

# Seward Economic Growth Plan: Strategies and Action Plans for Renewing Our Regional Economy

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Version BETA  
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# Introduction

Peter Drucker was one of the greatest thought leaders of the 20<sup>th</sup> century. A consultant, educator, and author, his writings helped build much of the philosophical and practical foundations of the modern business corporation and management education. Drucker offered this advice to aspiring leaders and managers:

***“Don’t solve problems. Pursue opportunities.”***

The Seward Economic Growth Plan follows this advice. Growth and prosperity come from pursuing opportunities. Whether personal, business, or economic, it makes no difference. We can’t grow by being more *efficient* or *saving* more (time, money, or whatever). We grow when we recognize an opportunity, and *pursue it successfully*.

Why do some economies like China and Brazil grow, while others like Greece and Argentina struggle to survive? Because they focused their effort and resources on their opportunities, not their problems.

Human ingenuity and entrepreneurship is the real source of all growth. It enables us to discover and seize the opportunities that will enrich our lives. It is about the future.

Knowledge is about the past. In a crisis, we tend to rely on knowledge that pulls us into the past. We analyze reams of statistics on trade gaps, debts and deficits, political bailouts and rebates, regulatory clamps and controls, and all other indicators reminiscent of the past. We devise and implement strategies and policies based on our knowledge that props up the past in the name of progress. Yet, we fail to make real progress.

Entrepreneurship is about the future. Seward and its surrounding region will move into that future by creating an environment in which ordinary people have the opportunity to become extraordinary, in which new forms of wealth can rise up to displace old and moribund systems, and in which knowledge entrenched in the past will give way to innovation and with it new forms of knowledge from which entrepreneurs can learn.

The Seward Economic Growth Plan is about entrepreneurship. It’s about readily available opportunities and how we can work together to seize them. This first version establishes the foundation for economic growth. As we work the plan, we’ll continually refine it, strengthen it, and enhance it based on what we learn from implementing it and the new opportunities we’re going to uncover.

Welcome to building our future.

# Background

BETA

The Seward community and surrounding region has been facing economic challenges for a decade. Previous economic development plans identified many of these challenges and some of their root causes. These plans also proposed ways in which the community could address these challenges. Even though the economy continued to deteriorate, the community of Seward had a difficult time absorbing the recommendations and finding a way forward. Considering the situation, some influential people in the community decided it was time to revisit economic growth planning and to take a different approach.

In July, Seward's Chamber of Commerce engaged Strategy-Nets (S-N) and the University of Alaska's Center for Economic Development (CED) to:

- Engage a cross-organizational group of people to guide the development and implementation of a regional economic growth strategy and,
- Develop the first version of an economic growth strategy and action plan for transforming Seward's regional economy.

Interested stakeholders representing various industries, non-profit sectors, and the city met with S-N and CED people in two interactive work sessions. People from S-N and CED reviewed prior plans and other relevant documents and records. They also interviewed select people to gain further insight into Seward's current situation, opportunities, and challenges.

This document, the first version of the Seward Economic Growth Plan, is a result of the work we did together.



Economic growth primer

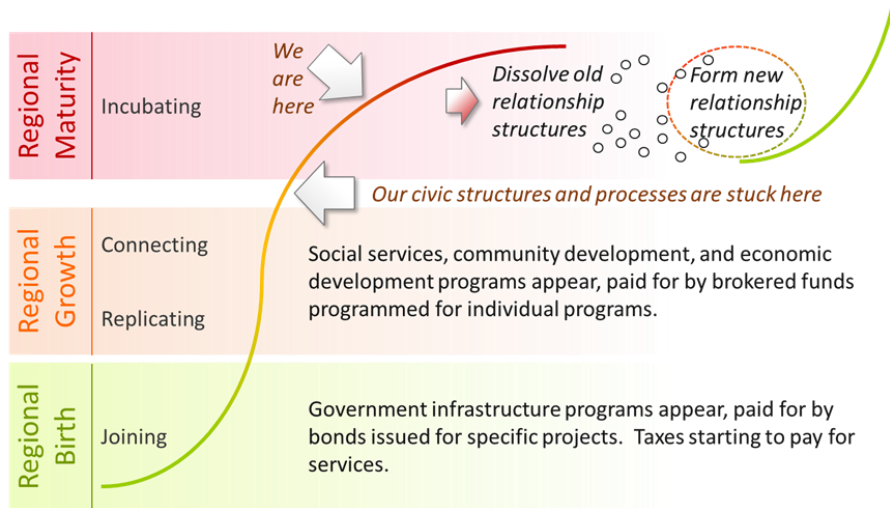
Seward economic growth strategy

Seward action plan

Appendix – resources and tools

Regional prosperity follows the “S-curve.” When a region reaches maturity, it either stagnates because its economy can’t compete with that of other regions, or it successfully renews itself and starts to move up a new “S-curve”.

BETA



Based on a Framework developed by Eric Abrahamson, Columbia Business School

Regional economies evolve over time. At first, growth is strong. The region attracts investment capital and invests in industries of the future. High growth industries are well-represented. As businesses thrive, economic performance and asset values grow, as does the quality of life. This attracts more people and businesses. Civic structures are typically a very small part of the economy, with a low burden. They’re aligned and focused on pro-growth policies.

As the region continues to grow, a few sectors begin to dominate the region. These sectors command increasingly more attention in the region as it matures. This dilutes focus on the industries of the future, slowing growth. Although economic performance and the quality of life continue to increase, as does aggregate business and population growth, they do so at a slower pace. Although burdens also continue to increase, it’s not enough to hinder competitiveness. As these burdens increase, it becomes necessary to fund programs with debt.

As the region becomes mature, it’s characterized by an under-representation of the industries of the future and a public debt load that is becoming increasingly difficult to manage. Economic performance and quality-of-life begin to erode, increasing the size of the population in need. Eventually, businesses and people begin to leave the region, accelerating the decline in asset values and compounding the debt load.

To stop the decline, regions must rethink the relationships between the various organizations in their community. Considering the abundance of information and the mobility of investment capital in a 21<sup>st</sup> century global economy, people in the region must learn how to work together if the region is to compete effectively with other regions. If successful, the region will start to move up a new “S-curve”, based on the unique assets in the region and the assets it can build in the future.

Economic renewal and growth result from pro-growth thinking, policies, and well-coordinated actions. As pro-growth changes focused on generating net (good less bad) money flows take root, economic growth will follow.

BETA

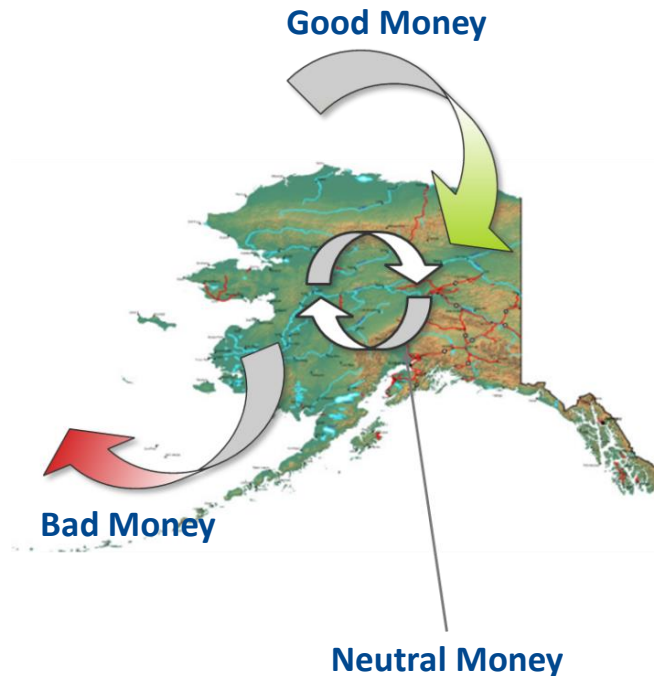
A regional economy works like a balloon, where air represents the money in the region.

Growth comes from innovation and entrepreneurship. The resulting new products and new markets are the sources of **good money**. Profits retained in the region, income from traded business exports, as well as investment capital coming into the region is good money. Just as blowing air into a balloon expands it, more money produced in and coming into the region expands the economy.

Money flowing out of the region for goods and services that the region can produce competitively is **bad money**. Profits and investment capital leaving the region to be invested elsewhere is also bad money. Bad money shrinks the economy just as a leak deflates a balloon. If bad money flows exceed good money flows, the economy will shrink as will the quality of life in the region. Innovation and entrepreneurship can limit bad money flows.

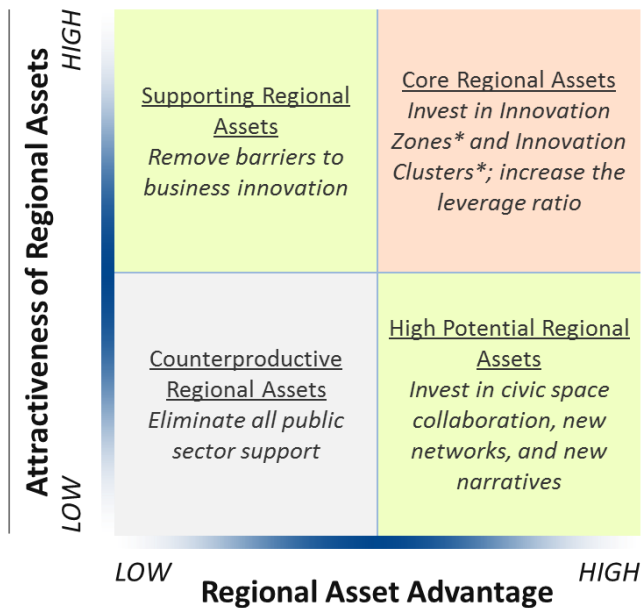
The amount of money within the region and how fast it turns within the region is **neutral money**. Although neutral money defines the size and vitality of the region, it has little influence on regional economic growth. Just as air is made up of molecules that interact with each other, constantly moving, money moves around inside a regional economy BUT DOES NOT GROW IT. Exciting the molecules increases the air's temperature in the balloon, making it "hotter". Similarly, policies that encourage money to circulate faster inside a regional economy will make it "hotter" and more attractive to businesses and people. Brainpower-, place-, and reputation-building activities are primarily neutral money. However, they build the region's potential for desirable good and bad money flows in the future.

These **money flows** are indicators of a region's vitality and economic health.



Understanding and linking a region's assets in unique ways will uncover economic growth opportunities. Developing assumptions and targets on how innovations around these connections should improve money flows is the starting point for change.

*What works well in the region today, attracting talent and capital?*



*What are the region's measurable advantages in global competition?*

*\* Strategy-Nets-designed people-, place-, and finance-based structures to encourage the proliferation of innovations and rapid learning, and to ensure that failures fail fast and that successes are replicable, scalable, and sustainable.*

*A rigorous asset analysis will expose many regional strengths and weaknesses. These will challenge existing ideas and policies, causing considerable disagreement. Community leaders and policy makers must be strong enough to work their way through these challenges, prioritize objectives, and make actionable pro-growth decisions. These decisions won't make everyone happy, but they will narrow the scope and focus on those assets that can be best leveraged to achieve growth.*

Growth opportunities and innovations will be rooted in a region's assets and their unique combinations. These assets include people, their knowledge, and their ability to get things done.

A regional asset analysis will expose the opportunities and the basis for the region to differentiate itself from competing regions and make it more attractive to investors, businesses, and people. Although innovation opportunities will represent only a small portion of the economy, their strategic importance in a growth context to the region will be high.

For regional assets that are unattractive and have low growth potential:

- Deemphasize public support for market economy participants.
- Focus on making the regional safety net effective and delivering services efficiently at a low cost.

For assets that are attractive but do not offer a competitive advantage:

- Consider how they support innovation and entrepreneurship, and then remove the barriers that do not encourage innovation.

For assets that aren't strong but that have high future potential:

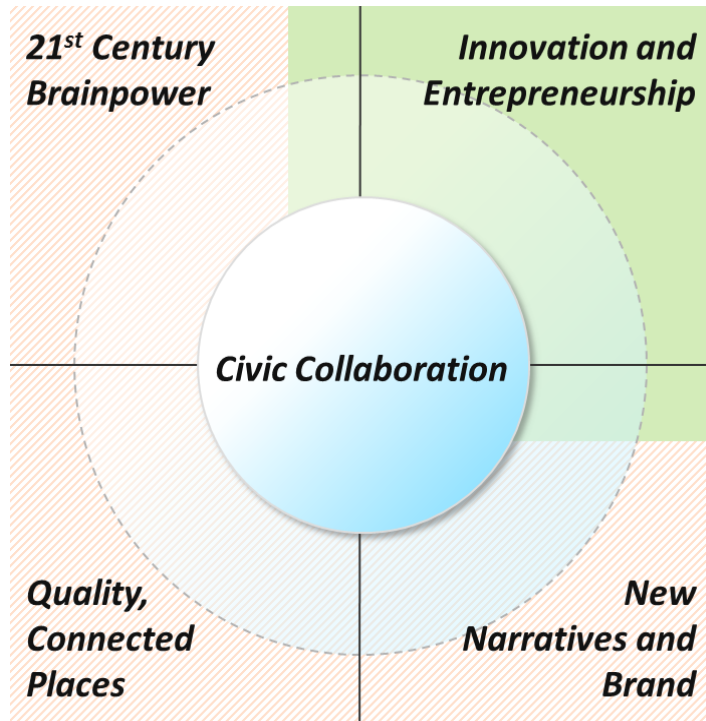
- Engage the pertinent people and organizations in a conversation to explore options and find ways to strengthen the assets.

For attractive assets that have considerable competitive advantage:

- Engage and help interested people and organizations create the new collaboration-based relationship structures that will facilitate the region's move to a new S-curve.
- Provide public resources in a limited, disciplined, and structured way to create a market for new ideas to flourish. An ideal structure for this is an Opportunity Fund\*, modeled after the successful SBIR program. Over time, this approach will yield market economy successes and increase the leverage ratio (private funds divided by public funds).

Four asset classes form the foundation of a vibrant 21<sup>st</sup> century regional economy. Networks of people working together must create and sustain an environment to stimulate innovation around the regions assets within and across these asset classes.

Market economy  
Civic economy



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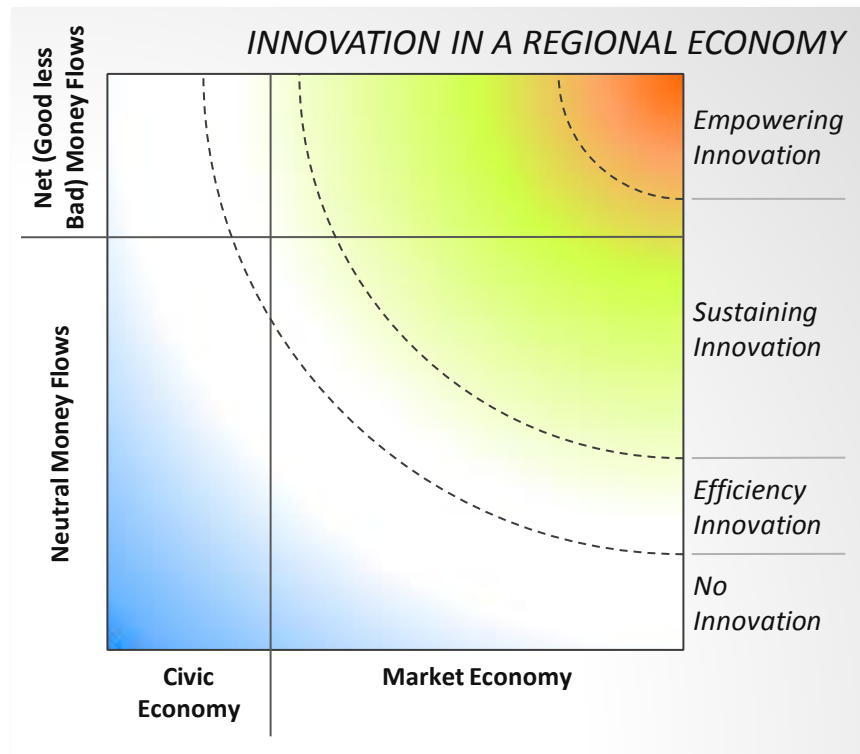
A regional economy consists of a **market** economy and a **civic** economy. The role of the market economy is to generate economic growth. The role of the civic economy is to make it easier and less costly for the market economy to achieve growth.

For economic growth to endure, community leaders and policy makers must pay attention to the four keystones of a healthy 21<sup>st</sup> century regional economy. These are:

- **Brainpower** – to grow and better manage regional talent. A growing economy needs to develop a steady supply of capable, highly motivated, and productive people.
- **Innovation and Entrepreneurship** – to grow the regional economy by mobilizing regional talent. Businesses need good people to create new products and markets, and to make existing products better and operations more productive.
- **Quality, Connected Places** – to make a physical place attractive to people and businesses. The best people require better-than-average places to live and connect with each other.
- **New Narratives and Brand** – to attract businesses and people through new ways of innovating and doing things together. If nobody knows about the region and why it's attractive, nobody will come.

A disciplined, structured approach to managing economic growth initiatives bind the four cornerstones together into a cohesive whole. **Civic Collaboration** is the fastest, most productive way to oversee a regional growth agenda. Community leaders and policy makers must learn how to work together across their organizational boundaries to unlock the synergies inherent in the region's assets. Often, the potential value of these assets and their various combinations are not at first apparent. A deep understanding of regional assets and how they generate the money flows that make up the regional economy must inform the community to gain alignment and support. Initiatives managed in a portfolio necessarily involve the use of standardized approaches and metrics. These metrics-driven processes are the foundation for achieving clarity and for cohesive decision-making in designing and implementing an economic renewal agenda.

Pro-growth policies must differentiate between three types of innovation, creating the conditions for the three types to flourish in the right mix to keep the economy growing.



*The basis for this chart is a mapping of good, bad, and neutral money flows that make up a region's market and civic economies. The relative positions of the X and Y axes depend on the amount of money attributed to each quadrant. The chart overlays the three types of innovation to show where and in what rough proportion innovations are likely to occur. Empowering and sustaining innovations in the market economy are the primary sources of economic growth.*

NOTE: Based on Clayton M. Christensen's theories of innovation

A deeper understanding of our regional assets will spur innovation. Innovation takes three forms. In a regional economy, it comes from combining and continually recombining regional assets in new ways. Although an innovation may exist elsewhere, it's new based on its growth effect on the region when introduced into that region's economy.

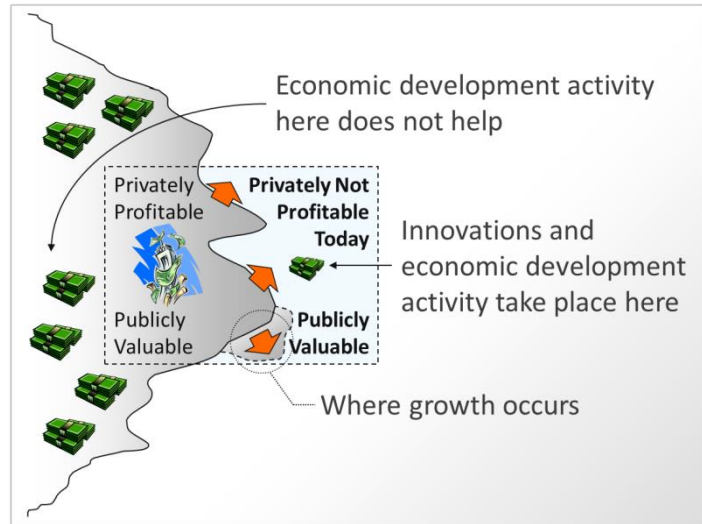
**Empowering innovations** transform complicated, costly products available to only a few into simpler, less expensive products available to many. These new products create new markets and new consumption. Empowering innovations create more jobs, capacity, and capital. They have the most impact on good money flows, but also impede bad money flows to grow the regional economy.

**Sustaining innovations** replace old products with new ones, mainly in mature markets. They consume most of the capital in a regional economy and keep it healthy. The replacement aspect of sustaining innovations creates few net jobs and little capital growth. Exporting sustaining innovations enhance good money flows and finding economic substitutes for imports impede bad money flows. They also fuel neutral money through continual productivity increases.

**Efficiency innovations** reduce the cost of making and distributing existing products. These innovations typically occur in mature and declining markets where companies need to invest to remain competitive. Taken together in an industry, efficiency innovations reduce net jobs but free up capital to be invested in empowering innovations. They yield productivity gains and fuel neutral money. The freed up capital acts as a buffer for future good money flows as empowering innovations take hold.

When job and capital growth from empowering innovations exceeds that of efficiency innovations, economic growth will occur. As long as economic policies sustain innovations, the quality of life will continue to increase. Over time, industries typically transition through these three types of innovations. The challenge is to ensure the three types of innovation occur in the right mix to continually grow the regional economy.

Although the market economy drives growth, the civic economy supports that growth in crucial ways. Since the market economy takes care of itself, public investment must be limited to areas in which innovations can be publicly valuable but not yet profitable.



Is It Publicly Valuable?	YES	<u>WE MUST LEAD and INVEST HERE</u>	<u>PRIVATE SECTOR ALREADY INVESTS HERE</u>
	NO	<u>DO NOT INVEST</u>	<u>DO NOT INVEST</u>
		NO	YES
		Is It Privately Profitable Today?	

As a rule-of-thumb, economic activity that is publicly valuable but privately not profitable occurs in the civic economy and is neutral money. In some cases such as the education and healthcare sectors, this economic activity has the potential to contribute to future net good money flows. To improve the productive yield of these regional assets, they must focus on where regional growth will occur and on speeding up neutral money flows.

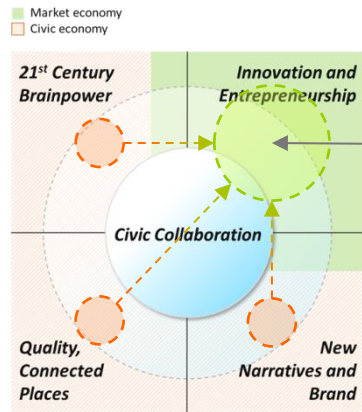
Traditional economic development typically focuses on infrastructure and non-profit service sector investments in the birth and growth stages of the S-curve, providing support for net good money flows. As a region reaches maturity, economic development increasingly focuses on market economy participants in sectors that are in mature industries, marginally profitable or worse, or those on a decline. These efforts are an attempt to stem eroding asset values and lengthen their life by keeping neutral money flowing. This does not grow the regional economy.

Community development is different from economic development in that it focuses on neutral money flows. Today, this distinction is unclear in the field of regional development. The effect is that objectives and efforts are not aligned with growth, and scarce resources are not utilized productively from a regional growth perspective.

From a public policy perspective, allocating public funds to areas that are or should be profitable creates moral hazard. A more productive use of public funds is to prune and align economic and community development, and only invest public funds jointly with civic and market economy participants in areas that have profit potential in the near-term and are publicly valuable. These public efforts and funding should narrowly focus on:

- Strengthening only those parts of the civic economy that are most crucial to supporting business growth.
- Reducing the civic economy (including government) barriers to business growth.
- Convening the appropriate parties to enable better ways to work together and create the right conditions for innovation and entrepreneurship to thrive.

Regional assets analyses must determine where the core of the regional economy is in growth, mature, and declining markets, as well as the relative value of regional assets and their ability to promote the three types of innovation that drive economic growth.



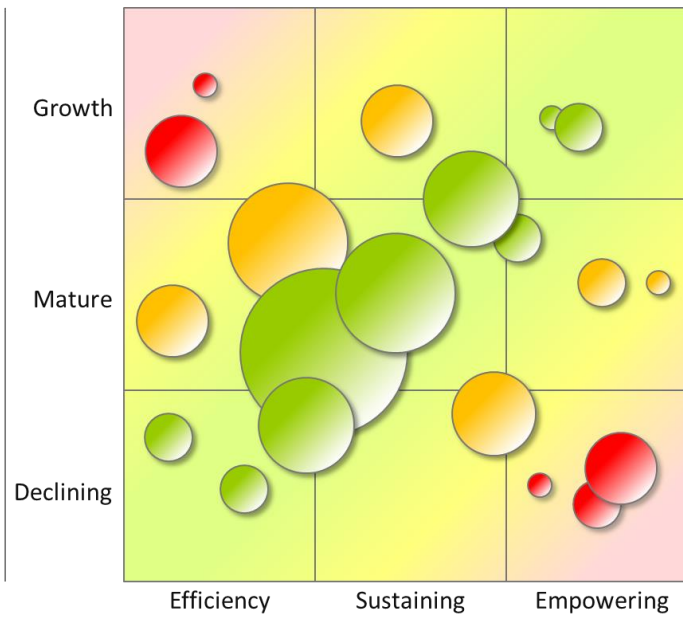
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The core of a regional economy is here. It's supported by civic economy assets that help keep the core healthy and growing.

The “core” of a regional economy is of high strategic importance. Although it's typically a small part of the economy, the core differentiates a region from other competing regions to the prospective businesses and people it wants to attract. Economic growth policies and initiatives must focus on keeping the core vibrant or renewing it when necessary.

The bulk of a regional economy provides context to the core and supports it. Today, most economic and community development policies are focused on context and are not friendly to the core.

### ASSET ANALYSIS OF THE REGIONAL CORE



**TYPE OF MARKET**  
(Based on a weighted average set of factors)

**TYPES OF INNOVATION**  
(Based on a weighted average set of characteristics)

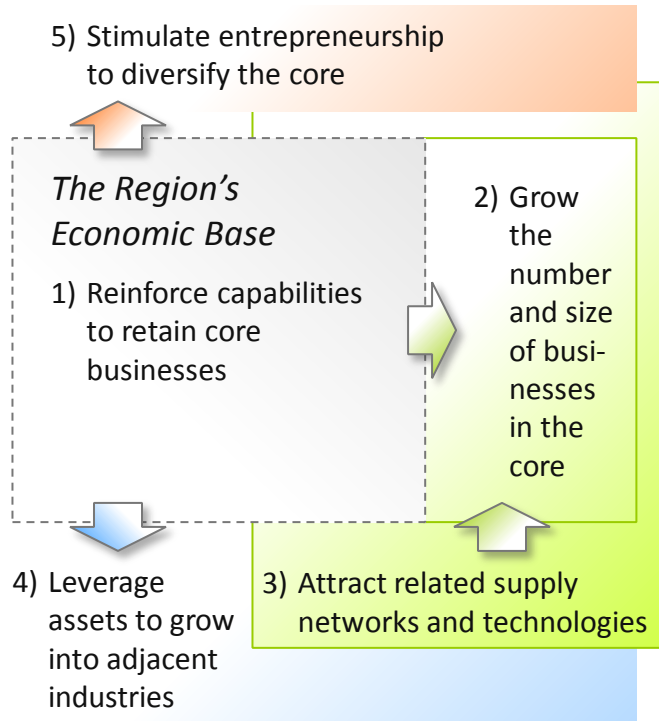
The core is where an economy generates net (good less bad) money flows.

### ASSET MAP INTERPRETATION

- Each bubble represents a regional asset that promotes innovation.
- The size of each bubble represents how effectively the asset's characteristics contribute to innovation.
- The colors and the wedge represents the percentage of completion, business participation, or other basis to gauge progress.
- The green zone is where a region needs asset concentration. A shortage of effective assets in the “growth-empowering” zone would be of concern.
- Assets in the red zone and in the “declining-efficiency” zone need repurposing. Supporting the assets in these zones is the focus of most economic and community development policies today.
- Yellow zone assets need development.

There are five ways to grow a regional economy. Shaping pro-growth policies and developing strategies and action plans that link and leverage regional assets to support each of the five growth disciplines will minimize the risks to economic growth.

### FIVE BUILDING BLOCKS OF REGIONAL ECONOMIC GROWTH



The “core” of the economy is of strategic importance. It’s typically a small part of the economy, but it what differentiates a region to the prospective businesses and people to the people it wants to attract. Economic growth must focus

The region’s economic base or “core”, consists of three types of market economy participants. Family- or closely-held **lifestyle businesses**, for various reasons and mostly by design, have limited growth potential. **Growth businesses**, privately or publicly traded, strive to grow their revenue and continually raise and invest capital to fund growth and add new jobs. Some civic economy organizations (ex. education and healthcare sectors), usually not-for-profit, are also at the core of a region’s economy. Usually neutral money service organizations, their ability to contribute directly to growth is limited. The most valuable assets in a region, growth businesses play a vital role in the five ways to grow a regional economy.

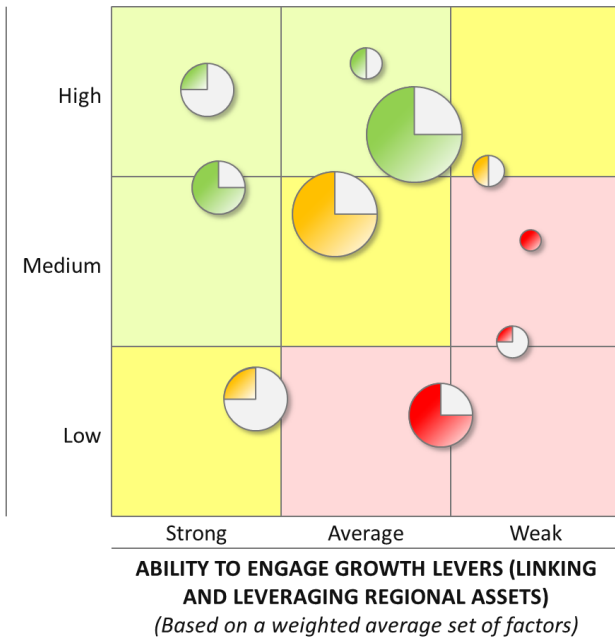
- 1) Reinforce the economic base (businesses that are at the core of the region’s economy).**  
Focus on retaining businesses that 1) bring profits and investment capital into the region from outside, and 2) excel at meeting demand inside the region.
- 2) Increase industry concentration by growing the number and size of businesses in the core.**  
Make the civic economy more responsive to business needs and attractive to similar businesses outside the region. Encourage growth businesses to invest in sustaining innovations and efficiency innovations to produce good money flow and speed up neutral money flow.
- 3) Strengthen value networks surrounding the core to gain a greater share of industry profits.**  
Recruit businesses that 1) serve the fastest growing upstream or downstream segments in markets served by the region’s growth businesses, 2) supply the region’s core businesses, and 3) provide crucial enabling technologies. Encourage efficiency innovations to free up capital for reinvestment into innovations that create economic growth.
- 4) Leverage core capabilities to access other profit pools in adjacent industries and markets.**  
Attract capital into the region and enable job creation by 1) encouraging investment in empowering innovations, and 2) recombining and leveraging regional assets for similar use in complementary industries.
- 5) Stimulate entrepreneurship to diversify the core and create new profit pools.**  
Leverage hidden and untapped regional civic and market economy assets to diversify the core economy. Recruit industry leaders unrelated to the region’s core businesses. This invests in future growth.

Defining and managing a portfolio of economic growth strategies is a learned discipline based on collaboration. A portfolio ensures consistency with the five economic growth disciplines and unifies fragmented approaches so they complement each other.

## STRATEGIC GROWTH PORTFOLIO

### ECONOMIC GROWTH ATTRACTIVENESS

*(Based on a weighted average set of factors such as expected growth rate, relative importance to the region's future, relative shortages, etc.)*



### PORTFOLIO INTERPRETATION

- Each bubble represents a growth initiative that is consistent with the five growth disciplines.
- The size of each bubble represents the expected dollars, jobs, capital, or other basis that exemplifies growth initiatives.
- The wedge represents the percentage of completion, business participation, or other basis to gauge progress.

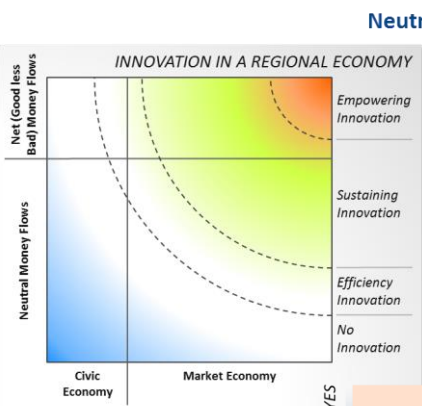
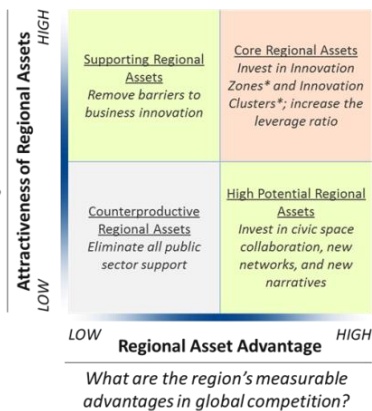
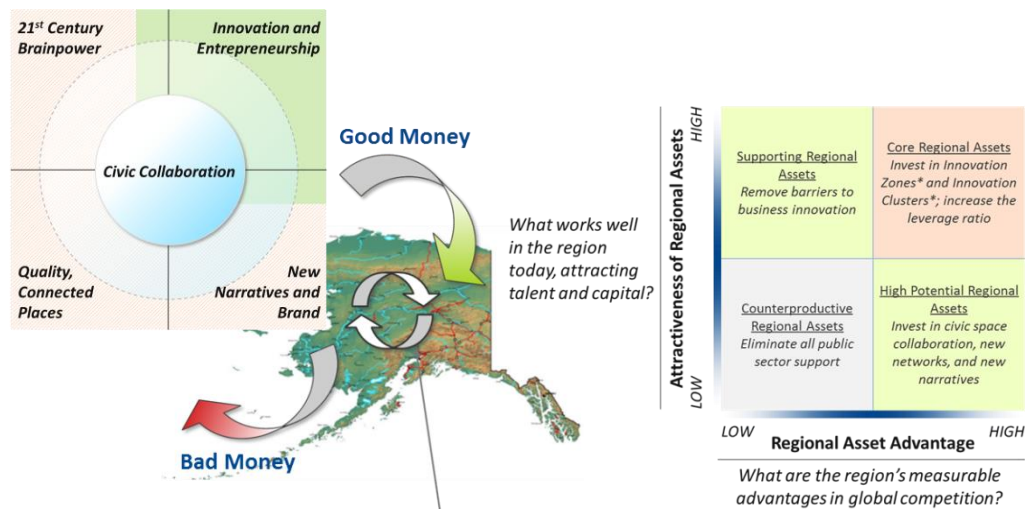
### INVESTMENT and MANAGEMENT IMPLICATIONS

- All bubbles and zones need a basic level of conditioned investment.
- Green zone is “grow and build” – allocate the most funds to these initiatives.
- Red zone is “harvest or outsource” – find others to fund and work these initiatives. These initiatives will not contribute to growth but may be needed in the civic economy to manage change or maintain a safety net.
- Yellow zone is “maintain and improve” – allocate enough funds to remain effective for a specific amount of time or until these initiatives move into either the green or red zone.
- Monitor progress, reevaluating the initiatives and the portfolio every six months.

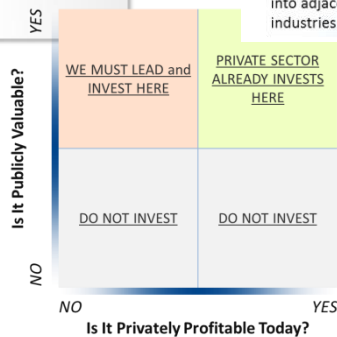
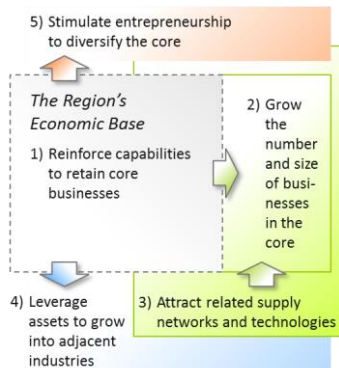
A portfolio of economic growth initiatives unifies the growth agenda throughout the region. What makes it strategic is that the initiatives that make up the portfolio: 1) establish pro-growth policies, 2) adhere to the five growth disciplines, and 3) strengthen the four keystones of the regional economy.

A portfolio perspective helps community leaders and policy makers: 1) rationalize and unify today's fragmented programs and initiatives, and 2) repurpose the surviving ones to augment growth initiatives that are a result of a cohesive strategy. As a tool, a portfolio helps community leaders and policy makers align and manage their opportunities and resources more effectively. A portfolio helps them:

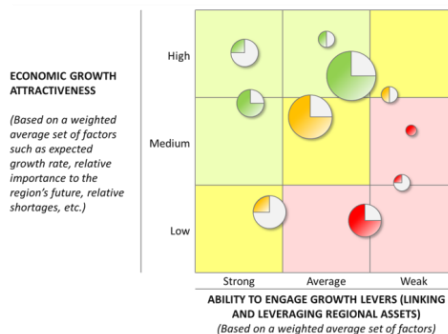
- Consider various initiatives as a part of the whole in a consistent and disciplined way.
- Set the course and speed of economic renewal.
- Prioritize and fund the most promising initiatives in relation to each other.
- Evaluate progress and adapt to a continually changing global environment.



#### FIVE BUILDING BLOCKS OF REGIONAL ECONOMIC GROWTH



#### STRATEGIC GROWTH PORTFOLIO



## Putting it all together for renewing a regional economy.

Strategy-Nets is the first organization to develop a cohesive theory of regional economic renewal and change.

The theory of regional economic growth in this primer defines what a good economic growth strategy should be about. Observing what works and what doesn't in the real world led to the development of the theory.

Here are the lessons learned to guide Seward community leaders and policy makers committed to renewing Seward's regional economy.

1. Pursue growth opportunities.
2. Only solve problems to the extent that they hinder the pursuit of opportunities.
3. Strengthen the four keystones of the regional economy simultaneously.
4. Understand the value of your regional assets and their various combinations.
5. Understand how the three types of innovation influence economic growth.
6. Focus on net good money flows (good money minus bad money) and removing barriers to speeding up neutral money flows.
7. Develop pro-growth policies that enable innovation and entrepreneurship to flourish.
8. Devise and implement strategies consistent with each of the five ways to grow a regional economy.
9. Commit public funding only in areas that are publicly valuable and have profit potential.
10. Work together in a disciplined, structured way!

Economic growth primer



Seward economic growth strategy

Seward action plan

Appendix – resources and tools

# Global economic realities, new technologies, and trends that will affect Alaska are creating growth opportunities for Seward and its surrounding region.

BETA

## GLOBAL ECONOMIC REALITIES

- Growing capital mobility.
- Instantaneous access to increasingly relevant information.
- Growing tax and regulatory complexity.
- Growing global consumer influence driving demand and reducing pricing power.

## NEW TECHNOLOGIES

- Rising information content in products and services.
- Biological- and nanoscale-based new materials.
- New additive manufacturing reshaping global supply networks.
- Increasing demand for and ability to find, process, and use natural resources.

## TRENDS THAT WILL AFFECT ALASKA

- Less funding from the federal government compressing state funding.
- Increasing need for port and rail expansion.
- Growing global and US demand for natural resources that are abundant in Alaska driving more exploration and export.

## SEWARD'S CHALLENGES

*Population, business formation and retention, as well as workforce composition and missed business growth opportunities continue their flat-to-negative trend, a vicious cycle of decline.*

- The continuing underutilization of potentially valuable assets.
- Highly concentrated tax base that needs diversification.
- A lack of pro-growth city policies.
- A localized understanding of growth opportunities.
- Inexperience working together in a disciplined way across many organizations for maximum effect.
- The business community, residents, and the city at odds over what to do and how, including clear roles.

## SEWARD'S OPPORTUNITIES

*By working together to create a dynamic innovation and business-friendly environment, we can stimulate a rising revenue base that will move Seward into the virtuous cycle of prosperous growth.*

- **Bring revenues in from outside our region.**  
Major industrial companies and their local supplier network will reduce the cyclicity of our economy. A growing volume of consumers who spend their money in Seward will strengthen the local service economy. A rising revenue base will diversify the tax base and attract investment capital into our region to fuel further growth.
- **Reduce the costs of doing business and living inside our region.**  
Pro-growth policies and focusing our know-how into reducing energy costs and improving business efficiency will make it more attractive for businesses and people to reside in Seward and create revenue-generating innovations.
- **Increase regional asset utilization and future-proof the regional economy.**  
Developing a global perspective of growth opportunities and aligning Seward's assets to those opportunities in new ways and combinations will expose new growth opportunities. Linking and leveraging our assets to pursue the most promising and realistic opportunities will better utilize assets to increase the revenue base, attract investment capital, and diversify the tax base.

# Envisioning our future.

## What do we want Seward to be?

BETA

Seward is a great place to pursue opportunities for people who...

- Want to further their education in the disciplines that are crucial to our region's economic growth.
- Have ideas about creating new businesses and improving existing ones to bring investment and jobs into our community.
- Would like to live in a thriving and scenic small-town environment that is within easy driving distance from a large city and airport.
- Are passionate about living in our region and in Alaska.
- Get involved in making Seward and our region a great place to live, work, and start something new.

People will consider Seward to be a success when...

- The average age of our population trends younger and the average level of education trends higher.
- The number of new business startups exceeds the number of business closures per year, and average annual sales per business capita trends higher.
- The average property value trends higher and property taxes as a percentage of property values trends lower.
- The number of people and businesses relocating to Seward exceed the number of people and businesses leaving Seward, and a growing portion of total businesses' sales levels are from outside the region.
- An increasing percentage of Seward people and businesses are materially involved and working together to grow the community's economic base and make it a great place to live.

People will consider us to be successful when we have achieved these measurable changes within a three year period.

### NOTES:

*Think in long time frames and descriptive terms that paint a picture of the future of the Seward community and its surrounding region.*

*Review page 8 for reference and make sure the future you describe includes:*

- Brainpower
- Innovation and Entrepreneurship
- Quality, Connected Places
- New Narratives and Brand
- Culture of Civic Collaboration

*When describing success, make sure you can measure what you describe.*

*Seward's economic renewal working groups will need to modify this 1<sup>st</sup> draft.*

*Making the Seward community vision coherent and simple to articulate will help you gain institutional alignment and public support.*

# What values and guiding principles matter most to us as we undertake a regional growth effort? Will these endure with the Seward community over time? Consider these guidelines in developing Seward's values and guiding principles.

BETA

*Look at the frameworks on pages 6 (money flows), 7 (regional assets), 8 (asset classes), and 11 (core regional economy asset mapping). These four frameworks focus decision-making on the causal factors of economic growth that you can influence through public policy and resource prioritization.*

<i>Regional Economy</i>	Regional economies consist of a market economy and a civic economy. The market economy drives regional growth and prosperity.
<i>Roles</i>	<ul style="list-style-type: none"><li>• The role of the market economy is to grow the region and sustain that growth.</li><li>• The role of the civic economy is to support the market economy's ability to generate growth.</li></ul>
<i>Where Regional Value Comes From</i>	<ul style="list-style-type: none"><li>• The market economy creates regional value by developing and marketing products and services that attract "good" money to the region and limit "bad" money from leaving the region.</li><li>• The civic economy does not itself create regional value. What it does is add value to the market economy by keeping regional assets strong and relevant, and innovating around those assets.</li></ul>
<i>Value in the Form of Money Flows</i>	<ul style="list-style-type: none"><li>• Good money comes in the form of business revenues (attracting paying customers to the region or selling stuff outside the region), profits (money brought back to the region by a business headquartered in the region), and investment capital flowing into the region to support new business, market, and product development.</li><li>• Bad money leaves in the form of purchases made elsewhere and investment capital flowing out of the region. Money leaving the region is "bad" only if the region can produce comparable goods and services to fulfill the demand and desired buying experience within the region at a competitive price.</li></ul>
<i>Civic Economy Innovation</i>	<ul style="list-style-type: none"><li>• Pro-growth policies can improve innovation in the market and civic economies.</li><li>• Civic economy innovation should focus on: 1) strengthening and keeping civic economy assets aligned with market economy needs, and 2) building regional assets of future value to the market economy (publicly valuable but not yet privately profitable).</li></ul>
<i>Innovation Process</i>	<ul style="list-style-type: none"><li>• Innovations should be sourced globally. A region's institutions, companies, and citizens do not have a monopoly on generating innovations that are valuable to the region.</li><li>• A region needs a disciplined, collaborative process to establish the partnerships needed to identify, develop, and implement innovations that will result in regional value. This plan makes use of Strategy-Nets' proven approach to disciplined collaboration* as the cornerstone for economic growth planning and implementation.</li></ul>

*\* For more information, contact Strategy-Nets.*

# Seward's values and guiding principles.

*What are the most important characteristics that describe what we want our future to be? What are the principles and beliefs that shape our vision and guide our priorities and decision-making?*

## SAMPLE VALUES

The best place in Alaska to get an education in XYZ; the best source for providing education in XYZ to people outside of Seward.

Best-in-Alaska pro-growth, pro-entrepreneurship, pro-innovation public policies, infrastructure, and business environment.

Regional perspective leads to strong regional connections and relationships.

People-centered perspective leads to motivation and maintaining an environment in which they can thrive.

Balance between traditional industries and new ones, what made us prosperous in the past and what will make us prosperous in the future, all taking advantage of Seward as a unique place.

Our focus on growth, prosperity, and equal opportunity, and our work together to achieve it is meaningful to Seward citizens, our work groups, and to individual work group members.

We are proactive and value learning...our economic growth plans and work continually adapt to a constantly changing world.

## WHAT DO YOU REALLY BELIEVE?

Do you consider education AND ample opportunities to make use of that education a key success factor in Seward's future?

By working together, can private and public sector leaders make this happen and prove it by the numbers (see previous page success factors)?

Can others from outside Seward contribute to our efforts? Are we better off doing this alone or with others? Can others benefit too?

What makes an economy grow...people or infrastructure? If you have the people, can they get the resources to build the infrastructure?

Will you continue to rely on the knowledge you've gained from the past or will you augment that knowledge with new know-how gained from pursuing new opportunities of the future?

Does having meaning in the work of economic growth help rally and unite citizens behind a common vision and a way to achieve it? Will making it meaningful gain their participation?

Are we doing a "one shot deal" or adopting a discipline to transform who and what we are as a community, making it part of Seward's DNA?

## NOTES:

*When considering Seward's assets, know-how, and culture, what are the things you can realistically say is most important to your future? How do you need to augment that to achieve your vision of what Seward will be? How well do your statements align with the frameworks and proven guidelines on the previous page? Will your values and guidelines focus your decision-making on the things that matter the most to growing Seward's regional economy?*

*Consider the current basis for public policy decision-making and collaboration among businesses, and how they are likely to change. Consider how the relationships between various business, government, and other institutions will need to change if you are to achieve your vision.*

*The values and guiding principles you describe should reflect what in your assessment is:*

- *Realistic in the context of economic growth requirements,*
- *Likely to be embraced by the key people in the Seward community who will guide and influence the economic renewal effort.*

# Seward's opportunities and the assets in our region that will help us achieve our vision.

*What strengths do we have? Realistically, what growth opportunities match up well with our strengths? How can we combine and work our strengths to pursue and capture those opportunities and achieve our vision?*

## Potential Growth Areas

(What new technology and market innovations could we pursue that has the potential for us to be a leader?)

### 21<sup>st</sup> CENTURY BRAINPOWER

- Provide on-line education
- In-Seward corporate training in areas of expertise (e.g. oil spill, sea life, etc.)
- ???

### INNOVATION and ENTREPRENEURSHIP

- Renewable fuels (marine, cellulose)
- Fossil fuel handling and transportation
- Coal handling for clean coal (powdered form or with limestone)
- Anything marine- and fishing-related
- Additive manufacturing (3D printing)
- Tourism
- Data center operations
- ???

### QUALITY CONNECTED PLACES

- Teleworking for remote employers
- Call center operations
- Sustainable development
- Land use
- ???

### NEW NARRATIVES and BRAND

- Deep stories and experiences
- Kenai regional partnerships
- ???

## Seward Comparative Strengths

(What do we know, have, and do really well that is hard for other regions to copy and/or compete with?)

### WHAT WE KNOW

- Marine and fishing
- Tourism
- Sea life science
- ???

### WHAT WE HAVE

- Ice-free deep water port
- Road and rail access
- Favorable Alaska climate
- Gateway location
- Forested lands
- AVTEC
- SeaLife Center
- Growth-driving relationships (e.g. Shell, Alaska Railroad, Chugach Alaska Corp., CIRI, ASRC, GCI, etc.)
- Supporting relationships (e.g. City-, CDRF-, CDQ-related, etc.)
- People willing to work together
- ???

### WHAT WE CAN DO REALLY WELL

- Sea life science and management, including oil spill response and cleanup
- Tourism management
- ???

## NOTES:

*Consider Tom Tougas' analysis (summarized here), the Chamber's recent YES workshop information (almost all "neutral" money items), and UA CED's 2010 Seward Economic Development Assessment.*

*As a next step, you should revisit and analyze the region's assets using the frameworks on pages 6, 7, 8, and 11 as your guide. Consider the importance of Seward's extensive network of relationships, some with global reach. Answer the following questions as a starting point:*

- What regional assets can you best utilize to increase good money and decrease bad money flows?
- What regional assets belong in the "core" category? The "counter-productive" category? The other two?
- What realistic policy changes can the city make to align relevant city budget items with Seward's most important assets?
- What are the potential business combinations, joint ventures, and projects that could enhance the value of the region's assets?
- What relationships can we extend or combine to support our growth opportunities and initiatives?

*How do these assets and opportunities fit with your values and guiding principles? Do these narrow your choice of approaches on HOW you will leverage your strengths to pursue growth opportunities?*

Link and leverage our regional assets to pursue immediate revenue-driving opportunities. Commercial and financial partnerships, as well as pro-growth policies that unencumber our assets (including land) are key strategy enablers.

<i>SMIC Development Project (SMIC)</i>	The objective is to build out full-service capabilities, marketing, and support infrastructure to attract businesses in marine-related markets (e.g. tourism, fishing, military, offshore oil and natural gas field services, marine research, etc.) for relocation to or service in Seward. This initiative leverages the ice-free deep water bay and SMIC marine-related service assets. It also links the rail termination and future “Entrepreneur’s Row” assets on the other side of the bay. AVTEC has an early role here. Partnerships with Shell and their supplier relationships (e.g. Toth Logistics) are immediately valuable, crucial “must have” assets. Government-driven opportunities like the CVRF and CDQ are less immediate, higher risk opportunities. What will the Harbor’s role be? What land assets are needed? How will they maximize SMIC utilization? What funding will need to be in place as the general obligation bond retires?
<i>Railroad Dock Extension (RDE)</i>	The objective is to expand our ability to move coal from rail to ship, and to extend our know-how into similar rail to ship commercial operations. This initiative leverages the ice-free bay, a broadened and more crucial Alaska Railroad relationship, and the “new” SMIC (e.g. one-stop value-add support for ships involved in intermodal transport). It also segregates the commercial freight section from tourism (see ARRC Master Plan drawings) and lays the foundation for increasing RDE’s value through modernization and extension into intermodal transport. Can the Alaskan Railroad also play an important role in tourism? What financing will this initiative need to leverage to further leverage the railroad’s investment to our advantage? Where will the expected \$240M funds come from for development? Are we developing that relationship?
<i>Entrepreneur’s Row (ER)</i>	The objective is to build a counter- or non-cyclical source of revenue to supports the “new” SMIC and RDE with all-year jobs. This initiative leverages land located next to the RDE area, and all SMIC- and RDE-related assets. This area can further segregate a commercial sector from the area that moves passenger from ship to shore and back. Opportunities that need research and detailing include developing on-demand services (including manufacturing) related to the maintenance and repair of vehicles using the port system, as well as unrelated manufacturing services that benefit from the physical location in this area (e.g. the Seward Fisheries expansion). Many incentive and financing structures could apply, including Strategy-Nets’ Innovation Zones and Opportunity Fund. Getting input from SMIC and RDE commercial partners, and Lear family engagement is important.
<i>Oil Spill Response (can we broaden this to be marine emergency response?)</i>	The objective is to build a world-class cold weather response capability to serve, as appropriate, the west coast of the United States and the Bering Strait. This initiative leverages and expands physical assets (e.g. SeaLife Center, the port, and SMIC) and know-how assets (e.g. marine science, marine maintenance and repair, etc.) to become a “center of excellence” in oil spill response and other marine disaster recovery services. What role can Shell, its suppliers, and the Alaska Railroad play? Is this an opportunity to increase Seward’s harbor capacity?

Link and leverage our regional assets to pursue potential cost-reducing opportunities. New partnerships, pro-growth policies that unencumber our assets, and gaining more influence over fuel sourcing and energy-generating assets are key strategy enablers.

*City Permitting  
Process Renewal*

The objective is to reengineer city processes and align them with the rest of the region to make it easy and low- or no-cost for businesses to launch or locate in the city of Seward (and outside of the city's borders in the surrounding region). Although this initiative doesn't leverage a physical asset, it makes productive use of the city's cash. Considering the city shows a healthy cash flow and that outsiders account for 70% of the city's sales tax revenue, the cost of renewing this process is relatively low with high potential return from more revenue.

An effective and efficient process that is surfaced in a single interface between the city and businesses should accommodate permitting, licensing, inspection, and zoning. This will require a high degree of integration and automation, with a common Internet-based user interaction and experience. Since the city has debt obligations coming due in the next few years, is there an opportunity to define this project more broadly to help turn some of the city's non-cash assets into cash?

*Alternative Energy  
(Total Energy to be  
more accurate)*

The objective is to develop a cohesive and comprehensive approach to reduce total energy costs in the region while increasing energy output. This can be done by addressing the sources and cost of fuel and by achieving an economic balance between making and buying electricity in usable forms. This initiative leverages know-how gained at the SeaLife Center from using a seawater pump system to generate heat, as well as knowledge we can gain rapidly from others (e.g. using hydropower for ship and dock support operations). An energy portfolio consists of three components.

1. What is the opportunity to reduce heating cost and improve heating efficiency, for commercial buildings as well as residential buildings? Insulation and weatherization represent early opportunities.
2. What is the opportunity to generate electricity from multiple fuel sources? This needs investigation, including an evaluation of Seward's current electricity sourcing and generation assets, sourcing of other fossil fuel-based generation capacity, and the use of renewable fuels.
3. What is the opportunity to reduce transportation fuel costs for Seward businesses and their marine customers? Various sourcing options, including buying coops within Seward as well as with external partners need investigation. Is there a role for Shell, Alaska Railroad, CIRI, and Chugach Alaska?

Seward will need to evaluate what a balanced and flexible portfolio of renewable and fossil fuel sources, as well as energy use would look like. This initiative should then develop a roadmap and begin moving toward the target portfolio. Alaska's Renewable Energy Alaska Project is a good source of information and access to resources.

There may also be an opportunity to link our marine assets to build expertise in applying synthetic and algae-based marine fuels (see "future opportunities" on the next page) that we can monetize.

# Create an environment that links and leverages potentially valuable assets to pursue opportunities to future-proof our region. Encourage business startups and growth to diversify our revenue base and build the foundation for improving business efficiency.

*Broadband  
(can we broaden  
this to be  
information-based  
growth  
opportunities?)*

The objective is three-fold:

- Develop a practical understanding of the existing broadband infrastructure building blocks in Seward that could be grown into a crucial regional broadband asset to that can attract industries that need this digital asset. This initiative seeks to create an asset based on the Alaska United fiber optic cable landing point in Seward. This cable is one of three sections that connect Anchorage to Seattle. Through Seattle, the connection is made to the rest of the lower 48 states. This implementation is based on a SONET ring architecture, potentially limiting bandwidth in the long term (10 years plus). Alaska's OC-192 SONET ring is rated at 10 Gbs compared to rollouts in Korea and other places at 40 Gbs and the new 100 Gbs (essentially 10 times the bandwidth and speed). What this means is that Seward can be clever about what it does with the existing cable and future upgrades.
- Develop a practical understanding of broadband-enabled applications in which Seward could build a competitive advantage based on a combination of its broadband infrastructure with its other assets. For example, the biggest problems in the data center business are in energy consumption (linked with our Alternate Energy initiative) and cooling (our climate addresses this naturally). Another example is in additive manufacturing, which could benefit Seward's SMIC and dock-based businesses (on-demand custom design, manufacture of MRO, and tooling), leverage our intermodal transport support services to export remaining capacity, or monetize our cold-water marine know-how by exporting design to a global customer base. Other services can relate to medical, marine research, education delivery, and other content-related services. AVTEC will play an increasingly important role in training entrepreneurs in broadband-related businesses.
- Develop a roadmap with priorities on linking and leveraging our assets to pursue revenue-generating: 1) broadband-enabled application opportunities and 2) broadband infrastructure opportunities that will help improve business efficiency.

*Future  
Opportunities For  
Consideration  
(natural resource-  
based biological  
and nanoscale  
materials)*

- ~~Link our marine assets and build expertise in applying synthetic and algae-based marine fuels. Is there an opportunity to create a "Test-Bed Center of Excellence" in cold climate alternate marine fuels so we can monetize our know-how? Is there an opportunity to partner with U.S. Coast Guard?~~
- Link our timber, port, RDE, and Alaska Railroad relationship assets in harvesting and transporting (processing?) raw materials for nanocrystalline cellulose (NCC) applications in pulp, paper, building materials, electronics, and other industries. NCC is a key additive that improves the durability, strength, and appearance of numerous materials. Affected industries include paints and coatings, films and barriers, textiles, composites, medical and pharmaceutical, food processing, and oil recovery (see our Oil Spill Response initiative). NCC also represents a strategic platform for sustainable development. Is there an opportunity to partner with Canada's FPInnovations (a forest research center) or business enterprises that are commercializing this technology?
- What else do we know about? For example, although the YES group's ideas on unserved and underserved are predominantly "neutral money" oriented, it's a good start to think about "good money" opportunities (e.g. marine hardware, safety, mobile fuel barge, heli skiing/boarding, aerial tours, etc.). Do any of these fit within our growth initiatives?

Our priorities are business retention and building on what we already have and know to pursue revenue growth opportunities. By keeping things simple, we can learn how to work together and develop a better understanding of what's possible and realistic.

Growth Initiative	Example Project Opportunities	Attractive Because?	Unattractive Because?	Expected Synergies?
<i>SMIC Development Project</i>	<ul style="list-style-type: none"> <li>Secure surrounding land; city role?</li> <li>Breakwater expansion</li> <li>Study value to businesses and develop the value proposition</li> <li>Broaden the Shell relationship</li> <li>Marine services company attraction; what incentives can we offer and how should we structure them?</li> </ul>	<ul style="list-style-type: none"> <li>Leverages assets that have competitive advantage</li> <li>Improves land utilization to drive revenue</li> <li>What else???</li> </ul>	<ul style="list-style-type: none"> <li>Capital investment needs</li> <li>Retrofitting costs</li> <li>Complex coordination</li> <li>What else???</li> </ul>	<ul style="list-style-type: none"> <li>RDE and ER</li> <li>Leverages broadband and transportation assets</li> <li>What else???</li> </ul>
<i>Railroad Dock Extension</i>	<ul style="list-style-type: none"> <li>Physical area clean-up</li> <li>Develop commercially efficient dock</li> <li>Broaden the AK RR relationship</li> <li>Tourism and RR depot expansion</li> </ul>	<ul style="list-style-type: none"> <li>Alaska Railroad partnership</li> <li>Built with Alaska Railroad money tat we can leverage</li> <li>What else?</li> </ul>	<ul style="list-style-type: none"> <li>Capital investment needs</li> <li>Complex coordination</li> <li>Business disruption</li> <li>What else???</li> </ul>	<ul style="list-style-type: none"> <li>SMIC and ER</li> <li>Leverages commercial transportation know-how</li> <li>What else???</li> </ul>
<i>Entrepreneur's Row</i>	<ul style="list-style-type: none"> <li>Physical area clean-up</li> <li>Segregate tourism route</li> <li>Develop commercially efficient land</li> <li>Study value to businesses and develop the value proposition</li> <li>Company attraction; what incentives can we offer and how should we structure them?</li> </ul>	<ul style="list-style-type: none"> <li>Improves land utilization to drive revenue; are the landowners on board?</li> <li>Proximity to SMIC and RDE</li> <li>Concentration spurs entrepreneurship</li> <li>What else???</li> </ul>	<ul style="list-style-type: none"> <li>Business disruption (fish processing plant)</li> <li>What else?</li> </ul>	<ul style="list-style-type: none"> <li>SMIC, RDE, and Broadband</li> <li>What else???</li> </ul>
<i>Oil Spill Response</i>	<ul style="list-style-type: none"> <li>Corporate training</li> <li>Regional partnership formation; Shell, Toth, AK RR, etc.</li> <li>AVTEC adoption and link to cold water-related career pathways</li> <li>Recruit relevant companies</li> </ul>	<ul style="list-style-type: none"> <li>Water, marine, education, and SeaLife asset utilization</li> <li>New niche businesses</li> <li>What else???</li> </ul>	<ul style="list-style-type: none"> <li>None?</li> </ul>	<ul style="list-style-type: none"> <li>Leverages marine know-how and related assets</li> <li>Lead to other business opportunities</li> <li>What else???</li> </ul>

Our priorities are business retention and building on what we already have and know to reduce business input costs. Realizing immediate benefits while exploring long-term opportunities to learn and make more informed cost reduction decisions is smart.

Growth Initiative	Example Project Opportunities	Attractive Because?	Unattractive Because?	Expected Synergies?
<i>City Permitting Process Renewal</i>	<ul style="list-style-type: none"> <li>• Reengineer process; enact regulatory and city organizational changes</li> <li>• Implement a web-based interface to a self-service system built to support the process</li> <li>• Update and unify City codes to ensure continuity and uniformity</li> <li>• Update the City website to promote the City's support for the Plan and its new process</li> </ul>	<ul style="list-style-type: none"> <li>• Low cost and fast, with potentially large benefits</li> <li>• Less complexity and lower ongoing operating costs, freeing up resources the city could use elsewhere</li> <li>• Leverages broadband</li> <li>• Sends message of City listening to business needs</li> </ul>	<ul style="list-style-type: none"> <li>• None</li> </ul>	<ul style="list-style-type: none"> <li>• All other initiatives</li> <li>• All businesses benefit from lower cost and less impedance to their plans</li> <li>• City gains knowledge about broadband as well as the complexity in its current operations</li> </ul>
<i>Alternative Energy</i>	<ul style="list-style-type: none"> <li>• Converting waterfront buildings</li> <li>• Hydro power pilot for dock support</li> <li>• Seawater pump system pilot to power more than one building on the waterfront</li> <li>• Algae-based biofuels pilots</li> <li>• What else???</li> </ul>	<ul style="list-style-type: none"> <li>• Water and marine asset utilization</li> <li>• Reduces reliance on electricity providers from outside of Seward</li> <li>• Could power new growth businesses</li> <li>• What else???</li> </ul>	<ul style="list-style-type: none"> <li>• New knowledge needed</li> <li>• Retrofitting costs</li> <li>• What else???</li> </ul>	<ul style="list-style-type: none"> <li>• SMIC, RDE, ER, and Broadband</li> <li>• What else???</li> </ul>

Although our priorities are to bring revenue into Seward and reduce the cost of doing business, we have to position ourselves for the future by diversifying our economy by developing a better understanding of potentially valuable assets and opportunities.

Growth Initiative	Example Project Opportunities	Attractive Because?	Unattractive Because?	Expected Synergies?
Broadband	<ul style="list-style-type: none"> <li>• Study market opportunity for content and applications (3D printing, telework/education/medicine, call center, data center, etc.)</li> <li>• Study market opportunity for future fiber optic and wireless infrastructure</li> <li>• Regional partnership formation</li> <li>• What else???</li> </ul>	<ul style="list-style-type: none"> <li>• Fiber cable asset utilization</li> <li>• Can monetize marine and other Seward know-how</li> <li>• New growth businesses</li> <li>• What else???</li> </ul>	<ul style="list-style-type: none"> <li>• New types of partnerships</li> <li>• New knowledge needed</li> <li>• Capital investment needs</li> <li>• Outside of comfort zone?</li> <li>• What else???</li> </ul>	<ul style="list-style-type: none"> <li>• All other initiatives</li> <li>• Can leverage and support monetization of marine knowledge</li> <li>• Enhances the value of existing assets</li> <li>• Potential for new partnerships</li> <li>• What else???</li> </ul>

What else???

1<sup>st</sup> DRAFT

Our revenue-driving initiatives are a good start to constructing our economic growth portfolio...at first glance, they pass the initial tests for their economic growth potential.

Growth Initiative	Growth Discipline	Type of Innovation	Money Flow Impact	Projects Should Emphasize
<i>SMIC Development Project</i>	<ul style="list-style-type: none"> <li>• Retain existing businesses</li> <li>• Build and attract more of the same kind of businesses</li> </ul>	<ul style="list-style-type: none"> <li>• Efficiency innovation because of focus on what Seward already does well</li> </ul>	<ul style="list-style-type: none"> <li>• Increases good</li> <li>• Speeds up neutral</li> </ul>	<ul style="list-style-type: none"> <li>• Quality, connected places</li> <li>• Brand and new narratives</li> </ul>
<i>Railroad Dock Extension</i>	<ul style="list-style-type: none"> <li>• Build and attract more of the same kind of businesses</li> <li>• Build and attract related supply networks and technology businesses</li> </ul>	<ul style="list-style-type: none"> <li>• Sustaining innovation</li> </ul>	<ul style="list-style-type: none"> <li>• Increases good</li> <li>• Speeds up neutral</li> </ul>	<ul style="list-style-type: none"> <li>• Entrepreneurship and innovation</li> <li>• Quality, connected places</li> </ul>
<i>Entrepreneur's Row</i>	<ul style="list-style-type: none"> <li>• Build and attract related supply networks and technology businesses</li> </ul>	<ul style="list-style-type: none"> <li>• Sustaining innovation, but could be all three depending on synergy with the broadband initiative</li> </ul>	<ul style="list-style-type: none"> <li>• Increases good</li> <li>• Speeds up neutral</li> </ul>	<ul style="list-style-type: none"> <li>• Entrepreneurship and innovation</li> <li>• Quality, connected places</li> </ul>
<i>Oil Spill Response</i>	<ul style="list-style-type: none"> <li>• Build and attract more of the same kind of businesses</li> <li>• Build and attract related supply networks and technology businesses</li> </ul>	<ul style="list-style-type: none"> <li>• For Seward, an empowering innovation if new businesses develop, otherwise a sustaining innovation</li> </ul>	<ul style="list-style-type: none"> <li>• Increases good</li> </ul>	<ul style="list-style-type: none"> <li>• Brainpower</li> <li>• Entrepreneurship and innovation</li> </ul>

Our cost-reducing initiatives complement the revenue-driving ones to achieve better balance in our portfolio...at first glance, they pass the initial tests for their economic growth potential.

BETA

Growth Initiative	Growth Discipline	Type of Innovation	Money Flow Impact	Projects Should Emphasize
<i>City Permitting Process Renewal</i>	<ul style="list-style-type: none"> <li>Retain existing businesses</li> </ul>	<ul style="list-style-type: none"> <li>For Seward, an efficiency innovation</li> </ul>	<ul style="list-style-type: none"> <li>Speeds up neutral money</li> <li>Reduces resistance to good money</li> </ul>	<ul style="list-style-type: none"> <li>Brand and new narratives</li> <li>Quality, connected places</li> </ul>
<i>Alternative Energy</i>	<ul style="list-style-type: none"> <li>Retain existing businesses</li> <li>Build and attract businesses that make better use of your assets</li> </ul>	<ul style="list-style-type: none"> <li>For Seward, an empowering innovation if new businesses develop, otherwise a sustaining innovation</li> </ul>	<ul style="list-style-type: none"> <li>Reduces bad</li> <li>Speeds up neutral as businesses shift spending</li> <li>Potentially increases good</li> </ul>	<ul style="list-style-type: none"> <li>Brainpower</li> <li>Entrepreneurship and innovation</li> </ul>

Our future-proofing initiative complements our more immediate ones to round out our portfolio...at first glance, it passes the initial tests for their economic growth potential.

Growth Initiative	Growth Discipline	Type of Innovation	Money Flow Impact	Projects Should Emphasize
<i>Broadband</i>	<ul style="list-style-type: none"> <li>• Build and attract businesses that make better use of your assets</li> <li>• Build and attract businesses that diversify the regional economy</li> </ul>	<ul style="list-style-type: none"> <li>• Sustaining innovation</li> <li>• Empowering innovation if new technology-based businesses evolve from the effort</li> </ul>	<ul style="list-style-type: none"> <li>• Increases good</li> <li>• Potentially speeds up neutral as business and people spending increases</li> </ul>	<ul style="list-style-type: none"> <li>• Brainpower</li> <li>• Entrepreneurship and innovation</li> <li>• Quality, connected places</li> </ul>

In each initiative, what we do to inspire businesses to bring more revenue to Seward is driven by that initiative's primary growth disciplines. How will you implement common strategies productively across all initiatives to avoid duplication?

BETA

Growth Initiative	Primary Growth Discipline	Example Strategies That Need Consideration and Planning
<i>SMIC Development Project</i>	<ul style="list-style-type: none"> <li>• Retain existing businesses</li> <li>• Build and attract more of the same kind of businesses</li> </ul>	<ol style="list-style-type: none"> <li>1. Determine what businesses value and tailor the SMIC value proposition to that.</li> <li>2. Establish complex relationship structures to make SMIC “sticky” for businesses (e.g. co-locating suppliers and customers to benefit both).</li> <li>3. Bond with businesses through emotional appeal.</li> <li>4. Establish an ongoing way to pre-empt defections from the area (e.g. survey-and-respond system if value delivery falls below expectations, etc.)</li> <li>5. Develop better information on Seward businesses and the economic pressure they're under.</li> <li>6. Overcome competing region advantages by offering businesses superior value through:               <ul style="list-style-type: none"> <li>— Transparency (regulatory and tax clarity and simplicity)</li> <li>— Lower cost sourcing of people, assets, and supplies</li> <li>— Technology innovation (e.g. broadband)</li> <li>— Supply chain proximity (e.g. Seward businesses can get what they need locally).</li> </ul> </li> <li>7. Explore novel-to-Seward but proven structures (e.g. enterprise zones, innovation zones, business roll-ups, etc.) as ways to offer monetary incentives to attract companies from outside the region.</li> </ol>
<i>Railroad Dock Extension</i>	<ul style="list-style-type: none"> <li>• Build and attract more of the same kind of businesses</li> <li>• Build and attract related supply networks and technology businesses</li> </ul>	<p>Strategy 6 also applies here. In addition:</p> <ol style="list-style-type: none"> <li>8. Determine and stay on top of the demographic and buying criteria trends driving the businesses that will be served from this locale (e.g. tourism trends, transportation trends, etc.)</li> <li>9. Leverage assets like the railroad dock, including the existing global relationships served by rail and ship, to strengthen the position of Seward as a gateway for commercial goods export and import.</li> </ol>
<i>Entrepreneur's Row</i>	<ul style="list-style-type: none"> <li>• Build and attract related supply networks and technology businesses</li> </ul>	<p>Strategies 1, 2, 5, 6, 7, 8, and 9 apply here.</p>
<i>Oil Spill Response</i>	<ul style="list-style-type: none"> <li>• Build and attract more of the same kind of businesses</li> <li>• Build and attract related supply networks and technology businesses</li> </ul>	<p>Strategies 6 and 7 apply here. In addition:</p> <ol style="list-style-type: none"> <li>10. Develop relationships and pilot projects (e.g. components of a fast-response system) that share the risks and rewards with suppliers (e.g. SeaLife Center) and customers (e.g. Shell and Toth Logistics), and that can be monetized and exported.</li> </ol>

In each initiative, what we do to create a better business environment and reduce the cost of doing business is driven by each initiative’s primary growth disciplines. What is common here with the revenue-driving initiatives?

BETA

Growth Initiative	Growth Discipline	Example Strategies That Need Consideration and Planning
City Permitting Process Renewal	<ul style="list-style-type: none"><li>• Retain existing businesses</li></ul>	<ol style="list-style-type: none"><li>1. Determine what businesses value; combine and tailor all permitting and related processes to that. Integrate IT systems to ensure efficient operations. Provide a simple user guide on the process and all requirement to the business community .</li><li>4. Establish an ongoing way to pre-empt defections from the area (e.g. survey-and-respond system if value delivery falls below expectations, etc.)</li><li>5. Develop better information on Seward businesses and the economic pressure they’re under.</li></ol>
Alternative Energy	<ul style="list-style-type: none"><li>• Retain existing businesses</li><li>• Build and attract businesses that make better use of your assets</li></ul>	<p>Strategies 1, 4, and 5 also apply here. In addition:</p> <ol style="list-style-type: none"><li>2. Establish complex relationship structures to make any fuel sourcing or energy-related system “sticky” for businesses (e.g. co-locating suppliers and customers to benefit both).</li><li>3. Bond with businesses through emotional appeal.</li><li>10. Develop relationships and pilot projects that share the risks and rewards with technology suppliers and customers (e.g. waterfront located organizations) to develop know-how that can be monetized and exported.</li></ol>

In each initiative, what we do to pursue opportunities in industries-of-the-future is driven by each initiative’s primary growth disciplines. How do these future-proofing initiatives affect the revenue-driving and cost-reducing initiatives?

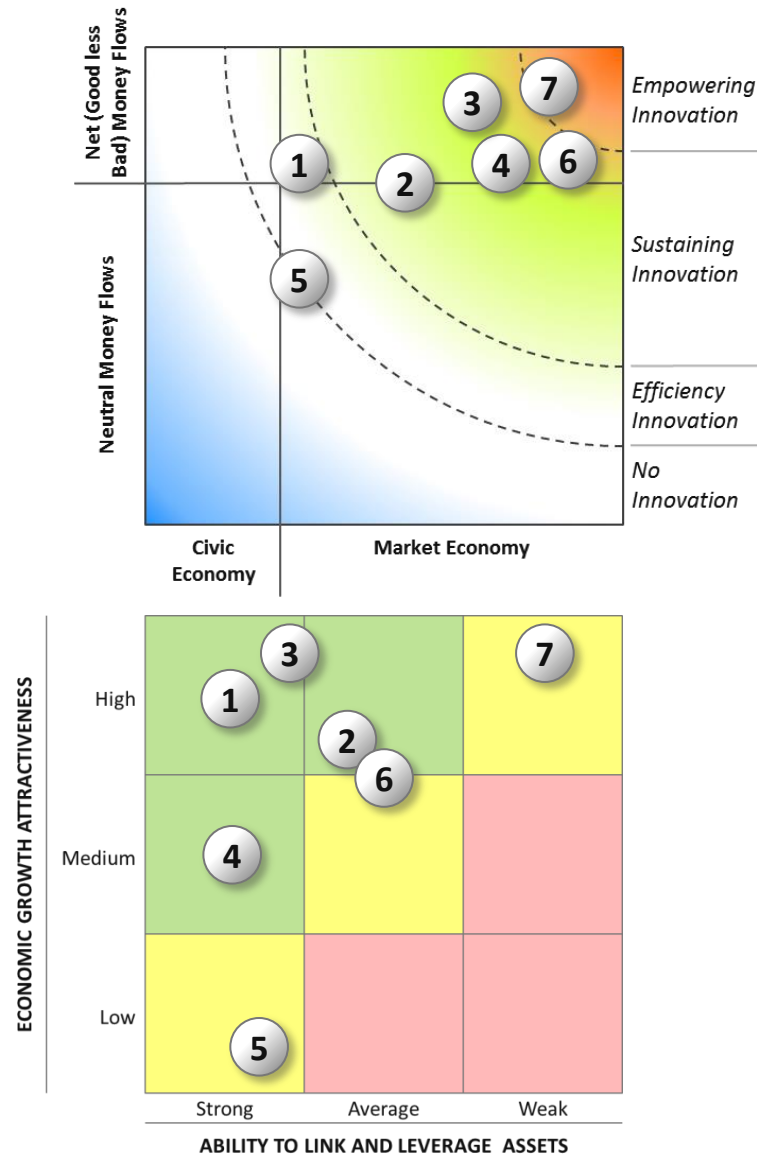
BETA

Growth Initiative	Growth Discipline	Example Strategies That Need Consideration and Planning
Broadband	<ul style="list-style-type: none"><li>• Build and attract businesses that make better use of your assets</li><li>• Build and attract businesses that diversify the regional economy</li></ul>	<p>10. Develop relationships and pilot projects (e.g. different applications in different industries) that share the risks and rewards with suppliers (e.g. Alaska United?, GCI?, TelAlaska?) and customers (e.g. Shell and Toth Logistics), and that can be monetized and exported. AVTEC plays a key role in developing the workforce of the future.</p> <p>11. Cultivate relationships with venture capital firms to open up access to companies that “must have” broadband access. Work together with them and Alaska’s telecom suppliers to attract those companies to Seward. Pursue companies that provide infrastructure-related services (like attracting a Google, Amazon, or Equinix data center or providing call center services) and that can make Seward a “center of excellence” for managing content on the network and developing related software-based applications. Pursue companies that provide enabling technologies in application areas where Seward has or can build competitive capabilities (e.g. 3D Systems, Stratasys, Autodesk).</p>

# A “best guess” initial mapping of our “starting” portfolio.

*This will need continual thought and updating.*

BETA



Thoughts on strengthening the portfolio positioning of our seven initiatives :

- Plan SMIC, RDE, ER, and permitting process renewal to dovetail with each other to secure all permitting needed to proceed at once: focus on what will move the permitting process initiative (6) up into the green zone.
- Import or contract with broadband-related talent and expand the role of AVTEC and other Seward education- and knowledge-intensive assets to make sure broadband assets can play in the other initiatives: focus on what will move the broadband initiative (7) into the portfolio’s green zone.
- Design different types of renewable fuels experiments to increase the probability of successes. How will alternative energy use change the input economics of businesses and people in the region to increase Seward’s attractiveness to businesses? Import or contract with alternative energy-related talent and expand the role of AVTEC and other Seward education- and knowledge-intensive assets to make sure alternative energy assets can play in the other initiatives. Focus on what will move this initiative (6) into the portfolio’s green zone by making it a stronger driver of economic growth while improving your capabilities in this area.
- At first glance, the Oil Spill Response initiative (4) seems to be “low hanging fruit”. How can we expand this definition as we consider related Seward and regional assets to make it a stronger contributor to economic growth?

- |                                    |                                      |
|------------------------------------|--------------------------------------|
| 1. SMIC Development Project        | } <i>Revenue-Driving Initiatives</i> |
| 2. Railroad Dock Extension         |                                      |
| 3. Entrepreneur’s Row              |                                      |
| 4. Oil Spill Response              | } <i>Cost-Reducing Initiatives</i>   |
| 5. City Permitting Process Renewal |                                      |
| 6. Alternative Energy              | } <i>Future-Proofing Initiatives</i> |
| 7. Broadband                       |                                      |

# We need to manage the risks to our initiatives and economic growth in four strategic categories. How will we do so?

BETA

## **Market Risk:**

With continual global economic and technological change, Seward's competitors and local markets will also change, creating new and evolving conditions to which Seward must respond.

## **Competitive Risk:**

Seward's regional competitors, including Anchorage (with superior resources and influence), may increase their capabilities to compete more effectively with Seward. They may also respond irrationally to perceived threats and economic changes.

## **Economic Management Risk:**

Seward's and the competition's ability to understand and practice the tenets of regional economic growth in a way that encourages entrepreneurship and innovation. Seward's abilities must be better than its competitors'.

## **Civic Collaboration Risk:**

Seward's and the competition's ability to align and motivate the most influential people and businesses to create and sustain the conditions that drive economic growth. Seward's abilities must be better than its competitors'.

- Manage economic growth initiatives in a portfolio.
- Focus initiatives on developing a business environment that brings revenue into Seward or reduces the cost of doing business in Seward through better utilization of Seward's regional assets.
- Continually assess and skew initiatives toward the best opportunities based on surrounding market and economic conditions by establishing a six-month cycles of planning, doing, and learning.
- Establish a disciplined process of collaboration and project management within and among groups.
- Clearly define and adhere to specific roles and boundaries between the roles defined by the process. Boundaries are especially important between what an organization does in its own work, and what it does as part of its participation in a group effort.
- Diversify across all four types of risk by making sure that each six-month implementation plan touches on them.
- Seek, recruit, and motivate the best talent to participate as appropriate in each six-month implementation cycle.
- Establish a system of consistent and measurable metrics over which our work has influence. Gauge each six-month implementation cycle by how the work done impacts those metrics.

# Relevant Strategy-Nets structures\* that could enhance our economic growth strategy.

Because of information abundance and technologies that facilitate information and capital mobility, network-based organizational structures are increasingly driving 21<sup>st</sup> century economies. In this world, more and more companies are turning to their suppliers and customers, and trade groups and universities for new ideas to grow their businesses, building complex networks of relationships. These networks, groups of related organizations also known as clusters, provide the innovation engine with which regional economies evolve and grow.

Strategy-Nets' Innovation Clusters and Zones provide the roadmaps and guidelines for:

- Forming clusters at local and regional levels,
- Learning and developing insights on what works and what doesn't,
- Translating ideas into action through the use of Opportunity Funds as well as incentives provided by influential private and public sector entities.

	WHAT IT IS	WHERE IT IS RELEVANT TO US
<i>Innovation Clusters</i>	<ul style="list-style-type: none"><li>• A people- or idea-based network.</li><li>• Organized around a specific technology or industry sector supply chain with 2+ partners at the center of the network.</li><li>• Basic goals are R&amp;D and either attracting a large industry player or may small players into the region: success based on how many products or companies the network yields.</li></ul>	<ul style="list-style-type: none"><li>• SMIC, Alternate Energy, Broadband, and Oil Spill Response.</li><li>• Focus on marine-related services to start.</li><li>• What are the renewable fuels and global communications opportunities? Marine service supply chain opportunities?</li></ul>
<i>Innovation Zones</i>	<ul style="list-style-type: none"><li>• A place-based network.</li><li>• Organized around specific locations that encourage entrepreneurial activity: 2+ locations at the center of the network.</li><li>• Basic goal is to use these "hot spots" as gathering places for project work with existing organizations supporting entrepreneurs: success based on network yield per location.</li></ul>	<ul style="list-style-type: none"><li>• Entrepreneur's Row, SMIC, and Oil Spill Response (anchored by SeaLife Center); could apply to Broadband and Alternate Energy as they evolve and become more location-specific.</li><li>• Focus on meeting places in the bay areas and involve Seward's major businesses in meetings to brainstorm and manage our initiatives.</li></ul>
<i>Opportunity Fund</i>	<ul style="list-style-type: none"><li>• A funds-based network similar to an angel investors' group.</li><li>• Managed pool that provides tiered funding for publicly valuable but privately not yet profitable early-stage innovations.</li><li>• 3 stages of funding, with increasing private sector matches.</li><li>• Funding in each tier depends on meeting specific requirements: success based on private/public sector dollars.</li></ul>	<ul style="list-style-type: none"><li>• All initiatives except the City Permitting Process Renewal (it should be internally funded by the City).</li><li>• Initially, focus on raising funds and the criteria for investing in new ideas; amount, required match, and the basis upon which funds are awarded.</li></ul>

\* For more information, contact Strategy-Nets.

Determine the top five things we must accomplish and obstacles we must overcome in the next six months for our seven initiatives to succeed. From our perspective, these have more to do with a successful startup than with the initiatives themselves.

#### “MUST HAPPENS”

- Team approach with relationships between members formalized (e.g. individual participants and the organizations they represent such as a business, the city, the SeaLife Center, etc.).
- Clear accountability and ownership of each initiative (this is separate from the mission .
- Roles (most importantly, the Chamber of Commerce, the City, and the Core Group).
- Detailed and incentivized action plans, including project management discipline.
- Funding in place for 2013 and 2014.

#### OBSTACLES TO OUR INITIATIVES AND “MUST HAPPENS”

- Best people (defined as those who can get things done) not participating.
- Lack of alignment among the region’s most influential players.
- Relying on the same old things and ways that have proven not to work.
- Value for dollars raised is unclear, making funding hard to come by.
- Wrong metrics dilute our efforts, lower our productivity, and detract from our focus.

#### NOTES:

*As you think through your top five “must happens” and top five obstacles, consider Seward’s past (what worked and what didn’t) and its recent experiences with trying to align various interested parties and reinvigorating economic growth. Make sure you don’t repeat the mistakes of the past as you consider how you will address the “must happens” and obstacles.*

*Consider which organization will take the lead on each one and who specifically will be accountable. Do you have the right people involved? Are they motivated? Is the work meaningful to them?*

*As you work off the top five, what are the next top five “must happens” and obstacles? There should always be a “top five” for continual improvement!*

# We'll need to establish a baseline of our "current condition" from which to gauge our progress as we move toward our "to be" vision of the future Seward.

BETA

## IF THE KEY METRICS ARE:

The average age of our population trends younger and the average level of education trends higher.

The number of new business startups exceeds the number of business closures per year, and average annual sales per business capita trends higher.

The average property value trends higher and property taxes as a percentage of property values trends lower.

The number of people and businesses relocating to Seward exceed the number of people and businesses leaving Seward, and a growing portion of total businesses' sales levels are from outside the region.

An increasing percentage of Seward people and businesses are materially involved and working together to grow the community's economic base and make it a great place to live.

## THEN WE NEED ONGOING DATA ON:

- Population numbers and age
- Level of education attained per person
- Graduation rates of Seward citizens
- Average immigrant grade level attained

- Number of business startups and closures
- Gross revenues claimed on tax returns

- The number of properties and their value (from recent market transactions and assessed values)
- Property taxes collected

- The number of people and businesses coming into and leaving Seward.
- The percentage of gross revenues claimed on tax returns from customers not located in Seward.

- The number of people and the number of businesses involved in this effort
- The number of business participating in partnerships formed between Seward businesses
- Total people and business population

## NOTES:

*Where will the data come from? Where must the analysis occur to maintain confidentiality if the data is private or proprietary (e.g. tax data)? Are the right players on board?*

*As you collect the data, take a "snapshot" of what it is at the end of the 2012 or the date the latest data is available.*

*The Core Group should "own" these overall metrics and keep them up to date.*

*What action plans will each group implement as part of their initiatives (starting with the first six) that will have the desirable effect on these metrics? What will each group track to ensure their impact remains positive?*

Economic growth primer

Seward economic growth strategy



Seward action plan

Appendix – resources and tools

# *Having framed our strategy, we need to move into action!*

BETA

Here's what we're going to do and how to ensure we build a virtuous cycle of growth and increasing prosperity.

## WHAT WE'RE GOING TO DO

- Adopt a nimble approach to continually adapt and execute our economic growth strategy.
  - Organize our seven growth initiatives into a network of organizations, with a Core Group as its hub.
  - Set up a Core Group and appropriate Work Group(s).
  - Redefine the Chamber of Commerce's role, and expand its capabilities and budget.
  - Define the City's role in economic renewal and begin to implement it.
  - Define the way we will fund our economic growth network.
- 
- Adopt successive six-month waves for planning and implementing our economic growth initiatives.
  - The next 90 days: group formation
    - A Core Group that owns the economic growth plan and the growth initiatives portfolio, and coordinates each portfolio initiative.
    - Work groups that own each economic growth initiative implementation (each group must own at least one initiative).
    - A Finance Group that ensures good relationships with funding sources (another options is to run it as a project of the Core Group).
    - In the subsequent six-month periods, you'll most likely need a community engagement group to promote Seward's economic renewal and attract participants, and perhaps a government relations group to work with the State of Alaska and the Federal Government.
  - The rest of 2013: get into action
  - Utilize a proven group formation process.
  - Each group: empower the group through clear roles, boundaries, responsibilities, and processes.
  - Each group: establish a six-month work rhythm and work processes that help group members succeed.

Growing a regional economy is not a repeatable process. Capitalizing on a region's unique networks of assets, know-how, and people requires continual adaptation and execution of economic growth strategies using a discovery-driven approach.

BETA

### Discovery-Driven Planning

- Knowledge domain not well known.
- Make decisions based on recognizing patterns.
- Make targeted regional economic growth projections.
- Develop assumptions based on what must happen in the region and its economic sectors to achieve regional economic growth projections.
- Implement plans to 1) test whether the critical assumptions are reasonable and 2) incorporate lessons learned in the next effort.
- Make decisions to invest based on reasonable assumptions.
- Formulate and implement growth initiatives to move forward based on validated reasonable assumptions.



### Value To Us

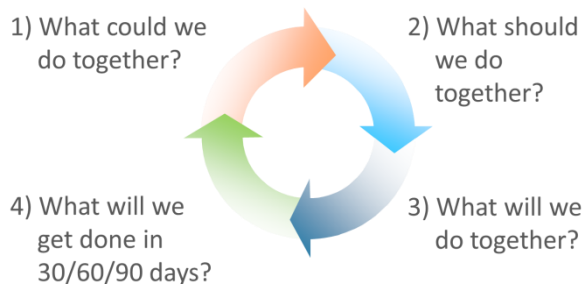
- Forces a time-based discipline we call “time buckets” – six-month timeframes in which we define objectives and firm work products to be produced, what “must happen” to achieve our objectives, and the obstacles we need to overcome. This drives all action planning and budgeting.
- By making assumptions and projections that are checked in each six-month “time bucket”, we can reevaluate our assumptions and projections based on what we learn.
- Adjusting our plans every six months make our approach adaptive to changing global economic conditions and technologies.
- Encourages experimentation...many small projects that try many things for little dollars. By failing fast, we limit our financial risk and can focus our activities and funding on what is proven to work.
- By failing fast and concentrating on successes and building on them, we learn and continually improve with every six-month cycle. By applying what we learn, we create patterns that become replicable over time and across different groups and initiatives.
- Successes eventually move to a scale large enough to accelerate economic growth and become self-funded through the private sector.

# We want to instill discipline into our economic renewal process to ensure we learn and adapt continually to stay relevant and transform our current “no-growth” culture. We need to practice disciplines that start with clearly defining desired outcomes.

The economic growth plan is an adaptive, “living” roadmap. Our networks of relationships, know-how, and the physical assets in our region, and the resources flowing into our region are also “living” maps. These change with the world and the opportunities that develop. We must keep our maps up-to-date and in sync with our best opportunities to remain effective.

Using a discovery-driven approach means we must make decisions fast and act on them in a way that :

- Validates or invalidates what we assumed when we made our decisions,
- Gets something tangible and measurable done,
- Provides us with a learning opportunity with which to improve our next set of decisions.



By starting with desired outcomes and working together, we can move fast to achieve measurable objectives in fixed time frames. Six months is a nice time frame because it’s long enough to show material progress, and short enough to keep people motivated. Updated every six months, the plan and our regional asset maps spell out clearly what we must achieve in the subsequent six months. Reevaluating plan premises and strategies every six months may result in changes to reflect new realities. This agile process is rooted in processes and tools proven in many industries and applications.

Whether in the context of a six-month cycle or a meeting, always follow this pattern:

- |   |   |
|---|---|
| 1. What could we do together?                               | <i>imagine what’s possible if you worked together.</i>        |
| 2. What should we do together?                              | <i>define what’s realistic based on who’s in the group.</i>   |
| 3. What will we do together?                                | <i>start to make plans and commitments to each other.</i>     |
| 4. What will we accomplish in the next 30, 60, and 90 days? | <i>decide who will do what by when, and move into action!</i> |

This is a proven approach to making decisions fast and acting on them. As a practical matter, you should meet in various groups at least every 60 days, preferably 30 days to calibrate your thinking, capture “lessons learned”, plan the next 30/60/90 days, and mobilize.

Summarizing our strategy and our discovery-driven economic renewal process. This cycle repeats every six months, continually improving as you act on your learning of what works, what doesn't, and why.

BETA

## UNDERSTANDING OUR ASSETS

- What we know
- What we have
- What we can do really well

## UNDERSTANDING OUR OPPORTUNITIES

- 21<sup>st</sup> century brainpower
- Innovation and entrepreneurship
- Quality, connected places
- New narratives and brand

## LINKING AND LEVERAGING OUR ASSETS TO PURSUE AND CAPTURE OUR BEST OPPORTUNITIES

Civic collaboration to:

- Develop and keep our economic renewal strategy up to date
- Implement action plans
- Learn from our experiences

## USING FIVE GROWTH DISCIPLINES

Civic collaboration to prioritize and detail action plans that:

1. **Retain existing businesses**
2. **Build and attract more of the same kind of businesses**
3. Build and attract related supply networks and technology businesses
4. Build and attract businesses that make better use of your assets
5. Build and attract businesses that diversify the regional economy.

*NOTE – the first two disciplines provide the biggest and most immediate bang for the buck.*

## PRIORITIES FOR TODAY

**Increase revenues** by bringing businesses and jobs into our region

- SMIC Development Project
- Railroad Dock Extension
- Entrepreneur's Row
- Oil Spill Response

**Reduce costs** for businesses to keep them in our region

- City Permit Process Renewal
- Alternative Energy

## PRIORITIES FOR TOMORROW

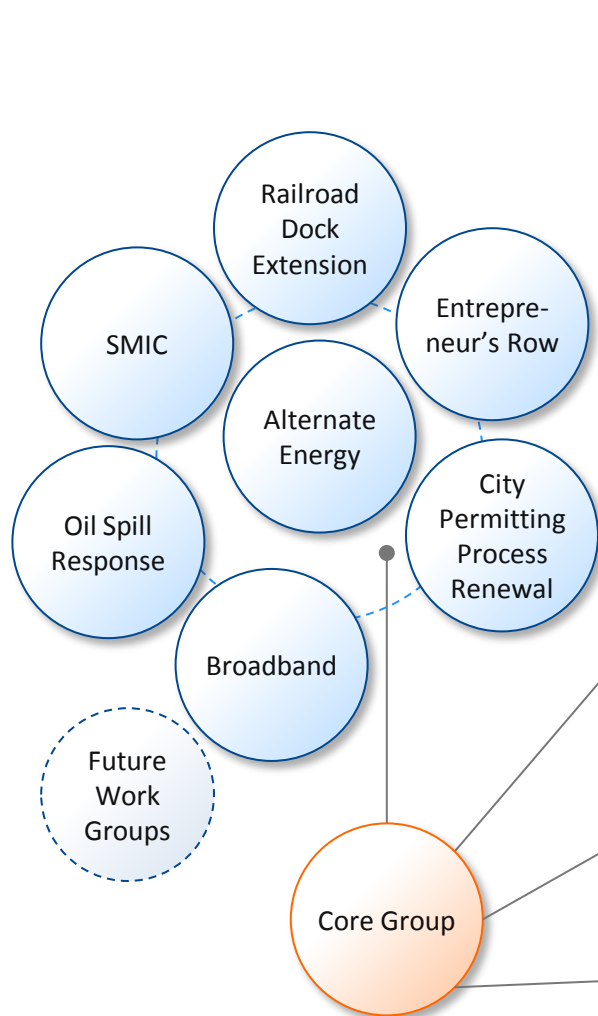
**Future-proof** our regional economy

- Alternate Energy
- Broadband

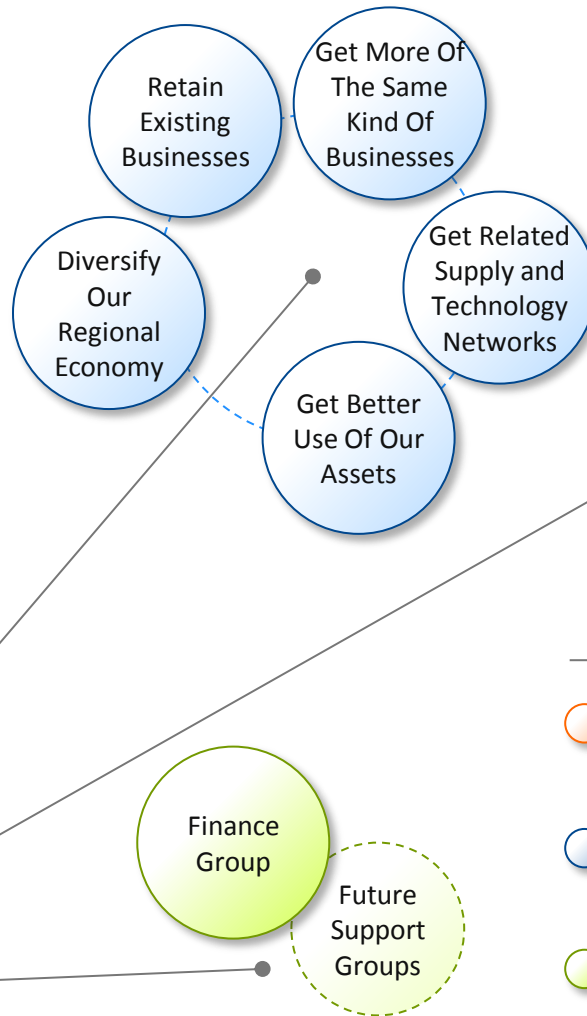
*Adapting to what we learn creates a virtuous cycle of growth and increasing prosperity*

We're going to work through a network of organizations coordinated by a core group and supported by specialty groups as needed. Choose a structure you think will work for now; by growth initiative, discipline, or objective. You can always change it later.

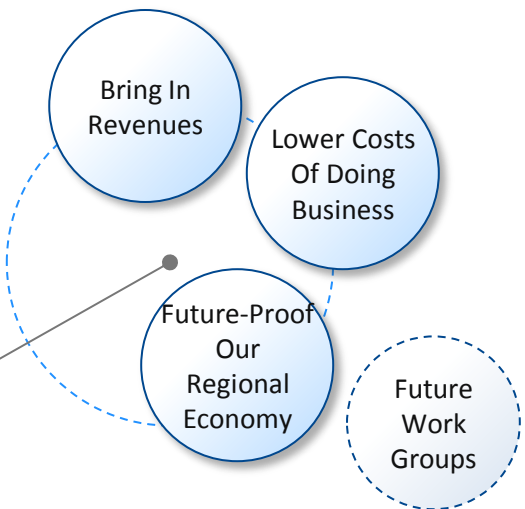
*By Growth Initiative...*



*...Or By Growth Discipline...*



*...Or By Growth Objective*



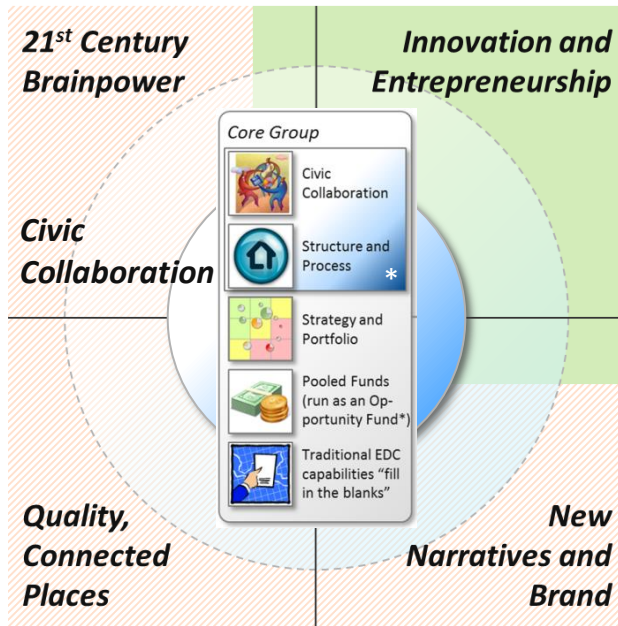
- Core Group manages and coordinates the renewal effort, connects stakeholders, and removes barriers to overall success.
- Work Groups focus on leveraging specific Seward assets and implementing renewal strategies.
- Specialty Groups support Work Groups and their projects by helping them remove barriers to their success.

# The Core Group is the hub of economic renewal information and activity. Its role is to own the plan and coordinate its implementation using disciplined civic collaboration practices that will unify region-wide efforts and create a pro-growth economic climate.

Developing and keeping our economic growth strategy relevant, and implementing it in a low-risk way requires an effective civic process and effective civic leadership. Process and leadership are concentrated in the center of the economic growth network in the Core Group. The Core Group's mission is to:

- Ensure the economic growth plan stays relevant by continually adapting it to the changing world on a regular basis,
- Coordinate network participants and support plan implementation,
- Practice and ensure that Seward's economic renewal process is effective, disciplined, open, inclusive, and transparent....we're all on this together!

■ Market economy  
■ Civic economy



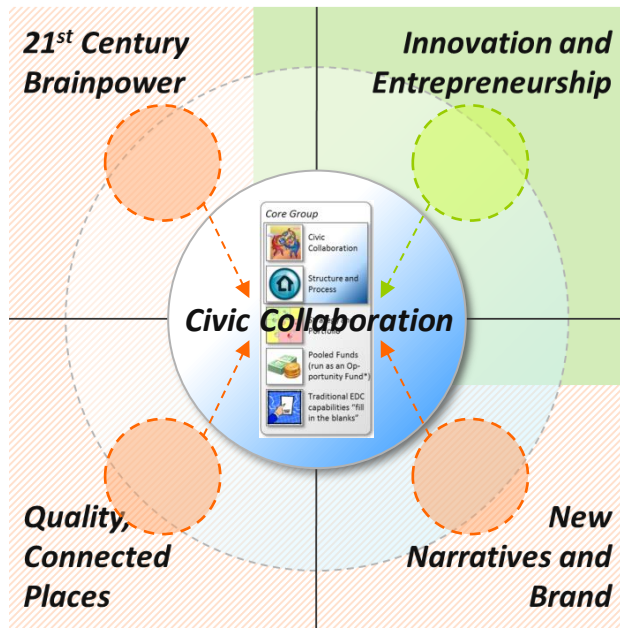
\* The "blue area" in the Core Group shows a shared responsibility with the Core Group's "anchor" organization. The anchor organization is an existing entity that launches and supports the core group. The Seward Chamber of Commerce is an ideal anchor organization.


RESPONSIBILITIES	DESCRIPTION
<i>Civic Collaboration</i>	A disciplined and open process based on a structured approach that builds trust and shares information. The Chamber is in the key role supporting the Core Group as a coordinating hub of information and funds flow.
<i>Network Structure and Economic Renewal Process</i>	Collaboration process is inclusive, connecting networks of people and their organizations and enabling their work together. This is a low overhead, low cost, and fast way to organize and implement projects, and learn.
<i>Economic Growth Strategy and Portfolio</i>	Portfolio management provides a low risk way to coordinate plans, activities, and policies that will create the right conditions for economic growth to occur. The Core Group needs to: 1) move the BETA plan to version 1 by detailing the 2 <sup>nd</sup> and 3 <sup>rd</sup> sections of this BETA plan, and 2) map the initiatives and resulting projects into a portfolio to start managing and communicating.
<i>Opportunity Fund</i>	A Strategy-Nets innovation that structures and operates a seed-stage capital fund that uses a phased matching structure with strict qualification and performance guidelines to fund growth initiatives and related projects. For more information, contact Strategy-Nets.
<i>Economic Development Corporation (EDC)</i>	Including an EDC as part of the structure will open up access to new sources of funding. See the role of the Chamber (next page) for a more detailed discussion. For more information, contact UA CED.

# Self-governing Work Groups will own our initiatives and coordinate among themselves and through the Core Group to ensure progress and adequate resourcing. Support Groups will augment the Work Groups, forming and disbanding as needed.

Work Groups are loosely organized, formally structured groups of people dedicated to working together in the areas of their interest to achieve their groups' objectives. Support Groups are very small groups of people with specific subject matter expertise that come and go as needed. Their mission is to support Work Group projects and help them achieve their "must happens" and remove obstacles to progress. The Work Groups' mission is to:





- Ensure their initiative(s) make progress and stay relevant by continually adapting them and updating the economic growth plan on a regular basis,
- Formulate, launch, and implement projects that support plan implementation,
- Practice disciplined collaboration and ensure the "lessons learned" from their work become infused into the economic growth network's DNA.

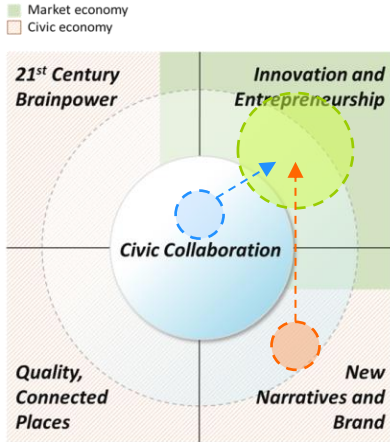


 Work and Support Groups

RESPONSIBILITIES	DESCRIPTION
<i>Work Group and Network Collaboration</i>	A disciplined and open process based on a structured approach that builds trust and shares information. This process is inclusive, connecting networks of people and their organizations and enabling their work together within each group and also across groups coordinated by the Core Group. This is a low overhead, low cost, and fast way to organize and implement projects, and learn. Owned by the Core Group, this process should become the standard way to work.
<i>Initiatives as Part of the Economic Growth Plan</i>	As initiative owners, each Work Group adds their current thinking and action plans in their area every six months to the economic growth plan owned by the Core Group.
<i>Projects</i>	Each Work Group is chartered to undertake projects to accomplish economic growth plan objectives. These projects will vary in nature and may need funding. Most projects will be associated with a "must happen" or removing an obstacle. Practicing project management discipline is important.
<i>Expertise and Knowledge Base</i>	By doing projects, each Work Group will learn what works, what doesn't, and why. It's crucial they document and make available these "lessons learned" to all network participants to ensure Seward continually improves at renewing and growing its regional economy. The Core Group and the Chamber will play a supporting role in managing this knowledge base.

One of three Chamber roles is to serve as the Core Group's primary operating support organization and fiscal agent. To be more effective in this role, the Chamber must expand its capabilities and provide more value to the Seward business community.

TODAY	 Current Role	<ul style="list-style-type: none"> <li>Primarily an event organizer with a narrow focus on “New Narratives and Brand”.</li> <li>2/3 of revenue comes from the bed tax and events: revenue sources need diversification.</li> </ul>
TOMORROW	 Expanded Current Role <i>(funded by 2% of the bed tax)</i>	<ul style="list-style-type: none"> <li>Continue “New Narratives and Brand” activities (e.g. organizing events); pool events and assets as practical to get a bigger bang for your buck (e.g. Seward Arts Council).</li> <li>Beef-up relationship-building activities with key business prospects outside of Seward.</li> <li>Establish partnerships with other regional Chambers to coordinate complementary business development activities (e.g. tourism-related).</li> <li>Tighten up messaging to promote Seward’s assets and future pro-growth business environment. Tell the story of how the community will link and leverage those assets to help businesses grow and create new jobs.</li> <li>Adopt a six-month planning cycle (annual budget cycle updated mid-year) to synchronize it with the economic renewal planning process and the biannual City budgeting cycle.</li> </ul>
	 Business Assistance Role	<ul style="list-style-type: none"> <li>Align and unify where possible the many agendas of various Seward business groups.</li> <li>Assist businesses (perhaps as revenue-based service offerings) by: <ul style="list-style-type: none"> <li>Researching and uncovering new business opportunities,</li> <li>Providing as-needed education, training, and guidelines for funding, marketing, IT, etc.</li> <li>Maintaining a contact network and providing access to businesses (e.g. hosting investment prospects, helping businesses with prospective customers, etc.)</li> <li>Working with the City to secure the release of land for private ownership.</li> <li>Maintaining and publishing business profiles, an “inventory” list (e.g. available land, buildings, buy/sell opportunities, etc.), and a dashboard showing the current business climate.</li> </ul> </li> </ul>
	 Economic Renewal Process Role	<ul style="list-style-type: none"> <li>Steward the economic renewal process and the plan as the Core Group founding member.</li> <li>Anchor the Core Group that will own the plan and its implementation; infrastructure, administrative, Seward community engagement, bookkeeping, and archiving support.</li> <li>Fiscal agent for disbursing operating funds and project funds.</li> <li>Consider setting up a Chamber subsidiary or independent organization that shares its management with the Chamber as a 501(c)(3) Economic Development Corporation. This opens up access to new sources of funding. By using civic networks of organizations that practice goal-driven, structured collaboration private equity approaches to investment, the Chamber will differ from traditional economic development corporations.</li> </ul>



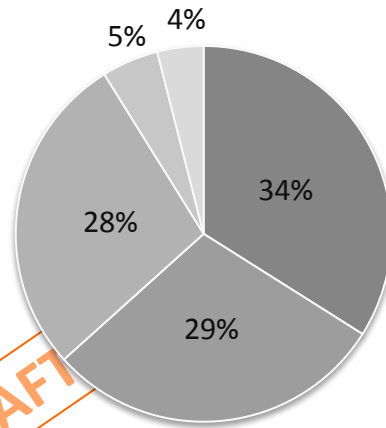
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The Chamber's budget structure and size must reflect its broader role. By example, we're reducing the old marketing and economic development budget, and adding the economic renewal process, including marketing for a hypothetical \$210,000 increase.

#### Sources of Funds: \$555,300

Events – 32%  
Bed Tax – 30%  
Membership – 15%  
Advertising – 10%  
Sponsors – 10%  
Tom Tougas – 4%

#### Current Budget: \$536,000

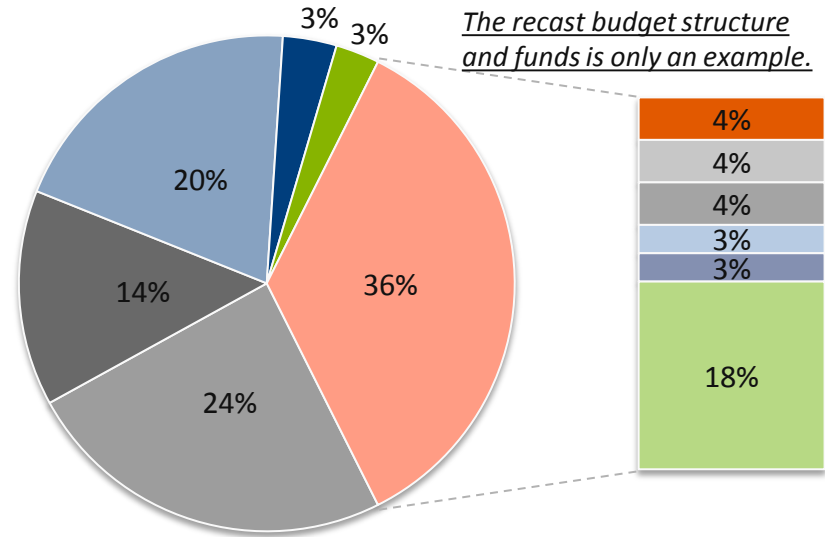


1st DRAFT

- Salary & Benefits
- Marketing & Economic Development
- Events
- Office Operations
- Building & Utilities

*What is the value and expected return on each budget item, current and future? Does our spend plan match our return expectations?*

#### Recast Budget Structure: \$746,000 (hypothetical)



The recast budget structure and funds is only an example.

- Salary & Benefits
- Marketing & Economic Development (OLD)
- Events
- Office Operations
- Building & Utilities
- New Narratives and Brand Activities
- Business Assistancen Activities
- Core Group Support
- Core Group Community Engagement
- Core Group Digital Media Communications
- Outside Professional Services

*Economic  
Renewal  
Process*

NOTE: The recast budget structure and line items must align with the 3 roles of the Chamber. Additional funding will be needed.

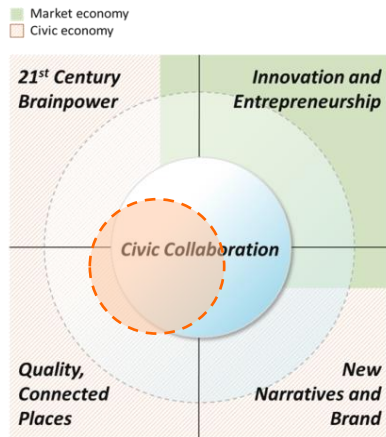
Government's role in economic renewal is to enact pro-growth policies and align with them. Considering Seward's economic performance, the City must clarify its role in the regional economy and take steps to act on it.

### *Clarifying the City's Role*


- What is the City's role in the civic economy (see page 8)? Consider removing barriers to business growth, encouraging education, and improving the quality of life (graphic on left).
- What are the guiding principles by which we: 1) work together within the City? 2) work together with others in the community?
- What should we/could we/will we do to: 1) be more focused; 2) create a pro-growth culture in the City?; and 3) support the building of a pro-growth culture within the Seward community?

### *Considerations on the Path to Pro-Growth Policy Making*

- Consider following our section 2 outline every 2 years (vision, values, opportunities and assets, etc. to develop City goals, "must happens", obstacles, and action plans) to drive the budget.
- Change the conversation in City meetings from focusing on the past to defining realistic outcomes for the future and debating the best ways to get there. By changing conversations and stressing the new role and why it matters, the City (via the City Manager) will facilitate needed change.
- Simplify and make the City's 2-year budgeting process more effective to reflect the clarified role. Get input from the Core Group during off-budget years. During budget years, align the relevant parts of the City budget with the economic growth plan and the Chamber's plan. Use information and "lessons learned" gained from the economic renewal process to inform the budget.
- Use the frameworks on pages 6 through 12 (money flows, asset mapping, innovation, public/private value, etc.) to gain an understanding of:
  - The value of City-owned assets...how would they be of best use to support growth?
  - The effect City processes and regulations have on businesses and private citizens...which ones help and which ones hurt when put in the perspective of economic growth?



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 Effective city focus area

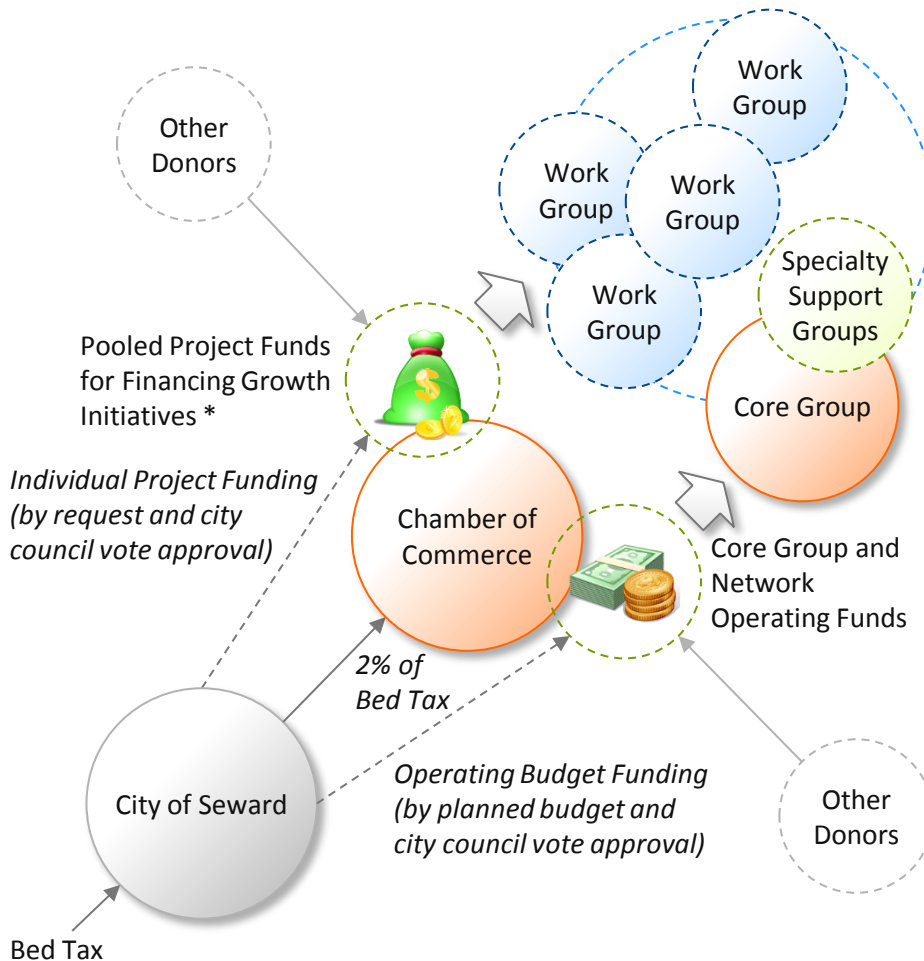
### *Pro-Growth Alignment*

- Leverage the City's influence to convene the parties that will be most effective in working together to address "Seward's Challenges" and pursue "Seward's Opportunities" (page 16).
- Implement the City Permitting Process Renewal initiative (reorganize all permitting, zoning, and licensing related processes into one with an Internet interface for self-service).
- Develop and implement a plan working with the Core Group and relevant business and non-profit organizations to repurpose or sell City assets to directly support the five growth strategies and improve asset utilization. 3 examples immediately relevant to our seven initiatives include:
  - Land in the SMIC area and elsewhere that is a prime area for business location,
  - Utility (how will this fit as configured with an alternative energy strategy?)
  - Broadband (what is the City's contribution in rapidly evolving telecommunications?)

# How to structure the funding of the economic renewal process and individual Work Group projects that show promise.

BETA

In its unique role as the fiscal agent and organization supporting the Core Group, the Chamber has 3 sources and uses of cash.



\* Structured and managed as an Opportunity Fund

## Bed-Tax (Collected by the City from Kenai Peninsula Borough)

Peninsula This should be on autopilot until brought up for another vote by the community. Since the city has a two-year budget cycle, City Council should review how funds were spent the previous 2 years and the following 2-year spend plan every 2 years when it also reviews and approves the city's budget. Since spending is restricted to marketing activities, the Chamber should allocate some of the bed-tax funding to promoting new narratives and brand as they develop with the economic renewal process. The City/Chamber funding agreement will likely need a revision.

## Economic Growth Network Operating Funds

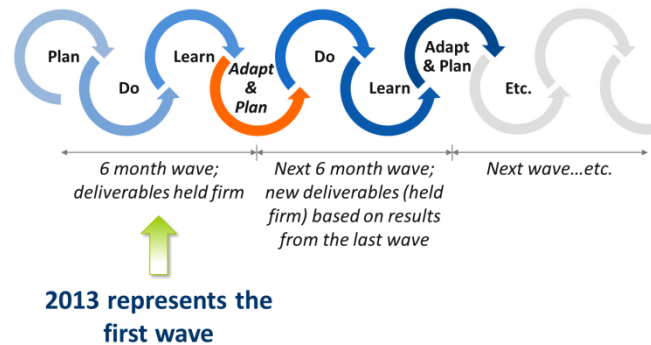
This nominal Chamber-managed "operating account" funds the economic growth network's ongoing operations. The Core Group should budget this every 6 months to match each 6-month planning and implementation cycle. Make 2013 the first cycle. Funds for the operating account could come from anywhere. The City may choose not to contribute. If the network yields economic growth and the Chamber strengthens its value proposition, membership dues and other revenue will be enough to self-fund the economic renewal process over time.

## Pooled Project Funds Organized as an Opportunity Fund

This Chamber-managed "capital account" funds 6-month projects in each of our growth initiatives. Originating with the Work Groups and vetted by the Core Group, there should be a specific return-on-grant (ROG) associated with each approval request. This is driven by the plan and what happens in each 6-month period. ROG promises should be reviewed every 6 months to match each 6-month planning and implementation cycle. Anyone can donate to the capital account through the Chamber. The City may choose not to contribute.

The operating account will fund the day-to-day activities of each group in the economic growth network. We're going to organize these activities and Work Group projects into successive six-month waves of work.

BETA



*Each wave represents a cycle of planning and doing. The first part of each wave involves planning and mobilizing (e.g. action plans, recruiting the right people, gaining buy-in, training, etc.). The second part of each wave involves implementation and learning.*

#### **PLANNING** (not to exceed 4 weeks)

- Meet and work together on developing a simple six-month action plan that consists of well-defined assumptions, objectives, work products to be produced, “must happens”, obstacles, task lists, responsibilities, due dates, and budgets.
- Think about contingencies and consider the four strategic risks (page 34) in your planning.
- Formalize the first draft of the plan and begin to take action immediately on known items.

#### **DOING** (should repeat a few times per six-month cycle)

- Perform the tasks on the task list. If funding is needed, make sure the funding plan is its own task list upon which other tasks depend. Utilize a simple project management approach to keep on top of the task lists.
- Coordinate activities with other members in your group.
- Communicate regularly (weekly, bi-weekly, or monthly depending on the tasks and the need to coordinate)

#### **LEARNING** (should repeat a few times per six-month cycle)

- Meet and discuss “lessons learned”...document and store this for future use.
- Devise solutions to problems encountered...document and store this for future use.
- In the last “learning” meeting of the cycle, determine whether the overall plan, and then what portions of the plan need revising. Put plans into place to make the required changes.

#### **ADAPTING**

- This step is primarily a “hand-off” step that concludes each six-month cycle and begins the next one with Planning.
- Celebrate your victories and the failures you proved NOT to be relevant to our growth plans.
- Make sure you’ll take corrective action in the next six-month cycle to address the failures that ARE material.
- All groups in the economic growth network should come together in one meeting facilitated by the Core Group every six months to share their lessons learned and to plan the next six months.

It will take 90 days or so to form the key groups and launch the economic growth network. You should plan on having this done by the end of June (see the Chamber's Group Formation Checklist document of March 4, 2013).

BETA

	Core Group	Work Group(s)	Finance Group
<b>PURPOSE</b>	<ul style="list-style-type: none"> <li>Owns the economic growth plan and the growth initiatives portfolio.</li> <li>Coordinates each portfolio initiative through the responsible work groups.</li> </ul>	<ul style="list-style-type: none"> <li>Own one or more economic growth initiative (each group must own at least one initiative).</li> <li>Span into other work groups to ensure coordination and communications.</li> </ul>	<ul style="list-style-type: none"> <li>Ensure good relationships with funding sources.</li> <li>Assist work groups to secure funding.</li> <li><i>NOTE – should we run this as a Core Group initiative?</i></li> </ul>
<b>SIX-MONTH (2013) OBJECTIVES</b>	<ul style="list-style-type: none"> <li>Organize the group around the Chamber of Commerce.</li> <li>Successful startup.</li> <li>Finalize the strategy and action plan, including details for 2013.</li> <li>Learn how to communicate with and coordinate the other groups in the economic growth network.</li> <li>Regional assets analysis in the context of money flows and the three types of innovation.</li> <li>Help work groups break down barriers to progress.</li> </ul>	<ul style="list-style-type: none"> <li>Organize the groups so they provide optimal coverage of the initiatives Seward will undertake in 2013.</li> <li>Detail chosen initiatives, including innovation opportunities to explore.</li> <li>Formulate projects and launch.</li> <li>Learn how to communicate with and coordinate the work with the other groups in the economic growth network.</li> </ul>	<ul style="list-style-type: none"> <li>Identify sources of funding.</li> <li>Help work groups develop value propositions around their initiatives.</li> <li>Secure initial funding.</li> <li>Set up an Opportunity Fund* (contact Strategy-Nets for more information).</li> <li>Develop a simple way to model Seward region money flows.</li> <li>Learn how to communicate with and coordinate the work with the other groups in the economic growth network.</li> </ul>
<b>KEY ROLES (one person can fill more than one role)</b>	<ul style="list-style-type: none"> <li>Leader</li> <li>Membership</li> <li>Communications and meetings</li> <li>Librarian</li> <li>Each leader from all the other groups</li> <li>Audit</li> </ul>	<ul style="list-style-type: none"> <li>Leader</li> <li>Membership</li> <li>Communications and meetings</li> <li>Librarian</li> <li>Spanner (sole purpose is to participate in other groups)</li> <li>Initiative and project management</li> <li>Relationship management</li> </ul>	<ul style="list-style-type: none"> <li>Leader</li> <li>Membership</li> <li>Communications and meetings</li> <li>Librarian</li> <li>Spanner (sole purpose is to participate in other groups)</li> <li>Relationship management</li> </ul>

# Setting up these groups will start moving us toward accomplishing our five “Must Happens”.

BETA

## OUR FIVE “MUST HAPPENS”

## PROVEN APPROACHES THAT WORK

Team approach with relationships between members formalized.

Formal group formation, including a charter, well-defined roles and processes, and formal governance and resource allocation plans. People must be willing to share and each group will need a leader group members will follow.

Clear accountability and ownership of each initiative.

All initiatives owned by a single group made up of the relevant organizations and people who are passionate about their contribution. Each group committed to achieving relevant target metrics and learning from their efforts.

Roles (most importantly, the Chamber of Commerce, the City, and the Core Group).

Because of the importance of civic networks, we’re organizing our effort to follow a model of loose hierarchy. Key characteristics include rich and frequent communications, relative lack of centralized control, and flexible, task-driven memberships. Coordination and communication between groups happens through a “spanning” role (person participating in more than one group) and through a Core Group. Although there’s some reporting hierarchy within groups, there is no hierarchy among groups. Each group has its purpose and they all fit into a whole that makes up the economic renewal effort.

Detailed and incentivized action plans, including project management discipline.

Put the plans in writing, with work products to be produced and who is accountable clearly defined. Make sure there is meaning in the work of each person in each group. Meaning comes from continual story telling on how their work helps others and themselves, getting members to establish their own objectives and work plans within the broader strategy, and using small, unexpected rewards to keep people motivated.

Funding in place for 2013 and 2014

Dedicate a “Finance Group” to cultivate relationships with the sources of potential funds, and assist each of the other groups in planning budgets, expected returns, and making presentations for securing funding.

Once your groups are in place, follow this outline...augment the list if needed. It will take the rest of 2013 (consider it the first six-month wave) to learn how to work together by finalizing economic growth plans and starting to implement them.

## What

## How

### *Identify what you have to work with*

- Focus on the information you know to date (in this plan and many things already being worked on); combine this information into one “pool” you will use to make decisions. For example, YES Group lists, Tom Tougas’s SWOT analysis, 2010 UA CED report and related documents (UA CED and Strategy-Nets have these archived), ARRC Master Plan, City’s SMIC development plan, etc.
- Focus on the assets over which network members have influence or control. These are likely assets owned by businesses and other organizations involved in the economic renewal process. Define their best and highest use in the context of our seven initiatives.
- Identify assets that you will need and over which you don’t have control. Engage asset owners in a conversation and devise ways together on how to get the best use out of the asset; recruit these asset owners to join the economic growth network.
- Adhere to the asset mapping, money flow, and innovation frameworks in this plan.

### *Finalize the Plan, Ver. 1.0*

- Based on your information (above), revisit the seven initiatives and reshape them if needed based on where the most energy is in your network of people. Balance this energy with the crucial need to focus on good and bad money flows, and balancing the 3 types of innovation! All of our initiatives will require collaboration between many parties. Some will require substantial funding. Are these initiatives as formulated the best ones to pursue? Is this where the most energy is (people coming together)? Will the business community get materially involved, offering resources, expertise, and contacts to help implement these initiatives?
- Detail your chosen initiatives, including innovation opportunities to explore.
- Formulate and prioritize projects; identify potential sources of funding.
- Develop value propositions for high priority late-2013 and first wave 2014 projects.
- Set up an Opportunity Fund and secure funding for priority projects; then launch.
- Update the plan with your analysis, decisions, and priorities; revise from BETA to version 1.0.

### *Align the network, Core Group, and relevant Seward organizations*

- Make sure each group empowers its members through clear roles, boundaries, responsibilities, and processes.
- Develop a disciplined process and rhythm by which all groups in the network will communicate and coordinate their work. These include group-to-group spanning roles, standardized communication templates/timeframes/methods, standardized reporting and ways to display information, standardized meeting formats and schedules, etc. When and how is there Core Group involvement?
- Develop a disciplined process by which the Core Group works with the Chamber (see examples above).
- Develop a disciplined process by which the Core Group interfaces with outside organizations like City Council, businesses, and non-profits in matters of requests, project funding, and planning/reporting. When and how is there Chamber involvement?

**NOTE:** In the subsequent six-month period, you’ll need a community engagement group to: 1) promote Seward’s economic renewal and 2) attract people to join the network. You may also need a government relations group to work with the State of Alaska and the Federal Government. Alternatively, these could be organized, run, and funded from the capital account as Core Group projects.

In parallel to the work of the economic growth network, follow this outline...augment the list if needed. Doing this in 2013 will help the Chamber and the City start 2014 with action plans to become more effective aligned with the economic growth plan.

What	How
<i>Revitalize the Chamber</i>	<ul style="list-style-type: none"><li>• Focus on unifying the various business-related organizations (e.g. YES, Rotary Club, etc.) ; propose to them specifics (some outlined on page 46) on how the Chamber can add value to the local business community. Work with them to devise ways to augment that value by working together; implement the resultant plans.</li><li>• After reasonable progress, reach out to other Chambers in Kenai Peninsula Borough in a similar fashion. Focus on devising ways to work together with them where all stand to gain; make sure collaboration does not come at the expense of the Seward business community gaining a competitive advantage.</li><li>• Focus on unifying the various non-profit organizations to share assets on planning and running events: devise a plan with them and work with them to implement.</li><li>• Hire a person to, among Chamber-related duties, serve as the liaison between the Chamber and the Core Group; choose between an inexperienced, low cost person you can shape or an experienced high-cost person who can help drive this agenda forward.</li></ul>
<i>Clarify City role and plans</i>	<ul style="list-style-type: none"><li>• Follow the outline on page 48.</li><li>• Focus on clarifying the City's role in economic renewal first, then on developing plans to align structure and budget with the role and making change within the City and in how the City interacts with the rest of the Seward community.</li><li>• Put in place and communicate a plan and schedule of repurposing or selling City assets; how well does the plan fit the economic growth strategy? Action plan initiatives and priorities?</li><li>• Formalize all of this through a series of City Council resolutions.</li></ul>
<i>Align the Chamber, the City, and the Core Group</i>	<ul style="list-style-type: none"><li>• Set up a joint Chamber/City Council/Core Group project to develop a disciplined process by which the Chamber and the Core Group will communicate and coordinate their work with City Council and the City Manager. These will include spanning roles across the three organizations, standardized communication templates/timeframes/methods, standardized reporting and ways to display information, standardized meeting formats and schedules, etc.</li><li>• Use the City's biannual budgeting process as a way to coordinate all economic growth-related planning and funding relationships that involve the Chamber and the City. Elevate the biannual City budgeting process to become more strategic and broader, more planning oriented around external economic growth opportunities and what's needed to pursue those opportunities.</li><li>• Develop a disciplined process by which the Core Group interfaces with City Council in matters of requests, project funding, and planning/reporting. When and how is there Chamber involvement?</li><li>• Formulate and launch the City Permitting Process Renewal initiative.</li></ul>

# What we need to do next...

BETA

- Gain City Council support. Use a Council resolution to 1) support the plan and 2) to use Council's influence with the City Administration to begin creating pro-growth policies and a pro-growth culture.
- Identify who is missing from the effort and launch a recruitment drive.
- Secure funding to expand the role of the Chamber of Commerce and redevelop its business plan for 2013.
- Secure funding and retain outside help to increase success probabilities and keep things moving.
- Formalize the Core Group and each initiative, and decide what other groups the effort will need.
- Formalize all groups, with each one to detail their plans to address their "must happens" and obstacles to success.
- Detail and finalize the economic growth strategy, initiatives, and action plans through the end of 2013, at which point the Core Group will need to update the Seward Economic Growth Plan.
- Secure initial funding to move into action on the items we already know (e.g. City Permitting Process Renewal).



Economic growth primer

Seward economic growth strategy

Seward action plan



Appendix – resources and tools

# Outline of a proven open network group formation process. \*

BETA



\* Refer to the Chamber’s Group Formation Checklist document of March 4, 2013 for more detail

# Summary of operating a group in an open network.

*Devise ways to empower each group and make being a group member productive and meaningful. Use simple rules that govern behavior and simple processes to ensure learning and adaptation.*

BETA

## SAMPLE GROUP PROCESSES

- Leadership and governance
- Member recruitment and onboarding
- Communications
- Meeting planning and facilitation
- Project definition and approval
- Appropriation
- Provisioning
- Monitoring
- Enforcement
- Conflict resolution

## SAMPLE “BEST PRACTICES”

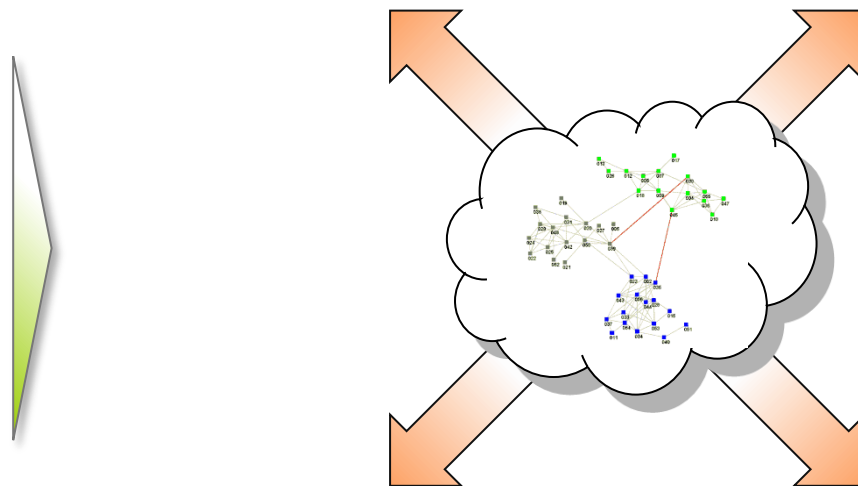
- Experiment; publicize successes and failures
- Install and manage public forums and shared spaces
- Keep knowledge repositories updated
- Review content and practices systematically
- Report performance
- Provide coaching when performance falls off
- Facilitate events

## MOTIVATION SYSTEMS

- Recognize and reward contribution
- Encourage discovery and experimentation
- Implement a graduated system of sanctions for non-compliance

## RELEVANT KNOWLEDGE

- Identify and acquire relevant knowledge
- Define approach and implement tools; manage content and train people
- Define and stick to update plans to keep knowledge current



## GOAL ACHIEVEMENT CAPABILITIES

- Develop processes for repetitive activities
- Define collaborative work practices
- Constantly communicate expectations and progress; adjust course and speed as needed

## BROADER REACH

- Provide access to all members' contacts
- Facilitate outside-the-group interactions
- Recruit new members as needed

# Meeting outline and documentation format

*NOTE – New Business becomes Ongoing Business until finished (Closed Business)*

BETA

## MEETING OUTLINE

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### Welcome

### Purpose of the Meeting

- What are the decisions we expect to make today?

### Business That We're Closing:

- What did we learn?
- How will we incorporate what we learned into relevant ongoing and new business?
- Formal closing (removes the ongoing business item; documentation gets archived)

### Ongoing Business Items:

- Status
- What worked?
- What didn't?
- Why?
- Next step – what will we accomplish for the next meeting?

### New Business Items:

- What is it?
- How does it address a “must happen” or “remove a barrier to success”?
- Expectations?
- Next step
- Accountability
- Formal adoption (becomes “ongoing business” items for the next meeting)

### Questions or Concerns

- Did we make the decisions we expected to make today?

### Closing

## DOCUMENTATION

---

### Closed Business

- Describe what you learned
- Affected parties
- Thoughts on corrective action for the next time

### Ongoing Business

- Brief description
- Status
- Next steps: who will do what by when

### New Business

- Brief description
- Next steps: who will do what by when

### Documented Questions or Concerns

- Brief description
- Action items (if any) related to this: who will do what by when



Simple project management tool (one 8 ½ x 11 inch page format). This tool is based on the One-Page Project Manager from OPPM International.

<https://www.oppmi.com/index.cfm>

BETA

**I WILL SEND YOU A SPREADSHEET  
and an Economic Development JOB  
DESCRIPTION NEXT WEEK**

# Questions?

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