

# SKAGWAY STRATEGIC ECONOMIC DEVELOPMENT PLAN

2024-2028 Strategic Plan for  
Skagway Development Corporation

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Prepared with support from



**McKINLEY RESEARCH**  
GROUP, LLC

# Table of Contents

<b>Introduction .....</b>	<b>2</b>
<b>Housing .....</b>	<b>3</b>
<b>Labor Force .....</b>	<b>5</b>
<b>Economic Diversification .....</b>	<b>9</b>
<b>Creative and Entrepreneurial Spaces .....</b>	<b>10</b>
<b>Tourism &amp; Recreation .....</b>	<b>11</b>
<b>Shipping &amp; Transportation .....</b>	<b>14</b>
<b>Child Care .....</b>	<b>17</b>
<b>Regional Integration.....</b>	<b>18</b>
<b>Quality of Life .....</b>	<b>19</b>
<b>Organizational Stability.....</b>	<b>22</b>

# Introduction

Skagway Development Corporation (SDC) contracted with McKinley Research Group (MRG) to develop a five-year economic development plan.

As part of this process, MRG completed a baseline economic report for Skagway in April 2023. The report includes an overview of Skagway's economic conditions and trends, demographics, industry trends, and results from a community survey of resident perspectives on Skagway's economy and the community's strengths and weaknesses.

Informed by the baseline report, SDC convened an Ad Hoc Committee of community leaders in October 2023 to discuss Skagway's economic conditions, challenges, and opportunities for the next five years.

The SDC Board then met in October to develop goals and objectives for the organization. This discussion was informed by a survey of the Board prior to the meeting, the economic baseline report, the Skagway 2030 Comprehensive Plan, and Ad Hoc Committee discussions. The Board convened again in November 2023 to refine goals and objectives, develop action steps to achieve them, and identify metrics to measure SDC's success in reaching these goals.

Following these meetings, SDC completed a five-year plan that reflects the goals, action steps, timeline, and metrics 2024-2028

established by the Board in their discussions. The plan is presented by economic development area, as identified in the planning process:

- **Housing**
- **Labor Force**
- **Economic Diversification**
- **Creative & Entrepreneurial Spaces**
- **Tourism & Recreation**
- **Shipping & Transportation**
- **Child Care**
- **Regional Integration**
- **Quality of Life**
- **Organizational Stability**



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# Housing

## Goal 1: Increase housing availability for seasonal and year-round residents.

Action Steps	Schedule	Community Outcomes
<p><b>1. Identify and bring together stakeholders</b></p> <p>Identify key stakeholders such as local government officials, housing developers, business owners, and community members with an interest in housing availability. Organize meetings and form a working group to guide the initiative. Establish public-private partnerships by collaborating with local businesses, real estate developers, and construction firms to leverage resources and expertise. Work with local government officials to explore funding opportunities through municipal bonds or special housing funds. Partner with other regional nonprofits, community groups, and faith-based organizations to pool resources and advocate for funding.</p>	Year 1	<ul style="list-style-type: none"> <li>• More bedroom units: Increased number of available housing units to meet the demand of seasonal and year-round residents.</li> </ul>
<p><b>2. Research and share applicable examples of how other communities have increased housing</b></p> <p>Conduct comprehensive research to identify successful housing initiatives in similar communities. Compile a report detailing these examples, including strategies used, challenges faced, and outcomes achieved. Share findings with stakeholders.</p>	Year 1	<ul style="list-style-type: none"> <li>• Increased housing density for summer residents: Enhanced housing options for seasonal workers, supporting the local economy.</li> </ul>
<p><b>3. Explore how zoning can be reimaged to accommodate higher housing density</b></p> <p>Assess current zoning regulations and identify opportunities for modifications that would allow for higher density housing. This may include mixed-use zoning, upzoning, or the introduction of accessory dwelling units (ADUs). Engage with urban planning experts and hold public consultations.</p>	Years 1-2	<ul style="list-style-type: none"> <li>• Co-housing options: Development of shared living spaces to provide affordable housing alternatives.</li> </ul>
<p><b>4. Identify land use by conducting a research study of all housing in Skagway</b></p> <p>Undertake a comprehensive housing inventory study to determine current land use and housing conditions. The study should categorize housing units as follows:</p> <ul style="list-style-type: none"> <li>• Number of units owned and used year-round by local residents</li> <li>• Number of units owned locally and rented to year-round residents</li> <li>• Number of unoccupied units</li> <li>• Number of units rented in summer and closed in winter by non-resident landlords</li> </ul>	Year 2	<ul style="list-style-type: none"> <li>• Single family homes for year-round residents: Construction of additional single-family homes to cater to permanent residents.</li> </ul>

# Housing

**Goal 1: Increase housing availability for seasonal and year-round residents.**

Action Steps	Schedule	Community Outcomes
<p><b>5. Identify how the former Garden City RV Park can have higher density, increasing from 24 units to 64-unit capacity</b></p> <p>Conduct a feasibility study to explore the potential for increasing the housing density in Garden City. This should include architectural designs, infrastructure requirements, and potential funding sources. Engage with community members to gather input and address concerns.</p>	Years 3-5	<ul style="list-style-type: none"> <li>Housing meets labor force needs: Availability of sufficient and suitable housing to support the local workforce, ensuring economic stability and growth.</li> </ul>
<p><b>6. Create a proposal for public knowledge on how to increase housing availability for seasonal and year-round residents with 200-bedroom units added and begin acquisition of funding toward facilitating housing growth</b></p> <p>Develop a detailed proposal outlining strategies to add 200-bedroom units for seasonal and year-round residents. The proposal should include cost estimates, potential funding sources, timelines, and implementation plans.</p>	Years 3-5	
<p><b>7. Secure Funding Through Various Channels for Proposal</b></p> <p>Submit Grant Applications. Federal and State Grants: Apply for grants from entities like the U.S. Department of Housing and Urban Development (HUD), USDA Rural Development, and state housing finance agencies. Private Foundations: Look for grants from foundations focused on community development, housing, and economic growth (e.g., Ford Foundation, MacArthur Foundation). Nonprofit Grants: Utilize resources like GrantStation or the Foundation Center to identify potential grants.</p>	Years 3-5	
<p><b>8. Launch a Public Awareness Campaign</b></p> <p>Initiate a comprehensive public engagement effort by hosting community meetings, workshops, and open forums to present the housing initiative proposal, gather feedback, and foster community support. Develop marketing materials, including brochures, social media content, and a dedicated website, to inform the public about the housing initiative's benefits. Additionally, conduct media outreach by engaging with local media outlets to cover the project, highlighting its positive impact on the community and economy, thereby ensuring broader awareness and support.</p>	Years 3-5	

## Housing Summary

These action items provide a comprehensive roadmap for increasing housing availability in Skagway, addressing both immediate needs and long-term growth.

# Labor Force

Goal 1: Skagway's labor force is sufficient to meet the needs of seasonal and year-round employers.

Action Steps	Schedule	Community Outcomes
<p><b>1. Increase labor force numbers and capacity</b></p> <p>Implement recruitment campaigns targeting potential seasonal and year-round workers. Use local, regional, and national platforms to advertise job opportunities. Develop incentive programs to attract workers, such as housing assistance and transportation subsidies.</p>	Years 1-4	<ul style="list-style-type: none"> <li>Increased Labor Force Capacity: A larger, well-trained labor force that meets the needs of both seasonal and year-round employers, ensuring business continuity and growth.</li> <li>Skilled Workforce: Enhanced skills and qualifications among workers through vocational training and educational partnerships.</li> <li>Business Support and Growth: Strengthened existing businesses and the successful establishment of new enterprises, contributing to economic diversification and resilience.</li> </ul>
<p><b>2. Create partnerships with colleges and universities, training programs, and alternate seasonal places</b></p> <p>Establish formal partnerships with colleges, universities, and vocational schools to create pipelines for skilled labor. Develop exchange programs with areas that have opposite peak seasons to balance workforce needs.</p>	Years 1-4	
<p><b>3. Create programs to facilitate vocational training and scholarship opportunities</b></p> <p>Develop and promote vocational training programs in collaboration with educational institutions and industry experts. Offer scholarships and financial aid to local residents and incoming workers to participate in these programs.</p>	Year 2	
<p><b>4. Grant acquisition</b></p> <p>Identify and apply for grants to fund labor force development initiatives. Focus on federal, state, and private grants that support workforce training, housing for workers, and economic development.</p>	Years 2-3	
<p><b>5. Host training events</b></p> <p>Organize and host regular training events, workshops, and seminars to improve skills and knowledge within the local workforce. Topics can include customer service, retail marketing, technical skills, and management training.</p>	Years 3-5	
<p><b>6. Youth career guidance</b></p> <p>Implement career guidance programs in local schools to educate youth about various career paths and opportunities within Skagway. Offer internships, job shadowing, and mentorship programs to prepare students for the workforce.</p>	Years 3-5	

# Labor Force

## Goal 2: Support Current Businesses in Skagway and Foster Growth of New Businesses.

Action Steps	Schedule	Community Outcomes
<p><b>1. Bring in a retail expert to hold workshops on attracting customers year-round</b></p> <p>Invite a retail expert, either in-person or virtually, to conduct workshops for local businesses. Topics will include strategies for attracting and retaining customers throughout the year, marketing tactics, and optimizing retail operations.</p>	Years 1-5	<ul style="list-style-type: none"> <li>Youth Engagement: Youth are better prepared for future careers through comprehensive career guidance and training opportunities.</li> <li>Community Empowerment: Empowered businesses and workers through continuous learning and development, fostering a thriving, sustainable local economy.</li> </ul>
<p><b>2. Bring in a storytelling expert to teach businesses how to tell their story</b></p> <p>Organize sessions with a storytelling expert to help businesses craft and communicate their unique stories. Effective storytelling can enhance marketing efforts, build stronger customer connections, and differentiate businesses in the marketplace.</p>	Years 1-5	
<p><b>3. Establish a Business Incubator Program</b></p> <p>Create a business incubator program to support new entrepreneurs. Offer resources such as office space, mentorship, networking opportunities, and access to funding. Provide training on business planning, financial management, and marketing.</p>	Years 2-5	
<p><b>4. Implement a Buy Local Campaign</b></p> <p>Launch a "Buy Local" campaign to encourage residents and visitors to support local businesses. Promote the benefits of shopping locally through marketing materials, social media, and community events.</p>	Year 1	
<p><b>5. Develop a Business Mentorship Program</b></p> <p>Pair experienced business owners with new entrepreneurs in a mentorship program. Mentors can provide guidance, share experiences, and offer support on various aspects of running a business.</p>	Years 2-4	
<p><b>6. Facilitate Access to Microloans and Small Business Grants</b></p> <p>Collaborate with financial institutions and other nonprofits to provide microloans and small business grants such as Spruce Root or Tongass Credit Union. Offer workshops on how to apply for these financial resources and manage business finances effectively.</p>	Years 1-3	

## Labor Force

### Goal 2: Support Current Businesses in Skagway and Foster Growth of New Businesses.

#### Action Steps

#### Schedule

#### 7. Organize Networking Events and Business Expos

Host regular networking events and business expos to facilitate connections among local business owners, potential investors, and customers. Provide opportunities for businesses to showcase their products and services.

Years 2-5

#### 8. Create an Online Business Directory

Develop and maintain an online directory of local businesses. The directory should be easily accessible and searchable, providing information about the products and services offered by businesses in Skagway.

Year 1

#### 9. Provide Training on Digital Marketing and E-commerce

Offer workshops and training sessions on digital marketing strategies, social media management, and e-commerce platforms. Help businesses expand their online presence and reach a broader audience.

Year 2-4

### Labor Force Summary

The initiative aims to strengthen Skagway's labor force and support local business growth. By increasing workforce capacity, creating educational partnerships, and providing vocational training, the goal is to meet the needs of seasonal and year-round employers. Additionally, the plan supports existing businesses and fosters new ones through expert workshops, mentorship programs, financial aid, and community campaigns, promoting a thriving and sustainable local economy.



## Economic Diversification

### Goal 1: Increase industry opportunities to improve economic stability

Action Steps	Schedule	Community Outcomes
<p><b>1. Conduct a Feasibility Study of Opportunities in Skagway</b></p> <p>Undertake a comprehensive feasibility study to identify potential new industries and business opportunities in Skagway. This will include market analysis, resource availability, and economic impact assessments.</p>	Years 1-4	<ul style="list-style-type: none"> <li>Increased Availability and Variety of Services</li> <li>Expansion of services in Skagway, including dining, arts, and trades, enhancing the quality of life for residents and economic development.</li> </ul>
<p><b>2. Create Partnerships and Identify Stakeholders</b></p> <p>Establish partnerships with key stakeholders, such as local businesses, trades, community groups, and regional organizations. Collaborate to align efforts and resources towards economic diversification.</p>	Years 1-4	
<p><b>3. Explore Regional Developments</b></p> <p>Investigate ongoing and planned economic activities in the region and the Yukon to identify trends, opportunities, and potential collaborations. Stay informed about regional economic developments to align Skagway's initiatives.</p>	Years 1-4	
<p><b>4. Review State and Yukon Industry Plans</b></p> <p>Analyze state and Yukon industry plans to ensure that Skagway's economic diversification efforts are aligned with broader regional strategies. Identify areas for synergy and support.</p>	Years 1-4	
<p><b>5. Identify 1-2 New Industries to Explore</b></p> <p>Based on the findings of the feasibility study and stakeholder consultations, select one or two new industries that would be viable for local pursuit. Develop detailed plans for how these industries can be introduced and supported in Skagway.</p>	Year 5	

### Economic Diversification Summary

The initiative aims to improve Skagway's economic stability by increasing industry opportunities. Key actions include conducting a feasibility study to identify new business opportunities, forming partnerships with stakeholders, exploring regional economic developments, and aligning with state and Yukon industry plans. The goal is to diversify the local economy by identifying and developing new industries, ultimately enhancing the availability and variety of services in Skagway.

# Creative and Entrepreneurial Spaces

## Goal 1: Establish a creator space to support local artists, entrepreneurs, and small businesses

Action Steps	Schedule	Community Outcomes
<p><b>1. Create Partnerships and Identify Stakeholders</b></p> <p>Establish partnerships with key stakeholders, such as the Skagway Arts Council, local businesses, community groups, and regional organizations. Collaborate to align efforts and resources towards creative and entrepreneurial spaces.</p>	Years 1-4	<ul style="list-style-type: none"> <li>Operational Creator Space: Establishment of a creator space that operates year-round, providing full-time employment opportunities and supporting local entrepreneurs and artists.</li> <li>Enhanced Community Engagement: Increased community engagement through arts and entrepreneurial activities, fostering creativity and innovation in Skagway.</li> </ul>
<p><b>2. Identify Property for Creator Space</b></p> <p>Locate suitable properties for establishing a creator space, which will serve as a hub for artists, entrepreneurs, and small businesses. Evaluate potential sites based on accessibility, size, and cost.</p>	Years 2-4	
<p><b>3. Finish Design for Creator Space</b></p> <p>Complete the design plans for the creator space, detailing its features, layout, and operational model. Ensure the design meets the needs of potential users and includes necessary facilities such as studios, workshops, and collaborative spaces.</p>	Years 1-2	
<p><b>4. Begin Grant Writing for Creator Space</b></p> <p>Start writing grants to secure funding for the construction and operation of the creator space. Focus on federal, state, and private grants that support arts, entrepreneurship, and community development.</p>	Years 1-5	
<p><b>5. Develop a Management and Operational Plan</b></p> <p>Create a comprehensive plan for the management and operation of the creator space. This should include governance structures, user policies, membership models, and sustainability strategies.</p>	Year 3	
<p><b>6. Launch and Promote the Creator Space</b></p> <p>Officially launch the creator space with a community event. Promote the space through local media, social media, and partnerships with local organizations. Offer tours and introductory workshops to attract initial users.</p>	Years 4-5	

### Creative & Entrepreneurial Summary

This goal focuses on establishing a creator space to support local artists, entrepreneurs, and small businesses. Actions include identifying suitable properties, completing design plans, securing funding through grants, and developing a management and operational plan. The creator space will provide a year-round hub for creativity and innovation, fostering community engagement and offering full-time employment opportunities.

# Tourism & Recreation

## Goal 1: Establish Skagway as a Year-Round Outdoor Recreation Destination with Emphasis on Winter Growth

Action Steps	Schedule	Community Outcomes
<p><b>1. Ensure Downtown Accessibility Year-Round</b> Collaborate with the city to cease the practice of shutting down downtown, ensuring it remains accessible and vibrant throughout the year.</p>	Year 1	<ul style="list-style-type: none"> <li>Increased year-round visitation</li> <li>Expanded hotel capacity to accommodate larger events</li> </ul>
<p><b>2. Develop a Marketing Plan for Skagway</b> Create a comprehensive marketing plan to promote Skagway as a year-round outdoor recreation destination, with a focus on winter activities. Utilize various channels such as digital marketing, social media, and tourism publications.</p>	Year 4	<ul style="list-style-type: none"> <li>Enhanced trail networks and outdoor recreational opportunities</li> <li>Increased frequency of outdoor events throughout the year</li> </ul>
<p><b>3. Identify Transportation Constraints Between Whitehorse and Skagway</b> Conduct a comparative analysis of transportation options between Whitehorse and Skagway to identify constraints and opportunities for improving connectivity. Explore solutions to enhance accessibility for visitors</p>	Years 2-3	<ul style="list-style-type: none"> <li>Maintenance and availability of public amenities year-round</li> <li>Retention of revenue and wages within the Skagway economy</li> </ul>
<p><b>4. Form Partnerships for Trail Opportunities and Outdoor Recreation</b> Establish partnerships with local organizations and agencies to develop and maintain trails and other outdoor recreational facilities. Collaborate on trail planning, maintenance, and promotion.</p>	Years 1-2	<ul style="list-style-type: none"> <li>Growth of local businesses operating year-round</li> </ul>
<p><b>5. Trail Plan Implementation</b> Use partnerships with local organizations for the implementation of the trail plan, including acquiring grants, coordinating with stakeholders, and administering the development and maintenance of trails.</p>	Years 1-2	<ul style="list-style-type: none"> <li>Recognition of Skagway as a premier year-round outdoor recreation destination</li> <li>Diversification and expansion of dining, arts, and trades services in Skagway</li> </ul>

# Tourism & Recreation

## Goal 2: Establish Skagway as an Event Destination

### Action Steps

### Schedule

#### 1. Publish Event Resources on SDC Website

Publish an event resource on the Skagway Development Corporation (SDC) website, providing guidance on organizing successful events, a list of available vendors, and an inventory of infrastructure and hospitality resources.

Year 1

#### 2. Promote Visitor Department Calendar Usage

Advocate for and encourage the utilization of the visitor department calendar to promote events in Skagway. Collaborate with local event organizers to ensure comprehensive event listings.

Years 1-5

#### 3. Provide Fiscal Sponsorship Services

Offer fiscal sponsorship services to event organizers, providing administrative support, financial management, and grant oversight for events held in Skagway.

Years 1-5

#### 4. Work with AMHS for Year-Round Service to Skagway

Collaborate with the Alaska Marine Highway System (AMHS) to advocate for consistent year-round ferry service to Skagway, enhancing accessibility for visitors and event attendees.

Years 1-2

#### 5. Collaborate with ATIA to Identify Promotional Potential

Partner with the Alaska Travel Industry Association (ATIA) to identify promotional opportunities for Skagway as an event destination. Explore collaborative marketing initiatives and promotional campaigns.

Years 1-2

#### 6. Identify Skagway's Event Capacity

Determine Skagway's current event capacity by assessing available infrastructure, accommodation options, and logistical capabilities. Identify opportunities for hosting large events.

Year 1

## Tourism & Recreation

### Goal 2: Establish Skagway as an Event Destination

#### Action Steps

#### Schedule

#### 7. Identify Optimal Timing for Larger Events

Years 1-2

Analyze seasonal trends and visitor patterns to identify the optimal timing for hosting large events in Skagway. Consider factors such as weather, visitor volume, and competing events.

### Tourism & Recreation Summary

In the focus area of Tourism & Recreation, Skagway aims to position itself as a year-round outdoor recreation destination while establishing itself as a sought-after event destination. To achieve these goals:

Goal #1: Skagway will focus on becoming a year-round outdoor recreation hub by ensuring downtown accessibility, developing marketing strategies, enhancing transportation options, and fostering partnerships for trail development. This will lead to increased visitation, expanded hotel capacity, and a recognized reputation as an outdoor recreation destination.

Goal #2: Skagway will establish itself as an event destination by providing resources for event organizers, promoting calendar usage, offering fiscal sponsorship services, and advocating for year-round ferry service. This will result in more frequent and diverse events, increased revenue retention in the local economy, and the growth of year-round businesses.

# Shipping & Transportation

## Goal 1: Ensure Transportation Needs are Met for Skagway Residents, Visitors, and Businesses

Action Steps	Schedule	Community Outcomes
<p><b>1. Partner with State for User Type Resource</b></p> <p>Collaborate with the state to acquire resources for understanding user types and transportation preferences in different areas of Skagway. This data will inform transportation planning and infrastructure development.</p>	Years 1-2	<ul style="list-style-type: none"> <li>• Increased accessibility and transportation options for residents, visitors, and businesses.</li> <li>• More streamlined border processes for travel, import/export.</li> <li>• Increase in port use.</li> <li>• Skagway participates in more communication with other communities in the region.</li> </ul>
<p><b>2. Collaborate with State Borough and Southeast Conference for Monthly Planning</b></p> <p>Work closely with the state borough and Southeast Conference to engage in collaborative monthly transportation planning sessions. This will ensure alignment of transportation initiatives and foster coordination among stakeholders.</p>	Years 1-2	
<p><b>3. Participate in Long-Range Transportation Planning</b></p> <p>Engage in long-range transportation planning initiatives led by organizations such as the U.S. Forest Service (USFS) and Southeast Conference (SC). Contribute insights and feedback to shape future transportation strategies.</p>	Years 1-2	
<p><b>4. Follow AEA EV State Plan</b></p> <p>Monitor and align with the Alaska Energy Authority's (AEA) Electric Vehicle (EV) state plan. Stay informed about developments in EV infrastructure and transportation policies to support sustainable transportation options.</p>	Years 1-3	
<p><b>5. Explore Seasonal Worker Transportation Options</b></p> <p>Investigate the feasibility of implementing a bus service to transport seasonal workers downtown. Evaluate routes, schedules, and potential partnerships to improve accessibility for seasonal employees.</p>	Year 2	
<p><b>6. Dyea Road Improvement</b></p> <p>Advocate to implement improvements to the Dyea Road to enhance safety and accessibility. Address infrastructure needs such as road maintenance, signage, and lighting to support transportation in the area.</p>	Years 3-4	
<p><b>7. STIP Participation</b></p> <p>Participate in the Statewide Transportation Infrastructure Program (STIP) to advocate for transportation projects beneficial to Skagway. Collaborate with state agencies and stakeholders to prioritize infrastructure investments.</p>	Years 2-3	

# Shipping & Transportation

## Goal 1: Ensure Transportation Needs are Met for Skagway Residents, Visitors, and Businesses

### Action Steps

### Schedule

#### 8. Explore Shipping Options for Businesses

Assess shipping options available to local businesses, including air, sea, and land transportation. Identify opportunities to optimize shipping routes, reduce costs, and improve logistics efficiency.

Years 1-3

#### 9. Establish Areawide Skagway Borough to Canadian Border Multimodal Traffic Study

Conduct a comprehensive multimodal traffic study from Skagway Borough to the Canadian border, including Dyea. Collect and analyze data to inform transportation planning and infrastructure development.

Years 1-5

## Goal 2: Increase Use of Skagway as an International Access Point

### Action Steps

### Schedule

#### 1. Resource Acquisition for Broker Understanding

Obtain resources and information on how a broker for international transportation would benefit Skagway. Explore the requirements, regulations, and opportunities associated with customs brokerage.

Year 1

#### 2. Maintain Port Infrastructure Profile and Asset Map

Regularly update and maintain a comprehensive profile of port infrastructure and assets. Develop a transportation network map to visualize key routes and connections.

Years 1-5

#### 3. Promote Skagway Transportation Options

Promote information about transportation options available in Skagway to domestic and international audiences. Highlight the port's capabilities, shipping services, and logistical advantages.

Years 1-5

## Shipping & Transportation

### Goal 2: Increase Use of Skagway as an International Access Point

#### Action Steps

#### Schedule

#### 4. Attend Regional Transportation Events and Promote Skagway

Participate in regional transportation events and conferences to showcase Skagway's transportation infrastructure and capabilities. Network with industry stakeholders and promote Skagway as an international access point.

Ongoing

#### 5. Conduct Study on Truck vs. Water Shipping Rates

Conduct a comparative study on truck and water shipping rates to assess cost-effectiveness and competitiveness. Analyze factors such as transportation time, reliability, and environmental impact.

Years 2-3

#### 6. Work with Canadian Shipping Companies on International Opportunities

Collaborate with Canadian shipping companies, including Mars, to explore international shipping opportunities. Identify potential partnerships, routes, and logistical solutions.

Years 1-3

#### 7. Review Future Whitehorse Airport Plans and Routes

Review future plans and routes for the Whitehorse airport to understand potential impacts on transportation between Skagway and Whitehorse. Stay informed about changes in air travel patterns and infrastructure development.

Years 1-3

## Shipping & Transportation Summary

In the focus area of Shipping and Transportation, Skagway pursues two distinct goals:

Goal #1: Ensuring transportation needs are met for residents, visitors, and businesses through various initiatives such as partnering with the state for user understanding, collaborating with regional entities for planning, and exploring shipping options for local businesses. These efforts aim to improve infrastructure, accessibility, and logistics, ultimately enhancing the community's transportation capabilities.

Goal #2: Increasing the use of Skagway as an international access point involves actions like acquiring resources for brokerage understanding, maintaining port infrastructure profiles, and promoting transportation options. By facilitating international trade and transportation, Skagway aims to bolster its role as a gateway for global commerce and connectivity.



## Child Care

### Goal 1: Ensure Child Care in Skagway Meets the Needs of the Labor Force

Action Steps	Schedule	Community Outcomes
<p><b>1. Continue Collaboration with Skagway Child Care Council</b></p> <p>SDC continues to work closely with the Skagway Child Care Council on initiatives and studies aimed at assessing and addressing child care needs in the community.</p>	Years 1-2	<ul style="list-style-type: none"> <li>• Child care services are sufficient to meet the needs of the labor force.</li> <li>• Reduced restrictions for child care center operations, fostering easier establishment and operation of child care facilities.</li> <li>• Increased availability of child care slots in Skagway.</li> </ul>

### Goal 2: Increase Services and Supports for Families

Action Steps	Schedule	Community Outcomes
<p><b>1. Define SDC's Role in Family Services Management</b></p> <p>Define the Skagway Development Corporation's role in the management of family services and programs in Skagway. This includes assessing the feasibility of assuming financial responsibility for assistance programs or potentially expanding the child care assistance program.</p>	Year 1	<ul style="list-style-type: none"> <li>• Identification of family service needs and expansion of service types for families.</li> </ul>

### Child Care Summary

In the realm of Child Care, Skagway Development Corporation pursues two primary objectives. Firstly, to ensure that child care services adequately cater to the labor force's needs, the Skagway Development Corporation (SDC) collaborates with the Skagway Child Care Council on various initiatives and studies spanning 1-2 years. Secondly, to enhance services and support for families, the SDC is tasked with defining its role in managing family services and programs, potentially including financial responsibilities for utility assistance or expanding child care assistance programs. Expected community outcomes encompass sufficient child care availability, improved state support, reduced operational restrictions for child care centers, expanded family services, and increased availability of child care slots.

# Regional Integration

## Goal 1: Increase Integration of Skagway and SDC into Southeast Alaska Economic Development

Action Steps	Schedule	Community Outcomes
<p><b>1. Rekindle and Grow Relationships within the Golden Circle</b> Reestablish and aim to expand relationships between the Skagway Development Corporation and entities within the Golden Circle, including Haines and Whitehorse.</p>	Years 1-3	<ul style="list-style-type: none"> <li>Increased participation of Skagway in regional plans and events.</li> <li>Enhanced capacity to host conferences and events in Skagway.</li> <li>Improved collaboration and communication with other economic development organizations with similar missions.</li> <li>Strengthened collaboration and coordination within the Golden Circle, fostering shared interests and goals.</li> <li>More shared efforts and mutually beneficial strategies with neighboring communities like Haines and Delta Junction.</li> <li>Enhanced strategies around port expansions, airport improvements, and anticipation of economic opportunities.</li> </ul>
<p><b>2. Participate in Communication and Collaboration with Regional Economic Development Organizations</b> Engage in ongoing communication and collaboration with other regional economic development organizations, including non-profits, Community Development Financial Institutions (CDFIs), and planning organizations.</p>	Years 1-5	
<p><b>3. Incorporate Other Regional Economic Development Plans</b> Participate in and integrate other regional economic development plans into Skagway's initiatives, ensuring alignment and collaboration with broader regional strategies.</p>	Years 1-5	
<p><b>4. Work Closely with SE Conference and Other Regional Entities</b> Strengthen collaboration with the Southeast Conference (SE Conference), as well as other statewide and regional entities, fostering closer ties and coordination on economic development efforts.</p>	Years 1-5	
<p><b>5. Establish Regional Economic Development Cluster</b> Establish a regional economic development cluster to identify successful initiatives and explore opportunities for replication and scaling up within the region.</p>	Years 1-2	
<p><b>6. Utilize Technical Assistance for Storytelling Training</b> Use technical assistance from Spruce Root and Sustainable Southeast Partnership to undergo storytelling training, enhancing Skagway's ability to communicate its economic development initiatives effectively.</p>	Years 1-3	

### Regional Integration Summary

Skagway Development Corporation seeks to enhance integration into Southeast Alaska's economic development. Key actions include revitalizing Golden Circle relationships, collaborating with regional organizations, and establishing economic development clusters. These efforts aim to boost participation in regional events, strengthen collaboration with neighboring communities, and seize economic opportunities for mutual growth.

# Quality of Life

## Goal 1: Balance Resident Quality of Life with Visitor Volumes

Action Steps	Schedule	Community Outcomes
<p><b>1. Identify Key Decision Points for Resident Quality of Life</b></p> <p>Identify and document crucial decision points that significantly impact residents' quality of life, focusing on areas such as traffic management, noise levels, and access to amenities. Utilize surveys, community feedback sessions, and data analysis over 1-2 years to pinpoint these factors.</p>	Years 1-2	<ul style="list-style-type: none"><li>Residents express a general sense of balance between accommodating tourism, maintaining local quality of life, and maximizing benefits from the visitor industry.</li></ul>
<p><b>2. Provide Data Collection and Examples from Other Communities</b></p> <p>Conduct thorough data collection and research to gather examples from other communities that successfully balance resident quality of life with visitor volumes. This will involve case studies, interviews, and best practice analysis. Findings will be communicated to local decision-makers and stakeholders to inform policy and planning.</p>	Years 1-2	
<p><b>3. Work with Municipality of Skagway for ADA-Friendly Community Planning</b></p> <p>Collaborate closely with the Municipality of Skagway to integrate ADA-friendly practices into community planning. This includes ensuring public spaces, buildings, and transportation systems are accessible to all residents. Conduct accessibility audits and incorporate feedback from individuals with disabilities.</p>	Years 1-2	
<p><b>4. Identify State and Regional Entities for Resource Technical Assistance</b></p> <p>Identify and establish connections with state and regional entities that can offer technical assistance and resources to support quality of life initiatives. These entities may provide expertise, funding, and other support mechanisms.</p>	Years 1-2	
<p><b>5. Identify Grants and Opportunities for Pursuit</b></p> <p>Proactively identify and pursue grants and funding opportunities that align with the community's quality of life objectives. This includes researching available grants, preparing applications, and building relationships with grant-giving organizations.</p>	Years 1-4	

# Quality of Life

## Goal 2: Accommodate the Needs of Seniors in the Community

### Action Steps

### Schedule

#### 1. Identify Service Types for Seniors' Needs

Assess and identify the specific types of services required to meet the needs of seniors within the community. This includes health care, social activities, transportation, and housing support. Engage with senior residents, caregivers, and service providers to ensure comprehensive coverage.

Years 1-2

#### 2. Support Development of Elder Care Services and Facilities

Advocate and support the development of elder care services and facilities, including considerations for assisted living and other residential options. Engage with developers, health care providers, and policymakers to bring these projects to fruition.

Years 1-5

#### 3. Explore Options for In-Home Care Support Services

Investigate and promote options for in-home care support services for seniors. This could involve developing coordinated care networks, pooling care resources among multiple households, and providing training for in-home caregivers.

Years 1-5

## Goal 3: Increase Resident Engagement in the Community

### Action Steps

### Schedule

### Community Outcomes

#### 1. Develop and Publish a List of Skagway Volunteer Opportunities

Compile and regularly update a comprehensive list of volunteer opportunities available in Skagway. This list will include options across various sectors, including the SDC Board of Directors, local nonprofits, and community events. The list will be made available online and through community bulletins.

Year 1

- Increase in volunteerism in Skagway.

#### 2. Offer Meeting Space to Nonprofits at the SDC Office

Provide nonprofits with access to meeting spaces at the SDC office to support their operations and events. This initiative aims to reduce overhead costs for nonprofits and encourage collaboration among local organizations.

Years 1-5

- Expansion in the number of operating nonprofits.

#### 3. Offer Grant Writing Support to Nonprofits Aligning with SDC Mission

Assist nonprofits that align with the SDC mission in their grant writing efforts. This includes providing training sessions, resources, and direct assistance in drafting and submitting grant applications.

Years 1-5

- Growth in the quantity and variety of community events.

#### 4. Facilitate Nonprofit Start-Ups Through Fiscal Sponsorship

Support the establishment of new nonprofits by offering fiscal sponsorship. This involves acting as a financial and administrative sponsor for new initiatives until they can obtain their own nonprofit status.

Years 1-5

## Quality of Life

### Goal 3: Increase Resident Engagement in the Community

#### Action Steps

#### Schedule

**5. Support Recipients of Fiscal Sponsorship to Become Independent Nonprofits**

Guide and support nonprofits that have received fiscal sponsorship from SDC to transition into fully independent entities. Provide resources, training, and mentoring throughout the process.

Years 1-5

**6. Support Local Nonprofits with SDC Staff Volunteer Hours and Resources**

Encourage SDC staff to volunteer their time and skills to support local nonprofits. This could include offering expertise in areas such as marketing, event planning, and administration.

Years 1-5

**7. Host Collaborative Events Like Business Mixers**

Organize and host events such as business mixers to foster networking, collaboration, and community building among local businesses and organizations.

Years 1-5

**8. Track and Share Event Impact Reports**

Monitor and evaluate the impact of community events by collecting data on attendance, engagement, and outcomes. Share these impact reports with stakeholders to demonstrate the value and success of these events.

Years 1-5

**9. SDC Storytelling and Newsletter**

Engage in storytelling initiatives and distribute newsletters to keep the community informed about SDC's activities, successes, and ongoing projects. This helps build transparency, trust, and community engagement.

Years 1-5

#### Quality of Life Summary

In the focus area of Quality of Life, Skagway Development Corporation aims to balance resident quality of life with visitor volumes, accommodate the needs of seniors, and increase resident engagement in the community. Key actions include identifying decision points that impact quality of life, collaborating on ADA-friendly community planning, and supporting elder care services. Additionally, efforts to enhance resident engagement involve developing volunteer opportunities, providing support to local nonprofits, and hosting community events. These initiatives are expected to improve overall quality of life, increase volunteerism, and expand community services and events.

# Organizational Stability

## Goal 1: Maintain Cash Flow and Financial Stability

Action Steps	Schedule	Community Outcomes
<p><b>1. Secure a Permanent SDC Office Location</b> Find and lease or purchase a permanent office location for the SDC to provide a stable and consistent working environment for staff and a reliable point of contact for community members.</p>	Year 1	<ul style="list-style-type: none"> <li>Resources necessary to implement the strategic plan are available.</li> <li>SDC staff capacity is well-managed and aligns with SDC budget and programming requirements.</li> <li>Board member participation is at desired levels.</li> <li>An SDC brand recognition program is operational.</li> <li>SDC is financially stable, making jobs at SDC desirable.</li> </ul>
<p><b>2. Grow Small Business Resource Center Membership</b> Increase membership in the Small Business Resource Center by reaching out to local businesses, offering valuable services, and demonstrating the benefits of membership. This includes targeted marketing campaigns, membership drives, and providing high-quality support to small businesses.</p>	Years 1-5	
<p><b>3. Manage Staff Workloads</b> Regularly assess and adjust staff workloads to ensure a balanced distribution of tasks. Implement tools and processes to optimize productivity and prevent burnout, ensuring staff can effectively meet their responsibilities.</p>	Years 1-5	
<p><b>4. Establish Payroll and Accounting Support for the Executive Director</b> Engage in storytelling initiatives and distribute newsletters to keep the community informed about SDC's activities, successes, and ongoing projects. This helps build transparency, trust, and community engagement.</p>	Years 1-5	
<p><b>5. Maintain Partnerships for Financial Support</b> Maintain and strengthen partnerships with organizations like Spruce Root and the Alaska Small Business Development Center. Leverage these relationships for financial support, collaborative projects, and resource sharing to sustain SDC operations.</p>	Years 1-5	
<p><b>6. Maintain Grant Funding from the Municipality</b> Secure continuous grant funding from the Municipality by meeting grant requirements, demonstrating the impact of SDC's work, and actively engaging with municipal stakeholders to ensure ongoing financial support.</p>	Years 1-5	

# Organizational Stability

## Goal 2: Require Active Board Membership and Participation

Action Steps	Schedule
<p><b>1. Define and Communicate Responsibilities of Board Members</b></p> <p>Clearly outline the roles and responsibilities of Board members, including attendance expectations, committee duties, and participation requirements. Communicate these responsibilities regularly to ensure all members are aware and engaged.</p>	Year 1
<p><b>2. Create New Board Member Packet and Training Manual</b></p> <p>Develop comprehensive onboarding materials for new board members, including a packet and training manual that cover SDC's mission, governance structure, and detailed job descriptions for each board role.</p>	Year 1
<p><b>3. Host an Annual Board Retreat</b></p> <p>Organize an annual retreat for Board members to facilitate team building, strategic planning, and review of organizational goals. This retreat will include workshops, discussions, and social activities to strengthen board cohesion and effectiveness.</p>	Years 1-5

## Goal 3: Maintain a Current and Relevant SDC Strategic Plan

Action Steps	Schedule
<p><b>1. Review the Strategic Plan and Budget Annually</b></p> <p>Conduct an annual review of the SDC's strategic plan and budget to ensure alignment with current goals, community needs, and financial realities. Adjust strategies and allocate resources as necessary to stay on track with organizational objectives.</p>	Years 1-5

### Organizational Stability Summary

In the focus area of Organizational Stability, the Skagway Development Corporation aims to ensure long-term financial health and effective governance. This involves securing a permanent office, growing membership, managing staff workloads, and maintaining key partnerships for financial support. Additionally, active board membership is promoted through defined roles, training, and annual retreats. To stay relevant, the SDC will review its strategic plan and budget annually. These efforts aim to provide the necessary resources to implement strategic goals, maintain staff capacity, ensure board engagement, and achieve financial stability.

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