

Appendix A: Goals and Objectives Detailed Matrix

Goal 1: Strengthen Alaska’s Economic Engines

For several decades, a handful of key industries have contributed the vast majority of employment opportunities, either directly or indirectly. These are oil and gas, federal spending (including defense), tourism, mining, timber, air cargo, and seafood. Large and small firms alike participate in these sectors, including Alaska Native Corporations.

Objective	Action	Y1	Y2	Y3	Y4	Y5	Y6+	Priority Outcome	Potential Lead Entity	Partners
1.1: Ensure a stable and predictable regulatory, permitting, and tax structure for the development of natural resources.	Coordinated, efficient, timely permitting needed at the federal level (strengthen “One Federal Decision” provisions across agencies).	x	x	x	x	x	x	Resource development projects advancing through a timely and predictable permitting process.	Governor's Office	Congressional delegation, industry associations, chambers of commerce
	Achieve federal recognition that Alaska is materially different from the contiguous 48 states, thus the provisions and guarantees under ANILCA.	x	x	x	x	x		Increased natural resource development on federal lands.	Governor's Office	Congressional delegation, industry associations, chambers of commerce
	Develop strong messaging about responsible, socially beneficial natural resource development in Alaska for national audiences, including the importance of critical minerals to low emissions technologies and national security.	x	x	x				Reduced obstacles to natural resource development.	Department of Commerce, Community, and Economic Development (DCCED)	Governor's Office, industry associations, chambers of commerce
1.2: Develop Alaska’s North Slope natural gas and heavy oil for in-state and export markets.	Attract private co-investment to build a natural gas pipeline and liquefaction facilities for export to the Lower 48 and abroad.	x	x	x	x	x		Development of a natural gas line and export infrastructure.	Alaska Gasline Development Corporation (AGDC)	Governor's Office
	Where economically feasible, build infrastructure to supply natural gas to Alaska communities to reduce greenhouse gas emissions and energy costs.	x	x	x	x	x	x	Reduced energy costs and new industry revenues.		AGDC, gas utilities, local governments

Objective	Action	Y1	Y2	Y3	Y4	Y5	Y6+	Priority Outcome	Potential Lead Entity	Partners
	Support research, pilot testing, development, and production of North Slope heavy oil using existing infrastructure.	x	x	x	x	x		Extended lifespan for oil fields.	Alaska Development Team	Oil and gas producers, University of Alaska (UA), Department of Natural Resources
1.3: Improve access to facilitate the development of stranded resources and enable export to domestic and international markets.	Complete the Ambler Mining District Industrial Access Project.	x	x	x	x	x		Job opportunities and revenues for state and local government.	Alaska Industrial Development and Export Authority (AIDEA)	Northwest Arctic Borough, tribal governments, Doyon, Inc., NANA, Inc., village corporations, Ambler Metals
	Complete the West Susitna Access Project.	x	x	x	x	x		Job opportunities and revenues for state and local government.	AIDEA	Natural resource developers, Mat-Su Borough, Alaska Department of Transportation and Public Facilities (DOT)
	Assess common infrastructure needs for industrial developments to access markets.	x	x	x				Greater feasibility for industrial development.	AIDEA	Natural resource developers, local governments, DOT
	Support mutually beneficial land swaps between local governments, federal government, native corporations, and state government to encourage development and reduce conflict between surface and subsurface ownership.	x	x	x	x	x		Increased possibilities for development.		Local governments, tribal government, Alaska Native Corporations
1.4: Expand exploration for, and production of, critical minerals in Alaska.	Work closely with federal agencies tasked with critical mineral surveys under IJJA.	x	x	x	x	x		Increased possibilities for development.		DCCED, AIDEA, Department of Natural Resources
	Attract private investment for critical mineral development in Alaska.	x	x	x	x	x	x	New investment in mineral development.	DCCED	AIDEA, Governor's Office, Alaska Regional Development Organizations (ARDORs), Economic Development Organizations (EDOs)
	Mining is a FAST-41 eligible sector. Facilitate access to program for strategic mine development.	X	x	x	x	x		Streamlined permitting process.		Governor's Office

Objective	Action	Y1	Y2	Y3	Y4	Y5	Y6+	Priority Outcome	Potential Lead Entity	Partners
	Promote the use of cost efficient renewable energy and low carbon fuel sources used in extraction and processing technologies.	x	x	x	x	x	x	Reduced environmental and climate impacts while lowering the cost of energy,		AIDEA, Governor's Office, mining companies
1.5: Develop alternative, low emission uses for existing natural resources .	Pursue public and private investment to utilize North Slope natural gas to produce hydrogen fuel.	X	x	x	x	x		Increased possibilities for development.		Governor's Office, AGDC
	Continue R&D in the utilization of natural gas to produce hydrogen for world markets.	X	x	x	x	x		Increased possibilities for development.	University of Alaska Fairbanks (UAF)	Governor's Office, AGDC
	Explore alternative uses for coal, such as gasification and hydrogen production.	X	x	x	x	x		Increased possibilities for development.		UA, mining companies
	Pursue carbon capture and sequestration to make existing resources cleaner.	X	x	x	x	x		Increased possibilities for development.		
	Develop and implement Hydrogen Roadmap for Alaska.	X	x	x	x	x		Increased possibilities for development.	UAF	Governor's Office, AGDC, University of Alaska Center for Economic Development (UA CED), Alaska Center for Energy and Power
1.6: Attract new public and private investment in Alaska's defense sector .	Establish an Office of Military Commerce to work with the defense sector.	x	x	x				New federal and private investment.	Alaska Development Team	Department of Military and Veterans Affairs (DMVA), DCCED
	Advocate for the full implementation of the Department of Defense's Arctic Strategies for the U.S. Army, Air Force, and Navy, as well as the U.S. Coast Guard and Space Force.	x	x	x	x	x		New federal and private investment.	Alaska Development Team	DMVA, Fairbanks North Star Borough (FNSB), Fairbanks Economic Development Corporation (FEDC), local governments, DCCED, Congressional delegation
	Secure the homeporting of icebreakers and Coast Guard cutters at Alaska ports.	x	x	x	x	x		New federal and private investment.		DMVA, local governments, DCCED, Congressional delegation

Objective	Action	Y1	Y2	Y3	Y4	Y5	Y6+	Priority Outcome	Potential Lead Entity	Partners
	Support basing decisions for 5th generation aircraft capabilities in Alaska.	x	x	x	x	x	x	New federal and private investment.	Alaska Development Team	DMVA, FNSB, FEDC, local governments, DCCED, Congressional delegation
	Identify remaining barriers to employment for military spouses by simplifying occupational licensing portability between states.	x	x					New federal and private investment.	Alaska Development Team and Division of Corporations, Business, and Professional Licensing (CBPL)	DMVA, FNSB, FEDC, local governments, DCCED, Congressional delegation, military installations
	Implement quality of life improvements for communities hosting defense installations, such as recreational trails and affordable housing.	x	x	x	x	x	x	New federal and private investment.		DMVA, FNSB, FEDC, Anchorage Economic Development Corporation (AEDC), local governments, DCCED, Congressional delegation, military installations
	Work to develop/expand programs that help military service members enter Alaska's workforce at the end of their term of service (ex: Helmets to Hardhats).	x	x	x	x	x	x	Workforce expansion.		DOLWD, UA, ARDORs, EDOs
	Support further opportunities for military defense/missile testing, unmanned aerial systems development, Arctic-wide information and communication systems, launch/access to space, cold climate military capability enhancement, and rapid deployment from the Arctic via road, rail, air, and sea.	x	x	x	x	X		Technology-led economic growth.	Alaska Development Team	UA, military installations, Congressional delegation, defense firms, local governments

Objective	Action	Y1	Y2	Y3	Y4	Y5	Y6+	Priority Outcome	Potential Lead Entity	Partners
	Ensure Alaskan critical infrastructure and resources, such as North Slope Oil Fields and the Trans Alaska Pipeline System, are defended/protected.	x	x	x	x	x	x	Avoidance of economic loss.		Military installations, DMVA, local governments
1.7: Revitalize Alaska's forest products industry.	Bridge the transition from old growth to new growth harvest in the Tongass National Forest by offering consistent timber sales from state lands.	x	x	x	x	x	x	Employment opportunities in timber.	Alaska Division of Forestry	Alaska Forest Association, Alaska Development Team, DCCED
	Implement the Spruce Root Sustainable Forest Products Industry Cluster initiative, to identify forest resources, establish processing infrastructure, and undertake R&D for sustainable harvesting and processing.	x	x	x	x			Sustainable employment opportunities.	Spruce Root/Sustainable Southeast Partnership	Southeast Conference, Division of Forestry, National Forest Service (NFS), DCCED
	Support access to other resources and uses in National Forests, such as hydroelectric development.	x	x	x	x	x		Increased possibilities for development.		Southeast Conference, Division of Forestry, NFS, DCCED, Alaska Development Team
	Encourage utilization of local timber to meet in-state lumber and biomass needs, including from beetle-killed spruce.	x	x	x	x	x		Employment opportunities in timber.		Division of Forestry, ARDORS, EDOs, DCCED, Alaska Development Team
1.8: Leverage the state's international air cargo hub to grow new business opportunities.	Implement Anchorage Pacific Air-to-Sea Service (ANC PASS) as an intermodal freight route, connecting Ted Stevens Anchorage International Airport (TSAIA) to backhaul shipping through the Port of Alaska.	x	x	x				Employment opportunities in logistics.	AEDC	Alaska Development Team, Ted Stevens Anchorage International Airport, Port of Alaska, logistics companies
	Attract maintenance, repair, overhaul (MRO) providers to TSAIA to service aircraft.	x	x	x	x	x		Employment opportunities in aviation.		AEDC, Alaska Development Team, Ted Stevens Anchorage International Airport, Port of Alaska, air carriers

Objective	Action	Y1	Y2	Y3	Y4	Y5	Y6+	Priority Outcome	Potential Lead Entity	Partners
	Expand cargo storage, cold storage, and sorting facilities.	x	x	x	x	x		Employment opportunities in logistics.		AEDC, Alaska Development Team, Ted Stevens Anchorage International Airport, Port of Alaska, air carriers
	Support international air cargo opportunities at Fairbanks International Airport.	x	x	x	x	x		Employment opportunities in logistics.		Alaska Development Team, Fairbanks International Airport, FNSB, FEDC, chambers of commerce
1.9: Maximize the value of Alaska's seafood industry , and opportunities for resident employment.	Increase the commercial utilization of seafood by-products for new and existing markets	x	x	x	x	x		Increased value added in-state.		Alaska Fisheries Development Foundation, UAF Sea Grant, Alaska Blue Economy Center, ARDORs, EDOs, seafood processors
	Continue DCCED loan programs for the purchase of permits, vessels, and equipment as a "last resort" capital source. Increase the loan cap on DCCED vessel loans.	x	x	x	x	x	x	Increased participation in commercial fisheries.	DCCED	State Legislature, Governor's Office, United Fishermen of Alaska
	Assist small fisheries in rural areas in accessing buyers and markets.	x	x	x	x	x	x	Increased income for commercial fishers.		UAF Sea Grant, DCCED, tribal governments, local governments
	Explore new product and species development with changing ocean conditions.	x	x	x	x	x	x	Increased income for commercial fishers.		Alaska Department of Fish and Game (ADF&G), UAF Sea Grant, Alaska Fisheries Development Foundation
	Sustain seafood marketing efforts through the Alaska Seafood Marketing Institute (ASMI), including a shift to more domestic marketing efforts.	x	x	x	x	x	x	Increased income for commercial fishers.	Alaska Seafood Marketing Institute (ASMI)	DCCED
	Partner with travel industry to serve Alaska seafood at tourism venues (e.g., cruise ships, lodges, etc.)	x	x	x	x	x		Increased income for commercial fishers.	ASMI	DCCED, Alaska Development Team, Seafood processors
	Advocate for greater issuance of H-2B guest worker visas by federal authorities.	x	x					Increased income for commercial fishers and processors.		Seafood industry associations, seafood processors, Congressional delegation, chambers of commerce

Objective	Action	Y1	Y2	Y3	Y4	Y5	Y6+	Priority Outcome	Potential Lead Entity	Partners
1.10: Grow and develop Alaska as a world-class visitor destination .	Develop a Statewide Alaska Tourism Strategic Plan bringing together diverse stakeholders to engage in conversations and research which will result in a roadmap describing how Alaska’s tourism industry can gain a competitive advantage as the sector recovers from COVID-19.	x	x					Sustainable growth for tourism industry.		Alaska Travel Industry Association (ATIA), DCCED, convention and visitor bureaus, tourism businesses, local governments, tribal governments
	Invest in programs like Adventure Green Alaska, the state’s only voluntary “green” certification program for the tourism sector.	x	x	x	x	x	x	Sustainable growth for tourism industry.	ATIA	DCCED, Alaska Development team, tourism businesses
	Expand railroad passenger facilities in rail-connected communities receiving cruise ships.	x	x	x	x	x		Increased visitor spending.	Alaska Railroad	DCCED, Alaska Development Team, ARDORs, local governments
	Invest in a sustainable Alaska Marine Highway System (AMHS) as value-added transportation itinerary for travelers.	x	x	x	x	x		Sustainable growth for tourism industry.	AMHS Operations Board	AMHS, ATIA, DCCED, State Legislature, Governor’s Office
	Develop new attractions and assets for visitors: visitor centers for State lands (e.g., South Denali Visitor Center Complex)	x	x	x	x	x		Sustainable growth for tourism industry.	Alaska Division of Parks and Outdoor Recreation	State Legislature, Governor’s Office
	Develop new attractions and assets for visitors: Invest in long-distance trail and hut systems that connect communities via biking, hiking, skiing and paddling multi-day itineraries.	x	x	x	x	x		Increased visitor spending.		State and federal land management agencies, local governments, tribal governments, Alaska Trails, outdoor advocacy nonprofits

Objective	Action	Y1	Y2	Y3	Y4	Y5	Y6+	Priority Outcome	Potential Lead Entity	Partners
	Develop new attractions and assets for visitors: invest in wayfinding and communication to support outdoor recreation-interested visitors	x	x	x	x	x		Sustainable growth for tourism industry.		State and federal land management agencies, local governments, tribal governments, Alaska Trails, outdoor advocacy nonprofits, Alaska Native Heritage Center, chambers of commerce
	Develop new attractions and assets for visitors: streamline permitting processes across federal, state, and local agencies to improve ease of building new outdoor recreation assets or improving existing (building trails, boat launches, etc.)	x	x	x	x	x		Sustainable growth for tourism industry.	Governor's Office	Congressional delegation, local governments, chambers of commerce
	Develop new attractions and assets for visitors: Cultural centers and cultural attractions	x	x	x	x	x		Sustainable growth for tourism industry.	Alaska Native Heritage Center	Tribal governments, local governments, state and federal land management agencies, Southeast Sustainable Partnership
	Develop new attractions and assets for visitors: programs supporting small businesses and entrepreneurs to foster new tour products.	x	x	x	x	x		Increased entrepreneurship in tourism.		Alaska Small Business Development Center (SBDC), DCCED, ATIA
	Continue sustained funding for Alaska's statewide destination marketing brand and program: Travel Alaska through the ATIA.	x	x	x	x	x	x	Sustainable growth for tourism industry.	DCCED/ATIA	Governor's Office, State Legislature
	Attract new passenger service to develop "stopover" tourism similar to Iceland, with expedited customs and immigration processing.	x	x	x	x	x		Sustainable growth for tourism industry.	Alaska Development Team	Ted Stevens Anchorage International Airport, Fairbanks International Airport, DCCED
	Advocate for greater issuance of J-1 guest worker visas by federal authorities.	x	x					Expansion capacity for tourism businesses.		ATIA, convention and visitor bureaus, tourism businesses, Congressional delegation, chambers of commerce

Objective	Action	Y1	Y2	Y3	Y4	Y5	Y6+	Priority Outcome	Potential Lead Entity	Partners
	Continue to expand opportunities in winter and shoulder-season tourism.	x	x	x	x	x	x	Sustainable growth for tourism industry.		ATIA, DCCED, convention and visitor bureaus, tourism businesses, local governments, tribal governments
	Expand opportunities in Alaska Native cultural tourism.	x	x	x	x	x	x	Sustainable growth for tourism industry.	Alaska Native Heritage Center	ATIA, DCCED, convention and visitor bureaus, tourism businesses, local governments, tribal governments

Table 1: Goal 1 Objective Matrix

Goal 2: Cultivate and Grow Emerging Sectors

Emerging Sectors are economic activities with high potential to generate employment and income for Alaskans by earning out-of-state revenues or substituting imported goods or services. These are clusters or pre-clusters grounded in an understanding of Alaska’s comparative advantages, in which the state’s geography and embedded knowledge position firms to compete on a global scale.

Objective	Action	Y1	Y2	Y3	Y4	Y5	Y6+	Priority Outcome	Potential Lead Entity	Partners
2.1: Accelerate the growth of mariculture production for shellfish, kelp, and aquatic plants.	Conduct R&D to develop new products from shellfish, kelp, and aquatic plants grown in Alaska (e.g., food, feed/fertilizer, bioplastics, nutraceuticals).	x	x	x				Commercialization of products and development of new businesses in the mariculture supply chain.		University of Alaska (UA), University of Alaska Fairbanks (UAF) Sea Grant, Alaska Fisheries Development Foundation
	Implement the Alaska Mariculture Cluster initiative led by Southeast Conference.	x	x	x	x	x		Expansion of aquatic farms with reduced operational barriers and barriers to entry for new farms.	Southeast Conference	Prince William Sound Economic Development District (PWSEDD), Kenai Peninsula Economic Development District (KPEDD), Southwest Alaska Municipal Conference (SWAMC), State of Alaska (SoA), Central Council of the Tlingit and Haida Indian Tribes of Alaska, Alaska Mariculture Alliance, Alaska Fisheries Development Foundation, UA, Alaska Blue Economy Center, Alaska Longline Fishermen's Association
	Perform concierge services to assist aquatic farms with regulations, permits, and access to capital.	x	x	x	x			Increased number of aquatic farms permitted and reduced time from application to permit granted.	Alaska Development Team	Alaska Department of Fish and Game (ADF&G), Alaska Mariculture Alliance, Alaska Fisheries Development Foundation
	Simplify the permitting process for aquatic farms and establish timeframes for approval.	x	x					Increased number of aquatic farms permitted and reduced time from application to permit granted.	ADF&G	Alaska Mariculture Alliance, Alaska Fisheries Development Foundation

Objective	Action	Y1	Y2	Y3	Y4	Y5	Y6+	Priority Outcome	Potential Lead Entity	Partners
	Assess the potential for new financial programs to support mariculture firms through Alaska Industrial Development and Export Authority (AIDEA) an Alaska Department of Commerce, Community, and Economic Development (DCCED).	x	x	x				Expanded financing options for aquatic farm startups and better access to working capital.	Alaska Development Team	AIDEA, DCCED, Alaska Mariculture Alliance, Alaska Fisheries Development Foundation
	Develop hatcheries, processing facilities, and marketing assistance for mariculture products and producers.	x	x	x	x	x	x	Increased aquatic farm sales and revenue.	Alaska Mariculture Alliance	Alaska Fisheries Development Foundation
	Evaluate potential of kelp farms for carbon capture.	x	x	x	x			Developing framework for kelp farmers to participate in carbon capture and sequestration market.	UA	UAF Sea Grant, Alaska Mariculture Alliance
2.2: Develop an in-state aerospace sector based on space launches, unmanned aircraft, and aviation technology.	Develop launch-specific infrastructure to support additional rocket launches from Alaska, such as low earth orbit launches.	x	x	x	x	x	x	Increased launches from Pacific Space Port.	Alaska Aerospace Corporation	DCCED, Alaska Development Team, UA Geophysical Institute
	Work with the FAA to pilot a NextGen National Airspace System integration project.	x	x	x	x			Increased aviation R&D in-state.		Federal Aviation Administration
	Grow aerospace instructional programming at the University of Alaska Fairbanks (UAF) and University of Alaska Anchorage.	x	x	x	x	x		Expansion of aerospace workforce with pathways from training programs to local jobs.	UA	
2.3: Grow Alaska's agricultural output and value to increase food security, substitute for imported food, and develop export products.	Increase production and export of Alaska grown products, such as cut flowers including peonies.	x	x	x	x	x	x	Increased peony farms revenues and sales.	Alaska Peony Growers Association	Alaska Peony Cooperative, Alaska Grown, Certified American Grown, Western United States Agriculture Trade Association, Association of Specialty Cut Flower Growers, Society of American Florists, Alaska Division of Agriculture

Objective	Action	Y1	Y2	Y3	Y4	Y5	Y6+	Priority Outcome	Potential Lead Entity	Partners
	Increase the share of food grown in-state for local consumption to increase food security.	x	x	x	x	x	x	Growth in farm sales and acreage of farmland.	Alaska Farm Bureau	Alaska Division of Agriculture, US Division of Agriculture (USDA), Alaska Farmland Trust, Alaska Farmers Market Association, UA Cooperative Extension Service
	Expand state support for local agriculture operations (i.e., testing and certification to allow products to be sold to the public).	x	x	x	x			Growth in local farm products sold in state.	Alaska Division of Agriculture	USDA, UA Cooperative Extension Service
	Develop cold storage and processing facilities in local communities for use by farmers.	x	x	x	x	x	x	Expanded availability of local agriculture products in communities.		
	Increase threshold for cottage food laws from \$25,000 per year to \$50,000.	x	x					Expansion of small-scale food product producers.	Alaska Division of Environmental Health	
	Increase procurement of Alaska-sourced food to state agencies, nursing homes, hospitals, schools, prisons, etc.	x	x	x	x	x		Increased revenue opportunities for local food products.	DCCED	Alaska Grown Program
	Invest in the University of Alaska's Cooperative Extension Service as a resource for agriculture and natural resources.	x	x	x	x	x	x	Expand support services for local food producers, reducing barriers to entry and risk.		UA, Governor's Office, State Legislature
	Partner with travel industry to serve Alaska-grown agricultural products at tourism venues (e.g., cruise ships and lodges).	x	x	x	x	x	x	Increased revenue opportunities for local food products.	DCCED	Alaska Grown Program, Alaska Travel Industry Association (ATIA)
	Support the deployment of indoor agriculture for food production, such as hydroponic systems.	x	x	x	x	x		Expanded availability of local agriculture products in communities.		Alaska Division of Agriculture, US Division of Agriculture (USDA), UA Cooperative Extension Service

Objective	Action	Y1	Y2	Y3	Y4	Y5	Y6+	Priority Outcome	Potential Lead Entity	Partners
2.4: Expand the maritime industrial sector to perform more boat and ship building and repair work in-state.	Assess infrastructure and workforce gaps constraining the ability of in-state providers to service more vessels.	x						Identify workforce gaps to better design and implement training programs.	University of Alaska	DCCED, Alaska Department of Labor and Workforce Development (DOLWD), AVTEC, SWAMC, Southeast Conference, KPEDD, PWSEDD
	Attract private investment to Alaska's shipyards and marine industrial sites.	x	x	x	x	x	x	Update of infrastructure and expanded maritime services.		AIDEA, local governments, DCCED, chambers of commerce
	Construct waterfront infrastructure such as haul outs and sheltered work areas to enable year-round maintenance on marine vessels.	x	x	x	x	x	x	Expansion of year-round business opportunities for maritime businesses.		AIDEA, local governments
	Utilize AIDEA's AK SHIP financing program to increase in-state opportunities for marine industrial businesses.	x	x	x	x	x	x	Growing access to infrastructure financing and working capital for businesses and communities.	AIDEA	Vigor Alaska
	Evaluate Ketchikan Shipyard for highest and best use and return on investment.	x	x	x				Identify and act on business opportunities for shipyard.	AIDEA	Vigor Alaska
2.5: Expand the capacity of Alaska's manufacturers to substitute imported products as well as expand to markets outside the state.	Provide training and technical assistance to manufacturers through the Alaska Manufacturing Extension Partnership (MEP).	x	x	x	x	x	x	Grow ecosystem of manufacturer and assistance providers, serving a growing number of Alaska manufacturers.	MEP	UA, University of Alaska Anchorage (UAA) Business Enterprise Institute (BEI), National Institute of Standards and Technology, Northrim Bank
	Assist entrepreneurs, start-ups, and existing businesses in assessing and creating a broad range of products suitable in Alaska for manufacturing, marketing, and exporting.	x	x	x	x	x	x	Grow ecosystem of manufacturer and assistance providers, serving a growing number of Alaska manufacturers.	MEP	UA, UAA BEI
	Develop new value-added food products such as shelf-stable barley flour.	x	x	x	x	x	x	Develop new products for consumption in state and export.	MEP	Alaska Farm Bureau, Alaska Division of Agriculture
	Identify barriers and opportunities in trade agreements.	x	x	x				Grow the value of Alaska exports.	Alaska Development Team	DCCED, local governments

Objective	Action	Y1	Y2	Y3	Y4	Y5	Y6+	Priority Outcome	Potential Lead Entity	Partners
2.6: Position Alaska as a key processing location for critical minerals .	Establish processing facilities for rare earth oxides and other critical mineral ores utilizing in-state and allied feedstock.	x	x	x	x	x	x	Provide a platform for domestic processing and grow the opportunities for Alaska critical mineral mining.	Alaska Development Team	AIDEA, Ucore Rare Metals
	Assess opportunities for the recycling and reuse of objects containing valuable minerals, such as discarded batteries, vehicles, and machinery.	x	x	x	x	x		Increased availability of critical minerals.	Alaska Development Team	UA, tribal governments, local governments
2.7: Develop Alaska as a global center of clean, sustainable energy innovation to attract and grow innovative firms.	Adopt a clean energy portfolio standard that targets 80% clean energy while simultaneously reducing energy costs for users in the Railbelt by 2040.	x						Lower cost of energy across Alaska while incentivizing the growth of the energy innovation sector in Alaska.	Governor's Office	Renewable Energy Alaska Project (REAP)
	Deploy next generation renewable energy solutions throughout rural Alaska as legacy systems reach end of useful life, accounting for maintenance and training costs.	x	x	x	x	x	x	Lower cost of energy across Alaska while incentivizing the growth of the energy innovation sector in Alaska.	Alaska Energy Authority (AEA)	Alaska Center for Energy and Power (ACEP), Launch Alaska, Alaska Power Association
	Execute pilot and demonstration projects for energy technology through entities such as AEA, Launch Alaska, and the National Laboratories.	x	x	x	x	x	x	Lower cost of energy across Alaska while incentivizing the growth of the energy innovation sector in Alaska.	AEA	ACEP, Launch Alaska
	Deploy clean energy sources such as geothermal, tidal, and microreactors.	x	x	x	x	x	x	Lower cost of energy across Alaska while incentivizing the growth of the energy innovation sector in Alaska.	AEA	ACEP, Launch Alaska
	Conduct and implement a statewide strategic plan for energy development.	x	x					Lower the cost of energy across Alaska and revitalize Alaska's energy infrastructure.	AEA	ACEP, Launch Alaska, REAP, Alaska Power Association

Objective	Action	Y1	Y2	Y3	Y4	Y5	Y6+	Priority Outcome	Potential Lead Entity	Partners
	Conduct a study on state level energy incentives programs across the U.S. with a goal of expanding energy incentive programs in Alaska.	x	x					Lower the cost of energy across Alaska and revitalize Alaska's energy infrastructure.	AEA	State of Alaska, Launch Alaska
	Support the establishment of an Alaska Hydrogen Hub and an Alaska Carbon Capture, Utilization and Storage (CCUS) Hub.	x	x	x	x	x		New commercial opportunities in Alaska.	Alaska Development Team	AEA, Governor's Office, Congressional delegation

Table 2: Goal 2 Objective Matrix

Goal 3: A Strong Business Climate and Entrepreneurial Ecosystem

A thriving business community requires a supportive environment that makes Alaska a good place to start and run a business. This section addresses the needs of small “main street” businesses as well as tech-savvy startups with aspirations of scalable growth. Alaska’s economy needs both types to maintain the circulation of money in-state, and to spur the creation of new Economic Engines.

Objective	Action	Y1	Y2	Y3	Y4	Y5	Y6+	Priority Outcome	Potential Lead Entity	Partners
3.1: Utilize the assets of the University of Alaska System to grow knowledge-economy firms in Alaska.	Market and commercialize intellectual property generated from university research.	x	x	x				Grow university IP and increase commercialization activity.	University of Alaska (UA)	University of Alaska Anchorage (UAA) Business Enterprise Institute (BEI), University of Alaska Fairbanks (UAF) Center for Innovation, Commercialization, and Entrepreneurship (Center ICE), UA intellectual property offices, University of Alaska Center for Economic Development (UA CED)
	Provide credit and non-credit instruction and internship opportunities allowing students to explore entrepreneurship.	x	x	x	x	x	x	Robust internship opportunities available to students and expansion of entrepreneurship programs available at university.	UA	UA CED, UAF Center ICE, UA Business Schools/Colleges
	Align university research with the R&D needs of Economic Engines and Emerging Sectors, especially in energy, Arctic technologies, resource development, ocean sciences, health care technologies, biosciences, and aerospace.	X	x	x	x	x	x	Grow university IP and increase commercialization activity.	UA	UAA BEI, UAF Center ICE, UA intellectual property offices, Alaska Blue Economy Center, UAF ACUASI
3.2: Ensure the availability of advising, training, and technical assistance services to small businesses.	Maintain state, federal, and private sector investment in the Alaska Small Business Development Center (SBDC), Procurement Technical Assistance Center (PTAC), Manufacturing Extension Partnership (MEP), and other programs of the UAA BEI.	X	x	x	x	x	x	Continued operation of business and startup support programing.	UAA BEI	UAA BEI, SBDC, PTAC, MEP, UA CED, U.S. Economic Development Administration, U.S. Small Business Administration (SBA)

Objective	Action	Y1	Y2	Y3	Y4	Y5	Y6+	Priority Outcome	Potential Lead Entity	Partners
	Support Community Development Financial Institutions (CDFIs) and similar entities providing credit and training to small businesses.	x	x	x	x	x	x	Growth in investment in historically underserved entrepreneurship populations.		CDFIs, Spruce Root, Alaska Growth Capital, Anchorage Community Land Trust, SBA, SBDC
	Spread awareness of the Department of Labor and Workforce Development's (DOLWD) workforce programs for small businesses.	x	x	x	x	x	x	Increased usage of DOLWD's programs and services.	DOLWD	SBDC, UAA BEI, Alaska Regional Development Organizations (ARDORs), Economic Development Organizations (EDOs)
	Ensure alignment, mutual referrals, and coordination between business assistance providers.	x	x	x	x	x		Continued support and expansion of the entrepreneurship ecosystem.		Entrepreneurial Support Organizations (ESOs), ARDORs, EDOs, Department of Commerce, Community, and Economic Development (DCCED), Alaska Development Team, local governments
	Provide training, education, and awareness about alternative enterprise models such as employee-owned cooperatives.	x	x	x	x	x		Continued support and expansion of the entrepreneurship ecosystem.	Alaska Pacific University	ESOs, EDOs, ARDORs, UAA BEI
3.3: Increase the number of investible startup companies based in Alaska.	Grow the capacity of new and existing startup accelerator programs to serve more entrepreneurs.	x	x	x	x	x		Increase in the number of startups and businesses served annually.		UA CED, 49 th State Angel Fund (49SAF), Fairbanks Economic Development Corporation (FEDC) ARDORs, EDOs, UAF Center ICE, gener8tor
	Expand the technical assistance offerings available to high potential, high-growth startups.	X	x	x	x	x		Increase the number of investible, high growth startups.		ARDORs, EDOs, SBDC, UAF Center ICE
	Create more opportunities for catalytic events such as sprints or Startup Weekends which encourage shared entrepreneurial learning and networking.	X	x	x	x	x		Grow the number of startups and strength connections across industries and the entrepreneurship ecosystem.		UA CED, UAA BEI, UAF Center ICE

Objective	Action	Y1	Y2	Y3	Y4	Y5	Y6+	Priority Outcome	Potential Lead Entity	Partners
	Develop a research and development tax credit (credit against income) to incentivize the formation of new companies and valuable intellectual property.	x	x	x				Increase the use of intellectual property and commercialization.		Governor's Office, State Legislature
	Support and promote Alaska-based venture capital funds.	x	x	x	x	x		Increase growth of startups with high revenue and profit potential in Alaska.		Alaska Development Team, ESOs, ARDORs, EDOs, DCCED, Alaska Investor Network
	Encourage development of corporate innovation arms, such as corporate venture funds and R&D operations.	x	x	x	x	x		Increase the pace of innovation in-state.		Alaska Development Team, Alaska Native Corporations, corporate employers, ESOs, ARDORs, EDOs, DCCED, Alaska Investor Network
	Train Alaska startup founders how to raise angel and venture capital in order to increase cash inflow and money circulation in Alaska.	x	x	x	x	x		Increase growth of startups with high revenue and profit potential in Alaska.		ESOs, ARDORs, EDOs, DCCED, Alaska Investor Network, 49SAF, gener8tor
3.4: Ensure adequate access to capital for Alaska's small businesses and entrepreneurs.	Implement the Alaska SBDC's tribal and small business financing programs funded by the U.S. Treasury's State Small Business Credit Initiative (SSBCI).	x	x	x				Increase funding opportunities for small businesses.	SBDC	UAA BEI, DCCED, ARDORs, EDOs, Alaska Development Team
	Increase utilization of DCCED business loan programs and the Alaska Industrial Development and Export Authority (AIDEA) Loan Participation program.	x	x	x	x	x		Increase funding opportunities for small businesses.	DCCED/AIDEA	SBDC, ARDORs, EDOs, commercial lenders
	Increase the availability of microloans, especially in underserved areas.	x	x	x	x	x		Increase funding opportunities for rural businesses, Native-owned businesses, and other minority-owned businesses.		CDFIs, SBDC, DCCED, ARDORs, EDOs, commercial lenders

Objective	Action	Y1	Y2	Y3	Y4	Y5	Y6+	Priority Outcome	Potential Lead Entity	Partners
	Increase the use of Alaska's Intrastate Crowdfunding for innovative businesses.	x	x	x	x	x	x	Grow the number of businesses utilizing crowdfunding in Alaska.	DCCED	49th State Angel Fund (49SAF), CDFIs, SBDC, Juneau Economic Development Corporation (JEDC), FEDC, UAF Center ICE, ARDORs
	Create Entrepreneurial Capital Catalyst Grants to invest in starting and restarting high growth-potential businesses underserved by the capital marketplace.	x	x	x	x			Build program and expand financing opportunities for potentially non-traditional businesses.		49SAF, CDFIs, SBDC, JEDC, FEDC, UAF Center Ice, UA CED
	Increase participation in Alaska's angel investor community to meet the capital needs of high growth-potential startups.	x	x	x	x	x	x	Develop robust participation in the Alaska angel investor community.		49SAF, SBDC, JEDC, FEDC, UAF Center ICE, Alaska Investor Network
	Centralize navigation of financing programs for entrepreneurs and businesses.	x	x	x				Ease access to financing programs for entrepreneurs seeking funding.		CDFIs, UA CED, SBDC, SBA, commercial lenders
3.5: Enhance the digital competencies of Alaska's businesses and entrepreneurs.	Provide e-commerce trainings and resources for all communities, especially those newly connected to broadband utilizing Digital Equity Act funding.	x	x	x	x	x		Increase technical capacity of small businesses in Alaska.		ACLT, Spruce Root, ARDORs, EDDs, ESOs, BEI, UA CED, UAF Center ICE
	Provide cybersecurity technical assistance to businesses, especially those contracting with the federal government.	x	x	x	x	x		Increase technical capacity of small businesses in Alaska.		SBDC, PTAC, MEP, UA CED
3.6: Continue to support programs for rural business enterprises, minority, women-owned, and disadvantaged businesses.	Continue and expand rural business plan competitions and cohort-based business trainings throughout the state.	x	x	x	x	x		Grow the number of rural, women-owned, minority-owned, and disadvantaged businesses in Alaska.		ESOs, ARDORs, EDOs, ACLT, Spruce Root, BEI, SBDC, UA CED
3.7: Reduce the regulatory burden on small businesses and entrepreneurs.	Formally evaluate state regulations to locate areas for simplification or streamlining.	x	x	x	x			Lower startup and operation costs and ease operational burdens.		DCCED, Alaska Development Team, ARDORs, EDOs

Objective	Action	Y1	Y2	Y3	Y4	Y5	Y6+	Priority Outcome	Potential Lead Entity	Partners
3.8: Ensure a supportive business environment for startup companies:	Pursue federal funding for entrepreneurial support organizations that provide local and online resources to entrepreneurs.	x	x	x	x	x	x	Grow business and entrepreneurship support services.		UA CED, UAA BEI, UAF Center ICE
	Evaluate the use of procurement preferences for startup businesses in state and local government procurement.	x	x	x				Grow state and local government investment in the goods and services provided by local businesses.		DCCED, Alaska Development Team, ARDORs, EDOs, local governments
3.9: Promote Alaska’s advantages as a place to do business .	Support programs like Made in Alaska, Alaska Grown, Silver Hand, and Travel Alaska.	x	x	x	x	x		Grow recognition of Alaskan businesses and startups.		DCCED, Division of Agriculture, Governor's Office, State Legislature, chambers of commerce
	Highlight Alaska startup companies on state government communication channels.	x	x	x	x	x		Grow recognition of Alaskan businesses and startups.		DCCED, Alaska Development Team
	Create an online marketplace for Made in Alaska.	x	x	x				Grow recognition and value of made in Alaska products.	DCCED	MEP, SBDC, Alaska Development Team

Table 3: Goal 3 Objective Matrix

Goal 4: Build and Update Economic Foundations

All economies depend on basic foundations in order to function and grow. These foundations include infrastructure, housing, recreational amenities, energy, and other factors influencing living costs and quality of life (e.g. health, safety, and education). When these foundations are strong, they help to attract and retain human capital, and support the wellbeing of communities.

Objective	Action	Y1	Y2	Y3	Y4	Y5	Y6+	Priority Outcome	Potential Lead Entity	Partners
4.1: Ensure access to broadband in all Alaska communities that meets an acceptable standard for speed, reliability, and affordability.	Develop a plan to maximize the value of broadband funds coming to Alaska under Broadband Equity, Access, and Deployment (BEAD) Program, Digital Equity Act (DEA) and other federal sources.	x						Eliminating the connectivity gap in Alaska.	Alaska Broadband Office	Department of Commerce, Community, and Economic Development (DCCED), Alaska Development Team, Alaska Telecom Association, local governments, tribal governments, telecom companies, Alaska Regional Development Organizations (ARDORs), Economic Development Organizations (EDOs)
	Establish and fully staff the State of Alaska Office of Broadband.	x						Eliminating the connectivity gap in Alaska.	DCCED	Governor's Office
	Build middle and last mile broadband infrastructure to increase access and reduce costs in unserved and underserved areas.	x	x	x	x	x		Eliminating the connectivity gap in Alaska.	Alaska Broadband Office	DCCED, Alaska Development Team, Alaska Telecom Association, local governments, tribal governments, telecom companies, ARDORs, EDOs
	Utilize funding under the Digital Equity Act to close the digital divide and promote equity and digital inclusion.	x	x	x	x	x		Eliminating the connectivity gap in Alaska.	Alaska Broadband Office	DCCED, Alaska Telecom Association, local governments, tribal governments, telecom companies, ARDORs, EDOs
	Connect tribal communities to affordable broadband through the Tribal Broadband Connectivity Program as well as other state and federal programs.	x	x	x	x	x		Eliminating the connectivity gap in Alaska.	Alaska Broadband Office	DCCED, Alaska Telecom Association, local governments, tribal governments, telecom companies, ARDORs, EDOs

Objective	Action	Y1	Y2	Y3	Y4	Y5	Y6+	Priority Outcome	Potential Lead Entity	Partners
	Invest in redundancy to maintain internet connectivity when feasible to continue service during interruptions. (See Goal 4)	x	x	x	x	x		Avoidance of service disruptions.		Alaska Broadband Office, local governments, tribal governments, telecom companies, ARDORs, EDOs
4.2: Ensure the continuation of the Alaska Marine Highway System as a commercial artery for the communities of coastal Alaska.	Maintain passenger service to coastal communities.	x	x	x	x	x	x	Maintaining commercial linkages.	Alaska Marine Highway System (AMHS)	Governor's Office, State Legislature, Southeast Conference, ARDORs
	Utilize the system to transport freight to reduce logistics costs.	x	x	x	x	x		Reduced cost of freight.	AMHS	DCCED, local governments
	Reduce system costs by building docks meeting AMHS vessel requirements.	x	x	x	x	x		Maintaining commercial linkages.		AMHS, Alaska Department of Transportation and Public Facilities (DOT), local governments
4.3. Preserve the Bypass Mail and Essential Air Service Programs , which have a significant beneficial impact for Rural Alaska families and businesses.	Preserve the Bypass Mail Program, which has a significant beneficial impact for Rural Alaska families and businesses.	x	x	x	x	x	x	Maintaining access to goods.		Congressional delegation, tribal governments, local governments, chambers of commerce
4.4: Increase the supply of affordable housing for urban and rural communities throughout Alaska.	Assess the potential for local government tax exemptions to incentivize developers to build more housing.	x	x					Increasing supply of affordable housing for workers and residents.	University of Alaska Center for Economic Development (UA CED)	State Legislature, Governor's Office, Alaska Municipal League, Alaska Housing Finance Corporation (AHFC)
	Examine and, when needed, adjust existing zoning laws and permitting processes with the goal of reducing barriers to constructing economical housing.	x	x					Increasing supply of worker-affordable housing.		Alaska Municipal League, local governments, UA CED
	Assess reforms to Title 29 statutes limiting local governments' ability to offer voluntary tax exemptions.	x	x					Increasing supply of worker-affordable housing.	UA CED	State Legislature, Governor's Office, Alaska Municipal League

Objective	Action	Y1	Y2	Y3	Y4	Y5	Y6+	Priority Outcome	Potential Lead Entity	Partners
	Evaluate and apply lessons from Alaska Industrial Development and Export Authority (AIDEA)'s current master plan development for military housing in the Fairbanks North Star Borough (FNSB).	x	x	x	x	x		Increasing supply of worker-affordable housing.	UA CED	AIDEA, Alaska Development Team, Alaska Municipal League, FNSB, Fairbanks Economic Development Corporation (FEDC), ARDORs, EDOs, AHFC
	Proactively plan for housing expansion in communities where large industrial expansion is planned (for example, the Nome deep-water port).	x	x	x	x	x	x	Increasing supply of worker-affordable housing.		Local governments, DCCED, AHFC, AIDEA
	Evaluate potential powers for local governments to develop abandoned property.	x	x					Increasing supply of worker-affordable housing.		Local governments, Governor's Office, State Legislature
4.5: Upgrade and, where needed, expand port, harbor, and waterfront infrastructure.	Assist coastal communities in expanding harbor capacity where demand is sufficient.	x	x	x	x	x		Strengthening fisheries and maritime commerce.		Local governments, tribal governments, DOT, Alaska Municipal Bond Bank, Governor's Office, State Legislature
	Upgrade aging coastal infrastructure.	x	x	x	x	x		Maintaining commercial linkages and access to goods.		DOT, Port of Alaska, local governments, Governor's Office, State Legislature, ARDORs, EDOs, chambers of commerce
	Utilize IJIA funds to improve all aspects of port and harbor infrastructure.	x	x	x	x	x		Maintaining commercial linkages and access to goods.		DOT, local governments, Governor's Office, State Legislature, ARDORs, EDOs
	Expand electrification of docks for cruise industry and other large commercial vessel operators.	x	x	x	x	x		Maintaining commercial linkages and access to goods.		DOT, local governments, Governor's Office, State Legislature, ARDORs, EDOs, Alaska Energy Authority (AEA), electric utilities

Objective	Action	Y1	Y2	Y3	Y4	Y5	Y6+	Priority Outcome	Potential Lead Entity	Partners
4.6: Reduce the cost of energy for industrial and residential use through any realistic means throughout the state.	Build natural gas infrastructure to increase the supply of natural gas to the Interior, leveraging public and private investment.	x	x	x	x	x	x	Reduce the cost of energy.	Alaska Gasline Development Corporation (AGDC)	FNSB, Interior Gas Utility, AIDEA
	Where feasible, install renewable energy systems such as wind, tidal, geothermal, and solar to reduce power costs in rural areas.	x	x	x	x	x	x	Reduce the cost of energy.	AEA	Electric utilities, local governments, tribal governments, Alaska Center for Energy and Power (ACEP)
	Use industrial access roads and bulk purchasing power to supply low-cost fuel to rural communities located near natural resource development sites.	x	x	x	x	x		Reduce the cost of energy.	AIDEA	Local governments, tribal governments, Alaska Native Corporations
	Expand transmission lines to connect outlying communities to the Railbelt (or other regional) grids wherever a cost-benefit analysis indicates a positive value.	x	x	x	x	x		Reduce the cost of energy.	AEA	Local government, tribal governments, electric utilities
	Utilize federal infrastructure funds to retrofit commercial and industrial buildings for greater efficiency.	x	x	x	x	x		Reduce the cost of energy		AEA, AHFC, DCCED
	Build new, and upgrade existing hydroelectric facilities to provide low cost, low emissions power.	x	x	x	x	x		Reduce the cost of energy.		AEA, electric utilities, local governments, tribal
	Fully implement Commercial Property Assessed Clean Energy (CPACE) financing to help commercial building owners increase energy efficiency and reduce costs at the local government level.	x	x					Reduce the cost of energy.		AEA, local governments, commercial lenders

Objective	Action	Y1	Y2	Y3	Y4	Y5	Y6+	Priority Outcome	Potential Lead Entity	Partners
	Establish a green bank to finance energy efficiency projects in partnership with the private sector.	x	x					Reduce the cost of energy.		AEA, AIDEA, commercial lenders, local governments, Renewable Energy Alaska Project (REAP)
	Increase the reimbursement for Power Cost Equalization (PCE) from 500 kWh to 750 kWh.	x	x					Reduce the cost of energy.	AEA	Governor's Office, State Legislature
	Upgrade Railbelt transmission lines to increase transmission capacity, per announced \$200 million capital plan.	x	x	x	x	x		Reduce the cost of energy.	AEA	Electric utilities
4.7: Reduce the cost of health care for residents and employers in Alaska.	Evaluate and assess policy options to reduce the cost of health care services and insurance premiums.	x	x					Reduce the cost of health care.		Governor's Office, State Legislature, health care organizations, DCCED, Department of Health and Social Services (DHSS)
	Utilize innovative technologies such as telemedicine and mobile apps to improve delivery and reduce costs.	x	x	x	x	x		Reduce the cost of health care.		Tribal health organizations, DHSS, Health TIE, health care professional associations,
4.8: Improve transportation infrastructure between communities throughout Alaska to enable lower cost of living, provide better access to health care, support intercommunity commerce, and allow greater opportunities for educational interaction.	Secure IIJA and other federal funds to build and upgrade air, road, rail, and marine infrastructure.	x	x	x	x	x		Maintaining commercial linkages and access to goods.	DOT	Local governments, tribal governments, Governor's Office, ARDORs, EDOs, chambers of commerce

Objective	Action	Y1	Y2	Y3	Y4	Y5	Y6+	Priority Outcome	Potential Lead Entity	Partners
4.9: Strategically invest in recreational and quality of life amenities in Alaska communities.	Promote downtown revitalization in urban communities.	x	x	x	x	x		Workforce attraction and retention.		Local governments, ARDORs, EDOs, chambers of commerce
	Build and maintain hiking, bicycle, and motorized trails within and between communities around the state.	x	x	x	x	x		Workforce attraction and retention.		Local governments, ARDORs, EDOs, outdoor advocacy groups, public land management agencies
	Improve or construct new community and youth facilities such as libraries.	x	x	x	x	x		Workforce attraction and retention.		Local governments, ARDORs, EDOs

Table 4: Goal 4 Objective Matrix

Goal 5: Develop Alaska’s Workforce and Human Capital

A healthy economy depends on addressing workforce development, education, and other factors related to career skills and workforce availability. A robust network that includes the University of Alaska—the most comprehensive provider of workforce training in the state—as well as tribal colleges, school districts, public and private training centers, and apprenticeship programs serve Alaska well. At the same time, human capital in the state faces serious constraints related to aging, outmigration, and limited childcare availability.

Objective	Action	Y1	Y2	Y3	Y4	Y5	Y6+	Priority Outcome	Potential Lead	
									Entity	Partners
5.1: Align and coordinate statewide workforce development efforts and strengthen collaboration.	Strengthen the Alaska Workforce Investment Board (AWIB) under the Department of Labor and Workforce Development (DOLWD) to serve as a “hub” to coordinate and align workforce development efforts in close collaboration with other public, private, and nonprofit entities.	x	x	x	x			Improved access to services for workers and employers.	DOLWD	University of Alaska (UA), training providers, unions, employers, K-12 system, chambers of commerce
	Develop and maintain an accessible inventory of all public and private training programs in the state and ensure connectivity and mutual referrals.	x	x					Greater utilization of training programs.		UA, training providers, unions, employers, K-12 system
	Identify and fill gaps in the workforce ecosystem by creating new programming to serve high-need occupations.	x	x	x	x	x	x	Greater workforce availability in high growth fields.	DOLWD	UA, training providers, unions, employers, K-12 system
	Provide online tools and resources to help individuals assess occupations and locate specific training requirements and providers.	x	x	x	x	x	x	Greater utilization of training programs.	DOLWD	UA, training providers, Alaska Regional Development Organizations (ARDORs), economic development organizations (EDOs)
5.2: Maximize the educational opportunities of Alaskans to prepare them for successful careers.	Sustain and grow investment in the University of Alaska System and its offerings in pre-college programs, occupational endorsements, certificates and degrees, and professional development.	x	x	x	x	x	x	A higher-skilled workforce with greater earning potential.	UA	Governor's Office, State Legislature

Objective	Action	Y1	Y2	Y3	Y4	Y5	Y6+	Priority Outcome	Potential Lead Entity	Partners
	Sustain and grow investment in regional post-secondary training centers such as Alaska Vocational Technical Center (AVTEC).	x	x	x	x	x	x	A higher-skilled workforce with greater earning potential.	DOLWD	Training centers, K-12 system, Department of Education and Early Development (DEED)
	Sustain and fully fund K-12 education for all Alaskans, including career guides to expand awareness and strengthen secondary students' ability to transition into postsecondary pathways that lead to employment in good jobs.	x	x	x	x	x	x	A higher-skilled workforce with greater earning potential.	DEED	Governor's Office, State Legislature, DOLWD, school districts
	Utilize the collective voice of the statewide and regional partners to advocate for policies that will increase access to upskilling and reskilling Alaskans for employment and career advancement, and to retain a productive workforce.	x	x	x	x	x		Responsive training programs that meet high demand quickly.		ARDORs, EDOs, chambers of commerce, UA, training centers
	Expand apprenticeships, pre-apprenticeships, and work-based learning pathways to expedite skill development for entry level employment.	x	x	x	x	x		A higher-skilled workforce with greater earning potential.	DOLWD	Unions, employers, training providers
	Support STEM education activities at the K-12 level, such as coding academies, robotics, artificial intelligence, and others.	x	x	x	x	x	x	A higher-skilled workforce with greater earning potential.		School districts, DEED, University of Alaska, technology firms (e.g. Apple, Google, Microsoft), chambers of commerce
5.3: Attract working-age individuals and families to Alaska to fill jobs we cannot fill from our existing	Strategically invest in quality-of-life elements and economic foundations to improve the attractiveness of the state as a place to live and work.	x	x	x	x	x	x	In-state retention of workforce.		Local governments, ARDORs, EDOs, Governor's Office, State Legislature

Objective	Action	Y1	Y2	Y3	Y4	Y5	Y6+	Priority Outcome	Potential Lead Entity	Partners
workforce and retain our existing workforce in-state.	Initiate targeted marketing efforts to encourage people to move to Alaska to fill industry and occupational gaps.	x	x	x	x	x		In-migration of new residents.	DCCED	Local governments, ARDORs, EDOs, Governor's Office, State Legislature
	Advocate for the easing of federal visa restrictions currently limiting the availability of guest workers in seafood processing, tourism, seasonal construction, and other industries.	x	x					Increased access to guest workers for Alaska employers.		Tourism entities, seafood entities, chambers of commerce, Governor's Office, chambers of commerce
	Strengthen the military-to-civilian transitions to retain skilled talent in Alaska.	x	x	x	x	x		Veterans entering Alaska's civilian workforce.		UA, Department of Military and Veterans Affairs (DMVA), DOLWD
5.4: Develop and expand opportunities for remote work in Alaska.	Develop an informational website for people interested in relocating to Alaska.	x	x					In-migration of new residents.	DCCED	Local governments, ARDORs, EDOs, Governor's Office
	Assist residents in accessing remote work opportunities that allow them to remain in their community.	x	x	x				Retention of Alaska residents.		Local governments, ARDORs, EDOs, Governor's Office
	Offer trainings and resources to help residents access remote work opportunities, especially in communities newly connected to broadband.	x	x	x	x	x		A higher-skilled workforce with greater earning potential.		
5.5: Expand the availability of affordable, quality, licensed childcare to enable greater workforce participation by parents of young children.	Provide business planning assistance to establish childcare centers.	x	x					Establishment of new licensed childcare centers.	Center for Economic Development (CED)	Thread Alaska, Department of Health and Social Services (DHSS)
	Support individual community strategies and share best practices across the state.	x	x	x	x	x		Increased childcare capacity.		Thread Alaska, Department of Health (DOH), local governments, Alaska Municipal League
	Assist potential childcare operators in meeting regulatory and licensing requirements, as well as accessing variances when appropriate.	x	x	x	x	x	x	Establishment of new licensed childcare centers.		DOH, Thread Alaska, CED

Objective	Action	Y1	Y2	Y3	Y4	Y5	Y6+	Priority Outcome	Potential Lead Entity	Partners
	Evaluate the potential for patient capital to assist in the startup of childcare centers.	x	x	x	x			Establishment of new licensed childcare centers.		DCCED, DOH, Thread Alaska, CED
5.6: Implement the Alaska Workforce Innovation and Opportunity Act (WIOA) Combined Plan .	Build clear routes to careers and/or employment for all Alaskans.	x	x	x	x			A higher-skilled workforce with greater earning potential.	DOLWD	UA, training providers, unions, employers, K-12 system
	Support job opportunities, training opportunities, and career progression opportunities for all Alaskans.	x	x	x	x			A higher-skilled workforce with greater earning potential.	DOLWD	UA, training providers, unions, employers, K-12 system, chambers of commerce
	Develop multiple pathways for statewide economic stability and job growth.	x	x	x	x			A higher-skilled workforce with greater earning potential.	DOLWD	UA, training providers, unions, employers, K-12 system
5.7: Prepare Alaskans for job opportunities to be created by federally funded infrastructure projects.	Produce report on jobs likely to be created by IJJA projects, and associated training needs (current DOLWD effort).	x						Employment opportunities for Alaska residents.	DOLWD	
	Assess the capacity of existing workforce providers to train workers for infrastructure job opportunities.	x						Employment opportunities for Alaska residents.	DOLWD	UA, training providers
	Engage firms which operate in the highest demand industries to understand their basic requirements for incoming workers.	x						Employment opportunities for Alaska residents.	DOLWD	Employers, unions
	Strengthen and expand existing workforce programs to help meet demand.	x	x	x	x			Employment opportunities for Alaska residents.		UA, training providers, unions, employers, K-12 system
	Develop a rapid training plan tailored to the job opportunities expected to be in highest demand in construction, transportation, engineering, administration, and other areas.	x	x					Employment opportunities for Alaska residents.	DOLWD	UA, training providers, unions, employers, K-12 system

Objective	Action	Y1	Y2	Y3	Y4	Y5	Y6+	Priority Outcome	Potential Lead Entity	Partners
5.8: Develop or update and implement workforce development plans centered around the needs of Alaska's Economic Engines, Emerging Sectors, and supporting industries.	Maintain or update existing plans: Health Care, Construction, Oil and Gas, Transportation, Maritime, Mining, Agriculture.	x	x	x	x			A higher-skilled workforce with greater earning potential.	DOLWD	UA, training providers, unions, employers, K-12 system, industry associations
5.9: Prepare the Alaska workforce for job opportunities in low and no emissions energy technologies, such as electric vehicles, renewable energy systems, and other technologies.	Obtain federal grants under the IIJA to train mechanics and maintenance workers on electric and hydrogen vehicles.	x	x	x	x	x		A higher-skilled workforce with greater earning potential.		UA, training providers, unions, employers, K-12 system, industry associations
5.10: Streamline and simplify regulatory processes to attract high value workforce.	Continue improve and automate necessary regulatory processes.	x	x	x	x	x		Greater depth of talent in Alaska's labor pool.	DCCED	DOLWD, Alaska Development Team, Division of Corporations, Business, and Professional Licensing (CBPL)
	Continue to coordinate with other states on uniform qualification criteria to better enable the transition of high value workforce participants into the state	x	x	x	x	x		Greater depth of talent in Alaska's labor pool.	DCCED	DOLWD, Alaska Development Team, CBPL

Table 5: Goal 5 Objective Matrix

Goal 6: Build a Resilient Economy

Resiliency refers to the ability of an economy to avoid, withstand, or mitigate the effects of negative external events such as natural disasters, commodity price instability, or downturns. Recent years in Alaska have witnessed oil price swings, fisheries disasters, floods, earthquakes, severe storms, coastal erosion, and the COVID-19 pandemic. The CEDS includes both proactive and responsive measures to plan for and reduce negative impacts.

Objective	Action	Y1	Y2	Y3	Y4	Y5	Y6+	Priority Outcome	Potential Lead Entity	Partners
6.1: Develop a resiliency framework specifying roles, responsibilities, and resources to be utilized for economic recovery in the event of an external shock and to address persistent economic deficiencies.	Organize a resiliency task force made up of federal agencies and economic development organizations that can be activated when needed.	x	x	x				Advanced preparedness for next economic shock.		Alaska Regional Development Organizations (ARDORs), economic development organizations (EDOs), Department of Commerce, Community, and Economic Development (DCCED), Governor's Office
	Leverage lessons learned/recorded during the COVID pandemic regarding cooperation, organizational structures, systems, and program deployment to promote business continuity and preparedness.	x	x	x				Advanced preparedness for next economic shock.		ARDORs, EDOs, DCCED, Governor's Office
	Work with communities to site new commercial and industrial developments in locations that are out of harm's way.	x	x	x	x	x		Advanced preparedness for next economic shock.		ARDORs, EDOs, DCCED, Governor's Office
	Support efforts to secure ongoing funding for the operations of Alaska Regional Development Organizations (ARDORs).	x	x	x	x	x		Advanced preparedness for next economic shock.		ARDORs, DCCED
	Study and evaluate the impacts of climate change, and incorporate into resilience planning.	x	x	x	x	x		Avoidance or mitigation of negative impacts.		University of Alaska, tribal governments, local governments, ARDORs, EDOs, DCCED, ADF&G

Objective	Action	Y1	Y2	Y3	Y4	Y5	Y6+	Priority Outcome	Potential Lead Entity	Partners
6.2: Leverage Economic Engines and Emerging Sectors to promote the resiliency to supply chain disruptions, natural disasters, and external shocks.	Develop in-state timber resources for construction lumber and biomass energy.	x	x	x	x	x	x	Supply chain resilience.		Division of Forestry, Southeast Conference, Southeast Sustainable Partnership, private sawmills
	Utilize natural gas resources for power and heating needs.	x	x	x	x	x	x	Increased energy security.		Alaska Industrial Development and Export Authority (AIDEA), electric utilities, gas utilities
	Increase in-state agricultural output for food security.	x	x	x	x	x	x	Increased food security.		Division of Agriculture, Alaska Farm Bureau, University of Alaska Fairbanks (UAF) Cooperative Extension Service, Alaska Food Policy Council
	Grow the manufacturing sector to provide self-sufficiency from key imported products.	x	x	x	x	x	x	Supply chain resilience.	Alaska Manufacturing Extension Partnership	DCCED, Governor's Office
	Develop in-state applications for mariculture products.	x	x	x	x	x		Supply chain resilience.	Alaska Mariculture Alliance	Alaska Development Team, UAF, Alaska Fisheries Development Foundation
	Incorporate decarbonization, climate change, and the energy transition into economic development efforts.	x	x	x	x	x	x	Industry resilience.		ARDORs, EDOs, DCCED, Governor's Office, tribal governments, local governments
6.3: Build new, and upgrade existing, infrastructure capable of withstanding resiliency shocks such as natural disasters.	Upgrade ports, airports, highways, and rail connections as needed to ensure uninterrupted access to essential supplies.	x	x	x	x	x		Supply chain resilience.	Alaska Department of Transportation and Public Facilities	Alaska Railroad, local governments
	Ensure power reliability for certain forms of infrastructure, such as ports and airports, which require an uninterrupted supply.	x	x	x	x	x		Supply chain resilience.		Local governments, electric utilities, Alaska Energy Authority (AEA)
	Invest in redundancy for transmission lines and broadband fiber when feasible to continue service during interruption (see Goal 4).	x	x	x	x	x		Energy and telecommunications security.		Alaska Broadband Office, AEA, electric utilities, telecommunications companies

Objective	Action	Y1	Y2	Y3	Y4	Y5	Y6+	Priority Outcome	Potential Lead Entity	Partners
	Upgrade rural energy infrastructure such as power houses and bulk fuel farms.	x	x	x	x	x		Energy security.	AEA	Denali Commission, rural electric utilities
	Deploy clean energy systems to reduce dependence on diesel fuel, including renewable and micronuclear sources.	x	x	x	x	x	x	Energy security.	AEA	U.S. Department of Energy, electric utilities
	Advocate for timely and efficient reimbursement from FEMA for damaged infrastructure.	x	x	x	x	x		Fiscal resilience.		Local governments, Alaska Municipal League, DCCED
6.4: Increase economic opportunity and self-sufficiency in Rural Alaska while preserving balance with subsistence lifestyle.	Promote cultural tourism opportunities for interested communities.	x	x	x	x	x	x	Economic diversification.	Alaska Native Heritage Center	Alaska Travel Industry Association (ATIA), DCCED, tribal governments, convention, and visitor bureaus
	Assist artists in marketing and selling crafted products.	x	x	x	x	x		Economic diversification.		Alaska State Council on the Arts, DCCED
	Provide e-commerce trainings and resources for all communities, especially those newly connected to broadband (see Goal 3).	x	x	x	x	x		Economic diversification.		Alaska Small Business Development Center (SBDC), DCCED, University of Alaska Anchorage (UAA) Business Enterprise Institute (BEI)
	Support industrial and natural resource development that provides job opportunities and community reinvestment.	x	x	x	x	x	x	Economic diversification		DCCED, Governor's Office, AIDEA, tribal governments, local governments, chambers of commerce

Table 6: Goal 6 Objective Matrix