National Missile Defense Deployment, Final Environmental Impact Statement,* Ballistic Missile Defense Organization, July 2000.

*Strategic Plan 2002,* Anderson, Alaska. City of Anderson, 2002.

# Appendix A Survey Results

## Results from the Anderson Strategic Plan Survey 2002

Anderson's Strategic Plan Survey was conducted during August and September of 2002. Questions were taken, in large part, from the USDA's rural development guide for strategic planning. Anticipated answers, or "check box answers," were taken from informal conversations with residents and were added during the survey if people frequently offered the same answer to a survey question. The first part of the survey was conducted in the city of Anderson, primarily by phone, due to the higher cost and anticipated ineffectiveness of survey by mail. 70 homes were initially contacted between August 20 and 22. Those not contacted were called again during the following week or contacted in person. Residents also received surveys at Anderson school, at the City Office, the quilting club and at a recent community-wide potluck. For those who could not be contacted in person or by phone, surveys were made available on the community board at the City Office.

By Thursday, September 4, 2002, Anderson residents had completed 80 adult surveys; 7 Anderson residents under the age of 18 had also participated. The results of surveys completed by adult residents are included in this summary. Answers are listed in order of popularity with the number of positive answers recorded, followed by the percentage that they represent. Answers that tied are starred and share the same priority number.

### Question #1

#### What do you like about Anderson?

1) Inexpensive Land / No Property Taxes	4	81%
2) It's Safe.	62	78%
3) People	60	75%
*4) Small Size	59	74%
*4) Good School System	59	74%
5) Location (remote but connected to road system)	58	73%
*6) Freedom	55	69%
*6) Wilderness (hiking, boating, hunting, fishing)	55	69%
7) It's Quiet.	29	36%
8) I have a good job.	15	19%

Answers to this question will help form our values statement for the strategic plan. Residents made it clear that they almost equally appreciated the top six characteristics of the town. "It's quiet" may have ranked lower because it was added later in the survey.

### Question #2

#### In what ways would you most like to see Anderson improve?

1) More Job Opportunities	63	79%
*2) More Activities for Youth/Community	62	78%
*2) More Local Businesses	62	78%
3) More Summer Jobs for Youth	54	68%
4) Removal of Abandoned Homes	51	64%
5) More Adult Education Opportunities	38	48%
6) Staffed Health Clinic	33	41%

Answers to this question point toward economic development in Anderson as a key concern of Anderson residents. Equally important seems to be more activities for youth and for the community as a whole. "Removal of Abandoned Houses" may have ranked slightly lower because it was added later in the survey. However, that topic alone garnered just under 20 separate public comments in favor of removing abandoned houses and cars.

### **Question #3**

#### **What projects would you like to see the City Council pursue?**

1) More Local Businesses/Alternative Economic Base	63	79%
2) Community Center	48	60%
3) Expansion/Improvement of Trails	42	53%
4) Piped Sewer System	41	51%
5) Automation of DMV Office	32	40%
6) Visitor's Center	30	38%
*7) Expansion of the Sewage Lagoon	29	36%
*7) Upgrade of Heavy Equipment	29	36%
8) Expansion/Improvement of the Riverside Park	27	34%
9) Upgrade of Sewage Lagoon Road	24	30%

Comments are important to read on the continued improvement of the park and on the possibility of a sewer system. Both will draw heated response from people on either side of the issue. People often seemed to know less about the sewage lagoon or the automation of the DMV. There were also many comments encouraging continued future efforts to improve communication in our community.

### **Question #4**

#### **What type of businesses would you support in Anderson?**

1) Expansion of Grocery and Gas Services	68	85%
2) Restaurant (year-round)	57	71%
3) Automobile/Snow Machine Repair	46	58%
4) Video/DVD Rental	44	55%
5) Hardware/Lumber Store	40	50%
6) Coffee House/Stand	34	43%
7) Bed and Breakfast for Visitors	31	39%
8) Towing	25	31%

An overwhelming number of residents would like to see the expansion of gas and grocery services, but many mentioned the difficulty of making any business economically feasible without the population base to support it. These stats could be helpful in attracting more local business in the future. There was frequent mention of a water bottling plant in public comments.

Other businesses mentioned included: water bottling plant (x7), holding warehouse at the airport, computer company, craft store, movie theater, general purpose store, bookstore, bank, courthouse, daycare, eco-tourism, and contract post office.

### **Question #5**

#### **When you think about the future of Anderson, what concerns you most about the community?**

1) Lack of Job Opportunities	55	69%
2) Lack of Youth/Community Activities	49	61%
3) Economy	43	54%
4) Lack of Housing	41	51%

Lack of jobs and community activities came up on this question, once again, as a top community concern. Other concerns included upgrade of EMS equipment, the need for more EMS

personnel, and the need for a firebreak around town. Drug/alcohol abuse and addiction were also mentioned as a concern. Finally, general concern over the community's lack of motivation to improve things was a frequently cited concern.

# Anderson Economic Survey Results

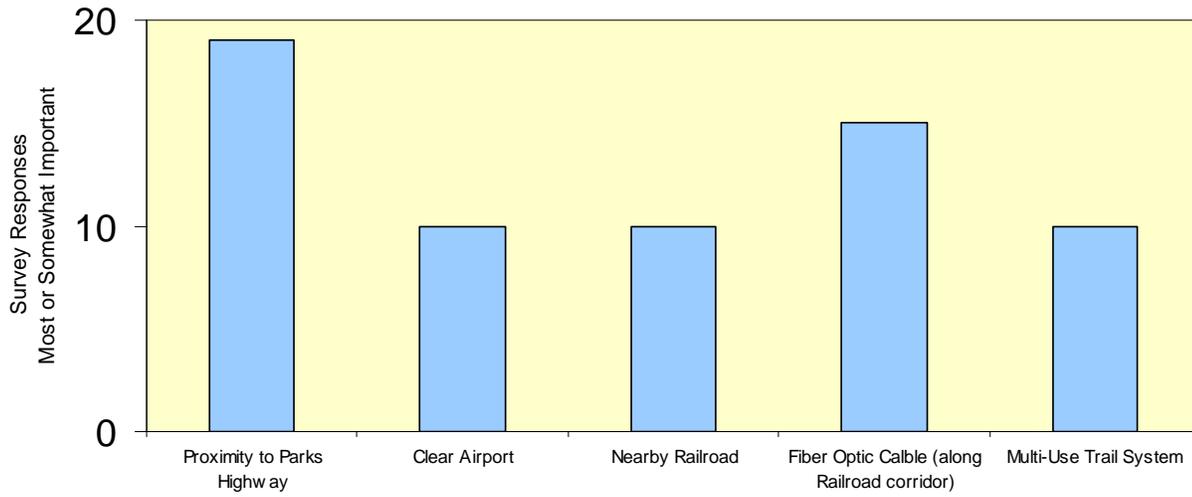
The following survey was distributed in May, 2003 as part of the Anderson Economic Development Plan. A total of 31 surveys were completed. Results are summarized below.

1. IF FURTHER DEVELOPED OR EMPHASIZED, HOW WOULD YOU RATE THE FOLLOWING IN TERMS OF ITS IMPORTANCE IN IMPROVING ANDERSON'S ECONOMY? (PLEASE CHECK APPROPRIATE RESPONSE)

	<i>Most Important</i>	<i>Somewhat Important</i>	<i>Neutral</i>	<i>Somewhat Unimportant</i>	<i>Least Important</i>
Proximity to Parks Highway	19	10	1	0	1
Clear Airport	10	14	8	1	1
Near-by Railroad	10	13	4	1	1
Fiber Optic Cable (along Railroad corridor)	15	6	6	1	0
Multi-use Trail System	10	17	0	0	3
Shooting Range	8	9	10	2	2
No Property Tax	22	4	4	1	0
Department of Motor Vehicles	19	10	2	1	0
Anderson Bluegrass Festival	18	13	0	1	0
Riverside Park	20	9	1	0	0
Excellent School	24	3	0	0	0
Friendly Community	24	6	1	0	1
Very Low Crime Rate	25	4	2	0	0
Inexpensive Land	26	4	2	0	0
Relationship w/ Clear Military Base	17	11	1	0	0
Clean Air	24	6	0	0	0
Excellent Water	29	2	0	0	0
Sewage Lagoon	18	10	3	0	1

# Survey Results

## Top Five Ranked Existing Economic Improvements

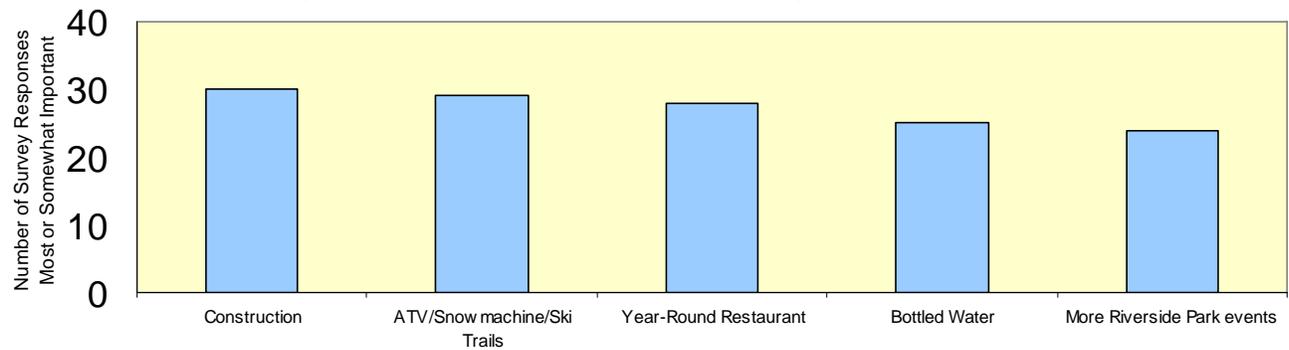


2. IF CREATED OR DEVELOPED, HOW WOULD YOU RATE THE FOLLOWING ECONOMIC OPPORTUNITIES IN TERMS OF IMPORTANCE IN BENEFITING ANDERSON? (PLEASE CHECK APPROPRIATE RESPONSE)

	<i>Most Important</i>	<i>Somewhat Important</i>	<i>Neutral</i>	<i>Somewhat Unimportant</i>	<i>Least Important</i>
Guided Hunting	4	15	3	7	3
Year-round Restaurant	15	13	3	0	1
Bottled Water Production	15	10	3	1	3
New Construction	15	15	2	0	0
Developed ATV/ Snowmachine /Ski Trails (map, sign, add rental cabins)	14	15	2	0	2
Warehouse / Shipping Space	7	11	7	2	3
Manufacturing	7	13	10	0	0
Expanded Camping at Park	7	15	7	1	0
Bed and Breakfasts	6	12	9	2	1
Gravel Screening Plant (for increased gravel production)	10	14	4	1	0
Berry Farming / Products	5	10	11	4	0
More Events at Riverside Park	14	10	6	0	0
Microbrewery	7	8	5	4	4
Internet-based Business	10	8	9	1	2
Rental Cabin & Additional Recreation at Gravel Pit Pond on Parks Hwy	9	13	4	2	2
Sell & Develop City/Borough Entitlement Land	10	12	7	0	2
Multi-use Center with Expanded City and Rental Office Space	11	13	5	1	0

## Survey Results

### Top Five Ranked Economic Opportunities



## Appendix B - Funding Recommendations

## Internet Resources

The internet is one good source of locating funding opportunities. Several dozen websites were examined for their applicability in providing assistance for the priority projects proposed in Anderson. Below is a list of the more useful websites examined followed by a description of the type of assistance they offer. Several of the publications listed in the websites below were provided to the City of Anderson including the *Alaska Economic Development Resource Guide*, Alaska Department of Community and Economic Development, August 2001, and the *2003, Alaska Funding and Resource Guide*, Alaska Funding Exchange, Inc., 2003.

[http://www.dced.state.ak.us/cbd/edrg/EDRG\\_Search.htm](http://www.dced.state.ak.us/cbd/edrg/EDRG_Search.htm) - This site, posted by the State of Alaska Department of Community and Economic Development has grant, loans and technical assistance resources for many types of projects including business start-ups, fishery development, manufacturing and tourism. The publication, available on this site, "*Alaska Economic Development Resource Guide*" lists over one hundred programs and development areas useful in economic development.

<http://home.gci.net/~denali/> - The "*Alaska Directory of Rural Resources*" can be downloaded from this site. This directory contains an alphabetical listing of types of facilities such as community buildings, and different programs that provide some type of resource for that type of facility. It also contains an "Agency Assistance Request" fax form to request assistance on your project from one or more agencies listed in the directory. They also suggest developing a Project Scoping Form that helps to lay out important considerations that exist around most projects.

[www.forakergroup.org](http://www.forakergroup.org) – The Foraker Group is an Alaskan organization dedicated to assisting Non-Profits. They are currently updating their website but will shortly have a link for customers to purchase a useful guide "*2003 Alaska Funding & Resource Guide*," that contains over 150 grantmakers who are based in Alaska or who have a connection to Alaska. You may also order the publication directly by calling the Foraker Group at 263-2011. The cost is approximately \$50.00.

<http://www.grantstation.com/> - This subscription site contains information about securing private grant dollars. The cost to join is between \$399-599. The funding is intended to help members target grant makers whose goals and local interests fit the project.

<http://philanthropy.com/grants/> - This site contains information about a newsletter dedicated to grant research. The cost of a subscription is \$69.50 per year. A subscription includes the biweekly newspaper, full access to this Web site, and news updates sent by e-mail. *The Chronicle of Philanthropy* is the newspaper of the nonprofit world. It is for charity leaders, fund raisers, grant makers, and other people involved in the philanthropic enterprise.

<http://www.pewtrusts.com/grants/index.cfm?image=img3> – This site contains information about the Pew Trusts which fund a wide variety of projects. To apply

for funding they request a description of your organization and the nature of its work, as well as a brief summary of the organization's achievements, particularly as they relate to the problem or issue to be addressed. From this they will select projects to submit full proposals.

<http://www.rasmuson.org/> - The Rasmuson Foundation provides grants to non-profit groups for unique Alaskan projects and is a good source of matching grant funds. They accept applications at any time in Tier 1 (under \$25,000) and Tier 2 (over \$25,000).

<http://fdncenter.org> – This site provides general information about philanthropic organizations and information about newsletter subscriptions to learn more about granting resources. These newsletters contain general information for non-profits and individuals who wish to apply for funding assistance for projects.

<http://www.alaskagrowth.com/> - Alaska Growth Capital is an alternative to commercial banks. Alaska Growth Capital is licensed and regulated by the State of Alaska and can provide financing for projects from \$100,000 to \$10,000,000. The projects can include all business needs, including construction lending, lines of credit, permanent working capital, equipment, and leasehold improvements. They participate in the SBA, USDA, and BIA loan guarantee programs. They can also provide commercial real estate with terms of 15 to 20 years.

### **Granting Agency Contacts.**

In addition to websites, there are also several agencies that can assist in locating grants and loans and can provide technical assistance. The following is a partial list of resources listed by type of project and contact. Following this list is a matrix of other resources that may be useful in economic development in Anderson.

#### *Community Facilities*

Contact: Community Programs Loan Specialist  
U.S. Department of Agriculture - Rural Development  
800 W. Evergreen, Suite 201  
Palmer, AK 99645  
Phone: 907-761-7778 Fax: 907-761-7783  
E-Mail: [mkruse@rdmail.rural.usda.gov](mailto:mkruse@rdmail.rural.usda.gov)  
Web: [www.rurdev.usda.gov/rhs](http://www.rurdev.usda.gov/rhs)

Contact: Guaranteed Unit Loan Manager  
U.S. Department of Agriculture - Rural Development  
800 W. Evergreen, Suite 201  
Palmer, AK 99645  
Phone: 907-761-7722 Fax: 907-761-7783  
E-Mail: [dstewart@rdmail.rural.usda.gov](mailto:dstewart@rdmail.rural.usda.gov)  
Web: [www.rurdev.usda.gov/rbs/](http://www.rurdev.usda.gov/rbs/)

Contact: Joel Neimeyer, Program Manager  
Denali Commission  
510 L Street, Suite 410  
Anchorage, Alaska 99501  
Phone: 907-271-1414 Fax: 907-271-1715, Toll Free 1-888-480-4321  
E-mail: [jneimeyer@denali.gov](mailto:jneimeyer@denali.gov)  
Web: [www.denali.gov](http://www.denali.gov)

*Community Planning. Technical Assistance*

Alaska Human Resource Investment Council  
Contact: Executive Director  
Alaska Dept. of Labor and Workforce Development  
550 W. 7th Ave., Suite 1830  
Anchorage, AK 99501  
Phone: 907-269-7485 Fax: 907-269-7490  
E-Mail: [ahric@gov.state.ak.us](mailto:ahric@gov.state.ak.us)  
Web: [www.gov.state.ak.us/ahric/ahric.htm](http://www.gov.state.ak.us/ahric/ahric.htm)

Brownfields Economic Development Initiative

Contact: CPD Representative  
U.S. Department of Housing and Urban Development -  
Community Planning and Development (CPD) Division  
949 E. 36th Ave., Suite 401  
Anchorage, AK 99508-4399  
Phone: 907-271-3669 Fax: 907-271-3667  
Web: [www.hud.gov/cpd/cpdhome.html](http://www.hud.gov/cpd/cpdhome.html)

Community Development Block Grants

Contact: Program Coordinator  
Dept. of Community and Economic Development -  
Division of Community & Business Development  
209 Forty Mile Ave.  
Fairbanks, AK 99701-3110  
Phone: 907-452-4468 Fax: 907-451-7251  
E-Mail: [jo\\_cooper@dced.state.ak.us](mailto:jo_cooper@dced.state.ak.us)  
Web: [www.dced.state.ak.us/mra/mradcdbg.htm](http://www.dced.state.ak.us/mra/mradcdbg.htm)

*Fish Hatcheries*

Alaska Department of Fish and Game  
Gordon Garcia  
PO Box 25526  
Juneau, AK 99802  
Phone: 907-465-4235  
E-Mail: [gordon\\_garcia@fishgame.state.ak.us](mailto:gordon_garcia@fishgame.state.ak.us)  
Web: [www.cf.adfg.state.ak.us](http://www.cf.adfg.state.ak.us)

Appendix C -  
Development Strategy Teleconference  
Summary

Meeting Summary  
17 November 2003  
City of Anderson – ASCG Teleconference  
Anderson Comprehensive Economic Development Plan

Present:	Bob Poe, ASCG	Jennifer Skinner
	Suzanne Taylor, ASCG	Sid Michaels
	Nancy Hollis	Bob Murray
	Patrick Skinner	Albert Reams

Anderson's strengths include its location on the road system, its proximity to markets in Fairbanks, North Pole, et cetera, and its placement midway between the Denali Highway and Nenana. Additionally, being near the railroad allows Anderson to ship in bulk quantities, which could be an asset in some business enterprises.

Three areas of development are available to Anderson:

- Tourism
- Highway Services
- Residential and Community Services

Being on the road system, Anderson is strategically located to provide services to the tourists and to travelers between communities on Alaska's road system. Obviously, there is overlap between facilities that serve tourists and those for general highway travelers. Such services will be listed under both headings.

## **Tourism**

- Campground
- Laundry/Shower Facilities
- Dump Station
- Retail Store
  - Grocery or Travel Snacks/Drinks
  - General Merchandise
  - Arts, Crafts, Souvenirs
- Gas Station
  - This would require bulk fuel storage (AEA and Denali Commission are sources of funding. Contacts: Bill Allen, USDA Rural Development, Al Ewing, Denali Commission, Mike Harper, AEA)
- Better signage on the Highway would draw in clientele (Denali Commission mini-grants could fund this)
- Restaurant
- Hatchery – could gain revenue from tourists (rather than directly from fish production)

## Highway Services

- Gas Station
- Restaurant
- Retail Store
  - Grocery or Travel Snacks/Drinks
  - General Merchandise

## Residential & Community Services

Anderson's placement on the highway system – accessible but not too close – could facilitate provision of services to other communities. These services could include:

- Sewage Dumping
- Prison (no current need)
- Juvenile Psychiatric Facility
  - This could be through the Mental Health Trust
  - Contact the Mental Health Trust Board. Express an interest in being a site for a juvenile facility. (907)465-3071 Richard Rainery, Executive Director or Jeff Jesse, Chairman of the Board
- “Doc-in-the-Box” Style Clinic
  - Utilize a Physician's Assistant or Nurse Practitioner
  - Air Guard dependants will need additional health care
  - Recommend contacting a number of Fairbanks or Anchorage family practice LLCs to determine interest
  - Could be open 3 to 5 days per week depending on need
  - A clinic scores high for funding
- Recreation Opportunities
  - Golf Course – Can be an expensive proposition. Costs include land, excavation and maintenance.
  - Moto-Cross or other race track – be sure that it attracts the kind of clientele you desire.

## Marketing the Community

To promote development in Anderson an Outreach Advertisement could be developed.

- Detail the advantages of having a business in Anderson.
- Surprise people by being different. Use unexpected thinking.
  - Make your brochure different, funny, and newsworthy.
  - Hire a marketing firm with creative methodology.
  - Get community buy-in.

Create opportunities for others to make things happen. Don't expect the City to do it all.