

Meadow Lakes

Comprehensive Plan



ADOPTED
OCTOBER 2005

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In partnership with:
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Department of Planning and Land Use
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ACKNOWLEDGEMENTS

MEADOW LAKES COMMUNITY COUNCIL AREA COMPREHENSIVE PLAN

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With Assistance by

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Working with Land Design North

PREAMBLE

Meadow Lakes is a rural residential community with a diverse population that enjoys a variety of lifestyles. The people appreciate the large tracts of trees and meadows, unspoiled lakes and streams and the majority want to keep that lifestyle. In exchange, residents have foregone some municipal services city dwellers commonly expect.

While change may come, this plan now offers us the opportunity to guide this growth. Evergreen buffers and large lots are two examples of strategies that will retain the rustic character found in Meadow Lakes.

Meadow Lakes is foremost a residential area. This plan respects and understands the need for balance between growth, private property rights, and various land uses and activities.

In an effort to maintain the quality of the meadows, streams, rivers, mountains and lakes, and the lifestyle currently enjoyed by the residents of Meadow Lakes, we offer this comprehensive plan.



Preparing this Comprehensive Plan – The Meadow Lakes Community Council (MLCC) Planning Team

[CODE ORDINANCE ADOPTING THE PLAN]

Inserted once plan has been adopted.

EXECUTIVE SUMMARY

This is the comprehensive plan for the Meadow Lakes Community Council (MLCC) Area. Meadow Lakes is located between Wasilla on the east, and Houston and Big Lake on the west. The area extends on the north to Baldy Mountain – the beginning of the Talkeetna Mountains - roughly three miles above the Little Susitna River. The southern boundary runs about two miles south of the Parks Highway, in the vicinity of Lucille Creek. The Parks Highway enters Meadow Lakes on the east at Mile 45 and exits the area on the west at Mile 52 (see map in Chapter 1).



Over the past fifty years, Meadow Lakes has evolved from an area of wilderness homesteads into a rural, yet increasingly suburban community. Over the past 12 years, the population has more than doubled to over 5,000 residents. This growth reflects an abundance of privately-owned, developable, and relatively low cost land. Meadow Lakes' attractive rural setting and easy access to growing employment and shopping centers in the rapidly developing Palmer and Wasilla areas are other factors contributing to its growth.

The purpose of preparing this comprehensive plan is to help residents, property owners, the Matanuska-Susitna Borough, the State, developers, business owners, and other members of the community to work together to respond to both the challenges and opportunities posed by this growth and to guide future development in the Meadow Lakes area to meet community goals. Alaska Statutes Title 29.40.030 requires the Borough Assembly of a second-class borough, such as the Matanuska-Susitna Borough, to adopt a comprehensive plan by ordinance. The Matanuska-Susitna Borough Assembly adopted a borough-wide comprehensive plan in 1970. Upon consideration of updating that plan in 1985, the Assembly adopted Resolution 86-7 which established a policy of deferring to each Borough community the opportunity to prepare its part of the Borough's comprehensive plan. Based on the Borough Assembly's resolution, the Planning Commission established a process for a community to initiate and complete a community plan, which has been followed in the Meadow Lakes community as summarized in Table 1: Summary of Planning Process.

The effectiveness of a comprehensive plan is ultimately determined by the extent to which it is prepared and used. This document sets out policies that guide the use of public and private land, and helps to direct community and agency decisions about improvements to roads, trails and other public services and facilities. This plan also establishes strategies for economic development, environmental protection and improved local governance. By design, this is a long-term planning document. While this plan sets the general direction and establishes priorities, there may be additional projects, actions or policies needed to reach plan's goals.

The key to the success of any community planning process is the degree to which it builds upon the knowledge and the vision of the people who live in and care about the area. The

entire process to prepare this plan was organized to bring out and record the common goals of the people of the Meadow Lakes community. Major elements of this public process are summarized below:

Table I: Summary of Planning Process

Date	Action
July 2001	Request received by the MSB planning division from the Meadow Lakes Community Council for Comprehensive Planning Assistance
May 2002	Solicited applications for Planning Team Members
October 2002	Planning Team members (13) appointed by Planning Commission
Oct 02 - Dec 03	Planning Team, meets with representatives of organizations likely to influence Meadow Lakes future (AKRR, Fire, DOT&PF, etc.)
Sept 2003	Planning Team, working with MSB staff, conducts community survey, sent to all post office box holders, regarding Meadow Lakes issues, characteristics, future
Sept-Oct 2003	Planning Team met to prepare RFP to solicit contractor to begin Comp Plan planning process
Oct 2003	RFP released, three proposals received; proposals reviewed, contractor selected
Dec 2003	Contract awarded to Agnew::Beck Consulting. Contract initially focused on "visioning workshop," but expanded to include preparing a comprehensive plan
Jan 04 - Feb 05	Monthly Planning Team meetings held, all publicized & noticed to allow participation by any interested parties. Visitors included Al Tellman of Knikatnu Corp.
March 2004	Release of "Draft Issues and Goals Report", plus summary flyer (sent to all post office box holders and property owners in community)
April 5, 7 2004	Community-wide workshop, attended by 100+ community members, to review & refine Issues and Goals
Summer 2004	Revision of initial goals based on community input, continued research on key plan issues
Fall/Winter 2004-2005	Preparation of "Draft Comp Plan"
April 7, 9 2005	Community-wide Workshop
April 29, 2005	Deadline for receiving comments on Draft Plan
May 2005	Planning Team meeting to approve, forward revised Draft plan to Community Council for approval
June 2005	Community Council public hearing and approval of plan, recommendation to forward revised Draft plan to Planning Commission
July 2005	Planning Commission public hearing and approval of plan, recommendation to forward revised Draft plan to Assembly
Aug 2005	Assembly public hearing and approval of plan

SUMMARY OF PLAN POLICIES

Land Use & Town Center

1. Maintain the Community's Rural Character - Community surveys and public workshops show that for most residents, the area's rural character is one of the top motivations to live in Meadow Lakes. This character includes low density housing, friendly neighbors, limited traffic, large tracts of open land, good views, presence of wildlife, and ready access to trails, rivers, lakes, and recreation. Strategies to maintain and enhance this rural character include:
 - Minimum Lot Size - Encourage low density residential development in the majority of Meadow Lakes. Community sentiment greatly favors increasing the minimum lot size required under existing Borough standards¹. A strong majority of those community residents who have participated in the planning process supported increasing the minimum lot size in new subdivisions to greater than the minimum 40,000 square feet Borough standard. In a few settings - at the planned town center, as part of open space subdivisions, and near the Parks Highway – higher density housing is appropriate, including smaller lot single family housing and, in the town center, attached and multi-family housing. In other areas, lots significantly larger than this are more appropriate, for example, in key watershed and wetland areas, and along the community's three major watersheds.
 - Open Space – Guide growth to retain and expand public open space, waterways and trails. Retain the “natural feel” of the community and the dominate sense of natural landscapes – forests, wetlands, streams, wildlife, and views.
 - Establish “Open Space” subdivision policies so sub-dividers are encouraged to retain land for trails and recreation and to protect natural areas like wetlands or streams (more details on Open Space subdivisions later in this chapter).
2. Concentrate and Screen Commercial Development; Avoid Sprawl along the Parks Highway
 - Location of Commercial Development - Encourage new commercial develop to locate in relatively concentrated nodes.
 - Green Space - Maintain several undeveloped “green spaces” along the Parks Highway to separate developed areas.
 - Appearance of Roadside Development - Require retention and/or planting of buffers, trees and other landscape features so roadside development is

¹ Support for increasing the minimum lot size above existing MSB minimums has been strong through out the planning process. Starting with the original survey prepared at the outset of the planning process, residents have said what they most value about Meadow Lakes is rural character, open space/nature, and quiet. During the April 05 Community Workshops, an informal straw poll was taken on this issue and over 80 participants voted 8 to 1 in favor of increasing the minimum lot size to sizes ranging from 1.5- 2.5 or more acres.

attractive. Where development does occur, encourage high quality, visually appealing site development and buildings.

3. Create A Pedestrian-Oriented, Mixed-Use Town Center. - The plan identifies the area along the south side of the Parks Highway near the Pittman road intersection as the best town center location. Develop the townsite through public-private partnerships. Public actions include improving vehicular and pedestrian access and transit, and siting public facilities in this area to serve as “anchors” for development.
4. Guide Location and Character of Development - Accept economic development activities, but also establish rules to minimize the environmental and off-site impacts of such activities. Specific strategies to reduce these impacts include:
 - Aim to reduce impacts of potential development, rather than prohibit uses. To carry out this approach the plan establishes land use standards to minimize impacts of development.
 - Discourage certain high impact uses in specific portions of the community, such as sand and gravel operations adjoining stream corridors.
 - Establish a special land use district that requires a conditional use permit for high impact uses and sets rules on the location and magnitude of these activities.
5. Establish a set of Land Use Districts that set out encouraged and discouraged uses and development standards in different parts of the Meadow Lakes area, emphasizing protection of river corridor open space, and concentration of commercial development
6. Prepare a Borough-approved Special Land Use District to implement the Comprehensive Plan’s land use recommendations.

Recreation & Open Space

1. Reserve, Protect and Enhance Natural Features & Open Spaces on Public & Private Land

Almost all the undeveloped areas that give Meadow Lakes its pleasing rural character, and the watersheds that support the area's domestic wells, are private lands. The plan includes development standards to encourage private owners to use their lands in a manner that sustains the character of these lands and waterways. The plan also identifies a system of greenbelts along key stream and river corridors, including the Little Susitna River, Lucille Creek and the wetland/stream system crossing through the center of the community.

2. Retain, Dedicate and Improve a Community Trail System

The community wants to preserve traditional trails and reserve new trail routes, a challenging prospect given the lack of public lands in Meadow Lakes. In response, the Comp Plan recommends several key trail strategies:

- Add roadside trails within existing rights-of-way, along Pittman, Church & Meadow Lakes Loop roads
- Include roadside trails as part of construction or improvement of all future collector roads; with particular priority given to safe access for kids going from home to school, and a trail running east-west along a planned new east-west collector road.
- Reserve trail access into the Baldy Mountain area, following the route of the one section of state land that crosses the Little Susitna River
- Create a master trails plan that identifies critical linkages between residential areas, commercial areas, open space and recreation sites. Over time, negotiate or acquire public trail easements to develop a community wide trail system.

3. Establish System Of Parks, Recreation Facilities And Open Space To Meet Community Recreation Needs. Specific priorities include:

- Complete a community parks master plan
- Work with landowners to develop additional recreational facilities including a public access on the Little Susitna River.
- Improve public lake access, including adding directional signs, trashcans and in some instances neighborhood park kid play facilities, and developing a community lakefront beach park.
- Provide a community park as part of the town center development
- Community Building - Proceed with plans for a community building (see Land Use and Public Facilities chapters); include with this project indoor recreation areas, and outdoor sports facilities.
- Community Park - Reserve site for at least one large community park (20-60 acres); best options are at one of the two large borough parcels.

4. Create a Sustainable Recreation Management System - This may include developing a system so the community, working with the Borough and State, can generate fees from recreation users to cover costs such as emptying trash, maintaining trails and facilities, and providing and maintaining restrooms.

Circulation

1. Guide Planned Expansion Of The Parks Highway To Create An Attractive, Efficient 'Parkway' That Benefits Meadow Lakes
 - Create a controlled access, 4 lane highway, to reduce congestion, provide for efficient flow of through traffic and maximize safety. Minimize driveways and intersections.
 - Encourage the majority of commercial and industrial uses in the Meadow Lakes area to concentrate in several discrete districts, rather the spread along the length of the Highway.
 - Retain existing vegetation or provide landscaping so the large majority of the Highway is lined by trees. Retain several substantial areas adjoining the Parks Highway in a largely natural state, to create a clearer sense of identity for the Meadow Lakes.
2. Retain Church, Schrock, and Pittman As Collector Roads With Minimal Driveways And A Largely Rural, Undeveloped Feel
3. Plan for Future Expansion Of The Residential Road System
4. Identify Roads To Serve As Collectors

As the number of homes steadily increases, many smaller residential roads begin functioning as collector roads (that is, roads that carry traffic from multiple subdivisions). To avoid inappropriate levels of use on residential roads, the Comprehensive Plan identifies a hierarchy of roads – a road system - with higher capacity collectors that are buffered from residential development. Roads identified for collector status include Beverley Lakes and Meadow Lakes Loop Road; routes identified for future collectors include a new east-west route crossing through the center of the community.
5. Other Circulation-related Comp Plan Goals include:
 - Set Appropriate Standards for Road Development and Surfacing
 - Plan for Good Town Center Access
 - Plan For Continuing Railroad Use; Maintain Opportunities for Transit, including Rail and Carpools
 - Improve Road Maintenance

Public Services and Facilities

Several public services and facilities needs have been identified through the planning process. Developing a multi-use community center facility is the overarching highest priority for Meadow Lakes. Public Services and Facilities goals are summarized below:

1. Develop a multi-use community center in Meadow Lakes.
2. Identify and develop other high priority community needs, including emergency access/egress, maintenance of quality and quantity of surface and subsurface domestic water supplies, and land for future schools.
3. Improve the community's capacity to fund development and operation of needed community services and facilities.

Economic Development

The general approach on this topic is to find a balance for maintaining community character while encouraging opportunities for local residents to make a living in Meadow Lakes. There is a particular interest in developing opportunities for youth to find jobs in the community. Specific economic development goals include:

1. Encourage the expansion of job opportunities in the Meadow Lakes area while maintaining the rural character of the community.
2. Maintain recreational resources (open space, trails, lakes, etc.) both for residents and as a basis for attracting out-of-town visitors.
3. Guide the character and location of commercial and industrial development to minimize off-site impacts.

Community Governance & Identity

Residents of Meadow Lakes want to improve their ability to guide growth and manage the demands on the community's resources. The completion of this Comprehensive Plan is an important step in strengthening Meadow Lakes' ability to guide and manage the shape of growth in the community. Residents are also cautious about finding the right level of local governance. The following outlines goals for strengthening the community's identity and addressing the community's control over its future.

1. Establish a stronger, positive image for Meadow Lakes.
2. Create an umbrella organization to provide community facilities and services.
3. Improve communication network (bulletin boards, phone, newspaper, email, newsletter, website, etc.)
4. Narrow priorities to increase odds of success of community projects

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1.0 INTRODUCTION & MAJOR GOALS

1.1 Summary of Plan Contents

Section One: Introduction & Major Goals - Section One (this section) describes the purpose of this Meadow Lakes Comprehensive Plan and the legal basis for comprehensive planning. This section identifies the geographical area that the plan corresponds with; the overarching community goals; the context of this plan; and the planning process and public involvement in creating this plan.

Section Two: Planning Background - Section Two provides a detailed description of Meadow Lakes' social environment; its natural environment; the land ownership and land use patterns in the area; and the community's infrastructure.

Section Three: Major Goals & Strategies - The Comprehensive Plan will only be of value to Meadow Lakes if it helps the community achieve specific objectives, and provides guidance for the Borough investments to meet local priority needs. Section Three breaks down doable actions under each of the six major goals for Meadow Lakes: 1) Land Use; 2) Open Space and Recreation; 3) Circulation; 4) Public Services and Facilities; 5) Economic Development; and 6) Community Governance & Identity.

Section Four: Implementation – As a management tool, Section Four provides a summary of priority projects for Meadow Lakes. It also includes a matrix outlining specific projects that Meadow Lakes has identified throughout this Plan. The Implementation section provides vital guidelines for completing projects by identifying potential lead entities; providing general guidelines for expected capital costs; listing resources for completing projects; and summarizing a tentative schedule for completing projects.

Section Five: Comprehensive Plan Revisions Process – Section Five provides general guidelines for how and when revisions to the comprehensive plan typically take place.

1.2 Purpose

Meadow Lakes is an unincorporated community within the Matanuska-Susitna Borough (MSB) that blends rural living with ready access to jobs and services. This Meadow Lakes Comprehensive Plan was developed by the Meadow Lakes community and local planning team, working with Borough staff and consultants. This Plan is a formal policy statement of Meadow Lakes' community goals and serves as a means for setting priorities, protecting what residents most enjoy about their community today, and guides growth to improve the community's future.

During the planning process between Spring 2003 and Spring 2005, Meadow Lakes' more than 5,000 residents² were invited to provide their input through a survey and multiple workshops. Over 400 Meadow Lakes residents participated in this planning effort.³ A voluntary group of residents—the Meadow Lakes Community Planning Team — were

² 2002 Data, AK DCED/US Census.

³ The MSB Planning Department sent out 3,910 survey forms to all property owners of record within the Meadow Lakes Community boundaries and received 367 responses, or 9.3% of mailed survey forms (May – June 2003); residents also participated in a Meadow Lakes Community Workshop May 5 and 8, 2004 (110 attendees, and 65 on the respective days).

instrumental in developing this plan. Their many, many hours of work included background research, coordinating public workshops, conversations with local residents and interest groups, and reviewing and stepping in to draft major sections of the plan. The result is this comprehensive plan that has been prepared to represent what the community seeks for its future.

1.3 Legal Basis for Comprehensive Planning

Comprehensive plans are long-term formal planning documents that state goals of a community and identify priority projects. Although comprehensive plans include land use guidelines, the comprehensive plan is not a zoning ordinance, an application for incorporation, or a method of taxation (see Table 2: What a Comprehensive Plan Is & Is Not).

This Comprehensive Plan serves as Meadow Lakes' portion of the Borough-wide Comprehensive Plan that is required by Alaska Statutes under Title 29.40.030. This provision mandates that second-class boroughs, like the Matanuska-Susitna Borough (MSB), adopt a comprehensive plan as a "compilation of policy statements, goals, standards, and maps for guiding the physical, social, and economic development, both private and public" as part of their area-wide borough responsibilities. The Plan also meets specific borough requirements adopted under MSB Title 15.24.030 - that comprehensive plans be developed to:

- Promote safety for vehicular and pedestrian traffic, prevent congestion and preserve the function of roads;
- Secure safety from fire, flood, pollution, and other dangers;
- Promote general health and welfare;
- Promote for orderly development with a range of population densities in harmony with the ability to provide services efficiently, while avoiding overcrowding of population;
- Provide adequate light and air;
- Preserve the natural resources;
- Preserve property values;
- Promote economic development; and
- Facilitate adequate provision for transportation, water, waste disposal, schools, recreation, and other public requirements.
- Once passed by the Meadow Lakes Community Council and the MSB Assembly, this document will provide policy direction until modifications, future planning, or other actions provide a change of course.

Table 2 – What A Comprehensive Plan Is & Is Not

A Comp Plan is:	A Comp Plan is NOT:
A statement of community goals	A zoning ordinance
A formal document	An application for incorporation
A means of setting priorities	A method for taxation

1.4 Planning Area

The area covered by this plan is the Meadow Lakes Community Council area. This area is roughly seven by eight miles in size - or approximately 230,000 acres – and is located between the cities of Wasilla (east) and Houston (west); the community of Big Lake (south); and Baldy Mountain (north). More specifically, the Community Council boundaries extend on the north into the Talkeetna Mountains, roughly three miles above the Little Susitna River. The southern boundary runs parallel to and roughly two miles south of the Parks Highway, in the vicinity of Lucille Creek. The City of Houston borders to the west; the City of Wasilla to the east and generally following along Church Road. The Parks Highway enters Meadow Lakes on the east at Mile 45 and exits the area on the west at Mile 52 (see Map 1: Meadow Lakes Community Council Boundary and Land Ownership).

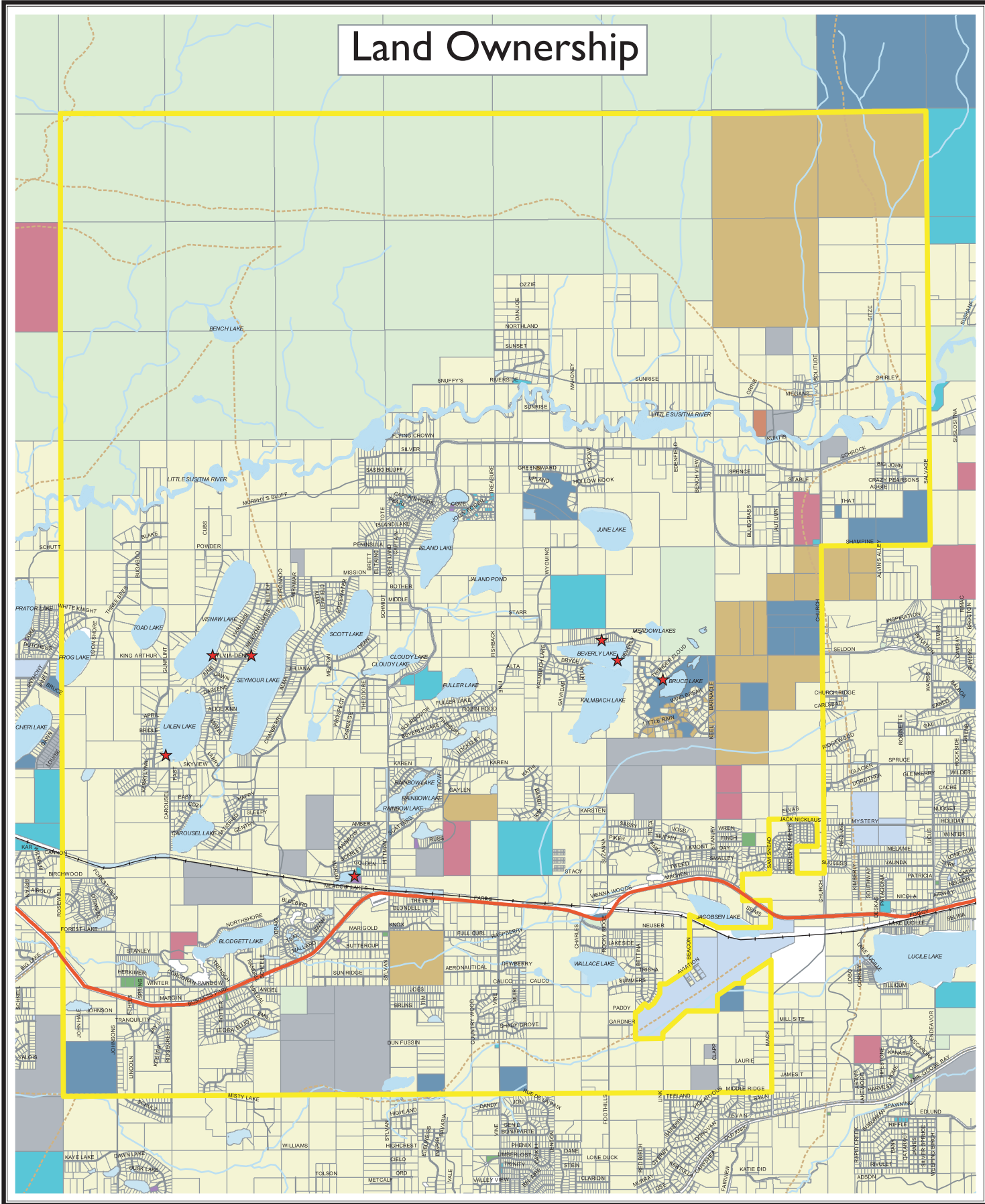
1.5 Community Goals

Throughout the planning process, the Planning Team and participating residents focused on six broad goals for the Meadow Lakes community’s future:

- Land Use
- Recreation and Open Space
- Public Services and Facilities
- Circulation
- Economic Development
- Community Governance and Identity

Building from this set of broad goals, the Meadow Lakes Comprehensive Plan explores how the community, the Borough, State agencies, and other entities can best serve residents, land owners and businesses in the area, while maintaining Meadow Lakes’ quality of life and natural setting - especially if the sustained growth of the past few years continues into the future.

Land Ownership



Meadow Lakes Community Council

- BOROUGH
- FEDERAL
- NA
- NO TAX ID
- Community Council Boundary
- Trails
- CITY
- MENTAL HEALTH
- PRIVATE
- PUBLIC UNIVERSITY
- Public Access Points to Lakes
- Alaska Railroad
- STATE
- NATIVE CORP
- COOPERATIVE
- PUBLIC USE
- Parks Highway



1.6 Planning Context

Meadow Lakes' natural features create an ideal setting for semi-rural living. Located in the Susitna River Basin, just below the more protected south-facing slope of the Talkeetna Mountains, Meadow Lakes is defined by its abundance of scenic lakes where residents can affordably live in a secluded, natural setting, while still having easy access to major employment and shopping centers in nearby Wasilla (10 minutes), Palmer (25 minutes) and Anchorage (60 minutes).

Meadow Lakes' proximity to world-class recreation and visitor attractions adds another dimension to residents' quality of life. Mt. McKinley, within the Denali National Park, and the Alaska Range are visible more than 200 miles to the north. This attraction brings tourists from around the world directly through Meadow Lakes by way of the Parks Highway. The volume of tourists traveling through the area number in the thousands per day during the peak season summer months. Close to home, the Hatcher Pass State Management Area borders Meadow Lakes to the north, and the Little Susitna River is literally enjoyed by some residents outside their back door. Additionally, Big Lake, Nancy Lake, the Deshka River and a number of other regional recreation destinations are easily accessible for weekend use.

As a community, Meadow Lakes currently enjoys some of the best elements of all worlds. In this scenic, semi-rural setting the Community Council is the primary form of governance, and residents have low taxes compared to neighbors residing further east and south. Yet residents enjoy a high level of access to services and infrastructure due to Meadow Lake's proximity to larger more developed communities, and easy access to major transportation systems.

This unincorporated community has attracted many people who prefer privacy, low taxes, and who like the voluntary, less structured approach to community governance. The current population base of about 5,316 residents in 2002⁴ say they moved to the area to “get away from the city” and enjoy “seclusion close to town services”, or because it is “undeveloped, with little commercialism” as well as “the people and the space.”⁵

Although Meadow Lakes' name recognition may not currently be strong with a number of Alaskans—or even with the majority of travelers along the Parks Highway—many residents consider their community to be one of the best places to live in Alaska. Residents, overall, voiced a sense of satisfaction with their community's small town feel and natural setting. Many expressed a desire that Meadow Lakes remain low-key and off the beaten track.

Meadow Lakes, however, may not be able to maintain its quiet and slower pace of life. The community has grown tremendously over the past 12 years (at 120%) rivaling the population growth in Wasilla (see Table 3: Meadow Lakes Population Trends). Between 1990 and 2002, the population of communities from Wasilla to Talkeetna has almost doubled. This suggests that the population explosion in Wasilla has caused people to seek land in the communities to the west where the rural lifestyle and low cost of housing is still available.

As long as Alaska's economy remains strong, it appears that Meadow Lake's growth will continue. The community has extensive vacant private land, and much of this land is

⁴ Alaska DCED/US Census 2002 data.

⁵ Meadow Lakes property owners survey responses.

physically suited for development. For example, there are currently nearly 2,000 vacant subdivided lots of less than five acres in the the Meadow Lakes Community Council area.⁶ In addition, many thousands of acres of private land are available in larger acreage parcels that could be subdivided in the future.

Some residents are pleased with growth as long as it raises their local property values, and helps them to benefit from investments in “future development potential”⁷. It also creates an economy of scale that could mean a small business district, a new high school, jobs, vocational training and youth programs, and other perceived benefits for residents.

However, “rapid growth” and “all the new growth” were big concerns for other residents.⁸ If the growth continues, then what Meadow Lakes is like in five, ten, or twenty years depends to a great degree on how the community responds to these serious questions that were raised and discussed at length during the Comprehensive Plan process:

- Will the area lose the characteristics that attracted us to Meadow Lakes in the first place (privacy, quiet, scenic beauty, nice people, rural feel)?
- Will we lose our access to lakes and trails, and ability to recreate from our back door?
- How do we address growing problems of trash, vandalism, dust, noise, dogs, drug use, etc.?
- How do we address new service and infrastructure needs?
- Will growth drive us to have higher taxes, and an increased level of government (incorporation, annexation by Wasilla)?

Within this context, the challenge of this Comprehensive Plan has been to define how actively Meadow Lakes want to shape their future, and to provide strategies for achieving community goals no matter what changes the future brings.

Table 3 – Meadow Lakes Population Trends

Year	Population
1980	N/A
1990	2374
1999	5232
2002	5316

Source (AK DCED/US Census)

Meadow Lakes Percentage 10 year growth: 120 % population

⁶ Based on 2004 information provided by the MSB assessors office as compiled by Agnew::Beck. These data show 659 two to five acre lots (37% vacant); 1495 one to two acre lots (47% vacant); and 1957 lots of less than one acre (56% vacant). In many instances, a single owner may own several adjoining lots, use one parcel for a residence, and intend to keep the adjoining parcels vacant.

⁷ Meadow Lakes property owners survey responses.

⁸ Meadow Lakes property owners survey responses.

I.7 Planning Process & Public Involvement

“It is the intent of the Matanuska-Susitna Borough government to learn of and respect each community’s desires for its present and future way of life and to insure that these desires become each community’s portion of the Mat-Su Borough Comprehensive Plan.” - Assembly Resolution 86-7

The MSB Code encourages communities to develop Comprehensive Plans (Assembly Resolution 86-7; PC Resolution 93-27) and helps communities prepare and implement Plans by providing technical assistance, background information, staff or consultant support, and the opportunity to take part in the Borough’s annual capital improvements programs. This plan was sponsored by MBS’s Planning Department and completed by Agnew::Beck Consulting working with Land Design North in 3 phases.

Phase 1 of the project included creation of a Meadow Lakes Planning Team, preliminary research and analysis, a formal community survey and analysis, preparation and circulation of a Comprehensive Plan informational mailer and the creation of an “Issues and Goals” report. Phase 1 culminated with the first Community Workshops, held May 5 and 8, 2004. At the end of Phase 1, goals, and general strategies to reach these goals, were identified as a basis for Comp Plan development.

Phase 2, which encompassed summer 2004 through winter 2004/05, focused on developing practical strategies to accomplish the goals identified in Phase 1 consistent with community values. Phase two’s culmination is this Comprehensive Plan, reflecting the community’s input from the first workshop and work by the Planning Team, Borough Staff, and the Consultants.

Phase 3, the final phase of the process, includes a review of the Comprehensive Plan, delivery of a final Comprehensive Plan to be approved of and officially adopted by the Meadow Lakes Community Council and the MSB Planning Commission and Assembly.

MSB’s Assembly recognizes that public involvement and knowledge of community desires are key to a successful Comprehensive Plan. The planning effort for Meadow Lakes, initiated in the spring of 2003 and completed in October 2004, was designed to gather resident’s input in a variety of ways that are listed in the Table 4: Public Involvement & Input Summary.

Table 4 - Public Involvement and Input Summary

A.	May 2003	Issues identification survey sent to all Meadow Lakes Boxholders with notification of project initiation
B.	June 2003	Comprehensive planning issue survey mailed to all Meadow Lakes property owners
C.	Apr. 2004	Meadow Lakes Comprehensive Planning Issues and Goals Brochure mailed to all boxholders summarizing initial findings, and announcing upcoming public meetings, and availability of full Issues and Goals report
D.	May 2004	Community Planning Workshops (two days)
E.	Ongoing	Coordination and discussions with the Meadow Lakes Community Planning Team
F.	Ongoing	Discussions with land and business owners, agencies, and large land owners like the Alaska Railroad and the University of Alaska
G.	Feb 05	Release of this Comprehensive Plan for Community Review
H.	Spring 05	Formal Review, Revision and Adoption of the Comp Plan

A. Issues Identification Survey

In May 2003, surveys were sent to all box holders in the Meadow Lakes area, asking questions to help identify community plan issues for further study and discussion in the planning effort. Overall, more than 350 responses were received.

B. Comprehensive Planning Issue Survey

In June 2003, the Matanuska-Susitna Borough Planning Department mailed 3,910 survey forms to all property owners of record within the Meadow Lakes Community boundaries. The survey was intended to assess general information; where people worked, how long they lived in Meadow Lakes, and information about the households size and demographics. Most questions asked about preferences for services and facilities or opinions about community values. The survey was a precursor to the community-wide visioning process designed to identify issues of concern, desired future development and facilities and help direct community projects.

The surveys were bulk mailed with addresses provided by the Borough assessors office and represented the best know addresses at that time. The survey form provided for a self-return with postage prepaid by the borough. Mailings began the week of May 5, 2003 and forms were marked with a return deadline of June 9, 2003. The Mat-Su Borough Planning department received 367 responses or 9.3% of the mailed forms. The percentage of residents versus non-residents from the Borough mailing list of 3,910 addresses compares well (standard deviation 0.006) with the survey results and indicates that respondents were representative of total population of residents and non-residents. The summary of these surveys is provided on the following pages.

Summary of Survey Results:

Amongst respondents to the survey, 33% had lived in Meadow Lakes for less than three years (see Figure 1). The second largest group of respondents had lived in Meadow Lakes for 20 years.

25% of respondents to the survey rated ‘location and rural setting’ as the reason they live in Meadow Lakes (see Figure 2). Other top responses include ‘quietness’, ‘nature/ recreation’ and ‘lakes’. Most adults and students agree that Meadow Lakes is a good place to live and that lakes, wetlands and water quality are important. However, students were more in favor of additional recreation programs and bike trails than adults (see Figure3).

Figure 1 – Residency Trends in Meadow Lakes

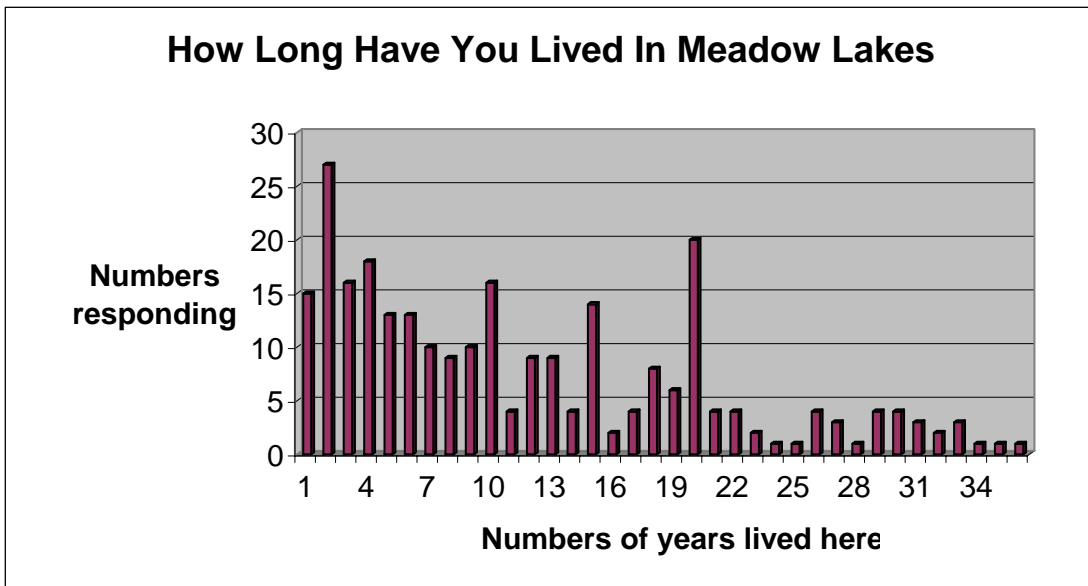


Figure 2 – Why Residents Live in Meadow Lakes

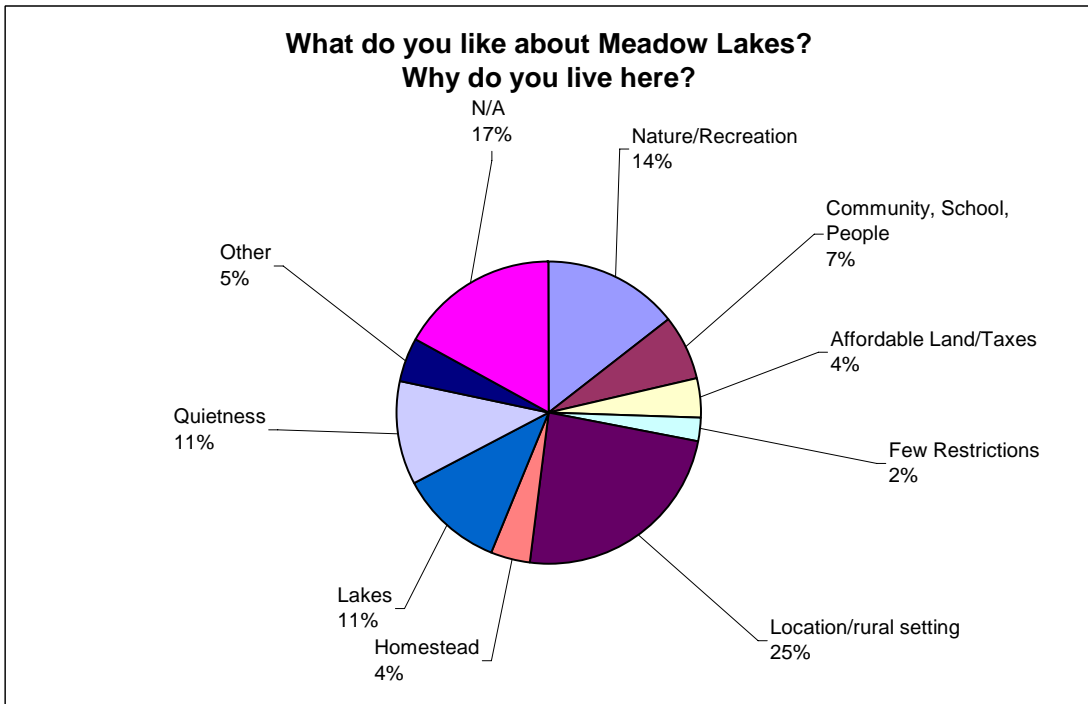
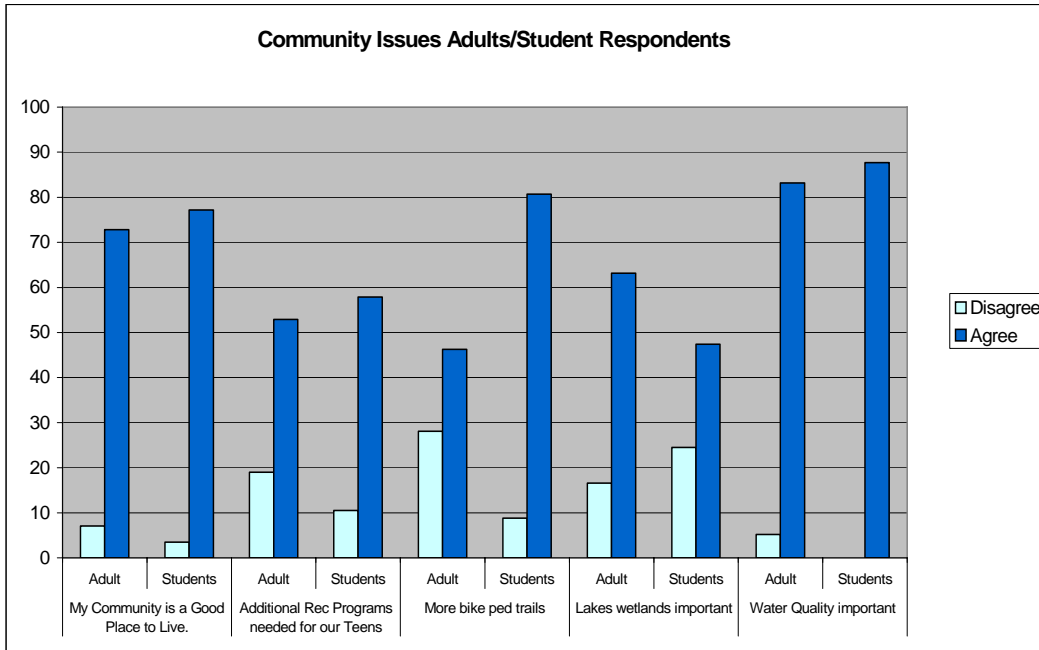
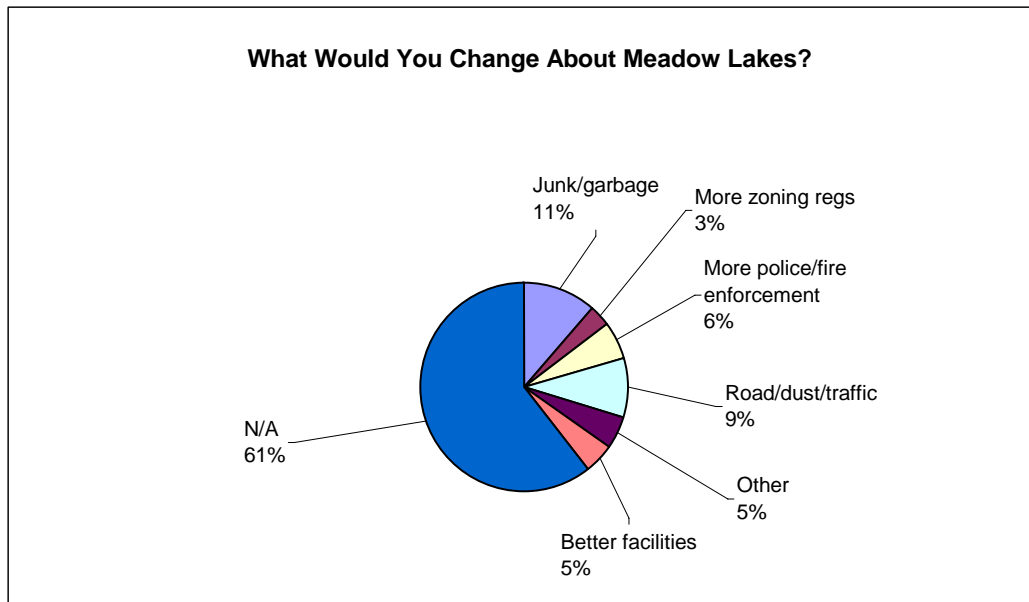


Figure 3 – Community Issues – Comparison of Adults and Students



When asked what they would like to change about Meadow Lakes (see Figure 4), most respondents (61%) did not give an opinion. This is significant because it demonstrates a general contentment with the status quo. However, if residents seek to preserve the qualities they enjoy in Meadow Lakes, while the population in the area and the region continue to grow, some planning for the future is necessary.

Figure 4 – What Residents Would Like to See Change in Meadow Lakes



Of those who responded, the most common issues were cleaning up junk and garbage and solving congestion and dust problems with area roads.

Similarly, when asked what residents don't like about Meadow Lakes, 36% did not answer the question. Of those who responded, 'junk/litter' topped the list with 18%, with 'road/access problems' and 'not enough regulations/ enforcement' with 14% and 10% respectively.

When asked what kind of development residents would prefer to see for the future of Meadow Lakes, respondents favored single family residences, road access, open space, clinic/ EMT and parks. Respondents did not favor multi-family residences, heavy industry or cemeteries. 42% of respondents favored lot sizes between 1 and 2 acres. 25% of respondents 'strongly disagreed' that more residential growth is desirable in Meadow Lakes. This seems to indicate a preference for maintaining a relatively low-density, rural community.

29% of respondents commute to Anchorage for employment, 48% work somewhere in the MSB. 19% of respondents operate home-based businesses. This is a niche that could be further explored for small-scale tourism related businesses, Internet-based employment such as data processing, or small-scale manufacturing and marketing, such as crafts.

Overall, the survey indicates many areas where residents are neutral or evenly split over the desirability of added services. Points where considerable agreement is evident include:

- Respondents support additional recreation programs for teens
- Respondents agree that medical services are needed in Meadow Lakes
- Road maintenance is not considered adequate
- Respondents believe that Meadow Lakes is a good place to live and that what other people think of Meadow Lakes is important
- Well and septic systems are functioning adequately for most respondents
- Lakes and wetlands, air and water quality are important and should be protected
- Dust control on neighborhood roads is needed
- Signs should be limited in size and content
- Heavy industrial growth is not needed

C. Issues and Goals Report

In April 2004 an Issues and Goals report was produced. A brochure summarizing the report was mailed to all Meadow Lakes box holders, including preliminary research, the community survey findings and analysis, preliminary Comp Plan goals based on the survey and an announcement and supplemental material to prepare residents for participation in the Community Workshops, held May 5 and 8, 2004. A summary of the Issues and Goals Report is provided in Appendix A at the end of this document.

D. First Community Workshop

The purpose of the Community Workshops was to define a broad vision and outline main goals for the Meadow Lakes Community's future, based on community-wide values. The two-day workshop had good public participation and progress was made toward a vision for the future of Meadow Lakes.

About 110 people attended Thursday night's session, which included a presentation on the project (background, Comp Plan process, strategies and goals for the future) and facilitated

break-out sessions on Land Use, Circulation, Recreation & Open Space, and Public Services & Facilities.

Saturday's session saw about 65 attendees. The consultants presented a PowerPoint slide show summarizing Thursday's break-out session. This was the basis for a lengthy, constructive large-group community discussion. The points raised Thursday were generally affirmed on Saturday by the group, and more suggestions were offered about goals and specific strategies. All of the feedback from both workshops was recorded for use in the Comp Plan.

Additional Feedback and Research Needed

Suggestions were made about new information needed for the Comp Plan process – and means to get feedback from a greater portion of the Meadow Lakes population. Some people expressed a desire to better learn the intent of private landowners regarding future use of their lands, or at least to get more data about existing uses. Others were interested in involving younger residents (middle-school and high-school-aged children and teenagers) for educational purposes, and also in recognition that they would be directly affected by decisions made as part of the current Comp Plan process. Still others were hopeful that the process would continue to engender a sense of community, volunteerism and responsibility which would help carry the Comp Plan forward.

E. Coordination and Discussions with the Meadow Lakes Community Planning Team

A voluntary group of residents established by the Meadow Lakes Community Council and MSB played a significant role in developing the Comprehensive Plan and in obtaining local input by coordinating meetings, working to involve residents and major interest groups, gathering information, and helping to prepare the comprehensive plan.

F. Discussions with Land and Business Owners, Agencies, and Large Land Owners like the Alaska Railroad and the University of Alaska

Over the course of the project, the Planning Team has sponsored presentations by key parties whose actions are likely to influence the future of the community. Presentations and discussions occurred throughout this planning process.

G. Release and Review of the Draft Comprehensive Plan

In March 2005, the draft comprehensive plan was completed and released for public comment. During the public comments phase of reviewing the draft plan, there were several ways for the Meadow Lakes community to give their input. First, was a Community Workshop held at the elementary school in Meadow Lakes on April 7, 2005 from 6:30 pm – to 9:30 pm and again on April 9, 2005 from 9:00 am to 1:00 pm (see Appendix B: Workshop Flyer). Second, the draft comprehensive plan and comments forms were available online at www.agnewbeck.com where they could be downloaded and printed (see Appendix C: Comments Form). Comments were mailed to Agnew::Beck Consulting, ATTN: MEADOW LAKES COMP PLAN COMMENTS, 441 West 5th Avenue, Suite 202, Anchorage, AK 99501. Third, comments were also faxed to (907) 222-5426 or emailed to maryanne@agnewbeck.com with subject line “MEADOW LAKES COMP PLAN

COMMENTS.” The deadline for submitting public comments on the draft comprehensive plan was April 29, 2005.

H. Steps to Complete the Review and Approval of the Draft Comp Plan

After the public comments phase, the Meadow Lakes Community Planning Team again reviewed and revised the draft comprehensive plan. Once approved, the Planning Team will pass it on to the Meadow Lakes Community Council for approval. Once the comprehensive plan has been approved at the local level, the Borough’s Planning Commission will review and approve the plan. Finally, the Borough Assembly will review and approve the comprehensive plan to be formally and legally adopted. Once formally adopted, a Borough code ordinance adopting the plan will be completed. This code ordinance adopting the plan will also be included in the final comprehensive plan.

Once formally adopted, it will be the responsibility of the Meadow Lakes Community Council to work on implementing the comprehensive plan. The Council will work with others in the community and the Borough to take steps to accomplish the goals of this comprehensive plan. Since comprehensive plans are long-term (typically 20-year) planning documents, they are typically reviewed and revised every five years to identify successes and changes in implementing the plan. Any changes to the comprehensive plan require local approval as well as review and approval by the Borough Planning Commission and Borough Assembly.

2.0 PLANNING BACKGROUND

2.1 Social Environment

SETTING AND SOCIAL CONTEXT

Over the past thirty years, Meadow Lakes has evolved from an area of wilderness homesteads into one of Alaska's fastest growing residential communities. This growth reflects a combination of three key factors: an abundance of privately-owned, developable, and relatively low cost land, Meadow Lakes' attractive rural setting, and easy access to growing employment and shopping centers via the Parks Highway.

Located within the Matanuska-Susitna Borough—currently the fastest growing borough in the state—Meadow Lakes has doubled its population over the past 12 years to more than 5,000 residents. Generally, the Meadow Lakes area attracts young, middle-income families seeking a rural lifestyle that is accessible and affordable. A large majority of those who live in Meadow Lakes work outside the community. According to survey results collected in 2003 by the Mat-Su Borough, 10% of the local working population has jobs in Meadow Lakes; an additional 38% work in other areas of the Mat-Su Borough; and 29% work in Anchorage.

While a setting for rapid residential growth, most land in Meadow Lakes remains undeveloped. Residents continue to enjoy many of the freedoms found in a rural setting. This is further enhanced by residents' access to an abundance of scenic lakes and natural features that have attracted people to the area for centuries.

Arriving approximately 2,000 years ago, the Athapaskan people found a bountiful subsistence area between three major river systems, namely the Susitna, Matanuska and Knik Rivers that discharge into Knik Arm, in Upper Cook Inlet. The numerous lakes located within Meadow Lakes, were an important component of that region. The district provided plenty of sources for fresh water; and the potential for rich harvests of geese and water fowl, that were hunted and caught in early spring and late fall from the edges of marshes. Worked stone tools have been found in Meadow Lakes attesting to its early occupation.

Early residents hunted and snared numerous, small, fur-bearing animals frequenting the area. A variety of herbaceous vegetation, spruce and birch trees yielded a diversity of foods, medicines, berries and raw materials for tools. In summer and fall, salmon returned to spawn in local rivers and streams and provided an important subsistence food.

Early inhabitants entering this subsistence-rich region abandoned their entirely nomadic seasonal cycles to adopt a more sedentary life style. They built their dwellings near inland lakes protected from marauding Alutiiq coastal raiding parties. Most of the villages consisted of a cluster of semi-subterranean houses occupied by extended families. Each grouping had a chief or rich man that took care of the families. Villages were occupied predominantly during the winter months between November and March. In spring and early fall fish camps were set up at the mouths of major waterways to take advantage of the anadromous fish runs. Late in the fall the men hunted for large animals while the women picked berries and trapped smaller fur bearers.

It is unknown how far inland the coastal Alutiiq people lived. They occupied Outer Cook Inlet, Kenai Peninsula and Upper Cook Inlet, Knik Arm coastal regions, prior to arrival of

the Athapaskans. The incursion of the Athapaskan people pushed the Alutiiq out of Upper Cook Inlet and the Kenai coastal areas. Linguistic studies show that the first Athapaskans to reach the Matanuska and Susitna region were the Dena'ina. Later the Copper River Ahtna moved into the region from the northeast, predominantly settling near upper Matanuska River. Often wintering over in the lower valley, they mingled and intermarried with the Dena'ina.

After Russian contact, Athapaskans, located near Russian outposts on the Kenai Peninsula, traded briskly for furs with the Upper Cook Inlet Dena'ina. As small furbearing animals of this region became scarcer, Dena'ina chiefs went north and west trading for furs procured from Dena'ina further inland. Acting as middlemen, the chiefs became rich in imported trading goods during the early and mid-nineteenth century. The 1840 small pox epidemic significantly changed this region's demographics. Over 50% of the native population perished from the disease. Soon thereafter the Dena'ina started to abandon traditional home lands in favor of coastal villages and the established trading posts. In 1867 Russian Alaska was sold to the United States. Although the fur trade continued to be a major economic force in the region, prospectors soon started arriving in search of gold. Located just north of Meadow Lakes, the Talkeetna Mountain Range attracted early prospectors seeking placer gold in the Little Susitna and tributaries of Willow Rivers.

Knik townsite was established as a direct outcome of the late nineteenth century Upper Cook Inlet gold rush. It was situated on the west side of Knik Arm. The settlement generated numerous new trails radiating out to various mining concerns. It is quite probable that by the turn of the twentieth century, Meadow Lakes became an important wood harvesting area to supply west Hatcher Pass placer mines with lumber for sluice boxes and after 1906 timbers for underground quartz mining.

For the next fifty years a sparse population of gold miners, trappers and woodsmen inhabited the area. Homesteaders settled the area after World War II, and the area continued to develop after a Department of Natural Resources land disposal during the mid-1960s.⁹ The remoteness and beauty of the area, encompassing numerous lakes and streams, helped to attract the first homesteaders to the area. Homesteaders were motivated by the prospect of owning their own land through hard work. Homesteading laws required them not only to build their homes on their respective properties, but to clear and farm their lands before they could own it. A number of families took advantage of the Homesteading Act contributing to permanent settlement in Meadow Lakes.

Between 1975 and 1985, following construction of the oil pipeline from the North Slope to Valdez, the area sustained a boom in house construction. During that period a number of homesteaders profited from creating new housing developments by subdividing their land. By the late 1980s, during an economic slump, Meadow Lakes (similar to other regions of the valley) suffered attrition in population. In the twenty first century Meadow Lakes is now experiencing a resurgence in population as people, once again, are seeking to build within the beauty and tranquility of Meadow Lakes.

⁹ State of Alaska, Department of Commerce, Community and Economic Development (DCCED), Division of Community Advocacy, Alaska Community Database Community Information Summaries (CIS), Meadow Lakes – History, Culture and Demographics.

POPULATION TRENDS

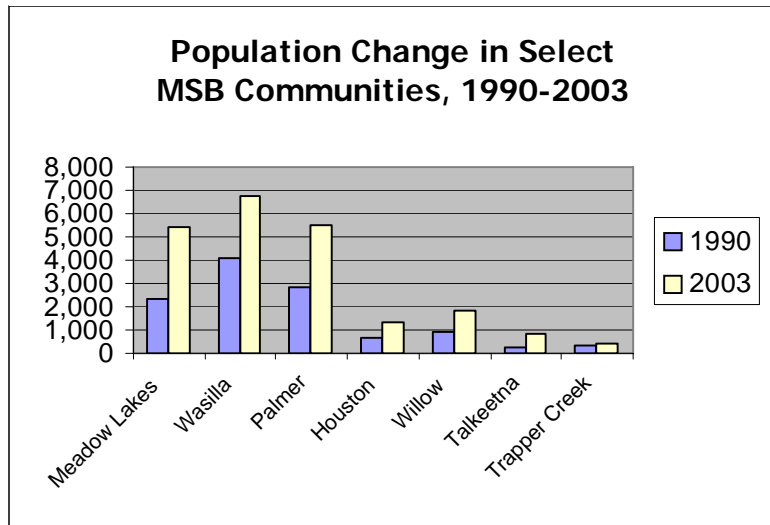
Within the rapidly growing Matanuska-Susitna Borough, over a remarkably short period of time, places like Wasilla have gone from just a handful of buildings and residences, to large diverse communities. Wasilla was a sleepy, wide spot in the road with a population of 300 people in 1974; in 2000 the population was 5,469. The Matanuska Susitna Borough population grew from 39,683 to 59,322 between the 1990 and 2000 census, an increase of almost 50% in 10 years. In contrast, Alaska’s population as a whole grew 14% in the same period.

Most of the Borough’s growth took place in Wasilla, Palmer, and surrounding areas (see Figure 5: Population Change in MSB Communities). These communities are evolving from being primarily bedroom communities for Anchorage, into cities with much expanded retail and commercial services sectors. Meadow Lakes has attracted much of this growth and its population has grown remarkably within the past 12 years, reaching 5300 people in 2002, and making Meadow Lakes one of the fastest growing and largest areas in the borough.

Over the next twenty years, if the state economy stays healthy, recent growth trends for the Matanuska Susitna Borough are likely to continue and Meadow Lakes could easily again double in size, especially given the following characteristics:

- Convenient location near major employment centers, in Wasilla, Palmer and Anchorage
- Improvements in transportation, in particular, continued upgrades to the Parks Highway, and the possible construction of the Knik Arm Bridge (this latter project would not appreciably change commuting times between Meadow Lakes and Anchorage, but would likely increase the overall rate of growth in the southern Borough)
- Large supply of undeveloped private land, physically suited for development including nearly 2000 vacant subdivided lots of less than 5 acres in the community¹⁰ and many thousands of acres of private land in larger parcels that could be subdivided in the future.
- Land prices that continue to be relatively low compared to Anchorage.

Figure 5 – Population Change in MSB Communities



¹⁰ Based on 2004 information provided by the MSB assessors office as compiled by Agnew Beck. These data show 659 two to five acre lots (37% vacant); 1495 one to two acre lots (47% vacant); and 1957 lots of less than one acre (56% vacant). In many instances, a single owner may own several adjoining lots, use one parcel for a residence, and intend to keep the adjoining parcels vacant.

Over the first three years of this decade, growth in Meadow Lakes had slowed to a rate comparable to the MSB as a whole (State of Alaska Department of Labor, Research and Analysis), after being higher than the MSB as a whole for twelve years. While the rural atmosphere of Meadow Lakes gives the impression of a smaller population, there were actually more people living in Meadow Lakes than Palmer in the 2000 Census: 4,819 in Meadow Lakes vs. 4,533 in Palmer. Figure 5 (above) and Table 5 (below) show that between 2000 and 2003 Meadow Lakes continued to grow, increasing by 624 people.

Table 5 – Average Annual Growth in MSB Communities

	1990	2000	2003	average annual growth	
				90-00	00-03
Population					
Meadow Lakes	2,374	4,819	5,443	7.3%	3.7%
Wasilla	4,049	5,469	6,715	3.1%	6.3%
Palmer	2,866	4,533	5,474	4.7%	5.8%
Houston	697	1,202	1,339	5.6%	3.3%
Willow	932	1,658	1,838	5.9%	3.2%
Talkeetna	250	772	847	11.9%	4.8%
Trapper Creek	296	423	426	3.6%	0.2%
Mat-Su Borough	39,683	59,322	67,473	4.0%	4.0%
Anchorage Municipality	226,338	260,283	274,003	1.4%	1.6%
State of Alaska	550,043	626,932	648,818	1.3%	1.1%

Source: US Census 2000; State of Alaska, Department of Labor and Workforce Development

RESIDENT CHARACTERISTICS

When compared with MSB as a whole, Meadow Lakes falls close to average on all of the social indicators listed in the table below. The population is slightly younger than average, with more young children and fewer seniors. There is also a slightly higher rate of employment in Meadow Lakes as compared with MSB as a whole.

Both Meadow Lakes Elementary and Houston Junior and Senior High Schools are experiencing an increase in enrollment, while Wasilla is experiencing a decline in enrollment (see Table 6: School Enrollment Trends). Meadow Lakes Elementary was reduced from a K-6 program to a K-5 program at the end of the 2002-2003 school year. School officials estimate that if the school were still accepting sixth grade students, current enrollment would be 475 students (Meadow Lakes School, personal communication). Again, these data indicate that the qualities of life that have historically spurred population growth in MSB's Core Area (rural lifestyle, access to recreation, etc.) are now spurring growth in the outlying communities which have maintained those qualities as the Core Area has grown.

Table 6 – School Enrollment Trends

	2001	2002	2003
Wasilla Middle/High	2016	1793	1818
Houston Middle/high	559	594	667
Meadow Lakes Elementary	348	413	418

Among respondents to the survey conducted in 2003 by the Meadow Lakes Community Council and MSB, described in Section One, 33% had lived in Meadow Lakes for less than three years. The second-largest group of respondents had lived in Meadow Lakes for 20 years. This suggests Meadow Lakes is a community containing a group of older residents who chose to live in the community when it had little in the way of services, and was a very rural area on the outskirts of Wasilla – what was then a very small town. Added to this group now is a more recently arrived segment of residents. These newer settlers may hold values similar to those of longer-term residents, but are choosing to live in Meadow Lakes for slightly different reasons – because of the combination of rural setting with close proximity to employment opportunities and other services.

SUMMARY OF SOCIO-ECONOMIC INFORMATION

Table 7 – Socio-Economic Information on Meadow Lakes

House District	<u>15</u>
Senate District	<u>H</u>
Population: 1980	<u>N/A</u>
Population: 1990	<u>2,374</u>
Population: 1999	<u>5,232</u>
Population: 2002	<u>5,316</u>
Percentage 10-Year Growth	<u>120%</u>
City Type	<u>Unorganized Community Council</u>
Area	<u>67 square miles</u>
Recording District	<u>Palmer</u>
Major Road Access	<u>George Parks Highway</u>
Percent Native Population	<u>8.1%</u>
Median Age	<u>32.7</u>
2000 Housing Units	<u>2,003</u>
Percent Seasonal Housing	<u>7% (138 dwelling units)</u>
Median House Value	<u>\$105,300</u>
Median Household Income	<u>\$41,030</u>
Percent Below Poverty	<u>17.1%</u>
Percent Not Seeking Work	<u>41.7%</u>
Top Employment Categories	<u>Education-Social Services</u> <u>Retail</u> <u>Arts-Entertainment</u>

EMPLOYMENT & INCOME DISTRIBUTION

According to the survey conducted in 2003 by the Meadow Lakes Planning Team and MSB, 48% of employed Meadow Lakes residents work within the MSB; 29% commute to Anchorage.

According to the US Census 2000, Meadow Lakes has a comparably high poverty rate with 17.1% of the population living below the poverty line, compared to 9.6% in Wasilla (a rate

only slightly higher than the state as a whole: 9.3%). The median household income in Meadow Lakes (\$41,030), however, is comparable to Wasilla's (\$48,226), which indicates an income gap between wealthy and lower income residents. That is, in order for there to be similar median household incomes in the two communities simultaneous with a divergence in poverty rates, there must be a significant number of wealthier residents in Meadow Lakes to offset the considerable number of lower-income residents indicated by the higher poverty rate. This observation is further borne out by the higher rate of houses lacking complete plumbing and kitchen; in Meadow Lakes the rate is between 11-12%, while in Wasilla the rate is nearly 1%. (See Table 7: Socio-Economic Information on Meadow Lakes.)

HOUSING VALUES

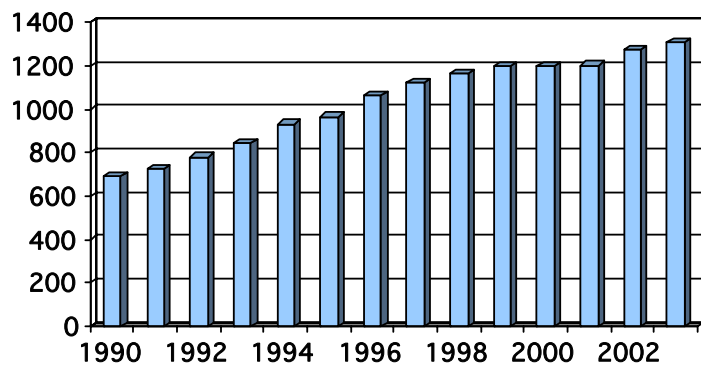
Buying a house in Meadow Lakes continues to be affordable by general MSB standards. The median value of homes in the Meadow Lakes area is \$105,300, compared to MSB's average of \$125,800 and the state average of \$144,200. There are seven houses per square mile in the total Meadow Lakes area, compared to approximately two houses per square mile in MSB overall (US Census 2000). The higher density in Meadow Lakes can make providing services less expensive than areas where the population is more spread out.

TOURISM GROWTH RATES IN ALASKA

Like Alaska as a whole, tourism grew dramatically in MSB between 1990 and 2000. Most recently, as Figure 6: Out-of-State Visitors Trends for Alaska shows, out-of-state visitors to Alaska have continued to grow, but at a declining rate.

While Meadow Lakes is not an important destination for visitors, there is potential for recreation-related visitors, if amenities were developed on the area's lakes and trails. The portion of the community adjoining the Parks Highway, a main corridor for out-of-state visitors, could attract greater commercial activity if the area was developed in a manner that encouraged visitors to stop their cars and spend time and money in the area.

Figure 6 –Out-of-State Visitors Trends for Alaska



Source: Alaska Visitor Statistics Program and ATIA

ECONOMIC ENVIRONMENT

Over the last two decades, while the Matanuska Susitna Borough has almost doubled its population, tourism and residential amenity-driven growth has expanded dramatically. This positive economic growth in the region is an outgrowth of larger Alaska economic trends including:

- **Federal Spending:** Alaska currently receives more federal funds per capita than any state in the US. (Approximately \$7.50 back for every dollar we pay in). One in three jobs in Alaska depends on these federal funds.

- Oil: Federal spending along with the oil industry accounts for two thirds of Alaska’s jobs; production losses in recent years have been offset by strong oil prices.
- Tourism: In the summer of 1985 it is estimated that 431,200 out of state visitors took trips to Alaska. By the summer of 2001 this number was up the 1,202,800¹¹, with almost half (43% - 517,204 people) visiting Denali, located to the north of the Matanuska-Susitna Borough. This growth was part a global upsurge in tourism between 1990 and 1998, wherein pleasure travel volume in the United States grew by 45 percent. By 2000, World Travel and Tourism Industry (WTTI) estimates that worldwide the travel and tourism industry provided one in every 12.4 jobs, and was the fastest growing and largest industry in the world.

These strong points of Alaska’s economic growth may continue in to the future, especially if oil prices remain high and military spending increases in Alaska. However, these current trends should be balanced against the following notable concerns:

- The sectors of Alaska’s economy that did grow over the last decade – services and tourism – generally offer low average salaries and are seasonal.
- There have been declines or stagnation in major sectors of the Alaska economy – commercial fishing, forestry, mining and state and local government spending.
- Current federal spending levels in Alaska are not apt to continue at current levels indefinitely.
- Alaska had the lowest wage increase in the US – It was number 50 among states in 1998.
- Alaska is losing population in the segment of ages 20 and 55, the primary wage-earning years. Older and younger populations are growing.
- As a percentage of total earnings, earnings in Alaska from transfer payments are rising. In the rest of the US, earnings from transfer payments are falling. This issue is particularly acute in rural Alaska.
- Contractions either in the price of oil, or in oil revenues as the North Slope's output naturally diminishes, could create a serious fiscal impact and shortfalls at the state level that would impact residents statewide.

Exactly how these trends or considerations will impact the Matanuska-Susitna Borough, or Meadow Lakes, is hard to foresee. The Borough cautions that while growth in the Mat-Su is leading Alaska, it is still very much dependent on the overall growth of Alaska. However, they do anticipate that future growth will be steady as people continue to discover the region’s unique qualities. The Borough and State Governments are both working actively to create a more diverse and stable locally-based economy. Actions include work on the projects below:

- Knik Arm Crossing
- Point MacKenzie Port
- Hatcher Pass Ski Area
- South Denali Tourism Development

¹¹ Alaska Visitor Statistics Program Data, Alaska State Division of Tourism.

- Movement of retail and service jobs from Anchorage to the Valley

Meadow Lakes has several promising sources of continued local economic prosperity. First are the area's significant gravel reserves. A large percentage of the lowland portion of Meadow Lakes is underlain by extensive, commercially valuable gravel deposits. Economic pressures for the large scale excavation of these deposits is likely to continue for years into the future. Another potential source of local economic development is coal-bed methane. In contrast, and potentially conflicting with these sub-surface resources, is the community's attractive natural setting, with lakes forests and rivers, great views, wildlife, trails and other recreational amenities. These resources, if maintained, can be the basis for sustained high land values, and potentially, increased visits (and spending) by out-of-town visitors.

In less than 20 years, the Borough population could be over 100,000 people.¹² If growth does remain strong, Meadow Lakes' affordable land resources will provide an important base for residential development into the future.

2.2 Natural & Physical Environment

TOPOGRAPHY

The overall pattern of the landscape of the area is simple. The southern portion of the area is rolling to flat, with mixed birch and spruce forests, lakes and wetlands. About half of this land, the forested, non-wetland areas, is attractive and physically suited for development. Further north, above the Little Susitna, the land rises quickly into the Talkeetna Mountains, reaching to near the crest of the broad ridge separating the Little Susitna and Willow Creek drainages.

CLIMATE

Alaska has four major climatic zones, the maritime, transition, continental and arctic zones. The Meadow Lakes climate is in the transition zone between coastal and continental climates. The climate is directly influenced by the ocean and surrounding mountain ranges: Chugach, Alaska, and Talkeetna. Cook Inlet and the Knik Arm, both links to the North Pacific Ocean, moderate the temperature. The area generally experiences moderately warm summers and cold winters. The mean annual temperature for the area is 35.2 ° F and ranges from a low of -41° F to a high of 91° F.

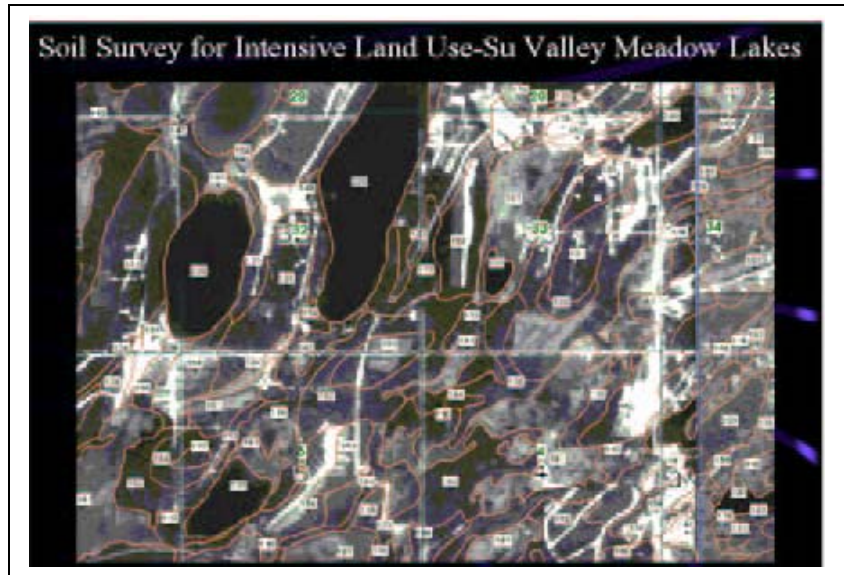
In the Matanuska-Susitna Borough, there are two major winds which affect the Palmer-Wasilla area and extend to some degree into the Meadow Lakes planning area. They are the Matanuska winds and the Knik winds. The Matanuska winds come from the northeast and have a velocity of over 60 miles per hour. They usually occur during the winter. The Knik winds come from the southeast and also have an average velocity of over 60 miles per hour. They occur predominately in the summer months.

¹² Matanuska-Susitna Borough. 2003 *Fact Book*, page 13.

GEOLOGY & SOILS

Receding glaciers shaped the land form and soils in the Meadow Lakes area. As the glaciers retreated, the outwash moraines left a number of terraces, featuring numerous rivers marshes, lakes and streams. Two elements of this glaciation have important implications for current community life. First is the substantial reserve of sand and gravel that underlies most of the community.

Second is the large area of poorly drained wetland soils. This latter condition, shown on the map on the following page, significantly reduces the amount of land that is well-suited for residential or other development. While such areas can be developed, costs are much higher than in better drained soils, and the development can impact water quality, and fish and wildlife habitat.



HYDROLOGY

Meadow Lakes includes a rich collection of lakes. Sixteen to twenty thousand years ago, receding glaciers formed the landforms seen today. The retreating glaciers left moraines, eskers and other features that shaped Meadow Lakes' current terraces, wetlands, lakes and streams. Most of the Meadow Lakes area consists of gently rolling hills with north-south trending lakes and muskegs scattered among wooded hills. In a few areas this glacial terrain is more dramatic, with moraines and eskers rising above the surrounding land to offer good views.

The area contains a complex inter-related system of surface and sub-surface water. The community's name captures the main surface water features – the areas remarkable and extensive set of lakes and wetland meadows. The major drainage systems in the area are the Little Susitna River, Meadow Creek and Lucille Creek. This surface water system is merely the visible manifestation of the extensive subsurface water system.

FISH & WILDLIFE

Due to its abundant water sources, Meadow Lakes provides home to a diverse population of fish and wildlife. Resident fish species include rainbow trout, Dolly Varden, and arctic char. All five species of Pacific salmon utilize the area for spawning, rearing and migration. Moose and black bear are the prevalent large animals. Moose are the most common, benefiting from the food, forest cover, water, wetlands for calving, watercourses for travel corridors and critical habitat provided by the area. The vegetative types common to the planning area generally provide habitat to waterfowl, shorebirds, raptors and song birds.

2.3 Land Ownership, Management, and Use Patterns

LAND OWNERSHIP

The majority of the more than 230,000 acres of land in Meadow Lakes is privately owned. This includes several large blocks of land held by Cook Inlet Region Incorporated and the University of Alaska, as well as land held by individual private owners. Much of the undeveloped land is in large parcels of 10-, 20- or 40-acre sizes. Development has tended to occur on smaller parcels – 1-to-5-acres – and has historically centered around the lakes.

The State of Alaska holds most of the northern quarter of the Meadow Lakes Community area, extending south to the edge of private holdings. The State of Alaska also owns 360 acres in the eastern portion of the area. MSB holds approximately 350 acres in Meadow Lakes, in four parcels. Two parcels are currently in use for public facilities (the school and two fire stations); the other two parcels – each 160 acres – are vacant. Alaska Mental Health Trust lands are state lands, but for the purposes of this plan, all Trust lands shall be treated as private lands.

EXISTING LAND USE REGULATIONS

All development of land in the Matanuska- Susitna Borough is subject to MSB 17.01 regulating:

- Adult-Oriented Businesses
- Auto Salvage Yards, Refuse Areas and Junkyards
- Building structures near Lot Lines, Public Easements, Rights-of-Way, or near a Shoreline
- Community Correctional Residential Centers
- Development within designated Residential Land Use Districts
- Development within designated Single-family Residential Land Use Districts
- Development within Special Land Use Districts
- Development within Flood Hazard Areas
- Establishments that sell Liquor
- Mobile Home Parks
- Public Display of Fireworks
- Racetracks
- Special Events
- Subdividing Land
- Tall Structures
- Tourist Accommodations
- Use of Lakes, Creeks and other Water-Bodies
- Use or occupancy of Borough-owned land, including but not limited to: Clearing rights-of-way, cutting trees, mining or prospecting, crossing with motorized vehicles, camping, shooting, and storing materials or equipment.

Additionally, if residents construct, repair, remodel, add fire systems or change occupancy of any building other than residential housing that is a four-plex or larger or anyone who

plans to install or change fuel tanks, their project must be reviewed and approved by the State Fire Marshal's Office before construction, repair or remodel is started.

For building a structure within the Matanuska-Susitna Borough outside the incorporated cities of Houston or Palmer there are also development set backs as follows:

1. Twenty-five feet from any public right-of-way (including access easements and section line easements). No furthest protruding portion of any structure shall be placed closer than ten feet from the right-of-way when the pre-existing lot measures 60 feet or less in frontage on a public right-of-way and is not located on a cul-de-sac bulb, or comprises of a nonconforming structure erected prior to July 3, 1973.
2. Ten feet from side and rear lot lines.
3. Seventy-five feet from a lake or other water-body or watercourse (stream, creek, etc.). Additional setbacks apply from water-bodies with public access easements
4. No part of any subsurface sewage disposal system shall be closer than 100 feet from any body of water or watercourse.
5. Driveway permits are required when gaining access from a public right-of-way or
6. Well, septic tank and drain field are not to be located within a public right-of-way and may only be placed in utility easement with non objection from utility companies.

Finally, state and federal regulations also may apply, including the following:

- Alaska Fish & Game - Any activity adjacent to, or on a water-body
- The Alaska Department of Environmental Conservation and Department of Natural Resources - rules applying to septic systems or wells

LAND USE PATTERNS

One of Meadow Lakes' defining features is its abundance of scenic lakes. These attractive features have attracted residential subdivisions around their perimeter, often in one to five acre parcels. Likewise, the Little Susitna River has attracted residential development, although typically in larger parcels of about five to ten acres.

In large open spaces between the lakeside subdivisions, Meadow Lakes has extensive vacant private land, and much of this land is physically suited for development. There are currently nearly 2000 vacant subdivided lots of less than 5 acres in the community¹³ and many thousands of acres of private land in larger parcels that could be subdivided in the future. Land prices continue to be relatively low compared to Anchorage, and the area has good proximity to job opportunities in the southern Borough and Anchorage. Over the next twenty years, if the state economy stays healthy, Meadow Lakes has the land base to easily again double in size.

¹³ Based on 2004 information provided by the MSB assessors office as compiled by Agnew Beck. These data show 659 two to five acre lots (37% vacant); 1495 one to two acre lots (47% vacant); and 1957 lots of less than one acre (56% vacant). In many instances, a single owner may own several adjoining lots, use one parcel for a residence, and intend to keep the adjoining parcels vacant.

The Parks Highway is the primary location for the limited commercial and industrial activities in Meadow Lakes. Along this road that sees more than 16,000¹⁴ cars a day, major blocks of private undeveloped land straddle the Parks Highway.

¹⁴ State of Alaska, Dept of Transportation & Public Facilities, "Annual Traffic Volume Report – Central Region: 2001, 2002, 2003."

2.4 Community Infrastructure

TRANSPORTATION

The location of the Matanuska-Susitna Borough has been a major determining factor of its growth. Both of Alaska's major highways, the George Parks Highway and the Glenn Highway, travel right through the heart of the Borough, past its population centers including Palmer, Wasilla, Meadow Lakes and beyond. Commuter population traffic counts verify how important these highways are, especially the Parks, in linking residents with employment and service centers.

The Alaska Department of Transportation and Public Facilities' (DOT & PF's) "Annual Traffic Volume Report – Central Region: 2001, 2002, 2003" shows the annual average daily traffic (AADT) on the Parks Highway between the junction of Pittman Road and the junction of Church Road is 16,742 vehicles.¹⁵ Typically, the average daily traffic decreases along the Parks Highway as the distance increases from Wasilla. For example, in Wasilla, traffic volume on the Parks Highway peaks at the junction with Crusey Street at 31,800 vehicles. Less than three miles to the north on the Parks Highway at the junction with Church Road, traffic volume drops to 16,742 vehicles. Just north of Pittman, traffic volume along the Parks Highway drops to 9,871 vehicles.

Recent transportation improvements in Meadow Lakes include a new traffic light at the intersection of Church Road and the Parks Highway. The Alaska DOT&PF is planning additional improvements to the Parks Highway through Meadow Lakes. Other recent improvements on the Parks Highway include an upgrade to the two lane section through Willow. Additionally, a two-lane highway upgrade is planned for Kashwitna River to the Talkeetna Spurr Road. These types of highway upgrades make recreational centers north of Meadow Lakes to be more accessible and make living in Meadow Lakes more attractive. Beyond the highway, the Alaska Railroad also has a rail corridor traveling through the Borough's main communities that, in the future, may provide commuter rail. The Community Council, working with the Alaska Railroad, plans to identify a location for a future commuter rail station. Finally, further transportation infrastructure that may influence population and growth in Meadow Lakes is under study:

During the past year, representatives of the Municipality of Anchorage (MOA) and Matanuska-Susitna Borough (MSB), in cooperation with the State of Alaska Department of Transportation and Public Facilities, the Alaska Railroad Corporation, the Alaska Legislature's Senate and House Transportation Committees, and the military have formed a Regional Transportation Planning Organization (RTPO) to coordinate transportation planning and decision-making in the Anchorage/Mat-Su Region.

Some of the initial goals for regional cooperation include stimulating economic growth in the region and convenient access between work and home, helping select between competing regional projects, identifying which projects are the highest priority for the region, ensuring regional projects are planned to support and complement each other, and seeking funding for regional priorities. This

¹⁵ State of Alaska, DOT&PF, "Mat-Su Valley Traffic Map 2003" Prepared by Alaska DOT&PF, Div. of Program Development, Statewide GIS/Mapping Section.

organization is poised to make very influential recommendations for regional transportation issues in the upcoming years.

The most prevalent project at this time is the Knik Arm Ferry project. A feasibility study, engineering design, and environmental documentation for a commuter ferry system between Port MacKenzie and Anchorage are currently underway. The ferry would provide Mat-Su residents an alternative to driving into Anchorage, and would provide Anchorage residents easy access to Port MacKenzie worksites, as well as recreational activities in the Mat-Su Borough. As currently planned, ferry landings would be constructed off the existing Port MacKenzie dock, and at one of the alternative sites in Anchorage. The estimated start time for construction of the ferry landings is the summer of 2004, with an anticipated goal of an operational ferry system sometime in 2006. The long range plan is a complete transportation and utility corridor from Anchorage to the Matanuska-Susitna Borough across the Knik Arm, which would include road, rail, and utility services. The location at which the corridor would meet up with the Parks Highway is yet to be determined, however, some of the options being considered are Big Lake, Houston, or Willow.¹⁶



UTILITIES

Electricity, telephone, high-speed DSL internet, and cable/satellite television services are widely available in Meadow Lakes. Gas is piped into 40% of local households, while the majority of residents use fuel oil, kerosene, tanked gas or wood heat. Local wells and septic systems are the primary approach used to provide water and waste treatment in residential development; no local piped water or waste service is available. (See Table 8.)

Table 8 - Meadow Lakes Plumbing and Heat Source Summary

Total Households:	1,702
Percent of Households That	
Lack Complete Plumbing (lack sink, bath/shower or flush toilet):	12.0%
Lack a Complete Kitchen (lack stove, fridge or running water):	11.4%
Lack Phone Service:	3.5%
Heat Using Electricity:	4.7%
Heat Using Fuel Oil, Kerosene:	35.4%
Heat Using Wood:	11.1%
Heat Using Piped Gas (utility):	40.1%
Heat Using Bottled, Tank, LP Gas:	8.7%
Heat Using Coal or Coke:	0.0%
Heat Using Solar Energy:	0.0%
Heat Using Other Fuel:	0.0%
Use No Fuel:	0.0%

¹⁶ Matanuska-Susitna Borough. 2003 Fact Book, page 13.

PUBLIC FACILITIES & SERVICES

In Meadow Lakes, the Community Council is the primary form of governance and local public services are fairly limited, as is the tax base by choice. Table 9: Summary of Meadow Lakes Service Providers & Status (on the following page) lists these services along with the provider, and issues about the service, future plans, or needs. It should also be noted that residents enjoy a high level of access to regional services and infrastructure, not highlighted in this list, because of Meadow Lake's proximity to larger communities and easy access to major transportation systems.

RECREATION

The Matanuska-Susitna Borough Division of Recreational Services provides library, indoor and outdoor recreational opportunities, programs, services, and facilities to enrich the lives of the community's residents and visitors. Borough facilities include the Brett Memorial Ice Arena, Palmer and Wasilla Public Pools, Regional campgrounds at Lake Lucille in the Wasilla area, Matanuska River near Palmer and the Little Susitna River at Houston, plus hundreds of trails, numerous neighborhood parks, playgrounds and ball fields. The Borough operates public libraries that are located in the communities of Big Lake, Sutton, Talkeetna, and Willow. Additionally, the cities of Palmer and Wasilla have their own public library. Trapper Creek Library is operated by a local volunteer organization. The borough provides some funding to these libraries, Wasilla, Palmer and Trapper Creek, in the form of grants.¹⁷

TRAILS

Trails play a key role in the enjoyment of residents and visitors alike throughout the Mat-Su Borough. Many trail opportunities exist for those who enjoy hiking, four-wheeling, horseback riding, and biking in the summer, or snow machining, skiing, and dog mushing in the winter. The Borough has recently completed a Parks, Recreation and Open Space Plan which is intended to provide management, guidance, and direction for all Borough-owned land and natural resources.¹⁸

¹⁷ Matanuska-Susitna Borough. *2003 Fact Book*, page 53.

¹⁸ Matanuska-Susitna Borough. *2003 Fact Book*, page 53.

Table 9 – Summary of Meadow Lakes Service Providers & Status

Service	Provider	Current Facilities	Issues/Notes/Needs
Fire		New station	Just completed, located at Church & Pittman.
Fire	Fire Service Area		New stations? Johnson Rd, Knik/Vine; trend towards combining fire & EMS, regionalizing fire service – currently planning station shared with Big Lake
Police	State	None	MSB is considering whether to take on Police powers. A task force is investigating the feasibility. Options include creating a Sheriff Department or contracting with Wasilla and Houston for police services.
Post Office		Contract Post Office	A clear need – possible anchor for town center, may require more boxes on the road
EMS	Wasilla, Houston, MSB		Meadow Lakes EMS Districts 44,41,38,39,37, Wasilla District 57, Houston District 47. Borough Emergency Services is reorganizing to combined with service with Big Lake and other for greater response capability and cost savings. As a result so far the response time for Big Lake/Meadow Lakes fell from 19 minutes to six minutes. ¹⁹
Education			
K-6 Midnight Sun	MSB Charter	Meadow Lakes	Located on Borough School site on Pittman. Midnight Sun is a new charter, located at Milepost 1 on Pittman Road.
Middle School	MSB		No Middle School is currently being considered for Meadow Lakes site selections.
High School	MSB	Mid Valley High Alternative	Currently leasing land in Houston, is seeking to relocate to property in the Meadow Lakes area to increase capacity.
Power	MEA		Users at “the end of the line” experience frequent power outages due to trees falling on lines (e.g., Wyoming Rd., Beverly Rd.) MEA periodically funds projects to extend power to unimproved areas. Neighborhoods can apply to MEA.
Water/Sewer		Individual well & septic	Generally satisfactory. north of Castle Mt. An issue, north of Beverly Lake (2-300 ft wells). Growing, but not confirmed concern re water qualities
Senior Center			Locate with community center? (see discussion below)
Community Center	MLCC		MLCC is considering a partnership to secure and develop lands on 160 acre parcel (Tax ID # 17N02W02C001)
Youth Center			Locate with community center? (see discussion below)
Solid Waste	None		No Transfer Station for solid wastes.
Telephone	MTA/Cellular Providers		

¹⁹ http://members.tripod.com/knik_alaska/id4.htm

3.0 Major Goals & Strategies

3.1 LAND USE

ORGANIZATION OF THIS CHAPTER

A. Overview	page 29
B. Land Use Goals	pages 30 - 32
C. Policies That Apply Through Out The Area	pages 33 - 38
D. Policies By Land Use District	pages 39 - 54

A. OVERVIEW

“One of the things I like about this place is the lack of people telling me what to do – but things are changing, and we might need some rules if we’re going to hang on to what we like.”

Meadow Lakes is among the fastest growing and largest communities in the Matanuska-Susitna Borough. In 12 years the community more than doubled in size, reaching 5,300 people in 2002. This growth is expected to continue. The community has extensive vacant private land, and much of this land is physically suited for development. There are currently nearly 2,000 vacant subdivided lots of less than 5 acres in the community (see Table 10: 2004 Numbers/ Sizes of Lots in MLCC Area), and many thousands of acres of private land in larger parcels that could be subdivided in the future. Land prices continue to be relatively low compared to Anchorage, and the area has good proximity to job opportunities in the southern Borough and Anchorage. Over the next 15-20 years, growth trends for the Matanuska Susitna Borough are likely to continue and the population of Meadow Lakes could easily double again.

Table 10 – 2004 Numbers/ Sizes of Lots in MLCC Area

LOT SIZE (ACRES)	NUMBER OF LOTS	PERCENT OF LOTS	IMPROVED LOTS	% IMPROVED LOTS
>160	5	0%	1	20%
160 to >100	32	1%	10	31%
100 to >40	80	2%	10	13%
40 to >20	171	4%	72	42%
20 to >10	133	3%	59	44%
10 to >5	335	7%	134	40%
5 to >2	659	14%	413	63%
2 to >1	1,495	31%	785	53%
1 to >0	1,957	40%	866	44%
	4,867		2,350	

Table by Agnew::Beck, based on MSB Assessors office 2004 data

Without community action, the qualities that create the rural character of Meadow Lakes, and that make the community such an attractive place to live, are likely to continue to fade into history.

Like all the recommendations presented in this comprehensive plan, the following goals emerged from the community surveys, the Spring 2004 community workshops, and work with the Meadow Lakes planning team.

B. LAND USE GOALS

- 1. Maintain the Community's Rural Character**
- 2. Concentrate and Screen Commercial Development; Avoid Sprawl Along the Parks Highway**
- 3. Create a Pedestrian-Oriented, Mixed-Use Town Center**
- 4. Guide Location and Character of Development**

I. Maintain the Community's Rural Character

Community surveys and public workshops show that for most residents, the area's rural character is one of the top motivations to live in Meadow Lakes. This character includes low density housing, friendly neighbors, limited traffic, large tracts of open land, good views, presence of wildlife, and ready access to trails, rivers, lakes, and recreation. Strategies to maintain and enhance this rural character include:

- Housing Densities - Encourage low density residential development in the majority of the community. The exact policies should be worked out through the Special Land Use District process to implement this plan, but community sentiment strongly favors a target greater than the 40,000 square feet minimum currently required under MSB standards. In a few settings - at the planned town center, as part of open space subdivisions, and near the Parks Highway – higher density housing is appropriate, including smaller lot single family housing and, in the town center, attached and multi-family housing. In other areas, lots significantly larger than this target are more appropriate, for example in key watershed and wetland areas, and along the community's three major watersheds. For the purpose of clarity, the Planning Team thought it was important to identify specific minimum lot size.
- While working with the target for minimum lot size, the size of specific subdivision lots should consider the following:
 - Physical character of the land – minimum lot sizes are acceptable where soil quality and drainage is good; lots should be larger where soil quality and drainage is poor.
 - Use of “open space” subdivision process – to the degree land is dedicated to community use as open space, parks and trails through the open space subdivision process, lot sizes are allowed to be smaller.

- Size of surrounding lots – lots in new subdivisions should be at least the minimum, and should respond to the size of surrounding lots, e.g., if an “inholding” is subdivided in a neighborhood of large lots, the lots around the edge of the new subdivision should match the sizes of surrounding parcels.
- Land Use Districts - In this Comp Plan, the large majority of Meadow Lakes is designated in a single rural residential land use district. In the future, the community may wish to develop a set of more diverse land use districts, setting different lot size standards in different portions of the community (e.g. establishing a lower density in more northern portions of the community).
- Open Space – Guide growth to retain and expand public open space, waterways and trails. Retain the “natural feel” of the community and the dominate sense of natural landscapes – forests, wetlands, streams, wildlife, and views.
- Establish “Open Space” subdivision policies so sub-dividers are encouraged to retain land for trails and recreation and to protect natural areas like wetlands or streams (more details on Open Space subdivisions later in this chapter).

2. Concentrate and Screen Commercial Development; Avoid Sprawl Along the Parks Highway

In past public workshops and surveys, people expressed a clear concern that the Parks Highway should not be lined with strip commercial development like what is found in other parts of the southern Mat-Su Borough. The community recognizes that without land use controls, development will likely scatter along the length of the Parks Highway. Strategies to reach this goal include:

- Location of Commercial Development - Encourage new commercial develop to locate in relatively concentrated nodes, rather than spread along the length of the Parks Highway. Establish a town center as the focus point for commercial development (see below).
- Green Space - Maintain several undeveloped “green spaces” along the Parks Highway to separate developed areas.
- Appearance of Roadside Commercial Development - Require retention and/or planting of evergreen buffers, trees and other landscape features so roadside development is attractive. Encourage modest sized, attractive signage and roadside development.

3. Create a Pedestrian-Oriented, Mixed-Use Town Center

A town center was established as a clear priority for the community during both the workshops and survey. Desired uses in the town center include public spaces to meet friends and neighbors, venues for events and community meetings, and commercial services like a bank, Post Office, grocery, restaurants. A successful town center can improve resident quality of life, attract spending from people traveling through the community, and help develop a stronger, positive image for Meadow Lakes.

Strategies to develop the town center include:

- Identify the right location and size for a town center site – The plan identifies the area along the south side of the Parks Highway near the Pittman road intersection as the best location. This area is large enough to include an “inner circle” of pedestrian-oriented development, and an outer ring for more vehicular-oriented commercial and industrial development.
- Public Actions – Improve vehicular and pedestrian access and transit; encourage public facilities in this area to serve as “anchors” for development; partner with agencies or organizations like Denali Commission, AIDEA, Rasmuson, Great Land Trust
- Private Actions - Partner with private landowners and developers, particularly with larger landowners such as the Mental Health Land Trust and Knikatu Corporation.

4. Guide Location and Character of Development

The community wants to maintain the natural, rural character of the community, and to protect the quality of residential neighborhoods. At the same time, the community recognizes the value of creating opportunities for employment, and increasing the local tax base, for example, through sand and gravel extraction. The balance point between these goals is to accept economic development activities, but also to establish rules to minimize the off-site impacts of such activities. This goal focuses on uses with significant impacts, such as large scale resource development like coal-bed methane and gravel extraction, but also is intended to limit impacts of more modest uses such as auto storage/junk yards.

Specific strategies to reduce these impacts include:

- Establish land use standards to minimize the off site impacts of development.
- Discourage certain high impact uses in specific portions of the community, such as sand and gravel operations adjoining stream corridors.
- Establish a special land use district that requires a conditional use permit for high impact uses and sets rules on the location and magnitude of these activities.

C. POLICIES THAT APPLY THROUGHOUT THE AREA

This section presents policies that apply in all parts of Meadow Lakes; the land use districts section that follows presents policies for specific portions of the community.

Site Development Standards (for all types of uses)

To protect unique site opportunities and constraints, including slope, natural vegetation, water quality, and views, and to maintain a sense of the natural setting, the following standards are established:

1. Grading – Encourage retention of natural contours.
2. Natural Vegetation/Site Disturbance – Maximize retention of existing vegetation; grading and clear cutting the entire parcel prior to selling or developing land is strongly discouraged. Large portions of the site’s natural vegetation and contours should be maintained.
3. Drainage– Development must not change drainage patterns or create drainage or icing problems on adjoining lots. Construction of driveways and other impervious areas must not increase summer runoff or winter ice on adjoining roads or properties.
4. Water Quality & Erosion - Use drainage swales, holding basins and similar best management practices to ensure runoff from developed areas does not degrade quality of water in adjoining streams and lakes. See appendix for voluntary MSB best management practices.
5. Hazards and Sensitive Areas – Avoid development in hazard areas, including floodplains and steep slopes. Minimize development and development impacts on wetlands and other sensitive natural environments.
6. Setbacks From Waterbodies - Require at least the MSB 75’ minimum development setback from streams, lakes, wetlands and other water bodies; “development” is defined as habitable structures. Non habitable structures, such as boathouses, sheds, decks or saunas can be built within 75’ of lakes and streams, but these improvements should be designed to have minimal environmental and visual impact on the adjoining waterway.

17.55.020 Setbacks for Shorelands (B) docks, piers, marinas, aircraft hangars and boathouses may be located closer than 75 feet and over the water, provided they are not uses for habitation and do not contain sanitary or petroleum fuel storage facilities. (E) No part of a subsurface sewage disposal system shall be closer than 100 feet from any body of water or watercourse.

7. Protection of Water Quality – Use of land adjoining waterbodies shall be designed to minimize impacts on water quality. Actions to achieve this goal include minimizing removal of natural vegetation along the majority of the edge of lakes, streams or wetlands, to keep lawn chemicals, silt, and septic effluents out of the watershed, to inhibit bank erosion and provide habitat for wildlife such as ducks and loons, while also providing some screening of development.

8. Trail Reservations on Private Land – To the greatest degree possible, reserve for continued public use all important existing community trails crossing private land when that private land is subdivided. This can be done through the “open space subdivision” policy outlined later in this chapter. Trails may be reserved along traditional routes, or moved to new locations within the parcel. Trails shall be included as part of all new collector roads.
9. Underground Utilities – If practical, utilities should be placed underground. Exceptions include high voltage electric transmission lines, sub-transmission lines, and substations.

Standards for Commercial, Industrial or Other Development with Significant Off-Site Impacts (for uses ranging from large scale sand and gravel operations to smaller-scale commercial)

The community wants to maintain the natural, rural character of the community, the quality of residential neighborhoods and the visual quality of road corridors. To do this, two sets of development standards are established – the first applies to all uses, the second to specific types of uses.

Regulatory control over development is spread among several levels of government – federal, state, borough and local. The policies presented here are designed to supplement and complement policies administered by other agencies.

Standards for All Development

1. Noise - Limit maximum noise levels as discernable on adjoining properties.
2. Commercial Use of Roads - Use of residential roads by trucks, heavy equipment is a concern of the community. Such use should be controlled, in terms of amount and timing of use, to minimize congestion, noise, dust and safety impacts on community roads.
3. Impacts On Environment – Activities creating off site impacts on surface and sub-surface water quality and quantity, and air quality are not permitted.
4. Reclamation Required – Return land used for mining, sand and gravel extraction or similar uses to a useable state.
5. Control Extraction Of Water From Area Lakes And Streams – Limit direct use of water (e.g., by industrial uses) to a level that doesn’t noticeably reduce lake levels or impact habitat values (this restriction does not apply to emergency use for fire fighting).
6. Hazardous Materials – adequately addressed through MSB Borough-wide regulations

7. Animals - The raising, breeding, and selling of livestock, domesticated animals, including sled dogs, and providing services relating to animals is an established and acceptable use. Operations should be designed and maintained so as not to impact neighboring uses. The following policies apply:
 - All waste must be properly disposed of to eliminate environmental impacts;
 - All operations should be designed and maintained to restrict a negative affect of noise, sight, and smell on neighboring uses.

8. Signs – Balance the need of area businesses to have sufficient signage to attract customers, with the community’s desire to maintain attractive road corridors. Options to achieve this balance include, for example, using one sign for several businesses, and controls on sign size and materials. One part of this effort will involve working with DOT/PF to find ways for businesses to advertise close enough to the active roadway to be visible to drivers. The plan establishes the following signage policies:
 - All signs must be tasteful and modest in size.
 - The height of all signs must not interfere with the view of the surrounding properties
 - Prohibited signs:
 - Portable signs;
 - Signs mounted on top of buildings;
 - Flashing, rotating, animated or intermittent lighted signs.

9. Building Height – In order to preserve and maintain the existing views of the mountains, lakes and meadows, and to ensure buildings can be served by local fire fighting equipment, building height should not exceed three stories.

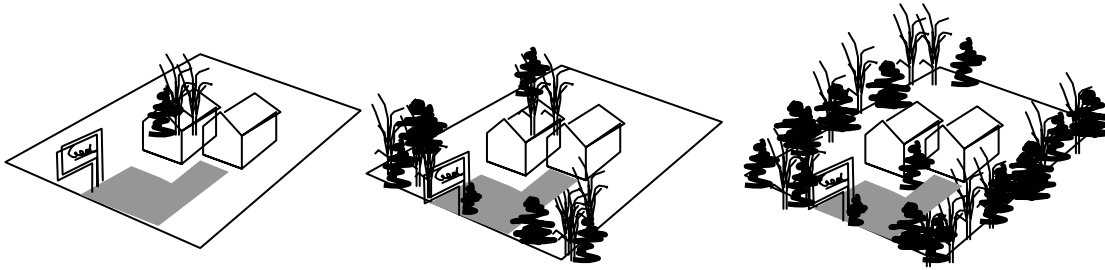
10. Lighting – Lighting should be shielded so light is directed down and away from the sky, to protect views of the night sky and aurora borealis, and to avoid shining directly onto neighboring properties.

11. Residential Densities – See Land Use section.

12. Screening along Roads
To maintain the community’s natural setting and to promote privacy, vegetative screening at the edge of lots should be sufficient to give the impression to drivers that they are passing through a forested landscape, punctuated by buildings, vs., appearing as a cleared landscape, with occasional trees (see Figure 7: Vegetative Buffer Alternatives). Therefore, the following guidelines are established:
 - A buffer of vegetation should be retained along the majority of the lot’s circumference (at least 12 feet in width from an existing easement).
 - Alternative to natural vegetation: Where natural vegetation is limited or non-existent, evergreen buffers should be planted along the majority of the lot’s circumference.

- Exceptions: Screening along street side should not interfere with the sight distance at driveways. Screening is not required in the pedestrian core of the town center.
- A strip of land at least as wide as the suggested screening which has been dedicated to the public for use as a trail or open space can be included in meeting the recommended screening distance.

Figure 7 – Vegetative Buffer Alternatives



Discouraged:

No front or side vegetative buffers

Better:

Front vegetative buffers with opening for access drive

Recommended:

Front and side vegetative buffers extending at least ½ the length of site boundaries; access drive OK

Standards for Specific Uses

1. Coal Bed Methane & Mineral Extraction - All coal bed methane and mineral extraction activities shall comply with the MSB codes adopted in 2004 (*insert code reference*).
2. Commercial Sand And Gravel Extraction – Gravel operations, as currently practiced in Meadow Lakes, create significant traffic, noise and other impacts on the community. New policies and better enforcement of existing policies are required to reduce these impacts. The following policies apply to all existing and future operations:
 - An approved Master Plan for Operations and Reclamation is required prior to commencing operations. Operators must put up a performance bond ensuring compliance to the master plan and other development standards
 - Reclamation required – Return the land to a useable state.
 - Noise – Minimize noise of operations on adjoining properties. Limit hours of operation to portions of the day when adjoining properties can reasonably expect peace and quiet, i.e., evenings, nights, early mornings. If necessary to avoid disrupting neighboring uses, build sound reducing walls around the operation.
 - Use of residential roads by trucks, heavy equipment is a significant community concern. The amount and timing of use shall be limited to avoid congestion, noise, dust and safety impacts on community roads.

3. Medical Waste Incinerators - adequately addressed through MSB Borough-wide regulations
4. Junk/Salvage Yards:
 - Require sufficient setbacks, vegetative screening and/or fencing to minimize visual impacts on surrounding roads, trails and properties;
 - Be located no closer than 1 mile to any lake, river or water body;
 - Obtain all permits as required by federal, state, and borough code, to control environmental impacts;
 - Properly dispose of all hazardous waste;
 - In commercial junkyards, it is recommended that cars be dismantled to reduce the size of the lots and visibility of the lot from surrounding properties

17.60 030 Permit Required. (A) The following land uses are declared to be potentially damaging to the property values and usefulness of adjacent properties, or potentially harmful to the public health, safety and welfare: (1) junkyards and refuse areas; (B)...maintenance of such as land use without a permit is prohibited.

5. Airports, Airstrips & Float Plane Bases
There are numerous private airstrips and float plane bases in the Meadow Lakes area. These airstrips and float plane bases are established and acceptable uses. Present and future operations should be designed to protect adjacent property and land uses.
6. Towers – Rely on MSB Borough-wide regulations. Use a single tower for multiple functions wherever possible.
7. Agriculture – Agriculture activities, ranging from hobby farms to hay fields and livestock breeding, and including sled dog lots and kennels, are established and acceptable uses. Associated noise and odors or dust caused by animals and machinery is to be expected, however such effects should be minimized.
 - All operations should be designed and maintained to restrict negative side effects of noise, sight and smell on neighboring uses.
 - Animal waste and agricultural chemicals, including fertilizers, should be used and disposed in a way that causes no negative environmental impacts
 - Stockyards and/or slaughter houses, if allowed, should operate under strict regulations so there are no negative environmental impacts, or impacts on neighboring uses.

Open Space Sub-Divisions

Traditional subdivision practices typically result in 100% of a parcel being subdivided into smaller private lots. A number of alternatives to this practice have been successfully developed around the country. These alternative models - referred to as cluster subdivisions, or “open space subdivisions” – allow for slightly smaller lot sizes, in exchange for portions of the original subdivided property being retained for public use such as trails or buffers on waterways. Working with the Borough, a similar policy should be established and applied in Meadow Lakes. The community strongly supports the inclusion of open space, parks, trails,

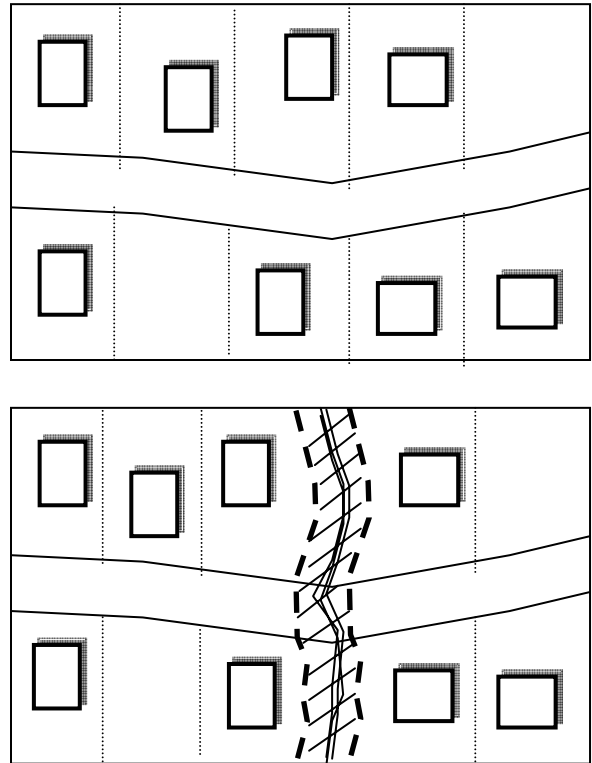
or similar recreation features in all future subdivisions. (See Figure8: Standard versus Open Space Subdivisions.)

Figure 8: Standard Versus Open Space Subdivisions: An Illustration on a 10 acre Parcel - Same number of lots and houses, two different layouts

Top – Standard subdivision: ten approximately 2.5 acre lot; all available land is sold.

Below: “Open Space Subdivision:” same number of lots; average lot size is slightly smaller, difference is used to retain land for open space, trails, and stream buffers. Done correctly, this approach increases access to amenities and produces higher average value for all lots. The residential land near Westchester Lagoon in Anchorage is an urban example of this concept. Lots 2-3 tiers back from the lagoon are highly desirable because they have access to the lake, its trails and picnic areas.

To be most successful open space land needs to be aligned with similar open space in adjoining properties, e.g. to establish a contiguous river or trail corridor. The Borough, a land trust or a Homeowners Association needs to hold the title and manage the land.



Area retained as
public open space

D. POLICIES BY LAND USE DISTRICT

This section presents a framework for land use policy in Meadow Lakes, using land use districts. Each district defines an area with generally similar types of land use issues, and similar intended future development.

For each of the districts the comprehensive plan presents policies on the following topics:

Background And Boundaries

Overall Objectives

Encouraged And Discouraged Land Uses

Development Standards Specific To That Land Use District

A map showing land use district boundaries is presented on the following page; land use districts are listed below.

Rural Residential Areas

Parks Highway Road Corridor

Town Center Commercial

Neighborhood Commercial centers (within residential areas)

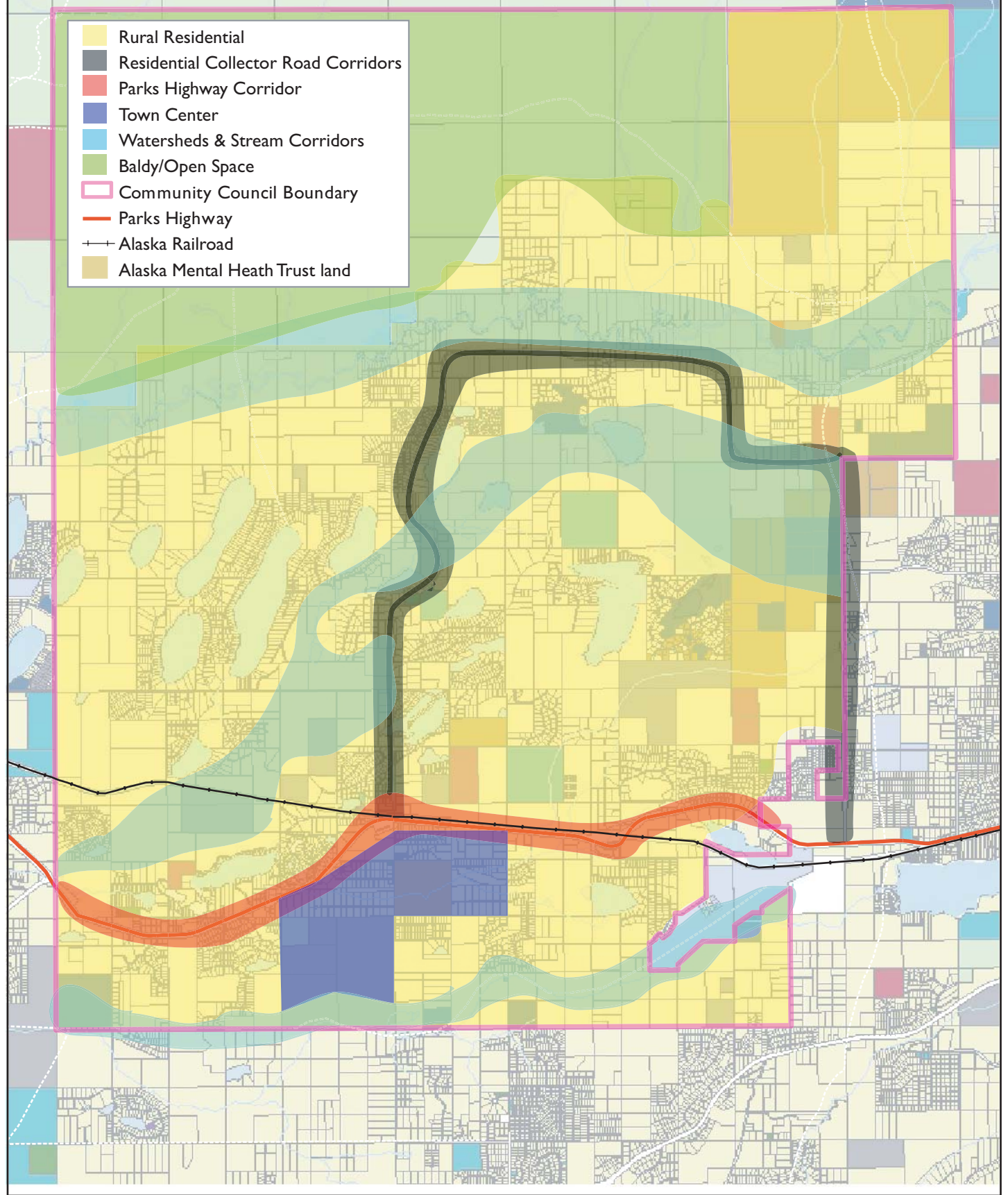
Watersheds and Stream Corridors

Baldy

Like all the policies presented in this comprehensive plan, these proposals emerged from the community surveys, the Spring 2004 community workshops, and work with the Meadow Lakes planning team.

Land Use Districts

- Rural Residential
- Residential Collector Road Corridors
- Parks Highway Corridor
- Town Center
- Watersheds & Stream Corridors
- Baldy/Open Space
- Community Council Boundary
- Parks Highway
- Alaska Railroad
- Alaska Mental Heath Trust land



I. RURAL RESIDENTIAL AREAS

Background and Boundaries

The dominant land use in Meadow Lakes is low density, rural residential. Boundaries of this district are best defined by what they exclude: this district takes in all of the Meadow Lakes except the town center, highway corridors, watersheds and river corridors and the Baldy area.

Overall Objectives

Keep this area an attractive, safe, family-oriented residential community. Maintain the existing low density residential pattern and rural atmosphere, with a predominance of open space and natural landscapes. Protect environmental quality, particularly the quality of surface and subsurface water used for domestic purposes. Allow a continuation of limited, small-scale commercial uses where such uses are compatible with residential uses and the use will not adversely affect adjoining properties or the natural environment.

Land Uses

Encouraged Uses:

Residential use.

Residential-compatible, home-based “cottage industry” businesses as long as the use does not adversely impact neighboring homes.

Other, non-home-based, commercial uses are conditionally allowed if small scale, and do not adversely affect adjoining residents or property values.

Public Facilities and Institutions – schools, churches, and similar institutional uses are conditionally allowed.

Allowed Uses:

Small scale resource-based activities – small scale farming, lumber milling or logging are permitted, if operations are designed to not impact neighboring residential uses (e.g. through limits on operation hours, noise, smells, etc. – see standards in previous section).

Other resource-based activities, such as gravel extraction already in place at the time of the adoption of this plan, as long as such uses comply with local, and other regulatory standards

Discouraged Uses:

Uses other than those listed above, including new, larger scale resource development activities, are discouraged in residential areas.

Development Standards Specific to This District

I. Lot Sizes & Housing Density

In order to retain open space and the community's rural character, and to promote privacy, maintenance of current relatively low densities in the large majority of the Meadow Lakes Area is strongly encouraged. The general target for minimum lot sizes is 2.5 acres/housing unit. For the purposes of this policy, a housing unit is defined to include a single family unit with the option for a secondary "mother in law" apartment. This excludes more than one primary dwelling unit on a parcel. Typical densities should be lower still – at least 5 acres per unit - in poorly-drained wetland areas and adjoining stream corridors (see more in chapter on Open Space and Recreation.) Maintaining low densities will help sustain rural character, preserve agricultural opportunities, and by limiting the total number of houses, help maintain water quality, protect wetlands, and retain habitat and recreation opportunities.

Part of the rationale for adopting this policy comes from a review of the current supply of undeveloped, sub-divided lots in Meadow Lakes. As is presented in the chart at the beginning of this chapter, there are over 1000 vacant lots of 1 acre or less in Meadow Lakes, and 700 vacant lots 1 to 2 acres in size.

In certain parts of the Meadow Lakes Area, residential use at densities greater than 2.5 acres per housing unit will better serve community needs. Higher density housing, in the right location and if well-designed and well-built, brings a number of benefits, including providing for more affordable housing, reducing costs for providing utilities, and concentrating housing near commercial centers (so more people walk to services). Cluster housing and higher densities will help to retain open space.

Housing on smaller lots could be allowed adjacent to the Parks Highway, as well as in open space subdivisions, and in the vicinity of the planned town center. Specific actions to refine and implement these policies will be part of the Special Land Use District that is expected to implement this comprehensive plan.

2. Home-based or Cottage Industry Businesses, Commercial Activity:

Home based businesses are numerous in the Meadow Lakes area. These businesses are established and acceptable uses. The following guidelines are established to ensure these uses are compatible with adjoining residential uses:

- Present and future businesses must not adversely impact neighboring homes.
- Home based businesses are defined as businesses a scale that maintains the predominately residential character of the area. For example, a wood shop or an accounting business that generates little traffic, minimal noise and requires limited space readily blends with residential character. An auto wrecking yard, a large scale auto repair business does not.
- When advertising your business in a residential area the size and design of signs must maintain the visual quality of the community. Tasteful and modest signs are recommended. See community-wide standards for additional signage policies.
- Lot size must comply with the previous recommendations and be large enough to provide adequate off street parking for customers and employees, as required in borough code, while not adversely affecting water quality, and wildlife, and limiting environmental impacts.

2. RESIDENTIAL COLLECTOR ROAD CORRIDORS

Background and Boundaries

This district follows the three major collector roads in Meadow Lakes' residential area – Pittman, Church and Schrock roads. These roads currently have minimal roadside development and are attractive, rural, and tree-lined. This character plays a big role in the attractive, rural feel of the community as a whole.

Overall Objective

Maintain the largely natural, undeveloped appearance that currently exists along these roads. Commercial uses should provide the option for limited, concentrated areas of commercial services, to serve adjoining residential areas. This option will make it easier for residents to get convenience services without driving to the planned Town Center or other commercial areas.

Land Uses

Encouraged Uses:

- Residential use.
- Residential-compatible, home-based “cottage industry” businesses as long as the use does not adversely impact neighboring homes or the attractive, existing character of the road.

Allowed Uses:

Other, non-home-based, commercial uses are conditionally allowed. Preferred uses are in two categories:

Residential-compatible commercial uses include lodges, recreation rentals (e.g., canoe rentals), and espresso stands (same category as in rural residential district).

Commercial activities serving neighborhood commercial needs, such as a video store, or coffee shop. Larger scale, regional commercial developments, such as offices and service commercial activities like auto repair are encouraged to locate in the town center area, or other Parks Highway commercial areas.

Public Facilities and Institutions – schools, churches, similar institutional uses are conditionally allowed.

Resource-based activities – small scale farming, lumber milling or logging is permitted, if operations are designed to not impact neighboring residential uses (e.g. through limits on operation hours, noise, smells, etc.

Other resource-based activities, such as gravel extraction already in place at the time of the adoption of this plan, as long as such uses comply with local, and other regulatory standards

Discouraged Uses:

- Uses other than those listed above, including new, larger scale resource development activities, are discouraged in residential areas.

Development Standards Specific to This District

Road Design – Minimize the number of curb cuts along the highway. Instead, future residential development adjoining the road should be reached by on roads that branch off these main roads (to houses back onto Pittman and Schrock).

Same standards as the Rural Residential District.

3. PARKS HIGHWAY CORRIDOR

Background and Boundaries

The Parks Highway corridor extends east-west across Meadow Lakes. The corridor is defined as the area both sides of the highway back to the rear of the first row of parcels on either side of the highway or, where lots are shallow, to a distance of approximately 1,000 feet back from the road. Uses in this area currently include a mix of undeveloped land and a range of commercial and industrial uses.

Overall Objectives

The community wants the Parks Highway to be an attractive, limited access road, primarily serving as a route for traffic moving through the community or driving to a handful of distinct commercial nodes, rather than a strip commercial highway as is the case in other parts of the southern Matanuska Susitna Borough.

A particular objective is to retain significant portions of the natural vegetation and/or plant trees along the road. Buffers should be of sufficient width to give the impression to drivers that they are passing through a forested landscape, punctuated by buildings.

Previous workshops and the survey show the Meadow Lakes area is generally not seeking significant commercial growth. The community would like, however, to see more daily convenience services. Specific interests include commercial uses such as a bank, post office, and a community center in the proposed Town Center area.

Land Uses

Encouraged Uses (assuming setbacks & vegetative buffers described below):

Residential uses – densities between the relatively low densities intended for rural residential areas, and the higher densities planned in the Town center area.

Industrial - small scale industrial use allowed as “by right” permitted use; larger scale industrial allowed conditionally.

Recreation – maintain trails along both sides of the road.

Open Space – undeveloped areas to protect habitat, and separate commercial districts within Meadow Lakes, and between Meadow Lakes and adjoining communities.

Allowed Uses

Commercial uses – commercial uses are allowed along the corridor, although the preferred location for new commercial use is in the town center.

Non-Alcoholic Cabarets and Under 21 Entertainment Venues.

Bars, liquor stores (see notes under development standards)

Discouraged Uses:

Large scale industrial or commercial uses that dominate views from the road, such as large scale gravel extraction. Existing gravel operations are expected and allowed to continue, but over the long term, the community looks forward to the day when resources are exhausted, and these sites can be restored and used for other purposes.

Adult entertainment

Development Standards Specific to This District

1. Screening – same as community-wide policy, plus additional policies below:

- Retain or plant a vegetative buffer facing the street at least 25 feet back from the ROW, to screen views from the highway. This buffer should be continuous except for access drives.
- If a commercial operation is using fencing for security purposes the fence must be placed inside the vegetative screening.

2. Liquor Licenses

Businesses with liquor licenses are numerous in the Meadow Lakes area. Due to the large number of businesses that sell alcohol the plan establishes the policy that future liquor licenses of all classifications, including new and transfers, must be no less than:

- 1/2 mile from an existing establishment, unless located with the proposed town center;
- 1 mile from a school, private or alternative school, church, daycare center, park or playground;
- 1 mile from any under 21 entertainment venue.

3. Non-Alcoholic Cabarets and Under 21 Entertainment Venues

At the time this plan was written there were two such businesses in existence in Meadow Lakes. At that time the Community Council supported an ordinance as proposed by the borough to regulate this type of businesses. This plan recommends that the existing businesses and future businesses of this type be operated to comply with borough code.

4. TOWN CENTER

Background and Boundaries

Many small towns around Alaska and all over America are working to establish viable town centers, or revitalize main streets, to serve as a commercial and civic center for the community. The desire for a Meadow Lakes town center came through as a priority during both the workshops and survey.

The town center needs a central, convenient location, easily reached, but slightly off the Parks Highway. The area that best meets these criteria is the area south of the Parks Highway, in the vicinity of the Pittman intersection. This area already is the prime retail location in the community, has potential for the right kind of access, and includes large blocks of undeveloped private land.

Overall Objectives

Desired uses in the town center include comfortable public spaces to meet friends and neighbors; space for events, community activities and a range of commercial uses; and higher density housing.

The town center will have two sub-districts:

- The core area is intended to be a pedestrian-oriented district, with relatively high density mixed use development, in the spirit of traditional American main streets.
- Surrounding the core area will be a more spread out commercial and industrial district, providing space for uses that require larger buildings, larger parking lots, and a more auto-oriented character.

The town center is intended to serve as an amenity and convenience to Meadow Lake residents, be a profitable place for local businesses, provide an attractive destination for visitors, and help build a positive image for Meadow Lakes.

Developing a viable town center will require a challenging, multi-year process, and will only be successful with the cooperative efforts of the public sector and private land owners and developers. The qualities desired in the town center sought for Meadow Lakes are outlined below.

- Mixed-use – includes commercial services (see list below), civic uses and with housing within walking distance. This set of uses allows people to conveniently take care of shopping and other needs of daily life.
- Pedestrian-oriented – the central core needs to be comfortable to move around without a vehicle.
- Social life in public places – comfortable places to meet and visit with friends, neighbors, and strangers, including attractive sidewalks and perhaps a central square or plaza, and provides entertainment options for children, young adults, adults and seniors.

- Space to Grow - Provides sufficient space to meet commercial and industrial needs of a growing community; helps concentrate commercial development.
- Clustered Development - By clustering residential development, provides for more affordable housing and reduces costs for providing utilities.
- Identity – the town center should help give Meadow Lakes a more distinct, positive identity.

Steps to develop the town center are outlined below:

- Establish a phased development plan, for public and private investments, including roads and sidewalks, utilities, public buildings, amenities.
- Improve access to the site, for vehicles and pedestrians. Provide good access into and through the area for pedestrians (trails to the site, sidewalks within); provide convenient vehicular access in the area and good visibility to the area from adjoining roads, but avoid high speed traffic through the area.
- Provide a pedestrian overpass across the Parks Highway into this area; provide park and ride lots, and ultimately, a link to rail-based transit.
- Limit commercial development directly off the Parks Highway.
- Plan and develop infrastructure needed to support the more concentrated development associated with successful town centers, including common water, sewer and drainage.
- Adopt a Special Use District that expands upon and adds authority to the standards presented below.

TOWN CENTER: PEDESTRIAN CORE

Land Uses

Encouraged Uses:

- Commercial: Primarily local serving commercial uses. Uses most desired include “Main Street” commercial uses such as a bank, grocery, restaurants, bakery, book store, personal service (barber, hair salon), gas stations, repairs, arts and crafts/gift stores, hotels/motels. Secondary commercial uses include regional and visitor serving uses, such as specialty shops and restaurants.
- Secondary commercial uses include regional and visitor serving uses, such as specialty shops and restaurants.
- Public uses: for example, a library, post office, (the area already hosts the school and the senior center), space for a farmers market.
- Residential: single family and multifamily housing – encourage relatively high densities (including apartments and townhouses, up to approx 15 units per acre).

Discouraged Uses:

- Uses that disrupt opportunities to create a pedestrian-oriented commercial district. Uses that deaden a town center include large parcels devoted to a single function, e.g., large scale industrial activities, auto sales, storage, junkyards, big box retail stores.

Development Standards

1. Overall Character - Create a comfortable, attractive environment that invites people to linger, and is convenient and attractive to residents and to people passing through the area. Specific objectives include:
2. Setbacks – Encourage buildings to locate relatively close to the street, to create a sense of enclosure, and provide views into store fronts from the sidewalk. (note: this is different than the setback standards applying in the remainder of the community).
3. Streetscape – Encourage actions to create a good walking environment - require sidewalks, planting between street and building, on street parking. Include seating, sunlight, attractive and appropriately scaled buildings, historical information.
4. Include parks within and adjoining the town center, and trails that lead to undeveloped natural areas.
5. Building size/footprint – Smaller buildings are encouraged; break large buildings into smaller, human-scaled components rather than constructing large monolithic structures.
6. Parking – Create an attractive, inviting environment for walking. Screen parking areas, break-up large parking areas with planting. Encourage development of shared parking areas. Allow on-street parking.
7. Utilities and Services – Require screening of dumpsters, service bays, similar building features
8. Landscaping – Require attractive landscaping, do not require retention of a vegetative buffer in front of buildings.
9. Building heights and densities – Allow buildings of greater density and height than in other parts of Meadow Lakes, allow multifamily attached housing.

TOWN CENTER: OTHER COMMERCIAL / OUTER RING

Land Uses

Encouraged Uses:

- Commercial & Light Industrial: variety of commercial uses, including all those listed for the pedestrian core, plus larger scale industrial and commercial activities – larger grocery stores, construction equipment storage, manufacturing, etc.
- Public uses: for example, a library, post office, (the area already hosts the school and the senior center).
- Residential: Single family and multifamily housing – encourage relatively high densities (including apartments and townhouses, up to approx 15 units per acre).

Note – this area is intended to provide a combination of commercial, industrial and residential uses. More detailed planning will be needed, during the preparation of the Special Use District implementing this plan, to ensure these uses are compatible.

Development Standards

1. Allow buildings of greater density than in other parts of Meadow Lakes; allow multifamily attached housing.
2. Encourage attractive buildings, landscaping.
3. Require on-site parking.

5. WATERSHED & STREAM CORRIDORS

Background and Boundaries

Primary watersheds and stream corridors are defined as shown on the map at the beginning of this land use districts section. These boundaries are preliminary and may need to be refined as better information becomes available on the relative importance and sensitivity of different watershed areas.

Nearly all of Meadow Lakes' rivers, streams, lakes and wetlands are in private ownership. The areas included in this district are singled out as having particularly high recreation, habitat, open space and environmental values. Specific areas identified are the corridors of the Little Susitna River, Meadow Creek, Lucille Creek and the lakes and wetlands connected by these water-bodies. While not included in the boundaries of this district, tributaries to these water-bodies are also important and need protection.

Overall Objectives

The goal of this plan is to protect the water quality, open space, habitat and where possible, recreation values of these corridors, while recognizing that private owners have rights to develop their properties consistent with these goals. This can be done by establishing rules that limit the amount and impact of development on stream corridors, including low density development, minimizing disruption of natural vegetation, and restricting activities prone to damage ground and surface water. The overall intent of these policies is to find a balance between the community benefits of maintaining these areas in a largely natural state and desires of private land owners for use of their land. The recreation and open space chapter that follows provides specific recommendations for use in these areas.

Little Susitna River corridor is a designated State Recreation River. Under this designation, State lands, including the stream itself up the average high water mark, are reserved for public recreation and protection of habitat and other environmental values. The website below gives more information on the State Recreation Rivers Program:
<http://www.dnr.state.ak.us/mlw/planning/mgtplans/susitna/index.htm>

Land Uses

Encouraged Uses

Protection of water quality, open space, habitat.

Allowed Uses

Residential - low intensity residential, either low densities (approximately 5-10 acres per lot) single family housing where using on-site septic systems are used, or higher density residential where septic is treated off-site, significant land is retained as undeveloped open space, and development is set well back from creeks.

Discouraged Uses

- Commercial - general commercial not allowed, recreation-oriented commercial (e.g., lodging) allowed conditionally.
- Industrial – prohibited.
- Transfer Station/Recycling centers: shall not be located in the proposed residential area or within the open space/stream corridor.

Development Standards Specific to This District

1. Motorized Recreation Use - Establish policies restricting use of the Little Susitna River to non-motorized craft
2. Setbacks of buildings from water – expand MSB existing minimums from 75 to 100’.

(Also see standards applying to all uses in Meadow Lakes.)

6. BALDY

Background and Boundaries

“Baldy” refers to the mountain area rising north of the Little Susitna River. Much of this area is public land held by the State of Alaska. The Department of Natural Resources’ Willow Sub-basin and Deception Creek plans set out policies for the use of these areas.

The public land in this area includes a large, contiguous parcel held by the Alaska Mental Health Trust Authority (AMHTA). It is important to understand that Trust Lands are managed separately from other State of Alaska lands, in accordance with regulations adopted in 1997. The regulations provide that Trust Lands are managed solely in the best interest of the Alaska Mental Health Trust and its beneficiaries.

The website below gives details (see the Hatcher Pass and Little Susitna River management units.).

<http://www.dnr.state.ak.us/mlw/planning/areaplans/willow/index.cfm>

Current uses in the area are primarily recreational activities, including hiking, horseback riding, snow machining, four wheeling and hunting. Bench Lake is one popular destination.

Overall Objectives

State lands in this area, excluding Alaska Mental Health Trust lands, should remain in public ownership, and be managed for a range of public uses including protection of water quality, protection of fish and wildlife habitat, subsistence activities and a range of recreation uses including those current uses mentioned above. Mining is discouraged, but permitted to the degree it can occur without significantly reducing opportunities for these other uses.

Private land within this area may be used for the same general set of uses outlined for rural residential district; however, any development will require special care to minimize adverse impacts on visual quality, and impacts on water quality and habitat. This can generally be achieved through either small, carefully placed clusters of homes on suitable sites, or limited numbers of large parcel “estate homes”. For the purposes of this section, lands held by the Alaska Mental Health Trust Authority are considered private lands.

Land Uses

Encouraged Uses:

Recreation, open space, habitat protection are the primary uses on state land.

Allowed Uses:

Residential development on AMHLT property, as discussed above

Discouraged Uses:

Resource development such as mining. To the extent mining occurs it shall be strictly regulated to maintain recreation, open space, habitat and visual quality.

Residential, commercial, industrial:

Development Standards

Construct, maintain and guide use of trails to ensure protection of environmental quality, and to meet the needs of diverse trail users.

3.0 Major Goals & Strategies

3.2 OPEN SPACE & RECREATION

“It’s a quiet area, with nice neighbors and beautiful surroundings.”

“We need more open spaces where kids can get on their bikes and go play.”

OVERVIEW

With the Meadow Lakes Community Survey and the first Community Workshop, residents and landowners indicated that the natural, rural character of Meadow Lakes – the area’s lakes and streams, wildlife, wetlands and forests, trails, quiet and sense of solitude – is one of the primary reasons people chose to live in this community.²⁰ It is important to most residents to retain a strong sense of living in a natural, rural community, with ready access to undeveloped lands, and to trails, lakes and other recreation areas. This will protect the quality of life most desired by Meadow Lakes’ residents.

As more people move to the community, and more land is developed, these qualities will tend to be eroded. Likewise, without management, problems linked to recreational use such as trespass, trail conflicts and litter are likely to grow. In trying to meet recreation goals, Meadow Lakes faces particular challenges – compared to many other areas in the MSB – since almost all of the land is privately held and the population is growing at a rapid rate. Another challenging open space issue is the need to retain healthy stream, lake and wetland systems, which are the basis for clean well water.

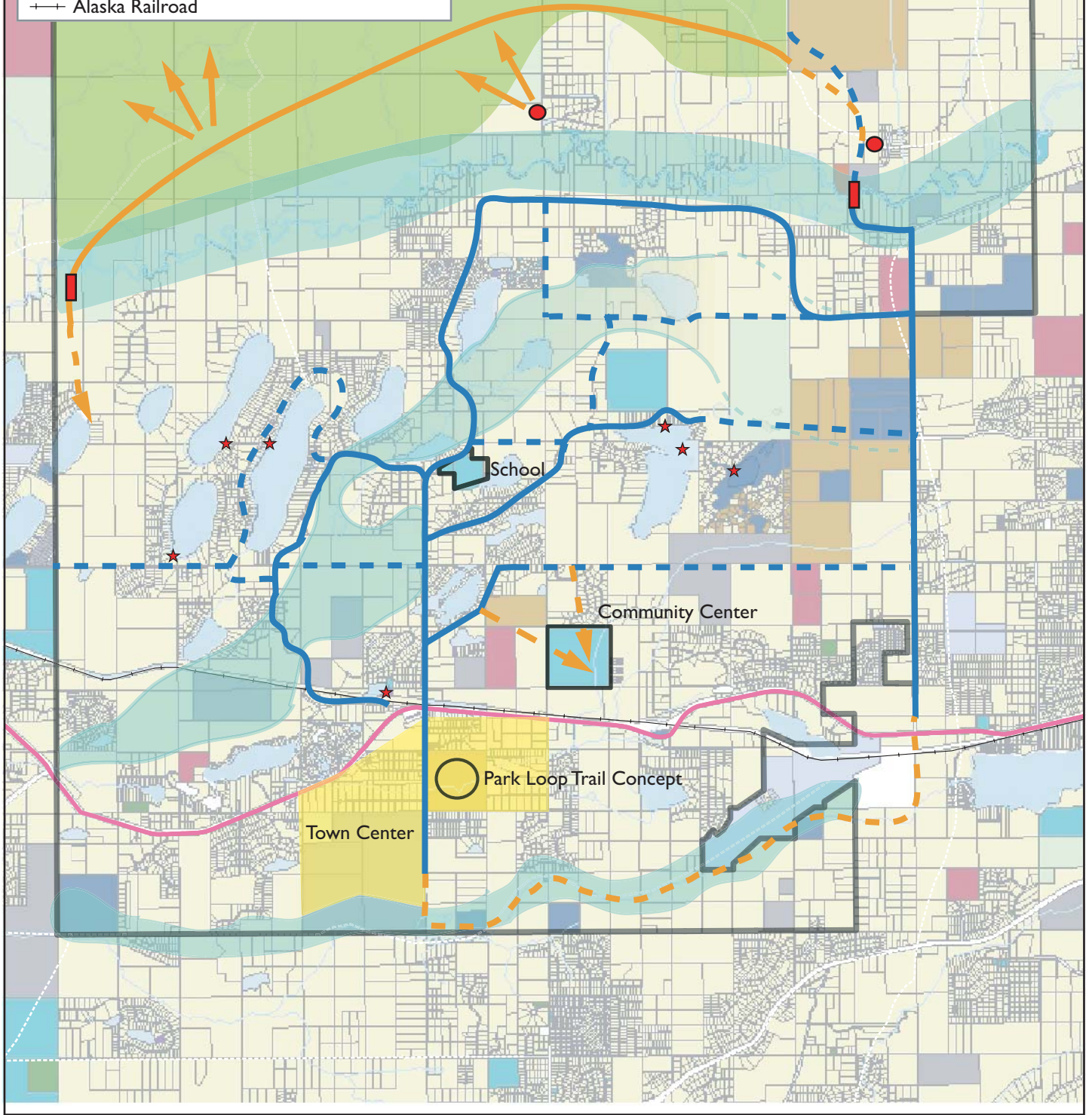


This Plan takes into consideration the high value of recreation and open space to the community, and sets out strategies to maintain and improve open space resources and recreation opportunities. As noted above and seen on the map on the following page, the majority of Meadow Lakes’ current open space - defined as natural areas that are largely undeveloped - is privately rather than publicly held. This plan outlines ways to take greatest advantage of the few lands still in public ownership, and, to the extent possible, to retain open space values on private lands.

²⁰ “Meadow Lakes Community Survey,” Matanuska-Susitna Borough, 2003; Meadow Lakes Community Workshop, May, 2004.

Trails, Recreation & Open Space

- Proposed Trails:**
 - Along Existing Roads
 - Along Future Roads
 - Within State or MSB Lands
 - Within Proposed (private) Open Space Areas
- Existing
- Proposed Trailheads
- Proposed Bridge/Public Recreation Area
- Lake Access
- Watersheds & Stream Corridors
- Baldy/Open Space
- Alaska Mental Health Trust land
- Alaska Railroad



RECREATION & OPEN SPACE GOALS

The goals below are directed toward initiating, maintaining and improving a system for recreation and open space that meets the community's priorities, is area-wide, and sustainable. These goals were derived from the community survey, and the Spring 2004 community workshops. Based on this public input, the general intent is to improve recreational opportunities for residents, with a focus on small-scale, local uses. These Recreation & Open Space goals are closely related to goals in the Land Use, Public Facilities, Economic Development and Governance chapters, and should be considered in context.

Recreation & Open Space Goals:

- 1. Reserve, Protect and Enhance Natural Features & Open Spaces on Public and Private Land**
- 2. Create an Integrated Community Recreation System to Meet the Needs of Diverse Users**
- 3. Retain, Dedicate and Improve a Community Trail System**
- 4. Establish a System of Community Recreation Lands**
- 5. Create a Sustainable Recreation Management System**

GOAL I: Reserve, Protect and Enhance Natural Features & Open Spaces on Public and Private Land

BACKGROUND AND COMMUNITY VALUES

One of the main pleasures of living in Meadow Lakes is proximity to open space. Houses sit in a largely intact natural landscape, typically in forested areas, often with views of lakes, wetlands, meadows, mountains, and streams. Unlike life in typical American cities or suburbs, most people don’t have to leave their homes to be in an attractive natural setting.

Retaining the community’s rural character and open space values in the long-term can best be accomplished by working on two fronts –establishing standards to guide development on important, privately held open space lands (partially described in the “Land Use” chapter), and retaining most existing public lands in open space uses. This section includes strategies to accomplish both these goals.

A first step in this process was to identify which features and uses are priorities for residents. This sets the stage for creating a plan to protect them. With feedback from the community, important features and uses were identified, in Table 11 (below)

Table 11 – Meadow Lakes Open Space & Recreation Priorities

Feature	Community Values	Important Summer Uses	Important Winter Uses
Lakes	Open space, wildlife habitat, water source, contribution to rural character	Fishing, boating, waterskiing, swimming, float plane port (not all lakes allow all uses)	Snowmachining, skiing, ice fishing, skating, walking
Rivers, streams and creeks (for fishing, water	Open space, wildlife habitat, water source, contribution to rural character	Fishing, rafting, canoeing, corridors for hiking	Corridors for skiing, waking, running, snowmachining
Forests and wetlands	Open space, wildlife habitat, water source, contribution to rural character	Walking, hiking, running, biking, horseback riding, four-wheeling	Skiing, waking, running, snowmachining, sledding, horseback riding
Baldy & Southern Talkeetnas; “Backcountry” Open Space	Open space, wildlife habitat, water source, contribution to rural character	Walking, hiking, running, biking, horseback riding, four-wheeling	Skiing, waking, running, snow machining, sledding, horseback riding

HOW? MEANS TO PROTECT NATURAL FEATURES & OPEN SPACE

A. Reserve Remaining Public Lands for Use as Recreation and Open Space

Though there is not much public land in Meadow Lakes, what does exist should be considered for recreation and open space uses before being designated to other purposes (see Map 1: Meadow Lakes Land Ownership on page four for locations). There are four main types of public lands in Meadow Lakes – state land (mostly in the northern section of the community, in the Baldy/Talkeetna Mountains areas, but also including a number of small parcels reserved for lake access); state waters (larger lakes and streams, e.g., the Little Susitna River, are held in public ownership up to the average high water line), four relatively large MSB parcels, and isolated small parcels dedicated for public use as part of the subdivision process, typically held by a homeowners association or the Borough. In addition to these public lands, there are a range of section line easements and other public and utility easements and rights-of-way in the area.

State Lands

The state land, excluding Alaska Mental Health Trust lands, managed by the Department of Natural Resources (DNR) has been designated as multi-use public land, to be retained in public ownership, and used for recreation, open space, habitat, mining, and grazing, [State Department of Natural Resources; Deception Creek Area Plan]. Reflecting community desires, this Comp Plan identifies this area to remain as open space, in public ownership, to be used for a variety of recreational purposes.

An additional benefit of this land to the community, aside from its recreational uses, is its value as a watershed. Since many homes in the Meadow Lakes area use wells as a primary source of drinking water, good drainage and clean groundwater is essential for residents.

Hunting and trail activities are the main uses in this area. Currently, there are no facilities or active recreation management in this area. Growing use over the next 5-10 years may necessitate changes in management, including more active trail construction & management.

MSB Lands

MSB land is currently at a premium. Borough lands include two 160 acre parcels, plus the school and fire station properties. These parcels should be managed for current and future public uses. Two sites are already dedicated to community uses – one for a fire station and the school, the other at the intersection of Church and Pittman, for the community's second fire station.

The Meadow Lakes Community Council recently acquired 40 acres of Borough land in a parcel just north of the Parks highway. The intent of the Community Council is to develop the site for a community center, a developed recreational facility, or other facility – such as a library or senior housing. In light of the lack of public land in the Meadow Lakes area, additional Borough parcels should be retained for similar public purposes.

B. Reserve Recreation and Open Space Values on Private Lands

Reaching the community's goal of retaining open space and recreation values requires considering how such values might be retained on private land. This is particularly important along lakes, rivers and streams, and in watershed/aquifer recharge areas. Some of the benefits of reaching these goals are listed below.

- Keeps Meadow Lakes' rural character
- Preserves wildlife corridors and protect fish runs
- Enhances water-based recreational opportunities, such as fishing and boating
- Preserves water quality
- If the greenbelts included a trail, improves trail-based recreation

While seeking these benefits, the community recognizes the need to respect the rights of private land owners. The information below outlines options for maintaining open space and recreation values on private land; the section that follows presents specific suggested strategies for Meadow Lakes, first for streamside greenbelt corridors, then for watershed/wetland areas.

1. Provide Greenbelts on Key Water-Bodies

There are several community waterways that could offer important greenbelts, including the Little Susitna River, Lucille Creek, and several smaller streams linking community lakes. The term "greenbelt" refers to linear corridors with a mostly undeveloped character, such as along a stream or trail.

Little Susitna River

The Little Susitna River, running east-west along the northern part of Meadow Lakes, is an important stream corridor in the community. For most of its distance, the river is a boundary between residential areas and the backcountry of the adjoining Talkeetna Mountains. Almost all of the land adjacent to the river is privately held, on both the north and south sides. The water column itself, up to the average high water mark, is retained by the State, allowing boating or walking along the river bar at low water. The MSB prohibits construction of habitable dwellings within 75' of the average high water mark.

The "Little Su" is one of 5 rivers in the Matanuska Susitna Borough designated as State Recreation Rivers. These special designations, approved by the State Legislature in 1997, recognize the outstanding value of these streams, and require that all public land along the river be reserved for public use and to protect river values.

This comprehensive plan identifies the Little Susitna as a distinct land use district (see land use chapter for details). The goals of this designation include working with landowners to protect water quality and habitat and to keep the riverfront in an undeveloped, "natural" state; establishing safe access points to the river for boating and fishing; and, if possible in the long term, creating an east-west trail along the river

The tributaries that feed the River are also very important to maintaining the quality and quantity of water in the main channel. The tributaries generally extend on the

north side of the river, into the Baldy/Talkeetna Mountains land use area. Future uses in that area, e.g., trails or other recreation facilities, will be designed to protect water quality and habitat along these tributaries.

Recommendations for protecting open space values and reducing development along the river corridor are listed below:

1. Establish “best management practices” for waterfront development - focusing on outlining suggestions for private developers to reduce the impacts of development on sensitive lands (e.g., limiting runoff that contains pollutants), and encourage land owners to keep their property in a natural state.
2. Review MSB setback requirements - Determine if more stringent development guidelines are desirable, and would help preserve the undeveloped state of the river.²¹ This could be accomplished most effectively through a community-driven Special Use District process (SPUD).
3. Limit the density of residential development. Lower densities will help preserve rural character, and protect water quality and habitat values. This also could be accomplished through a community-driven SPUD.
4. Use the “open space” subdivision process to reserve key portions of riverfront lands for environmental values or trails when larger parcels are subdivided.
5. Establish land use policies limiting development in natural hazard areas (e.g., floodplains) or sensitive environmental areas (e.g., wetlands). Development in floodplains must meet national standards to get flood insurance, which is often required by financial institutions.
6. Support establishment of a local land trust or land bank to purchase and/or hold easements or key parcels along the river.
7. Support tax-incentives for private landowners to grant trail easements along the river and/or to keep the riverfront undeveloped.²²
8. Request funds from the MSB, State or other agencies to purchase parcels for public use.
9. Work with the State of Alaska to establish rules that encourage non-motorized use of the river, to maintain the quiet character of the corridor.

²¹ For example, currently the MSB retains a 75’ setback from creeks and rivers which prohibits the construction of “habitable dwellings” within the setback. However, this *does not exclude* construction of structures such as garages, docks, and other outbuildings within the setback. Consequently, construction of such buildings is currently allowed on the banks of rivers and creeks in Meadow Lakes.

²² Over the last 20-30 years, the State of Alaska has retained an access easement on water bodies when it conveys land. These easements range from 25’-75’, but are typically 35’-50’ from the high-water mark. This was less common earlier in Alaska’s history, and public access easements are only intermittently present on water bodies in the Meadow Lakes area. Trail and non-development easements can be donated by private landowners, or acquired for a fee, as is done by land trusts, such as the Great Land trust based in Anchorage. To preserve open space and agricultural lands, some communities make contracts with land owners who agree to not develop their property in exchange for the property being taxed as non-developer property.

Lucille Creek

Lucille Creek runs east-west along the southern end of Meadow Lakes, and is another landmark of the area. Like the Little Susitna River, this corridor is almost entirely in private ownership. This plan identifies this area as an important open space corridor. The plan establishes a land use district defining the boundaries of the area where the community hopes to retain open space values (see Land Use Chapter). To protect open space values in this area, the same set of policies listed for the Little Susitna will apply.

Other Creeks & Streams

There are other smaller drainages in the Meadow Lakes system that are important for water quality, habitat, and potentially for recreation use. Open space values should be protected along these streams where ever possible. Options include requiring development setbacks, and establishing open space corridors to be transferred to public ownership at the time of subdivision using the “open space subdivision process.”

The set of small streams and tributaries crossing through the center of the Meadow Lakes area (Upper Little Meadow Creek) is addressed as part of the following section.

2. Protect Water Quality, Open Space, and Habitat Values in Key Privately Owned Wetlands / Watershed Areas

Much of the undeveloped land in Meadow Lakes is relatively poorly drained, low lying land (see the map in Chapter 2 for details). This land – the “meadow” in Meadow Lakes – generally has poor building conditions, due to the wet soils. At the same time, this land is very important for recharging aquifers, for providing open space that helps sustain the area’s rural character, and providing habitat to moose, birds and other species.

Upper Little Meadow Creek

The Upper Little Meadow Creek drainage takes in a series of linked meadows and stream channels crossing through the heart of Meadow Lakes. While all the wetland areas in Meadow Lakes are important, this area is the largest, most continuous and most valuable of the watersheds in the area. Consequently, the plan establishes a land use district defining the boundaries of the area where the community hopes to retain open space values (see Land Use chapter). To protect open space values in this area, the same policies listed for the Little Susitna will apply.

In addition, require compliance with US Army Corp of Engineers wetland policies that require avoidance or mitigation of actions that adversely affect wetlands

GOAL 2: Create an Integrated Community Recreation System to Meet the Needs of Diverse Users

BACKGROUND AND COMMUNITY VALUES

The next step in developing a community recreation plan is to distinguish more specifically what is valuable about Meadow Lakes natural features and recreation resources, by considering their “uses.” Currently, recreation areas and open space in Meadow Lakes serve a variety of user groups, yet there is no over-arching plan for thoughtfully improving, integrating or separating use areas. Understanding who is using the land and for what purposes is a key step in protecting and taking full advantage of recreation and open space lands.

As more people move to and visit Meadow Lakes, open space becomes more valuable. Some recreation uses come into conflict; some are impacted by continued development. Resources are limited to develop and operate desired recreational facilities. A clear understanding of use and users helps to set priorities among competing recreation improvement projects.

Benefits to users of open space and recreation resources in Meadow Lakes include:

- Community identity – basis for aesthetic value and rural character
- Community-building (e.g., through use of public gathering spaces like parks)
- Access to outdoor activity, for recreation and to improve health
- Access to wildlife and other subsistence resources (for viewing, fishing, hunting, trapping, firewood gathering, berry-picking, etc.)
- Economic development (e.g., through recreation- and tourism-related business and increased property values)
- Environmental benefits (clean air, clean water, healthy ecosystem, etc.)
- “Wild Places” benefits (quality of life benefits of contact with wild places)

Users of the area often have different needs. The Comp Plan should consider ways to best use available land and to resolve user conflicts. Identifying and discussing current and future uses with distinct user groups is a first step, which can help ensure that the recreational needs of a variety of users are being met.

Users can be identified by their age, activity, place of residency, and other factors. Some of the user groups in Meadow Lakes who have special recreation and open space needs are listed in Table 12: Meadow Lakes Recreation Users, Needs, and Recommendations (see following page).

Table 12 – Meadow Lakes Recreation Users, Needs, and Recommendations

User	Need	Recommendation
Children & Youth	Ability to navigate the community on safe trails, either by bicycle or walking; immediate access to places for safe, fun outdoor play	Neighborhood trails systems, neighborhood parks & open space
Motorized & Non-Motorized Users	Trails and areas where snowmachines/4-wheelers are segregated from non-motorized uses, such as horses or skijoring	Corridors for skiing, walking, running, snowmachining; for equestrian, dog mushing or other uses including animals
Indoor Recreators	Four-season opportunities for health exercise	Community center housing indoor recreation facility
Residents	Neighborhood Recreation Areas	Local parks, community trail system
Visitors	Easy access to trails, fishing areas, rivers and parks that do not disturb local residents or trespass on private property	Well-marked trailheads with directional signage from the Parks Highway; area map distributed in local businesses; small parking areas
Commercial Recreation-related Operations	Area to successfully operate small-scale tourism ventures, small group guided hikes, canoe trips, river floats	Pull-out/put-in areas for guided rafting trips; Recreation attractions that would support B&B operators

HOW? MEANS TO PROVIDE SERVICES TO DIVERSE USER GROUPS

This comprehensive plan is intended to be the starting point for the community to establish a more complete, broadly beneficial recreation open space system. Actions to make progress in this direction are outlined below:

1. Form a recreation, trails and open space subcommittee of the Community Council. Contact user-groups to discuss specific recreation needs and interests.
2. Meet with specific subdivisions/neighborhoods; carry out neighborhood work sessions to identify currently, locally-used trails and open space areas; identify different types of expected uses; identify parcels for potential neighborhood parks.
3. Identify areas where new, enhanced or more restricted recreation and open space uses should be considered. Make specific recommendations about specially-identified areas.
4. Use the outcome of these first three steps to add to and refine the recommendations of under the other goals this chapter, producing specific recommendations for

- retention/improvement of open space areas, neighborhood parks, or other recreation facilities; and new recreation and open space management strategies.
5. Engage the community to play a more active role in the maintenance of neighborhood and community scale recreation sites, e.g. lake access points, working with the State and Borough. Urge the community to conduct annual clean up days, and to take pride in the signs and upkeep of local parks.
 6. Relate recreation and open space uses to goals established for Land Use, Economic Development, and Governance.

GOAL 3: Retain, Dedicate and Improve a Community Trails System

BACKGROUND AND COMMUNITY VALUES

Traditional trails cross over much of the Borough, and provide for a wide range of functional and recreational activities, from dog mushing to snow machining, strolling to hunting and trapping. Though many people refer to “trails” as one of the most important elements of Meadow Lakes’ quality of life, there are currently no dedicated (that is, legal public) trails in the non-mountainous portions of Meadow Lakes, other than the Parks Highway bike trail.

Traditional trails do exist in the lowland, privately owned portion of the community, and comprise an extensive system, but all cross private land. Many of these trails have already or are actively being lost as land is developed; if the situation remains unchanged, it is likely that all of the trails in Meadow Lakes will no longer be available for community use. Residents are concerned about the loss of trails, while at the same time respecting private property rights. Creating an integrated, community-wide public trail system will be challenging for Meadow Lakes, but it is something most residents believe is absolutely necessary, and that will only be more challenging in the future.

Specific trail uses to be provided in the community – both for summer and winter and for motorized and non-motorized uses – include trails for: dog mushing, cross country skiing, snowmachines, bikes, horses, ATV’s, walking and hiking

This plan attempts to lay out recommendations and criteria to be used later in developing a more complete Comprehensive Trails Plan for Meadow Lakes.

HOW? MEANS TO CREATE A MEADOW LAKES TRAILS SYSTEM

A. Identify Existing Trails

The MSB is completing a Borough-wide review of traditional trails, and then working with communities to dedicate the most important trails for continuing, legal public use. The community should continue to work with the MSB to identify key traditional trails, including preparing a map showing important existing trails and identifying land over which these trails cross. A Meadow Lakes Trails Committee should be established to work on trail issues within the area.

B. Identify and Reserve Key Trails to Serve as the Backbone to a Community Trails System

This Comp Plan offers an initial, but incomplete version of a community trails plan. The community should continue to improve and refine this plan, consistent with the specific objectives outlined below:

1. Prepare a Trails Master Plan - Start by reviewing the location, status of any existing, traditional trails (results of item A above), and the needs for trail improvements outlined below. Identify the highest priorities for dedication and improvements. Take actions to secure and/or dedicate important trail routes for public use; secure easements and rights of way, reroute trails where needed.
2. Use Road Rights-of-Way - In light of the lack of public land in the community, the best option for creating a trail system is to locate the trails next to existing and future roads. Where public rights-of-way already exist, the odds of successfully developing community trails and obtaining funds for transportation improvements increase. The State and MSB should consider multi-use trail construction whenever arterial and connector roads are built or improved in Meadow Lakes. One successful approach used in other portions of the Borough is to include a motorized dirt or gravel route on one side, and a paved bike path on the other.
3. Priority Trails - Focus on trails that connect the following points (see map):
 - Establish multi-use road-side trails – along Shrock, Pittman, Church, Meadow Lakes Loop, and future arterials and collector roads
 - Establish new trails running along a planned new east-west collector road
 - Provide trail connections between the elementary school and adjoining residential areas
 - Provide a trail link between community residential areas and the Little Susitna River Corridor and the State-owned, open space land to the north, particularly to Bench lake
 - Establish trail and sidewalk connections between residential areas and the planned town center south of the Parks Highway, near the Pittman Road intersection
 - Provide trail access to existing and future community parks, e.g. on the two 160 acre Borough tracts, and also smaller neighborhood parks
 - If possible, establish trails along future greenbelt corridors, including the Little Susitna River, Lucille Creek, and the Upper Meadow Lakes Creek Watershed corridor. While desirable for the community, these trails can only be developed through cooperation of affected land owners
4. Subdivision Process - Always consider trail needs in reviewing subdivisions, road improvements, or other actions that could affect or provide the chance to reserve public trail easements. Wherever possible include sufficient right of way width in new roads for future roadside trails.
5. Collector Roads - Establish collector roads (See Circulation chapter) to funnel higher speeds and volumes of traffic off neighborhood roads, so these roads are safer for walking and biking.

6. Secondary Trails - Establish other new, often secondary trails:
 - Connector trails as land is developed in the “meadows,” using the open space subdivision process. Many of these may primarily be winter trails
 - Neighborhood trails as part of road improvements, or subdivisions in and near established neighborhoods
 - As an element of the restoration of gravel pits
 - Along section line easements, and where possible, utility easements
7. Partners - Work with land owners (individual private owners, institutional owners such as the Mental Health Trust, the University, and public land managers) who have traditional trails crossing their land and promote? Structure? plans that allow continued, conditional trail use. This approach has been successful in Willow, and resulted in an extensive community trail system.

C. Upgrade Existing and Add New Bridge Crossing of Little Susitna River.

Better access to the State land in the Baldy area is key to improving an area-wide trail system. Currently, one bridge crosses the Little Su - the Olsen Bridge – off Schrock Road. The bridge crossing area serves as a put-in spot for boaters, but lacks a dedicated parking area. The site also has problems with partying, litter, and lack of a restroom. Proposed improvements at this site are discussed in the following section.

The next safe stopping area for boaters is outside of Meadow Lakes, in Houston. Second and third put-in areas downstream are desirable – perhaps from the turn at Pittman and/or north of Gunflint.

D. Establish Trail Heads to Support and Direct Trail Use

Identify specific trailhead areas that have convenient, safe public access, parking, trash receptacles and trail use information. Use the location of trail heads to funnel trail use away from neighborhoods and private property. Priorities for trails head include sites at the end of the roads that cross north of the Little Susitna, providing access into the Baldy area.

E. Summary: Highest Priorities for Near-Term Trail Improvements

Of the various trail-related actions and projects outlined in section, the highest priorities are listed below:

- Complete a community trails master plan
- Develop a trail along Pittman Road (check with state re: ROW width, odds of carrying out this project)
- Find a route and reserve a trail connecting the community’s primary residential areas with the Baldy /Talkeetna Mountains area (including a crossing of the Little Susitna). The trails map shows one promising route – a connection at the western end of the Little Su, in the one location where state land extends across the river.

GOAL 4: Establish a System of Community Recreation Lands

BACKGROUND AND COMMUNITY VALUES

Residents of Meadow Lakes want to preserve their quality of life by establishing an integrated parks, recreation and open space system, with both developed and undeveloped sites. As one resident commented, “We need more open spaces where kids can get on their bikes and go play.” Others have discussed how recreational uses could be considered as a means of increasing visitor-based business to Meadow Lakes. These uses should be considered by examining the needs of the entire area, as well as the needs of individual neighborhoods.

Some recreational facilities to consider are:

- Ball fields and similar outdoor sports and recreation facilities (skating rink, track, basketball courts, etc.)
- Multi-purpose indoor recreation facilities (gym, basketball court, etc.)
- Motorized and non-motorized play areas (motocross or ATV/snowmachine trails; as well as trails for cross country skiing, mountain biking, hiking)
- Neighborhood parks; playgrounds including climbing structures, seating, sled hills
- Campgrounds, picnic areas and restrooms
- Lake and stream access
- Boardwalks, interpretive sites on wetlands
- Water-access facilities (docks & launches)
- Open space areas (ski loops, walking paths, etc.)
- Scenic viewpoints
- Town Center park

HOW? MEANS TO PROVIDE A COMMUNITY RECREATION SYSTEM

As is the case with trails, the Comp Plan can take the first step in developing a community recreation system, but the full process will need to follow the completion of the Comp Plan. Objectives for the community recreation and open space system are listed below:

A. Retain, and in Some Cases, Improve Public Access to Lakes.

As the community’s name suggests, lakes are the distinguishing characteristic of the area. Much of the residential development in the area has grown up around lakes; waterfront property with good lake access is highly valued. Residents enjoy a range of activities on lakes – canoeing, fishing, jet skiing and swimming during the summer months, and ice fishing, snowmachining, and skiing during wintertime. Float planes take off and land on some lakes. Hiking and walking trails and picnic and beach areas exist around others.

In addition to their recreational value, use of the lakes promotes neighborly relations – “I use my snowmachine to cross the lakes all winter with my kids and visit friends,” said one resident – and provides opportunities for quality family-time – “I like to have someplace where I can take the grandkids swimming,” remarked another.

Allowing residents to safely and responsibly use area lakes is a high priority. Doing so increases the quality of life of residents who don't reside directly near the water, and adds value to all real estate in the area. Fortunately for Meadow Lakes residents, while most easily-accessible shorelines are covered by private subdivisions, public access to many lakes has been retained by the State.

Existing public lake access points need improvement throughout Meadow Lakes. The recreation/open space map shows most (but not all) of these access points. Steps to improve public access to lakes include:

- Identifying public access points with small, attractive signage, including rules for responsible use of these sites [insert sample attractive lake access sign]
- Improving small-craft launches and lake-access trails, where they currently exist
- Improving parking areas, where they currently exist, but keeping them small in size to limit over-use, and
- Creating a system for managing recreation use, with moderate, community-supported management measures, e.g. emptying trash cans or reducing vandalism. Regular use by local residents is one of the most powerful ways to discourage inappropriate behavior

The Meadow Lakes Community Council and the State should work with neighborhoods to determine methods for striking the correct balance between public access and homeowner privacy.

B. Other Policies to Develop Recreation Facilities

1. Master Plan - Prepare a recreation, trails and open space master plan, establishing guidelines for an area-wide park system, linking smaller neighborhood parks and recreation areas to community scale parks, open space and trails. Set priorities among recreation activities:
 - Community center with indoor sports, work out space
 - Community Park with sports fields: including baseball, soccer, ice rinks, sled hills, etc.
 - Cross country ski area
 - ATV/Motocross area
 - Undeveloped open space recreation areas (for skiing, snowmachining, mushing, equestrian activities, etc.)
 - Better water and lake access (covered above)
2. Neighborhood Parks/Lake Access Points - Explore options to create neighborhood park facilities at lake access points, with picnic tables, play equipment. This will benefit local users, and create more activity in these areas to discourage vandalism.
3. Community Building - Proceed with plans for a community building (see Land Use and Public Facilities chapters); include with this project indoor recreation areas, and outdoor sports facilities. Preferably develop this facility in the planned town center.

4. Community Park - Reserve site for at least one large community park (20-60 acres); best options are at one of the two large Borough parcels.
5. School Recreation Facilities - Upgrade play equipment and sports fields at the school, so this can be a center for community recreation.
6. Campground/Day Use area at the bridge over the Little Susitna River. There are two objectives for this project: one is to create a management presence in the area to control partying by local kids. The second goal is to create a public day use area and/or campground. Implementing this plan will require work with the State, Borough and private owners. Knikatu Corporation, which owns land adjoining this crossing, has expressed interest in working with the community to establish recreation facilities at this site. The campground could function as dedicated access to the river, with parking, a restroom and interpretive information.
7. Subdivision Process - Secure new sites for neighborhood parks and other recreation facilities, establish rules so these areas are dedicated as part of the subdivision process and then managed for public use.
8. Beach Park – secure land for a community lake front park, with swimming, picnicking, parking and trail access.
9. Identify scenic viewpoints.
10. Work with residents to determine the need for individual lake management plans.

C. Summary: Highest Priorities for Near-Term Actions

Of the various recreation improvements outlined in section, the highest priorities are (list below is preliminary, for discussion with planning team)

- Complete a community recreation, parks and open space master plan
- Community building, with adjoining outdoor recreation/sports facilities
- Reserve/acquire land for a community lakefront beach park. This site ideally would be centrally located, have space for picnicking and other park facilities, and have a sheltered, south facing, sandy bottomed area for swimming. One option would be to establish this park on a reclaimed, man-made lake, but a natural lake is preferred
- Improvements to lake access – better signage, parking, informational signs, possible play facilities for neighborhood kids

GOAL 5: Create a Sustainable Recreation Management System

BACKGROUND AND COMMUNITY VALUES

Identifying and developing trails, and carrying out recreation and open space projects is a necessary first step in meeting community recreation goals. The key second step is defining strategies to operate, maintain and manage these facilities and activities. Good management is essential for making the Trails, Recreation and Open Space plans sustainable.

Given ongoing fiscal challenges facing the Borough and the State, creative methods to pay for management and maintenance costs are needed. All over Alaska, declining State and Borough budgets are placing greater responsibility at the local level.

Options for maintenance and operation of recreation facilities include:

- Arranging for a third party – the State or Borough - to be responsible for managing recreation facilities
- Creating revenue from the use of a recreation facility to cover management costs. In Talkeetna, for example, the community charges for parking and uses these revenues to manage the adjoining river front park. State and federal campgrounds commonly charge a fee for use, and this approach is increasingly being proposed at Alaskan day use recreation areas
- Relying on local volunteers, camp hosts
- Looking for opportunities for multiple uses of established facilities like a school
- Establishing a recreation service area, to raise funds through property taxes
- Establishing an “impact fee” system, as is common in the western US, where new development/subdivisions pay into a fund to operate parks and other recreation facilities

As the level and variety of recreation activities increases, there are often conflicts and undesirable behaviors that require management. One nearby example is the set of challenges facing the Butte area near Palmer, where reckless shooting, car burning, litter and partying have created major problems for local residents. Other examples include conflicts over motorized vs. non-motorized trail use. Actions to manage recreation use include:

- Information (e.g., brochures, signs, maps to guide recreation use to the right locations)
- Education (e.g., programs on trail etiquette, perhaps conducted by a local snow machine club)
- Design and location of facilities (e.g., directing trail use to a preferred location by constructing a trail head, trails in the right location)
- On the ground enforcement (e.g., through the state troopers, MSB land management)

HOW? MEANS TO MANAGE RECREATION AND OPEN SPACE SYSTEM

Options for managing Meadow Lakes parks, open space and other recreation areas and facilities are outlined below. These general approaches will need to be further explored and developed by the community as part of the implementation of this plan:

- Establish a Meadow Lakes Trails Committee responsible for identifying existing trails, working with the MSB to designate priority trails, and work on a Master Trails Plan for the Meadow Lakes area
- Engage recreation sub-committee of community council in advocating for better recreation management by State and Borough, and also in fundraising and volunteer coordination from the local community
- Recreational education and information programs (maps, brochures, posted regulations, speed limits, directional signage, etc.)
- Directional roadway signs (trailheads, roadside, lake access points, etc.)
- Create local outreach/educational programs (Adopt-A-Lake-Access, Adopt-A-Trail, trail clearing events, school programs, community newsletter notices, etc.)
- Create economic incentives for development and ongoing maintenance (public-private partnerships for campgrounds, facilities, etc.)
- Consider user fees for specific areas
- Create individual lake management plans
- Consider regulations that can be enforced through public or private means (police, neighborhood watch, local towing company, etc.)
- Consider alternative models such as recreation service districts, land trusts, neighborhood patrols, community associations, etc. Some of these bodies may be able to assess fees as well as maintain parks

RECREATION & OPEN SPACE LAND USE AREAS

The land use districts outlined in the land use chapter provide a framework for carrying out recreation and open space goals, see that chapter for details.

3.0 Major Goals & Strategies

3.3 CIRCULATION

OVERVIEW

Circulation refers to the range of systems used to move people and goods around and through the Meadow Lakes area, including movement by private vehicles, trains and planes, as well as walking, skiing, four wheelers, snow machines and other trail activities. The community's current road system evolved from roads built to serve the homesteads that developed in the area during 40s and 50s. Today, the Parks Highway is the dominant element of the Meadow Lakes traffic circulation system. Linked to the Parks Highway are two major north-south collectors – Pittman and Church - which circle together at the north end of the community. Branching off this system are many smaller residential subdivision roads, some of which are beginning to carry heavier traffic from multiple subdivisions.



The Alaska Railroad crosses the Meadow Lakes community and provides an important statewide freight and tourist link, but it also creates a significant barrier to new roads linking Meadow Lakes residential areas and the Parks Highway. Natural features such as the Little Susitna River, the wetlands along Lucille Creek, numerous lakes and meadows, and commercial ventures, including several large gravel mining operations form additional obstacles to road expansion.

The southeastern corner of the Meadow Lakes Community Council boundary wraps around the Wasilla Airport. The community also has a number of smaller airstrips and lakes used by wheeled aircraft and floatplanes. With an extensive, but mostly informal trail system, trails in Meadow Lakes have long been used by snowmachines, hikers, dog sleds, horse riders and skiers; virtually all trails cross what are now private lands, and consequently these trails are likely to be closed to future public use.

The Mat-Su Borough and the local road system have rapidly grown over the last two decades, and this trend is expected to continue. Circulation issues have created increased concern in Meadow Lakes. These issues include congestion on the Parks Highway, the transformation of some quiet residential streets into ad hoc collector roads, and the heavy use of Pittman and other residential roads by gravel trucks. In addition to concerns posed by incremental residential and commercial growth, future regional transportation projects that will affect the local circulation system include continued improvements to the Parks Highway, both within and outside Meadow Lakes, and the proposed Knik Arm crossing. The Knik Arm ferry and bridge projects would not improve driving times between Meadow Lakes and Anchorage, and could actually divert traffic that currently passes through the community.

COMMUNITY CIRCULATION GOALS

The circulation element of this plan responds to residents' desires to maintain rural character, concentrate commercial development, and upgrade existing roads and locating future collectors to serve private property that is likely to be developed. Early location of future collector roads will allow the Borough to obtain right-of-way cost-effectively and allow residents and future residents some certainty as to where future main roads will be located. These goals and strategies are derived from a community survey in 2003 and the spring 2004 community workshops.

- 1. Guide Planned Expansion Of The Parks Highway To Create An Attractive, Efficient 'Parkway' That Benefits Meadow Lakes**
- 2. Retain Church & Pittman As Collector Roads With Minimal Driveways And A Largely Rural, Undeveloped Feel.**
- 3. Plan for Future Expansion Of The Residential Road System; Identify Roads To Serve As Collectors; Create Better Connections To Adjoining Communities To Supplement The Parks Highway**
- 4. Set Appropriate Standards for Road Development and Surfacing**
- 5. Plan for Good Town Center Access**
- 6. Plan For Continuing Railroad Use; Maintain Opportunities for Transit, including Rail and Carpools**
- 7. Maintain and Improve Roadside Trails (covered under recreation & open space)**
- 8. Improve Road Maintenance**

GOAL I: Guide Planned Expansion of the Parks Highway to Create an Attractive, Efficient ‘Parkway’ that Benefits Meadow Lakes

BACKGROUND AND COMMUNITY VALUES

The Parks Highway serves three functions. It is a major state highway carrying freight and through traffic, a means for local residents to reach their homes, and the location for a number of local and regional businesses. This mix of uses creates congestion and safety problems, which will intensify as the traffic continues to grow. In past meetings, the community emphasized that the comprehensive plan should support appropriate road design and development that evokes a “parkway” character, that is, an attractive, tree-lined road, with smooth traffic flow, minimal driveways, and with most roadside businesses reached by way of secondary roads or frontage roads, . A parkway is both more attractive and better at moving through traffic than the commercial strip that has evolved in the Wasilla area. What drivers see from their vehicles, determines their impression of the community.

The recently completed Draft Parks Highway Management Plan (ADOT/PF, Nov. 2002, Table 3-4) predicts continued traffic growth, from 15,100 vehicles per day in 2000, to 31,700 per day by 2030. The ADOT/PF plan identifies the eventual need for either substantial widening of the existing road, or a bypass. The State is now in the early stages of planning road improvements. Environmental analysis will be done over the next several years, and construction completed by the end of the decade. Meadow Lakes can be active in shaping this project through this comprehensive plan and providing comments and information about community goals to ADOT/PF.

HOW? - PARKS HIGHWAY IMPROVEMENT THAT BENEFITS MEADOW LAKES

A. Plan for future expansion of the Parks Highway to create an attractive, safe and efficient route that better separates through and local traffic

Meadow Lakes faces the same set of issues that have confronted communities around the US for decades – what to do with an increasingly congested regional highway crossing through the center of town? The ADOT/PF Parks Highway Corridor plan is evaluating several alternative approaches for upgrading the Parks Highway through Wasilla and Meadow Lakes. Currently, DOT favors widening the Parks on its existing alignment, rather than shifting the road to a new location. Under this approach the road would grow from two to four lanes, requiring an increase in ROW from 200 to 400 feet. Major, freeway-style intersections will ultimately be needed at the intersections of Church, Rocky Ridge, Pittman and west of Meadow Lakes at the Big Lake turn-off. Construction is not expected for 8-12 years.

The community looks forward to working with DOT to help plan this project, to identify and compare different alternatives, and to select the alternative that best meets the community’s goals. Currently this plan supports the recommendation to maintain the Parks Highway on its existing alignment, provided this decision incorporates the actions listed below.

- Create a controlled access, 4 lane highway, with grade separated intersections, to reduce congestion, improve flow of through traffic and maximize safety. Minimize driveways and intersections along the Highway; uses located near the Parks should gain access from frontage roads and shared entryways rather than individual driveways. .

- Work with DOT/PF to identify the preferred route for the upgraded Parks Highway. Three alternatives have also been proposed. The first is to upgrade the existing highway. The second is to move the road south, beginning at about the Charles Street intersection, into the vicinity of Calico Drive, and then west till it meets the existing route near the Randall Road intersection. The third is tied to a possible bypass of the Parks through southern Wasilla. This would likely enter Meadow Lakes from the southeast, along Knik Goose Bay Road, and continue west near Calico Drive and back to the existing highway near the Randall Road intersection.
- Encourage the majority of commercial and industrial uses in the Meadow Lakes area to concentrate in several discrete districts, rather than spread along the length of the Highway. In particular, work to create a Meadow Lakes town center area, located south of the Parks Highway near the Pittman Parks Highway intersection, to include an attractive, pedestrian-oriented commercial and civic core serving local residents and visitors.
- Provide a series of well designed intersections that provide access off the Parks Highway into adjoining residential areas, and the town center commercial district.
- Retain existing vegetation or provide landscaping so the large majority of the Highway is lined by trees. Retain several substantial areas adjoining the Parks Highway in a largely natural state, to create a clearer sense of identity for the Meadow Lakes as distinct from adjoining communities. In particular, work to maintain the Alaska Railroad property on the eastern side of the community as an undeveloped, natural area.
- Provide for safe crossings of the Parks Highway by pedestrians and other trail users including bridges and tunnels. Improving the pedestrian crossing at Pittman is a very high priority.
- Minimize adverse environmental impacts of highway development, for example, minimizing impacts on wetlands and stream systems.
- Consistent with other considerations outlined above, minimize road construction costs, including costs for construction and ROW acquisition.

B. Improve Parks Highway Intersections

Parks Highway improvements are not expected for at least 8-12 years. Meanwhile actions are needed to improve key community intersections. Most important are improvements at Pittman, including improving visibility, improving pedestrian safety, reducing gravel truck-vehicular conflicts, and reducing problems due to ice. A signal at Vine is also a priority.

C. Limit commercial development along the Parks Highway

In order to create a successful town center, these facilities and services need to be the focus of commercial development in Meadow Lakes. If commercial enterprises are allowed to sprawl along the Parks Highway and other community roads, it will be more difficult to achieve the concentration of development necessary for a functional town center. (See Land Use Chapter for details.). One way to implement this strategy is to take advantage of the relocation of businesses that will be required when ADOT/PF expands the Parks Highway ROW, and buys the adjoining properties. Businesses can use this opportunity to relocate the town center area.

GOAL 2: Retain Pittman, Church & Schrock as Collector Roads with Minimal Driveways and a Largely Rural, Undeveloped Feel.

BACKGROUND AND COMMUNITY VALUES

Meadow Lakes residents have consistently emphasized their enjoyment of the rural character of their community, and the desire to maintain this rustic character into the future. One major reason for this character is the tree-lined, largely undeveloped nature of Pittman and Schrock – the two major gateways into the community’s residential areas. In addition to aesthetic benefits, the lack of driveways and commercial development on these roads means traffic flows smoothly.

HOW? – MEANS TO MAINTAIN EXISTING CHARACTER OF PITTMAN, CHURCH AND SCHROCK ROADS.

Pittman and Schrock shall be managed in the same general style proposed for the Parks Highway, that is, these should be limited access, “parkway-style” roads with minimal driveways to individual properties. Instead, as is largely the case today, properties adjoining these roads should gain access using shared drives or separate roads. A buffer of vegetation (natural evergreen) should be retained along the length of both roads. (See Land Use Chapter for a proposed buffer).

GOAL 3: Plan for Future Expansion of the Residential Road System; Identify Roads to Serve as Collectors; Create Better Connections to Adjoining Communities to Supplement the Parks Highway.

BACKGROUND AND COMMUNITY VALUES

The Meadow Lakes Area road system has developed organically over the years. The road circulation system is likely to go through growing pains as more land is developed. The roads serving subdivisions were originally constructed for low levels of use. With increased development some of these roads are effectively functioning as ‘collectors’, that is, roads that carry traffic from multiple subdivisions. To avoid too much traffic on residential roads, a plan is needed that identifies a hierarchy of roads – a road system - with higher capacity collectors that are buffered from residential development. Certain existing roads need to be identified as collectors, or even as arterials, and improved and maintained to a higher standard. New collector roads are needed to augment existing roads, as well as to provide more direct road and trail connections to surrounding communities.

In addition, several neighborhoods with significant populations have only one way in or out. Greater connectivity and secondary access between neighborhoods and main highways can improve public safety in case of emergency and can spread traffic over additional routes.

HOW? – MEANS TO CREATE AN IMPROVED RESIDENTIAL ROAD SYSTEM

A. Improve the Capacity of Existing Roads to Better Serve Current and Expected Future Increases in Traffic

During planning meetings residents described how traffic has increased on Beverly Lakes, and other roads serving multiple subdivisions. Since many of these roads were built to modest standards with gravel surfacing, traffic should be monitored to ensure that the road standards and surfacing are appropriate for traffic volumes. As volumes increase, road geometrics and surfacing should be improved to keep pace. Although the common response to increased traffic levels is wider, straighter and harder-surfaced roads, residents also voiced the desire to maintain the rural character to roads in the area and to avoid the appearance of urbanization (see more under Goal 4).

Specific road segments recommended for near term improvements are listed below, and shown on the accompanying map.

- Beverley Lakes Road
- Meadow Lakes Loop Road

B. Develop a “Corridor Preservation Program” to Reserve Routes That Will Improve Connectivity Between Existing Residential Roads and Serve Future Growth on Currently Undeveloped Private Property.

Corridor preservation is a pro-active strategy that will help the community address its future transportation needs. This approach can also identify areas where roads are not needed or wanted. Nearly all of Meadow Lakes is privately owned. Only a portion of this private property has been subdivided. In many of existing subdivision, only a minor fraction of the lots have had homes or other structures built upon them.

Through this plan, the Borough should designate and immediately begin reserving needed rights-of-way for future arterial and collector-level roads, in anticipation of expected future growth. Early identification of future collector and arterial road locations is important for a number of reasons:

- Reduces the chance that too much traffic will use previously quiet residential streets.
- Minimizes the cost of right-of-way acquisition. In a developed community, the cost of right-of-way for a new road can equal or exceed construction costs.
- Minimizes hard feelings, by giving residents realistic expectations about traffic levels on the roads where they live or intend to buy.

An initial identification of key routes to be reserved is included in this comp. plan. This effort should be refined by the Borough, working with the community. These initial routes are based on a review of property ownership and soil suitability, to identify which parts of the Meadow Lakes area are most likely to be developed through 2025. Ownership and physical constraint information were combined with a consideration of existing roads, rights-of-way and section-line easements to create a preliminary set of future collector-level road

connections, shown on the following page. These routes are designed to accomplish a number of purposes:

- Connect developable property to the existing road system cost-effectively.
- Provide an additional way to access the larger subdivisions – “two ways in and out”.
- Connect subdivisions with one another so that travel between subdivisions need not always involve travel to and on the major highways. Providing this upgrade would be accomplished in a roundabout means as to not lure through traffic while allowing emergency vehicles access.
- Provide improved links to adjacent communities.

New connector roads recommended for the Meadow Lakes area include: Bozinoff, Skyview Drive, Spruce Skyview, Mine Properties/Beverly Lake, and Knik Goose Bay Road. It is possible that some of the proposed connections confront topographical or other constraints that will result in a different alignment. It is important to take action in the near future to refine and preserve specific corridors for these connections, including:

- Identify section line and other existing, potential but un-constructed roadway easements;
- Finalize the “preliminary” corridor needs identified in this plan, provide enough ROW to allow space for trails on both sides of the road;
- Field verify the recommended corridors to make sure the routes are constructible;
- In cases in which recommended or existing (section line) rights-of-way are not feasible, select alternative alignments; and
- Develop an “Official Streets and Roads Map” recognized by the Borough that identifies future road corridors and road classifications.

Where possible on these routes, the Borough should reserve 80 to 100 feet of right-of-way to accommodate collector or minor arterial level streets. In order to implement the corridor program, the following measures should be considered as a basket of tools to be developed, and in some cases codified as Borough ordinances²³:

Tools For Corridor Preservation

- Fee simple purchase of land for right-of-way, coupled with requiring building setbacks from road rights-of-way.
- Voluntary dedications or donations of right-of-way on a case-by case basis during the land development process.
- Restrictions on building in the right-of-way of a mapped but un-built road.

²³ Adapted from *Managing Corridor Development: A Municipal Handbook*, Center for Urban Transportation Research, 1996.

- Requiring subdividers to contribute funds toward upgrades on roads that will be more heavily used as a result of their subdivisions; in the future, the Borough will not approve subdivisions unless new and affected roads are improved to Borough standards;
- Allowances for some interim use of transportation right-of-way for uses having low structural impact through an agreement that requires the property owner to relocate or discontinue the use at their expense when the land is needed for a road or trail;
- Criteria for right-of-way exactions and a process for determining the amount of right-of-way dedication that is roughly proportionate to the impact of the proposed development;
- A reduction or reprieve from property taxes on property subject to corridor preservation restrictions. Examples are removing property from the tax roll, lowering the tax rate for preserved land, or providing a tax credit;
- An option for clustering developments by reducing setbacks or other site design requirements to avoid encroachment into the right-of-way;
- Procedures for intergovernmental coordination between the Borough and the ADOT/PF.

C. Create New Connections to Adjoining Communities to Supplement the Parks Highway

Several new roads are needed to help relieve congestion on the Parks Highway, and provide for more efficient movement to adjoining communities. Most important is creation of a new east-west road, referred to as “Seldon West”, north of and generally parallel to the Parks Highway, that ultimately will provide a connection from Houston, through Meadow Lakes, to Wasilla and Big Lake. In addition, Slyvan should be extended south, across Lucille Creek, to the Knik-Goose Bay Road. This will create a more efficient road system, provide the opportunity for a needed roadside trail, and provide for more vehicular and pedestrian traffic to the planned Meadow Lakes Town center. The need for these roads will be integrated into the corridor preservation program described above.

D. Create New Connections for Gravel Trucks to Reach the Parks Highway

Pittman receives heavy use by gravel trucks and heavy equipment, with trucks coming and going every few minutes for much of the summer construction season. Truck traffic creates issues of safety for vehicles and pedestrians, delays in traffic, noise and dust. Alternative routes for these trucks should be planned, which separates industrial uses from streets with regular residential traffic. Options to solve this problem, from west to east, include: improving the intersection at Pittman, having the trucks cross the railroad and enter at a new signalized intersection immediately south of the main gravel yard, or for the trucks to go east and connect in the vicinity of Vienna Woods. In any case, trucks will have to enter the Parks Highway at a signalized intersection.

MEADOW LAKES COMMUNITY COUNCIL

Land Ownership

Wetlands	Native
State	No Fee
SPV	Private
Cooperative	Public University
Federal	Public Use
Native Corp	Alaska Mental Health Trust

City Boundary
Community Council Boundary
Trail

Land Use

Residential
Commercial
Industrial
Public
Agriculture
Recreation

High Impact Land Use

Alcohol Use
High Impact Industrial



MSB Office of Information Technology/GIS
April 1, 2004

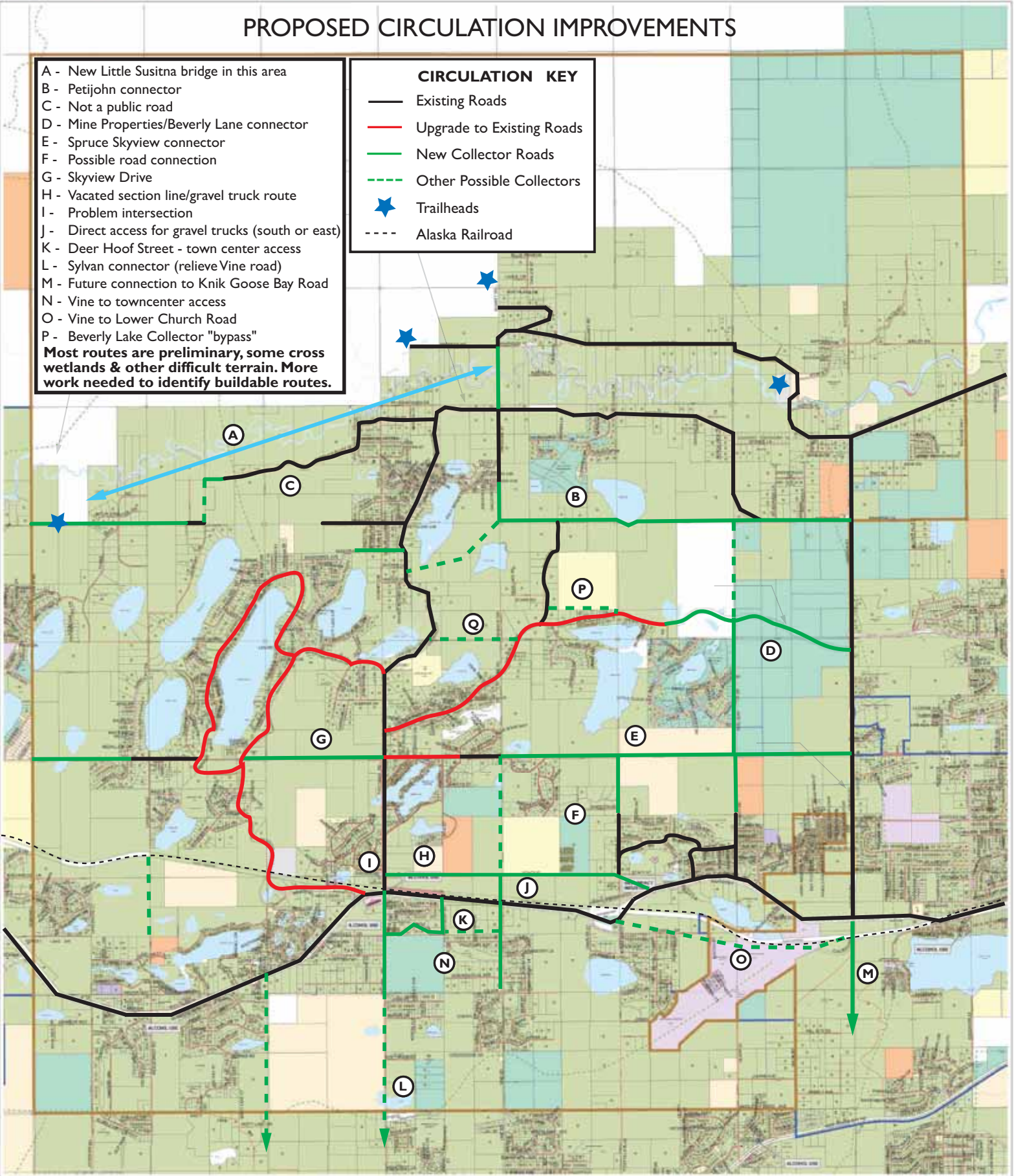
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PROPOSED CIRCULATION IMPROVEMENTS

- A - New Little Susitna bridge in this area
 - B - Petijohn connector
 - C - Not a public road
 - D - Mine Properties/Beverly Lane connector
 - E - Spruce Skyview connector
 - F - Possible road connection
 - G - Skyview Drive
 - H - Vacated section line/gravel truck route
 - I - Problem intersection
 - J - Direct access for gravel trucks (south or east)
 - K - Deer Hoof Street - town center access
 - L - Sylvan connector (relieve Vine road)
 - M - Future connection to Knik Goose Bay Road
 - N - Vine to towncenter access
 - O - Vine to Lower Church Road
 - P - Beverly Lake Collector "bypass"
- Most routes are preliminary, some cross wetlands & other difficult terrain. More work needed to identify buildable routes.**

CIRCULATION KEY

—	Existing Roads
—	Upgrade to Existing Roads
—	New Collector Roads
- - -	Other Possible Collectors
★	Trailheads
- - -	Alaska Railroad



GOAL 4: Set Appropriate Standards for Road Development and Surfacing.

BACKGROUND AND COMMUNITY VALUES

Many residents like the rural character of the Meadow Lakes area and would like to see it preserved as growth occurs. One key part of the rural nature of the area is that local roads are relatively narrow, with low speed limits, typically with a gravel-surface. While many residents would like to see their neighborhood roads preserved with the “country” feel, others would like to see their roads improved, allowing for more traffic and higher speeds. The result of this may be a road improvement plan that would be specific to each neighborhood.

To provide the character of roads that meet neighborhood needs, road standards should be developed that permit both straight fast paved roads and roads with a more rural character. The desire to avoid paved roads is tied to the ultimate density of residential areas; as densities of actual development increase beyond one dwelling unit per 10 acres the need for hard-surfaced roads increases. For roads that serve higher traffic volumes, for which gravel surfacing is not practical, the first hard-surface options should emphasize surfaces that are less expensive and have less of an urban “feel” than asphalt.

HOW? – MEANS TO SHAPE THE STANDARDS FOR FUTURE ROADS

A. Develop Rural or “Country” Road Standards That Call for Appropriate Road Widths, Horizontal and Vertical Curves, and Surfacing.

Road standards and their interpretation have been both contested and evolving in the past several years. Conservative and rigid use of the roadway design standards established by the American Association of State Highway and Transportation Officials (AASHTO) has softened to some extent. There is increasing understanding that incorporating community values, creativity and the flexibility provided in the AASHTO “Green Book” can produce designs that provide superior all-around service to the community. In 1997, the Federal Highway Administration (FHWA) published *Flexibility in Highway Design*, which provided guidance and encouragement to transportation engineers to conceive of roadway solutions broadly and creatively. Congress in 1995 passed the National Highway System (NHS) act, which states in section 304:

A design for new construction, reconstruction, resurfacing...restoration, or rehabilitation of a highway on the National Highway System...may take into account ...(in addition to safety, durability and economy of maintenance)...

- (A) the constructed and natural environment of the area;
- (B) the environmental, scenic, aesthetic, historic, community, and preservation impacts of the activity; and
- (C) access for other modes of transportation.

In *Flexibility in Highway Design* the FHWA points out that “by emphasizing the importance of good design for NHS roads, Congress is saying that careful, context-sensitive design is a factor that should not be overlooked for any road.”

Local and collector road standards in the rural parts of the Borough should provide sufficient flexibility to ensure roads that are designed and constructed strike a balance between capacity and design speed on one hand and roads that are rural in nature and “rest easy” on the land. They should also have lower speed limits and provide emergency access.

B. Provide Development Density Standards Supportive of Lower-Density Development That Can Be Supported By Gravel-Surfaced Roads.

Gravel-surfaced roads are ideal at limiting speeds and maintaining a “country” feel to the road. However, without treatment, gravel roads and traffic can produce large amounts of dust, and higher traffic volumes result in the need for frequent grading and resultant high maintenance costs. Recent research on the relationship between gravel-surfaced roads and development density helps establish reasonable standards for determining limits on development density in order to avoid paved, higher-speed roads. Research shows the maximum density for a higher-capacity gravel road is about six acres per dwelling unit, assuming the area served by the road is fully built-out.

Some parts of Meadow Lakes will have low densities, but in general, a desire to limit the area to gravel-surfaced roads will require more limitations on the density of development than the community generally wants. Therefore, as the town grows, it is likely that nearly all roads will ultimately require paving.

C. In Cases Where Traffic Volumes Require Hard-Surfacing, Consider Alternatives to Asphalt.

If low densities at full build-out are impractical in most areas, then methods to build hard-surfaced roads that are not wide and straight should be considered. Limits on street lighting and alternative surfacing methods, such as chip-sealing, avoiding straight road alignments, and building roads on the narrow side of accepted standards will all contribute to lower travel speeds and traffic, and a “country” rather than urban aesthetic. Roads with non asphalt road surfaces require a good base.

Although chip-seal in the place of pavement and a narrow road profile will reduce the cost of road development, alignments that depart from straight roads built will increase the cost of collector roads. An additional factor is travel speed. While most residents of a community support lower travel speeds, narrower, curving, gravel-surfaced roads mean more time required to make a trip. The general sense of the comments made during the public meetings held for the Comprehensive Plan is that residents prefer “slow and country” to “fast and urban,” even if it means trips take a bit more time. To the Borough, “slow and country” will likely require more unique sections of right-of-way and less reliance on section line easements.

D. Locate Roads Within Right-of-Ways in a Manner That Serves Traffic Needs and Minimizes Impacts on Adjoining Homes.

In the past, roads have been established and then paved without reference to the location of established rights of way. In the future, when roads are improved, the centerline of the road should generally be placed on the centerline of the right-of-way, to ensure that maximum land is available for roadside trails and snow storage. Exceptions may be made where shifting the road off the centerline reduces impacts on adjoining properties and reduces construction costs while maintaining a safe roadway.

GOAL 5: Plan For Good Access to Town Center.

BACKGROUND AND COMMUNITY VALUES

Good access is key to a successful town center - by road, trail, transit, perhaps ultimately including rail. “Good access” means the town center is readily accessible by vehicle, and at the same time, is a safe and comfortable place for moving around on foot. Downtown Talkeetna is an example of a place that strikes a good balance on these issues; Wasilla and Midtown Anchorage generally are readily accessible by vehicle, but offer little pleasure to pedestrians.

HOW? – MEANS TO ENSURE GOOD TOWN CENTER ACCESS

Develop a town center circulation plan, identifying options that would provide for good access, visibility, parking, and pedestrian circulation needed for a successful town center.

As described above, plans for improving the Parks Highway are a key step toward developing a successful town center. Particularly important is the policy to limit commercial development along the road, while concentrating a critical mass of commercial, civic and other uses in the town center.

The town center will be located predominantly on the south side of the Parks Highway. Vehicular access will need to occur at at least two intersections. Possibilities include Pittman, Deer Hoof and an extension of Vine. An additional future road will connect from the south (from the Knik Goose Bay Road), either along Sylvan or a road a mile to the west. Details of a town center circulation plan need to be developed as part of the ongoing planning for the Parks Highway. While the specifics of this eventual plan can’t be tied down in the comp plan, it is possible to outline the objectives to be met by the eventual town center circulation system

Good Access Into The Town Center:

- Provide at least two and preferably three intersections on the Parks Highway providing clear, safe, attractive and convenient vehicular access in and out of the town center.
- Design roads that cross through the town center so businesses within the center are conveniently reached both on foot and by vehicle. Traffic in the town center should move slowly.
- Intersection Design – work with DOT so intersections create attractive positive entryways into the town center.
- Transit connection – plan for the option for a park and ride, bus and eventually a rail connection to the town center.

Good Access Within The Town Center:

- Commercial and community functions need to be located close enough to each other that people are encouraged to walk. Walkways and sidewalks need to be designed so they are not impinged upon by parked or moving cars, and have amenities (seating, flowers, storefronts, etc.) that encourage a stroll in place of a short trip by car.

- Provide for easy, safe walking from parking to commercial uses.
- Allow for safe and enjoyable pedestrian accessibility to all parts of the town center, including a central, pedestrian core, and a more auto-oriented outer ring. (see land use chapter map)

GOAL 6: Plan For Continuing Railroad Use; Maintain Opportunities For Transit, Including Rail and Carpools.

BACKGROUND AND COMMUNITY VALUES

The option of getting around without a car is likely to grow in importance over the years. The Meadow Lakes area can encourage transit use by influencing the pattern of development (more concentrated, more options for transit) as well as taking advantage of the Alaska Railroad.

HOW? – DEVELOP WITH AN EYE TO THE FUTURE; PLAN AHEAD FOR TRANSIT AND CARPOOL OPTIONS

A. Locate and Reserve Carpool and Park-And-Ride Lots.

The first transit option for the Meadow Lakes area is likely to be carpooling and vanpooling. A significant portion of the families living in the area have a household member who commutes to work in Wasilla, Palmer or Anchorage. Over time and with growth, the number is likely to increase. Development of ridesharing can save users significant amount of money otherwise spent on gas, repairs, and wear and tear to the family vehicle. The service can be ad-hoc, organized by the Borough, or by a special-purpose private-non-profit.

If there is public or private property that can be used as a park-and-ride lot located near the Meadow Lakes area, then the service could start relatively quickly. Areas with most promise for park-and-ride lots include the town center area (perhaps the corner of the Parks Highway and Pittman) and the Church Road- Parks Highway intersection. The property could be set aside, or used without the creation of structures in order to save it for future park-and-ride use. Initially, the service could operate on a public-use basis--simply as a location for commuters to park their cars and join the day’s driver.

Ultimately, the community will want to work with the Alaska Railroad to establish regular commuter rail service. Land for a future commuter rail depot should be reserved for this purpose.

B. Work In Concert With The Alaska Railroad To Guide Continuing Use Of The Rail Route To Meet The Railroad And Community Needs.

Freight traffic on the Alaska Railroad has grown and is expected to continue to grow at three percent per year. Principal commodities on the railroad as it traverses the Meadow Lakes area are petroleum products, coal and scrap. Passenger services and ridership are also increasing. Princess Cruises is considering establishing separate trains carrying only Princess cars from Whittier direct to Denali National Park. This addition would result in two passenger trains in each direction each day during the summer. While commuter rails service is not likely in the near term, it would still be worthwhile to establish a future “station” location as part of the town center detailed planning process. This proposed new station

needs to plan to work with the Commuter Trail Station planned near the S. Mack Sports Complex just east of Meadow Lakes in Wasilla.

Rail crossings are a major concern, for safety and efficiency reasons. ARRC is unlikely to allow any additional at-grade crossings, and the cost of over crossings is beyond the budget for most collector or local roads. Over time, it will be essential to establish grade separated crossings where collectors cross the railroad. Improving the Pittman crossing is a priority.

GOAL 7: Maintain and Improve Roadside Trails and Trailheads.

BACKGROUND AND COMMUNITY VALUES

The Meadow Lakes area has gained a major recreation and transportation resource with the creation of the paved roadside trail along the Parks Highway. As is discussed in more detail in the recreation chapter, the community should work with ADOT/PF and the Borough to create roadside trails to access the more populated parts of Meadow Lakes, in particular, through construction of roadside trails along Pittman and Church roads, in addition to all new roads. Over time, as improvements are made to east-west collector roads, these projects should also include roadside trails See recreation chapter and trails map for details.

GOAL 8: Improve Road Maintenance.

BACKGROUND AND COMMUNITY VALUES

Maintenance is carried out by the two local road service districts. Improvements in maintenance practices are needed to better address the issues below:

- Dust management
- Snow storage and removal
- Plowing before gravel is laid
- Improved policies for cutting the vegetation along the roads (avoid leaving sharp, vegetation “spikes”)
- In some areas, request that DOT and the Borough maintain the shoulders in grass, which will require wider, lower angle road shoulders

3.0 Major Goals & Strategies

3.4 PUBLIC SERVICES & FACILITIES

“I moved out here knowing that many of the services found in cities wouldn’t be available. The affordable rural lifestyle is what I enjoy. If we improve our public services and facilities, we need to first address what’s most important, and make sure we can afford to maintain it.”

OVERVIEW

Meadow Lakes is a fast-growing unincorporated area lying between several incorporated cities. Currently, Meadow Lakes relies on the Borough and State for many of the services and facilities it requires. The community has shown a broad desire for certain improvements to public services and facilities in the area. Developing a community center multi-use facility is the highest priority for Meadow Lakes residents. Other priorities include establishing a garbage transfer station/recycling center in the area; improving emergency access and egress; improving the addressing system for responding to 911 calls; and establishing a post office in Meadow Lakes. Responsible for implementing the comprehensive plan, the Meadow Lakes Community Council (MLCC) plans to work closely with the Borough, the State Dept of Transportation & Public Facilities (DOT&PF), and other agencies and organization to plan for these services and facilities. In addition, MLCC plans to monitor funding opportunities as they become available. Appendix D: Community Development Resources Guidebook, located at the end of this document, provides preliminary information about potential funders for public services and facilities projects.



In addition to the above priorities, residents have identified the need for improved law enforcement (i.e., police sub-station or neighborhood watch program), upgrades to sub-standard roads, senior housing, land to be set aside for future high school and junior high school, land to be set aside for a cemetery, and improved handicapped access to facilities throughout the community.

This chapter on public services and facilities provides a summary of overarching goals that have been identified by the Meadow Lakes Planning Team with input from residents throughout the area. For each of these overarching goals, a more detailed list of specific objectives is provided to identify how the community hopes to achieve each of its goals.

PUBLIC SERVICES & FACILITIES GOALS

During the April 2005 Meadow Lakes Community Planning Workshop, the community confirmed earlier discussions on the highest priority service and facility needs. The three overarching public service and facilities goals are:

1. Develop a Community Center Multi-Use Facility in Meadow Lakes.

Developing a community center – multi-use facility – is the overarching highest priority for residents in Meadow Lakes. Desired functions of the multi-use community center facility include the following:

- youth services
- senior center
- adult education programs
- indoor and outdoor recreation
- regional satellite office space
- space for community meetings and events
- business resource center/ business incubator
- cottages for visiting artists, writers, and crafts teachers
- library
- MLCC office space

2. Identify and Develop Other High Priority Community Needs.

Public services and facilities needs addressed under this goal include:

- garbage transfer station/ recycling center
- better emergency access and egress
- better addressing system for responding to 911 calls
- post office
- police/ law enforcement services
- improved handicapped access to facilities throughout Meadow Lakes
- senior housing
- land for junior high school
- land for middle school and high school
- library (stand alone or as part of the community center facility)
- land for a cemetery
- ensured water quality/quantity
- upgraded sub-standard roads
- improved EMS

3. Improve the Community's Capacity to Fund Development and Operation of Needed Community Services and Facilities.

GOAL I: Develop a Multi-Use Community Center in Meadow Lakes.

BACKGROUND AND COMMUNITY VALUES

Over the last several years the Council has worked to develop a multi-use community center facility in Meadow Lakes and has acquired the site from the Borough. This community center building is intended to efficiently serve community needs by pooling several public services into one multi-use building. Specific proposed uses are listed below. Meadow Lakes will market the facility as a center that can be shared by residents and groups. The proposed community center is a multi-use facility, and should not be confused with the proposed business-oriented town center site. Desired functions of the multi-use facility include:

- youth services
- senior center
- adult education programs
- indoor and outdoor recreation
- regional satellite office space
- space for community meetings and events
- business resource center and business incubator
- cottages for visiting artists, writers, crafts teachers
- library
- MLCC office space

HOW? – PLANNING FOR COMMUNITY CENTER USES

A. Improve Services Available to Youth in Meadow Lakes by Establishing a Youth Center as a Component of the Proposed Community Center.

Youth services are important to the Meadow Lakes community. A youth center, if appropriate into the community center, can provide a meeting place; opportunities for leadership and skill building; opportunities for exploring individual talents in areas such as arts, music, sports and crafts; a safe, positive place for kids to spend time; and education and job opportunity training. The center should be a fun place for youth, offering organized opportunities and a chance for youth to be actively involved in the community.

B. Establish a Senior Center as a Component of the Proposed Community Center.

Input of Meadow Lakes seniors has been and will continue to be very valuable in identifying the desired functions of the senior center.

C. Establish an Adult Education Program in Meadow Lakes.

The Meadow Lakes community will need to identify alternatives available for operating and managing the program; identify specific educational programs of interest to residents; and identify equipment and resources required for offering these services such as a variety of distance learning programs.

D. Evaluate Alternatives for Establishing Indoor and/or Outdoor Facilities as a Component of the Proposed Community Center.

E. Establish a Regional Satellite Office Space

In an effort to improve the communications network with the Borough, State, and other agencies, the Meadow Lakes Community Council proposes to establish an office space in the proposed community center that is dedicated to assuring office services for regional and state agency functions.

F. Establish Space for Community Meetings and Events

Meadow Lakes is currently in short supply of adequate meeting space and community events space. In order to alleviate pressures on the school and fire station (which provide current demands in meeting space), the Council hopes to establish meeting and events space in the proposed community center facility that can be used for a variety of community purposes.

G. Establish a Business Resource Center/ Business Incubator

In an effort to improve opportunities to entrepreneurs in the Meadow Lakes area, the Council hopes to establish business resources that enhance opportunities locally for start-up businesses. Establishing a business resource center and business incubator in the proposed community center facility is intended to improve business opportunities locally.

H. Establish Cottages for Visiting Artists, Writers, and Crafts Teachers

In an effort to enhance the attractiveness of Meadow Lakes to inviting unique opportunities for those in surrounding communities and other visitors through the area, the Council hopes to develop lodging accommodations along with the proposed community center facility to house visiting artists, writers, and crafts teacher from outside the local area. This investment, along with recruiting efforts, is intended to attract individuals who can provide unique opportunities that attract local residents and visitors from outside the area to participate.

I. Establish a Library in the Meadow Lakes Area

Meadow Lakes residents would like to see a library built within the Meadow Lakes Community Council Area. In terms of efficiency of use, the library should be built as part of the proposed community center. However, if that proves to be limiting in any way, residents would still like to see a library built (either as part of the proposed community center, or as a stand-alone facility).

J. Establish Office Space for the Meadow Lakes Community Council

In an effort to increase the capacity of the Meadow Lakes Community Council to implement the priority projects, policies, and actions of the Meadow Lakes Community Comprehensive Plan, office space is needed. By locating office space in the proposed community center, MLCC could lease the space rather than constructing a stand-alone building. In addition, the office space would be more accessible by those residents visiting the community center for a variety of other functions.

K. Identify Funding Sources for the Community Center.

It has been the continued goal of the community to have the community center be self sufficient and not place a burden on area residents in the form of taxes. It is expected that a non-profit organization will be established to operate the facility. This entity will be responsible for establishing a business plan, and carrying out fundraising for capital operating budgets. Possibilities for funding include grants from federal, state and foundations (see Appendix D: Community Development Resources Guidebook).

L. Prepare a Business Plan for the Proposed Community Center.

Planning for a multi-use facility such as a community center will require the Meadow Lakes Community Council to take the initial following steps (also see Appendix E: Community Facilities Planning Workbook):

- Prepare a preliminary business plan identifying the capital and ongoing operations costs and funding sources;
- Establish a management entity for the facility;
- Identify and evaluate site alternatives and then establish and secure a preferred site;
- Secure design and construction funding to ultimately construct the facility; and
- Establish a facilities operation plan.

GOAL 2: Identify and Develop Other High Priority Community Needs.

BACKGROUND AND COMMUNITY VALUES

Meadow Lakes relies on the Borough for a range of services including fire, solid waste disposal, emergency medical services, schools, and as the areas planning authority. Other service providers include electric and telephone utilities, and the State for police services. Typically, most homes have septic systems and wells, although there are some private community well systems. Some homes have outhouses and haul water from a local water source.

Priorities for improvement include emergency access/egress; evaluating long-term water and wastewater capacity; locating a junior high school, middle school, and high school in Meadow Lakes; upgrading sub-standard roads; establishing a local post office; improving the community's capacity to manage solid waste; improving law enforcement services; enhancing emergency response capabilities; improving the addressing system for responding to 911 calls; establish senior housing; improve handicapped access to facilities throughout the community; and reserving land for a cemetery.

With the high growth rate of the Meadow Lakes area, long-range planning is needed to assure public services and facilities are available to meet community needs as the area continues to grow. The community must also recognize the requirement to balance the desire for improved services with what the community can afford.

HOW? – MEETING HIGHEST PRIORITY COMMUNITY NEEDS

A. Improve Emergency Access/Egress to Residential and Commercial Areas Throughout the Meadow Lakes Community.

Emergency access/egress is a high priority in the Meadow Lakes area, which is characterized by long roads with relatively few residents and high maintenance costs. As outlined in the circulation chapter, a system of new and improved residential roads is needed, including ensuring that residential areas have two ways in and out.

B. Ensure Quality of the Water Table and Water/ Wastewater Carrying Capacity.

Approximately 85% of the homes in the Meadow Lakes area are fully plumbed using individual water wells and septic systems. In addition to individual wells, there are some private community well systems. A few residents haul water from a safe source and use outhouses. Currently existing water and wastewater systems appear satisfactory. There is a growing concern regarding water quality and water supply.

As private and currently undisturbed properties are developed, the demand for water and land needed for septic systems will grow dramatically. To adequately address future needs and the ability to meet those needs, a study is needed to evaluate water quality and quantity and wastewater carrying capacity, This study will help determine the point at which demand may exceed available resources and the point at which public water and wastewater systems may be needed. The study will set the stage for actions needed to manage and protect the community's water supply (quantity & quality), including:

- controlling water withdrawals from area lakes (education, enforcement)

- securing community water rights (e.g. access to aquifers for domestic water use)
- ensuring protection of adequate in-stream flow to protect habitat, recreation values and water quality of the area's streams, lakes and wetlands
- controlling land use activities, such as development in watershed areas, or gravel mining, that have the potential to harm the community's water supply.

Factors that will adversely affect water quality and wastewater carrying capacity need to be closely monitored and managed. These include population densities and industrial/commercial activities including gravel extraction, mining and drilling. Residents are becoming increasingly concerned about the depths that material is being extracted for producing gravel. If gravel extraction operations dig deep enough to hit the water table, it could dewater or contaminate the water supply of the area.

C. Secure Land for Building a Junior, Middle, and High School in Meadow Lakes.

Meadow Lakes is located in the Matanuska-Susitna School District. Schools in the District are operated by the Borough. Currently, two schools are located in Meadow Lakes including Meadow Lakes Elementary School (grades P thru 5) operated by the Borough, and the Midnight Sun Family Learning Center (grades K thru 8) operated by a MSB Charter. As the community grows there will be a need for a junior high school and a high school in Meadow Lakes. Sites for these needed facilities should be determined now. The two Borough parcels are the logical sites to reserve for this purpose.

D. Upgrade Sub-Standard Roads in Meadow Lakes.

This plan provides a full discussion of circulation issues and policies in the Circulation chapter for upgrading sub-standard roads in Meadow Lakes.

E. Locate a Federally-Owned and Operated Post Office in Meadow Lakes (Located in the Town Center).

At present there is a contract post office in Meadow Lakes, while the closest full-service post office is located in Wasilla. Shortcomings of the current contract station include unsafe access and limited services. Currently Meadow Lakes residents with rural delivery who receive packages, certified and registered mail, must travel on average 30 miles round trip to a building located on the Palmer-Wasilla Highway that has limited hours of service. Growing residential areas will increase the already existing need for improved postal services in the Meadow Lakes area. The proposed town center would be an appropriate location for the post office.

F. Work with the Matanuska-Susitna Borough to Locate a Solid Waste Transfer Station in Meadow Lakes; and establish a recycling center in Meadow Lakes.

The Borough operates a central landfill and eight transfer stations throughout the Borough, none of which are located in Meadow Lakes. The Borough has programs for Junk vehicle removal, Roadway Clean-Up, Adopt-a-Highway and a Litter Clean-Up. MSB conducts an annual spring clean-up and works with community councils on roadside clean ups during the summer months.

Trash dumping, abandoned and “junk” vehicles are growing problems in Meadow Lakes and around the Borough. Dumping in public places has led to illegal dump spots becoming known and well-used. Problem spots have been identified and with the success of clean-up efforts, there has been less trash each year. These problem spots need to be cleaned-up and blocked to prevent future trash dumping. Enforcement should also be increased to encourage the proper disposal of solid waste. As Meadow Lakes continues to grow, a transfer station may be warranted.

Residents are also interested in establishing a recycling center in the area. In the long-term future, Meadow Lakes residents are extremely interested in pursuing early plans for a recycling center in the Meadow Lakes Community Council Area.

G. Improve Local Policing Services Throughout the Meadow Lakes Area.

Meadow Lakes is a growing residential community that will require growing police services to the area. In addition, there is a need for greater capacity to manage recreational uses, such as trespass, vandalism, trash and disruptive behavior. Some options include establishing a Trooper sub-station in Meadow Lakes, improving coordination of services with nearby communities, establishing a neighborhood watch program, or establishing a sheriff in Meadow Lakes. (See Appendix F: Matanuska-Susitna Borough Resolution 04-01 – Blue Ribbon Task Force, Appendix G: USA on Watch Resources, and Appendix H: Citizen’s Task Force.)

H. Improve the Emergency Medical Technician Services

Establish improved EMT/EMS service in Meadow Lakes – locate a new station at the Johnson Road fire station.

I. Emergency Response – Improve the Addressing System for Emergency Response.

The overall emergency response “addressing system” in Meadow Lakes should be improved, increasing the ability for police, fire and emergency medical services to locate addresses efficiently. As the area grows, additional full time emergency response staff will be needed, based in the community.

J. Senior Housing – Establish Senior Housing in Meadow Lakes.

Senior housing is a growing need in the Meadow Lakes area as it is around the country. In Meadow Lakes, there are approximately 250 residents that are currently age 65 or over. Meadow Lakes residents have identified the need to establish senior housing within the area.

K. Handicapped Access – Improve Handicapped Access to all Facilities – Both Public and Private - Throughout Meadow Lakes.

Meadow Lakes has a large senior population, and, like the nation as a whole, the percentage of seniors will be growing as the baby boom ages. An active program is needed to encourage and ultimately require compliance with nationally accepted standards for handicapped access to all buildings open to public use.

L. Cemetary – Reserve land for a public cemetery in Meadow Lakes.

As is the case with many growing rural residential communities, generations of families are typically forced to locate their ancestors burial spots in areas outside the community. Meadow Lakes is in need of establishing a cemetery locally to strengthen community ties to its family members that have shaped its past. Although not frequently recognized, access to deceased relatives helps to strengthen the sense of local identity for those in the community.

GOAL 3: Improve the Community’s Capacity to Fund Development and Operation of Needed Community Services and Facilities.

BACKGROUND AND COMMUNITY VALUES

With many of the strategies identified in this chapter, entities are required to own, operate, and manage the recommended programs, services, and facilities. The chapter titled “Community Governance & Identity” identifies funding and management possibilities.

3.0 MAJOR GOALS & STRATEGIES

3.5 Economic Development

OVERVIEW

“Jobs at what price? – What kind of jobs and what kinds of industry to create jobs?”

Meadow Lakes has evolved from an area of wilderness homesteads into what it is today

- the fastest growing community in the fastest growing borough in the state. The primary transportation corridor through the community is the Parks Highway, providing a direct link between Anchorage and Fairbanks, where the majority of the state’s commercial and industrial activities are located.

At present, Meadow Lakes is largely a residential community. People living in Meadow Lakes find most of their jobs, goods and services in Wasilla, Palmer or Anchorage. The most visible commercial and industrial activity is gravel extraction; other types of local economic activities include a range of construction businesses, a diverse range of other small service-oriented businesses, and a few farms. Businesses seen along the Parks Highway include automobile and trucking services, log home construction, fish processing, propane services, storage facilities, a flea market/storage/housing area, refrigeration services, wood crafts, taxidermy services, water-well drilling services, gravel extraction, lumber supplies, top soil and sand supplies, fire place supplies and services, gas stations, an RV park, greenhouse businesses, heavy and light equipment rentals, and a host of food, beverage, entertainment, and retail businesses.

A large majority of Meadow Lakes residents work outside the Meadow Lakes community. According to survey results collected in 2003 by the Matanuska-Susitna Borough, 10% of the Meadow Lakes working population work in Meadow Lakes; another 38% work in other areas of the Borough; and 29% work in Anchorage.

Based on input from the community survey and public workshops, Meadow Lakes residents enjoy the freedoms of a rural setting while having easy access to the services and employment opportunities of larger communities. They value their environmental resources and are not interested in attracting large-scale economic development. Priority economic goals for the community focus on maintaining options for home-based business, improving job opportunities for the youth of the area, and minimizing residential impacts from industrial development such as gravel extraction.

ECONOMIC DEVELOPMENT GOALS

In the two-day workshop conducted in April 2004, three goals were identified as recommendations for economic development. These goals, confirmed at the November 2005 workshop, frame the economic development strategies presented in this chapter.

- 1. Encourage the Expansion of Job Opportunities in the Meadow Lakes Area While Maintaining the Rural Character of the Community.**
- 2. Maintain Recreational Resources (Open Space, Trails, Lakes, Etc.) both for Residents and as a Basis for Attracting Out-of-Town Visitors.**
- 3. Guide the Character and Location of Commercial and Industrial Development to Minimize Off-Site Impacts.**

GOAL I: Encourage the Expansion of Job Opportunities in the Meadow Lakes Area While Maintaining the Rustic Character of the Community.

BACKGROUND AND COMMUNITY VALUES

Population growth in the southern portion of the Borough is creating opportunities to provide goods and services locally instead of in Anchorage. Because the Parks Highway serves as a conduit linking residents to other larger communities, and out-of-town visitors frequently travel through the area, Meadow Lakes has a variety of options for increasing local job opportunities. The Meadow Lakes area and the Matanuska-Susitna Borough as a whole have relatively higher unemployment, and lower average annual earnings, than other railbelt communities. As reported in the Anchorage Daily News (9.16.04), the Borough's average annual earnings are at 67% of the US average, while Alaska as a whole is at 106% of the US average. The following strategies outline how the Meadow Lakes community plans to achieve this first goal. Appendix I: Meadow Lakes Employment and Industries provides additional information about employment, occupation, and types industry found in the Meadow Lakes region.

A. Economic Development Forum - Organize a local forum where business owners can meet and discuss business needs, niches, local/regional linkages, and ways to strengthen the local economy while maintaining the community character.

Establish an active organization to advocate for improvements in local job and business opportunities, and to help carry out the other goals outlined in this section. This could be a new organization, or an offshoot of the local Chamber of Commerce. Such a group can bring together a wide range of organizations and business leaders to discuss common issues, advocate for local businesses, and advise the Meadow Lakes Community Council on issues relating to the development of Meadow Lakes' economic interests. Members of the forum should identify and agree upon a clear statement of priorities to be addressed during a specific time frame that is consistent with this comprehensive plan. This will provide the framework for an action plan that focuses on areas of greatest importance to current and planned economic activity. The forum should meet regularly (at least quarterly) each year and can form sub-groups that carry out key activities and meet more regularly.

B. Business Incubator – Create a business incubator program and facility to support local start-up businesses.

Business “incubators” are a common strategy employed by local and state governments and non-profit organizations to help small businesses get started and grow. Business incubators are facilities that provide start-up entrepreneurial businesses with affordable space and shared support and business development services, such as financing, marketing, and management. Incubators can play a nurturing role in helping young businesses survive and grow during the start-up period when they are most financially vulnerable.

Incubators come in many formats, with different objectives. They may be:

- Public or not-for-profit incubators, sponsored by government and nonprofit organizations, whose primary purpose is to promote economic development.
- Private incubators, run by venture and seed capital investment groups, or by corporations and real estate development partnerships. These incubators generally

seek a return on their investment, often through a stake in the firm, further development, royalties, etc.

- Academic-related incubators, which share characteristics of the first two types, but also have objectives in faculty development, and creating business spin-offs from faculty research.
- Public/private incubators, which are joint efforts between government or other non-profit agencies and a private developer. These offer the advantage that government funding can often be secured to support private sector expertise and financing.

For the Meadow Lakes area, the proposed community center building could offer a practical solution in providing possible incubator space. Ideally, the incubator program would be structured to provide support services and technical assistance to small businesses residing in the community center building, and also would provide support to other small start up or growing home-based businesses or other locations around the community. One option would be to partner with Federal or State organizations like the Small Business Development Center in Anchorage, perhaps through establishing a satellite office in this location.

C. Community Resources Directory - Create a community resource directory that includes all businesses, services, and facilities located in Meadow Lakes.

Creating a directory of services available in Meadow Lakes can help promote increased use of local products and services, both by residents and visitors from outside the community. The directory could be presented in several different forms: a brochure, signs, and/or a community website. One option is a link to the “Meadow Lakes 99629” website at www.meadowlakes99629.com that currently provides information on Meadow Lakes. The directory, which could include information on lodging, recreational attractions and other local activities, could also be targeted to visitors regionally and statewide through the Convention & Visitors Bureaus and other statewide outlets.

Another example of a community resource directory is the community of Gustavus, which provides a well-developed electronic version of their directory. Gustavus is more focused on tourism and promotion than is likely to be the case for the Meadow Lakes area, but this site (<http://www.gustavus.com/>) demonstrates how much a community can do to describe businesses, community events, community facilities, etc.

A related project, which might be done by the Economic Development Forum in cooperation with the youth of the area, would be to conduct a skills and assets survey of Meadow Lakes residents. This would identify not only established businesses, but also provide a snapshot of the diverse range of skills available in the community.

D. Jobs for Teens – Encourage businesses to give young people in the area opportunities to gain job experience.

About 33% of the Meadow Lakes population is under the age of 18. Many residents of Meadow Lakes would like to

“We need local jobs for young people – so they can learn what it means to work.”

see increased opportunities for youth to gain work experience. As part of the strategy for developing the town center, a greater number of appropriate job opportunities should be available to youth. In addition, services provided in the community center should specifically identify ways to link the youth to jobs in the area, such as a Job Corps program

or other training. With the encouragement of the Community Council and the availability of job training programs, local employers could hire more local youth, particularly during the busy summer months.

E. Town Center – Utilize the planned town center to encourage and promote small, diverse businesses, particularly products of home-based businesses and cottage industry.

As described in the land use section of this plan, establishing a town center will help to centralize commercial development in a attractive, pedestrian-oriented setting. The mix of businesses in the town center can highlight the unique character of the community while creating opportunities to market and sell locally-made products and services. It will help convey a positive image of the community, and encourage out-of-town visitors to slow down, take notice, stop and buy local products and services to benefit the local economy.

Within the town center, visitors should be provided a directory of other activities, products, and services available outside the town center (e.g., recreational areas, B&Bs, events, and other businesses). Meadow Lakes can also use the proposed business center (a component of the planned community center multi-use facility) to assist local and home-based businesses market their products in the town center.

F. Events – Target and promote local events to appropriate markets in the region and state to encourage visitors to spend time and money in the Meadow Lakes area.

Meadow Lakes has the potential to be a popular destination for out-of-town visitors. The Matanuska-Susitna Borough is actively promoting itself as destination for in-state and out-of-state visitors alike. By identifying appropriate events in the area, and carefully developing recreation amenities, the community can promote Meadow Lakes as a destination, rather than merely passing through.

Promoting and holding events can encourage visitors to use local accommodations, stop at local restaurants, buy local products, and utilize local services. Examples of possible events include farmers market, arts and crafts markets, music festival, local dances, athletic events such as a bike or ski race, and fishing derbies. Gustavus also provides a good example of an unincorporated community using a range of community events to support community programs.

G. Well-Managed Tourism & Recreation – Encourage amounts, location, and types of tourism and recreation development that provide economic and help maintain and enhance community values.

Writer and peach farmer Mas Masamoto coined the term “micro-brewed tourism” to capture the idea there are two kinds of tourism: mass market (like mass market, low cost beers) and small volume/high value tourism. The latter category, like micro-brewed beers, emphasizes sale of small quantities of high value products – products that tell stories about places and create significant economic benefits with little disruption of local life. Tourism, if well managed can bring significant local benefits, including opportunities for businesses directly serving tourists, added spending at service businesses like stores or gas stations, and a way to effectively subsidize services and businesses that local spending alone can’t support.

Tourism strategies for Meadow Lakes are focused on maximizing benefits and minimizing adverse impacts are outlined below; more details are presented in the recreation chapter:

Take better advantage of the large volume of packaged and independent tourists passing through the area. Provide facilities for travelers that encourage them to slow down, and spend money in the Meadow Lakes area. Examples include roadside turnoffs and viewing areas (interpretive information), a new pedestrian-oriented town center featuring locally produced products, and camping and picnic areas.

Encourage well-managed, low impact trail activities (hiking, biking, dog-mushing, cross-country skiing).

Use targeted promotions, and careful sharing of information to steer visitors toward recreation areas (e.g. trails) that residents see as appropriate; and away from areas that are intended primarily for local use.

H. Home-Based Businesses – Encourage and support opportunities for home-based businesses.

This comprehensive plan acknowledges the value and importance of home-based businesses. Policies in the Special Use District should allow continued development of home-based businesses as a recognized approach to enhancing economic opportunities for residents of the Meadow Lakes area.

GOAL 2: Maintain Recreational Resources (Open Space, Trails, Lakes, Etc.) Both for Residents and Out-of-Town Visitors.

BACKGROUND AND COMMUNITY VALUES

The chapter on Recreation and Open Space addresses this goal in greater detail. The following strategies identify some ways to attract out-of-town visitors to appropriate Meadow Lakes recreational resources.

HOW? – MEANS OF MAINTAINING RECREATIONAL RESOURCES

A. Signage – Post signs identifying recreational areas that are appropriate for out-of-town visitors.

Post standardized signs at trail heads, lakes, fishing areas, and other recreation spots to identify and promote these resources to residents and visitors.

B. Privately-Owned Campgrounds – Develop local, privately-owned campgrounds that target out-of-town visitors.

This approach serves the dual purpose of supporting the local economy/creating local jobs and creating recreational areas that are appropriate for out-of-town visitors. In promoting these areas, Meadow Lakes can work with the Mat-Su Borough and Mat-Su Borough Convention & Visitors Bureau.

C. Seasonal Attractions – Identify appropriate seasonal events/attractions to encourage out-of-town visitors to stay in the Meadow Lakes area, to participate in events, to utilize local services, and to buy products locally.

D. Volunteers Day – Encourage businesses community-wide that benefit from visitor attractions to volunteer one day a year (or more) to clean-up, repair, and improve the recreational resources throughout the community.

E. Supporting the Local Economy – Attract those out-of-town visitors to recreational resources who will also utilize other local services and buy local products; encourage visitors to slow down, stop, stay, and spend money locally; in order to attract specific visitors to the area, efforts to target appropriate markets should be made.

Examples of high value/low impact visitors include trail users, small group tours and in-state residents looking for weekend getaways.

F. User Fees – Establish modest user fees for recreational area users that contribute to the cost of maintaining and improving recreational resources.

G. Visitors Center – Establish a Meadow Lakes Visitors Center that informs the public of recreational resources in the Meadow Lakes area; that identifies appropriate and inappropriate activities; and that serves as a point of collection for user fees.

More details on these proposals are presented in the Recreation/Open Space Chapter.

GOAL 3: Guide the Location and Character of Commercial and Industrial Development to Minimize Off-Site Impacts.

Strategies on this topic are outlined in the Land Use chapter

3.0 Major Goals & Strategies

3.6 COMMUNITY GOVERNANCE & IDENTITY

“We have a lot of interesting things here but it’s going to take a while for that to grow together as a community - but we’re working on that.”

OVERVIEW

Meadow Lakes area is facing rapid residential growth, commercial development along the Parks Highway, planned improvements to the Parks Highway and other roads, pressures for resource development, and growing public service needs. Residents want to improve their ability to guide these changes, and to manage these demands on Meadow Lakes’ community resources. To respond to the need for greater local control the community has developed this comprehensive plan. This chapter outlines strategies for strengthening the community’s identity and increasing the community’s control over its future.

The community is cautious about finding the right level of local governance. “If you want to get a roomful of angry people, start talking about incorporation. But we need to understand our options, and better understand what Houston and Wasilla are thinking about annexation.” This chapter includes a section on Community Governance Alternatives addressing options on this subject.

COMMUNITY GOVERNANCE & IDENTITY GOALS

In the draft “Issues and Goals Report” published in April 2004, four goals were identified as preliminary recommendations for community governance and identity. These goals frame the strategies presented in the remainder of this chapter.

- 1. Establish a Stronger, Positive Image for Meadow Lakes.**
- 2. Create an Umbrella Organization to Provide Community Facilities and Services.**
- 3. Improve Communication Network (Bulletin Boards, Phone, Newspaper, Email, Newsletter, Website).**
- 4. Narrow Priorities to Increase Odds of Success of Community Projects.**

GOAL I: Establish a Stronger, Positive Image for Meadow Lakes.

BACKGROUND AND COMMUNITY VALUES

As highlighted throughout this plan, the Meadow Lakes area is currently facing rapid residential growth. Many people passing through the area don't realize that Meadow Lakes is one of the most populous communities in the Borough.

Establishing a stronger sense of community identity is important for residents and visitors. Meadow Lakes is a distinct area with the opportunity to guide its own destiny. The strategies listed below focus on ways of bringing out Meadow Lakes' distinct personality.

HOW? – MEANS TO CREATE STRONGER COMMUNITY IDENTITY

A. Community Center Building – Establish a community center building in Meadow Lakes as a gathering point for residents, and to serve as a distinct landmark identifying the Meadow Lakes community for those traveling through the area.

Over the last several years, the Council has worked on developing plans for a multi-purpose community center. This community center building is intended to serve the needs of local residents by pooling several public services in this one multi-use building including space for meetings and events, youth and senior programs, and for a handful of businesses to lease space in the building. The community center facility will be a gathering place for Meadow Lakes residents. See Public Services & Facilities chapter for details.

B. Town Center – Establish a town center district to distinctively identify the Meadow Lakes area and to centralize appropriate development in the town center.

See Land Use and Economic Development chapters.

C. Events – Promote events that attract active support by local residents, match community values, and that appeal to larger statewide or regional markets.

Events can bring a range of community benefits – increased spending to benefit local businesses; promoting the community's character; opportunities to raise money for supporting local organizations; and the fun of participation. Events are a good way to promote the identity of the Meadow Lakes area. Meadow Lakes residents would like to establish events that do not adversely impact local life. Some examples of appropriate events include the Chugach carvers workshops; running races (such as to Hatcher Pass); workshops on crafts; crafts fairs; and other small-scale events.

D. Promote Meadow Lakes' Identity – Establish community-wide agreed upon goals for promoting the identity of the Meadow Lakes area, especially along the Parks Highway corridor.

To better promote the identity of the Meadow Lakes community, the Council can encourage residents to agree on the image that the community wants to project to visitors. Based on work to date as part of this comprehensive plan process, key ideas include: self reliance, access to the natural environment, entrepreneurship, and a great place to raise a family.

The community wants to develop a set of consistent, attractive community signs that help with way-finding and create a stronger sense of community identity. Signs should be

developed that identify entry points (in both directions) along the Parks Highway for those traveling through the Meadow Lakes area, such as “Welcome to Meadow Lakes” and identify lakes (and stocked lakes) that are located off of Pittman Road. To encourage more local participation in the maintenance of public access points, one alternative is to establish an “adopt-an-access” similar to the “adopt-a-highway” program. Businesses should also be encouraged and supported to post appropriately-scaled signs that clearly identify their location to those driving by.

During the 2005 Community Planning Workshop held in Meadow Lakes to review and discuss the draft comprehensive plan, residents expressed concerns regarding the style of signs that businesses post. The community has clear definitions about what constitutes a good or bad example of signage. Future measures may require guidelines to be established that businesses should adhere to.

E. Improve the Appearance of the Storage Buildings/Flea Market Area Near the Intersection of Pittman & Parks Highway.

This unruly development area is the primary image most people hold of Meadow Lakes. Actions should be taken to change the character and/or move these uses to another site. In the longer term this area is likely to be removed as part of the widening of the Parks Highway. In the near term, the community should work with the landowner and tenants to investigate options to upgrade the functions, parking, utilities and appearance of this area, so it might become a “funky” but interesting place to shop for residents and visitors. Possible specific actions include, screening with landscaping and provision of necessary sanitary services.

GOAL 2: Create an Umbrella Organization to Provide Community Facilities and Services.

BACKGROUND AND COMMUNITY VALUES

Currently, the Meadow Lakes community relies upon the Mat-Su Borough, and the Borough-established Meadow Lakes Community Council and service districts for local governance. With the growing need for expanded services and facilities in Meadow Lakes, there needs to be an entity established to manage these services and facilities. At the end of this plan is an appendix with information about alternative approaches to local governance. The community can use this information to evaluate the appropriate level of governance to meet the needs of the community.

HOW? – MEANS TO PROVIDE LOCAL SERVICES AND FACILITIES

A. Community Council – Review and select a preferred strategy to strengthen the capacity of the Meadow Lakes Community Council to better serve the Meadow Lakes Area.

Three options for local governance were discussed – stick with existing system, strengthen the community council, and investigate incorporation. Based on community discussions, the preferred governance alternative is to strengthen the existing Community Council. This would include establishing an office location for the Council (perhaps in the proposed

community center building), pursuing funders to receive grant funding for priority projects, and funding a part-time staff position. One good short-term option for this latter goal would be to work with the VISTA Program which could train and fund a local resident.

Options for funding a staff person and paying for office costs include local fundraising events and rental fees from offices located in the proposed community center facility. The community of Gustavus is a good example of a town that, for many years, raised funds for a range of community services without being incorporated or receiving external financial support.

While strengthening the Community Council is a good near-term strategy, many people have pointed out the benefits of incorporation. One widely-shared motivation for this action would be to avoid being annexed by the City of Wasilla, or worse yet, to have Wasilla gradually annex Meadow Lakes' commercial and industrial uses that provide significant property taxes. Other motivations include greater local control over fiscal and land use issues; disadvantages include the challenges of raising sufficient funds locally to provide needed services. In the coming years the community will need to further investigate this issue. (See Appendix J: Governance Alternatives for additional information on community governance options.)

B. The Comprehensive Plan – Completion of the Comprehensive Plan.

This comprehensive plan gives the community a voice in the development decisions made by state, regional, and federal agencies. In addition, it expresses the community's voice regarding decisions by large landowners and businesses that affect the Meadow Lakes area. The comprehensive plan is an important step towards gaining greater local control and increasing funding opportunities available to the community.

GOAL 3: Improve Communication Network (Bulletin Boards, Phone, Newspaper, Email, Newsletter, Website).

BACKGROUND AND COMMUNITY VALUES

Many residents in Meadow Lakes frequently commute out of the community for work, shopping, and needed services. Residents have expressed a need to improve their communication network both within and outside the community. As Meadow Lakes and surrounding communities continue to grow, coordinated planning efforts will require an improved communication network both within the community as well as with other communities, regionally and statewide. This will help to assure Meadow Lakes residents have a voice in decisions made about Meadow Lakes that affect their interests.

HOW? – MEANS TO IMPROVE COMMUNICATION

A. Common Voice – Maintain and strengthen the advisory capacity of the Community Council to represent community-wide agreed upon directions.

Completing this comprehensive plan is an important step towards establishing a common voice representing the community's interests. Ultimately, the plan helps to unify the community's voice and to limit the opportunities for outside entities to ignore or misrepresent community-wide views. The Council will continue to pursue avenues for improving its ability to reach community members and gaining their input.

B. Community Communication Network – Improve the existing communication network between residents, business owners, and the Community Council.

Explore the existing communication network in the community to determine which combination of approaches most effectively improves communication community-wide. Most promising options are listed below:

- Bulletin Boards – establish accessible locations where the community can get updates on meetings, plans, projects, etc.
- Newspaper – work with the local newspaper to establish a regular “Meadow Lakes News” section that keeps the community informed about upcoming meetings, special events, etc.
- E-mail/List-Serve/Website – establish a collection of email addresses that would receive regular updates on community issues (perhaps a regular electronic newsletter) and post information on a community website. (a local individual is already offering a popular site serving many of these functions – is this sufficient?)
- Newsletter – circulate a newsletter (quarterly?) providing regular updates on community events.
- Radio – utilize the local radio station to announce meetings, events, and plans; and to report on locally-impacting issues. Use this approach to inform and engage local residents in activities in the community. Perhaps a 30-minute (or longer?) community talk show – where residents can call-in and comment on a local “topic of the day.”

- Community Council Office – establish a location where community members can check in on community business, ask questions, pick up information.

C. Regional Communication Network – Improve communication between the Community Council and the Borough, other agencies, neighboring communities, and local business owners.

Use the comprehensive plan to communicate the community values, goals and policies to those outside the community. Ensure the community’s voice is heard with the Borough Planning Commission and Assembly meetings, but having a community representative attend those meetings.

GOAL 4: Narrow Priorities to Increase Odds of Success of Community Projects.

BACKGROUND AND COMMUNITY VALUES

Currently, the Meadow Lakes Community Council is volunteer-driven and limited in its capacity to take on too many community projects. By focusing resources on the top priorities, the Council will have greater likelihood of achieving the goals of this comprehensive plan.

HOW? MEANS TO FOCUS ON PRIORITY COMMUNITY PROJECTS

A. Choose Your Battles – Identify the top priorities (e.g., 3 – 5) that the community wants and needs.

One of the main values of this comprehensive plan is that it provides a mechanism for setting priorities among competing projects. Section Four: Implementation outlines these priorities, focusing on projects that are strongly needed, that have a likelihood of success, and are realistic. Setting and achieving priorities can be one of the best ways for a community to gain citizen support and build capacity to take on more challenging projects. During the process of preparing this plan, residents identified their highest priority projects.

B. Monitor Funding Sources – Encourage the Council to monitor potential funding sources for the priority projects.

Once a community identifies the goals or projects they want to pursue, it can take several years of identifying various funding opportunities, timing for applying for these funding sources, planning for these projects, applying for grants or other funding, acquiring land and securing financial capacity before the projects are even initiated. Therefore, identifying needs today may not be met for several years or even a decade later.

Appendix D: Community Development Resources Guidebook identifies possible funding sources for community projects.

4.0 IMPLEMENTATION

4.1 Summary of Priority Projects

The following pages present an implementation program for carrying out the recommendations of the Meadow Lakes Comprehensive Plan. This section provides both a summary of priority projects and a complete table showing all short-term and long-term actions identified by the community to achieve the goals of the comprehensive plan. Recognizing that the comprehensive plan is a long-term planning tool, the implementation plan is intended to be revised periodically to reflect successful completion of certain tasks and updates to the progress of other tasks.

SUMMARY OF HIGHEST PRIORITY PROJECTS

Meadow Lakes residents gathered in April 2005 for a two-day workshop where they gave input on the draft version of the Meadow Lakes Comprehensive Plan. During this workshop, residents discussed and identify priorities for the implementing the plan which are summarized below:

Land Use & Town Center Priorities

- Prepare, Adopt Special Use District establishing standards for development
- Establish “Open Space” subdivision policies (working with MSB)

Recreation & Open Space Priorities

- Retain State and Borough lands for public uses, for recreation
- Prepare, adopt “SPUD” with standards for development of private land on river corridors, wetlands
- Form a local recreation/ open space and trails committee
- Roadside trails on Pittman Road
- New trail route for new, legal Baldy trail
- Complete community trails master plan
- Retain, improve public access to lakes
- Prepare recreation/ parks and open space master plan
- Identify, reserve and improve land for a community lakefront beach park
- Complete community center multi-use facility

Circulation Priorities

- Adopt the comprehensive plan with clear statement of community wishes for future Parks Highway expansion (route, driveways, use of frontage roads, etc.)
- Adopt Special Use District with standards for roadside development
- Improve Beverly Lakes Road
- Improve connectors for gravel trucks
- Plan for good access to town center

Public Services & Facilities Priorities

- Create a community center multi-use facility including youth services, senior center/ senior housing, library, MLCC office space, MSB satellite office, community meeting space/events space, business resource center/business incubator, cottages for visiting artists/writers/crafts teachers, indoor/outdoor recreation, and visitors center.
- Garbage transfer station / recycling center
- Emergency access and egress
- Improved addressing system for responding to 911 calls
- Post office

Economic Development Priorities

- Establish an Economic Development forum
- Improve job opportunities for teens
- Create a town center
- Improve/ establish signage for recreation sites
- Minimize off-site impacts of commercial and industrial development

Community Governance & Identity Priorities

- Establish a community center multi-use facility
- Establish a town center
- Strengthen capacity of Community Council – choose preferred governance alternative
- Complete the comprehensive plan
- Narrow priorities to increase odds of success

IMPLEMENTATION

Implementing the Comprehensive Plan

Project	Lead	Cost	Resources	Schedule			Committee Comments
				2005	2006	After 2006	
LAND USE & TOWN CENTER							
<i>GOAL 1 – MAINTAIN RURAL CHARACTER</i>							
Encourage low density residential development in the majority of the community.	MLCC		MSB	X			
Retain and expand public open space, waterways and trails.	MLCC		MSB; landowners		X		
Establish “Open Space” subdivision policies	MLCC		MSB	X			
<i>GOAL 2 – CONCENTRATE & SCREEN COMMERCIAL DEVELOPMENT; AVOID SPRAWL ALONG THE PARKS HWY</i>							
Encourage new commercial develop to locate in relatively concentrated nodes, rather than scattered along the length of the Parks Highway.	MLCC		MSB; landowners	X			
Maintain several undeveloped “green spaces” along the Parks Highway to separate developed areas.	MLCC		MSB; landowners		X		
Require retention and/or planting of buffers, trees and other landscape features so roadside development is attractive.	MLCC		MSB	X			
Encourage modest sized, attractive signage and roadside development.	MLCC		MSB; DOT&PF; business owners		X		

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Project	Lead	Cost	Resources	Schedule			Committee Comments
				2005	2006	After 2006	
LAND USE & TOWN CENTER (cont.)							
<i>GOAL 3 – CREATE A PEDESTRIAN-ORIENTED, MIXED-USE TOWN CENTER</i>							
Identify the right location and size for a town center site	MLCC		MSB; landowners	X			
Improve vehicular and pedestrian access and transit	MLCC	\$\$\$\$	MSB; DOT&PF		X		
Encourage public facilities in this area to serve as “anchors” for development	MLCC		MSB; Funders; Landowners; consultants		X		
Partner with agencies or organizations like Denali Commission, AIDEA, Rasmuson, Great Land Trust	MLCC		MSB; agencies; organizations	X			
Partner with private landowners, developers.	MLCC		MSB; Landowners; developers	X			
<i>GOAL 4 – GUIDE LOCATION & CHARACTER OF DEVELOPMENT</i>							
Reduce impacts of potential development, rather than prohibit uses.	MLCC			X			
Adopt land use standards to minimize the off site impacts of development.	MLCC		MSB; consultants	X			
Discourage certain high impact uses in specific portions of the community	MLCC			X			
Establish a special land use district that requires a conditional use permit for high impact uses and sets rules on the location and magnitude of these activities.	MLCC	\$\$\$	MSB; consultants		X		

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Project	Lead	Cost	Resources	Schedule			Committee Comments
				2005	2006	After 2006	
LAND USE & TOWN CENTER (cont.)							
<i>LAND USE DEVELOPMENT STANDARDS</i>							
Adopt site development standards for commercial, industrial or other development with significant off-site impacts.	MLCC		MSB; consultants; commercial/ industrial developers		X		
Adopt development standards for the rural residential district.	MLCC		MSB; consultants; residents		X		
Adopt site development standards for future subdivisions	MLCC		MSB; consultants; developers		X		
Adopt site development standards for existing subdivisions	MLCC		MSB; consultants; developers; residents		X		
Adopt site development standards for home-based, cottage industry, and commercial activity in the residential district	MLCC		MSB; consultants; home-based business owners; residents		X		
Adopt development standards for residential collector road corridors.	MLCC		DOT&PF; MSB; consultants		X		
Adopt development standards for the Parks Highway corridor.	MLCC		DOT&PF; MSB; consultants		X		
Adopt development standards for the town center – pedestrian core.	MLCC		DOT&PF; MSB; consultants; business owners; residents		X		

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Project	Lead	Cost	Resources	Schedule			Committee Comments
				2005	2006	After 2006	
LAND USE & TOWN CENTER (cont.)							
Adopt development standards for the town center – commercial/outer ring.	MLCC		DOT&PF; MSB; consultants; business owners; residents		X		
Adopt development standards for open space/stream corridors.	MLCC		MSB; consultants; USF&VWS; State DNR		X		
Adopt development standards for Baldy Mountain area.	MLCC		MSB; consultants; State DNR		X		

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Project	Lead	Capital Cost	Resources	Schedule			Committee Comments
				2005	2006	After 2006	
RECREATION & OPEN SPACE							
<i>GOAL 1 – RESERVE, PROTECT & ENHANCE NATURAL FEATURES & PUBLIC OPEN SPACES</i>							
Reserve Remaining Public Lands for Use as Rec./O.S.	MLCC	?	MSB; landowners	X			
Reserve Recreation and Open Space Values on Private Land	MLCC		Landowners		X		
Provide Greenbelts on Key Waterbodies	MLCC	\$\$\$	Landowners		X		
Protect Water Quality, Open Space, and Habitat Values in Key Wetland/Watershed Areas	MLCC		State DEC; MSB; EPA; DNR		X		
<i>GOAL 2 – CREATE AN INTEGRATED COMMUNITY REC. SYSTEM TO MEET NEEDS OF DIVERSE USERS</i>							
Form a recreation, trails and open space subcommittee of the Community Council. Contact user-groups to discuss specific recreation needs and interests.	MLCC		Recreational users	X			
Meet with specific subdivisions/neighborhoods; carry out neighborhood work sessions to identify currently, locally-used trails and open space areas; identify different types of expected uses; identify parcels for potential neighborhood parks.	MLCC		Residents; trail users; landowners	X			
Identify areas where new, expanded/ more restricted rec. and open space uses should be considered. Make specific recommendations about specially-identified areas.	MLCC		DNR; USF&WS	X			
Use the outcome of these first three steps to add to and refine the recommendations of under the other goals this chapter, producing specific recommendations for retention/improvement of open space areas, neighborhood parks, or other recreation facilities; and new recreation and open space management strategies.	MLCC		MSB; consultants		X		

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Project	Lead	Capital Cost	Resources	Schedule			Committee Comments
				2005	2006	After 2006	
RECREATION & OPEN SPACE (cont.)							
Engage the community to play a more active role in the maintenance of neighborhood and community scale recreation sites, e.g. lake access points, working with the State and Borough. Urge the community to conduct annual clean up days, and to take pride in the signs and upkeep of local parks.	MLCC		Residents; MSB; State; volunteers	X			
Relate recreation and open space uses to goals established for Land Use, Economic Development, and Governance.	MLCC		MSB; consultants	X			
<i>GOAL 3 – RETAIN, DEDICATE & IMPROVE A COMMUNITY TRAIL SYSTEM</i>							
Identify existing trails	MLCC	\$\$	Trails sub-committee; volunteers; trail users; MSB	X			
Identify and reserve key trails to serve as the backbone to a community trails system	MLCC	\$\$	Trails sub-committee; volunteers; trail users; MSB	X			
Upgrade existing and add new bridge crossing of Little Susitna River.	MLCC	\$\$\$\$	DOT&PF; MSB			X	
Establish trail heads to support and direct trail use	MLCC	\$\$	MSB; consultants; Trails sub-committee		X		
Establish a recreation, trails and open space master plan.	MLCC	\$\$	MSB; consultants; Trails sub-committee		X		

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Project	Lead	Capital Cost	Resources	Schedule			Committee Comments
				2005	2006	After 2006	
RECREATION & OPEN SPACE (cont.)							
Complete a community trails master plan.	MLCC	\$\$	MSB; consultants		X		
Develop a trail along Pittman Road.	MLCC	\$\$\$\$	DOT&PF; Trails sub-committee			X	
Find a route and reserve a trail connecting the community's primary residential areas with the Baldy Mountain/Talkeetna Mountain area (including a crossing of the Little Susitna).	MLCC	\$\$	Landowners; Trails sub-committee		X		
Create neighborhood park facilities at lake access points with picnic tables, play equipment, etc.	MLCC	\$\$\$\$	Funders			X	
Proceed with plans for a community building including indoor recreation areas and outdoor sports facilities.	MLCC	\$\$\$\$	Consultants; funders (i.e., Denali Commission)	X			
Reserve site for one large (20 – 60 acres) community park.	MLCC	?	Landowners; MSB; funders	X			
Upgrade play equipment and sports fields at the school.	MLCC; School	\$\$\$	School Board; funders		X		
Work with the State, Borough and private owners to establish a public day use area or campground.	MLCC	\$\$\$	MSB; landowners			X	
Secure new sites for neighborhood parks and other recreation facilities.	MLCC	\$\$\$	Landowners			X	
Establish rules to create and dedicate space for neighborhood parks in subdivision development.	MLCC		Developers		X		
Secure land for a community lake front park with swimming, picnicking, parking and trail access.	MLCC	\$\$\$	Landowners; funders		X		

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Project	Lead	Capital Cost	Resources	Schedule			Committee Comments
				2005	2006	After 2006	
RECREATION & OPEN SPACE (cont.)							
Identify scenic viewpoints.	MLCC		MSB; consultants; residents; volunteers; DOT&PF	X			
Work with residents to determine the need for individual lake management plans.	MLCC		MSB; consultants; residents	X			
<i>GOAL 4 – ESTABLISH A SYSTEM OF COMMUNITY RECREATION LANDS</i>							
Identify public access points with small, attractive signage, including rules for responsible use of these sites.	MLCC	\$\$	DOT&PF; State DNR; MSB		X		
Improve small-craft launches and lake-access trails where they currently exist.	MLCC	\$\$	MSB; funders			X	
Improve parking areas, but keep them small in size to limit over-use.	MLCC	\$\$\$	MSB; DOT&PF			X	
Create a system for managing recreation use with community-supported management measures.	MLCC		MSB; consultants; State DNR; residents		X		
Establish a community center with indoor sports and workout space.	MLCC	\$\$\$\$\$	Consultants; landowners; funders (i.e., Denali Commission)			X	
Establish a community park with sports fields.	MLCC	\$\$\$\$				X	
Establish a cross country ski area.	MLCC	\$\$\$				X	
Establish an ATV/motor-cross area	MLCC	\$\$\$				X	

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Project	Lead	Capital Cost	Resources	Schedule			Committee Comments
				2005	2006	After 2006	
RECREATION & OPEN SPACE (cont.)							
Dedicate an area as undeveloped open space for rec.	MLCC	?			X		
Improve water and lake access for boat launches, parking, camping, etc.	MLCC	\$\$\$				X	
GOAL 5 –CREATE A SUSTAINABLE RECREATION MANAGEMENT SYSTEM							
Establish a Meadow Lakes Trails Committee.	MLCC		Residents; recreational users	X			
Engage recreation sub-committee of the Council to advocate for improved rec. mgmt by the State and MSB.	MLCC		MSB; State; trail users	X			
Engage recreation sub-committee of the Council to do fundraising and volunteer recruiting and coordination.	MLCC		Trails sub-committee; volunteers	X			
Establish a recreational education and information program.	MLCC	\$\$	DNR; other existing programs			X	
Establish directional roadway signs marking trailheads, roadside, lake access points, etc.	MLCC	\$\$	DOT&PF; MSB; local donations		X		
Create local outreach/educational programs.	MLCC	\$\$	Outreach/ed. program providers			X	
Create economic incentives for development and ongoing maintenance of recreational facilities.	MLCC		Bed tax (?)		X		
Establish user fees for specific areas.	MLCC				X		

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Project	Lead	Capital Cost	Resources	Schedule			Committee Comments
				2005	2006	After 2006	
RECREATION & OPEN SPACE (cont.)							
Create individual lake management plans.	MLCC	\$\$	Consultants; residents; lake users		X		
Establish regulations to be enforced through public and private means.	MLCC				X		
Establish a system of assessing fees and maintaining parks, such as a recreation service district, land trust, neighborhood patrol, or community association.	MLCC		Existing programs as models		X		

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Project CIRCULATION (roads, trails, trains, planes)	Lead	Capital Cost	Resources	Schedule			Committee Comments
				2005	2006	After 2006	
<i>GOAL 1 – GUIDE PLANNED EXPANSION OF THE PARKS HWY TO CREATE AN ATTRACTIVE, EFFICIENT ‘PARKWAY’ THAT BENEFITS MEADOW LAKES</i>							
Plan for future expansion of the Parks Highway to create an attractive, safe and efficient route that better separates through and local traffic.	MLCC	\$\$\$	DOT&PF		X		
Limit commercial development along the Parks Highway.	MLCC		Landowners		X		
<i>GOAL 2 – RETAIN CHURCH & PITTMAN AS COLLECTOR ROADS WITH MINIMAL DRIVEWAYS & A LARGELY RURAL, UNDEVELOPED FEEL.</i>	MLCC		DOT&PF		X		
<i>GOAL 3 – PLAN FOR FUTURE EXPANSION OF RESIDENTIAL ROAD SYSTEM; IDENTIFY ROADS TO SERVE AS COLLECTORS; CREATE BETTER CONNECTIONS TO ADJOINING COMMUNITIES/ SUPPLEMENT PARKS HWY</i>							
Improve the capacity of existing roads to better serve current and expected future increases in traffic	MLCC	\$\$\$\$	DOT&PF			X	
Develop a “corridor preservation program” to reserve routes that will improve connectivity between existing residential roads and serve future growth on currently undeveloped private property.	MLCC	\$\$	DOT&PF		X		
Create New Connections to Adjoining Communities to Supplement the Parks Highway	MLCC	\$\$\$\$\$	DOT&PF			X	
Create New Connections to for Gravel Trucks to Reach the Parks Highway	MLCC	\$\$\$\$	DOT&PF; gravel companies; residents		X		

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Project CIRCULATION (cont.) (roads, trails, trains, planes)	Lead	Capital Cost	Resources	Schedule			Committee Comments
				2005	2006	After 2006	
<i>GOAL 4 – SET APPROPRIATE STANDARDS FOR ROAD DEVELOPMENT AND SURFACING</i>							
Develop rural or “country” road standards that call for appropriate road widths, horizontal and vertical curves, and surfacing.	MLCC; DOT&PF		DOT&PF; MSB; consultants		X		
Provide development density standards supportive of lower-density development that can be supported by gravel-surfaced roads.	MLCC		DOT&PF		X		
In cases where traffic volumes require hard-surfacing, considered alternatives to asphalt.	MLCC; DOT&PF		DOT&PF	X			
Locate roads within right-of-ways in a manner that serves traffic needs and minimizes impacts on adjoining homes	MLCC; DOT&PF		DOT&PF	X			
<i>GOAL 5 – PLAN FOR GOOD TOWN CENTER ACCESS</i>							
Develop town center circ. plan, identify options to provide for good access, visibility, parking, and pedestrian circulation needed for a successful town center.	MLCC	\$\$	DOT&PF; MSB; consultants			X	
<i>GOAL 6 – PLAN FOR CONTINUING RAILROAD USE; MAINTAIN OPPORTUNITIES FOR TRANSIT, INCLUDING RAIL & CARPOOLS</i>							
Locate and reserve carpool and park-and-ride lots.	MLCC	\$\$\$	Landowners		X		
Work in concert with the Alaska Railroad to guide continuing use of the rail route to meet the railroad and community needs.	MLCC; ARR		ARR	X			
<i>GOAL 7 – MAINTAIN & IMPROVE ROADSIDE TRAILS</i>	MLCC	\$\$	DOT&PF		X		
<i>GOAL 8 – IMPROVE ROAD MAINTENANCE</i>	MLCC; DOT&PF	\$\$\$\$	DOT&PF	X			

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Project PUBLIC SERVICES & FACILITIES	Lead	Capital Cost	Resources	Schedule			Committee Comments
				2005	2006	After 2006	
<i>GOAL 1 – DEVELOP A MULTI-USE COMMUNITY CENTER IN MEADOW LAKES.</i>							
Improve services available to youth in Meadow Lakes by establishing a youth center as a component of the proposed community center.	MLCC; youth providers	\$\$\$	Local youth; funders; consultants			X	
Establish a senior center as a component of the proposed community center.	MLCC; seniors	\$\$\$\$	Senior citizens; funders; consultants			X	
Establish an adult education program in Meadow Lakes.	MLCC	\$\$\$	Adult ed. providers; funders; consultants			X	
Evaluate alternatives for establishing indoor /outdoor rec. facilities as part of the proposed community center.	MLCC		Funders; consultants		X		
Identify funding sources for the community center.	MLCC		Consultants; Appendix D	X			
Prepare a project plan for proposed community center.	MLCC	\$\$	Consultants Appendix E	X			
<i>GOAL 2 – IDENTIFY AND DEVELOP HIGHEST PRIORITIES.</i>							
Improve emergency access/egress to residential and commercial areas in Meadow Lakes.	MLCC	\$\$\$\$	DOT&PF	X			
Ensure quality of the water table and water/wastewater carrying capacity.	MLCC		State DEC		X		
Secure land for building a junior and senior high school in Meadow Lakes.	MLCC; school; MSB	?	MSB; landowners	X			

\$ = \$100s

\$\$ = \$1,000s \$\$\$ = \$10,000s

\$\$\$\$ = \$100,000s

\$\$\$\$\$ = \$1,000,000s

Project	Lead	Capital Cost	Resources	Schedule			Committee Comments
				2005	2006	After 2006	
PUBLIC SERVICES & FACILITIES (cont.)							
Upgrade sub-standard roads in Meadow Lakes.	MLCC; DOT&PF	\$\$\$\$\$	DOT&PF			X	
Locate a federally-owned and operated post office in Meadow Lakes located in the town center.	MLCC; USPS	\$\$\$\$\$	USPS; landowners			X	
Work with MSB to locate solid waste transfer station in Meadow Lakes.	MLCC; MSB	\$\$\$\$\$	MSB			X	
Improve local policing services throughout the Meadow Lakes area.	MLCC	\$\$ - \$\$\$\$	Neighborhood Watch; MSB; State; Appendices F, G, and H		X		
Improve the addressing system for emergency response.	MLCC	\$\$	EMS; volunteers; residents	X			
Establish senior housing in Meadow Lakes.	MLCC	\$\$\$\$	Seniors; funders			X	
<i>GOAL 3 – IMPROVE THE COMMUNITY'S CAPACITY TO FUND DEVELOPMENT AND OPERATION OF NEEDED COMMUNITY SERVICES AND FACILITIES.</i>	MLCC	\$\$\$	Funding sources	X			
(See "Community Governance & Identity" implementation schedule.)							

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Project	Lead	Capital Cost	Resources	Schedule			Committee Comments
				2005	2006	After 2006	
<u>ECONOMIC DEVELOPMENT</u>							
<i>GOAL 1 – ENCOURAGE EXPANSION OF JOB OPPORTUNITIES WHILE MAINTAINING THE RURAL CHARACTER OF THE COMMUNITY.</i>							
Establish a Meadow Lakes Economic Development Forum	MLCC		Business owners		X		
Create a business incubator program and facility	MLCC	\$\$\$\$	Funders; consultants; SBDC; SBA; EDA			X	
Create a Community Resources Directory	MLCC	\$	Businesses; volunteers; internet		X		
Encourage business owners to offer opportunities for young people to gain job experience in Meadow Lakes	MLCC	\$\$	Business owners; Job Corps; SBDC; voc-ed programs		X		
Utilize town center to encourage/promote small businesses, esp. home-based and cottage industry	MLCC		Business owners; entrepreneurs			X	
Target/promote local events to appropriate markets in the region and state to encourage visitors to spend time/money in Meadow Lakes.	MLCC	\$\$	State V&CB; MSB V&CB; Anch. V&CB		X		
Encourage amounts, locations, and types of tourism and recreation development that provides economic opportunities and help maintain and enhance community values	MLCC	\$\$	State V&CB; MSB V&CB; Anch. V&CB; business owners; lodging providers		X		
Encourage and support opportunities for home-based businesses	MLCC		Home-based business owners		X		

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Project	Lead	Capital Cost	Resources	Schedule			Committee Comments
				2005	2006	After 2006	
ECONOMIC DEVELOPMENT (cont.)							
<i>GOAL 2 – MAINTAIN RECREATIONAL RESOURCES (OPEN SPACE, TRAILS, LAKES, ETC.) BOTH FOR RESIDENTS AND AS A BASIS FOR ATTRACTING OUT-OF-TOWN VISITORS.</i>							
Post signs identifying recreational areas that are appropriate for out-of-town visitors.	MLCC	\$\$	DOT&PF; local donations; MSB; Trails sub-committee		X		
Develop local, privately-owned campgrounds that target out-of-town visitors.	MLCC; private owners	\$\$\$	Local entrepreneurs/ landowners; DNR; MSB			X	
Identify appropriate seasonal events/attractions to encourage out-of-town visitors to stay in Meadow Lakes, participate in events, utilize local services and buy products locally.	MLCC		State V&CB; MSB V&CB; Anch. V&CB; local businesses; lodging providers		X		
Encourage businesses community-wide that benefit from visitor attractions to volunteer one day a year (or more?) to clean-up, repair, and improve recreational resources throughout the community.	MLCC		Local business owners		X		
Attract those out-of-town visitors to rec. resources who will also utilize other local services and buy local products. (Slow down, stop, stay, and spend money locally.)	MLCC	\$\$	State V&CB; MSB V&CB; Anch. V&CB; internet		X		

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Project	Lead	Capital Cost	Resources	Schedule			Committee Comments
				2005	2006	After 2006	
ECONOMIC DEVELOPMENT (cont.)							
Establish modest user fees for rec. area users that contribute to the cost of maintaining and improving recreational resources.	MLCC				X		
Establish a Meadow Lakes Visitors Center that informs the public of recreational resources in Meadow Lakes; identifies appropriate/inappropriate activities; and serves as a point of collection for user fees.	MLCC	\$\$\$\$	MSB V&CB; Funders; DNR			X	
<i>GOAL 3 – GUIDE THE CHARACTER & LOCATION OF COMMERCIAL & INDUSTRIAL DEVELOPMENT TO MINIMIZE OFF-SITE IMPACTS.</i>							
Establish rules and locations encouraging commercial development in a way that ensures compatibility with other community goals.	MLCC		Industrial developers; MSB; State		X		
Establish rules and locations for industrial development to ensures compatibility with other community goals.	MLCC		Commercial developers; MSB; State		X		
Limit the hours of operation for commercial /industrial activities to minimize off-site impacts to residential areas.	MLCC		Commercial/ industrial owners; residents		X		
Create appropriate (natural landscaping) buffers surrounding commercial and/or industrial activities to reduce the visual off-site impacts.	MLCC	\$\$	Commercial/ industrial owners; MSB; State		X		
Identify standards to limit the max. decibel allowed by commercial/ ind. activities to minimize off-site impacts.	MLCC		State DEC; EPA; MSB; consultants		X		
Utilize land use policies and planning to appropriately locate future commercial and industrial activities away from residential areas to minimize off-site impacts to residential areas.	MLCC		MSB; developers		X		

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\$\$\$ = \$10,000s

\$\$\$\$ = \$100,000s

\$\$\$\$\$ = \$1,000,000s

Project	Lead	Capital Cost	Resources	Schedule			Committee Comments
				2005	2006	After 2006	
GOVERNANCE & IDENTITY							
<i>GOAL 1 – ESTABLISH A STRONGER, POSITIVE IMAGE FOR MEADOW LAKES</i>							
Establish a multi-use community center facility.	MLCC	\$\$\$\$\$	Funders; consultants; landowners			X	
Establish a town center district.	MLCC		Landowners; MSB; businesses		X		
Promote events to attract active support by local residents, match community values, and that appeal to larger statewide or regional markets.	MLCC		State V&CB; MSB V&CB; Anch. V&CB; businesses		X		
Establish community-wide agreed upon goals for promoting the identity of the Meadow Lakes area.	MLCC			X			
Improve the appearance of the storage buildings/flea market area near the intersection of Pittman and Parks.	MLCC	\$\$\$	DOT&PF; ARR		X		
<i>GOAL 2 – CREATE AN UMBRELLA ORGANIZATION TO PROVIDE COMMUNITY FACILITIES AND SERVICES</i>							
Review and select a preferred strategy to strengthen the capacity of the Meadow Lakes Community Council to better serve the Meadow Lakes area.	MLCC		Funding opportunities; Appendix J	X			
Complete the comprehensive plan.	MLCC	\$\$\$	MSB; consultants; residents	X			
<i>GOAL 3 – IMPROVE COMMUNICATION NETWORK</i>							
Maintain and strengthen the advisory capacity of the Community Council to represent community-wide agreed upon directions.	MLCC			X			

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Project	Lead	Capital Cost	Resources	Schedule			Committee Comments
				2005	2006	After 2006	
GOVERNANCE & IDENTITY (cont.)							
Improve the existing communication network between residents, business owners, and the Community Council.	MLCC	\$	Residents; business owners; newsletter; newspaper; radio	X			
Improve the communication between the Community Council and the Borough, other agencies, neighboring communities, and business owners.	MLCC	\$	MSB; agencies; neighboring communities; business owners	X			
<i>GOAL 4 – NARROW PRIORITIES TO INCREASE ODDS OF SUCCESS OF COMMUNITY PROJECTS.</i>							
Identify the top priorities (e.g., 3-5) that the community wants and needs.	MLCC		Comprehensive plan; residents; landowners; MSB; consultants	X			
Encourage the Council to monitor potential funding sources for the priority projects.	MLCC		Comprehensive plan priority projects; funders; Appendix D	X			

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5.0 COMPREHENSIVE PLAN REVISIONS PROCESS

5.1 Process for Revising the Comprehensive Plan

A comprehensive plan is intended to be a long-range planning document, guiding growth development over 20 years and longer. It is a “living document” that helps to guide the long-range goals and strategies of the Meadow Lakes area. Recognizing that changes occur within the term of 20 years, a comprehensive plan needs to be open to change in two ways.

First, there is need for a process to make amendments to specific plan policies. This can be done through a process beginning with the community council, and requiring approval by the Borough Planning Commission and Assembly.

The second category of changes is the need for a regular updating process – typically done every five years. The Meadow Lakes Comprehensive Plan should be reviewed after five years by the Meadow Lakes Community Council to determine which actions have been accomplished and which priority actions should be focused on during the following years. Over time, these revisions to the comprehensive plan will help to document the accomplishments made and new priorities that surface.

After 20 years, and the completion of many of the goals and strategies of the comprehensive plan, the Meadow Lakes Community Council will want to reflect upon the accomplishments of the preceding 20 years and, again, plan for the next 20 years by taking on a public participation process to gain community-wide input on the next Meadow Lakes Comprehensive Plan. Upon completion of the next 20 year comprehensive plan, an ordinance will again be required to legally adopt the plan under Borough codes.

Although not required, one excellent way of documenting a community’s accomplishments is to produce a summary of those accomplishments after five years. The Native Village of Eyak (outside Cordova) provides an excellent example of how to document your community’s accomplishments. This approach improves future funding opportunities by documenting past successes.

APPENDICES

- Appendix A: Summary of Issues & Goals Report
- Appendix B: Workshop Flyer
- Appendix C: Comments Form
- Appendix D: Community Development Resources Guidebook
- Appendix E: Community Facilities Planning Workbook
- Appendix F: Matanuska-Susitna Borough Resolution 04-01 – Blue Ribbon Task Force
- Appendix G: USA on Watch Resources
- Appendix H: Citizen’s Task Force
- Appendix I: Economic Tables
- Appendix J: Governance Alternatives & Tables

Appendix A:
Summary of Issues & Goals Report

SUMMARY OF ISSUES AND GOALS REPORT FEEDBACK

Land Use

- Create a Special Use District (SPUD) that will guide future use in the community's residential areas, addressing issues like setbacks and building heights, and also setting rules on the allowed types of uses. The SPUD would permit home-based businesses, but discourage large scale commercial and industrial activities.
- Create a Special Use District (SPUD) along the Parks Highway corridor so future development is more attractive and centralized than the pattern currently found in Wasilla. Require setbacks and other measures so commercial development is attractive. Concentrate development in a towncenter and a few other commercial districts rather than stretched over the entire length of the Parks Highway.
- Establish rules to reduce off-site impacts of industrial & commercial development, particularly sand and gravel mining.
- Protect quality of water systems – lakes, wetlands, rivers

Recreation, Trails & Open Space

- Take a range of actions to retain and improve the trail system, including establishing new trails along roads, providing better information about trail locations to guide use and reduce trespass, provide better trail education and better enforcement.
- Establish a system of local parks and recreation areas, including making improvements to and better manage lakefront public access, and creating a motorized and a non-motorized recreation area.
- Do more research on the hydrology of the area's lakes, streams and wetlands. Use this information to identify key natural areas that need to be protected to maintain habitat and water quality, and also to maintain the sense of community open space. Most of this land is in private ownership. The wetland and floodplain portions of these areas are not generally seen as good places for new development. Keeping these areas in a relative natural state can be achieved through a combination of education, development restrictions, and perhaps acquisition of development easements.

Circulation

- Design traffic flow along the Parks Highway to separate through traffic from local and commercial traffic. This intent is directly linked to the goal of creating a successful town center.
- Establish a clearer hierarchy of residential roads. Collector roads need to be identified to carry the traffic that is certain to increase as the community grows, without placing large volumes of cars on roads lined with homes.
- Create a new east west route (north of roughly parallel to the Parks Highway) that can link the community to Houston and Wasilla/Big Lake.

Public Services & Facilities

- The community identified highest priority service and facility needs. These include: better emergency access, long term groundwater capacity, land for a new Jr/Sr high school, a community center, upgraded substandard roads, a local post office, garbage transfer facility, a new police substation and a better addressing system for responding to 911 calls.
- Creating a multi-purpose community building is a very high priority. Next steps include preparing a community facility plan to address issues of building costs and operations, ownership and management.
- The meeting included extensive discussion about community governance and the best way to pay for services and manage community affairs. The general conclusion was to improve the capacity of the community council, with an office and a paid staff person.

Appendix B: Workshop Flyer

Meadow Lakes

Comprehensive Plan

Take Part in Your Future!

Review & Comment on the Meadow Lakes Comp Plan!

The last round of Comp Plan Public Workshops starts soon. Your input is vital, and will be used to finalize policies and priorities for Land Use, Transportation, Economic Development, Recreation & Trails, Leadership, and Public Services & Facilities. More than 100 people attended the 1st workshop in 2004. Plan for your future - Plan to attend!

THURSDAY, APRIL 7
SATURDAY, APRIL 9

Meadow Lakes Elementary School
1741 North Pittman Road

Thursday 6:30 - 9:30pm **POTLUCK**
Saturday 9am - 1pm **DONUTS+SNACKS**

Please plan to attend both days, if possible.
Child care available.

Meadow Lakes encompasses land on either side of the Parks Highway between Wasilla and Houston, and extends north to Baldy Mountain and south to Lucille Creek.

Questions? Check with Planning Team Chair, Rod Ewing (376-2229)
MSB Planner, Terissa Frederickson (745-9569)
Agnew::Beck Consulting, MaryAnne LeMaitre (222-5424)

Copies of the plan are available on-line at www.agnewbeck.com, and at public locations and stores around Meadow Lakes.

An invitation from the Meadow Lakes Planning Team, Matanuska-Susitna Borough and Agnew::Beck Consulting

Appendix C: Comments Form

PLEASE COMMENT!

If you are unable to attend the Meadow Lakes Community Workshop, or have more thoughts to put on paper after the Workshop is over, we'd like to hear what you have to say. Please write your comments below concerning this draft Meadow Lakes Comprehensive Plan and return to us by **April 29, 2005**.

You can tear out this form, fold and seal this paper, and mail it to us at:

Agnew::Beck Consulting
ATTN: Meadow Lakes Comp Plan Comments
441 West 5th Avenue, Suite 202
Anchorage, Alaska 99501

Name:

Phone:

Address:

We can also accept your faxed comments at (907) 222-5426 or send your emailed comments to maryanne@agnewbeck.com. Please make your subject line "MEADOW LAKES COMP PLAN COMMENTS." Please call us with questions at (907) 222-5424. We look forward to hearing from you!

LAND USE

RECREATION & OPEN SPACE

CIRCULATION

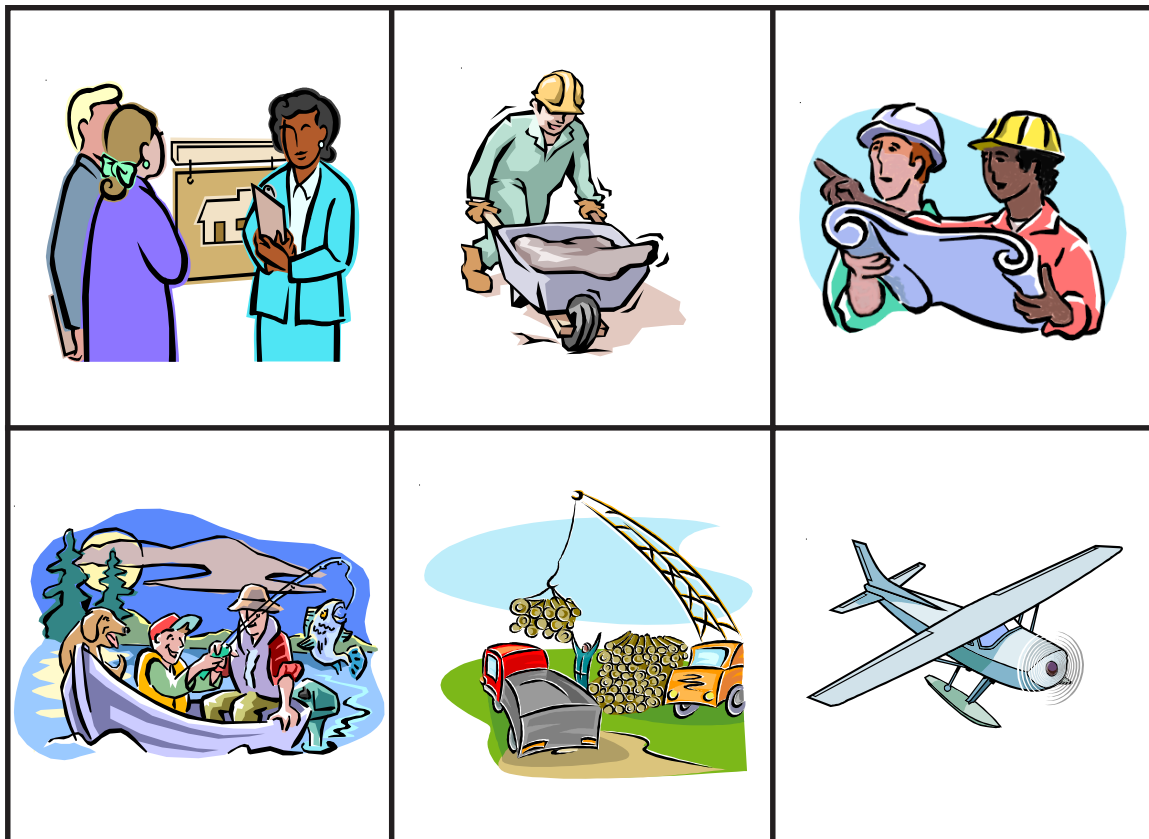
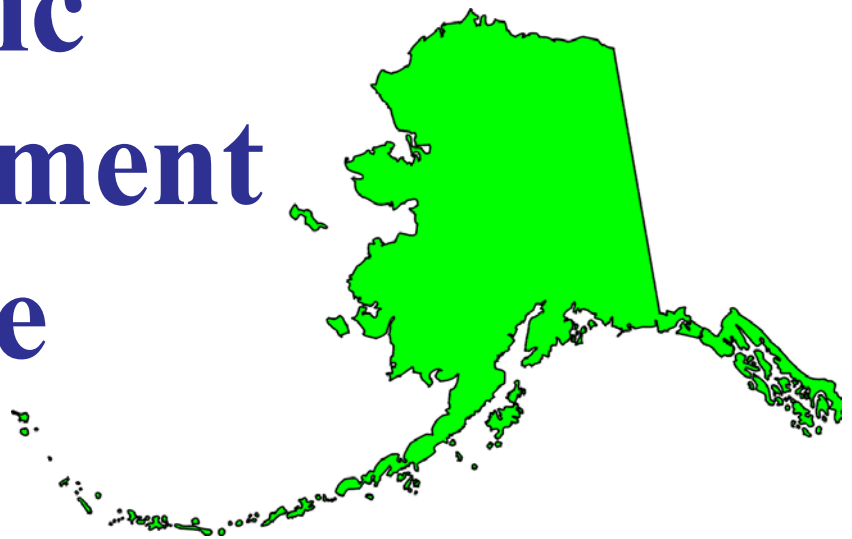
PUBLIC SERVICES & FACILITIES

ECONOMIC DEVELOPMENT

GOVERNANCE

Appendix D:
Community Development Resources Guidebook

Economic Development Resource Guide



**Division of Community Advocacy
Department of Commerce, Community, and
Economic Development (Commerce)**

September 2004 * 16th Edition



Alaska Economic Development Resource Guide

16th Edition

September 2004

Frank Murkowski, Governor
State of Alaska

Edgar Blatchford, Commissioner
Department of Commerce, Community, and Economic Development

Michael Black, Director
Division of Community Advocacy

Athena Logan, Special Projects Coordinator
Division of Community Advocacy

Judy Hargis, Publications Technician
Division of Community Advocacy

The Economic Development Resource Guide is on the division's web site at:
<http://www.commerce.state.ak.us/cdb/edrg/EDRG.htm>

Department of Commerce, Community, and Economic Development
Division of Community Advocacy

Special Projects Section
550 West 7th Avenue, Suite 1770
Anchorage, Alaska 99501-3510
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The Alaska Economic Development Resource Guide is designed to bring together in one place an inventory of programs and services that can provide economic development assistance to Alaska communities, businesses, organizations, and individuals.

Federal and state agencies as well as national and Alaska private non-profit agencies are represented. This directory primarily describes those programs that focus on the creation and support of new industries, businesses, and long-term jobs. It is designed to help communities match their economic development strategy with existing program resources that could support that strategy.

To help the user of this Resource Guide, each program listed in the Table of Contents has a Reference Code associated with it. This code indicates which kind of organization or persons the program is targeted at and if the program offers funding. The table below lists the Reference Codes and their meanings.

Reference Code	
GP	= General Public
B	= Business
G	= Government
N	= Native Organization
NP	= Non-Profit
\$	= Loans/Grants available

The matrix on the pages immediately following the table of contents indicates which development interests are supported by each listed resource.

The State of Alaska, Department of Commerce, Community, and Economic Development (Commerce), complies with Title II of the Americans with Disabilities Act of 1990. This publication is available in alternative communication formats upon request. Please contact Judy Hargis at 1-907-269-4565 or judy_hargis@commerce.state.ak.us to make any necessary arrangements. Commerce's Telephonic Device for the Deaf (TDD) number is 1-907-465-5437.

This publication was released by the Department of Commerce, Community, and Economic Development, produced at a cost of \$4.70 per copy and printed in Anchorage, Alaska.

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GP B G NP N \$	Agricultural Wholesale Market Development	6
GP B G NP N	Agricultural and Economic Research	7
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Program/Development Areas

PROGRAM	Page Number	Arts Crafts	Business Start Up	Child Care	Credit Unions	Comm Development	Conservation	Construct Facilities	Economic Development	Energy Projects	Farming	Fishing	Forestry	Historic Preservation	Housing	International Trade	Job Creation	Job Training	Legal Issues	Manufacturing	Marketing	Mining	Native Crafts	Planning	Science Technology	Recreation	Rural Development	Small Business	Transport	Tourism	Data Information	
Administration for Native Americans Grants	1	X	X						X			X	X	X			X	X		X	X	X	X				X	X		X		
Agricultural Cooperatives Technical Assistance	3						X				X																				X	
Agricultural Research Program - University of Alaska	4					X	X		X		X		X		X									X	X	X	X				X	
Agricultural Revolving Loan Fund	5						X	X			X																					
Agricultural Wholesale Market Development	6										X					X	X				X						X	X		X	X	
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Alaska Export Assistance Center	9															X					X			X			X		X	X	X	
Alaska Forest Legacy Program	10					X	X																		X						X	
Alaska Grown Program	11										X					X	X			X	X										X	X
Alaska Growth Capital	12		X									X	X				X			X	X	X	X		X		X	X		X		
Alaska InvestNet	13		X					X	X			X					X	X		X	X	X	X		X		X	X		X	X	
Alaska Municipal Bond Bank Authority	14					X		X		X																	X		X			
Alaska Native/Native Hawaiian Institutions Assisting Communities	15					X		X	X						X									X								
Alaska Product Preference Program	16												X							X								X			X	
Alaska Regional Development Organizations	17	X	X			X			X							X	X				X			X			X	X		X	X	
Alaska Rural Development Council	19		X												X		X										X	X		X	X	
Alaska Scenic Byways Program	20						X	X													X			X				X	X			
Alaska State Office of Tourism	21	X	X											X									X		X	X	X	X		X	X	
Alaska Village Initiatives, Inc.	22		X						X								X					X				X	X				X	
Alternative Energy Development and Energy Efficiency	23						X	X		X																	X				X	
Americorps/VISTA	24	X	X	X		X	X	X	X		X			X	X	X	X	X			X		X	X	X	X	X	X		X		
Artist Career Opportunity Grant	25	X																					X									X
Artist/Apprentice Traditional Native Arts Grants	26	X																				X										X
Assisted-Living Conversion Program	27														X																	
Bulk Fuel System Upgrades Program	28					X		X		X								X						X			X					
BIA IRR Roads Program	29																													X		
Business and Export Loan Guarantee Program	30	X	X	X								X	X							X		X	X				X	X		X		
Business and Industry Guaranteed Loans	31	X	X	X			X		X		X	X	X		X	X	X			X	X	X	X		X	X	X	X		X		
Buy Alaska Program	32	X	X					X	X		X	X	X			X	X			X	X	X	X		X		X	X		X	X	
Center for Economic Development - University of Alaska	33		X			X			X								X				X			X								X
Child Care Grant Program	34			X																								X				
Child Care Resource and Referral Program	35		X	X													X	X														X
Child Care Subsidy Program	36			X																												
Commercial Fishing Revolving Loan Program	37											X																				
Community Arts Development Grants	38	X																														
Community Development Block Grant Program (CDBG) - Municipalities	39					X		X	X	X							X							X			X					
Community Facility Loan Guarantees	40			X	X			X		X				X											X	X						

Program/Development Areas

PROGRAM	Page Number	Arts Crafts	Business Start Up	Child Care	Credit Unions	Comm Development	Conservation	Construct Facilities	Economic Development	Energy Projects	Farming	Fishing	Forestry	Historic Preservation	Housing	International Trade	Job Creation	Job Training	Legal Issues	Manufacturing	Marketing	Mining	Native Crafts	Planning	Science Technology	Recreation	Rural Development	Small Business	Transport	Tourism	Data Information	
Community Facility Loans and Grants	41			X	X			X		X				X													X					
Community Outreach Partnership Centers Program	42					X			X						X									X								
Conservation Reserve Program	43						X				X																					
Conservation Technical Assistance	44						X				X		X																		X	
Cooperative Extension Service (UAF)	45					X	X		X		X		X		X							X		X		X			X	X		
Denji Fund	46	X	X						X											X	X						X	X		X		
Development Finance Program - AIDEA	47							X								X	X			X		X					X	X	X			
Doing Business with the Federal Government (GSA)	48																											X			X	
Doing Business with the Government (PTAC)	49							X									X		X		X			X		X	X				X	
Economic Development Technical Assistance	50								X								X							X			X					
Emergency Shelter Grant Program	51														X																	
Energy Loan Programs	52							X		X																	X					
Environmental Quality Incentives Program	53						X				X																					
Evergreen Community Development Association	54		X	X		X		X	X			X				X	X			X			X		X	X	X	X		X		
Famland Protection Program	55						X				X		X	X																		
Fisheries Enhancement Loan Program	56								X			X					X							X								
Grants for Public Works and Development Facilities	57	X						X	X	X	X	X	X			X	X	X		X	X	X	X		X	X	X		X	X		
Historic Preservation Grants-In-Aid	58													X																		X
Indian Arts and Crafts Development	59	X																					X				X	X				
Indian Community Development Block Grant Program	60							X				X			X		X										X					
Indian Loan Guaranty Program	62	X	X	X			X	X			X	X					X			X			X		X	X	X	X				
Intermediary Relending Program	63	X	X	X			X				X	X				X	X			X	X	X	X		X		X		X			
Lead-Based Paint Grant Programs	64														X																	
Loan Assumption Programs	66		X	X					X	X	X	X	X									X			X		X	X	X		X	
Loan Participation Program	67		X	X					X		X	X	X									X			X		X	X	X		X	
Made in Alaska Program	68	X														X				X	X		X				X	X				
Mini-Grants Assistance Program	69	X	X			X			X	X		X					X			X		X		X			X	X		X		
National Congress for Community Economic Development	70													X			X										X				X	
Northwest Trade Adjustment Assistance Center	71								X		X	X								X	X							X			X	
Outdoor Recreation	72						X																		X							
Planning and Development (TCC)	73	X	X	X		X			X	X		X				X	X			X	X	X	X	X			X	X	X	X	X	
Power Cost Equalization Program (PCE)	74									X																						
Private Lands Wildlife Management	75					X			X															X		X	X	X		X	X	
Recreational Trails Grant Program	76					X	X	X																	X			X	X			
Resource Conservation and Development	77					X	X		X															X			X			X	X	
Revolving Loan Fund (AVCP)	78	X	X			X		X	X			X					X						X				X	X		X		
Revolving Loan Fund for Credit Unions	79				X	X																										
Rural Alaska Broadband Internet Access Grant Program	80					X			X																X		X					
Rural Alaska Community Action Program (RuralCAP)	81			X		X		X	X					X										X								X
Rural Alaska Investment and Finance	82		X					X	X								X										X	X		X		

Administration for Native Americans (ANA) Grants

Eligibility:

Native Organizations

Provides:

Grants
Technical Assistance



Administrative Agency:

Federal Agency: U.S. Department of Health and Human Services, Administration for Children and Families (ACF), Administration for Native Americans, (ANA)

Program Goals:

- ANA's FY 2004-05 Program Announcement are goal category specific. ANA will release separate program announcements for funding opportunities under SEDS, Language Preservation and Maintenance, Environmental Regulatory Enhancement, and for special initiatives.
- Governance: To assist tribal and Alaska Native village governments, Native American institutions and local leadership to exercise local control and decision-making over their resources.
- Economic Development: To foster the development of stable, diversified local economies and economic activities that will provide jobs and promote economic well-being.
- Social Development: To support local access to, control of, and coordination of services and programs which safeguard the health, well-being and culture of people, which provides support services and training so people can work, and which are essential to a thriving and self-sufficient community

Resource Provided:

Project grants (competitive discretionary funding) with free training and technical assistance in grant application process. Assist in strategic community planning.

Eligibility:

Tribal entities and private nonprofit agencies with Native entity status.

Alaska Program Status:

There are approximately 20 active ANA grants in Alaska at this time in all categories of ANA funding areas.

AREA 1 - National SEDS Total funding \$18,000,000.

Anticipated number of awards: 110 - 120

Average Project Award Amount \$25,000 to \$500,000

Length of Project Period: 12,17,24,36 months.

Match: 20% match of cash or in-kind or a combination of both is required.

AREA 2 - Alaska SEDS Total funding \$2,000,000.

Anticipated number of awards: 10 - 20

Average Project Award Amount \$25,000 to \$125,000 Individual Village Projects - and for Regional Non profits- and Village Consortia \$25,000 - \$175,000

Length of Project Period: 12,17,24,36 months.

Match: 20% match of cash or in-kind or a combination of both is required.

ANA Language - Provides funding under two categories,

Category 1 - Planning Grant

Total Funding \$1,000,000

Anticipated number of awards: 10 -15

Average Projected Award \$25,000 - \$100,000

Length of Project Period: 12 months.

Match: 20% match of cash or in-kind or a combination of both is required.

Comments:

Alaska Region III has a web site specifically to list free current workshops with dates and locations to be held throughout Alaska. Free telephone technical assistance is also available.

Contact:

P.J. Bell, ANA Project Manager
Region III, Administration for Native Americans
11723 Old Glenn Hwy., Suite 201
Eagle River, AK 99577
Phone: (907) 694-5711 Or Toll Free: (877) 770- 6230
Fax: (907) 694-5775
E-Mail: director@anaalaska.org
Web Site: <http://www.anaalaska.org>

Category II - Native Language Preservation and Maintenance / Design and Implementation Grants

Total Funding \$1,000,000
Anticipated number of awards: 10 - 20
Average Projected Award \$25,000 - \$175,000
Length of Project Period: 12 , 17, 24, or 36 months.
Match: 20% match of cash or in-kind or a combination of both is required.

ANA Environmental Regulatory Enhancement
Anticipated Total Program Area Funding: \$3,000,000
Anticipated Number of awards: 20 - 30
Average Project Award Amount \$50,000 to \$250,000
Length of Project Periods: 12,17,24, or 36 months

Agricultural Cooperatives Technical Assistance

U.S. Department of Agriculture

Eligibility:

General Public
Business

Provides:

Technical Assistance
Information

Administrative Agency:

Federal Agency: U.S. Department of Agriculture, Rural Business and Cooperative Service.

Program Goals:

To formulate, develop and administer research and technical assistance programs regarding the various aspects of farmer cooperatives.

Resource Provided:

Advisory services and counseling, technical information, educational materials, publications.

Eligibility:

Rural and farm cooperatives as well as those interested in forming agricultural cooperatives.

Alaska Program Status:

The agency has provided cooperative information to several Alaska groups and individuals, and recently received technical requests from potential Alaska cooperatives.

Comments:

This could be a good source of basic materials for communities that want to investigate agricultural cooperative ventures. This agency provides an extensive listing of practical and "cookbook" publications. For more information regarding the financing of general cooperatives, see the listing for the National Cooperative Bank in this Guide.

Contact:

Jim Haskell, Assistant Deputy Administrator
Rural Business Cooperative Service
U.S. Department of Agriculture
Stop 3250
Washington, DC 20250-3250
Phone: (202) 720-8460
Fax: (202) 720-4641
Fax Verification: (202) 720-8460

Agricultural Research Program - University of Alaska

Eligibility:

- General Public
- Business
- Government
- Non-Profit
- Native Organizations

Provides:

- Technical Assistance
- Information

Administrative Agency:

State Agency: Agricultural and Forestry Experiment Station, University of Alaska Fairbanks.

Program Goals:

To provide research results needed to enhance sustainable development of agriculture and forestry, reclaim disturbed lands, reduce pollution, and use Alaska's lands wisely for agriculture, forestry, and recreation.

Resource Provided:

Technical information; research results. Program is funded by U.S.D.A. Cooperative State Research Education and Extension Service.

Eligibility:

Land grant universities and affiliated experimental stations. Information developed through research is available to the general public.

Alaska Program Status:

The Alaska Agricultural and Forestry Experiment Station is part of the School of Agriculture and Land Resources Management, University of Alaska Fairbanks. The experiment station operates research centers at Fairbanks and Palmer, Alaska. The station provides a basic source of Alaska-relevant agricultural and forestry research information.

Contact:

G. Allen Mitchell, Associate Director
Agricultural and Forestry Experimental Station
University of Alaska Fairbanks
Fairbanks, AK 99775-7140
Phone: (907) 474-5042
Fax: (907) 474-6184
E-Mail: FYNRPUB@uaf.edu
Web Site: <http://www.uaf.edu/salrm/afes/>

Doreen Fitzgerald
Information Officer & Science Writer
AFES Publications Office
Agricultural and Forestry Experimental Station
University of Alaska Fairbanks
Fairbanks, AK 99775-7140
Phone: (907) 474-5042
Fax: (907) 474-6184
Web Site: <http://www.uaf.edu/snras/afes/>

Agricultural Revolving Loan Fund (ARLF)

Eligibility:

General Public
Business
Non-Profit
Native Organizations

**Provides:**

Loans

Administrative Agency:

State Agency: Department of Natural Resources (DNR), Division of Agriculture, Board of Agricultural and Conservation (BAC)

Program Goals:

To promote development of agriculture as an industry in Alaska through low interest rate loans for product processing, land clearing, equipment/livestock purchase, and farm development.

Resource Provided:

Direct loans; operating loans up to \$200,000; chattel loans up to \$1,000,000; product processing and land clearing loans up to \$250,000; farm development loans up to \$1,000,000. All loans are limited to 75% loan to value of collateral.

Eligibility:

Individuals, partnerships or corporations who are Alaska residents. Loans are available on the basis of generally accepted banking practices.

Alaska Program Status:

There are approximately 200 loans active statewide with a value of approximately \$15 million.

Contact:

Candy Easley, Loan Officer
Agricultural Revolving Loan Fund
Division of Agriculture
Department of Natural Resources
1800 Glenn Highway, Suite 12
Palmer, AK 99645-6736
Phone: (907) 745-7200
Fax: (907) 745-7242
E-Mail: candy_easley@dnr.state.ak.us
Web Site: <http://www.dnr.state.ak.us/ag/index.htm>

Agricultural Wholesale Market Development – State of Alaska

Eligibility:

- General Public
- Business
- Government
- Non-Profit
- Native Organizations



Provides:

- Loans
- Grants
- Technical Assistance
- Information

Administrative Agency:

Alaska Department of Natural Resources (DNR) and U.S. Department of Agriculture, Agricultural Marketing Service (AMS)

Program Goals:

To increase overall marketing efficiency of Alaskan agriculture products, thereby lowering the cost of marketing food. It's also designed to increase consumer awareness and consumption of locally grown products.

Resource Provided:

Technical advisory services and counseling in the area of efficient market development. Provides product grading, marketing support programs and facilitation of commercial agricultural transactions.

Eligibility:

Government agencies and private industry (producers, processors or marketing agencies) may request assistance.

Alaska Program Status:

DNR has a three-person staff, two located in Palmer and one in Fairbanks, which provides a state-level clearinghouse service concerning agricultural development resources.

Comments:

The program works to bring producers, wholesalers and retailers together based on sound marketing information.

Contact:

Doug Warner, Development Specialist
Division of Agriculture
Department of Natural Resources
1800 Glenn Hwy., Suite 12
Palmer, AK 99645-6736
Phone: (907) 745-7200
Fax: (907) 745-7112
E-Mail: Douglas_Warner@dnr.state.ak.us
Web Site: http://www.dnr.state.ak.us/ag/ag_ms.htm

Agricultural and Economic Research

Eligibility:

General Public
Business
Government
Non-Profit
Native Organizations

Provides:

Information

Administrative Agency:

Federal Agency: U.S. Department of Agriculture, Economic Research Service (ERS)

Program Goals:

To provide economic information and analysis for public and private decisions on agriculture, food, natural resources, and rural America. ERS produces such information for use by the general public, and to help policy makers develop, administer, and evaluate agricultural and rural policies and programs.

Resource Provided:

Published (both print and electronic) materials cover:

- Current situation and short-term forecasts for agricultural commodities, exports, finances, etc.
- Economic and social conditions in rural America
- Effects of government policies and programs on farmers, rural communities, natural resources, and the public.

Eligibility:

ERS research is available to all. See below for ordering information.

Comments:

This agency produces a wide range of popular and technical materials related to the economic concerns of farmers. Much of this material may not be directly applicable in Alaskan conditions and communities; however, agency staff are sometimes able to respond to specific requests for information.

Contact:

Information Center
Economic Research Service
U.S. Department of Agriculture
1800 M Street NW, Room N-3050
Washington, DC 20036-5831
Phone: (202) 694-5050
E-Mail: service@ers.usda.gov
Web Site: <http://www.ers.usda.gov/>
ERS AutoFax: (202) 694-5700 (follow instructions to print out current materials)

Alaska Commercial Fishing and Agriculture Bank (CFAB)

Eligibility:

- General Public
- Business
- Native Organizations

Provides:

- Loans



Administrative Agency:

Private For-Profit: Alaska Commercial Fishing and Agriculture Bank

Program Goals:

CFAB's authority and mission is limited to providing financing to the commercial fishing, agriculture, tourism and other resource-based industries in Alaska.

Resource Provided:

Provides loans to Alaskan residents.

Eligibility:

To become a CFAB borrower, an applicant must be commercially involved in one of the industries mentioned: commercial fishing, agriculture, tourism or other resource-based industries. The applicant must be an Alaska resident, as must be an individual member of a partnership. The majority ownership and control of corporations or other legal entities must rest with Alaska residents.

Alaska Program Status:

The Alaska Commercial Fishing and Agriculture Bank was established as a private cooperative by a special Alaska statute, and began operations in 1980.

Comments:

Borrowers have the opportunity to participate in CFAB's annual financial results through a partial refund of interest paid. CFAB is controlled by a Board of Directors whose members are elected by, and from among its stockholders.

Contact:

JoAnn Rodamaker
Alaska Commercial Fishing and Agriculture Bank
2550 Denali St., Suite 1201
Anchorage, AK 99503-2737
Phone: (907) 276-2007 Or (800) 544-2228
Fax: (907) 279-7913
E-Mail: cfabanch@gci.net
Web Site: <http://www.cfabalaska.com/>

Alaska Export Assistance Center

U.S. Commercial Service

Eligibility:

- General Public
- Business
- Government
- Non-Profit
- Native Organizations

Provides:

- Technical Assistance
- Information

Administrative Agency:

Federal Agency: U.S. Department of Commerce

Program Goals:

The Alaska Export Assistance Center is co-located with the State Division of International Trade and Marketing Development, and together they help Alaska companies, especially small and medium sized firms increase sales and expand into foreign markets.

Resource Provided:

Services include industry and country market analyses, customized market analysis, finding qualified distributors and joint venture partners, background checks of foreign companies, trade missions, export documentation, licensing, classification and tariff consultation. Fees may apply for some services.

Comments:

The U.S. Commercial Service is strategically located to ensure effective penetration of foreign markets by Alaskan businesses with a network of international marketing specialist that spans the globe in 153 cities in 81 countries.

Contact:

Chuck Becker, Director
Alaska Export Assistance Center
U.S. Commercial Services
U.S. Department of Commerce
431 W. 7th Ave., Suite 108
Anchorage, AK 99501
Phone: (907) 271-6237
Fax: (907) 271-6242
E-Mail: cbecker@mail.doc.gov
Web Site: <http://www.alaska.net/~export>

Alaska Forest Legacy Program (FLP)

Eligibility:

- General Public
- Business
- Government
- Non-Profits
- Native Organizations



Provides:

- Grants
-

Administrative Agency:

State Agency: Alaska Department of Natural Resources (DNR); Division of Parks and Outdoor Recreation

Program Goals:

- Protect fish and wildlife habitat and maintain habitat connectivity, habitat diversity and related values needed to ensure biological diversity and healthy fish and wildlife populations;
- Increase opportunities for natural lands recreation, especially near communities and existing roads, and protect existing opportunities at remote sites;
- Buffer, protect and enhance the natural ecosystem functions and natural lands recreation value of lands currently under conservation and forest management;
- Prevent forest fragmentation;
- Protect areas important to Alaska's communities for water supplies, traditional uses and economic reasons;
- Protect river systems, wetlands, coastal areas and their associated hydrologic functions and upland habitats, and;
- Provide and maintain opportunities for traditional forest uses, including the production of wood and non-timber forest products.

Resource Provided:

The Forest Legacy Program will cover 75 percent of the costs of a conservation easement or fee-title purchase. The other 25 percent must be matched by either the landowner or an assisting entity, such as a non-profit organization or non-federal government agency. Other costs that can be covered by the program include appraisals, surveys, closing costs, title work and insurance, and other real estate transaction expenses.

Eligibility:

The Alaska FLP may only acquire lands and interests in lands identified within a Forest Legacy Area (see website) on a willing seller/willing buyer basis. Projects proposed for the FLP in Alaska must be threatened by conversion to non-forest uses, and must directly address one or more of the Alaska program goals.

Participation in Forest Legacy is limited to private forest landowners.

Contact:

Tina Long, Grants Administrator
Parks and Outdoor Recreation
Alaska Department of Natural Resources
550 West 7th Avenue, Suite 1380
Anchorage, AK 99501
Phone: (907) 269-8709
Fax: (907) 269-8907
E-Mail: Tina_long@dnr.state.ak.us
Web Site: <http://www.dnr.state.ak.us/parks/grants>

Alaska Grown Program

Eligibility:

- General Public
- Business
- Non-Profit
- Native Organizations

Provides:

- Technical Assistance
- Information

Administrative Agency:

State Agency: Division of Agriculture, Department of Natural Resources (DNR)

Program Goals:

Alaska Grown is a marketing and quality assurance program designed to support and increase the sales of Alaskan agriculture products. The program works to bring producers, wholesalers and retailers together based on sound marketing information.

Resource Provided:

The Alaskan Grown logo and point of sale material. The program also provides product grading, marketing support programs and facilitation of commercial agricultural transactions.

Eligibility:

Producers of agricultural products, grown or developed in Alaska must apply for authorization in order to use the logo and point of sale material.

Contact:

Doug Warner, Development Specialist
Division of Agriculture
Alaska Department of Natural Resources
1800 Glenn Hwy., Suite 12
Palmer, AK 99645-6736
Phone: (907) 745-7200
Fax: (907) 745-7112
E-Mail: douglas_warner@dnr.state.ak.us
Web Site: http://www.dnr.state.ak.us/ag/ag_ms.htm

Alaska Growth Capital

Eligibility:

- General Public
- Business
- Government
- Non-Profit
- Native Organizations



Provides:

- Loans
-

Administrative Agency:

Private Profit: Alaska Growth Capital

Program Goals:

To provide a financing alternative to businesses that may have trouble gaining access to traditional bank financing.

Eligibility:

Alaska Growth Capital can finance any business within the state, but focus on businesses that are expanding Alaska's economy. The primary criteria for consideration is the following:

- Dedicated and experienced management
- Past performance
- Current economic viability of the business
- Competitive advantages

Alaska Program Status:

Alaska Growth Capital provides financing for all business needs, including construction lending, lines of credit, permanent working capital, equipment, and leasehold improvements. We also participate in the SBA, USDA and BIA loan guarantee programs. We can also provide commercial real estate loans with term up to 20 years by working through an affiliated institution.

Loans range from \$100,000 to \$10,000,000 and more, and normally have terms from three to 20 years. Interest rates depend on the risk level of the business and each financing package is customized to meet the needs of the businesses.

Contact:

Jason Evans, VP Lending
Alaska Growth Capital
3900 C Street, Suite 302
Anchorage, AK 99503-5965
Phone: (907) 339-6770 Or (888) 315-4904
Fax: (907) 339-6771
E-Mail: jevans@alaskagrowth.com
Web Site: <http://www.alaskagrowth.com>

Alaska InvestNet

Eligibility:

- General Public
- Business
- Government
- Non-Profit
- Native Organizations

Provides:

- Technical Assistance
- Information

Administrative Agency:

Nonprofit (Alaska)

Program Goals:

Providing investors and businesses with a convenient, confidential program to compare their compatibility for an investment relationship.

Resource Provided:

A confidential service which matches investors (including individuals, professional venture capital funds, pension funds and corporate investors) and entrepreneurs (including start-ups and expansions) based on a comparison of each entity's stated goals and needs. Both investors and entrepreneurs have the option to register for Alaska-only or nationwide service.

Eligibility:

Businesses must be located in Alaska. Both investors and entrepreneurs must pay an enrollment fee and complete an application questionnaire.

Alaska Program Status:

Alaska InvestNet performs an individualized search for opportunities for each investor and entrepreneur. Confidentiality is strictly preserved. Registration periods for investors are one year and for entrepreneurs, six months.

Comments:

Note: Contact information for all parties is kept confidential through the initial matching process or until both parties indicate a desire to be in touch. Alaska InvestNet neither evaluates nor endorses the merits of investment opportunities presented through its services. InvestNet acts solely as an information service for entrepreneurs and investors and is neither an investment advisor nor a broker-dealer of securities.

Contact:

Rick Wolk, Executive Director
Alaska InvestNet
Phone: (907) 351-9078
E-Mail: rickw@alaskainvestnet.org
Web Site: <http://www.alaskainvestnet.org>

Alaska Municipal Bond Bank Authority

Eligibility:

Government

Provides:

Loans
Technical Assistance



Administrative Agency:

State Agency: Department of Revenue

Program Goals:

To assist communities with financing for capital projects.

Resource Provided:

Direct loans. No set loan limits. Statutory limit of \$500 million in outstanding bonds or more than \$75 million in Revenue bonds during a fiscal year. Interest rates depend on the national market for tax exempt bond issues.

Eligibility:

Any organized local government in need of capital project financing should contact the Bond Bank.

Alaska Program Status:

The Alaska Municipal Bond Bank Authority is a public corporation created by state law (AS 44.85). The Bond Bank was created to address disadvantages that Alaska's communities often experience in financial markets. Communities may have low bond ratings or lack familiarity among investors that would result in above market interest rates on borrowed money.

Generally, the Bond Bank sells bonds on the national money market and then uses the proceeds to purchase the bonds of Alaska municipalities at the same interest rate the Bond Bank obtained, thereby providing the municipalities with funds for their capital projects. The Bond Bank's "A" rating from both Moody's and Standard and Poor enables it to borrow money at low rates. As municipalities pay principal and interest to the Bond Bank, the Bond Bank uses this money to pay its bond holders.

The Bond Bank is self-supporting. It does not use general fund monies, and, in fact, returns about \$1 million the general fund each year. The bank has an excellent loan record, with no defaults. The bank has five directors including the Commissioners of the Departments of Revenue, and Commerce, Community, and Economic Development, and three public members.

Contact:

Deven Mitchell, Executive Director
Alaska Municipal Bond Bank Authority
Department of Revenue
P.O. Box 110405
Juneau, AK 99811-0405
Phone: (907) 465-2388
Fax: (907) 465-2902
E-Mail: Deven_Mitchell@revenue.state.ak.us
Web Site: <http://www.revenue.state.ak.us/treasury/ambba/ambba.htm>

Alaska Native/Native Hawaiian Institutions Assisting Communities (AN/NHIAC)

Eligibility:
Non-Profit

Provides:
Grants



Administrative Agency:

Federal Agency: U.S. Department of Housing and Urban Development

Program Goals:

To assist Alaska Native/Native Hawaiian institutions of higher education (AN/NHIs) to expand their role and effectiveness in addressing community development needs in their localities..

Resource Provided:

Grants to assist Alaska Native/Native Hawaiian institutions of higher education (AN/NHIs) to expand their role and effectiveness in addressing community development needs in their localities.

Eligibility:

Eligible Grantees: Only nonprofit Alaska Native and Native Hawaiian institutions of higher education that meet the definitions of Alaska Native and Native Hawaiian institutions of higher education established in Title III, Part A, Section 317 of the Higher Education Act of 1965, as amended by the Higher Education Amendments of 1998 (Pub. L. 105-244; enacted October 7, 1998) are eligible to apply. If you are an Alaska Native institution of higher education, in order for you to meet this definition, at least 20 percent of your undergraduate headcount enrollment must be Alaska Native students.

Eligible Activities: Each activity proposed for funding must meet both a Community Development Block Grant Program (CDBG) national objective and the CDBG eligibility requirements. There are three national objectives:

Benefit to low- and moderate- income persons;

Aid in the prevention or elimination of slums or blight; or

Meet other community development needs having a particular urgency because existing conditions pose a serious and immediate threat to the health and welfare of the community, and other financial resources are not available to meet such needs.

Each AN/NHIAC grantee addresses at least three of the following issues in the targeted community: local housing, infrastructure, economic development, neighborhood revitalization, health care, crime, or planning.

Comments:

Application: HUD publishes an annual Notice of Funding Availability (NOFA) and an application kit for the AN/NHIAC Program. Application kits are available from the University Partnerships Clearinghouse (1-800-245-2691) or through the University Partnerships website at www.oup.org .

Contact:

Alaska State Office

U.S. Dept. of Housing and Urban Development

3000 C. St., Suite 401

Anchorage, AK 99503

Phone: (907) 271-4663

Web Site: <http://www.hud.gov>

Application kits are available from the University Partnerships Clearinghouse

(1-800-245-2691) or through the University Partnerships website at www.oup.org .

Alaska Product Preference Program

Eligibility:

General Public
Business

Provides:

Information

Administrative Agency:

State Agency: Department of Commerce, Community, and Economic Development (Commerce), Division of Community Advocacy

Program Goals:

To provide incentives to Alaskan manufacturers who submit bids or proposals for state contracts, by awarding product preference considerations to qualifying businesses.

Resource Provided:

The product preference programs (Alaska Products, Forest Products) do not provide direct financial assistance. Under the state procurement code, however, these two programs can provide eligible manufacturers cost preferences of 3%, 5% or as great as 7% on state procurement contracts.

Eligibility:

Any Alaskan business that manufactures a product with at least 25% value added in Alaska, may submit an application to the Commissioner of the Department of Commerce, Community, and Economic Development for certification in one of the preference programs. Certification in the preference programs is awarded to a qualifying product, not to its manufacturer. The Department verifies information submitted on the application and, if approved, the product is certified for a two year period. After certification, the product is included in the next published, semi annual, Product Preference List. Only products included on the most recent Product Preference List are eligible for consideration in the procurement process. Product Preference Lists are published April 1 and October 1.

Contact:

Ruth St. Amour, Development Specialist
Division of Community Advocacy
Department of Commerce, Community, and Economic Development
550 W. 7th Ave., Suite 1770
Anchorage, AK 99501-3510
Phone: (907) 269-4527
Fax: (907) 269-4539
E-Mail: ruth_st.amour@commerce.state.ak.us
Web Site: <http://www.commerce.state.ak.us/dca/prodpref/prodpref.htm>

Alaska Regional Development Organizations Economic Development Planning/Business Development Assistance

Eligibility:

General Public
Business
Government
Non-Profit
Native Organizations

Provides:

Loans
Technical Assistance
Information



Administrative Agency:

Nonprofit (Alaska): Alaska Regional Development Organizations (ARDOR) - 11 regional economic development councils designated under the ARDOR program.

Program Goals:

To prepare and implement a regional economic development strategy and assist communities and businesses implement the same. To provide business development assistance.

Resource Provided:

Prepare regional and community economic development strategies. Provide technical assistance, training and information to individuals desiring to start or expand a business in the region. Some also operate small business incubators and small business loan programs.

Eligibility:

Communities and individuals in the region served.

Alaska Program Status:

ARDOR's receive partial funding from the State Department of Commerce, Community, and Economic Development to provide services and implement their regional strategies. State funding for each ARDOR is dependent on annual legislative appropriations. For FY 04, the Legislature appropriated \$620,000 for the ARDOR program, resulting in grants ranging from \$61,284 to \$33,384.

Contacts:

Anchorage Economic

Development Corporation

Bob Poe, President/CEO
900 West 5th Avenue, Suite 300
Anchorage, AK 99501
Phone: 258-3700
Fax: 258-6646
E-Mail: MDickson@aedcweb.com
Web Site: www.aedcweb.com/

Bering Strait Development Council

Melissa Boeckmann
Economic Development Planner
Kawerak, Incorporated
P.O. Box 948
Nome, Alaska 99762
Phone: (907) 443-9007
Fax: (907) 443-2591
Email: melissab@kawerak.org
Web site: www.kawerak.org/

Copper Valley Economic Development Council

John Downes, Executive Director
PO Box 9
Glennallen, AK 99588
Phone: 822-5001
Fax: 822-5009
E-Mail: cvedc@cvinternet.net
Web Site: <http://www.alaskaeconomicdevelopment.org/>

ARDOR Contacts continued:

Fairbanks North Star Borough Economic Development Commission

Kathryn Dodge, Special Assistant to
the Borough Mayor
P. O. Box 71267
Fairbanks, AK 99707-1267
Phone: 459-1302
Fax: 459-1102
Email: kdodge@co.fairbanks.ak.us
Website:
<http://www.co.fairbanks.ak.us/MayorsOffice/EconomicDevelopment/>

Kenai Peninsula Borough Economic Development District

John Parker, Executive Director
14896 Kenai Spur Hwy, Suite 103-A
Kenai, AK 99611-7756
Phone: 283-3335
Fax: 283-3913
E-mail: jparker@kpedd.org
Web site: www.kpedd.org/

Lower Kuskokwim Economic Development Council

Carl Berger, Executive Director
PO Box 2021
Bethel, AK 99559
Phone: 543-5967
Fax: 543-3130
E-Mail: carl_berger@ddc-alaska.org

Mat-Su Resource Conservation & Development Council

Rick Leibowitz, Executive Director
1700 E. Bogard Road, Suite 203
Wasilla, AK 99654
Phone: 373-1062
Fax: 373-1064
E-Mail: matsurcd@mtaonline.net

Northwest Arctic Borough Economic Development Commission

Lee Stoops, Executive Director
PO Box 1110
Kotzebue, AK 99752
Phone: 442-2500
Fax: 442-2930
E-Mail:
Istoops@northwestarcticborough.org
Web Site:
<http://www.northwestarcticborough.org/edc/>

Prince William Sound Economic Development District

Sue Cogswell, Executive Director
2207 Spenard Rd, Suite 207
Anchorage, AK 99503
Phone: 222-2440
Fax: 222-2411
E-Mail: sue_cogs@yahoo.com
Web Site: www.alaska.net/~pwsedc/

Southeast Conference

Meilani Clark Schijvens, Economic
Development Coordinator
PO Box 21989
Juneau, AK 99802
Phone: 463-3445 ext.21
Fax: 463-5670
E-Mail: meilani@seconference.org
Web Site: www.seconference.org

Southwest Alaska Municipal Conference

Wanetta Ayers, Executive Director
3300 Arctic Blvd., Suite 203
Anchorage, AK 99503
Phone: 562-7380
Fax: 562-0438
E-Mail: wayers@swamc.org
Web Site: www.southwestalaska.org

Alaska Rural Development Council

Eligibility:

- General Public
- Business
- Government
- Non-Profit
- Native Organizations

Provides:

- Technical Assistance
- Information

Administrative Agency:

State Agency: University of Alaska, Anchorage and U.S. Department of Agriculture

Program Goals:

To build partnerships among the major rural interests in rural development including the federal government, state government, local government, tribal government and the private sector around projects or issues in rural communities. The U.S. Department of Agriculture administers the project through a cooperative agreement with the University of Alaska, Anchorage.

Resource Provided:

Technical assistance in working with regulatory agencies around development projects, assistance in bringing development barriers to the attention of federal or state agencies and working with diverse groups to find solutions to those barriers. Access to diverse rural interests in putting on forums that address rural issues.

Alaska Program Status:

The Alaska Rural Development Council is made up of twenty six seats that include: 3 state agencies, 3 federal agencies, 2 financial institutions, 2 educational institutions, 2 ARDORs, 2 Regional Native Corporation, 2 Regional Non-Profits, 2 village corporations, 2 tribes, 2 private businesses, 2 at-large businesses and 2 municipalities. This council is funded 75% by USDA and 25% by non-federal partners.

Comments:

The council is part of a national network of councils. Where these councils find problems in common, they develop national work teams to work on solutions for all states. The operation of the council is through building working relationships with other partners to find more effective ways to enhance development options agreed to by rural communities.

Contact:

Chuck Akers, Executive Director
Alaska Rural Development Council
University of Alaska Anchorage
3211 Providence Drive, ADM #279
Anchorage, AK 99508-4614
Phone: (907) 786-4660
Fax: (907) 786-4662
E-Mail: ancja@uaa.alaska.edu
Web Site: <http://ardc.alaska.edu/index.html>

Alaska Scenic Byways Program

Eligibility:

- General Public
- Business
- Government
- Non-Profit
- Native Organizations



Provides:

- Grants
- Information

Administrative Agency:

State Agency: Alaska Department of Transportation and Public Facilities, Division of Statewide Planning
Federal Agency: Federal Highway Administration

Program Goals:

In 1991, Congress established the National Scenic Byways Program under the Intermodal Transportation Efficiency Act (ISTEA) and strengthened it with the passage of the Transportation Equity Act for the 21st Century, known as TEA-21. Scenic byways are roads that highlight the special scenic, natural, historic, archeological, recreational and cultural features of an area. The National Scenic Byways Program is a voluntary program to protect and promote America's scenic roads. For any highway corridor that is designated as a State Scenic Byway, you may apply for planning and implementation grants under the National Scenic Byways Program.

Resource Provided:

Scenic Byway Grants can be used for developing corridor management plans, safety improvements, byway facilities that interpret or enhance the intrinsic qualities of the scenic byway, access to recreation (including water recreation), resource protection, interpretive information and marketing.

Eligibility:

Anyone may apply for the grants. The grants must be associated with a state or nationally designated scenic byway.

Alaska Program Status:

Grant applications are accepted on an annual basis. Check the National Scenic Byways website for criteria and other details. Applications are submitted online via the National Scenic Byways website at <http://www.byways.org>. A hard copy with attachments must also be submitted.

Contact:

Aneta Synan, Scenic Byways Coordinator
Division of Statewide Planning
Alaska Department of Transportation and Public Facilities
3132 Channel Drive
Juneau, AK 99801
Phone: (907) 465-8769
Fax: (907) 465-6984
E-Mail: scenic_byways@dot.state.ak.us
Web Site: <http://www.byways.org>

Alaska State Office of Tourism

Tourism Planning and Technical Assistance

Eligibility:

General Public
Business
Government
Non-Profit
Native Organizations

Provides:

Technical Assistance
Information

Administrative Agency:

State Agency: Department of Commerce, Community, and Economic Development (Commerce), Office of Economic Development (OED)

Program Goals:

The Office of Tourism's goal is to stimulate economic growth, diversification, and job opportunities in Alaska through tourism research, planning, and business development.

Resource Provided:

The Office provides the following resources specific to tourism: research, community and regional tourism planning and management, product development, business planning and development, and customer service training. Upon request, tourism staff provide presentations and workshops at tourism and economic development conferences around the state. The Office of Tourism manages the State of Alaska's tourism marketing contract with the Alaska Travel Industry Association (www.alaskatia.org).

Eligibility:

Services of the Office of Tourism are available to Alaska residents, communities, villages, native corporations, businesses, non-profit and other organizations.

Contacts:

Caryl McConkie, Development Manager
Office of Economic Development
Department of Commerce, Community, and
Economic Development
P.O. Box 110809
Juneau, AK 99811
Phone: (907) 465-2012 Fax: (907) 465-3767
E-Mail: caryl_mcconkie@commerce.state.ak.us
Web Site:
<http://www.commerce.state.ak.us/dca/toubus/home.cfm>

Dru Garson, Tourism Business Development
Specialist
Office of Economic Development
Department of Commerce, Community, and
Economic Development
P.O. Box 110809
Juneau, AK 99811
Phone: 907-465-2162 Fax: 907-465-3767
E-Mail: dru_garson@commerce.state.ak.us

Odin Brudie, Tourism Transportation Planner
Office of Economic Development
Department of Commerce, Community, and
Economic Development
P.O. Box 110809
Juneau, AK 99811
Phone: (907) 465-5466 Fax: (907) 465-3767
E-Mail: odin_brudie@commerce.state.ak.us

Lisa Conrad, Tok Visitor Center Manager
Office of Economic Development
Department of Commerce, Community, and
Economic Development
P.O. Box 359
Tok, AK 99780
Phone: 907-883-5667 Fax: 907-883-5667
E-Mail: lisa_conrad@commerce.state.ak.us

Alaska Village Initiatives, Inc.

Professional Services Group

Eligibility:

Native Organizations
Native Non-Profit
Native Business

Provides:

Loans
Technical Assistance
Information



Administrative Agency:

Nonprofit (Alaska): Alaska Village Initiatives, Inc. (AVI)

Program Goals:

To improve the well-being of communities, families and individuals in rural Alaska by embracing their cultural values, and strengthening their self-reliance through training, assistance, advocacy, and economic development.

Resource Provided:

Business Planning, Feasibility Studies, Technical Assistance, Board training (Corporate & Nonprofit), Strategic Planning, Financing Plans, Direct Financing, General Business/Economic Development and Management.

Eligibility:

Participation is open to Native profit and nonprofit organizations (regional and local); IRA councils and other tribal governments; rural cooperatives, rural business ventures; rural community organizations.

Alaska Program Status:

In its 33-year history, the corporation has financed more than 85 community-owned businesses in 53 communities throughout rural Alaska. More than 60 of the businesses are currently operational. Alaska Village Initiatives reports that more than 3,500 jobs have been created. More than \$23 million has been leveraged from local, state and private sources to develop these enterprises and provide technical assistance to others. Assisted businesses are diverse, ranging from the chain of 22 general merchandise stores (Alaska Commercial Company) to cooperatives, fuel distributorships, housing weatherization, port facilities, business consulting and training and management assistance to individuals and organizations. Currently Alaska Village Initiatives is working to enhance Alaska's Private Lands Wildlife Management and a state wide Rural Fire Suppression Program called Project Code Red.

Comments:

Specific Alaska Village Initiatives programs listed elsewhere in this guide include:

- Private Lands Wildlife Management
- Village Wildlife Conservation Cooperative
- Rural Business Loan Fund
- Rural Fire Suppression
- Help Provide Access to Development Grants

Contact:

Charles Parker, Director, Professional Services Group
Alaska Village Initiatives, Inc.
1577 C Street, Suite 304
Anchorage, AK 99501
Phone: (907) 274-5400 Or (800) 478-2332
Fax: (907) 263-9971
E-Mail: info@akvillage.com
Web Site: <http://www.akvillage.com/>

Alternative Energy Development and Energy Efficiency

Eligibility:

Business
Government

Provides:

Loans/Grants
Technical Assistance
Information



Administrative Agency:

State Agency: Department of Commerce, Community, and Economic Development (Commerce), Alaska Industrial Development and Export Authority (AIDEA), Alaska Energy Authority (AEA)

Program Goals:

The purpose of the Alaska Energy Authority's alternative energy programs is to develop projects that reduce the cost of energy throughout Alaska and use locally available energy resources.

Resource Provided:

Evaluate and develop rural energy alternatives including small hydro, village interties, conservation, and energy supplies based on wood, municipal solid waste, wind and coal. Program details on web site.

Contact:

Peter Crimp, Program Manager
AIDEA - Alaska Energy Authority
Department of Commerce, Community, and Economic Development
813 West Northern Lights Blvd.
Anchorage, AK 99503
Phone: (907) 269-4631
Fax: (907) 269-3044
E-Mail: pcrimp@aidea.org
Web Site: <http://www.aidea.org/alternative.htm>

Americorps*VISTA

Commerce, Division of Community Advocacy - Volunteers In Service To America

Eligibility:

Government

Non-Profit

Provides:

Technical Assistance

Administrative Agency:

State Agency: Department of Commerce, Community, and Economic Development (Commerce), Division of Community Advocacy (DCA)

Program Goals:

DCA is the umbrella sponsor for 20 VISTA members throughout the State of Alaska. The program promotes economic development by mobilizing community resources and increasing the capacity of a target community to meet its own needs. VISTAs encourage volunteer service at the local level and strengthen local organizations addressing the needs of low-income communities.

Resource Provided:

The program provides full-time members committed to one year of service. Detailed work plans outlining goals and objectives for the year are developed and implemented. Technical assistance (i.e. planning process, grant writing, marketing) are offered to members and their sponsor organizations. The Corporation for National and Community Service funds the program.

Eligibility:

Any non-profit, government, or faith-based organization working towards economic development can apply to be a VISTA sponsor organization.

Contact:

Lead VISTA

Division of Community Advocacy

Department of Commerce, Community, and Economic Development

550 W. 7th Avenue, Suite 1770

Anchorage, AK 99501

Phone: (907) 269-4561

Fax: (907) 269- 4539

E-Mail: vista@commerce.state.ak.us

Web Site: <http://www.commerce.state.ak.us/dca/vista/home.htm>

Artist Career Opportunity Grant

Alaska State Council on the Arts (ASCA)

Eligibility:

General Public
Government
Non-Profit
Native Organizations



Provides:

Grants
Technical Assistance
Information

Administrative Agency:

State Agency: Alaska State Council on the Arts (ASCA)

Program Goals:

Career Opportunity Grants are designed to help professional artists, at various stages of their careers, take advantage of impending concrete opportunities that will significantly advance their work or careers.

Resource Provided:

ASCA provides grants of up to \$1,000 to eligible artists.

Eligibility:

Professional artists working in the visual, literary, media or performing arts, who are requesting support for unique, short-term opportunities (not the routine completion of work in progress) are eligible to apply. Traditional Native artists may apply. The applicant must be a resident of Alaska at the time of application.

Contact:

Alaska State Council on the Arts
411 West Fourth Avenue, Suite 1E
Anchorage, AK 99501-1843
Phone: (907) 269-6610 Or (888) 278-7424 (toll free)
Fax: (907) 269-6601
E-Mail: aksca_info@eed.state.ak.us
Web Site: <http://www.eed.state.ak.us/aksca/>

Artist/Apprentice Traditional Native Arts Grants

Alaska State Council on the Arts (ASCA)

Eligibility:

General Public

Provides:

Grants
Technical Assistance
Information



Administrative Agency:

State Agency: Alaska State Council on the Arts (ASCA)

Program Goals:

To encourage the maintenance and development of traditional arts of Alaska's Native peoples.

Resource Provided:

ASCA awards apprenticeship grants of up to \$2,000 for serious study with a recognized master artist in a traditional Native art form. Grants are limited to the fees of the master artist, and , when necessary, the cost of supplies and travel essential to the apprenticeship.

Eligibility:

The Master Artist must:

- be a resident of the state
- be able to provide evidence of excellence in the art form
- agree to take on the applicant as an apprentice
- be recognized for their own proficiency and skill in an art form by members of their own cultural community. This may be indicated by the quality of support material submitted through letters of endorsement by members of the cultural community (i.e., a village or tribal council, regional corporation, school district or other group)
- be 18 years or older

The Apprentice must:

- be a resident of Alaska
- have demonstrated experience in the art form for which they are applying and have located a master artist willing to accept the applicant as an apprentice
- be 18 years or older

Contact:

Saunders McNeill, Native Arts Program Director
Alaska State Council on the Arts
Department of Education and Early Development
411 West Fourth Avenue, Suite 1E
Anchorage, AK 99501
Phone: (907) 269-6610 or (888) 278-7424 (toll free)
Fax: (907) 269-6601
E-Mail: saunders_mcneill@eed.state.ak.us
Web Site: <http://www.eed.state.ak.us/aksca>

Assisted-Living Conversion Program

Eligibility:

Non-Profit

Provides:Grants
Technical Assistance
Information

Administrative Agency:

Federal Agency: U.S. Department of Housing and Urban Development

Program Goals:

To provide nonprofit owners of eligible developments with a grant to convert some or all of the dwelling units in a project into an Assisted Living Facility (ALF) for the frail elderly. The facility must be licensed and regulated by the State (or if there is no State law providing such licensing and regulation, by the municipality or other subdivision in which the facility is located). Assisted-Living Facilities (ALFs) are designed to accommodate frail elderly and people with disabilities who can live independently but need assistance with activities of daily living (e.g., assistance with eating, bathing, grooming, dressing and home management activities.) ALFs must provide support services such as personal care, transportation, meals, housekeeping, and laundry.

Resource Provided:

Typical funding will cover basic physical conversion of existing project units, common and services space. The ALCP provides funding for the physical costs of converting some or all of the units of an eligible development into an ALF, including the unit configuration, common and services space and any necessary remodeling, consistent with HUD or the State's statute/regulations (whichever is more stringent). There must be sufficient community space to accommodate a central kitchen or dining facility, lounges, recreation and other multiple-areas available to all residents of the project, or office/staff spaces in the ALF. Funding for the supportive services must be provided by the owners either directly or through a third party.

Eligibility:

Eligible Grantees: Only private nonprofit owners of Section 202 and Section 8 project-based housing developments - designated to be occupied primarily by the elderly for at least five years - are eligible for funding. These eligible properties also include those funded by Rural Housing Services - Section 515, Section 221(d)(3) BMIR, or Section 236 programs. A private nonprofit of an unused/underutilized commercial property is eligible as well. Eligible Customers: Eligible residents who meet the admissions/discharge requirements as established for assisted-living by State and local licensing, or HUD frailty requirements under 24 CFR891.205 if more stringent. The residents must be able to live independently but can need assistance with activities of daily living (e.g., assistance with eating, bathing, grooming, dressing and home management activities).

Contact:Alaska State Office
U.S. Dept. of Housing and Urban Development
3000 C Street, Suite 401
Anchorage, AK 99503
Phone: (907) 271-4663
Web Site: <http://www.hud.gov>

Bulk Fuel System Upgrades Program

Eligibility:

Government

Provides:

Grants
Technical Assistance



Administrative Agency:

State Agency: Department of Commerce, Community, and Economic Development (Commerce), Alaska Industrial Development and Export Authority (AIDEA), Alaska Energy Authority

Program Goals:

To assist rural Alaskan communities with upgrading bulk fuel tank farm facilities and bringing them into compliance with state and federal codes and regulations.

Resource Provided:

Provides for assessment of above-ground fuel tanks in rural communities, emergency repairs and comprehensive upgrade and/or consolidation of rural tank farms.

Eligibility:

Priority is given to communities whose fuel vendors or regulating agencies have threatened to halt delivery of fuel, or where conditions have become a life, health or safety matter, or the environment is threatened.

Contact:

Mike Harper, Deputy Director
AIDEA - Rural Energy Programs
Department of Commerce, Community, and Economic Development
813 W. Northern Lights Blvd.
Anchorage, AK 99503
Phone: (907) 269-3025
Fax: (907) 269-3044
E-Mail: mharper@aidea.org
Web Site: <http://www.aidea.org/bulkfuel.htm>

Bureau of Indian Affairs (BIA) IRR Roads Program

Eligibility:

Native Organizations

Provides:

Grants
Technical Assistance



Administrative Agency:

Federal Agency: Bureau of Indian Affairs (BIA)

Program Goals:

To improve transportation and economic conditions.

Resource Provided:

Planning, design and construction technical assistance.

Eligibility:

Alaska tribes.

Alaska Program Status:

Typically \$18 - \$20M per year. TIP prepared each 3 years. 5-8 new projects begin annually. Current backlog 3 - 5 years.

Contact:

Robert Martin, Jr.
Alaska Regional Road Engineer
BIA Transportation
P.O. Box 25520
Juneau, AK 99802-5520
Phone: 907-586-7386
Fax: 907-586-7357

Business and Export Loan Guarantee Program

Alaska Industrial Development and Export Authority (AIDEA)

Eligibility:
Business

Provides:
Loans



Administrative Agency:

State Agency: Department of Commerce, Community, and Economic Development (Commerce), Alaska Industrial Development and Export Authority (AIDEA)

Program Goals:

To help facilitate the financing of Alaskan small businesses and export of goods and services to foreign countries.

Resource Provided:

The Business and Export Assistance loan guarantee program provides financial institutions up to an 80 percent of the loan not to exceed \$1 million. AIDEA's guarantee covers acquisition of real or personal property, refinancing, working capital, and export transactions. This program is targeted to assist businesses located in rural Alaska.

Eligibility:

Financially feasible business projects that are located in Alaska or Alaska businesses exporting goods and services to foreign countries. Alaskan individual residents must hold majority ownership of the Alaska business. Note: Except for the development Finance Program, the request for financing assistance must come from the bank.

Alaska Program Status:

The outstanding balance of the AIDEA guaranteed portion of loans as of June 30, 2003 was \$1,566,000.

Comments:

Guarantee Requirements:

To apply to AIDEA for a guarantee, a \$200 non-refundable application is required. AIDEA charges a one-time guarantee fee of 2% on the guaranteed amount. An abbreviated application process is available for new loan guarantees of \$100,000 or less. Loan terms range from one to twenty years depending upon the use of loan proceeds and collateral offered as security for the loan. The maximum interest rate that may be charged by the bank is prime rate plus 2.75%.

Contact:

Jim McMillan, Deputy Director - Credit
Alaska Industrial Development and Export Authority
Department of Commerce, Community, and Economic Development
813 W. Northern Lights Blvd.
Anchorage, AK 99503
Phone: (907) 269-3000
Toll free in-state only: (888) 300-8534
Fax: (907) 269-3044
E-Mail: jmcmillan@aidea.org
Web Site: <http://www.aidea.org/programs.htm>

Business and Industry Guaranteed Loans

U.S. Department of Agriculture, Rural Development

Eligibility:

General Public
Business
Non-Profit
Native Organizations



Provides:

Loans

Administrative Agency:

Federal Agency: U.S. Department of Agriculture, Rural Development

Program Goals:

To assist individuals, corporations, public or private organizations in rural areas obtain quality loans for business development.

Resource Provided:

Loan guarantees of up to 90% of the loan amount. Loans may be up to \$25,000,000.

Eligibility:

Applicant may be an individual, partnership, LLC, profit or nonprofit corporation, cooperative or Alaska Native entity. The project must be in a rural area or city of less than 50,000 population.

Alaska Program Status:

The program continues to expand; most commercial lenders in Alaska have used the program. In fiscal year 2002 USDA Rural Development issued commitments to guarantee over \$49 million in commercial loans.

Comments:

Loans can be used for financing business construction, conversion, and modernization as well as for equipment, facilities, machinery, supplies, debt restructure, transfer of ownership, and working capital. Projects which create or save jobs have the highest priority. The borrower works with a lender, then the borrower and lender jointly apply for a loan guarantee. There is a one-time loan guarantee fee of 1 or 2%.

Contact:

Dean Stewart
USDA Rural Development
U.S. Department of Agriculture
800 W. Evergreen, Suite 201
Palmer, AK 99645
Phone: (907) 761-7722
Fax: (907) 761-7793
E-Mail: dstewart@rdmail.rural.usda.gov
Web Site: <http://www.rurdev.usda.gov>

Buy Alaska Program

Eligibility:

- General Public
- Business
- Government
- Non-Profit
- Native Organizations

Provides:

- Technical Assistance
- Information

Administrative Agency:

State Agency: University of Alaska Small Business Development Center

Program Goals:

The Buy Alaska Program's mission is to assist businesses, consumers, and government entities in finding competitive Alaskan sources for goods and services with the goal of keeping more dollars in Alaska. Buy Alaska's goal is to encourage a 10% shift in out-of-state buying habits, which are currently calculated over \$7 billion every year. Although it seems like a small percentage, the impact of 10% would boost Alaska's economy by over \$700 million a year providing over 3,300 direct and 1,700 indirect jobs.

Resource Provided:

The Buy Alaska Program offers the free service of researching buying needs and "matching" buyers with sellers. Businesses and consumers seeking to buy competitively priced goods and services can get help from Buy Alaska in identifying Alaskan vendors and providers from which to make their purchases.

Eligibility:

To become a member of the free Buy Alaska Program, a business must simply be located in Alaska and possess an Alaska business license. To enroll, contact the Buy Alaska program and register. All businesses in Alaska are encouraged to register with Buy Alaska's "Buyer/Seller Network" database to ensure consideration in the matching process. Searching the database of over 6,000 Alaska businesses is available to anyone.

Contact:

Stella Josephine, Program Director
Buy Alaska Program
Small Business Development Center
University of Alaska
430 West 7th Ave., Suite 110
Anchorage, AK 99501-3550
Phone: (907) 274-7232 Or (800) 478-7232
Fax: (907) 274-9524
E-Mail: info@buyalaska.com
Web Site: <http://www.buyalaska.com>

Center for Economic Development — University of Alaska

Eligibility:

- General Public
- Government
- Non-Profit
- Native Organizations

Provides:

- Technical Assistance
 - Information
-

Administrative Agency:

State Agency: University of Alaska Anchorage and U.S. Department of Commerce, Economic Development Administration (EDA)

Program Goals:

To provide technical assistance to organizations involved in economic development.

Resource Provided:

UA/CED technical assistance services include:

- Information access
- feasibility studies
- Market research for new regional products
- Strategic planning assistance

Examples of assistance:

- A financial feasibility analysis piece to be included in a grant application for a construction project
- A market analysis for a new value-added product line that would create jobs in a community
- Preliminary engineering designs for an industrial park
- An implementation plan for a marketing cooperative

Eligibility:

UA/CED offers assistance to:

- Alaska Regional Development Organizations (ARDORs)
- Native Corporations
- Tribal and village councils
- Municipal governments
- EDA designated Economic Development Districts

Contact:

Annette Johnson, Executive Director
Center for Economic Development
University of Alaska Anchorage
DPL 507G
3211 Providence Dr.
Anchorage, AK 99508-8243
Phone: (907) 786-5444
Fax: (907) 786-5446
E-Mail: anadj@uaa.alaska.edu
Web Site: www.cbpp.uaa.alaska.edu/centers/ced/

Child Care Grant Program

Eligibility:

- General Public
- Business
- Government
- Non-Profit
- Native Organizations



Provides:

- Grants

Administrative Agency:

State Agency: Department of Health and Social Services (DHSS), Division of Public Assistance (DPA)

Program Goals:

The Purpose of the Child Care Grant Program is to promote quality child care and improve facilities health and safety standards.

Resource Provided:

Funding for Facility staff salaries, substitute care, health and safety related items and education and training of staff related to child development.

Eligibility:

Applicants must have a current Alaska Child Care License and Business License, participate in the Child Care Assistance Program (CCAP), and willing to accept children funded through the CCAP.

Alaska Program Status:

This program is subject to annual appropriation by the Legislature. Fiscal year 2004 funding level was \$2.36 million with approximately 450 centers and homes participating.

Comments:

Applications for the grant are available and may be submitted at any time. Payments are made on a monthly basis, based on the number of children in attendance. Grant Awards are based on the availability of funding.

Contact:

Program Manager
Division of Public Assistance
Department of Health and Social Services
619 E. Ship Creek Avenue, Suite 230
Anchorage, AK 99501
Phone: (907) 269-4500
Fax: (907) 269-4536
E-Mail: CCPO@health.state.ak.us
Web Site: <http://www.hss.state.ak.us/dpa/programs/ccare>

Child Care Resource and Referral Program

Eligibility:

General Public
Business

Provides:

Technical Assistance
Information

Administrative Agency:

State Agency: Department of Health and Social Services (DHSS), Division of Public Assistance (DPA)

Program Goals:

The Child Care Resource and Referral (CCR&R) program assists parents in finding quality child care, assists child care providers in advertising services and vacancies to parents, and provides assistance to individuals interested in starting a child care center or becoming a home child care provider. The CCR&R program also provides child care education and training opportunities for child care providers statewide. Classes, workshops, newsletters and other educational opportunities are available at little or no charge.

Alaska Program Status:

This program is subject to annual state and federal legislative appropriations. For CCR&R agency information, contact Child Care Program Coordinator.

Contact:

Program Manager
Division of Public Assistance
Department of Health and Social Services
619 E. Ship Creek Avenue, Suite 230
Anchorage, AK 99501
Phone: (907) 269-4500
Fax: (907) 269-4536
E-Mail: CCPO@health.state.ak.us
Web Site: <http://www.hss.state.ak.us/dpa/programs/ccare>

Child Care Subsidy Program

Eligibility:
General Public

Provides:
Grants



Administrative Agency:

State Agency: Department of Health and Social Services (DHSS), Division of Public Assistance (DPA)

Program Goals:

To enable low and moderate income families to afford child care while parents are working or in training.

Resource Provided:

Subsidy for child care payments for eligible families.

Eligibility:

Municipalities or unincorporated communities with licensed child care facilities may apply if a community agency can demonstrate the administrative capacity to manage the program.

Alaska Program Status:

This program is subject to annual state and federal legislative appropriations. There are 20 communities, serving about 5,200 children per month.

Comments:

Quality child care programs provide an essential element in a community's overall economic development. Child care provides an opportunity for parents to seek employment, and directly provides jobs for child care facility employees. Subsidies are based on a percentage of countable gross income.

Contact:

Program Manager
Division of Public Assistance
Department of Health and Social Services
619 E. Ship Creek Avenue, Suite 230
Anchorage, AK 99501
Phone: (907) 269-4500
Fax: (907) 269-4536
E-Mail: CCPO@health.state.ak.us
Web Site: <http://www.hss.state.ak.us/dpa/programs/ccare>

Commercial Fishing Revolving Loan Program

Eligibility:

General Public
Business
Non-Profit

Provides:

Loans



Administrative Agency:

State Agency: Department of Commerce, Community, and Economic Development (Commerce), Division of Investments

Program Goals:

To promote the rehabilitation of the state's fisheries, the development of a predominantly resident fishery, and the continued maintenance of commercial fishing gear and vessels throughout the state by means of long-term low interest loans.

Resource Provided:

Purchases: Loans are available for Limited Entry Permits, Quota Shares, Vessels, or Gear or Community Quota Entity (CQE) Quota Shares. Loans are also available for the purchase or upgrade of gear or for the upgrade of vessels, to improve the quality of seafood.

Refinancing: Vessel or gear loans made by other lenders, at least 1-year from date of original loan.

Collateral: The item being financed (Limited Entry Permit, Vessel, etc.) will be the collateral for the loan, and generally a priority lien must be obtained.

Eligibility:

- Alaska Resident for the past 2 years.
- No past due child support obligation(s).
- Community Quota Entity

Comments:

Terms and Conditions: Interest rate is 2% above the prime rate or 2% below the prime rate for product quality improvement loans, not to exceed 10.5%. Interest rate will be fixed at time of loan approval.

Maximum loan term is 15 years

Borrower is responsible to pay all direct costs incurred in processing an application including surveys, inspections, appraisals, title insurance, etc.

Contact:

Kelly Sharp, Lending Branch Manager
Division of Investments
Department of Commerce, Community, and Economic Development
3032 Vintage Blvd.
P.O. Box 34159-99803
Juneau, AK 99801
Phone: (907) 465-2510 Or (800) 478-LOAN
Fax: (907) 465-2103
E-Mail: investments@commerce.state.ak.us
Web Site: <http://www.commerce.state.ak.us/investments>

Community Arts Development Grants

Alaska State Council on the Arts (ASCA)

Eligibility:

General Public
Government
Non-Profit



Provides:

Grants

Administrative Agency:

Nonprofit (Alaska): Alaska State Council on the Arts (ASCA)

Program Goals:

These grants are designed to stimulate grassroots arts activity and encourage public interest and participation in the arts throughout Alaska. They may help small nonprofit Alaskan organizations develop the arts in undeserved areas of the state and/or underserved art disciplines. Exhibits, concerts, dance performances and festivals, workshops, readings and theater productions are examples of the kinds of art projects funded through this grant. ASCA will also provide grants for arts administration such as board development, planning, accounting systems and budget development. Priority is given to organizations who operate on a volunteer basis and have no paid staff.

Resource Provided:

ASCA provides grants of up to \$2,000. Every applicant must provide matching funds and a grant will not exceed fifty percent of the total cash costs of a project.

Eligibility:

An Alaskan nonprofit organization, school, or local government agency may apply. Nonprofit organizations must provide proof of incorporation and a copy of the IRS letter for tax exempt status.

Contact:

Alaska State Council on the Arts
Department of Education & Early Development
411 West Fourth Avenue, Suite 1E
Anchorage, AK 99501-1843
Phone: (907) 269-6610 Or (888) 278-7424 (toll free)
Fax: (907) 269-6601
E-Mail: aksca_info@eed.state.ak.us
Web Site: <http://www.eed.state.ak.us/aksca/>

Community Development Block Grant Program (CDBG) - Municipalities

Eligibility:
Government

Provides:
Grants



Administrative Agency:

State Agency: Department of Commerce, Community, and Economic Development (Commerce), Division of Community Advocacy (DCA)

Program Goals:

Goals of the Community Development Block Grant Program (CDBG) are to provide financial resources to communities for public facilities and planning activities which address issues detrimental to the health and safety of local residents, and to reduce the costs of essential community services. The program may also fund special economic development activities which result in the creation of jobs for persons of low and moderate income.

Resource Provided:

Single purpose project competitive grants up to a maximum of \$500,000 per community. Grants may be used for community development, planning, or special economic development activities. Community development and planning activities which address health and safety needs are the priority for funding.

Eligibility:

Municipal governments as defined by Title 29 of the Alaska Statutes (i.e., home rule, first, second and third class boroughs, unified municipalities, and first and second class cities) which exercise powers consistent with the proposed project, except the Municipality of Anchorage.

Alaska Program Status:

During federal fiscal year 2003 approximately \$3.2 million was available for distribution. Competitive grant applications are generally distributed to eligible applicants once each year, usually in September, with completed applications due to the Department by December.

Comments:

Federal regulations dictate that at least 51% of the persons who benefit from funded projects be low- or moderate-income persons as defined by the U.S. Department of Housing and Urban Development (HUD) using U.S. Census data.

Contact:

Jo Grove, Grant Manager
Division of Community Advocacy
Department of Commerce, Community, and
Economic Development
211 Cushman Street
Fairbanks, AK 99701-4639
Phone: (907) 451-2716
Fax: (907) 451-2742
E-Mail: Jo_Grove@commerce.state.ak.us

Jill Davis, Grant Administrator
Division of Community Advocacy
Department of Commerce, Community,
and Economic Development
211 Cushman Street
Fairbanks, AK 99701-4639
Phone: (907) 451-2717
Fax: (907) 451-2742
E-Mail: Jill_Davis@commerce.state.ak.us

Web Site: <http://www.commerce.state.ak.us/dca/grt/blockgrants.htm>

Community Facility Loan Guarantees

U.S. Department of Agriculture, Rural Development

Eligibility:

- Government
- Non-Profit
- Native Organizations



Provides:

- Loans
-

Administrative Agency:

Federal Agency: U.S. Department of Agriculture, Rural Development

Program Goals:

Rural Development is authorized to guarantee loans made by eligible lenders to borrowers in rural areas and in towns of up to 20,000 population for community facilities essential for public safety, health care public service or recreation.

Resource Provided:

A loan guarantee to enable other lenders to make loan funds available for worthy projects which would otherwise not be able to secure assistance. Guarantees may be up to 90 percent, but will usually not exceed 80 percent.

Eligibility:

Loans may be guaranteed for public entities, non-profit corporations or federally-recognized Alaska Native Village entities. There are some restrictions on the use of funds. Alaska's annual allotment for FY 02 is \$1,000,000. A combination community facility direct and guaranteed loan is possible when applicable. Additional Funds can be obtained from a national reserve.

Alaska Program Status:

Alaska's annual allotment for FY 03 was \$1,000,000.

Contact:

Merlaine Kruse, Assistant Director
Community and Business Programs
Rural Development
U.S. Department of Agriculture
800 W. Evergreen, Suite 201
Palmer, AK 99645
Phone: (907) 761-7778
Fax: (907) 761-7793
E-Mail: merlaine.kruse@ak.usda.gov
Web Site: <http://www.rurdev.usda.gov>
Alaska Web Site: <http://www.rurdev.usda.gov/ak/>

Renee Johnson, Community Facility Specialist
Community and Business Programs
Rural Development
U.S. Department of Agriculture
800 W. Evergreen, Suite 201
Palmer, AK 99645
Phone: (907) 761-7712
Fax: (907) 761-7793
E-Mail: renee.johnson@ak.usda.gov
Web Site: <http://www.rurdev.usda.gov>
Alaska Web Site: <http://www.rurdev.usda.gov/ak/>

Community Facility Loans and Grants

U.S. Department of Agriculture, Rural Development

Eligibility:

Government
Non-Profit
Native Organizations



Provides:

Loans/Grants

Administrative Agency:

Federal Agency: U.S. Department of Agriculture, Rural Development

Program Goals:

Loans are available for public entities such as municipalities, boroughs, and special purpose districts in rural areas or cities under 20,000 population. Indian tribes and nonprofit corporations may also receive loans. Priority will be given to public entities in areas smaller than 5,500 people.

Resource Provided:

Loans may be used to construct, repair, improve or expand community facilities for health care, public safety and public services. These can include hospitals, dental and medical clinics, fire trucks, ambulances, fire and rescue multi-service centers, police stations, jails, streets or industrial parks. Other community facilities are also eligible.

Eligibility:

Applicants must be unable to obtain needed funds from other sources at reasonable rates and terms; have legal capacity to borrow and repay loans; be financially sound and able to manage the facility effectively.

Alaska Program Status:

Alaska's annual allotment in FY 03 was \$1,500,000 for direct loans and \$75,000 in grants. Additional funds can be obtained from a national reserve. Special Economic Initiative Grant funding varies.

Comments:

Loans have a maximum term of 40 years, or the useful life of the facility whichever is less. Interest rates are set periodically and are based on current market yields for municipal obligations. The current range of interest rates on direct loans is 4.375% to 4.50%. Certain loans may have a lower interest rate. All loans will be adequately secured.

Contact:

Merlaine Kruse, Assistant Director
Community and Business Programs
Rural Development
U.S. Department of Agriculture
800 W. Evergreen, Suite 201
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E-Mail: merlaine.kruse@ak.usda.gov
Web Site: <http://www.rurdev.usda.gov>
Alaska Web Site: <http://www.rurdev.usda.gov/ak/>

Renee Johnson, Community Facility Specialist
Community and Business Programs
Rural Development
U.S. Department of Agriculture
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E-Mail: renee.johnson@ak.usda.gov
Web Site: <http://www.rurdev.usda.gov>
Alaska Web Site: <http://www.rurdev.usda.gov/ak/>

Community Outreach Partnership Centers (COPC) Program

Eligibility:
Government

Provides:
Grants



Administrative Agency:

Federal Agency: U.S. Department of Housing and Urban Development

Program Goals:

The Community Outreach Partnerships Centers (COPC) grants help colleges and universities apply their human, intellectual, and institutional resources to the challenge of revitalizing distressed communities. COPC is a five-year demonstration program designed to help universities harness these resources in the service of nearby communities.

Resource Provided:

COPC provides competitive two- to three-year grants to institutions of higher education to establish and operate Community Outreach Partnership Centers (COPCs)

Eligibility:

Eligible Grantees: COPC provides competitive two- to three-year grants to institutions of higher education to establish and operate Community Outreach Partnership Centers (COPCs). Grantees must match at least 50 percent of the cost of research activities and 25 percent of cost of outreach activities with contributions from private sources or State and local governments.

Eligible Activities: COPC grants must be used in urban areas - an urban area is a community of 2,500 or more. Each COPC grantee addresses at least three of the following issues in the targeted community: local housing, infrastructure, economic development, neighborhood revitalization, health care, crime, or planning. Grantees may contribute to resolving these issues by applying research to urban problems, coordinating outreach efforts with neighborhood groups and residents, acting as a local information exchange, galvanizing support for neighborhood revitalization, developing public service projects and instructional programs, and collaborating with other partnership centers.

Examples of activities that successful COPCs have undertaken include:

- Job training and counseling to reduce unemployment.
- Resident-backed strategies to spur economic growth and reduce crime.
- Local initiative to combat housing discrimination and homelessness.
- Mentoring programs for neighborhood youth.
- Financial and technical assistance for new businesses.

COPC applicants must provide outreach, technical assistance services, and information exchange activities that comprise at least 75 percent of total project costs. Research activities designed to address specific problems in the project area cannot exceed 25 percent of total project costs. Grantees must match at least 50 percent of the cost of research activities and 25 percent of cost of outreach activities with contributions from private sources or State and local governments.

Comments:

Application: HUD publishes an annual Notice of Funding Availability (NOFA) and an application kit for the COPC Program. Application kits are available from the University Partnerships Clearinghouse (1-800-245-2691) or through the University Partnerships website. Applications are evaluated by HUD, as well as by a peer review panel.

Contact:

Alaska State Office, U.S. Dept. of Housing and Urban Development
3000 C. St., Suite 401
Anchorage, AK 99503

Phone: (907) 271-4663

Web Site: <http://www.hud.gov>

Application kits are available from the University Partnerships Clearinghouse (1-800-245-2691) or through the University Partnerships website at www.oup.org .

Conservation Reserve Program (CRP)

Eligibility:
Business

Provides:
Grants
Technical Assistance



Administrative Agency:

Federal Agency: U.S. Department of Agriculture, Farm Service Agency (FSA)

Program Goals:

To take cropland which is highly subject to erosion out of production and convert it to trees or other permanent vegetative cover.

Resource Provided:

Annual rental payments on acres entered into the program for the 10-year contract period, and half the cost of establishing permanent cover of grass, trees, windbreaks, or wildlife plantings on the land.

Eligibility:

An agricultural producer may offer highly cropland, highly subject to erosion, which had been planted or considered planted in at least two of the crop years from 1997 through 2001, and is suitable for crop production. A limit of 25% of cropland in any county can be bid into the program.

Alaska Program Status:

While the program is available throughout the State, participation in CRP has so far been limited to the communities of Delta, Palmer and Kodiak.

Comments:

Land entered into the Conservation Reserve must be maintained to control erosion for the contract period. Noxious weeds, other undesirable vegetation, insects, rodents, etc. must be controlled. Harvesting, or grazing by domestic animals, is allowed only in emergencies.

Contact:

Chad Padgett, Executive Director
Alaska State FSA Office
U.S. Department of Agriculture
800 W. Evergreen, Suite 216
Palmer, AK 99645
Phone: (907) 745-7982
Fax: (907) 745-7984
Web Site: <http://www.fsa.usda.gov/dafp/cepd/default.htm>

Conservation Technical Assistance

Conservation Operations and Farm Bill Programs

Eligibility:

- General Public
- Business
- Government
- Non-Profit
- Native Organizations

Provides:

- Technical Assistance
- Information

Administrative Agency:

Federal Agency: U.S. Department of Agriculture, Natural Resources Conservation Service (NRCS)

Program Goals:

To provide leadership in the conservation and wise use of soil, water, and related resources through a balanced, cooperative program that protects, restores and improves those resources.

Resource Provided:

Technical services for planning, land use, and application of conservation or development practices.

Eligibility:

Owners and operators of private lands; local governments and Alaska Native Tribes.

Alaska Program Status:

Local offices are in Homer, Kenai, Wasilla, Anchorage, Fairbanks and Delta Junction, Glennallen, Juneau, Nome, and Bethel. Technical assistance in the natural, biological, engineering and social sciences is available for planning the use and care of all land uses: agricultural, urban, recreation, woodland, mining, etc.; and to address problems or opportunities related to natural resources: soil, water, plants, animals, and air.

Contact:

Shirley Gammon, State Conservationist
Alaska State NRCS Office
U.S. Department of Agriculture
800 W. Evergreen, Suite 100
Palmer, AK 99645
Phone: (907) 761-7780
Fax: (907) 761-7790
E-Mail: shirley.gammon@ak.usda.gov
Web Site: <http://www.ak.nrcs.usda.gov>

Cooperative Extension Service (CES)

University of Alaska Fairbanks (UAF)

Eligibility:

- General Public
- Business
- Government
- Non-Profit
- Native Organizations

Provides:

- Technical Assistance
- Information

Administrative Agency:

State Agency: University of Alaska Fairbanks, College of Rural Alaska

Program Goals:

To help people and communities identify and solve their farm, home, and community problems through application of results of federal and university research programs.

Resource Provided:

U.S. Department of Agriculture, Cooperative Extension Service (CES) provides formula grants to each state to operate programs. University of Alaska Fairbanks programs provide the general public with information and educational assistance to increase income opportunities; improve community decision-making regarding community economic development and uses of natural resources; and facilitate technology transfer.

Eligibility:

Information and assistance is available to the general public.

Alaska Program Status:

The University of Alaska Fairbanks, as a Land Grant University, operates the Cooperative Extension Service program with 12 offices statewide. Extension education is provided in the following categorical areas: Community Development; Home Economics and Energy; 4-H and Youth Development and Land Resources (agriculture, forest and other natural resources). Workshops and technical assistance are given in the above areas.

Contact:

Tony Nakazawa, Director
Cooperative Extension Service
University of Alaska Fairbanks
P.O. Box 756180
Fairbanks, AK 99775-6180
Phone: (907) 474-7246
Fax: (907) 474-6971
E-Mail: fnatn@uaf.edu
Web Site: <http://www.uaf.edu/coop-ext>

Denji Fund — Tanana Chiefs Conference (TCC)

Tanana Chiefs Conference Loan Program

Eligibility:

- General Public
- Business
- Non-Profit
- Native Organizations



Provides:

- Loans
 - Technical Assistance
 - Information
-

Administrative Agency:

Nonprofit (Alaska): Tanana Chiefs Conference, Inc. (TCC)

Program Goals:

To improve the potential for economic growth in rural areas (in the TCC region).

Resource Provided:

Direct loans ranging from \$1,000 to \$150,000. Loan term is 1 to 15 years, depending on the project. No repayment penalty. Interest rate is 1% above the prime rate. A loan commitment fee of 1% will be assessed on the principal amount of each loan. Each applicant will normally be required to provide in the form on new equity a minimum of 25% of the total cost of the project. Collateral will be obtained from the client in order to secure the loan. Adequate insurance will also be required.

Eligibility:

Sole proprietorships, partnerships, corporations, cooperative. In addition, any ANCSA corporation or Alaska Native Tribe locating a business in a rural area is eligible. The applicant must demonstrate that other financing is not available. Eligible uses are:

- Equipment acquisition
- Fishing
- Hotel/motel/bed & breakfast
- Tourism
- Inventory
- Leasehold improvements
- Purchase or construction of land/buildings
- Working capital (excluding lines of credit)

Agricultural businesses, golf courses, race tracks and gambling facilities are not eligible.

Contact:

Lloyd Allen, Program Director
Alaska Minority Business Development Center
Tanana Chiefs Conference Center
122 First Avenue, Suite 600
Fairbanks, AK 99701-4897
Phone: (907) 452-8251 Or Statewide (800) 478-6822 ext. 3277
Fax: (907) 459-3957
E-Mail: lallen@tananachiefs.org
Web Site: <http://www.tananachiefs.org/mbdc/default.htm>

Development Finance Program - AIDEA

Alaska Industrial Development and Export Authority (AIDA)

Eligibility:

- Business
- Non-Profit
- Native Organizations

Provides:

- Technical Assistance
- Information

Administrative Agency:

State Agency: Department of Commerce, Community, and Economic Development, Alaska Industrial Development and Export Authority (AIDEA)

Program Goals:

To help facilitate the financing of development projects in Alaska. Under this program AIDEA can develop, own, and operate certain facilities within Alaska, such as roads, ports and utilities that support economic development by the private sector. The projects are generally leased to the private sector user.

Resource Provided:

Projects are financed through the sale of bonds or by corporate assets. Bonds sold on the National Bond Market are backed by the feasibility of the project or AIDEA's moral obligation. Revenues from user fees, leases and other revenue sources must be shown to be sufficient to repay AIDEA's investment.

Eligibility:

Financially feasible business projects located in Alaska that are endorsed by the local government where the project will be sited. Projects requiring more than \$10 million in financing from AIDEA must receive statewide support through and authorization from the Alaska Legislature.

Alaska Program Status:

Since the Development Finance program's inception in 1986, AIDEA has ownership of seven projects ranging from the DeLong Mountain Transportation System (road and port at the Red Dog Mine near Kotzebue) to the Skagway Ore Terminal, Unalaska Marine Center Dock, Federal Express Aircraft Maintenance Facility, Snettisham Hydroelectric Project, the Healy Clean Coal Project, and the Alaska Seafood Center. The Authority continues to assess the economic benefit and feasibility of many other projects.

Contact:

Ron Miller, Executive Director
Alaska Industrial Development and Export Authority
Department of Commerce, Community, and Economic Development
813 W. Northern Lights Blvd.
Anchorage, AK 99503
Phone: (907) 269-3000
Fax: (907) 269-3044
E-Mail: rmiller@aidea.org
Web Site: <http://www.aidea.org/dfp.htm>

Doing Business with the Federal Government

General Services Administration (GSA)

Eligibility:
Business

Provides:
Technical Assistance
Information

Administrative Agency:

Federal Agency: U.S. General Services Administration (GSA)

Program Goals:

To promote the interest and participation of business concerns, especially small and disadvantaged businesses, in government procurement and services contracts.

Resource Provided:

Advisory services and counseling.

Eligibility:

Applicants may be any business concern.

Alaska Program Status:

The nearest Business Service office is located in Auburn, Washington. This office reports that they "occasionally" receive requests for assistance from businesses in Alaska, usually from the larger urban centers.

Comments:

The federal government does a great deal of business in Alaska. Local and regional economic development plans should consider the potentials of this market.

Contact:

Sheron Snyder
Regional Office of Small Business Utilization
General Services Administration
GSA Center (Room 1001)
Auburn, WA 98001
Phone: (253) 931-7956
Fax: (253) 804-4887
E-Mail: sheron.snyder@gsa.gov
Web Site: <http://www.gsa.gov>

Doing Business with the Federal Government Procurement Technical Assistance Centers (PTAC)

Eligibility:

- General Public
- Business
- Government
- Non-Profit
- Native Organizations

Provides:

- Technical Assistance
- Information

Administrative Agency:

Nonprofit (Alaska): Cooperative Agreement between the United States Department of Defense and the University of Alaska, Anchorage

Program Goals:

To generate employment and to improve the general economy of a locality by assisting business firms in obtaining and performing under Federal, State and local government contracts.

Resource Provided:

Technical Counseling Services. Seminars and workshops. Electronic Bid Match Services. Electronic Commerce/Electronic Data Interchange. Government Market Research.

Eligibility:

Services available to large and small business enterprises.

Alaska Program Status:

Counseling centers are established in Anchorage and Fairbanks. Rural outreach services provided to all rural communities. Monthly counseling occurs in Wasilla and Kenai.

Comments:

The PTACs of Alaska help businesses succeed in the competitive environment of government contracting. With the help of the local PTAC, businesses can find government contracting opportunities, cut the "red tape" and compete on a level playing field with the competition. To become an active participant of PTAC, contact the local center. All services are free of charge.

Contacts:

Statewide Program Manager
Anchorage PTAC
430 West 7th Ave., Suite 110
Anchorage, AK 99501
Phone: (907) 274-7232 Or (800) 478-7232
Fax: (907) 274-9524
Web Site: <http://www.ptacalaska.org>

Fairbanks Subcenter Director
Fairbanks PTAC
613 Cushman, Suite 209
Fairbanks, AK 99701
Phone: (907) 456-7232 Or (800) 478-1701
Fax: (907) 456-7233
E-Mail: fnmhs@uaf.edu
Web Site: <http://www.ptacalaska.org>

Economic Development Technical Assistance

Economic Development Administration (EDA)

Eligibility:

Government
Non-Profit
Native Organizations



Provides:

Grants

Administrative Agency:

Federal Agency: U.S. Department of Commerce, Economic Development Administration (EDA)

Program Goals:

To address economic problems through support for administrative services, demonstration projects, feasibility studies, management and operational assistance and other forms of technical assistance.

Resource Provided:

Project grants to support local technical assistance programs.

Eligibility:

Applicants may be municipalities, public entities, non-profits and Alaska Native village entities.

Alaska Program Status:

Recent grants include feasibility studies, arts and crafts and regional tourism development. The University of Alaska Center for Economic Development is funded through this program.

Comments:

This is a very flexible resource targeted at local economic development efforts. This program has extremely limited funding and is very competitive. Grants are typically in the \$15,000 to \$40,000 range.

Contact:

Berney Richert and staff
Economic Development Administration
U.S. Department of Commerce
510 L Street, Suite 444
Anchorage, AK 99501
Phone: (907) 271-2272
Fax: (907) 271-2274
E-Mail: berney@alaska.net

Emergency Shelter Grant Program

Eligibility:

Government
Non-Profit



Provides:

Grants

Administrative Agency:

State Agency: Department of Commerce, Community, and Economic Development (Commerce), Division of Community Advocacy

Program Goals:

The goals of the Emergency Shelter Grant Program are to assist with the following activities relating to emergency shelter for the homeless: renovation, major rehabilitation, or conversions of buildings for use as emergency shelters for the homeless; payment for maintenance, operation, insurance, utilities and furnishings; payment for provision of essential community services including those concerned with employment, health, substance abuse, education, food, or prevention.

Resource Provided:

Competitive grants up to a maximum amount identified annually.

Eligibility:

Municipal governments (cities and boroughs) with populations between 5,000 and 100,000 according to certified data of the Department of Commerce, Community, and Economic Development.

Private non-profit organizations located within a municipal government entity as defined above. The municipal government must certify approval of the project prior to consideration for funding.

Assistance may be provided to a religious organization if the organization agrees to provide all eligible activities under this program in a manner free from religious influences and in accordance with certain principles identified by the State of Alaska.

Alaska Program Status:

During federal fiscal year 2003 approximately \$112,000 was available for distribution statewide.

Competitive grant applications are generally distributed to eligible applicants once each year.

Contact:

Jo Grove, Grant Manager
Division of Community Advocacy
Department of Commerce, Community, and
Economic Development
211 Cushman Street
Fairbanks, AK 99701-4639
Phone: (907) 451-2716
Fax: (907) 451-2742
E-Mail: Jo_Grove@commerce.state.ak.us

Jill Davis, Grant Administrator
Division of Community Advocacy
Department of Commerce, Community,
and Economic Development
211 Cushman Street
Fairbanks, AK 99701-4639
Phone: (907) 451-2717
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E-Mail: Jill_Davis@commerce.state.ak.us

Web Site: <http://www.commerce.state.ak.us/dca/grt/emergencygrant.htm>

Energy Loan Programs

Eligibility:

General Public
Business
Government
Non-Profit



Provides:

Loans
Technical Assistance

Administrative Agency:

State Agency: Alaska Energy Authority (AEA)

Resource Provided:

AEA administers two loan programs. The programs are described as follows:

- Bulk Fuel Revolving Loan Fund: Assists small rural communities in purchasing bulk fuel supplies. Loan may not exceed 90% of the wholesale price of the fuel purchased plus transportation costs; maximum loan is \$300,000. The loan must be repaid within one year. There is no interest on the first BFRLF loan; 5% interest applies for the second BFRLF loan; and an interest rate based on the average weekly bond rates applies to additional loans. Loans may be made to municipalities or unincorporated villages with a population under 2,000, or a private individual with a written endorsement from the local governing body.
- Power Project Revolving Loan Fund: Provides loans to local utilities, governments or independent power producers to develop or upgrade power facilities, including conservation, bulk fuel storage, and waste energy conservation, or water supply projects. Loan term is related to the life of the project. Interest rate is not less than zero and the lesser of the average weekly yield of municipal bonds for the 12 months preceding the date of loan, or a rate the Division determines will allow the project to be financially feasible.

AEA administers two grant programs. The programs are described as follows:

- Rural Electric Capitalization Fund: Provides for electric utility improvements matching grants (75%) to utilities eligible to participate in Power Cost Equalization. Grants can be made for small power projects that reduce costs to utility customers.
- Southeast Energy Fund: Grant fund established by the 1993 Legislature. Utilities participating in the power transmission intertie between Swan Lake and Tyee Lake are eligible for this grant fund.

Contact:

Sue Weimer, Loan Servicing Officer
Rural Energy Programs
Department of Commerce, Community, and Economic Development
813 W. Northern Lights Blvd.
Anchorage, AK 99503
Phone: (907) 269-3036
Fax: (907) 269-3044
E-Mail: sweimer@aidea.org
Web Site: <http://www.aidea.org/aeaprograms.htm>

Environmental Quality Incentives Program – (USDA EQIP)

Eligibility:
Business

Provides:
Grants
Technical Assistance



Administrative Agency:

Federal Agency: U.S. Department of Agriculture, Natural Resource Conservation Service

Program Goals:

To reduce serious threats to soil, water, air, and related natural resources on agricultural land, grazing land, wetlands, wildlife habitat, and forest land.

Resource Provided:

Agricultural producers may receive technical assistance and/or cost share assistance to solve conservation problems. Cost share payments will not exceed 75% of the costs associated with solving existing problems. Producers will enter into 5 to 10 year contracts to address conservation problems on their farm or ranch. EQIP offers financial, educational, and technical assistance to install or implement structural, vegetative, and management practices.

Eligibility:

An eligible person is one who has an interest in a farm or ranch which produces crops, livestock and other animals for food or fiber, or aquaculture.

Alaska Program Status:

This program is available to all agricultural producers in the State. Producers throughout the State have entered into contracts to receive cost share assistance to solve conservation problems.

Comments:

Participation in EQIP is voluntary. Interest in EQIP is high and cost share funds are limited. Agricultural producers are encouraged to explore this program as soon as possible. At least 50% of each year's allocation must be used for livestock related conservation practices.

Contact:

Shirley Gammon, State Conservationist
Alaska State NRCS Office
U.S. Department of Agriculture
800 W. Evergreen, Suite 100
Palmer, AK 99645
Phone: (907) 761-7780
Fax: (907) 761-7790
E-Mail: shirley.gammon@ak.usda.gov
Web Site: <http://www.ak.nrcs.usda.gov>

Evergreen Community Development Association

Eligibility:
Business

Provides:
Loans



Administrative Agency:

Nonprofit (National): Evergreen Community Development Association (CDA)

Program Goals:

Evergreen Community Development Association offers the U.S. Small Business Administration's 504 Loan Program designed to provide long-term, low fixed-rate financing to small businesses to acquire owner-occupied real estate, machinery or equipment for expansion or modernization. The program is designed to be a job creator - it exists to help small businesses expand and create full time, permanent jobs in their communities.

Resource Provided:

SBA 504 loans are delivered through Certified Development Companies (CDC's), which are private, nonprofit organizations dedicated to helping businesses grow and thrive in their local communities. CDC's work with the SBA and private-sector lenders to provide financing to small businesses. Evergreen Community Development Association has been serving the Pacific Northwest as a CDC for over 20 years and now operates in Alaska, Washington and Oregon. The structure of financing under a 504 loan is a cooperative lending effort between a CDC, such as Evergreen, and a private lending entity such as a commercial bank. Typically, the private lending entity provides 50% of the loan proceeds and Evergreen lends up to 40% or up to \$1,300,000. The program requires a contribution of at least 10 percent equity from the small business being helped. The cost of utilizing the 504 loan program is 2.65% of the amount being borrowed from Evergreen and it may be financed as a part of the loan.

Eligibility:

All 504 projects are eligible in Alaska under the SBA's policy goal of Rural Development. The 504 Loan Program is designed primarily for healthy, well-established small businesses needing or wanting to expand, but it may also be use for new business start-ups that are well planned and have reasonable strong equity financing. Projects appropriate for 504 funding include land and building acquisition, building remodel, new construction on fee-simple or leased land, and the acquisition of major equipment other than rolling stock.

Comments:

The term of the private lending entity must be a minimum of 10 years and Evergreen provides a 20-year term. Interest rates on the private lender's loan and Evergreen are negotiated separately.

Contact:

Desiree Gray, Loan Officer
Evergreen Community Development Association
900 Fourth Ave., Suite 2900
Seattle, WA 98164
Phone: (800) 878-6613 ext. 426
Fax: (206) 623-6613
E-Mail: dgray@ecda.com
Web Site: <http://www.ecda.com/>

Farmland Protection Program (FPP)

Eligibility:

Business
Government
Non-Profit
Native Organizations



Provides:

Grants

Administrative Agency:

Federal Agency: U.S. Department of Agriculture, Natural Resources Conservation Service (NRCS)

Program Goals:

The Farmland Protection Program (FPP) is a voluntary program that helps farmers and ranchers keep their land in agriculture and prevent conversion of agricultural land to non-agricultural uses.

Resource Provided:

The program provides matching funds to State, Tribal and local governments, and non-governmental organizations with existing farmland protection programs to purchase conservation easements. These entities purchase easements from landowners in exchange for a lump-sum payment, not to exceed the appraised fair market value of the land's development rights.

Eligibility:

LAND: Entire farms or ranches may be enrolled in FPP. The farmland or ranch land must contain at least 50% of prime, unique, Statewide, or locally important soil, or contain historic or archaeological sites. These lands must also be subject to a pending offer from an eligible entity for the purpose of limiting conversion of the land to non-agricultural uses. Eligible land includes cropland, range land, grassland, pasture land, and forest land that is part of an agricultural operation.

ENTITY: An eligible entity must be a Federally recognized Indian Tribe, State or local agency, or a non-governmental organization that:

- is organized principally for the preservation of land for recreation, open space, historical preservation, and natural habitat;
- is operated exclusively for charitable, religious, or educational purposes;
- normally receives more than one-third of its support from any combination of gifts, grants, contributions or membership fees.

Comments:

For more information, see <http://www.nrcs.usda.gov/programs/farmland/2002/>.

Contact:

Mark Weatherstone
Alaska State NRCS Office
U.S. Department of Agriculture
800 W. Evergreen, Suite 100
Palmer, AK 99645
Phone: (907) 761-7760
Fax: (907) 761-7790
E-Mail: mark.weatherstone@ak.usda.gov
Web Site: <http://www.ak.nrcs.usda.gov>

Fisheries Enhancement Loan Program

Eligibility:
Non-Profit

Provides:
Loans



Administrative Agency:

State Agency: Department of Commerce, Community, and Economic Development (Commerce), Division of Investments

Program Goals:

To assist in the planning, construction and operation of fish hatchery facilities as well as planning and implementation of enhancement and rehabilitation activities such as lake fertilization and habitat improvement. Also to assist qualified regional aquaculture associations or local nonprofit corporations in the assumption of a fisheries enhancement loan.

Resource Provided:

Direct loans of up to \$10,000,000 (no interest or payment for the first 6 to 10 years) for up to 30 years. The interest rate is fixed at prime plus one percent to a maximum of 9 1/2%.

Eligibility:

Loans may be made to qualified regional associations or local nonprofit corporations who have obtained a private nonprofit hatchery permit from the Alaska Department of Fish & Game. Loans may also be made for planning and pre-construction purposes prior to receipt of a hatchery permit from the Alaska Department of Fish and Game.

Alaska Program Status:

As of December 2002, there were 172 loans valued at \$67.4 million outstanding.

Contact:

Kelly Sharp, Lending Branch Manager
Division of Investments
Department of Commerce, Community, and Economic Development
3032 Vintage Blvd.
P.O. Box 34159-99803
Juneau, AK 99801
Phone: (907) 465-2510 Or (800) 478-LOAN
Fax: (907) 465-2103
E-Mail: investments@commerce.state.ak.us
Web Site: <http://www.commerce.state.ak.us/investments>

Grants for Public Works and Development Facilities

Economic Development Administration (EDA)

Eligibility:

Government
Non-Profit
Native Organizations



Provides:

Grants
Technical Assistance

Administrative Agency:

Federal Agency: U.S. Department of Commerce, Economic Development Administration (EDA)

Program Goals:

To assist in the creation of public facilities needed to initiate and encourage the creation and retention of permanent jobs in the private sector in areas where economic growth is lagging behind the rest of the country and where there is significant economic distress

Resource Provided:

Project Investment grants.

Eligibility:

Applicants may be states, municipalities, Indian Reorganization Act or Traditional Village Councils, and nonprofit organizations. Entity must be within a geographic area which has an approved Comprehensive Economic Development Strategy (CEDS).

Alaska Program Status:

There have been several major investments recently. For example: dock or harbor improvements in Haines, Homer, Petersburg and Seward; Ketchikan Shipyard improvements; specialty fisheries processing facility in Valdez; vocational training centers in Galena, Fort Yukon, King Salmon, Sitka and St. Mary's; industrial waste disposal facility in Palmer. Grants ranged from \$450,000 to \$5 million.

Comments:

Project proposals are submitted to the Anchorage EDA office for review, then to the EDA Regional Office (combined Regions IX & X) for recommendation to Central Office for approval. There is a preference for high local match and low costs per job. Alaska does not have a set allocation. The regional office annual allocation has been about \$20 million. Alaska's share has been about \$5 - \$20 million per year and is expected to be about \$15 million per year for the next several years. Grant requests should normally be no smaller than \$500,000, and should create or save at least 500 long-term private sector jobs, and should have as high a percentage of non-federal match as possible, often 50% or more. Major private sector partner investments are a big plus.

Contact:

Berney Richert and staff
Economic Development Administration
U.S. Department of Commerce
510 L Street, Suite 444
Anchorage, AK 99501
Phone: (907) 271-2272
Fax: (907) 271-2274
E-Mail: berney@alaska.net

Historic Preservation Grants-In-Aid

Eligibility:

- General Public
- Business
- Government
- Non-Profit
- Native Organizations



Provides:

- Grants
- Technical Assistance
- Information

Administrative Agency:

Department of Natural Resources (DNR), Division of Parks and Outdoor Recreation (DPOR), Office of History and Archaeology (OHA) and U.S. Department of Interior (DOI), National Park Service (NPS)

Program Goals:

To provide matching grants for the survey and inventory of historic properties, historic preservation planning, and for restoration of historic properties.

Resource Provided:

Project grants. 40% local or private match.

Eligibility:

Local governments and public and private entities may apply to the state for these federal funds. Local governments must be certified under the NPS Certified Local Government Program.

Alaska Program Status:

Fiscal year 2003 funding is anticipated to be somewhere in the \$200,000 range.

Comments:

DNR provides notification of program availability through its OHA monthly electronic newsletter, Heritage and direct correspondence to certified local governments. Identification as an historic place can qualify commercial properties for a 20% federal tax credit for rehabilitation costs. Contact OHA for information on the programs.

Contact:

Judy Bittner, State Historic Preservation Officer
Division of Parks & Outdoor Recreation
Department of Natural Resources
550 W. 7th Ave., Suite 1310
Anchorage, AK 99501-3565
Phone: (907) 269-8721
Fax: (907) 269-8908
E-Mail: oha@alaska.net
Web Site: http://www.dnr.state.ak.us/parks/oha_web/shpo.htm

Indian Arts and Crafts Development

Eligibility:

Native Organizations

Provides:

Technical Assistance

Administrative Agency:

Federal Agency: U.S. Department of the Interior (DOI), Indian Arts and Crafts Board

Program Goals:

To promote the economic development of American Indians and Alaska Natives through their creative work and expansion of the market for the products of Native American art and craftsmanship, and increase their participation and control in the Native American fine arts and handicrafts business.

Resource Provided:

Advisory service and counseling.

Eligibility:

Enrolled members of federally-recognized American Indian tribes and Alaska Native Villages.

Alaska Program Status:

This service agency is based in Washington, DC, serves as a clearinghouse for information on Native American arts, crafts, and cultural programs, and responds to specific requests for assistance. The agency has worked with the Institute of Alaska Native Arts (Fairbanks), Kawerak, Inc. (Nome), St. Lawrence Island Original Ivory Cooperative Ltd. (Gambell), CIRI Foundation (Anchorage), Kodiak Area Native Association, as well as other Alaska Native cultural programs and individual crafts people.

Comments:

This program provides a wide range of expert advice regarding the development and maintenance of American Indian and Alaska Native arts and crafts, with a strong emphasis on economic development. Among other activities, they publish a national directory of American Indian and Alaska Native owned and operated arts and crafts businesses, which provides a nationwide marketplace for Native American arts. They also conduct a museum exhibition program featuring the work of Native American artists and artisans, publish a list of Native American arts and crafts marketing events, and oversee the Indian Arts and Crafts Act of 1990, PL 101-644.

Contact:

Meridith Stanton, Director
Indian Arts and Crafts Board
U.S. Department of the Interior
1849 C Street NW, MS 4004-MIB
Washington, DC 20240
Phone: (202) 208-3773
Fax: (202) 208-5196
E-Mail: iacb@os.doi.gov
Web Site: <http://www.iacb.doi.gov>

Indian Community Development Block Grant Program (ICDBG)

Eligibility:

Native Organizations

Provides:

Loans



Administrative Agency:

Federal Agency: U.S. Department of Housing and Urban Development (HUD), Office of Native American Programs (ONAP)

Program Goals:

To provide assistance to Indian tribes and Alaska Native villages in the development of viable communities, including decent housing, a suitable living environment, and expanding economic opportunities, principally for persons of low and moderate income.

Resource Provided:

Primarily Construction grants, except for economic development projects where there is added flexibility. The maximum grant amount is \$500,000. There are grant categories for housing, community facilities, economic development, and imminent threat to health and safety.

ICDBG funds are distributed as annual competitive grants. Funds are allocated to each of the six Area Offices of Native American Programs (AONAP), so applicants compete for funding only with other tribes or eligible Indian entities within their area.

Eligibility:

Eligible Grantees: All federally recognized Tribes and Alaskan Native Villages or tribal organizations on behalf of Indian tribes are eligible to participate in the ICDBG program.

Eligible Customers: Projects funded by ICDBG must primarily benefit low- and moderate-income persons (generally defined as members of low- and moderate-income families that earn no more than 80 percent of the median income in the area).

Eligible Activities: ICDBG funds may be used to improve the housing stock, provide community facilities, improve infrastructure, and expand job opportunities by supporting the economic development of the communities, especially by nonprofit tribal organizations or local development corporations. Tribes and Alaskan Native Villages are restricted from using block grants for construction or improvement of governmental facilities, government operations, income payments, or-unless extraordinary determinations have been made-new housing construction. Eligible activities include:

1. Acquisition of property;
2. Assistance to institutions of higher learning;
3. Assistance to Community Based Development Organizations (CBDOs);
4. Clearance and demolition;
5. Code enforcement;
6. Comprehensive planning;
7. Energy efficiency;
8. Lead-based paint abatement and evaluation;
9. Non-Federal share (ICDBG funds can be used as a match for any non-ICDBG funding to the extent allowed by such funding and the activity is eligible under 24 CFR part 1003, Subpart C);
10. Privately and publicly owned commercial or industrial buildings;
11. Privately owned utilities;
12. Removal of architectural barriers.

Alaska Program Status:

Alaska appropriation level is approximately \$5.45 million annually. Some 40 to 60 applications a year compete for these funds

Comments:

Applications must be sent to the appropriate AONAP, following instructions of the annual Notice of Funding Availability (NOFA). For a listing of the U.S. Department of Housing and Urban Development's NOFAs, see <http://www.hud.gov/fundsavl.html>.

Contact:

Donna Hartley
Director of Grants Management
Alaska Office of Native American Programs
U.S. Dept. of Housing and Urban Development
3000 C. St., Suite 401
Anchorage, AK 99503
Phone: (907) 677-9880
Fax: (907) 677-9807
Web Site: http://www.codetalk.fed.us/Community_Develop1.html

Indian Loan Guaranty Program — Bureau of Indian Affairs (BIA)

Eligibility:
Native Organizations

Provides:
Loans



Administrative Agency:

Federal Agency: U.S. Department of Interior (DOI), Bureau of Indian Affairs (BIA)

Program Goals:

To provide loan guarantees to assist in the development of Native-owned enterprises that will create jobs and other economic benefits for Alaska Native communities.

Resource Provided:

Loan guarantees of up to \$500,000 for individual Natives, and up to \$7,000,000 for tribes and ANCSA corporations. 80% and 90% guarantees are offered on commercial bank loans.

Eligibility:

For-profit enterprises at least 51% owned and operated by Alaska Natives, American Indians, ANCSA corporations, and tribal entities recognized by federal statutes. Must actively operate business on day-to-day basis, and invest 20% of own resources in it. Must secure a commitment for financing from a bank.

Alaska Program Status:

The annual allocation for Alaska varies from year to year.

Comments:

Applicant must furnish information on the number of jobs to be created and/or sustained, and the number of jobs for Native Americans.

Contact:

Marvin Adams
Regional Credit Officer
Credit & Finance
U.S. Bureau of Indian Affairs
P.O. Box 25520
Juneau, AK 99802-5520
Phone: (907) 586-7103 Or (907) 586-7183
Fax: (907) 586-7037
E-Mail: marvinadams@bia.gov
Web Site: <http://www.ak.bia.gov/>
Toll-free: (800) 645-8397 ext. 2, then ext. 3

Pierre Dotson
Financial Analyst
Credit & Finance
U.S. Bureau of Indian Affairs
Phone: (907) 586-7103
E-Mail: pierredotson@bia.gov

Intermediary Relending Program

U.S. Department of Agriculture, Rural Development

Eligibility:

Business
Government
Non-Profit
Native Organizations

**Provides:**

Loans

Administrative Agency:

Federal Agency: U.S. Department of Agriculture, Rural Development

Program Goals:

Program purpose is to alleviate poverty and increase economic activity and employment in rural communities through financing targeted primarily toward smaller and emerging businesses.

Resource Provided:

Loans are made to intermediaries that establish programs for the purpose of providing loans to ultimate recipients for business facilities and community development in rural areas. Intermediaries may receive up to \$1 million at one percent interest for a 30 year term. Intermediaries may then lend up to \$250,000, but not to exceed 75% of a project, to individual borrowers.

Eligibility:

The intermediaries must be private non-profit corporations, public agencies, Indian groups, or cooperatives.

Comments:

Active intermediaries in Alaska are: Alaska Village Initiatives, Tanana Chiefs Conference, and Juneau Economic Development Council and Association of Village Council Presidents.

Contact:

Dean Stewart
USDA Rural Development
U.S. Department of Agriculture
800 W. Evergreen, Suite 201
Palmer, AK 99645
Phone: (907) 761-7722
Fax: (907) 761-7793
E-Mail: dstewart@rdmail.rural.usda.gov
Web Site: <http://www.rurdev.usda.gov>

Lead Based Paint Grant Programs

Healthy Homes Initiative

Eligibility:

- Business
- Government
- Non-Profit
- Native Organizations



Provides:

- Loans
-

Administrative Agency:

Federal Agency: U.S. Department of Housing and Urban Development

Program Goals:

To reduce dangers from lead-contaminated dust, soil, and paint in private homes and apartments built before 1978 that are owned or rented by low-income families.

The Lead-Based Paint grant programs play a key role in reducing the exposure of young children to lead-based paint hazards in their homes. A primary source of such poisoning is the dust that comes from peeling or chipping lead-based paint or dust that is created during repainting or remodeling projects.

A major goal of the Healthy Homes program is to identify and implement single interventions that address multiple hazards. Healthy Homes Initiative grant programs include Demonstration/Education, and Technical Studies (research) Projects.

Resource Provided:

The Lead-Based Paint grant programs fund a broad range of activities to reduce dangers from lead-contaminated dust, soil, and paint in private homes and apartments built before 1978 that are owned or rented by low-income families.

The Lead-Based Paint Hazard Control Grant Program provides grants of \$1 million to \$3 million to State and local governments and Indian Tribes for control of lead-based paint hazards in privately owned, low-income owner-occupied and rental housing. Evaluation and hazard control work under the program must be conducted by contractors who are certified and workers who are trained through a state-accredited program. The Environmental Protection Agency provides contractor certification in states that do not have an accredited program. In awarding grants, HUD promotes the use of cost-effective approaches to hazard control that can be replicated across the nation.

Eligibility:

Eligible Applicants: States and local governments and Indian Tribes may apply for grants under the Lead-Based Paint Hazard Control Grant Program. For the Healthy Homes Initiative, not-for-profit institutions and for-profit firms located in the United States, State and local governments, and Indian tribes are eligible to apply. For-profit firms are not allowed to include fees or profits in their cost proposal (i.e., no profit can be made from the project).

Eligible Activities: The Lead-Based Paint Hazard Control grant program focuses on making homes safe from lead hazards. Activities eligible for grant funding include:

- ◆ Inspections and risk assessments to identify lead-based paint risks
- ◆ Blood testing of children prior to lead hazard control work
- ◆ Lead hazard control work (this includes cleaning, interim controls, and hazard abatement)
- ◆ Temporary relocation of families during hazard control activities
- ◆ Training for workers and supervisors

- ◆ Training on lead safe maintenance practices for residents and others working in low-income housing
- ◆ Community awareness or education programs on lead hazard control and lead poisoning prevention

Healthy Homes activities focus on researching and demonstrating cost-effective methods for assessing and mitigating housing-based hazards, and developing community awareness and public education programs. Eligible activities include developing methods for evaluation, intervention and outreach, evaluating the effectiveness of interventions, building local capacity, and educating the public about household hazards.

Comments:

Application: After HUD publishes a Notice of Funding Availability (NOFA) in the Federal Register for the Lead-Based Paint Program, applicants must submit specific information about the project(s) they propose to undertake.

Contact:

Alaska State Office
U.S. Dept. of Housing and Urban Development
3000 C. St., Suite 401
Anchorage, AK 99503
Phone: (907) 271-4663
Web Site: <http://www.hud.gov/offices/adm/grants/fundsavail.cfm>

Loan Assumption Programs

Eligibility:

General Public
Business

Provides:

Loans



Administrative Agency:

State Agency: Alaska Division of Investments (ADI), Department of Commerce, Community, and Economic Development (Commerce)

Program Goals:

To assist purchasers in the assumption of a loan of any of the following types:

- Alternative Energy
- Child Care Facilities
- Commercial Fishing
- Historical District
- Mining
- Residential Energy Conservation
- Small Business
- Veterans (single or multiple family dwelling loan or small business loan)

Resource Provided:

Assumption of an existing loan at existing terms, when it is determined to be in the best interest of the State.

Eligibility:

Applicants must establish good character, demonstrate a capacity for financial responsibility, establish the ability to provide sufficient collateral and have knowledge of Alaska economic conditions. Other factors to be considered are the business potential for growth, the ability to repay the loan, and the potential to create more jobs and provide additional services to the community. If an existing loan is secured by a building which was built, purchased or refinanced under the State's Small Business Loan Program (AS 45.95.010-080), that building must be at least 50% occupied by the prospective applicant. Individual applicants must be Alaska residents and be 18 years old or older. Corporations, partnerships, limited partnerships or any other association of applicants must be 100% owned by residents of Alaska.

Contact:

Kelly Sharp, Lending Branch Manager
Division of Investments
Department of Commerce, Community, and Economic Development
3032 Vintage Blvd.
P.O. Box 34159-99803
Juneau, AK 99801
Phone: (907) 465-2510 Or (800) 478-LOAN
Fax: (907) 465-2103
E-Mail: investments@commerce.state.ak.us
Web Site: <http://www.commerce.state.ak.us/investments>

Loan Participation Program

Alaska Industrial Development and Export Authority (AIDEA)

Eligibility:

Business
Government
Non-Profit
Native Organizations

**Provides:**

Loans

Administrative Agency:

State Agency: Department of Commerce, Community, and Economic Development (Commerce), Alaska Industrial Development and Export Authority (AIDEA)

Program Goals:

To provide financing assistance to business projects in Alaska. The goal is achieved by purchasing participation in loans originated by financial institutions for the financing of taxable facilities, such as retail stores, hotels, office buildings, plants and equipment, and specific tax-exempt project facilities.

Resource Provided:

AIDEA can purchase up to 90% of the loan or up to \$20,000,000 (whichever is less) from the financial institution originating the loan. The total loan amount cannot exceed 75% of the value of the collateral offered as security for the loan.

Eligibility:

Financially feasible business projects located in Alaska.

Alaska Program Status:

AIDEA had approximately \$226.9 million outstanding in loans as of June 30, 2003.

Comments:

Borrowers apply at a financial institution for a loan. The bank, after approval of the loan, applies to AIDEA for participation in the loan. The application to AIDEA must be accompanied by a \$1,000 non-refundable application, which is credited toward the commitment fee if the loan participation is approved and accepted. Other fees include a 1% commitment fee on AIDEA's portion of the loan and 0.5% funding fee. Terms can be made up to 15 years for personal property or 25 years for real property, not to exceed 75% of the remaining economic life of the collateral. Both fixed and variable interest rates are available.

Contact:

Jim McMillan, Deputy Director - Credit
Alaska Industrial Development and Export Authority
Department of Commerce, Community, and Economic Development
813 W. Northern Lights Blvd.
Anchorage, AK 99503
Phone: (907) 269-3000
Fax: (907) 269-3044
E-Mail: jmcmillan@aidea.org
Web Site: <http://www.aidea.org/programs.htm>
Toll free in-state only: (888) 300-8534

Made in Alaska Program

Eligibility:
Business

Provides:
Technical Assistance

Administrative Agency:

Private For-Profit (under State contract): Department of Commerce, Community, and Economic Development (Commerce) contract to Webb's Consulting & Management Services, Inc.

Program Goals:

The Made in Alaska program is designed to identify and promote products made or manufactured in the state and handicrafts produced both by Native and non Native craft persons.

Resource Provided:

The Made In Alaska program provides a valuable marketing tool. The official Made in Alaska emblem depicts a mother bear and her cub against a dark rectangular background with the words MADE IN ALASKA across the bottom. This emblem is a trademark registered with the State of Alaska. The Made In Alaska emblem has now achieved widespread consumer recognition and is a sought after and valued symbol of genuine Alaskan made products and handicrafts.

Eligibility:

A person who makes or manufactures an eligible product or produces an eligible handcrafted item in the state may apply to the Made In Alaska Program, managed by Webb's Consulting & Management Services, Inc., for an annual permit to use the Made In Alaska emblem on a qualifying product. It should be noted that the permit applies to the qualifying product, not to the manufacturer or producer. To be awarded a permit an applicant must: have a manufacturing or production site and accomplish the majority of value added processes within the state, use Alaska source materials wherever possible, allow an inspection of the manufacturing or production site, and have a current Alaska Business License. A separate permit is required for each handicraft or product line.

Alaska Program Status:

Funding for the program varies from year to year, but program administration is ongoing.

Contact:

Bill Webb, Program Manager/Agent
Made In Alaska
741 East 13th Avenue
Anchorage, AK 99501-4621
Phone: (907) 272-5634
Fax: (907) 272-5635
E-Mail: bill@anchoragemarkets.com
Web Site: <http://www.madeinalaska.org/mia>

Mini-Grants Assistance Program

Eligibility:

Government
Non-Profit
Native Organizations

**Provides:**

Grants

Administrative Agency:

State Agency: Alaska Department of Commerce, Community, and Economic Development (Commerce)
Federal Agency: U.S. Forest Service (USFS) and Denali Commission (Federal)

Program Goals:

To fund economic development projects that support business or community development activities, including projects using natural resources. Focus which demonstrates that new income will be generated for the community or that the project has the potential to improve the community's economy in a significant and long-lasting way.

Resource Provided:

Competitive grants. Mini-Grant program funding is a combination of the USDA Forest Service Community Assistance Program and Denali Commission funds, appropriated for the program. Maximum \$30,000 per community per fiscal year. Funding level during FY 02 was approximately \$620,000.

Eligibility:

Eligible applicants include municipalities, tribal governments, and non-profit organizations applying on behalf of a community which has a population of 10,000 or less. Community consensus for proposed projects is a key element in funding consideration.

Alaska Program Status:

Applications are distributed annually, usually in the spring. Awards are generally made in December.

Contacts:

Jill Davis
Grants Administrator
Division of Community Advocacy
Department of Commerce, Community, and Economic Development
211 Cushman St.
Fairbanks, AK 99701-4639
Phone: (907) 451-2717
Fax: (907) 451-2742
E-Mail: Jill_Davis@commerce.state.ak.us
Web Site: <http://www.commerce.state.ak.us/dca/grt/minigrant.htm>

National Congress for Community Economic Development

Eligibility:

Non-Profit

Provides:

Technical Assistance
Information

Administrative Agency:

Nonprofit (National): National Congress for Community Economic Development (NCCED)

Program Goals:

To provide information to members and to promote community economic development.

Resource Provided:

Information on community economic development, including business development, housing, and other program areas, as well as private and public sector resources.

Eligibility:

This is a membership organization. Fee depends upon member organization's administrative budget (generally between \$150 - \$600). Rate for Individuals is \$100 per year.

Alaska Program Status:

There are currently two members in Alaska, Alaska Village Initiatives and RurAL CAP.

Comments:

Alaska Village Initiatives currently serves as an intermediary between this resource and potential rural users.

Contact:

Roy Priest
President & CEO
National Congress for Community Economic Development
1030 15th St. NW, Suite 325
Washington, DC 20005
Phone: (202) 289-9020
Fax: (202) 289-7051
Web Site: <http://www.ncced.org>

Thomas Harris
President & CEO
Alaska Village Initiatives, Inc.
1577 C Street, Suite 304
Anchorage, AK 99501
Phone: (907) 274-5400 Or (800) 478-2332
Fax: (907) 263-9971
E-Mail: info@akvillage.com
Web Site: <http://www.akvillage.com/>

Northwest Trade Adjustment Assistance Center

Eligibility:
Business

Provides:
Grants
Technical Assistance
Information



Administrative Agency:

Nonprofit (National): The Northwest Trade Adjustment Center; U.S. Department of Commerce

Program Goals:

The Northwest Trade Adjustment Center is a private, non-profit organization sponsored by the U.S. Department of Commerce, NWTAAAC supports projects that help manufacturers compete with lower-priced imports.

Resource Provided:

- NWTAAAC pays a consultant that provides services to the business. There are no direct cash awards to the business receiving the service.
- The business must pay one half the cost of the project.
- The minimum award is \$15,000
- The maximum award is \$75,000, based on 1% of sales up to \$7.5 million
- Funds may only be used for consulting services such as marketing, engineering, management information systems, or quality control projects where outside expertise is needed.
- NWTAAAC will complete the application for the business at no cost.

Eligibility:

- The business must demonstrate a loss of sales and employment due to competition in its U.S. markets from imported products.
- This program addresses areas that have been impacted by foreign competition, but have full-time employment.

Comments:

Businesses have employed NWTAAAC to help them:

- Identify new markets
- Introduce new products
- Upgrade product design and packaging
- Improve distribution
- Solve process problems
- Employ new technology
- Reduce materials and inventory costs
- Cut production costs
- Improve cash flow

Contact:

Robert Miller, Jr.
Northwest Trade Adjustment Assistance Center
1200 Westlake Avenue North, #802
Seattle, WA 98109
Phone: (206) 622-2730
Fax: (206) 622-1105
E-Mail: matchingfunds@nwtaac.org
Web Site: <http://www.taacenters.org>

Outdoor Recreation

Land and Water Conservation Fund Grants



Eligibility:

Government
Native Organizations

Provides:

Grants

Administrative Agency:

State Agency: Department of Natural Resources (DNR), Division of Parks and Outdoor Recreation (DPOR) and U.S. Department of Interior, National Park Service (NPS)

Program Goals:

To provide financial assistance to states and political subdivisions for the preparation of statewide recreation plans and acquisition and development of outdoor recreation areas and facilities.

Resource Provided:

Project Grants. 50% State or political subdivision match.

Eligibility:

State only is eligible for statewide planning money (requires the existence of a State Plan and State Liaison Officer). For acquisition and development money, the State, cities and Federally recognized Indian Tribes are eligible.

Alaska Program Status:

DNR manages the State program. Funding for FY02 was \$1,239 million.

Comments:

50% local match is required. DNR provides notification of program availability.

Contact:

Joy Bryan-Dolsby
Division of Parks & Outdoor Recreation
Department of Natural Resources
550 W. 7th Ave., Suite 1380
Anchorage, AK 99501
Phone: (907) 269-8692
Fax: (907) 269-8907
E-Mail: joy_bryan-dolsby@dnr.state.ak.us
Web Site: <http://www.dnr.state.ak.us/parks/grants/index.htm>
State Liaison Officer: Phone: (907) 269-8700

Planning and Development

Tanana Chiefs Conference

Eligibility:

General Public
Business
Non-Profit
Native Organizations

**Provides:**

Loans

Administrative Agency:

Nonprofit (Alaska): Tanana Chiefs Conference (TCC)

Program Goals:

The Tanana Chiefs Conference (TCC), through its Credit & Finance program, is dedicated to improving economic growth throughout its service area by expanding lending opportunities made available to those businesses that are unable obtain financing from traditional sources.

Resource Provided:

- ◆ TCC has two loan funds available for businesses, the Denji Loan Fund and the Revolving Loan Fund (RLF).
- ◆ The Denji Loan Fund is for businesses located in rural Interior Alaskan villages with populations of less than 25,000 residents. Funding originates with the Intermediary Re-lending Program, which is administered by the Rural Development division of the U.S. Department of Agriculture.
- ◆ The RLF is for businesses located within the Fairbanks North Star Borough. This fund is made possible from the Economic Development Administration, an agency of the U.S. Department of Commerce.

Eligibility:

Eligible applicants include: individual business owners, partnerships, corporations, and Native Tribes.

Contact:

Lloyd Allen
Director
Tribal Development
Tanana Chiefs Conference, Inc.
122 First Avenue
Fairbanks, AK 99701
Phone: (907) 452-8251
Fax: (907) 459-3957
E-Mail: Lloyd.allen@tananachiefs.org
Web Site: http://www.tananachiefs.org/tribal/planning_development.html

Power Cost Equalization (PCE) Program

Eligibility:

Business
Government



Provides:

Grants

Administrative Agency:

State Agency: Department of Commerce, Community, and Economic Development (Commerce), Alaska Industrial Development and Export Authority (AIDEA), Alaska Energy Authority (AEA)

Program Goals:

Reduce electric rates paid by consumers in rural communities where diesel-fired generators provide most of local electricity. The program aims to roughly equalize the power cost per kilowatt hour statewide to a cost close to the average cost per kilowatt hour in Anchorage, Fairbanks and Juneau. (AS 42.45.100)

Eligibility:

Electric utilities in rural communities that use diesel-fired generators are eligible to receive PCE subsidies. These utilities can be operated by a local government, a non-profit cooperative or a for-profit business.

Contact:

Terri Harper
AIDEA - Rural Energy Programs
Department of Commerce, Community, and Economic Development
813 W. Northern Lights Blvd.
Anchorage, AK 99503
Phone: (907) 269-4630
Fax: (907) 269-3044
E-Mail: Tharper@aidea.org
Web Site: <http://www.aidea.org/pce.htm>

Private Lands Wildlife Management

Alaska Village Initiatives, Inc.

Eligibility:

- General Public
- Business
- Non-Profit
- Native Organizations

Provides:

- Technical Assistance
- Information

Administrative Agency:

Nonprofit (Alaska): Alaska Village Initiatives, Inc. (AVI)

Program Goals:

Alaska Village Initiatives Private Lands Wildlife Management (PLWM) program's purpose is to inform, encourage, and support private rural land owner's professional development and implementation of comprehensive wildlife habitat enhancement plans on their lands as a means to increase subsistence resources and develop small recreational hunting, fishing, viewable wildlife, adventure tour guide and hospitality businesses.

Resource Provided:

In addition to providing information and contacts, Alaska Village Initiatives offers a full range of fee-based business planning and consulting services through its Professional Services Group. AVI, through its joint venture with Multiple Use Managers, Inc., of Alaska, will also provide habitat management and planning services and training for hunting and tour guides and hospitality businesses.

Eligibility:

Open

Contact:

Charles Parker, Director
Professional Services Group
Alaska Village Initiatives
1577 C Street, Suite 304
Anchorage, AK 99501
Phone: (907) 274-5400 Or (800) 478-2332
Fax: (907) 263-9971
E-Mail: tlong@akvillage.com
Web Site: <http://www.akvillage.com>

Recreational Trails Grant Program

Eligibility:

Government
Non-Profit

Provides:

Grants



Administrative Agency:

State Agency: Alaska Department of Natural Resources (DNR), Division of Parks and Outdoor Recreation

Program Goals:

The Recreational Trails Grant Program is available for trail development, trail maintenance, environmental protection or safety education programs relating to trail use.

Resource Provided:

This program offers 80/20 federal matching funds. Applicants are allowed to request up to a maximum of \$30,000 per application.

Eligibility:

Municipalities, public agencies, or non-profit organizations are eligible

Comments:

Applications will be available on the listed Web site between July 15 and September 30th.

Contact:

Tina Long
Grants Administrator
Alaska State Parks
Recreational Trails Grant Program
Department of Natural Resources
550 W. 7th Ave., Suite 1380
Anchorage, AK 99501-3561
Phone: (907) 269-8709
Fax: (907) 269-8907
E-Mail: tina_long@dnr.state.ak.us
Web Site: <http://www.dnr.state.ak.us/parks/grants/trails.htm>

Resource Conservation and Development (RC&D)

Eligibility:

- General Public
- Business
- Government
- Non-Profit
- Native Organizations

Provides:

- Technical Assistance
- Information

Administrative Agency:

Federal Agency: U.S. Department of Agriculture, Natural Resources Conservation Service (NRCS)

Program Goals:

To help people conserve, develop and use natural resources. RC&D is concerned with economic benefits and social well being of all the people and is primarily aimed at expanding economic opportunities in an area or bettering a community, particularly with regards to Natural Resource Conservation.

Resource Provided:

The Resource Conservation and Development (RC&D) concept focuses on fostering ideas initiated at the grass roots level, building from local initiative and leadership. An incorporated, non-profit RC&D Council comprised of representatives of local organizations designated as RC&D sponsors will develop overall goals and objectives for a given RC&D area, and may address key resource areas and concerns. Organizations or individuals with project ideas may present them to a RC&D sponsor. The RC&D Council will assist projects it deems appropriate by identifying and coordinating local, state and federal programs of technical and financial assistance to successfully carry them out. There is flexibility to adapt to and take advantage of local conditions.

Eligibility:

Owners and operators of private enterprises, groups, local governments, Alaska Native tribes.

Alaska Program Status:

The Mat-Su RC&D, headquartered at Wasilla, was established in 1990. Four RC&D areas were established in 1994: Interior Rivers RC&D, Yukon Flats RC&D, and Kenai Peninsula RC&D, and Southeast Conference RC&D. Two RC&D areas were established in 2001: Bering Straits RC&D and Lower Kuskokwim RC&D. One RC&D area was established in 2002: Copper Valley RC&D. Applications have been received from the Lower Yukon Economic Development Council and the Delta Region.

Contact:

Shirley Gammon, State Conservationist
Alaska State NRCS Office
U.S. Department of Agriculture
800 W. Evergreen, Suite 100
Palmer, AK 99645
Phone: (907) 761-7780
Fax: (907) 761-7790
E-Mail: shirley.gammon@ak.usda.gov
Web Site: <http://www.ak.nrcs.usda.gov>

Revolving Loan Fund - AVCP

Association of Village Council Presidents (AVCP)

Eligibility:

Business
Native Organizations



Provides:

Loans

Administrative Agency:

Nonprofit (Alaska): Association of Village Council Presidents (AVCP)

Program Goals:

To promote economic development in the AVCP region (Bethel/Calista) by providing loans to low and moderate income residents, village corporations, and local community governments to increase rural participation in local business enterprises.

Resource Provided:

Loans. Business loan maximum is \$50,000, fisherman loan maximum is \$20,000. 25% down payment required. Eight percent interest rate.

Eligibility:

Eligible projects include:

- Acquisition of land, buildings, machinery, equipment and facilities.
- Construction, expansion, repair and modernization of buildings, machinery, equipment and facilities
- Business acquisitions which enhance income employment and/or ownership opportunities for low-income rural residents
- Purchase of supplies and inventories
- Expenses and professional services required to carry out a project financed by AVCP
- Training expenses directly related to a project or business financed by AVCP
- Boat, motor, gear, and repair expenses for commercial fishermen who reside and fish within the AVCP region
- Refinancing of an existing debt under certain circumstances
- Projects which include hotels, motels, tourist homes or convention centers
- Pollution control and abatement

Alaska Program Status:

Loan requests are reviewed by the loan committee and approved by USDA.

Comments:

Applicants should have a business plan.

Contact:

Fred Smith
AVCP, Inc.
Credit & Finance
P.O. Box 219
Bethel, AK 99559
Phone: (907) 543-7420 Or (800) 478-3521
Fax: (907) 543-2776
E-Mail: fsmith@avcp.org
Web Site: <http://www.avcp.org>

Revolving Loan Fund for Credit Unions

Eligibility:
Credit Unions

Provides:
Grants



Administrative Agency:

Federal Agency: National Credit Union Administration

Program Goals:

To support community-based credit unions in their effort to stimulate economic development and provide financial and related services to residents of their communities.

Resource Provided:

Direct loans. The interest rate recently has been 1 percent.

Eligibility:

Community development credit unions who have been low income designated and whose membership meets the requirements for "predominantly low income members" as defined in sections 701.32(d)(2) & (3) of the NCUA regulations or applicable state standards.

Alaska Program Status:

No current activity.

Comments:

A community development credit union is a concept that ought to be examined seriously in an overall approach to community development. A community credit union could also provide some relief for the pervasive problem of cash availability which exists in many rural Alaska communities.

Contact:

Anthony LaCreta, Director
National Credit Union Administration
Community Development Revolving Loan Program for Credit Unions
1775 Duke Street
Alexandria, VA 22314-3428
Phone: (703) 518-6611
Fax: (703) 518-6619
E-Mail: ocudmail@ncua.gov
Web Site: <http://www.ncua.gov>

Rural Alaska Broadband Internet Access Grant Program

Eligibility:
Business

Provides:
Grants



Administrative Agency:

State Agency: Regulatory Commission of Alaska (RCA); Department of Commerce, Community, and Economic Development (Commerce)

Program Goals:

Grant funds are available to acquire and install equipment, facilities and systems to provide local Internet access in qualifying communities in rural Alaska. Internet access should foster economic growth, enhance educational opportunities, and support advancement of community health standards to strengthen those communities.

Resource Provided:

\$7.5 million is available. Grant recipients are required to match awards with cash or in-kind contributions in an amount determined by the characteristics of the community served.

Eligibility:

The applicant must be a public body, a non-profit corporation, a non-profit association, or a federally-recognized Native tribe in a rural Alaska. Communities must have more than 20% unemployment (persons able and willing to work).

Alaska Program Status:

Applications are available from the RCA at <http://www.state.ak.us/rca/usda/grant.htm>

Contact:

Rich Gazaway
Common Carrier Specialist
Regulatory Commission of Alaska
Department of Commerce, Community, and Economic Development
701 West 8th Ave., Suite 300
Anchorage, AK 99501
Phone: (907) 276-6222
Fax: (907) 276-0160
E-Mail: richard_gazaway@rca.state.ak.us
Web Site: <http://www.state.ak.us/rca/broadband.html>

John Paul (Jess) Manaois
Utility Engineering Analyst
Regulatory Commission of Alaska
Department of Commerce, Community, and Economic Development
701 West 8th Ave., Suite 300
Anchorage, AK 99501
Phone: (907) 276-6222
Fax: (907) 276-0160
E-Mail: john_paul_manaois@rca.state.ak.us
Web Site: <http://www.state.ak.us/rca/broadband.html>

Rural Alaska Community Action Program (RurAL CAP)

Eligibility:

General Public

Provides:

Technical Assistance
Information

Administrative Agency:

Nonprofit (Alaska): Rural Alaska Community Action Program (RurAL CAP)

Program Goals:

"Working together for empowerment and self-sufficiency." To provide maximum participation by village people in overcoming all forms of poverty in Alaska. RurAL CAP has been working with rural communities at the grassroots level for over 37 years and has strong experience in program delivery in rural Alaska and understands the issues affecting rural communities.

Resource Provided:

RurAL CAP is a multi-purpose agency providing education, information, advocacy and some direct services. Programs administered through RurAL CAP include: Head Start, Early Head Start, a Child Care center (in Anchorage), Subsistence, Weatherization, Energy Conservation, AmeriCorps programs (3), Community Development, Community Planning & Housing Services, low income affordable and decent housing and Alcohol Prevention. A program which serves public inebriates, "Homeward Bound," also in Anchorage, is a collaboration with the Municipality of Anchorage, the Cook Inlet Tribal council, and the Salvation Army.

RurAL CAP is governed by a 24 member tripartite board. Target area members are representatives from each of the 12 regional Native non-profits; the public sector representatives are elected public offices; and the remainder are private sector representatives. RurAL CAP has standing memoranda of agreement with the Alaska Federation of Natives (AFN), Alaska Native Foundation (ANF), and the Alaska Village Initiatives (AVI) to assure coordination of efforts in rural Alaska.

Eligibility:

Head Start and Weatherization programs have income-based criteria. Eligibility for other programs varies by program, but generally is not restrictive.

Alaska Program Status:

RurAL CAP's annual budget is around \$20 million and comes from a variety of federal, state and private foundation sources.

Comments:

Call Sue DeGrace at (907) 279-2511 or 1-800-478-7227 to be placed on the mailing list for the quarterly newsletter, "Village Voices."

Contact:

David Hardenbergh, Executive Director
RurAL CAP
P.O. Box 200908
Anchorage, AK 99520
Phone: (907) 279-2511
Fax: (907) 222-1834
E-Mail: dhardenbergh@ruralcap.com
Web Site: <http://www.ruralcap.com>

Rural Alaskan Investment and Finance

Alaska Village Initiatives, Inc.

Eligibility:

- General Public
- Business
- Non-Profit
- Native Organizations



Provides:

- Loans

Administrative Agency:

Nonprofit (Alaska): U.S. Department of Agriculture, Rural Development and Alaska Village Initiatives (AVI)

Program Goals:

To promote community economic development activities through loans to eligible borrowers.

Resource Provided:

Direct loans ranging from \$10,000 to \$150,000 at 7%

Eligibility:

Alaska Village Initiatives loans are available to rural individuals or organizations. Loan funds may be used for a wide variety of purposes including land, facility and equipment acquisition, construction and expansion, business acquisition, purchase of supplies, and working capital and start-up costs.

Alaska Program Status:

Alaska Village Initiatives has used a \$2 million loan from the FmHA to make more than \$4.2 million in revolving loans within the state. For the purpose of program, rural is defined to exclude the cities of Anchorage, Fairbanks, and Juneau.

Contacts:

Charles Parker
Director
Professional Services Group
Alaska Village Initiatives, Inc.
1577 C Street, Suite 304
Anchorage, AK 99501
Phone: (907) 274-5400 Or (800) 478-2332
Fax: (907) 263-9971
E-Mail: morr@akvillage.com
Web Site: <http://www.akvillage.com/>

Rural Alaskan Village Water and Waste Disposal Grants

Eligibility:

Government
Non-Profit
Native Organizations



Provides:

Grants
Technical Assistance
Information

Administrative Agency:

Federal Agency: U.S. Department of Agriculture, Rural Development

Program Goals:

To assist rural Alaskan villages remedy dire sanitation conditions using funds made available specifically for this purpose.

Resource Provided:

Grant funds to construct, enlarge, extend or otherwise improve rural water, sanitary sewage, solid waste disposal, and storm wastewater disposal facilities; and, to construct, relocate or make other public improvements necessary for the successful operation or protection of such facilities.

Eligibility:

A community must meet the definition of a village which is "an unincorporated community that has between 25 and 600 people residing within a two-mile radius, a second class city, or a first class city with not more than 600 residents."

Comments:

The FY 2004 allocation was \$27,278,000. This funding requires a 25% match with funds from the State of Alaska Village Safe Water Program or local non-federal sources.

Contacts:

Dean Stewart
USDA Rural Development
U.S. Department of Agriculture
800 W. Evergreen, Suite 201
Palmer, AK 99645
Phone: (907) 761-7722
Fax: (907) 761-7793
E-Mail: dean.stewart@ak.usda.gov
Web Site: <http://www.usda.gov/rus/water>
<http://www.state.ak.us/dec/water/vsw>

Debby Retherford
Rural Utilities Specialist
Water & Environmental Programs
Rural Development
U.S. Department of Agriculture
800 W. Evergreen, Suite 201
Palmer, AK 99645
Phone: (907) 761-7726
Fax: (907) 761-7793
E-Mail: deborah.retherford@ak.usda.gov
Web Site: <http://www.usda.gov/rus/water>

Rural Business Enterprise Grants

Eligibility:

Government
Non-Profit
Native Organizations



Provides:

Grants

Administrative Agency:

Federal Agency: U.S. Department of Agriculture, Rural Development

Program Goals:

To provide grants to support the development of small and emerging private business enterprises in rural areas.

Resource Provided:

Grants to public bodies, federally recognized Native and private non-profit corporations serving rural areas.

Grants may be used for the following purposes:

- Acquisition and development of land;
- Construction, conversion, enlargement and repairs of buildings, equipment, streets, and pollution control and abatement facilities;
- Start-up operating cost and working capital;
- Technical assistance for proposed grantee projects;
- Reasonable professional fees and charges;
- To establish a revolving fund which can be used to provide financial assistance to third party recipients.

Eligibility:

Public entities, such as cities, boroughs, federally recognized Alaska Native Village entities and private nonprofit corporations. The project must be located in a rural area or city of less than 50,000 population.

Comments:

Applications are prioritized for funding. Projects with the highest priority are selected for funding. FY 2004 allocation for this program was \$92,731. Additional funds are available from National Office Reserve. Competition for project funding is tight with more than \$10 in applications for each available \$1 in grant funds. There are three funding cycles each year, typically in December, February and July. Grants must show how small business development or expansion is likely to occur as a result of the grant, and cannot be passed through to private business.

Contact:

Dean Stewart
USDA Rural Development
U.S. Department of Agriculture
800 W. Evergreen, Suite 201
Palmer, AK 99645
Phone: (907) 761-7722
Fax: (907) 761-7793
E-Mail: dstewart@rdmail.rural.usda.gov
Web Site: <http://www.rurdev.usda.gov>

Rural Business Opportunity Grants

Eligibility:

Government
Non-Profit
Native Organizations

Provides:

Grants



Administrative Agency:

Federal Agency: U.S. Department of Agriculture, Rural Development

Program Goals:

The program is designed to promote sustainable economic development in rural communities with exceptional needs by:

- Promoting sustainable economic development.
- Encouraging economic development by providing critical investments that enable effective development projects.
- Focusing assistance to priority communities.
- Sponsoring activities with significant potential to serve as "best practices."

Resource Provided:

Grant funds are limited and a maximum grant size is established each year. For fiscal year 2002 the maximum grant was \$50,000. Grants may be used for these purposes:

- To identify and analyze business opportunities that use local resources.
- To establish business support centers or otherwise support creation of new businesses.
- For economic development planning.
- To pay reasonable fees and charges for professional services necessary to conduct the technical assistance, training or planning functions.
- To identify, train and provide technical assistance to existing or prospective entrepreneurs and managers.

Eligibility:

Grants are available to rural areas in Alaska that are outside of cities with a population of more than 10,000. Eligible organizations include Public bodies; Non-profit corporations; Indian tribes on Federal reservations and other Federally recognized tribal groups; and Cooperatives with members that are primarily rural residents.

Comments:

Grant funds may not be used for these purposes:

- To duplicate current services (but can be used to expand current service if inadequate).
- To fund political activities.
- To pay for any project costs incurred prior to the effective date if awarded a grant.
- To pay for assistance to any private business not at least 51% owned by U.S. citizens.
- To pay any costs of acquiring real estate or building construction.

Contact:

Dean Stewart
USDA Rural Development
U.S. Department of Agriculture
800 W. Evergreen, Suite 201
Palmer, AK 99645
Phone: (907) 761-7722
Fax: (907) 761-7793
E-Mail: dstewart@rdmail.rural.usda.gov
Web Site: <http://www.rurdev.usda.gov>

Rural Development Initiative Fund

Eligibility:

General Public
Business

Provides:

Loans



Administrative Agency:

State Agency: Department of Commerce, Community, and Economic Development (Commerce), Division of Investments

Program Goals:

To provide loans for working capital, equipment, construction or other commercial purposes.

Resource Provided:

Maximum loan amount is \$100,000 to a person, or up to \$200,000 to two or more persons. Interest rate is fixed at time of loan approval, 1% below the prime rate, not to be less than 6%. Maximum loan term is 25 years. The term will be based on the collateral offered, the useful life of the asset being purchased, the size of the loan and the needs of the applicant.

Eligibility:

Businesses must be located in a community with a population of 5,000 or less that is not connected by road or rail to Anchorage or Fairbanks, or with a population of 2,000 or less that is connected by road or rail to Anchorage or Fairbanks. Loans must result in the creation of new jobs, or the retention of existing jobs in the eligible community. A reasonable amount of non-state funding must be included as part of the total project cost.

Comments:

There is a \$100 application fee. A 1% origination fee is due at closing. All expenses incurred by the department in processing the application must be paid by the applicant. Expenses may include the cost of title insurance, recording fees, appraisals, travel or other direct costs.

Loan funds generally may not be used to reimburse costs incurred more than six months prior to submitting an application. The funds generally may not be used to refinance long-term debt. A person who has an existing loan under this program, may not be granted another loan until the original loan has been repaid. Loans must be secured by adequate collateral, such as a mortgage or other security instrument, real property, or other tangible assets.

Contact:

Kelly Sharp, Lending Branch Manager
Division of Investments
Department of Commerce, Community, and Economic Development
3032 Vintage Blvd.
P.O. Box 34159-99803
Juneau, AK 99801
Phone: (907) 465-2510 Or (800) 478-LOAN
Fax: (907) 465-2103
E-Mail: investments@commerce.state.ak.us
Web Site: <http://www.commerce.state.ak.us/investments>

Rural Economic Development Loan Program

U.S. Department of Agriculture, Rural Development

Eligibility:

Business
Government
Non-Profit
Native Organizations

**Provides:**

Loans

Administrative Agency:

Federal Agency: U.S. Department of Agriculture, Rural Development

Program Goals:

Provides zero interest loans to rural electric or telephone cooperatives for pass-through to projects that promote rural economic development and job creation.

Resource Provided:

Loans up to \$450,000, ten-year repayment to the eligible cooperative who re-lends the funds to a local entity to promote financially viable projects. The ultimate borrower can be a for-profit private business.

Eligibility:

Cooperatives who are current or former borrowers of the Rural Utility Service. (Old Rural Electrification Administration)

Alaska Program Status:

Applications compete for funding on a national basis each quarter.

Comments:

Eligible projects include business expansion and start-up, community development, business incubator projects, etc.

Contact:

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U.S. Department of Agriculture
800 W. Evergreen, Suite 201
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Phone: (907) 761-7722
Fax: (907) 761-7793
E-Mail: dstewart@rdmail.rural.usda.gov
Web Site: <http://www.rurdev.usda.gov>

Rural Energy Programs

Eligibility:

Government

Provides:

Grants
Technical Assistance



Administrative Agency:

State Agency: Department of Commerce, Community, and Economic Development (Commerce), Alaska Industrial Development and Export Authority (AIDEA), Alaska Energy Authority (AEA) - Rural Energy Programs

Program Goals:

The Alaska Energy Authority administers a number of rural energy programs which help provide the basis for economic development in Alaska's smaller communities.

Resource Provided:

Rural Power Systems Upgrade - Provides funding for systems upgrades that have been identified through Rural Technical Assistance, Circuit Rider Maintenance, the local community or legislature. Upgrades might include efficiency improvements, line assessments, lines to new customers, demand side improvements, other repairs to generation and distribution systems.

Emergency Response - Provides funding to continue activities, procurement of materials, and equipment that would be used to prevent power plant related emergencies and disasters statewide. This program is designed to prevent a potential emergency situation before disaster occurs.

Circuit Rider/Technical Assistant/Preventive Maintenance - Preventive maintenance assessment and response service for emergency work needed on rural electrical systems. This program is intended to be an interim fix until long-term planning can address the problems.

Life, Health and Safety Improvements - Provides follow-on funding for correction of hazards that are existing or pose a possible threat to life, health and safety in rural communities. Wherever possible, funds will be used to leverage local matching funds.

Contact:

Mike Harper, Deputy Director
AIDEA - Rural Energy Programs
Department of Commerce, Community, and Economic Development
813 W. Northern Lights Blvd.
Anchorage, AK 99503
Phone: (907) 269-3025
Fax: (907) 269-3044
E-Mail: mharper@aidea.org
Web Site: <http://www.aidea.org/bulkfuel.htm>

Rural Power Systems Upgrades

Eligibility:

Business
Government

Provides:

Technical Assistance
Information

Administrative Agency:

State Agency: Department of Commerce, Community, and Economic Development (Commerce), Alaska Industrial Development and Export Authority (AIDEA), Alaska Energy Authority

Program Goals:

To eliminate safety hazards, enhance efficiencies and provide technical assistance to assess system deficiencies, design solutions and carry out project evaluation process.

Resource Provided:

Provides for improvements to electrical utilities to eliminate safety hazards and enhance efficiency; technical assistance to assess deficiencies and provides for emergency response. Training for electrical operators to enhance operations of utility and maintenance of electrical system.

Contact:

Kris Noonan, Program Manager
AIDEA - Rural Energy Programs
Department of Commerce, Community, and Economic Development
813 W. Northern Lights Blvd.
Anchorage, AK 99503
Phone: (907) 269-4697
Fax: (907) 269-4645
E-Mail: knoonan@aidea.org
Web Site: <http://www.aidea.org/ruralpower.htm>

SBA Business Development Assistance to Small Businesses

Service Corps of Retired Executives (SCORE)

Eligibility:

General Public
Business

Provides:

Grants
Technical Assistance
Information



Administrative Agency:

Federal Agency: U.S. Small Business Administration (SBA)

Program Goals:

To help prospective and present business persons improve skills to manage and operate a business. To provide debt capital to new and existing small businesses.

Resource Provided:

Advisory services such as the Service Corps of Retired Executives (SCORE), Loan guaranties for eligible small businesses, and the University of Alaska Small Business Development Center (UASBDC), which provides counselors for free one-on-one business counseling, business training workshops, and a small business learning center that provides books, videotapes, microcomputers and business software for hands-on learning. Government contracting assistance. Women and minority-owned business development.

Eligibility:

Assistance may be provided to existing and potential small business persons. A small business is one that is independently owned and operated and not dominant in its field.

Alaska Program Status:

A District SBA office is located in Anchorage. There is a SCORE counselor available daily, as well as SBA staff to answer inquiries and make referrals.

Comments:

The SBA provides other special programs such as International Trade and Women's Business Ownership.

Contact:

Sam Dickey
Economic Development Division
Anchorage Office
U.S. Small Business Administration
510 L Street, Suite 310
Anchorage, AK 99501
Phone: (907) 271-4844 Or (800) 755-7034
Fax: (907) 271-4545
Web Site: <http://www.sba.gov>

SBA Loans for Small Businesses

Eligibility:
Business

Provides:
Loans



Administrative Agency:

Federal Agency: U.S. Small Business Administration (SBA)

Program Goals:

To assist people to enter and remain in business by providing loan guarantees, management counseling and training, and assistance in obtaining government procurement contracts.

Resource Provided:

Loan guarantees; advisory services and counseling, administered primarily through partnerships between SBA and banks or private entities.

Guaranty Loans: These loans, made by banks, may take several forms. All of SBA's financial assistance programs are under this section. The borrower initiates the loan request to a local lender, who applies to SBA for its guaranty. SBA may guaranty up to 85% of loans up to \$150,000 or up to 75% of loans up to \$1 million.

Specialized Loans: These include the Export Loan Program, Seasonal Line of Credit Program, Contract Loan Program, Certified Development Company

Eligibility:

Applicants must meet SBA size standards for small businesses. Credit criteria are much the same as used by banks. Applicants must work with a lending institution which in turn arranges the loan guaranty with SBA.

Eligible projects are business real estate, inventory purchases, machinery and equipment, leasehold improvements, working capital and, in some circumstances, debt consolidation.

Alaska Program Status:

Technical assistance is provided through SBA resource partners: Small Business Development (SBDC), Service Corps of Retired Executives (SCORE) and the Women's Business Center, YWCA/Women\$Fund.

Contact:

Richard Lopez
Lead Loan Specialist
U.S. Small Business Administration
510 L St., Suite 310
Anchorage, AK 99501-1952
Phone: (907) 271-4850 Or (800) 755-7034
Fax: (907) 271-4545
E-Mail: richard.lopez@sba.gov
Web Site: <http://www.sba.gov/ak>

SBA Minority Enterprise Development

Business Procurement Assistance - 8(a) Program

Eligibility:

Business
Native Organizations

Provides:

Technical Assistance

Administrative Agency:

Federal Agency: U.S. Small Business Administration (SBA)

Program Goals:

To promote the business development of small business concerns owned and controlled by socially and economically disadvantaged individuals so they can compete on an equal basis in the American economy; and promote their competitive viability in the marketplace by providing such available contract, financial, technical, and management assistance as may be necessary.

Resource Provided:

SBA monitors all federal government contracts to assure that a percentage of contract work goes to small businesses designated as "8(a)" businesses. SBA also provides business management services to assist these 8(a) business concerns in their development.

Eligibility:

Principal factor in eligibility is control of the small business's management and daily operations by an individual(s) who is socially and economically disadvantaged. Businesses must be approved for program participation prior to receipt of an 8(a) contract.

Alaska Program Status:

The Anchorage SBA Office maintains a list of approved 8(a) businesses (construction, professional and nonprofessional services and manufacturing). SBA receives contracts for services from other federal agencies and then subcontracts these services out to qualified 8(a) firms.

Comments:

This program experiences great demand. 8(a) contract opportunities are used as a resource in the development of the applicant's business, but are not guaranteed. A related SBA program provides for business management services to 8a businesses. A separate SBA program monitors all federal contracts to assure that a predetermined percentage is awarded to small businesses.

Contact:

Karen Forsland
Deputy District Director
U.S. Small Business Administration
510 L St., Suite 310
Anchorage, AK 99501-1952
Phone: (907) 271-4861 or (800) 755-7034
Fax: (907) 271-4545
E-Mail: KAREN.FORSLAND@sba.gov
Web Site: <http://www.sba.gov/ak>

Saltonstall-Kennedy Fisheries Research and Development Grants

Eligibility:

General Public
Business
Government
Non-Profit
Native Organizations



Provides:

Grants

Administrative Agency:

Federal Agency: U.S. Department of Commerce, National Oceanic and Atmospheric Administration (NOAA), National Marine Fisheries Service (NMFS)

Program Goals:

To assist people in carrying out research and development projects that address aspects of U.S. recreational and commercial fisheries, product quality and safety, and aquaculture development.

Resource Provided:

Saltonstall-Kennedy Project Grants, about \$4 million nationwide annually.

Eligibility:

Any person or group, including state and local governments.

Alaska Program Status:

Emphasis in Alaska continues to be on managing groundfish fisheries off Alaska. Emphasis also on value-added salmon products, aquaculture, product development, product quality assurance, and fish stock identification. Alaska Fisheries Development Foundation has been a major recipient, with funds also going to Marine Advisory Program, Fisheries Industrial Technology Center, University of Alaska, individual processing contractors and fishing organizations, Alaska Department of Fish and Game, and other groups and individuals.

Comments:

This is a good resource for serious fisheries research and development projects. NMFS usually lists each spring the subject areas for which it will accept applications. Applications may be for any amount (grants have ranged from \$10,000 to \$1 million). Applications compete nationwide on their merits. Communities and others may request placement on a mailing list to receive these announcements, application forms and instructions automatically each year.

Contact:

Troie Zuniga
National Oceanic & Atmospheric Administration
National Marine Fisheries Services
P.O. Box 21668
Juneau, AK 99802-1668
Phone: (907) 586-7224
Fax: (907) 586-7249
E-Mail: Troie.Zuniga@noaa.gov
Web Site: <http://www.fakr.noaa.gov/omi/grants/default.htm>

Alicia Jarbo
NOAA, NMFS
1335 East-West Highway
Silver Spring, MD 20910
Phone: (301) 713-2358

Shelter Plus Care (S+C)

Eligibility:

- General Public
- Business
- Government
- Non-Profit
- Native Organizations



Provides:

- Grants

Administrative Agency:

Federal Agency: U.S. Department of Housing and Urban Development (HUD)

Program Goals:

Homeless people with disabilities often need more than shelter to live independently: they often need medical care or other social or supportive services. The program allows for a variety of housing choices such as group homes or individual units, coupled with a range of supportive services (funded by other sources). Grantees must match the rental assistance with supportive services that are at least equal in value to the amount of HUD's rental assistance

Resource Provided:

Shelter Plus Care provides rental assistance that, when combined with social services and/or supportive services, provides supportive permanent housing for homeless people with disabilities and their families.

HUD awards S+C funds as annual competitive grants. It announces the competition each year in the Continuum of Care NOFA, which also solicits applications for the Supportive Housing Program and Section 8 Moderate Rehabilitation for SROs..

Eligibility:

Eligible Grantees: States, local governments, and public housing agencies may apply for Shelter Plus Care.

Eligible Customers: Homeless persons with disabilities (primarily people with serious mental illness, AIDS and related diseases, or chronic problems with alcohol or drugs) and their families are eligible for S+C. Families are not eligible for the Single Room Occupancy component of the program.

Eligible Activities: Shelter Plus Care provides funds for four types of rental assistance:

- (1) Tenant-Based Rental Assistance (contracted directly with the low-income tenant);
- (2) Project-Based Rental Assistance (contracted with a building owner);
- (3) Sponsor-Based Rental Assistance (contracted with a nonprofit organization); and
- (4) SRO-based Rental Assistance (Single-room occupancy contracted with a public housing authority).

The program provides tenant and sponsor-based rental assistance for up to five years, or SRO rental assistance for up to 10 years. It also funds up to 10 years of project-based rental assistance if the units will be rehabilitated, or up to five years if the units will not be rehabilitated. Providers may apply for one or more of these types of assistance grants; they may also apply to renew existing S+C rental assistance. Allowable administrative costs include processing rental payments to landlords, examining participant income, inspecting units for compliance with housing quality standards, and receiving participants into the program. S+C funds cannot be used for the costs of administering supportive services or the grant itself.

Comments:

Application: After HUD publishes an annual Notice of Funding Availability (NOFA) for Continuum of Care Homeless Assistance in the Federal Register, applicants must submit specific information about a proposed project, along with their Continuum of Care application. They must also certify that the project is consistent with the Consolidated Plan of the jurisdiction where each proposed project is found. The application packet for Continuum of Care programs is available online or by calling Community Connections (1-800-998-9999) for the Homeless Assistance Program Application Package Upgrade for Fiscal Year 1997 (SN0097) and the Homeless Application Instructional Video for FY 1997 (SN0085, \$12).

Contact:

Alaska State Office

U.S. Dept. of Housing and Urban Development (HUD)

3000 C. St., Suite 401

Anchorage, AK 99503

Phone: (907) 271-4663

Web Site: <http://www.hud.gov/offices/adm/grants/fundsavail.cfm>

Connections (1-800-998-9999) for the Homeless Assistance Program Application Package Upgrade for Fiscal Year 1997 (SN0097) and the Homeless Application Instructional Video for FY 1997 (SN0085, \$12).

Silver Hand Program

Alaska State Council on the Arts (ASCA)

Eligibility:

General Public

Provides:

Technical Assistance

Administrative Agency:

State Agency: Alaska State Council on the Arts (ASCA)

Program Goals:

To identify and promote traditional art and handicrafts produced by Alaskan Natives.

Resource Provided:

The Silver Hand Program is designed to identify authentic art and handicrafts produced within the state by Alaska Natives. The official identifying symbol is the Silver Hand logo; a silver hand on a black oval background with the words "Authentic Native handicraft from Alaska" printed at the top. ASCA administers the program for certifying eligible artisans, distributes Silver hand tags and stickers to qualified individuals, and oversees enforcement of program regulations.

Eligibility:

A permit to use the Silver Hand seal on handicrafts may be issued to applicants who:

- are residents of the State,
- document that they are an Alaska Native with 1/4 blood quantum or greater, and
- certify that they will affix the seal only to a handicraft made entirely by the applicant, within the state, and wholly or in significant part of natural materials,
- permits are awarded to individuals 18 years or older.

The Silver Hand Program has a \$20 fee for the two year permit.

Contact:

Saunders McNeill
Native Arts Program Director
Alaska State Council on the Arts
Department of Education and Early Development
411 West Fourth Avenue, Suite 1E
Anchorage, AK 99501
Phone: (907) 269-6610 Or (888) 278-7424 (toll free)
Fax: (907) 269-6601
E-Mail: saunders_mcneill@eed.state.ak.us
Web Site: <http://www.eed.state.ak.us/aksca>

Small Business Development Centers (SBDC)

Small Business Administration (SBA)

Eligibility:

General Public
Business
Government
Native Organizations

Provides:

Technical Assistance
Information

Administrative Agency:

State Agency: University of Alaska and U.S. Small Business Administration (SBA)

Program Goals:

The SBDC offers free business counseling by professional staff consultants, volunteers and college faculty. The SBDC also offers business training through workshops, seminars and conferences on marketing, loan proposals, record keeping, business plans and other business-related areas. In addition, the SBDC maintains a business library stocked with books, periodicals, videotapes, computers and business software for use by small business owners.

Additional programs designed to promote the growth and development of small business offered through the SBDC network include:

- the Procurement Technical Assistance Center (PTAC), which provides assistance with government contracting,
- Buy Alaska, which works to promote in-state purchase of goods and services via the Buyer-Seller Network, and
- the Alaska Technology Transfer Assistance Center.

Eligibility:

Counseling is free, confidential and available to all Alaskans. A small fee may be charged for workshops, seminars and conferences. Small business persons are encouraged to avail themselves of the services.

Contacts:

Jan Fredericks (State Director)
Jean Wall (Asst. State Director)
Alaska SBDC (statewide office)
430 West 7th Ave., Suite 110
Anchorage, AK 99501
Phone: (907) 274-7232 Or (800) 478-7232
Fax: (907) 274-9524
E-Mail: anjaf@uaa.alaska.edu or anerw@uaa.alaska.edu
Web Site: <http://www.aksbdc.org/>

Deborah Daisy, Director
Anchorage UAA Small Business Development Center
430 West 7th Avenue, Suite 110
Anchorage, AK 99501-3550
Phone: (907) 274-7232 Or (800) 478-7232
Fax: (907) 274-9524
E-Mail: andad1@uaa.alaska.edu

Jackie Stewart, Director
Juneau SBDC
3100 Channel Drive, Suite 306
Juneau, AK 99801
Phone: (907) 463-3789
Fax: (907) 463-3489
E-Mail: anjas3@uaa.alaska.edu

Mark Gregory, Director
Kenai Peninsula SBDC
43335 Kalifonsky Beach Road, Suite 16
Soldotna, AK 99669
Phone: (907) 262-7497
Fax: (907) 262-6762
E-Mail: inmeg@uaa.alaska.edu

Ketchikan Resource Library
Ketchikan Chamber of Commerce
Phone: (907) 225-1388

Anya Petersen-Frey, Director
Mat-Su Borough SBDC
201 Lucille Street, Suite 2A
Wasilla, AK 99654
Phone: (907) 373-7232
Fax: (907) 373-7234
E-Mail: anamp@uaa.alaska.edu

Matt Tullar, Director
SBDC Rural Outreach Program
430 West 7th Ave., Suite 110
Anchorage, AK 99504
Phone: (907) 274-7232 Or (800) 478-7232
Fax: (907) 274-9524
E-Mail: anmkt@uaa.alaska.edu

Michael Miller, Director
University of Alaska Fairbanks SBDC
613 Cushman, Suite 209
Fairbanks, AK 99701
Phone: (907) 456-7232 Or (800) 478-1701
Fax: (907) 456-7233
E-Mail: fnmjm4@uaf.edu

Small Business Economic Development Revolving Loan Fund

Eligibility:
Business

Provides:
Loans



Administrative Agency:

State Agency: Department of Commerce, Community, and Economic Development (Commerce). Alaska Division of Investments (ADI)

Program Goals:

To create significant long-term employment and diversify the economy by providing startup and expansion capital for small businesses. Emphasis is placed on projects, which promise the greatest long-range positive economic impact on a community.

Resource Provided:

Financing of either industrial or commercial ventures will be considered. The Loan Administration Board will determine interest rates and terms on loans; they can be expected to be at a fixed rate and below the prevailing market rate for loans of similar size, maturity and purpose in the project area. The maximum loan amount is \$300,000, and the minimum \$10,000.

Eligibility:

Applicants will be required to obtain additional private, non-public financing in an amount not less than twice the amount requested under the application. Loans may be made to companies, which are "small businesses" as defined by the U. S. Small Business Administration, and are located within rural areas as defined by the program guidelines.

Alaska Program Status:

The fund is established by statute and funded jointly by the state and U. S. Economic Development Administration. As of December 2004, there were 38 loans valued at \$4.2 million outstanding.

Comments:

In order to be funded, the project must be located in an eligible area (affected by high unemployment, low average income, etc.) as determined by the EDA.

Contact:

Kelly Sharp, Lending Branch Manager
Division of Investments
Department of Commerce, Community, and Economic Development
3032 Vintage Blvd.
P.O. Box 34159-99803
Juneau, AK 99801
Phone: (907) 465-2510 Or (800) 478-LOAN
Fax: (907) 465-2103
E-Mail: investments@commerce.state.ak.us
Web Site: <http://www.commerce.state.ak.us/investments>

Snow Survey and Water/Climate Services Program

Eligibility:

- General Public
- Business
- Government
- Non-Profit
- Native Organizations

Provides:

- Data and Information
- Technical Assistance

Administrative Agency:

Federal Agency: U.S. Department of Agriculture, Natural Resources Conservation Service (NRCS)

Program Goals:

To provide snow, water and climate data interpretation and products for public and private organizations; land users and managers and support NRCS and soil and water conservation district priorities.

Resource Provided:

Near real-time climate data through appropriate use of the data acquisition system (meteorburst technology) and monthly reports of snow and climate records collected by the cooperative network.

Eligibility:

Public, private landowners, businesses, and local, state and federal governments, Alaska Native tribes.

Alaska Program Status:

Program data and information is delivered by NRCS field offices, RC&D offices and soil and water conservation districts through public meetings, newsletters and reports. The responsibility for collecting the snow survey information is a highly cooperative effort that includes many partners which include; private individuals, local soil and water conservation district members, local, state and federal governments.

Contact:

Shirley Gammon, State Conservationist
Alaska State NRCS Office
U.S. Department of Agriculture
800 W. Evergreen, Suite 100
Palmer, AK 99645
Phone: (907) 761-7780
Fax: (907) 761-7790
E-Mail: shirley.gammon@ak.usda.gov
Web Site: <http://www.ak.nrcs.usda.gov>

Snowmobile Grant Program

Eligibility:

General Public
Government
Non-Profit
Native Organizations

**Provides:**

Grants

Administrative Agency:

State Agency: Alaska Department of Natural Resources (DNR)

Program Goals:

Development and maintenance of snowmobile trails; and, provide for safety and education programs relating to snowmobile use.

Resource Provided:

Grants are available for easement acquisition, equipment rental or purchase, and construction or maintenance of trails and trail related facilities. Matching funds are required for trail development grants. No match is required for safety and education grants..

Eligibility:

Public agencies and nonprofit organizations are eligible.

Alaska Program Status:

Applications for the FY2005 fiscal year will be available on October 29, 2004. Applications for FY2005 must be postmarked by December 15, 2004.

Comments:

Trail development and maintenance grants are 75/25 matching grants. There is no required match for safety and education grants. Applications are available at the Web site listed below.

Contact:

Tina Long, Grants Administrator
Parks & Outdoor Recreation
Alaska State Parks
Department of Natural Resources
550 W. 7th Ave., Suite 1380
Anchorage, AK 99501-3561
Phone: (907) 269-8709
Fax: (907) 269-8907
E-Mail: tina_long@dnr.state.ak.us
Web Site: <http://www.dnr.state.ak.us/parks/grants/snowmotr.htm>

Soil Survey Program

Eligibility:

- General Public
- Business
- Government
- Non-Profit
- Native Organizations

Provides:

- Technical Assistance
- Information

Administrative Agency:

Federal Agency: U.S. Department of Agriculture, Natural Resources Conservation Service (NRCS)

Program Goals:

To provide soil and accessory natural resource inventory data and maps to assist land owners and land managers in planning activities.

Resource Provided:

Physical and chemical data, location maps, and interpretive data of major soil groups and associated natural resources. Information provided in both hardcopy and GIS formats.

Eligibility:

Public, private landowners, businesses, and local, state and federal governments, Alaska Native tribes.

Alaska Program Status:

Broad inventory coverage is available for the entire state of Alaska. More detailed information is available for the roadbelt/railbelt area, Seward Peninsula, sections of Southeast Alaska, and several villages. The program is a highly cooperative effort that includes private organizations; local, state and federal agencies, and local Soil and Water Conservation Districts. An ongoing effort is underway to collect additional detailed coverage in high priority areas of the state.

Contact:

Shirley Gammon, State Conservationist
Alaska State NRCS Office
U.S. Department of Agriculture
800 W. Evergreen, Suite 100
Palmer, AK 99645
Phone: (907) 761-7780
Fax: (907) 761-7790
E-Mail: shirley.gammon@ak.usda.gov
Web Site: <http://www.ak.nrcs.usda.gov>

Southeast Alaska Business Assistance Center

Eligibility:

General Public
Business

Provides:

Technical Assistance
Information

Administrative Agency:

Nonprofit (Alaska): Juneau Economic Development Council (JEDC)

Program Goals:

The Mission of the Business Assistance Center (BAC) is to empower entrepreneurs in Southeast to be more successful by providing advice, information, and the tools of analysis.

Resource Provided:

The two primary activities of the BAC are conducting workshops & seminars and one-on-one counseling. Through our confidential counseling we can address any specific questions or problem areas that an individual may have. The seminars address various topics that are relevant to many different types of businesses.

Eligibility:

Our counselors are experienced businesspeople who can answer questions, evaluate business plans and much more. They are experienced in counseling by phone for those clients who live outside of the Juneau area. Our counseling is free to low and moderate income clients; and only \$35 per hour for our other clients

Alaska Program Status:

The Business Assistance Center is a Micro Enterprise program, funded by the U.S. Small Business Administration.

Comments

See <http://www.jedc.org/forms/RequestforCounseling.pdf> to request counseling.

Contact:

Brian Johnson
Director, Business Assistance
Juneau Economic Development Council
612 W. Willoughby Ave., Suite A
Juneau, AK 99801-1732
Phone: (907) 463-3662 Or (888) 393-3662
Fax: (907) 463-3929
E-Mail: bjohnson@jedc.org
Web Site: <http://www.jedc.org/bac.htm>

Southeast Alaska Revolving Loan Fund

Eligibility:

Business
Non-Profit
Native Organizations

Provides:

Loans
Technical Assistance



Administrative Agency:

Nonprofit (Alaska): Juneau Economic Development Council

Program Goals:

The Southeast Alaska Revolving Loan Fund (The RLF) was established to help business owners create and retain quality jobs throughout Southeast Alaska. The RLF makes direct loans to new and expanding business that cannot qualify for traditional bank financing, but which otherwise appear likely to succeed.

Resource Provided:

Direct short-term (up to 5-year) loans for projects located within the municipal boundaries of Juneau, Wrangell, Haines and Sitka under separate revolving loan funds created for each of these communities. The RLF also makes direct loans throughout Southeast Alaska, except in Juneau, through its USDA Intermediary Relending Program (USDA-IRP). Loans range in size from \$5,000 to \$300,000 based on need, funding, program limits, and the availability of traditional or other financing. The RLF can help arrange multi-creditor financing for larger projects, and typically attempts to leverage its loan funds with bank or other public and private financing.

Eligibility:

Maximum loan amount determined in part by the number of jobs created or saved in the borrower's business. One full-time equivalent position is required for each \$30,000 of RLF loan funds. Preference is given to applicants providing manufacturing, or highly paid jobs. Community-based loan funds (Wrangell, Haines, Sitka) require recommendation by the local economic development committee. Juneau-based loans require bank participation. Applicants may not have delinquent obligations due the federal, state or local governments. The primary criteria for consideration are dedicated and experienced management, past performance, current economic viability of the business, and clear competitive advantages. All applicants must have a complete and current business plan. Potential applicants are encouraged to call to discuss their project before applying.

Comments:

The RLF provides financing for most business needs including debt refinancing, purchase of fixed assets, permanent working capital, construction and leasehold improvements. Loans priced to reflect risk and to encourage businesses to "graduate" to conventional bank financing as early as possible. Each financing package is customized to meet the overall cash flow needs of the business. Extensive technical assistance is provided before and throughout the loan term by the RLF and Juneau Economic Development Council's business counselors, timber industry experts, and extensive network of consultants, and business contacts to help entrepreneurs with financial management, marketing, manufacturing processes, and general business management to ensure each borrower's business succeeds and the jobs created are sustainable. JEDC counselors will help applicants complete their business plan. Successful loan applicants have also been referred through Tlingit Haida Central Council's business counselors and the business counselors at the Juneau and Ketchikan Small Business Development Centers. Applications and other forms necessary for loans and other business services can be found on Juneau Economic Development Council's website at <http://www.jedc.org/>.

Contact:

Margaret O'Neal, Director
Southeast Alaska Revolving Loan Fund
612 West Willoughby Avenue, Suite A
Juneau, AK 99801

Phone: (907) 463-3662 Or Toll Free: (888) 393-3662
Fax: (907) 463-3929
E-Mail: moneal@jedc.org
Web Site: <http://www.jedc.org/rf.htm>

Starting a Small Business - Publication

Eligibility:
Business

Provides:
Technical Assistance

Administrative Agency:

State Agency: Department of Commerce, Community, and Economic Development (Commerce), Division of Community Advocacy (DCA)

Program Goals:

"Starting a Small Business" is a publication produced by the Alaska Department of Commerce, Community, and Economic Development to assist persons interested in starting a business in this state. The information in this publication is designed to help Alaska business owners and entrepreneurs think and act in ways that improve their chances of success. It is intended primarily as a guide to the many sources of detailed information and assistance available to entrepreneurs.

Eligibility:

An on-line version is available by going to <http://www.dced.state.ak.us/dca/smallbus/starting.pdf>

Contact:

Ruth St. Amour
Development Specialist
Division of Community Advocacy
Department of Commerce, Community, and Economic Development
550 W. 7th Ave., Suite 1770
Anchorage, AK 99501
Phone: (907) 269-4527
Fax: (907) 269-4539
E-Mail: ruth_st.amour@commerce.state.ak.us
Web Site:
<http://www.commerce.state.ak.us/dca/smallbus/pub/StartingaSmallBusiness.pdf>

State Training and Employment Program (STEP)

Eligibility:

General Public
Business
Government
Non-Profit
Native Organizations



Provides:

Grants

Administrative Agency:

State Agency: Department of Labor and Workforce Development

Program Goals:

The State Training and Employment Program (STEP) is charged with:

- A. prevention of future claims against unemployment benefits;
- B. attraction of new businesses through the availability of a skilled labor force and reduction of employer unemployment insurance costs;
- C. easing the impact of Alaska's economic fluctuations through training or retraining of workers for new or emerging industries and technologies; and,
- D. promotion of local hire.

Resource Provided:

STEP is funded by one tenth of one percent of employee contributions to the Unemployment Insurance (UI) Trust Fund. These employee contributions are deposited in a special Employment Assistance and Training Program Account within the state General Fund and access through grants or individual training vouchers.

Eligibility:

Job training for persons who: 1) are unemployed and receiving unemployment insurance benefits, 2) who have exhausted their UI benefits; 3) are employed but likely to lose their job due to the job's elimination, or 4) due to obsolescence of their job skills; 5) or have worked in a job covered by UI but are ineligible for benefits because the job was seasonal, temporary, part-time, or wage contributions were insufficient, 6) or are underemployed.

Alaska Program Status:

STEP was created by the Legislature in 1989 to be more responsive to Alaska job market conditions and more flexible than federally funded training programs. The Legislature has extended the program through June 2008.

Contact:

Tara Jollie
STEP Manager
Division of Business Partnerships
Department of Labor & Workforce Development
1016 W. 6th Ave., Suite 205
Anchorage, AK 99501
Phone: (907) 269-4660
Fax: (907) 269-4661
E-Mail: tara_jollie@labor.state.ak.us
Web Site: <http://www.labor.state.ak.us/bp/step.htm>

State Transportation Improvement Program (STIP)

Eligibility:

General Public
Business
Government
Non-Profit
Native Organizations



Provides:

Funding Elements (see below)

Administrative Agency:

State Agency: Department of Transportation and Public Facilities (DOT)

Program Goals:

To schedule the program of surface transportation improvements in Alaska.

Resource Provided:

Design and construct transportation improvements throughout the state.

The STIP includes four funding elements:

- ✓ National Highway System (NHS)
- ✓ Alaska Highway System (AHS)
- ✓ Community Transportation Program (CTP)
- ✓ Trails & Recreational Access for Alaska (TRAAK)

CTP and TRAAK projects are nominated and scored. Funding is provided based on scores.

Eligibility:

1. Discuss your project with your area planner in a DOT Regional Office. Planning support is ongoing. DOT will support communities in "looking ahead together." DOT encourages land-use planning, if the community is interested.
2. Prepare a nomination form.
3. Get Resolution of Support for your Local Elected Governing Body (City or Borough).
4. Community projects become part of larger Regional Transportation Plans (Southeast, Southwest, Y-K Delta, Northwest, Interior and Copper River Delta Regions) and included in a public process.
5. The Project is scored by DOT Regional and Statewide Offices

Alaska Program Status:

Last year, Alaska received \$320 million of federal transportation funds for use on surface transportation improvement projects. Nominations for Transportation and Recreational Access for Alaskans and Community Transportation Program are evaluated every two years and the top scoring projects are scheduled in the STIP if funding is sufficient. Federal funding reductions and recent earmarking by Congress has limited funds available for these programs. The future funding levels are uncertain pending reauthorization of the program in Congress.

Contact:

Jim Scholl
STIP Planner
Capital Programs
Division of Program Development
Department of Transportation and Public Facilities
3132 Channel Drive
Juneau, AK 99801
Phone: 907-465-4070 Or 1-888-752-6368
Fax: 907-465-6984 or 1-888-752-6329
E-Mail: planning_comments@dot.state.ak.us
Web Site: <http://www.dot.state.ak.us>

John Tolley
Preconstruction & Planning Chief
Central Region
4111 Aviation Avenue
Anchorage, AK 99519
Phone: (907) 269-0520
E-Mail: John_Tolley@dot.state.ak.us

Martin Ott
Planning Chief
Northern Region
2301 Peger Road
Fairbanks, AK 99709
Phone: (907) 451-5150
E-Mail: Martin_Ott@dot.state.ak.us

Andy Hughes
Planning Chief
6860 Glacier Highway
Juneau, AK 99801
Phone: (907) 465-1776
E-Mail: Andy_Hughes@dot.state.ak.us

State Underground Storage Tank Revolving Loan Fund

Eligibility:

General Public
Business

Provides:

Loans
Technical Assistance



Administrative Agency:

State Agency: Department of Environmental Conservation (DEC), Division of Spill Prevention and Response

Program Goals:

To assist owners or operators of underground storage tanks to clean up underground storage tanks.

Resource Provided:

Low interest loans.

Eligibility:

Owners of regulated underground storage tanks, including municipalities and businesses, but excluding state and federal government. To be eligible tanks must be registered with DEC and comply with state and federal regulations. New applications are no longer being accepted.

Alaska Program Status:

The deadline for applications to the tank cleanup program was June 30, 1994. Effective July 1, 2004, loans may be available to applicants under AS46.03.422(a).

Contacts:

Scott Pexton
Environmental Specialist
Response Fund Administration Program Contract Management Section
Division of Spill Prevention & Response
Department of Environmental Conservation
555 Cordova Street
Anchorage, AK 99501
Phone: (907) 269-7561
Fax: (907) 269-7507
E-Mail: scott_pexton@dec.state.ak.us
Web Site: http://www.state.ak.us/dec/spar/rfa/contracts_management.htm

Board of Storage Tank Assistance
410 Willoughby Avenue
Juneau, AK 99801

Sudden and Severe Economic Dislocation Program

Long Term Economic Deterioration Program

Eligibility:

Government
Non-Profit
Native Organizations



Provides:

Grants

Administrative Agency:

Federal Agency: U.S. Department of Commerce, Economic Development Administration (EDA)

Program Goals:

To assist state and local areas in the development and implementation of strategies designed to arrest and reverse the problems associated with sudden and severe economic dislocation or long-term economic deterioration.

Resource Provided:

Project grants.

Eligibility:

State or political subdivisions, Alaska Native entities, public or private nonprofits.

Alaska Program Status:

See also the description for Grants for Public Works and Development Facilities.

Sitka received a Sudden and Severe Economic Dislocation grant for \$50,000 following the pulp mill closure. The State of Alaska received \$100,000 for evaluation of utilizing the Adak Naval Air Station after its planned closure. Western Alaska Fisheries Disaster and Norton Sound Fisheries Disaster grants were under this program. Facilities grants are frequently in the \$1 million to \$2.5 million range.

Contact:

Berney Richert and staff
Economic Development Administration
U.S. Department of Commerce
510 L Street, Suite 444
Anchorage, AK 99501
Phone: (907) 271-2272
Fax: (907) 271-2274
E-Mail: berney@alaska.net

Support for Planning Organizations

Economic Development Districts; Redevelopment Areas

Eligibility:

Government
Non-Profit
Native Organizations

**Provides:**

Grants

Administrative Agency:

Federal Agency: U.S. Department of Commerce, Economic Development Administration (EDA)

Program Goals:

To foster regional economic development planning and implementation capability through economic development districts (EDD) and redevelopment areas.

Resource Provided:

Grants for district or area administrative and professional services. Minimum of 25% non-federal match required. Native entities may be eligible for 100% grants.

Eligibility:

Public bodies (boroughs, cities, villages, tribal councils, regional Native nonprofits). At this time, because of limited funds, only regional entities (EDD's) and regional Native non-profit organizations can be considered. These are Capacity-Building Grants.

Alaska Program Status:

Formation of an EDD must be cleared through the State's intergovernmental review process. The EDD must be backed by the Governor and at least three-fourths of the proposed area's governing bodies. The Kenai Peninsula Borough, Prince William Sound EDD, Southeast Conference and Southwest Alaska Municipal Conference are EDDs and ARDORs. Several other ARDORs are working to become EDDs. There are five "Area" grants to Native tribal entities under the Redevelopment Area program: THCC, BBNA, TCC, AVCP and Kawerak.

Comments:

Funding is limited and competition is strong. Regional administrative grants usually range from \$50,000 to \$60,000 annually. Grants may be renewed annually if grantee's performance and proposed work plan are acceptable.

Contact:

Berney Richert and staff
Economic Development Administration
U.S. Department of Commerce
510 L Street, Suite 444
Anchorage, AK 99501
Phone: (907) 271-2272
Fax: (907) 271-2274
E-Mail: berney@alaska.net

Supportive Housing for Persons with Disabilities- Section 811

Eligibility:
Non-Profit

Provides:
Grants



Administrative Agency:

Federal Agency: U.S. Department of Housing and Urban Development (HUD)

Program Goals:

To develop rental housing with the availability of supportive services for very low-income adults with disabilities, and provides rent subsidies for the projects to help make them affordable.

Resource Provided:

HUD provides interest-free capital advances to nonprofit sponsors to help them finance the development of rental housing such as independent living projects, condominium units and small group homes with the availability of supportive services for persons with disabilities. The capital advance can finance the construction, rehabilitation, or acquisition with or without rehabilitation of supportive housing. The advance does not have to be repaid as long as the housing remains available for very low-income persons with disabilities for at least 40 years.

HUD also provides project rental assistance; this covers the difference between the HUD-approved operating cost of the project and the amount the residents pay -- usually 30 percent of adjusted income. The initial term of the project rental assistance contract is five years and can be renewed if funds are available.

Each project must have a supportive services plan. The appropriate State or local agency reviews a potential sponsor's application to determine if the plan is well designed to meet the needs of persons with disabilities and must certify to the same. Services may vary with the target population but could include case management, training in independent living skills and assistance in obtaining employment. However, residents cannot be required to accept any supportive service as a condition of occupancy.

Eligibility:

Eligible Grantees: Nonprofit organizations with a Section 501(c)(3) tax exemption from the IRS can apply to develop a Section 811 project if they can, among other requirements, submit a resolution that they will provide a minimum capital investment equal to 0.5 percent of the capital advance amount, up to a maximum of \$10,000.

Eligible Customers: In order to live in Section 811 housing, a household which may consist of a single qualified person must be very low-income (within 50 percent of the median income for the area) and at least one member must be 18 years old or older and have a disability, such as a physical or developmental disability or chronic mental illness.

Alaska Program Status:

The available program funds for a fiscal year are allocated to HUD's local field offices according to factors that include the number of persons age 16 years or older with a work disability and those without a work disability.

Comments:

Applicants must submit an application for a capital advance, including a Request for Fund Reservation (Form HUD-92016-CA) and other information in response to a Notice of Funding Availability (NOFA) published in the Federal Register each year. Applications must be submitted to the local HUD field office with jurisdiction over the area where the proposed project will be located. Those selected for funding must meet basic program requirements, including nonprofit status, financial commitment, and a certification from the appropriate State or local agency that the supportive services are well designed to meet the needs of the intended residents. Awards are usually announced in September.

Contact:

Alaska State Office
U.S. Dept. of Housing and Urban Development
3000 C. St., Suite 401
Anchorage, AK 99503
Phone: (907) 271-4663
Web Site: <http://www.hud.gov>

Supportive Housing for Elderly Program- Section 202

Eligibility:
Non-Profit

Provides:
Grants



Administrative Agency:

Federal Agency: U.S. Department of Housing and Urban Development (HUD)

Program Goals:

To finance the construction, rehabilitation or acquisition with or without rehabilitation of structures that will serve as supportive housing for very low-income elderly persons, including the frail elderly, and provides rent subsidies for the projects to help make them affordable.

Resource Provided:

To finance the construction, rehabilitation or acquisition with or without rehabilitation of structures that will serve as supportive housing for very low-income elderly persons, including the frail elderly, and provides rent subsidies for the projects to help make them affordable.

Eligibility:

Eligible Grantees: Private nonprofit organizations can apply to develop a Section 202 project if they can, among other requirements, submit a resolution that they will provide a minimum capital investment equal to 0.5 percent of the HUD-approved capital advance, up to a maximum of \$25,000 for national sponsors or \$10,000 for other sponsors. Public entities are not eligible for funding under this program.

Eligible Customers: Occupancy in Section 202 housing is open to any very low-income household comprised of at least one person who is at least 62 years old at the time of initial occupancy.

Comments:

Applicants must submit an application for a capital advance, including a Request for Fund Reservation (HUD Form 92015-CA) and other information in response to the Notice of Funding Availability (NOFA) published in the Federal Register each fiscal year. Applications must be submitted to the local HUD field office with jurisdiction over the area where the proposed project will be located. Those selected for funding must meet basic program requirements, including private nonprofit status, financial commitment and acceptable control of an approval site. Awards are usually announced in September.

Contact:

Alaska State Office
U.S. Dept. of Housing and Urban Development
3000 C. St., Suite 401
Anchorage, AK 99503
Phone: (907) 271-4663
Web Site: <http://www.hud.gov>

Technology Research & Development Center (TREND)

Eligibility:

General Public
Business



Provides:

Grants
Technical Assistance
Information

Administrative Agency:

Nonprofit (Alaska): Technology Research & Development Center (TREND)

Program Goals:

The Technology Research and Development Center (TREND), a specialty center within the University of Alaska Anchorage Small Business Development Center, is designed to diversify and strengthen the state's economy by supporting and promoting small businesses in the research and development of new technology in Alaska.

TREND provides one-on-one assistance designed to identify a client's business assets and resources for taking a technology to market.

Resources Provided:

SBIR/STTR Program - The Small Business Innovation Research and Small Business Technology Transfer (SBIR/STTR) federal grant programs are a \$850,000 research and development funding resource for small businesses, with Phase I grants of up to \$100,000 to test the scientific merit or feasibility of an idea and Phase II grants of up to \$750,000 for product development. In Phase III no federal money is available as it is expected that SBIR/STTR projects will lead to private sector investment and the commercialization of new technology. TREND is here to assist Alaskan small businesses in all phases of the SBIR and STTR Programs.

Phase 0 Grants - In an effort to increase the number of SBIR proposals funded from Alaska, the Experimental Program to Simulate Competitive Research (EPSCoR) has partnered with TREND to establish a SBIR Phase 0 program. The Alaska Phase 0 Program provides grants up to \$5,000 to assist small businesses with SBIR/STTR proposal preparation

Outreach - TREND is a statewide program, available upon demand to provide workshops and other services on site in communities around the state. TREND is also available to speak to your professional organization or contribute copy to newsletter publications.

Workshops - As not only educational activities but also outreach events, TREND workshops both inform participants of and prepare them for research and development opportunities. Sample workshops:

- Introduction to SBIR
- Writing Winning Proposals
- Intellectual Property
- Accounting/Government Audits

TrendNet - TrendNet supports technology research and development in Alaska by connecting TREND clients to a rich volunteer network of experts, mentors and service providers. TrendNet is also a great marketing and advocacy tool for its members.

Eligibility:

TREND services are available to Alaska small businesses and entrepreneurs.

Contact:

Benjamin Linford
Program Director
TREND
430 West 7th Ave., Suite 110
Anchorage, AK 99501
Phone: (907) 274-7232 Or (800) 478-7232 (in Alaska)
Fax: (907) 274-9524
E-Mail: email@trendalaska.org
Web Site: <http://www.trendalaska.org>

Carolyn Pratt
Program Associate
TREND
430 West 7th Ave., Suite 110
Anchorage, AK 99501
Web Site: <http://www.trendalaska.org>

Village Wildlife Conservation Cooperative

Alaska Village Initiatives, Inc.

Eligibility:

Business
Native Organizations

Provides:

Technical Assistance
Information

Administrative Agency:

Nonprofit (Alaska): Alaska Village Initiatives, Inc.

Program Goals:

Village Wildlife Conservation Cooperative (VWCC) promotes the enhancement, conservation, and sustainable use of Alaska's private land wildlife resources for the benefit of our members, our associate members, and our state.

Resource Provided:

Examples of services provided include: assistance in business start-ups, help understanding the government regulations impacting their business, links with wildlife management experts, marketing to big game hunters worldwide, and bulk buying discounts. In addition, the VWCC provides education on the benefits of Private Land Wildlife Management to village members, local governments, big game guides, state and federal agencies, urban residents, and the subsistence and trophy hunters.

Eligibility:

Participation is open to any Corporation formed under the Alaska Native Claims Settlement Act or IRA Council, individual landowners, business, and organizations owning interest in a minimum land holding of 5,000 contiguous acres in Alaska, designated as Wildlife Habitat.

Alaska Program Status:

VWCC provides a development and resolution forum for landowners, conservation groups, hunters and recreational tourism groups. Safari Club International (SCI), The Nature Conservancy (TNC) and Alaska Professional Hunters Association (APHA) are represented on the VWCC Board.

Contact:

Thomas Harris, President and CEO
Alaska Village Initiatives
1577 C Street, Suite 304
Anchorage, AK 99501
Phone: (907) 274-5400 Or (800) 478-2332
Fax: (907) 263-9971
E-Mail: info@akvillage.com
Web Site: <http://www.akvillage.com/>

Water and Waste Disposal Loans and Grants

Eligibility:

Government
Non-Profit
Native Organizations



Provides:

Loans/Grants
Technical Assistance
Information

Administrative Agency:

Federal Agency: U.S. Department of Agriculture, Rural Development

Program Goals:

To assist public entities such as municipalities, boroughs, special purpose districts, Indian tribes, and corporations, not operated for profit, in rural areas or cities under 10,000 in population, with priority given to entities with population under 5,500.

Resource Provided:

Loan and grant funds to construct, repair, improve or expand water or sewer systems, storm sewer facilities, sanitary landfills, incinerators, and necessary equipment.

Eligibility:

Public entities such as cities, boroughs, federally recognized Alaska Native Village entities and non-profit corporations.

Comments:

The 2004 FY allocation was \$5,286,000 loans, \$953,000 loan guarantees and \$2,223,000 grant funds. Loans have a maximum term of 40 years. Interest rates are set periodically and are based on current market yields for municipal obligations. Grants may be made for up to 75% of eligible facility development costs.

Contacts:

Dean Stewart
USDA Rural Development
U.S. Department of Agriculture
800 W. Evergreen, Suite 201
Palmer, AK 99645
Phone: (907) 761-7722
Fax: (907) 761-7793
E-Mail: dstewart@rdmail.rural.usda.gov
Web Site: <http://www.rurdev.usda.gov>

Debby Retherford
Rural Utilities Specialist
Water & Environmental Programs
Rural Development
U.S. Department of Agriculture
800 W. Evergreen, Suite 201
Palmer, AK 99645
Phone: (907) 761-7726
Fax: (907) 761-7793
E-Mail: deborah.retherford@ak.usda.gov
Web Site: <http://www.usda.gov/rus/water>

Watershed Protection Programs

Eligibility:

- General Public
- Government
- Non-Profit
- Native Organizations

**Provides:**

- Grants
- Technical Assistance
- Information

Administrative Agency:

Federal Agency: U.S. Department of Agriculture, Natural Resources Conservation Service (NRCS)

Program Goals:

There are two programs: The Small Watershed Program, which is to prevent flood and erosion damage and further the conservation and utilization of land and water, and the Emergency Watershed Protection (EWP) Program to assist in relieving imminent hazards to life and property from floods and products of erosion due to natural disasters.

Resource Provided:

Technical and financial assistance.

Eligibility:

Public and private landowners, state or local governments, qualified Alaska Native tribes or tribal organizations. For the Small Watershed Program there must be a Sponsoring Local Organization.

Eligible projects must employ measures that are adequate, safe, economically and environmentally defensible and technically sound, and meet other requirements in federal statutes and regulations.

Alaska Program Status:

Small watershed projects have been funded in the Badger Road Watershed sponsored by the Fairbanks North Star Borough and Fairbanks Soil and Water Conservation District, and the Delta Clearwater River Watershed sponsored by the Salcha-Big Delta Soil and Water Conservation District and the State of Alaska.

Emergency watershed assistance has been provided the rural communities of Noatak, Fort Yukon, Eagle, Dillingham and Unalakleet.

Contact:

Shirley Gammon, State Conservationist
Alaska State NRCS Office
U.S. Department of Agriculture
800 W. Evergreen, Suite 100
Palmer, AK 99645
Phone: (907) 761-7780
Fax: (907) 761-7790
E-Mail: shirley.gammon@ak.usda.gov
Web Site: <http://www.ak.nrcs.usda.gov>

Western Alaska Community Development Quota (CDQ) Program

Eligibility:

Non-Profit
Native Organization

Provides:

Technical Assistance

Administrative Agency:

State Agency: Department of Commerce, Community & Economic Development (Commerce); Department of Fish & Game; National Marine Fisheries Service

Program Goals:

Allow residents of rural western Alaska coastal communities to participate in the groundfish fisheries off their shores thereby providing the means for supporting commercial activities that will result in ongoing, regionally based, commercial seafood or related businesses.

Resource Provided:

A pollock quota of 10% of the total allowable catch (TAC) is available for competitive applications from groups of eligible communities. Most other CDQ species include halibut, groundfish, and crab set at 7.5% of the TAC. The total value to this program once fully implemented is estimated to be at \$52 million annually, not considering employment, training programs, and secondary benefits.

Eligibility:

ANCSA Native Villages within 50 nautical miles of the Bering Sea may organize into groups, incorporate and form partnerships with commercial fishing operations, submit Community Development Plans and request quota. State and federal regulations specify the requirements.

Alaska Program Status:

Six CDQ groups representing 65 communities were awarded multi-species quota for 2003-2005. They are: Aleutian Pribilof Island Community Development Association (APICDA), Bristol Bay Economic Development Corporation (BBEDC), Central Bering Sea Fishermen's Association (CBSFA), Coastal Villages Region Fund (CVRF), Norton Sound Economic Development Corporation (NSEDCC), and Yukon Delta Fisheries Development Association (YDFDA).

Contact:

Greg Cashen
CDQ Manager
Division of Banking, Securities & Corporations
Department of Commerce, Community & Economic Development
P.O. Box 110809
Juneau, AK 99811-0809
Phone: (907) 465-5536
Fax: (907) 465-1231
E-Mail: Greg_Cashen@dced.state.ak.us
Web Site: <http://www.dced.state.ak.us/bsc/CDQ/cdq.htm>

Wildlife Habitat Incentives Program (WHIP)

Eligibility:

General Public
Government
Native Organizations



Provides:

Grants
Technical Assistance

Administrative Agency:

Federal Agency: U.S. Department of Agriculture, Natural Resources Conservation Service (NRCS)

Program Goals:

The Wildlife Habitat Incentives Program (WHIP) is a voluntary program that encourages creation of high quality wildlife habitats that support wildlife populations of National, State, Tribal and local significance.

Resource Provided:

Through WHIP, the NRCS provides technical and financial assistance to landowners and others to develop upland, wetland, riparian, and aquatic habitat areas on their property. WHIP can provide a financial cost-share incentive up to 75% of project costs. Other contributing partners may reduce the landowner's 25% portion.

Eligibility:

To be eligible an entity must own or have control of the land to be enrolled in the program for the duration of the agreement period. Eligible lands under the program are:

- Privately-owned land.
- Federal land where the primary benefit is on private or Tribal land.
- State and local government land, on a limited basis.
- Tribal land.

Alaska Program Status:

Alaska's WHIP benefits include restoration and enhancement of critical salmon spawning, rearing, feeding and escape cover for these fish, as well as Interior populations of whitefish and pike crucial as a recreation and subsistence resource. WHIP provides low impact approaches to restore fragmented moose and bear habitat, through the decommissioning or restoration of abused roads and trail areas. WHIP can help restore forest and woodland acres lost through spruce bark beetle and other forest destruction activities. Migratory birds and waterfowl heavily utilize WHIP shallow surface waters and surrounding area native plants. WHIP provides diverse ways for private citizens to become involved in wildlife conservation stewardship, and become educated and empowered in issues they see as important on their own property.

Comments:

For more information see <http://www.nrcs.usda.gov/programs/farmland/2002/>. To apply for the program, please contact one of the NRCS Field Offices in Alaska: Anchorage (271-2424); Bethel (543-7155); Craig (826-5690); Delta Junction (895-4241); Fairbanks (470-3159); Homer (235-8177); Kenai (283-8732); Mat-Su (373-6492); or Nome (443-6096).

Contact:

Bill Wood, NRCS State Biologist
Alaska State NRCS Office
U.S. Department of Agriculture
800 W. Evergreen, Suite 100
Palmer, AK 99645

Phone: (907) 761-7760
Fax: (907) 761-7790
E-Mail: bwood@ak.usda.gov
Web Site: <http://www.ak.nrcs.usda.gov>

World Trade Center Alaska (WTCA)

Eligibility:

General Public
Business
Non-Profit

Provides:

Technical Assistance
Information

Administrative Agency:

Private Non-profit: World Trade Center Alaska (WTCA)

Program Goals:

WTCA's Mission is to facilitate trade for members through networking, trade information, trade education and trade leads.

Resource Provided:

WTCA's services include:

- Trade information: On-call, confidential trade information. Weekly bulletin for current events.
- Trade leads: Weekly trade leads bulletin and customized trade leads for sales, joint ventures and investment.
- Networking: Access to visiting business leaders and foreign delegations, regular networking events with other Alaskan businesses involved in international trade.
- Trade education: A series of industry-driven short course and seminars on the practical applications of doing business internationally.

Eligibility:

The WTCA is a membership association of Alaskan firms and organizations. New membership fees vary depending on the size of the business.

Comments:

General trade inquiries, events and luncheons are available to the general public.

Contact:

World Trade Center Alaska
431 W. 7th Ave., Suite 108
Anchorage, AK 99501
Phone: (907) 278-7233
Fax: (907) 278-2982
E-Mail: info@wtcak.org
Web Site: <http://www.wtcak.org/>

Youthbuild

Eligibility:

Government
Non-Profit
Native Organizations



Provides:

Grants
Technical Assistance

Administrative Agency:

Federal Agency: U.S. Department of Housing and Urban Development (HUD)

Program Goals:

To assist high-risk youth between the ages of 16-24 to learn housing construction job skills and to complete their high school education.

Resource Provided:

Youthbuild provides grants on a competitive basis to non-profit organizations to assist high-risk youth between the ages of 16-24 to learn housing construction job skills and to complete their high school education. Program participants enhance their skills as they construct and/or rehabilitate affordable housing for low- and moderate-income persons.

Eligibility:

Eligible Grantees: Youthbuild grants are available to public or private nonprofit agencies, public housing authorities, State and local governments, Indian tribes, or any organization eligible to provide education and employment training under Federal employment training programs.

Eligible Customers: Youthbuild participants are very low-income high school dropouts between the ages of 16 and 24. Up to 25 percent of participants may have higher incomes or a high school education, but must have educational needs that justify their inclusion in the program.

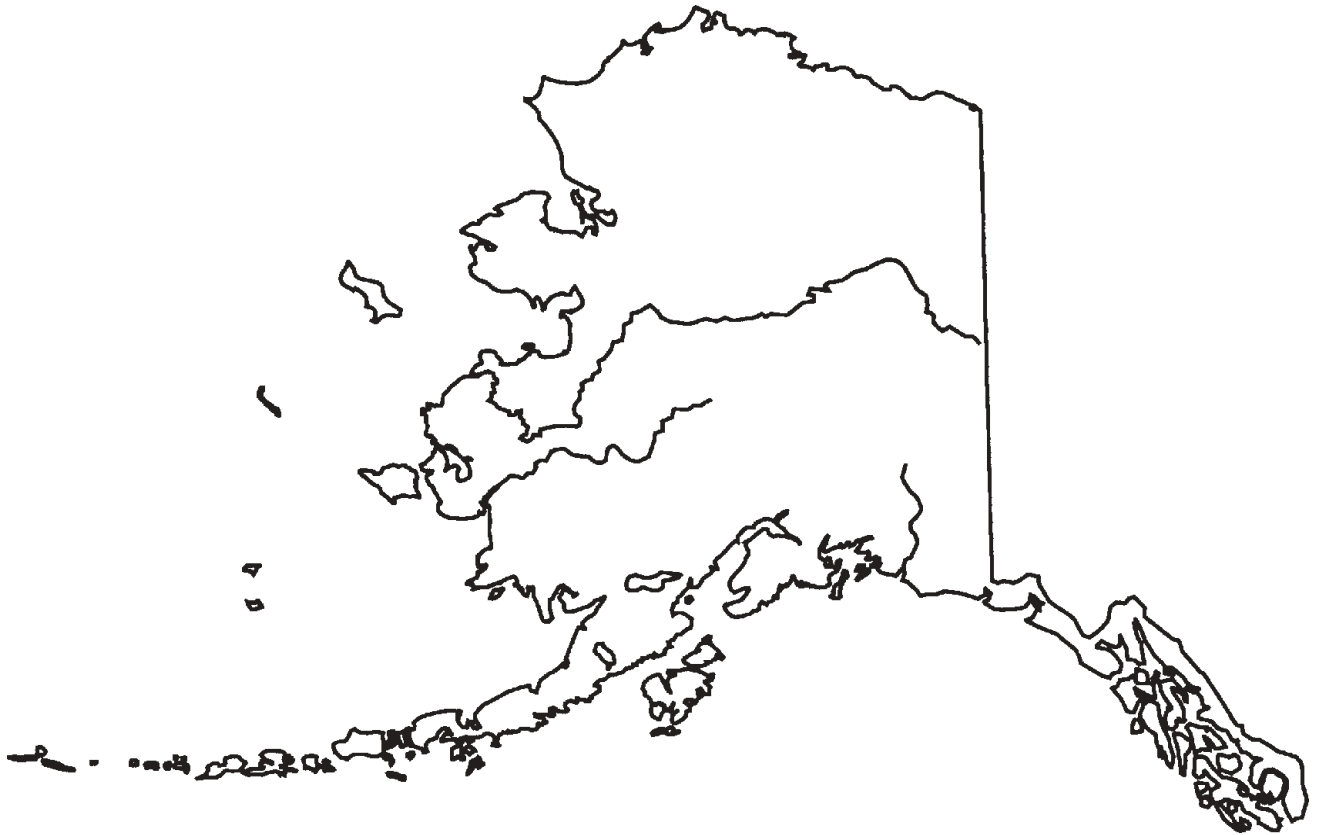
Eligible Activities: Youthbuild programs offer educational and job training services, leadership training, counseling and other support activities, as well as on-site training in housing rehabilitation or construction work (which accounts for at least half of each participant's time). Specifically, Youthbuild pays for the costs of: ongoing training, technical assistance, education, job training, counseling, employment and leadership development services and activities, wages, benefits and need-based stipends for participants, entrepreneurial training, drivers' education, internships, programs for those with learning disabilities, in-house staff training, the acquisition, rehabilitation or construction of the housing and related facilities used in the program, necessary relocation payments for residents of such housing, administrative costs, which generally cannot exceed 15 percent of the Youthbuild grant. When this proves insufficient to support capacity development by a private nonprofit, the Secretary can set the percentage higher.

Comments:

Application: After HUD publishes a Notice of Funding Availability (NOFA) for the Youthbuild program, applicants must submit specific information about a proposed project in their application. They must also certify that the project is consistent with the Consolidated Plan of the jurisdiction where each proposed project is found. After HUD makes conditional selections, applicants must then submit additional information.

Contact:

Alaska State Office
U.S. Dept. of Housing and Urban Development
3000 C. St., Suite 401
Anchorage, AK 99503
Phone: (907) 271-4663
Web Site: <http://www.hud.gov>



A limited number of hard copies were printed.

For a copy on a CD, please call:

Judy at 1-907-269-4565

E-Mail: judy_hargis@commerce.state.ak.us

FAX: 1-907-269-4539

**Department of Commerce, Community, and Economic
Development (Commerce)**

**Division of Community Advocacy
550 West 7th Avenue, Suite 1770
Anchorage, AK 99501-3510**

Appendix E:
Community Facilities Planning Workbook

COMMUNITY FACILITY PLANNING & DEVELOPMENT WORKBOOK



OVERVIEW

This workbook is for use by community residents and organizations planning to develop a new community facility. The goal of this process is to plan a facility that is *right-sized* to accommodate community uses while being sustainable to operate. This process emphasizes combining multiple uses within one facility and leveraging multiple funding sources for the design and construction phases of development.

By completing this workbook, you are completing the major elements of a competitive funding proposal or business plan for your facility. This is the first step towards creating a facility that is a blessing to your community without placing an added burden on already stretched resources.

Before getting started, discuss with your planning committee the following questions:

Questions to be answered before developing a Community Facility:

- Overall fit with community priorities – is this facility a top priority?
- Planning – who will serve on a committee to lead the planning effort?
- Coordination– how will the facility be used?
- Build new vs. renovate existing facilities?
- Building costs – how much, what sources of funding?
- Sustainability – how much will it cost to operate, how to pay?
- Feasibility – is facility really needed, really affordable?
- Leadership - who will operate the building, pay the bills?

PLANNING PROCESS

GETTING STARTED

1. Form Planning Committee



Project Scoping

2. Set goals for facility
3. Define context: what related community projects are in progress?
4. Prepare facility concept sketch (& construction budget)
5. Prepare operations costs concept sketch
- *6. Preliminary conclusions: judge feasibility & refine goals



Site/Existing Building Selection

8. Review options – build new or renovate?
9. Evaluate specific sites/buildings
10. If needed: establish site control, conduct environmental assessment



Project Development – Business Plan

11. Refine building design
12. Refine capital budget
13. Refine operations budget
14. Clarify Governance – who will own/operate facility?
- ** 15. Final feasibility assessment – is project sustainable?
16. Develop fundraising strategy
17. Develop & submit funding applications



PROJECT IMPLEMENTATION (Arch & Eng)

- ❑ Final building design
- ❑ Final operations & capital budgets
- ❑ Construction planning
- ❑ Construction

- c. Resources: list community plans or reports completed or in progress that will assist the community facility planning effort. Also, list strategic plans completed or in process for community organizations.

<i>Name of Plan</i>	<i>Who has a copy?</i>

- d. Compile other documents necessary to complete conceptual planning process:

- Aerial photo of village
- Budget information from potential tenants to assess ability to pay for lease and utilities
- Square footage of current office and multi-purpose spaces
- Rough estimate of construction cost (\$ per square foot) for other recently built facilities in your village
- Rough estimate of operating cost (\$ per square foot per year) for other comparable facilities in your village

2. Set Goals & Vision

a. List three **goals** for the new community facility that describe how the facility will improve service delivery or community life.

- 1. _____
- 2. _____
- 3. _____

b. Describe, in just a few words, your **vision** for your new facility. What will the atmosphere be like? What will it look like? What words describe it? Jot down phrases and words – don't worry about completing a statement at this stage.

Remember to circulate goals & vision to others not present for feedback.

3. Context –Community Priorities

a. List other projects in progress in the community

<i>PROJECT</i>	<i>STATUS</i>	RELATIONSHIP TO THIS PROJECT (if any)

- b. Using existing community & regional plans and/or a simplified community planning process, identify community's **five highest priority issues** (for example, economic development, housing, education, cultural programs, etc.).

- 1. _____
- 2. _____
- 3. _____
- 4. _____
- 5. _____

- c. Is improving this facility a priority for your village at this time?
- d. Later: Develop a resolution for village organizations to sign in support of improving family resources in your village.

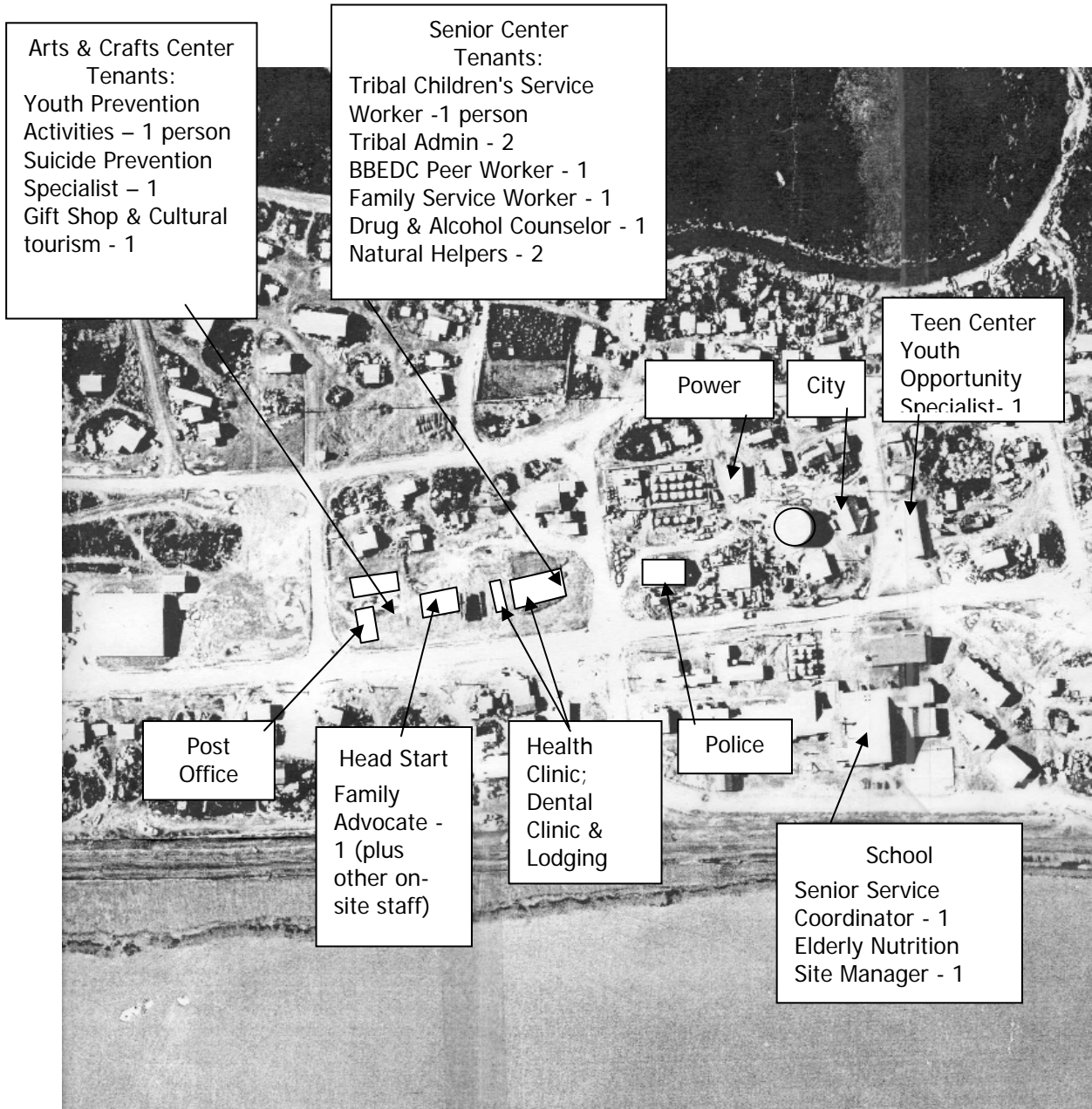
4. Inventory current services that will be housed in the new facility

[IF YOU ARE PLANNING FOR ONLY ONE USER (TENANT), SKIP QUESTION 4 AND CONTINUE TO QUESTION 5]

- a. Use table on page 8 to list existing services and office locations of potential tenants. *Remember to survey those not present to assess their needs.*
- b. Use an aerial photo of your village to map existing community facilities and current locations of potential tenants. *See example on page 9.*

FAMILY RESOURCE CENTER -- PLANNING & DEVELOPMENT															
SPACE NEEDS BY POTENTIAL TENANT															
	CURRENT LOCATION					SPACE NEEDS					SPACE QUALITIES			SHARED SERVICE NEEDS	
** List potential tenants **List current office locations **Place an X in the appropriate boxes for each potential tenant															
Potential Tenants															
For example, TCSW, Healthy Families, child care providers, etc.															
1															
2															
3															
4															
5															
6															
7															
8															
9															
10															

EXAMPLE



Inventory existing location of services to be provided in new facility

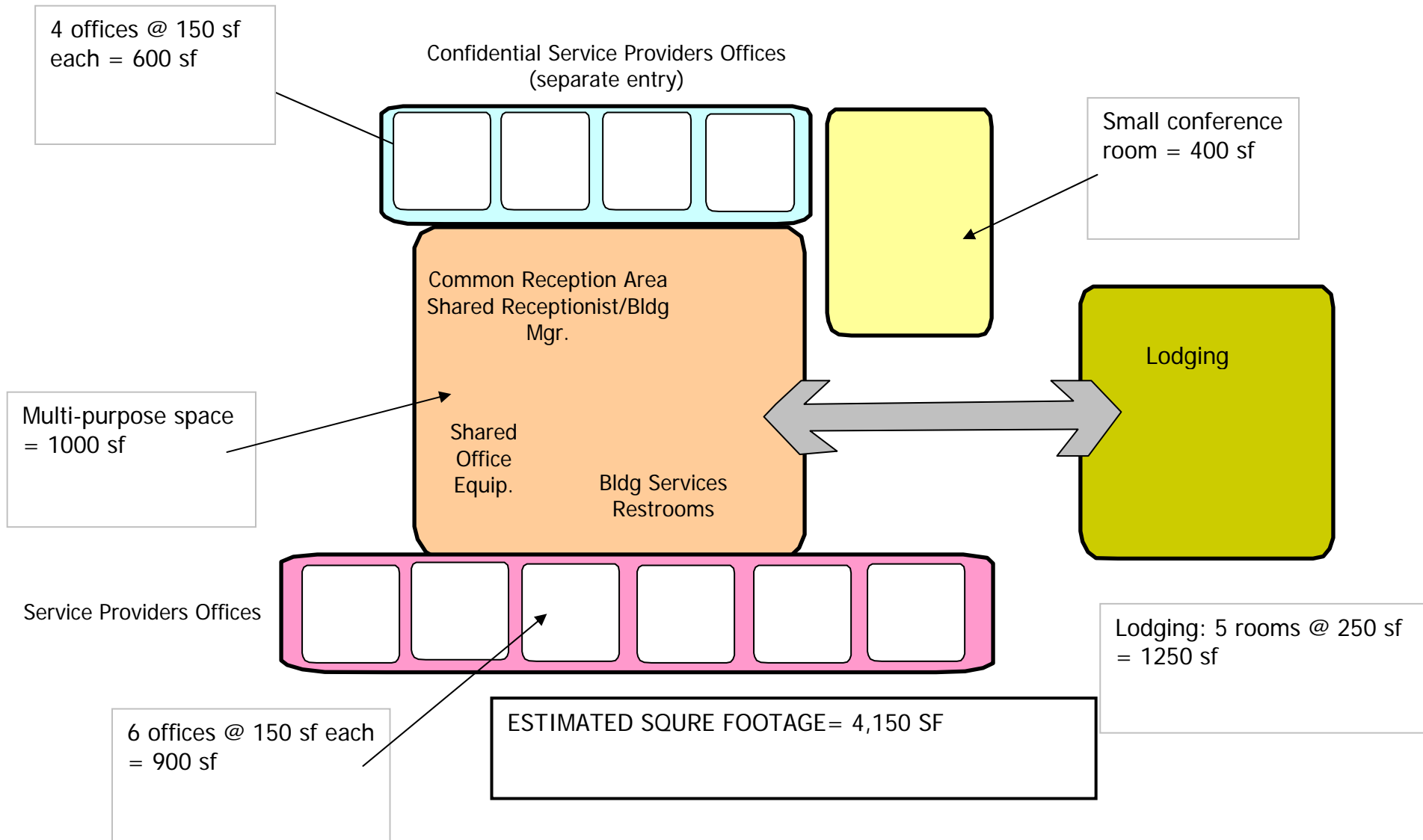
Map:

- Potential tenants & number of workers
- Location of current office space
- Other important community facilities

- b. ** Roughly estimate construction cost by totaling square footage and multiplying by the estimated dollar per square foot construction costs for your village.
- c. Estimate local match required for construction by multiplying cost estimate by 20%.
- d. Brainstorm with group sources for local match – land, other grants, city or tribal funds, etc.
- e. Sketch preliminary concept design for facility see diagram on page 12 for example. Use information recorded above to sketch tenant requirements

Community Facility CONCEPT DESIGN

EXAMPLE



5. OPERATIONS COSTS CONCEPT SKETCH

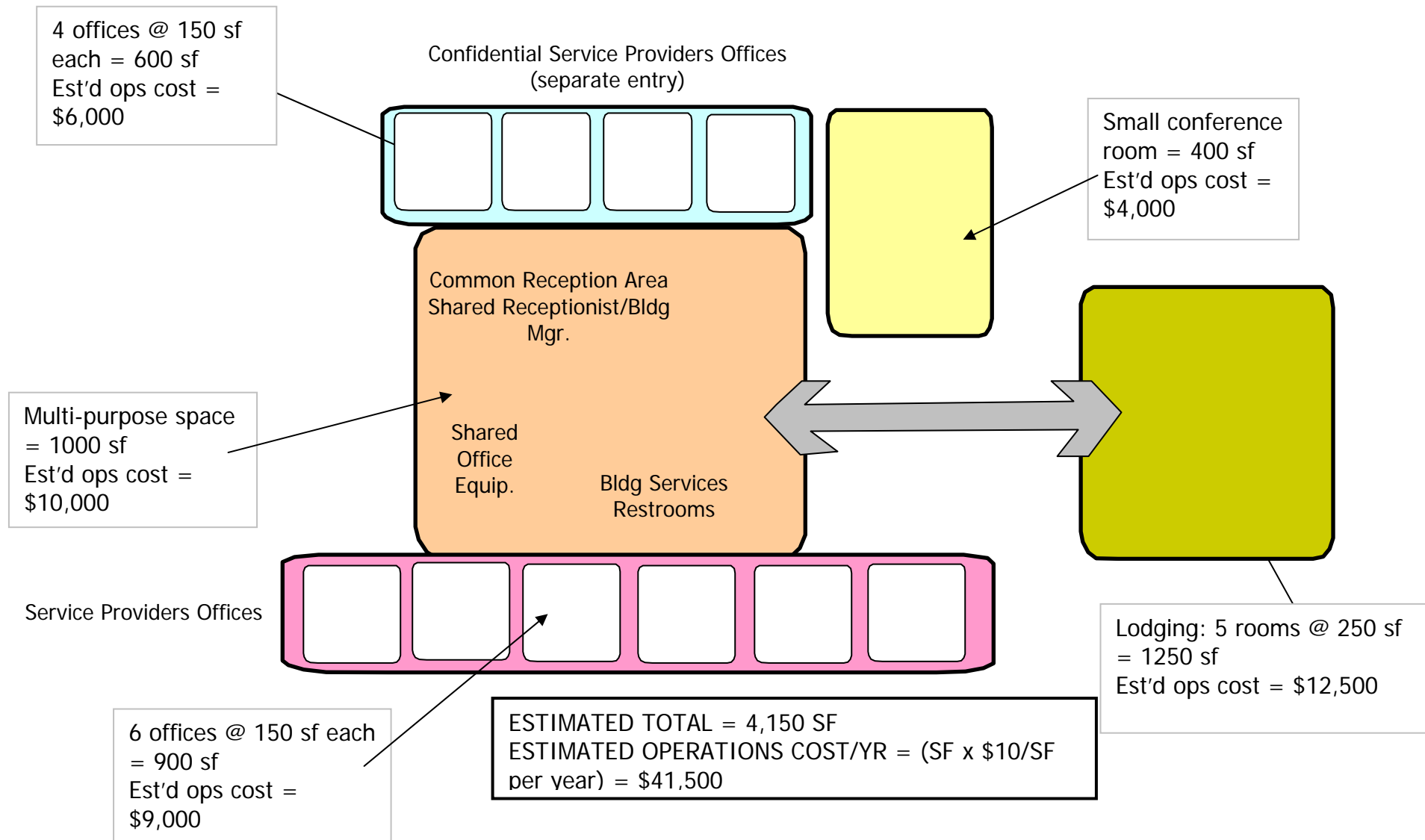
- a. If your facility will have multiple tenants each making lease payments towards the operating costs of the facility, list each tenant here and identify the operations costs and expected revenues for the square footage they will occupy.
- b. If your facility has only one tenant, enter the total square footage for the facility to estimate operations costs OR if you have multiple funding streams supporting different aspects of your program, identify these here and how much each will contribute to the operations costs of the facility.

User/ Tenant	Estimated Sq. Feet	Estimated Operations cost/year (SF x \$____/yr)	Lease/ utilities revenues per year	Funding Source	Surplus or (deficit)	Notes
TOTAL square footage:						
TOTAL operations cost/year: **		\$				
TOTAL revenues per year:			\$			
TOTAL surplus or deficit to be covered by other sources:					\$	

b. Enter operations costs into concept design sketch. See example on page 14.

EXAMPLE

Community Facility CONCEPT DESIGN PLUS OPERATIONS COSTS



7. Preliminary Conclusions: Judge Feasibility & Refine Goals

As a group:

- a. Review estimated total square footage for facility, estimated operations costs, expected revenues, and estimated funding surplus or deficit.
- b. Brainstorm other sources of funding that will cover deficits (if any).
- c. Adjust concept sketch as needed by reducing size and/or number of office spaces, reducing size of shared spaces, and considering other tenants that could help defray costs (for example, post office, washeteria, clinic, etc.)
- d. Remember to consider what will become of existing facilities if your services move to a new location – will existing facilities be able to operate? Adjust your program to ensure that other facilities do not suffer as a result of creating the new community facility.
- e. Evaluate what scope of project is feasible for your village and evaluate if this facility will meet your needs.
- f. Once a feasible scope has been agreed upon by the group move on to next step: site evaluation & selection.

SITE EVALUATION & SELECTION

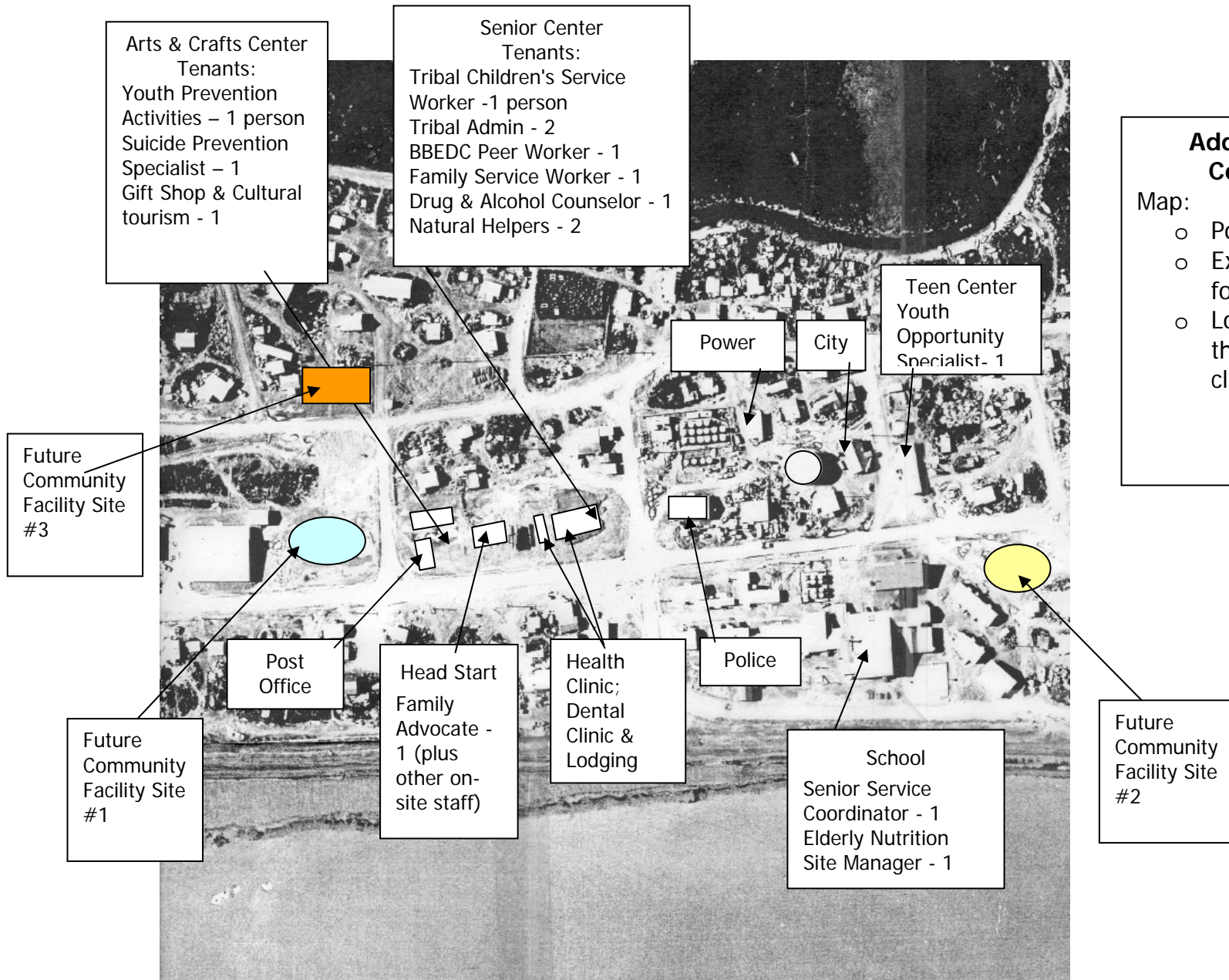
8. Review Options: Build or Renovate

- a. List below the five most important criteria for evaluating potential sites for the new community facility (for example, central location, site control, close to utility hook-ups etc.)

1. _____
2. _____
3. _____
4. _____
5. _____

- b. Use aerial photo to map potential sites for facility. Include both existing buildings, and possible sites. *See example on page 17.*

EXAMPLE



Add Potential Sites for Community Facility

Map:

- Potential sites
- Existing buildings available for renovation
- Location of other facilities that will share services or clients with new facility

- c. Use table below to evaluate potential sites for construction and/or buildings for renovation. *See following example.*

	Site #1 – Across from Post Office	Site #2 – by old school	Site #3 – renovate old warehouse
Close to clients	Best	Good	Good
Cost to construct/ renovate	Min \$300/ sf	Min \$300/ sf	\$150/ sf
Site size compared to desired SF	OK	Small	OK
Cost to operate	\$41,500	\$41,500	\$41,500
Site development	Some	Some	None
Electricity	Y	Y	No
Water/Sewer	Y	Y	No
Timing	3-4 yrs	3-4 yrs	1-2 yrs
Chance of successful fundraising	Community match 10-20% of total cost	Community match 10-20% of total cost	Community match already secured by land & building
Site Control issues	Need conveyance from village corp.	Purchase from private owner.	None -- In city control already.

Your Turn – List site evaluation criteria from page 16 in left column, and potential sites identified on page 17 along top row.

	Site #1	Site #2	Site #3
Criteria 1:			
Criteria 2:			
Criteria 3:			
Criteria 4:			
Criteria 5:			

9. Evaluate specific sites/buildings and make final selection

As a group:

- a. Based on the criteria established by the group, and the comparison of possible sites and existing facilities, discuss which site will best meet the needs of the community facility.
- b. Meet with village and city councils and village corporation board members, as needed, to finalize site selection and begin to establish site control (if needed).

- c. Draft and pass resolution and/or Memoranda of Agreement regarding conveyance or lease of site for the new community facility.

10. Establish site control, conduct environmental assessment (If needed)

PROJECT DEVELOPMENT – BUSINESS PLAN

Once the planning committee and governing bodies have agreed on a concept design, facility program, and potential site for facility AND have determined the preliminary feasibility of the project, the committee should work with a qualified architectural and/or engineering firm to produce preliminary drawings and cost estimates for the facility.

11. Refine building design

12. Refine capital budget

13. Refine operations budget

14. Clarify Governance – who will own/operate facility?

**** 15. Final feasibility assessment – is project sustainable?**

Once these preliminary documents are produced the planning committee and governing bodies should make a final judgment on the feasibility and sustainability of the project.

16. Develop fundraising strategy

Designated members of the planning committee should select funding sources and evaluate funding criteria to ensure all required information is compiled. Application deadlines and schedule of funding cycles need to be coordinated with design and construction schedule.

17. Develop & submit funding applications

PROJECT IMPLEMENTATION

Each community will contract with qualified architectural, engineering and construction management firms to complete final design and construction documents and complete construction.

Appendix F:
Matanuska-Susitna Borough Resolution 04-01
Blue Ribbon Task Force

APPENDIX F: Mayor's Blue Ribbon Task Force On Police Powers

MATANUSKA-SUSITNA BOROUGH
MAYOR'S BLUE RIBBON TASK FORCE ON POLICE POWERS
RESOLUTION NO. 04-01

A RESOLUTION OF THE MATANUSKA-SUSITNA BOROUGH MAYOR'S BLUE RIBBON
TASK FORCE ON POLICE POWERS RECOMMENDING THE BOROUGH'S ADOPTION OF
AREAWIDE POLICE POWERS

WHEREAS, the Mayor's Blue Ribbon Task Force on Police Powers has completed a preliminary study of crime-related issues within the Matanuska-Susitna Borough; and

WHEREAS, study methodology included the review of a Core Area Survey on Crime and Crime Prevention, the consideration of public comments and concerns; the compilation and graphing of borough-wide crime statistics; the analysis of local, state, and national crime studies and reports; and discussions with local law enforcement, incarceration, and judicial experts; and

WHEREAS, a substantial majority of survey respondents indicated support for borough-sponsored public safety services; and

WHEREAS, public testimony at task force meetings indicated perceived increases in criminal activity and a need for additional police protection; and

WHEREAS, the analysis of five years of Matanuska-Susitna Borough crime statistics indicated an increase in reported cases of assault, burglary, larceny, vehicle theft, homicide, and cases involving domestic violence; and

WHEREAS, studies reviewed by the task force indicated that sexual assault and domestic violence rates per capita in Alaska were significantly higher than the national average; and

WHEREAS, the Alaska State Troopers reported that Trooper staffing levels have not increased in proportion to population growth, and that the Troopers are behind schedule on approximately 900 cases in the Matanuska-Susitna Borough; and

WHEREAS, major local problems reported in discussions with law enforcement, judicial, and incarceration professionals included upward trends in domestic violence, alcohol and drug related crimes, and the severity of juvenile crime; and

WHEREAS, concerns about the lack of immediate consequences for juvenile offenders, under-reporting by victims of domestic violence, an overloaded judicial system, overcrowding in prisons, and reductions in state funding for intervention and treatment programs were also addressed; and

WHEREAS, the same professionals conveyed that there is a need for additional police, quicker response times, additional probation officers, and increased resources dedicated to programs emphasizing prevention, early intervention and treatment; and

WHEREAS, through a survey and discussions, the task force examined the potential costs and benefits of several options including implementing a borough police force, contracting with the Alaska State Troopers, and contracting or combining forces with the Cities of Palmer and Wasilla.

NOW, THEREFORE, BE IT RESOLVED that the Matanuska-Susitna Borough Mayor's Blue Ribbon Task Force on Police Powers hereby recommends that the borough adopts police powers and contracts with the state troopers for the provision of additional police services;

BE IT FURTHER RESOLVED that the task force recommends that the borough supports ancillary measures such as wellness courts and COPS in Schools; establishes a centralized neighborhood watch office; and collaborates with community groups to develop and fund programs that emphasize prevention, education, intervention, and treatment.

ADOPTED by the Matanuska-Susitna Borough Mayor's Blue Ribbon Task Force on Police Powers this 16th day of June, 2004.

Diane LoRusso, Co-Chair

ATTEST:

Cynthia Payne, Co-Chair

Appendix G:
USA on Watch Resources



RESOURCE CENTER



◀ Return to HOMEPAGE

REGISTER/START A WATCH ▶

SEARCH THE NATIONAL DATABASE ▶

RESOURCE CENTER ▶

✖ [Neighborhood Watch Outreach Programs](#)

Resource Center

The USAonwatch Resource Center is a point of access to excellent educational materials and information to allow citizens, community groups, businesses, and law enforcement the ability to start, revitalize or improve Neighborhood Watches in their communities. From the history of Neighborhood Watch to information on starting Neighborhood Watches, terrorism awareness and emergency preparedness, to current information on crime prevention, the Resource Center is here to help you. It is your vehicle to improve Neighborhood Watches, promote volunteerism by helping to keep America safe and to foster the freedoms that we cherish.



- **U.S. Freedom Corps**
- **Citizen Corps**



- **National Sheriffs' Association Neighborhood Watch**
- **Volunteers in Police Service**
- **Community Emergency Response Teams**
- **Medical Reserves Corp**



- **Department of Justice**
- **Department of Homeland Security**



- **Community Oriented Policing Services**
- **National Criminal Justice Resource Service**
- **Ready.gov**
- **Volunteers.gov**
- **Centers for Disease Control**
- **U.S. Postal Service**
- **Federal Emergency Management Agency**



- **National Association of Town Watches**
- **National Crime Prevention Council**



- **More Links**



If you would like to share your crime prevention resources with the Neighborhood Watch

Appendix H: Citizen's Task Force

Alaska State Emergency Response Commission

Alaska Citizen Corps

[Home](#) → [National Citizen Corps](#)

ALASKA OVERVIEW

Five county/tribal Councils serving 369,453
(58% of total state population)

CITIZEN CORPS COUNCILS

Counties

- Anchorage Citizen Corps Council
- Kenai Peninsula Borough Citizen Corps Council
- Matanuska-Susitna Borough Citizen Corps

Tribal

- Kobuk Citizen Corps Council
- Shungnak Citizen Corps Council

FUNDING

FY04

- \$307,000
- Citizen Corps funding through DHS/ODP

FY03

- \$165,817
- CERT funding through FEMA; no FY03 appropriations for Citizen Corps

FY02

- \$35,272 Citizen Corps funding through FEMA
- \$149,906 CERT funding through FEMA

STATE POC

ALASKA STATE CITIZEN CORPS COUNCIL

The all-hazards State Emergency Response Commission (SERC) serves as the Alaska State Citizen Corps Council. On January 30, 2003 the SERC established the Citizen Corps Subcommittee to develop and implement a statewide strategy for assisting the establishment and operation of local Citizen Corps Councils.

The national Citizen Corps initiative presents unique opportunities for Alaskan communities. Because many of Alaska's communities are isolated, techniques and skills learned through Citizen Corps programs may have greater and more frequent application in Alaska than in other states.

Though other states may focus upon training volunteers for emergency roles in community disasters, Alaska State Citizen Corps programs will be structured around skills and standards for response to common emergencies. Alaska is committed to building partnerships and has added the Alaska Emergency Language Resource Bank as a partner affiliate as of April 2004.

COMMUNITY HIGHLIGHTS

The Anchorage Citizen Corps Council has identified the five following goals for program growth, development and sustainability: 1) bring together appropriate leadership to sustain a Citizen Corps Council, 2) develop and implement a plan for the community to engage all citizens in community preparedness and family safety through the popular and, in some cases, nationally recognized programs of AWARE (Anchorage Watchful Alert Ready for Emergencies) Academy, AWARE Schools, Think AHEAD, and AWARE with Care, 3) conduct public education and outreach for Citizen Corps charter programs and other public response and preparedness plans, 4) develop and implement Citizen Corps programs offering training and volunteer opportunities to support first responders, disaster relief groups, and community safety efforts, and 5) coordinate Citizen Corps activities with other Department of Homeland Security funded programs and initiatives.

The Kenai Peninsula Borough is comprised of the Kenai Peninsula, Cook Inlet and a large unpopulated area northeast of the Alaska Peninsula, approximately the same size as Massachusetts, Vermont and New Hampshire combined. A fairly well developed road system connects the major towns of Seward, Homer, Soldotna, Kenai, and Anchorage. The Kenai Peninsula Borough experiences disaster events regularly. Since 2000, there have been three federally declared disasters within the borough: one in 2002 due to avalanches, one in 2002 due to floods, and one in 2003 due to winds. The area is also susceptible to wildfires, volcanic eruptions, earthquakes, and tsunamis. Given the rural nature of the Borough, the limited access to and from most of its communities, a limited response

Michelle Heun

Emergency Management Specialist
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Fort Richardson, AK 99505
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CHARTER PARTNERS IN ALASKA

capability, and its extensive history of natural disasters, the Borough initiated a Community Emergency Response Team (CERT) program in 2003. Prior to the implementation of CERT the Borough had, through public education and outreach, encouraged the self-sufficiency of its residents during emergencies. With the implementation of CERT, community groups have developed a limited response capability to supplement public safety responders during emergencies. The CERT program in the Kenai Peninsula is becoming increasingly popular. The knowledge and skills acquired during their training gives residents confidence. CERT works together with the Neighborhood Watch program to provide a community with the security and the resources to stand on their own until help arrives.

CERT

- 2 Active Community Emergency Response Teams listed on the CERT directory
- City and Borough of Juneau; Juneau Police Department, and Capital Fire and Rescue
- Kenai Peninsula Borough

VIPS

- 3 Volunteers in Police Service programs
- Anchorage Police Department
- Fairbanks Police Department
- Wasilla Police Department

Neighborhood Watch

- 5 Registered Neighborhood Watch groups serve their communities in 3 different law enforcement jurisdictions

Medical Reserve Corps

- 1 Medical Reserve Corps unit
 - Department of Health and Human Services
-

Kobuk is located on the right bank of the Kobuk River, about seven miles northeast of Shungnak and 128 air miles northeast of Kotzebue. A federally recognized tribe is located in the Native Village of Kobuk. It is an Inupiat Eskimo village practicing a traditional subsistence lifestyle. The Village/City of Kobuk became a Citizen Corps Council in a joint resolution in March 2004 and jointly signed a Memorandum of Understanding and Resolution with the Village/City of Shungnak to commit to working together. Both communities are committed to further developing the Search and Rescue volunteer squads already in place as well as the other Citizen Corps charter programs.

The Matanuska Susitna Borough is comprised of the lush farmlands of the Matanuska and Susitna Valleys approximately 42 miles northeast of Anchorage. Formation of the Citizen Corps Council provides leadership for program initiatives and is a natural outgrowth of the Borough's Local Emergency Planning Committee (LEPC). Both Neighborhood Watch and CERT have been instituted in Borough communities over the past two years and, as word spreads about the programs, the need for these programs becomes more and more apparent. The population in the Borough is growing steadily bringing with it a combination of families in need of assured safe neighborhoods and a willingness to participate in the fabric of their community. Both Neighborhood Watch and CERT are of enduring value to residents and institutions. They have a partnership with the Palmer Job Corps Center to extend the reach of the program into each Alaskan village and town represented by the students who chose CERT training as part of their curriculum.

As of May 2004

Alaska State Emergency Response Commission
P.O. Box 5750, Fort Richardson, AK 99505-5750
Phone: (907)428-7000 Fax: (907)428-7009
dhs&em_emergency_mgmt@ak-prepared.com

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Resource Center

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- [U.S. Freedom Corps](#)
- [Citizen Corps](#)



- [National Sheriffs' Association Neighborhood Watch](#)
- [Volunteers in Police Service](#)
- [Community Emergency Response Teams](#)
- [Medical Reserves Corp](#)



- [Department of Justice](#)
- [Department of Homeland Security](#)



- [Community Oriented Policing Services](#)
- [National Criminal Justice Resource Service](#)
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- [Centers for Disease Control](#)
- [U.S. Postal Service](#)
- [Federal Emergency Management Agency](#)



- [National Association of Town Watches](#)
- [National Crime Prevention Council](#)



- [More Links](#)



If you would like to share your crime prevention resources with the Neighborhood Watch Community please [Contact us](#).

[About USAonwatch](#)[Privacy Policy](#)[Accessibility](#)[Link to Us](#)[Site Map](#)

This website is sponsored by the [United States Department of Justice](#) in partnership with the [National Sheriffs' Association](#).

Appendix I: Economic Tables

EMPLOYMENT BY OCCUPATION & INDUSTRY

TABLE I: 2000 Occupations by Meadow Lakes Residents

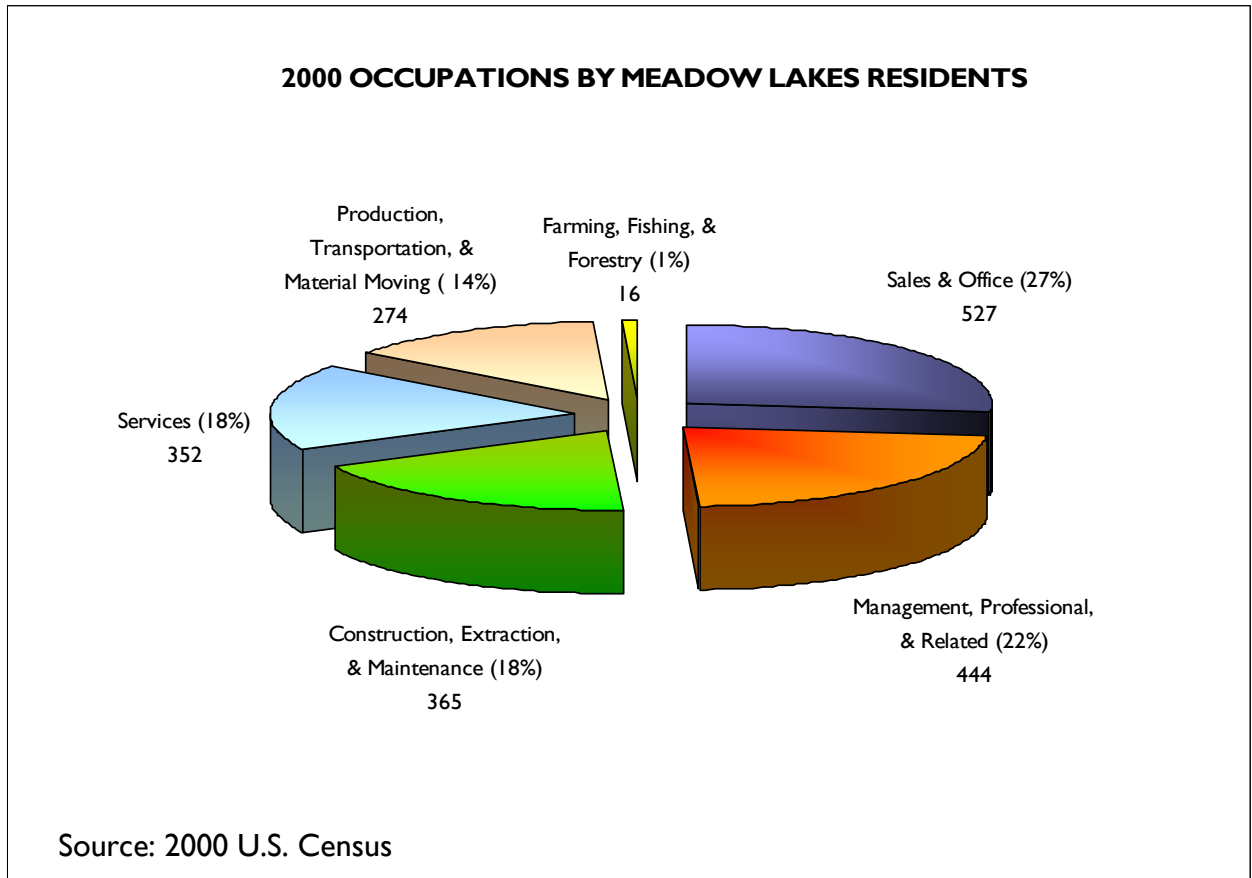
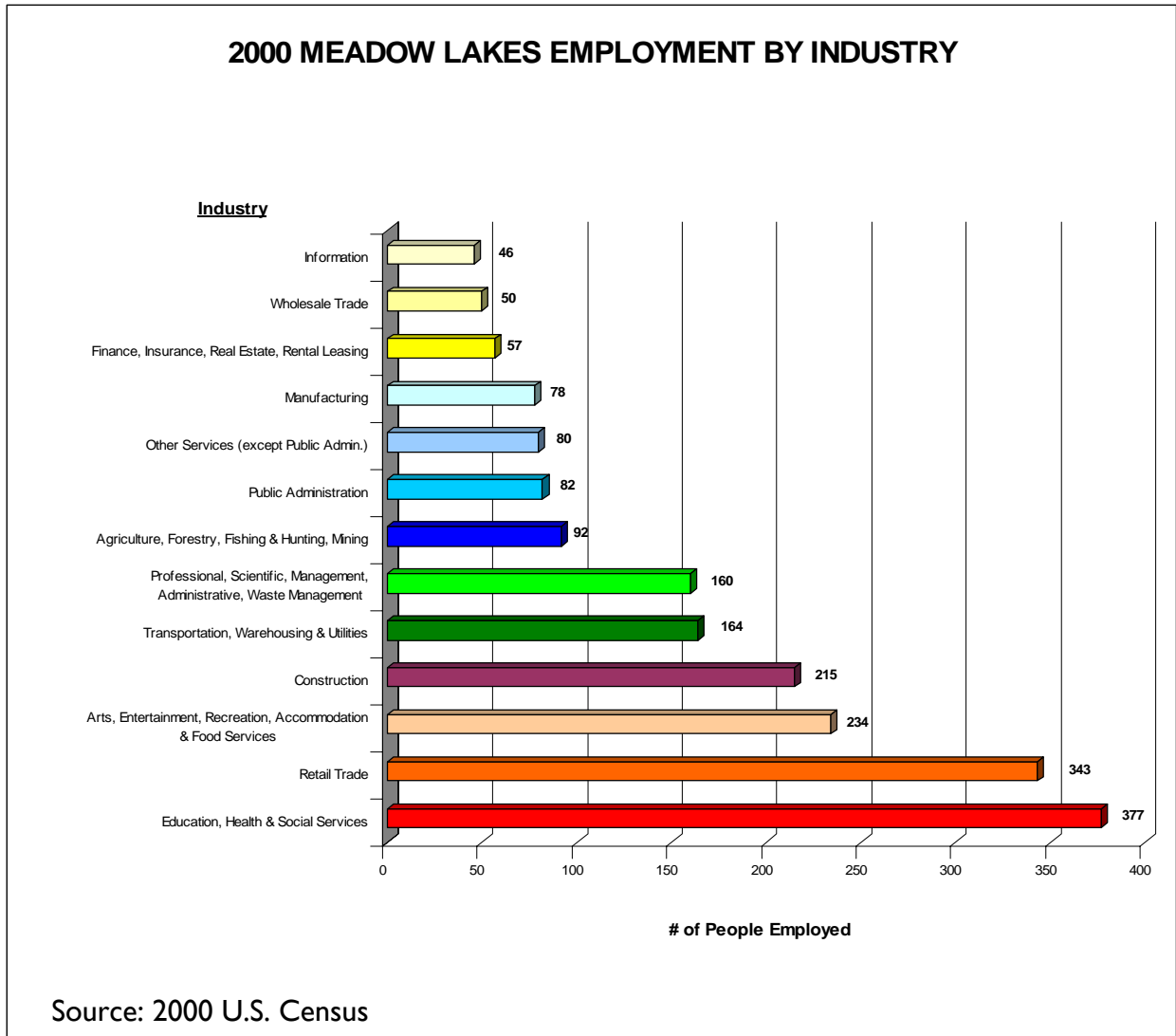


TABLE 2: 2000 Meadow Lakes Employment by Industry



Appendix J: Governance Alternatives & Tables

COMMUNITY GOVERNANCE ALTERNATIVES

Currently, the Meadow Lakes area is an unincorporated community in the Mat-Su Borough (organized borough). Planning, platting, and land use authority resides with the Borough Assembly. There are 25 communities with established community councils within the Borough. Of the communities in the borough, three are incorporated (Houston – a second-class city, Wasilla – a first-class city, and Palmer – a home-rule city) and the rest are unincorporated. The Borough Assembly retains the land use planning and regulatory authority for the Meadow Lakes area. The Mat-Su Borough appoints a planning team, usually under the direction of a community council. This team works with Borough planning staff, and often with consultants, to prepare a community’s comprehensive plan. Once the Meadow Lakes comprehensive plan is adopted by the Borough Assembly, it will gain legal authority under Title 29 of the Alaska Statutes. Once a comprehensive plan gains legal authority, others (both inside and outside the planning jurisdiction) have general obligations to abide by the goals and guidelines set forth in the comprehensive plan.

Although the Borough Assembly is currently the governing body for the Meadow Lakes area, the Borough Assembly has the authority to delegate or “share back” the planning authority to first class, second class, and home-rule cities within the borough’s planning jurisdiction. The borough cannot “share back” planning, platting, or land use authorities to unincorporated communities within the borough because an unincorporated community is not legally structured to retain and implement these authorities under State law.

The remainder of this section outlines options for expanding local control for the Meadow Lakes community. Table 1 describes increasing levels of local control. Table 2 describes the powers and obligations of various forms of incorporation available to communities in Alaska.

As was stated under Goal 2, the recommendation is to pursue option 2 of those outlined below. This will provide the community greater capacity to control its destiny. Possible funding sources include community events/fundraisers, grant funding to carry out specific community projects, and rent from office space in a future community-owned, community center building.

TABLE I: Levels of Local Control

OPTION	BUDGET	BENEFITS & CONSTRAINTS
Community Council (as it exists today)	Approx. annual budget Low - < \$500	Non-governmental organization; Flexible; Driven by community volunteers; Minimal financial requirement; No office location or staff position; Requires very large commitment of capable volunteers for success; Limited budget; Limited financial capacity; Less local control than incorporated city; Borough assembly is the authority over local area (e.g. to administer land use regulations).
Community Council with staff and office Non-profit 501(c)(3) status	Moderate – \$30- 50,000	Flexible; Still requires community volunteers, but with staff support and an office; Community Council could be much more ambitious. Moderate budget needed; Requires strategies for raising funds (for office and staff resources); More resources = greater capacity; Less local control than incorporated city; Still relies on Borough Assembly authority over local area.
Incorporation	Not known until level of services could be determined. A small staff (mgr, public works/ planning director, admin) would require \$300,000 - \$400,000 annually.	Governmental organization; Has authority to generate local revenues; Greater local control; Greater annual budget required; Requires establishing property tax, sales tax, bed tax, or other means of raising funds. For a small community like the Meadow Lakes area, many government responsibilities would logically remain with the Borough.

TABLE 2: Powers & Obligations of Alaskan Cities

Powers & Obligations of Alaskan Cities			
Power/Obligation	Home Rule City	First Class City	Second Class City
Public Education	In unorganized borough mandatory; not permitted in organized borough.	Same as home rule.	Same as home rule.
Planning, Platting, Land Use Regulation	In unorganized borough mandatory; may be permitted by organized borough.	Same as home rule, except power must be exercised in accordance with AS 29.40.	Optional but may be permitted as described for first class cities.
Property Tax	May tax up to 30 mills. Some home rule charters require voter approval of rates.	May tax up to 30 mills. By statute, voter approval not required, however local governments can be more restrictive.	May tax up to 20 mills. Voter approval required by statute.
Sales Tax	Rate of levy may be set by charter; voter approval may be set by charter.	No limit set by statute; however, voter approval required.	Same as for first class city.
Structure of City Council / Mayor	Determined by city charter or ordinance.	Framework set by state law.	Framework set by state law.
Eminent Domain	Permitted by statute.	Permitted by statute.	Permitted, but requires voter approval.
Population for Incorporation	400	400	25
Sample Communities and Size of Population	Kenai - 7,058 Valdez - 4,155 Seward - 4,030 Nenana - 435	Wasilla - 5,134 Homer - 4,155 Skagway - 813 Seldovia - 281	Kotzebue - 2,964 Delta Junction - 884 Whittier - 306 Bettles - 25