



Aleknagik, Photo By Shelly Aloysius

Vision for Aleknagik

Aleknagik is a healthy and family oriented community that continues to develop by improving infrastructure, diversifying the economy, and training the workforce, while protecting social and cultural values, including a positive environment for families, opportunities for subsistence, and preservation of natural resources and a pristine environment.

City of Aleknagik

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20-Year Comprehensive Strategic Development Plan 2003

Prepared for Aleknagik

By

The Stadum Group

March 2003

The preparation of this report was financed with funds from the Mini-Grant Program administered by the State of Alaska Department of Community and Economic Development, Division of Community and Business Development. The Denali Commission and U.S. Department of Agriculture, Forest Service, provide funding for the Mini-Grant Program.

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Joint Resolution

JOINT RESOLUTION RESOLUTION 03-03

A JOINT RESOLUTION OF THE COUNCILS OF THE CITY OF ALEKNAGIK, ALEKNAGIK TRADITIONAL COUNCIL, AND BOARD OF DIRECTORS OF ALEKNAGIK NATIVES LIMITED APPROVING OF THE FINAL DRAFT OF THE ALEKNAGIK STRATEGIC DEVELOPMENT PLAN.

WHEREAS, Aleknagik Natives Limited, Aleknagik Traditional Council and the City of Aleknagik executed a Memorandum of Understanding on October 29, 2000 to recognize areas of mutual concern and support, and to establish a framework for cooperative relations and communication for the benefit of the community of Aleknagik as a whole and it is the desire of the three entities to cooperate concerning legal and political matters inherent in a private corporation to government to government relationship; and,

WHEREAS, the City of Aleknagik, Aleknagik Traditional Council and Aleknagik Natives Limited are representative of the community and are hereafter known as "The Councils"; and,

WHEREAS, The Councils saw a need for the Aleknagik Strategic Development Plan; and,

WHEREAS, The Councils have gone through an in depth processes to plan, organize and develop a Aleknagik Strategic Development Plan; and,

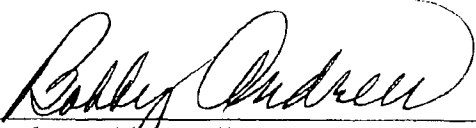
WHEREAS, the final revisions were done at a Joint Meeting of The Councils on March 4, 2003; and,

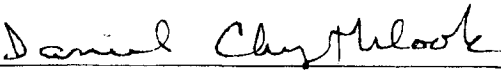
WHEREAS, the final reading of the Aleknagik Strategic Development Plan was done at a City Council meeting on March 11,2003; and,

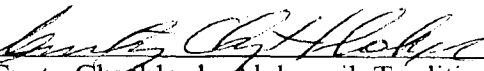
WHEREAS, upon approval the final draft will be sent to the printers with any revisions and pictures added; and,

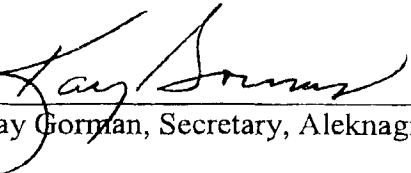
NOW THEREFORE BE IT RESOLVED that The Councils approve the final draft of the Aleknagik Strategic Development Plan.

PASSED AND APPROVED on the 3 day of April, 2003 by a duly constituted quorum of the Council of the City of Aleknagik and telephonically polled members of the Aleknagik Traditional Council and Board of Directors of Aleknagik Natives Limited.

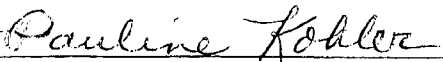
SIGNED: 
Bobby Andrew, Aleknagik Natives Limited President

ATTEST: 
Daniel Chythlook, Fill- in Secretary, Aleknagik Natives Limited

SIGNED: 
Gusty Chythlook, Aleknagik Traditional Council Chair

ATTEST: 
Kay Gorman, Secretary, Aleknagik Traditional Council

SIGNED: 
Chris Chuckwuk, City of Aleknagik Mayor

ATTEST: 
Pauline Kohler, City of Aleknagik City Clerk

Introduction

2003 Strategic Plan

In 2001 the City of Aleknagik, in cooperation with partners the Aleknagik Traditional Council and Aleknagik Natives Limited, applied for a planning grant from the State of Alaska Department of Community and Economic Development that was funded by the Denali Commission. A grant was awarded to Aleknagik to prepare a 20-Year Comprehensive Strategic Development Plan. Following the grant award, the city requested proposals from contractors to prepare the document. The Stadum Group was selected to prepare the plan in April 2002.

Community Involvement Process

The City of Aleknagik worked with The Stadum Group to plan a community meeting in June of 2002 to gather public comment and begin work on the strategic plan. On June 4 a community meeting was held at the Community Center in Aleknagik to begin the planning process. About 15 community members and guests were present. Mary Stadum of The Stadum Group facilitated the meeting. Jack Melton with the State Department of Transportation was also present to discuss upcoming transportation projects in Aleknagik. Community members reviewed their past accomplishments, outlined their challenges and concerns, listed their opportunities, resources, and visions for the future.

A second community meeting was held on September 17 as part of a joint meeting of the City of Aleknagik, the Aleknagik Traditional Council, and Aleknagik Natives, LTD. Residents provided additional information on their community, its resources, their concerns, and some of their goals for the future.

A third community meeting was held on January 29, 2003, again as part of a joint meeting of the City of Aleknagik, the Aleknagik Traditional Council, and Aleknagik Natives, LTD. The Stadum Group presented a draft of the plan, including a draft vision and draft goals. On March 4, 2003 community representatives met again and reviewed the draft vision and goals. They revised the vision and goals and developed the objectives and action steps for Aleknagik's strategic plan.

The community meetings, as well as research on the City of Aleknagik, the Dillingham Census Area, and the Bristol Bay region, form the basis for this strategic plan.

The Bristol Bay Region



Overview of Bristol Bay

The Bristol Bay region is located in southwest Alaska. Its regional boundaries under the Alaska Native Claims Settlement Act (ANCSA) extend about 350 miles north to south, and about 230 miles east to west, and cover about 40,000 square miles, the size of the state of Ohio.

Three of Alaska's major ethnic Native groups - Yup'ik Eskimos, Athabascans, and Aleuts live in the region. The 2000 U. S. Census tabulated 8003 residents in the area. About 72% of the population is Alaska Native. There are three separate census divisions. The Dillingham Census Area contains eleven communities, including the City of Aleknagik. The Bristol Bay Borough Census Area includes the communities of King Salmon, Naknek, and South Naknek, and the

Lake and Peninsula Borough Census Area includes 17 communities.

The region has three major mountain ranges: to the northwest lies the Kilbuck Mountains, to the north of the region lies the Taylor Mountains, and the Aleutian Range which lies mostly on the eastern portion of the region along the Alaska Peninsula. There are eight major river systems: the Wood River, Nushagak River, Kvichak River, Naknek River, Egegik River, Ugashik River, Meshik River, and Chignik River. Most of the region's landmass is moist tundra, with stunted cottonwood, willows, and spruce trees scattered throughout.

The climate is maritime, and usually cool, humid, and windy. Cloud cover is present an average of 75.8% year-round. Average summer temperatures range from 37 to 66 F. Average winter temperatures range from 4 to 34 F. Annual rainfall averages 19.62 inches; and snowfall an average of 44.7 inches. (*University of Alaska Fairbanks, Bristol Bay Campus, Bristol Region, database online, November 2002*)

Land Ownership

The largest land owners in the Bristol Bay region are the state and federal governments. Most of the federal lands are managed as national parks, preserves, and wildlife refuges. The U.S. Fish & Wildlife Service manages four wildlife refuges: Becharof, Alaska Peninsula, Togiak, and the Alaska Maritime. The National Park Service manages Lake Clark National Park and Preserve, Katmai National Park and Preserve, and Aniakchak National Monument and Preserve. The Bureau of Land Management manages federal lands outside of these conservation units.

State land is primarily located in the Wood Tikchik Lakes area, the Nushagak and Iliamna drainages, and on the Bristol Bay side of the Alaska Peninsula. All tide and submerged lands offshore to three miles and the beds of all inland navigable water bodies are owned by the state. The state maintains two conservation units, the Walrus Islands Game Sanctuary and the Wood Tikchik State Park.

The largest private landowners in the Bristol Bay region are the Native corporations formed as a result of the Alaska Native Claims Settlement Act (ANCSA) of 1971. Each of the villages of the region was entitled to select land in its vicinity. The Bristol Bay Native Corporation (BBNC), the regional corporation, was also allowed to select land. The vast majority of the Bristol Bay region's land remains undeveloped, with subsistence being the primary land use. (*University of Alaska Fairbanks, Bristol Bay Campus, Bristol Region, database online, November 2002*)

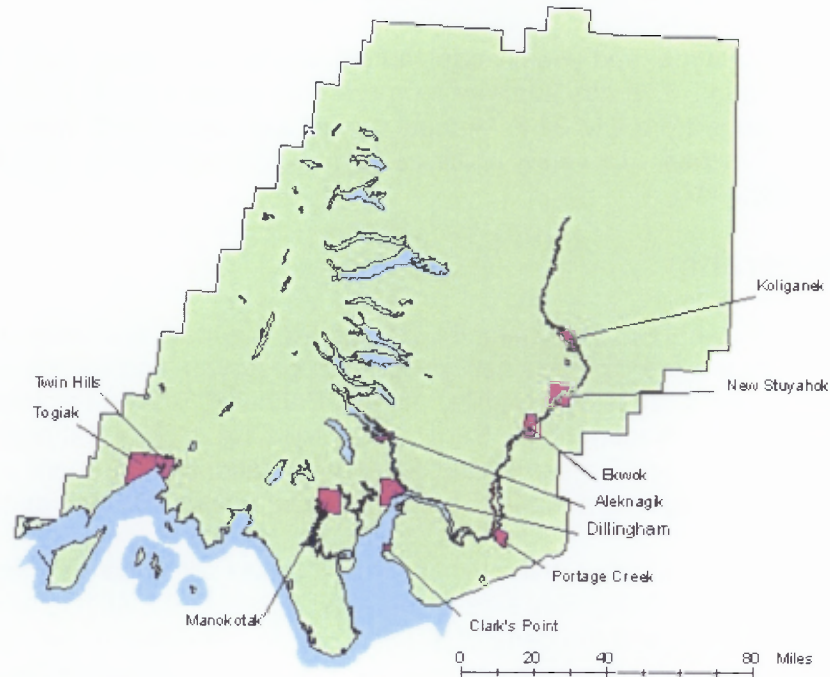
Natural Resources

The Bristol Bay region is one of the richest region's in natural resources in the state. It has the world's largest runs of sockeye salmon. All five major species of salmon - the chinook, sockeye, chum, coho, and pink salmon spawn in the region. It also has one of the state's largest herring fisheries, and a small population of halibut. The offshore area is a nursing ground for North Pacific halibut stocks. Other marine species such as yellowfin sole, grey cod, shrimp, and clams are abundant. The region has many large mammals, including caribou, moose, brown and black bears. During the summer months, migratory birds-ducks, geese, cranes, and swans frequent the region. (*University of Alaska Fairbanks, Bristol Bay Campus, Bristol Region, database online, November 2002*)

The Dillingham Census Area



Dillingham Census Area

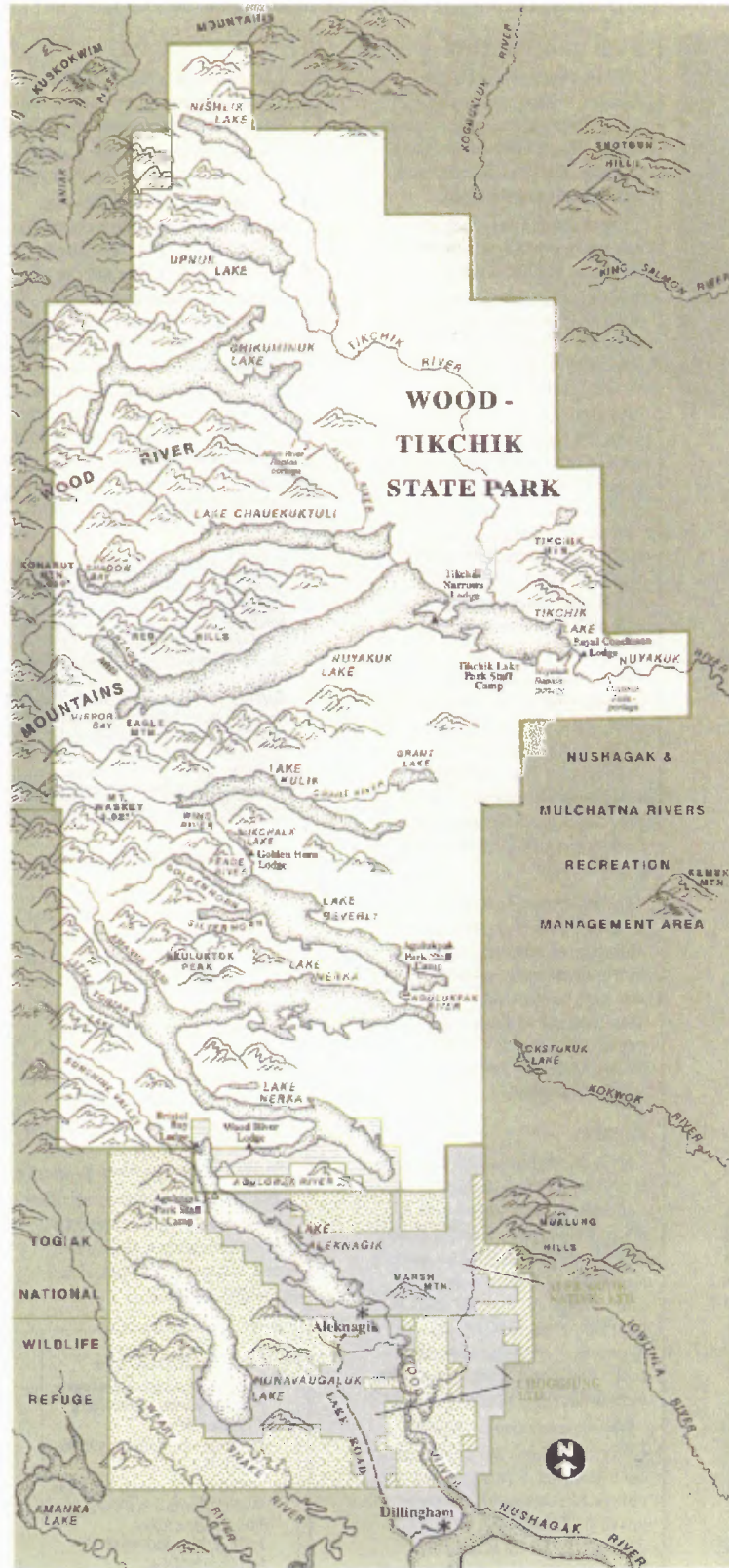


Source: Alaska Department of Labor And Workforce Development, Research and Analysis and US Census Bureau, 2000 Tigerline files.

Overview and Land Ownership

Located in Southwestern Alaska, the Dillingham Census Area consists of eleven small communities, including Aleknagik, scattered along the northeast edge of Bristol Bay. Federal lands include the Togiak National Wildlife Refuge, and the State's primary holding is Wood Tikchik State Park.

Aleknagik is one of the gateways to Wood Tikchik State Park, which is Alaska's most remote state park, and the largest state park in the nation, at 1.6 million acres. The park was created in 1978 for the purpose of protecting the area's fish and wildlife breeding and support systems and preserving continued subsistence and recreational activities. Access to the park is by air or water. Charter by float-equipped and amphibious aircraft into the park is available from Dillingham. Water access to the Wood River Lakes is from Dillingham via the Wood River or from Aleknagik, 24 miles north of Dillingham by road. The Wood River Lakes are interconnected by shallow, swift moving rivers that generally require jet-equipped watercraft. Most parties fly in and boat out.



(State of Alaska, Department of Natural Resources, Parks, database online, January 2003)

Access to the Tikchik Lakes is primarily by aircraft. Parties exit the Tikchik Lakes by air, or float and/or paddle, to any one of several native villages on the Nushagak River, where air charter is available for transport back to Dillingham

Wood Tikchik State Park is named for its two separate systems of large, interconnected, clear water lakes. The park is characterized by its water based ecosystems. Bordered by the Nushagak lowlands on the east and the Wood River Mountains to the west, the lake systems span a variety of terrain and vegetative zones renowned for their diverse beauty. Spired peaks, high alpine valleys, and deep v-shaped arms give the lakes' western reaches a spectacular fjord-like appearance. The eastern edges of the lakes look out upon islands, gravel beaches, and the expansive tundra of the Nushagak lowlands. The lakes, varying in length from 15 to 45 miles, are deep and temperate, with water temperatures ranging from 40°F to 60°F throughout the summer season.

The park lies in a biological transition zone between coniferous forest and tundra. In general, white spruce and mixed spruce-birch forest, as well as muskeg and willow-alder thickets exist up to approximately the 900-foot elevation. Above this are bare rock, heath tundra, and alpine meadow. At the lowest elevations, wet tundra and marshlands are common.

The Togiak National Wildlife Refuge encompasses 4.7 million acres of land in between Kuskokwim Bay and Bristol Bay. The Togiak Refuge is bordered on the north by Yukon Delta National Wildlife Refuge, and on the east by Wood-Tikchik State Park. Togiak Refuge is roadless; primary access is via air or water.

The Togiak Refuge features a variety of landscapes, including mountain crags, fast-flowing rivers, deep lakes, tundra, marshy lowlands, ponds, estuaries, coastal lagoons, and sea cliffs. The broad glacial valleys of the Ahklun Mountain range cut the tundra uplands, opening into coastal plains. The Ahklun Mountains spread across 80 percent of Togiak Refuge.

Togiak Refuge is home to many resident bird species, and provides breeding and resting areas for numerous migratory birds returning from wintering areas around the world. More than 30 species of mammals are present, including brown bear, moose, caribou, wolves, and wolverines. Seals, sea lions, walrus, and seven species of whales are found along the shorelines of Togiak Refuge. The refuge provides more than 1,500 miles of stream and river habitat necessary for five species of salmon and many other fish that inhabit Togiak Refuge. The Kanektok, Togiak, and Goodnews Rivers are three of the refuge's major watersheds. A total of 295 wildlife species are found on Togiak Refuge, including 214 bird species, 31 terrestrial mammal species, 17 marine mammal species, and 33 fish species.

Some of the finest salmon and trout sport fishing waters in Alaska are on the Togiak National Wildlife Refuge. The coastal portion of the refuge provides excellent opportunities for photography and wildlife viewing. River rafting is popular on several refuge rivers. Non-guided and commercially guided opportunities are available for sport fishing, hunting, flightseeing, river rafting, and wildlife viewing.



(U.S. Fish & Wildlife Service, National Wildlife Refuges, Togiak, database online, January 2003)

Regional Economy

These communities in the Dillingham Census Area are supported primarily by commercial fishing and subsistence activities. The economic base is small, seasonal and concentrated on Bristol Bay sockeye salmon. Most of the full-time and private sector jobs are located in the City of Dillingham. There are three onshore seafood processing facilities, thirteen floating processors east of Dillingham in Nushagak Bay and six more floating processors near Togiak. The private support sector, which includes businesses in construction, transportation, retail trade and service, is steadily growing and is greater than the economic base. The growth in the private support sector is being fueled by transfer payments - especially the Permanent Fund Dividend. Most families in the outlying villages depend heavily on subsistence wild foods. Year-round employment in the villages is generally limited to local government, including the schools and the village organizations.

Aleknagik is the only regional village with a road link to Dillingham, 22 miles away. Wood River and Aleknagik Lake have been used historically as summer fish camps. Many residents participate in commercial and subsistence activities on the Bristol Bay coast. Trapping is also an important means of income. Most families depend on subsistence activities to supplement their livelihoods. Poor fish returns in 1997 and 1998 have adversely affected the community.

The City of Dillingham is the economic, transportation and public service center for western Bristol Bay. Commercial fishing, fish processing, cold storage and support of the fishing industry are the primary economic base activities. There is one onshore seafood processor in Dillingham - Peter Pan Seafoods. During spring and summer, the population doubles with seasonal

workers. The community's role as the regional center for government and services helps to stabilize employment. Many of the residents depend on subsistence activities, but at lower levels than the surrounding villages.

The economic base of the Dillingham Census Area is 32% of the total economy and has decreased 21% from 1995 to 1999. For the Dillingham Census Area, the economic base was made up of commercial fishing, seafood processing, a growing tourism industry, a small federal government presence, a small, sporadic mining industry and fur trapping. The decrease in the economic base is primarily due to poor salmon returns and long-term decreases in salmon prices. From 1995 to 1999, commercial fishing and seafood processing jobs were 88% of the economic base employment. More important, gross earnings from salmon were 95% of the total gross earnings from all commercial fishing.

Partially offsetting the salmon losses were increases in the tourism industry. The fastest growing segment of tourism is sport fishing and hunting, which take advantage of the extensive system of lakes and wild country. There are 97 commercial guides in the Census Area. Wood River Tikchik State Park, located 100 miles north of Dillingham, represents significant potential for increased non-resident tourism.

The area has \$100.4 million in federal and state capital improvement projects for schools, sewer and water projects, airports, utilities and other structures. During construction, capital improvements bring cash into the economy. However, these projects provide only limited opportunities for local employment. *(State of Alaska, Department of Community and Economic Development, Alaska Economic Information System, Dillingham. Database online. January 2003.)*

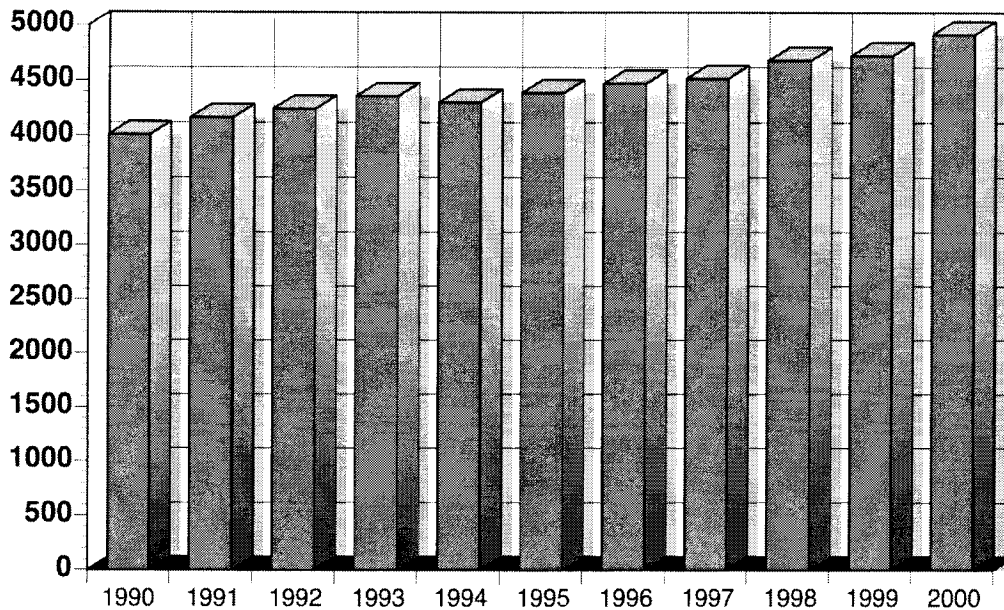
Regional Population and Characteristics

The Dillingham Census Area covers 18,467 square miles, and is home to just under 1% of the Alaska's population. Population density is 0.3 people per square mile, well below the Alaska average of 1.1 people per square mile. The U.S. Census for 2000 reports the population of the Dillingham Census Area to be 4,922. *(State of Alaska, Department of Community and Economic Development, Alaska Economic Information System, Dillingham. Database online. January 2003.)*

Population Trends

There has been an increase in population of about 1% to 1.9% per year since 1990. This increase reflects high birth rates and is in spite of the loss in population from out-migration. The out-migration rate is 3 people per 1,000 population from 1990 to 1999. Birth rates in the Dillingham Census Area are substantially higher than the Alaska average, while death rates are only slightly higher than average. *(State of Alaska, Department of Community and Economic Development, Alaska Economic Information System, Dillingham. Database online. January 2003.)*

Dillingham Census Area Population 1990-2000

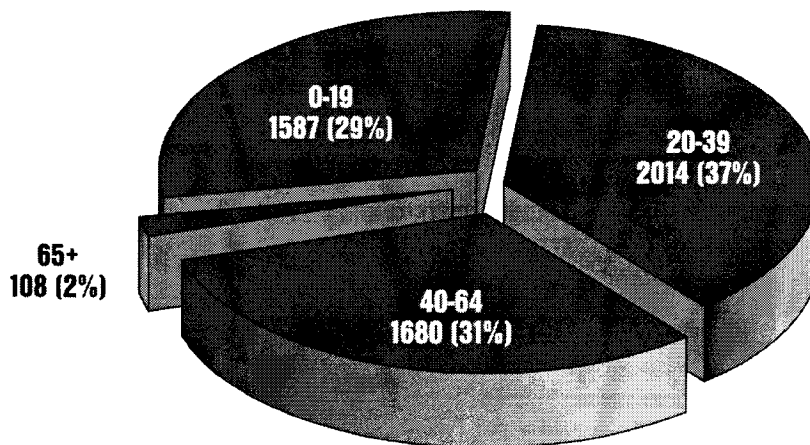


Alaska Population Overview: 1999 Estimates • State of Alaska Department of Labor and Workforce Development, Research and Analysis Section, Demographics Unit

Age and Gender

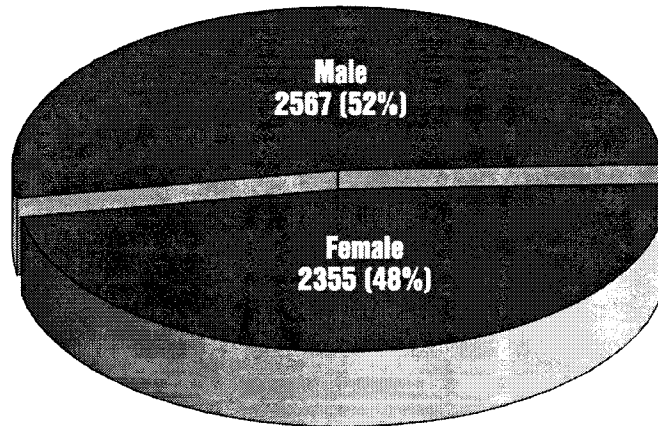
The Dillingham Census area has a fairly young population, with 37% in the 20 to 39 age group and 29% in the 19 and under age group. The population is fairly evenly divided by gender, with 52% males and 48% females. (*U. S. Census Bureau, Census 2000*)

Dillingham Census Area Population by Age



U.S. Census Bureau, Census 2000

Dillingham Census Area Population by Gender

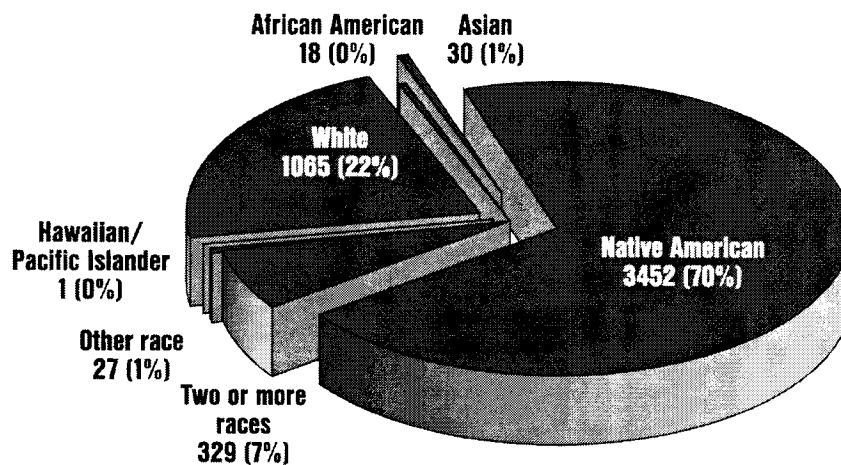


U.S. Census Bureau, Census 2000

Ethnic Distribution

The 2000 Census reports Alaska Natives, primarily Eskimos and Aleut, account for about 76% * of the population, which is high compared to other census areas of Alaska. The Alaska Native population has grown 21 % since 1990. *This represents those individuals identifying themselves as Alaska Natives or Alaska Natives in combination with other races. (U. S. Census Bureau, Census 2000)

Dillingham Census Area Population by Race/Ethnicity



Hispanic or Latino (of any race) • 111

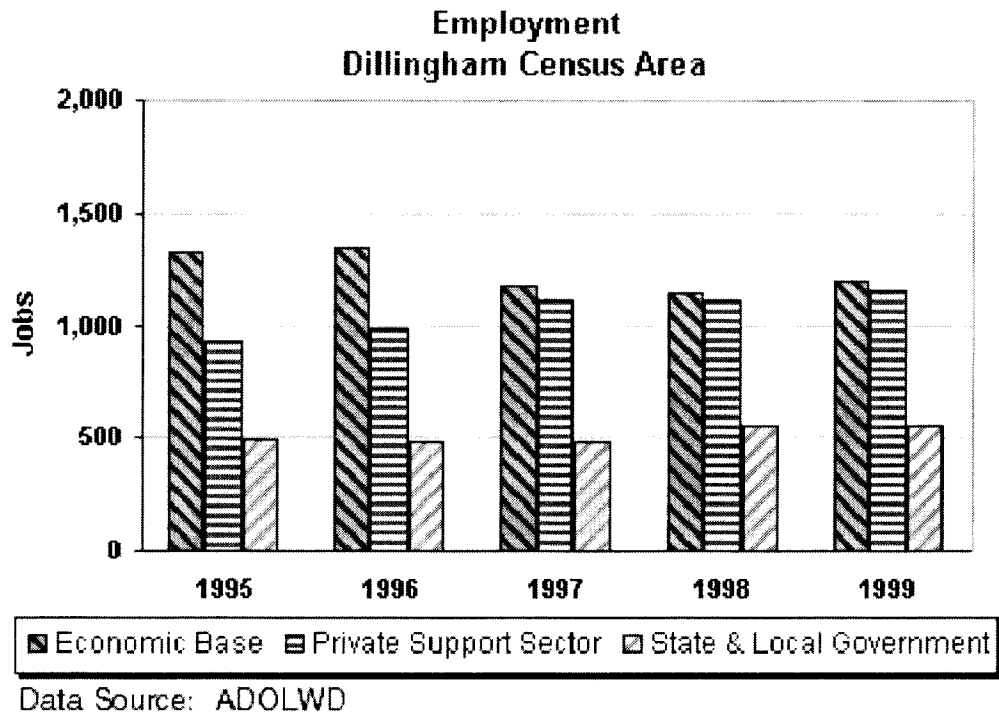
U.S. Census Bureau, Census 2000

Regional Labor Force and Employment

Overall employment in the Dillingham Census Area increased slightly (2%) from 1995 to 1999. The employment picture was mixed, however, when viewed by the individual economic sectors (economic base, private sector and government). There was a 7% decrease in the economic base, which includes businesses that create new wealth by generating exports or by displacing imports to Alaska. *(State of Alaska, Department of Community and Economic Development, Alaska Economic Information System, Dillingham. Database online. January 2003.)*

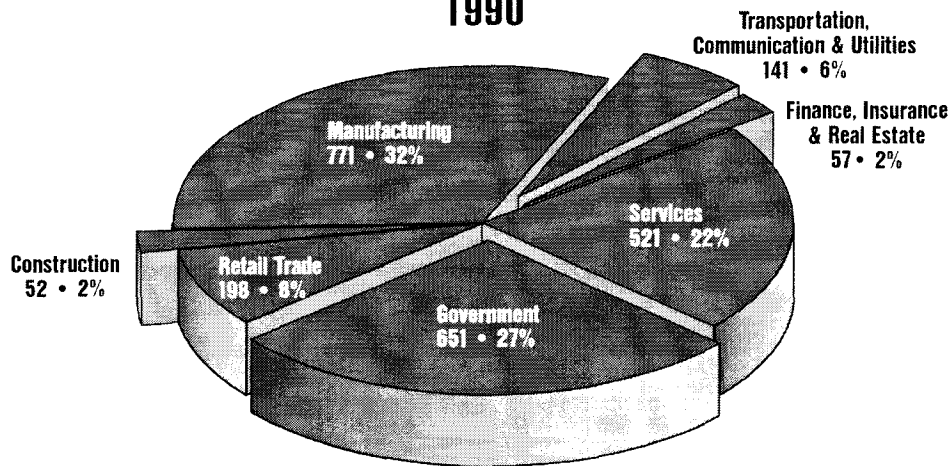
Employment Sectors

The economic base in the Dillingham Census Area consists primarily of commercial fishing, tourism and federal government expenditures. Employment in the economic base was down due to decreases in commercial fishing, seafood processing and the federal government. The decreases in commercial fishing and seafood were due to poor salmon runs and greater competition from farmed salmon in world markets. Offsetting the employment losses in the economic base, were increases in employment in the private support sector (up 14%) and in state and local government (up 5%). The private support sector includes businesses in construction, retail trade, wholesale trade, services and finance-insurance-real estate. The growing employment was due to expansion in retail trade and services as the City of Dillingham evolves into a transportation and service center for western Bristol Bay.



(State of Alaska, Department of Community and Economic Development, Alaska Economic Information System, Dillingham. Database online. January 2003.)

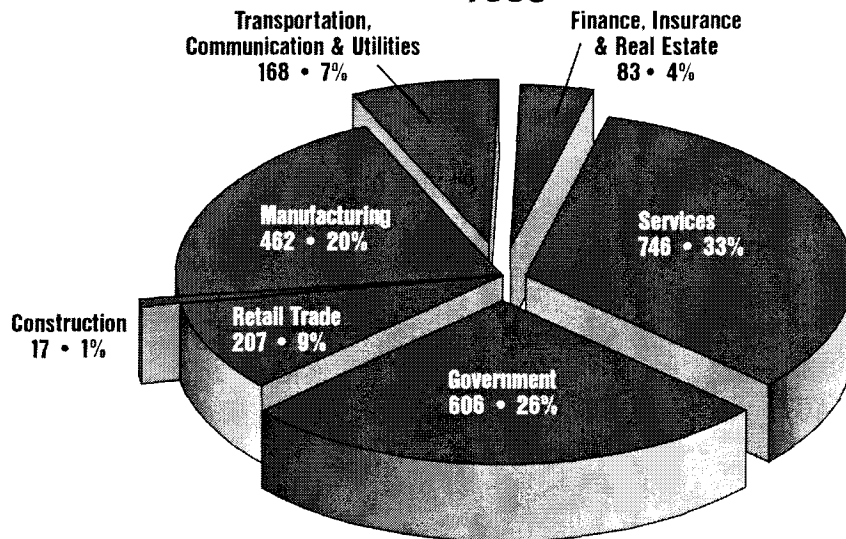
Dillingham Census Area Employment by Industry 1990



Mining & Wholesale Trade are nondisclosable

*Alaska Department of Labor and Workforce Development,
Research and Analysis Section, January 2003*

Dillingham Census Area Employment by Industry 1998



Mining & Wholesale Trade are nondisclosable

*Alaska Department of Labor and Workforce Development,
Research and Analysis Section, January 2003*

Major Employers

Top Employers of New Hires, Dillingham Census Area 2001 10 or more new hires

Employer Name	Industry	Total
WARDS COVE PACKING CO INC	Seafood Processing	194
BRISTOL BAY NATIVE ASSOC	Public Admin. 4/	165
SOUTHWEST REGION SCHOOLS	Public Admin. 4/	151
BRISTOL BAY AREA HEALTH COR	Services, except Lodging	122
AK COMMERCIAL CO	Retail Trade	63
NUSHAGAK CAB CO	Other TCU 1/	55
BRISTOL BAY HOUSING AUTHORITY	F.I.R.E. 3/	54
DILLINGHAM CITY SCHOOL DIST	Public Admin. 4/	48
STONEBRIDGE HOSPITALITY ASSOC	Services, except Lodging	44
DILLINGHAM LAUNDRY & ERNIES CA	Other TCU 1/	40
STATE OF ALASKA	Public Admin. 4/	35
TOGIAK CITY OF	Public Admin. 4/	33
TIKCHIK NARROWS LODGE INC	Services, except Lodging	31
OMNI ENTERPRISES INC	Retail Trade	30
CURYUNG TRIBAL COUNCIL	Public Admin. 4/	30
MANOKOTAK VILLAGE COUNCIL	Public Admin. 4/	29
BRISTOL INN	Services, except Lodging	24
CHOGGIUNG LTD	F.I.R.E. 3/	23
PENINSULA AIRWAYS INC	Other TCU 1/	21
L&M SUPPLIES INC	Retail Trade	21
BRISTOL BAY LODGE INC	Hotels & Lodging	21
SPORT LODGES LTD	Hotels & Lodging	21
GLACIER FUEL CO INC	Retail Trade	20
MANOKOTAK NATIVES LIMITED	F.I.R.E. 3/	20
S A F E INC	Services, except Lodging	20
DILLINGHAM CITY OF	Public Admin. 4/	19
PETER PAN SEAFOODS INC	Seafood Processing	18
PAUG VIK DEVELOPMENT CORP	F.I.R.E. 3/	18
ALEKNAGIK CITY OF	Public Admin. 4/	18
MANOKOTAK CITY OF	Public Admin. 4/	18
TRADITIONAL COUNCIL OF TOGIAK	Public Admin. 4/	18
UNIVERSITY OF AK	Public Admin. 4/	17
NEW STUYAHOK TRAD COUNC	Public Admin. 4/	17
SWAIM ENTERPRISES INC	Construction	16
DELTA WESTERN INC	Retail Trade	16
NEW KOLIGANEK VILLAGE COUNCIL	Services, except Lodging	15
BRISTOL BAY ECONOMIC DEV CORP	Services, except Lodging	15
GORDON & ASSOCIATES INC	Construction	14
WOOD RIVER LTD	Hotels & Lodging	14
FLIGHT ALASKA INC	Other TCU 1/	13
GRANT AVIATION INC	Tourism Related Trans. 2/	13
WILLOW TREE INN	Retail Trade	13
ALEKNAGIK TRADITIONAL COUNCIL	Public Admin. 4/	13
MANOKOTAK POWER CO	Other TCU 1/	11
PANARQUKUK LTD	Retail Trade	11
NEW STUYAHOK CITY OF	Public Admin. 4/	11
DILLINGHAM BUILDERS	Retail Trade	10
MUDDY RUDDER THE	Retail Trade	10
TWIN HILLS VILLAGE COUNCIL	Public Admin. 4/	10
EKWOK CITY OF	Public Admin. 4/	10

A new hire is defined as a worker that did not work for the employer in any of the previous four quarters. New hires include turnover replacements as well as new jobs and should not be used to infer net job growth trends.

New hires are a subset of the total number of worker-employer combinations, meaning that a worker is evaluated for each and every employer that he or she worked for during the quarter. In other words, a worker can be counted as a new hire for more than one employer during a quarter or over the four quarter period.

Employer units are based on Unemployment Insurance account numbers. Employers often are required to change account numbers when they are involved in a significant merger or division or if their company status changes (such as from an unincorporated company to a corporation, or other ownership transition). Employers that change account numbers are reported separately for each account number over the four-quarter period. However, a worker is not counted as a new hire if he or she was working with the same business operation under a different account number in any of the previous four quarters.

1/ T.C.U. = Transportation, Communications, and Public Utilities.

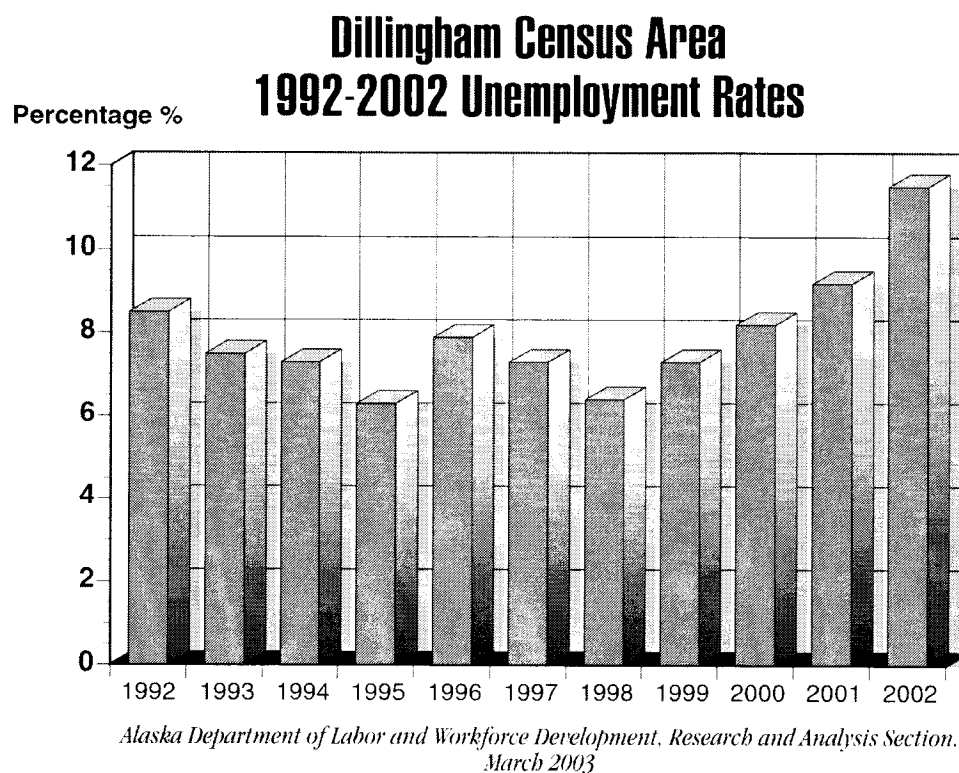
2/ Includes local passenger, water, and nonscheduled air transportation, as well as travel agencies and other travel arrangers. Not all of the employment in these categories is attributable to tourism, but all are heavily influenced by tourism in most regions.

3/ F.I.R.E. = Finance, Insurance, and Real Estate.

4/ Includes all state or local government and other publicly-owned institutions.

Source: Alaska Department of Labor and Workforce Development, Research and Analysis.

Labor Force and Unemployment



Unemployment rates in the Dillingham Census Area were below the Alaska average before the collapse of the salmon runs, but they are now well above the statewide average. The unemployment rate for 2001 was 9.2%. During the previous 10 years, the unemployment rate varied from 3.5% to 11.5% on a month-to-month basis. (*State of Alaska, Department of Labor, Research And Analysis, Database online, January 2003*)

The normal measure of unemployment (people unemployed and actively seeking work) is somewhat misleading in rural Alaska because it does not reflect the realities of a small cash economy and high dependence on a subsistence economy. In addition, the Alaska Department of Labor's main source of employment data is the state's unemployment insurance program. Self-employed workers, including fishermen (a major employment sector) and small businesses do not participate in the program. In addition, individuals who have not participated in the labor force for a significant period, i.e. "discouraged workers," whose unemployment benefits have long run out, are not counted among the unemployed.

Another indicator of unemployment is an estimate of working age adults not participating in the work force. In the Dillingham Census Area, adults not in the work force were estimated at 46.7% in 1990. This is a higher percentage than is found nationally, with about 20% of the adults not participating in the workforce in a typical community. As with unemployment figures, these statistics are difficult to establish accurately because of the uniqueness of the economies of rural communities. The higher percentages in Alaska could reflect the amount of time and

effort directed toward subsistence activities, as well as limited opportunities to earn cash. Over the course of a year, there is a large variation in unemployment rates in the area. This is common in Alaska and is primarily due to the seasonal nature of an economy based on natural resources. (*State of Alaska, Department of Community and Economic Development, Alaska Economic Information System, Dillingham. Database online. January 2003.*)

Capital Improvement Projects

As of 2001, there were about \$100.4 million in funded capital improvement projects in the Dillingham Census Area. Sixty-nine percent of the funded projects are to improve or expand services, such as local roads, boardwalks, residential homes and schools. Nineteen percent are designed to improve health and safety and include airport improvements, sewer systems, water systems, health clinics, and landfills. Another 11% of the projects will build or replace basic infrastructure, including bulk fuel facilities, electric utilities, harbors, docks and state-maintained roads. Less than 1% of the projects are for economic development or for projects that help establish new businesses. Another \$8.6 million in capital improvement projects is in the planning stages. (*State of Alaska, Department of Community and Economic Development, Alaska Economic Information System, Dillingham. Database online. January 2003.*)

Infrastructure

Transportation

Transportation access within the Dillingham Census Area presents significant challenges. Communities are small and widely scattered. Severe seasonal weather conditions prevail. Substandard airports, inadequate marine facilities, and lack of roads impede the movement of people and goods. Aviation is the principle means of transporting people to communities in the Census Area. A lack of interconnected roads means lighter goods such as mail and perishable food typically move by air. Air service also plays a major role in the movement of high value, time-sensitive items, and serves communities seasonally inaccessible by water. Bulkier, heavier materials like dry goods, fuel and building materials, arrive by water. Communities depend on ports and harbors and barge transfer sites for commercial freight purposes. However, there is relatively little dedicated funding to build ports and harbors. Between 1994 and 2001, the Dillingham Census Area received \$43.5 million for transportation related capital improvement projects, with airports receiving 18% (\$8 million), roads 77% (\$33 million), and ports and harbors 5% (\$2 million). (*State of Alaska, Department of Community and Economic Development, Alaska Economic Information System, Dillingham. Database online. January 2003.*)

Utilities

The utilities sector includes water, sanitation systems, solid waste treatment and disposal, and bulk fuel storage. Clean water and safe sanitation systems are essential for Dillingham's economy. Communities involved in seafood processing - a major employer in the area - require safe sources of potable water. Water, sewer and solid waste facilities provide skilled employment and on-the-job training for residents involved in the operations and management of sanitation systems. Also important is availability, safe storage and timely distribution of bulk fuel used to power electrical facilities that run water pumps and sanitation systems in area communities, as well as providing energy for heating and transportation. Funding will continue to target new utility facilities, and upgrades of existing facilities. Major utility issues are the need to improve utility management and the limited ability in communities to pay for the operation and maintenance costs.

While there are substantial unmet needs for basic utility infrastructure in the region, the picture has been improving. Over the past eight years, state and federal capital projects in the area totaled \$120 million. Of this, 13% went for basic utility infrastructure - including safe drinking water, new rural sanitation and solid waste systems, and bulk fuel storage planning and design. Most housing units use piped or closed haul water systems. However, in several communities the water systems are 25 to 30 years old and in need of repair or replacement. (*State of Alaska, Department of Community and Economic Development, Alaska Economic Information System, Dillingham. Database online. January 2003.*)

Energy

Power generation in Dillingham Census Area's seven communities is exclusively fueled by diesel. Dillingham and Aleknagik are connected by an electrical intertie and consume 77% of the energy used in the Census Area. There are no hydroelectric facilities, but the Togiak and the Dillingham/Aleknagik systems have viable future projects. Energy audits have identified 17 facilities in five Dillingham Census Area communities where energy efficiency measures would be cost-effective. Weather station data indicates that wind-generated electricity may also be feasible. The Nushagak Electric Association, Alaska Energy Authority and Bristol Bay Native Association will soon begin a wind resource-monitoring program. According to the statewide survey, the electrical generation plant and distribution systems in the Dillingham Census Area are generally in good shape, with the notable exception of the Manokotak and Twin Hills systems. Manokotak plans to upgrade its power system in 2002, with assistance from the Denali Commission and Alaska Energy Authority. (*State of Alaska, Department of Community and Economic Development, Alaska Economic Information System, Dillingham. Database online. January 2003.*)

Specific Industry Sectors

Seafood

Like many other Western Alaska regions, the Dillingham Census Area is almost completely dependent on salmon fisheries. While herring and halibut fisheries exist, the majority of earnings for region residents is related to salmon. From a high gross earning to fishermen of more than \$27 million in 1992, the total value of the fisheries in the region fell to less than \$14 million by 2000. There are three onshore seafood processing facilities in the area. They are located in Togiak, Dillingham and Clark's Point. With decreased prices for sockeye salmon, production is down across the board and the number of processors in the Census Area has fallen dramatically over the last few years.

Several strategies could offset the decline in the salmon industry. These include salmon run restoration, improved quality standards, and infrastructure upgrades. With shrinking traditional markets and high volumes of salmon still coming in, Dillingham may be well served by shifting its production capacity away from traditional products into those currently favored in untapped U.S. markets. Along with investments into boneless, skinless production equipment, and greater emphasis on product development, Bristol Bay red salmon may emerge as a more competitive product in all salmon markets.

Dillingham could look to regional marketing efforts to develop niche markets. This strategy has been successfully used by the Alaska Fisheries Development Foundation in its Arctic Keta marketing campaign. The campaign emphasizes the unique nature of its salmon product by educating the consumer about the people who harvest salmon, the handling process during harvest and production, and the attributes of the seafood product.

Diversification into other fishing industries is essential for the long-term economic viability of the region. However, both processors and fishermen in the region are not well positioned to diversify into other fisheries. There is a limited involvement in the herring fishery, a fledgling halibut fishery exists, and there is no direct ownership by residents in the Bering Sea groundfish and crab fisheries.

Herring used in the sac roe fisheries is sold to buyers who generally freeze the raw product and ship it to Japan for further processing. Establishing an onshore processing facility or limiting the export of raw herring - similar to British Columbia - could result in a value added opportunity.

Residents are increasingly involved in the halibut fishery. Residents have the necessary skills to long-line halibut, making this the next large-scale fishery to pursue. This requires residents to acquire sufficient halibut harvesting rights by purchasing Individual Fishing Quotas through existing loan programs or other sources of capital. The region already has access to a fair amount of halibut quota through the region's Community Development Quota group, the Bristol Bay Economic Development Corporation (BBEDC).

The groundfish fishery includes species such as pollock, sablefish, Pacific cod, king crab and tanner crab. The Bering Sea groundfish fishery represents a promising new opportunity for region residents. In 2000, BBEDC reported it helped 210 residents find groundfish-related employment and earn more than \$750,000. (*State of Alaska, Department of Community and Economic Development, Alaska Economic Information System, Dillingham. Database online. January 2003.*)

Tourism

World-class sport fishing opportunities draw thousands of visitors to the Dillingham Census Area each year. Visitors also come to kayak spectacular lakes, hunt moose and caribou, bird watch, raft and take flightseeing tours. Many of the area's attractions can be explored independently or through guided services in Dillingham and other communities.

With a few exceptions, travelers to the Census Area will find limited services and facilities. The area offers only a handful of bed and breakfasts and lodges, some of which offer high-quality services and facilities. The City of Dillingham has the region's best selection of visitor services. Air charter services in the area link with regularly scheduled jet flights and offer reliable air access to remote destinations around the region. Many of these services also work as outfitter guides and can take anglers and hunters to tent camps, or arrange gear for river trips. (*State of Alaska, Department of Community and Economic Development, Alaska Economic Information System, Dillingham. Database online. January 2003.*)

Aleknagik

Community Overview

Population:	221 (Census 2000)
Incorporation:	2 nd Class City
School District:	Southwest Region Schools
Regional Native Corporation:	Bristol Bay Native Corporation
Regional Native Non-Profit:	Bristol Bay Native Association
Village Corporation:	Aleknagik Natives Limited
Village Council:	Aleknagik Traditional Council
Community Development Quota (CDQ):	Bristol Bay Economic Development Corporation (BBEDC)
Location:	59d 17m N Latitude, 158d 36m W Longitude (Sec. 31, T010S, R055W, Seward Meridian)
Land Area:	43.75 sq. miles of land

(State of Alaska Department of Community and Economic Development, Community Profile Database online, August 2002; State of Alaska Department of Community and Economic Development Certificate of Annexation, April 14, 2000)

Location Description

Aleknagik is located in the Bristol Bay Region of Southwest Alaska. The village site is at the head of Wood River on the southeast end of Lake Aleknagik in the Wood River drainage system. Aleknagik is 16 miles air miles northwest of Dillingham, and is connected to Dillingham with a 22-mile road. North Shore Aleknagik is accessible by boat or plane. In the winter, North Shore is also accessible by snow-machine and occasionally by vehicle on a City maintained ice road. Aleknagik is located in the Bristol Bay Recording District.

Climate

Aleknagik is in a transitional climate zone. The primary influence is maritime, although a continental climate does affect the weather here. Average summer temperatures range from 30 to 66; average winter temperatures range from 4 to 30. Annual precipitation is 20 to 35 inches, including 93 inches of snow. Fog and low clouds are common during July and August, and may preclude access. The lake and river are ice-free from June through mid-November.

History

Wood River and Aleknagik Lake have been used historically as summer fish camps. Aleknagik means "Wrong Way Home," because Natives returning to their homes along the Nushagak River would sometimes become lost in the fog and find themselves swept up the Wood River with the tide, inadvertently arriving at Aleknagik Lake. The 1929 U.S. Census found 55 people living in the "Wood River village" area to the south. During 1930, there were five families living on the shores of the lake year-round, the Waskeys. Polleys, Hansons, Yakos, and Smiths. A log cabin territorial school was built on the south shore of the lake in 1933, and Josie Waskey was

the first teacher. Attracted by the school, other facilities, and plentiful fish, game and timber, a number of families from Goodnews, Togiak, and Kulukak area relocated to Aleknagik. A post office was established in 1937. A two-story framed school with a teacher apartment was constructed in 1938. By 1939, Aleknagik had 78 residents, over 30 buildings, and a small sawmill. In the late 1940s, a Seventh-Day Adventist Mission and School was established on the north shore. During the 1950s, a Moravian Church and a Russian Orthodox Church were built in Aleknagik and over 35 families lived along the lake. In 1959, the state constructed a 22-mile road connecting the south shore to Dillingham. The road was passable only during the summer months, until the late 1980s, when it was upgraded and maintained year-round. The City was incorporated in 1973. Over 24 additional square miles were annexed to the City in April 2000.

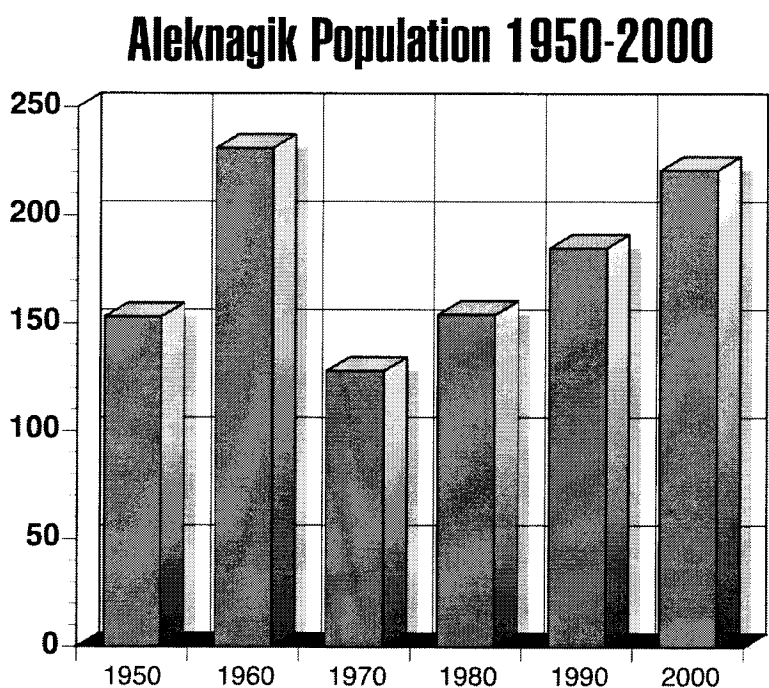
Culture

Aleknagik is a Yupik/Aleut village, with historical influences from the Seventh-Day Adventists, Russian Orthodox and Moravians. Subsistence activities are extremely important to the residents of Aleknagik as more than a supplement to the table, but also a way of life.

(State of Alaska Department of Community and Economic Development, Community Profile Database online, August 2002)

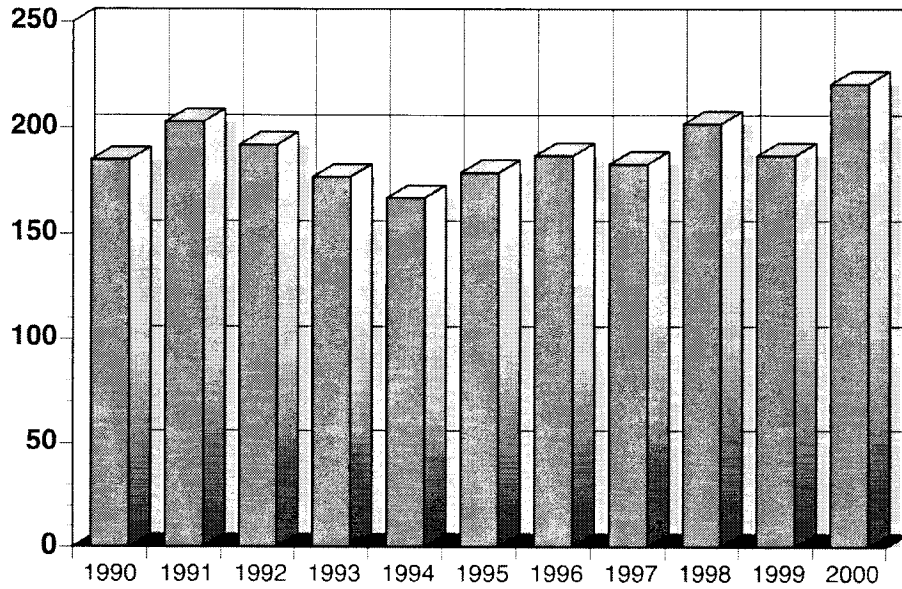
Population and Characteristics

Population Trends



Based on 2000 Census Data Compiled by the State of Alaska Department of Community and Economic Development • Alaska Community Database Website, October 2002

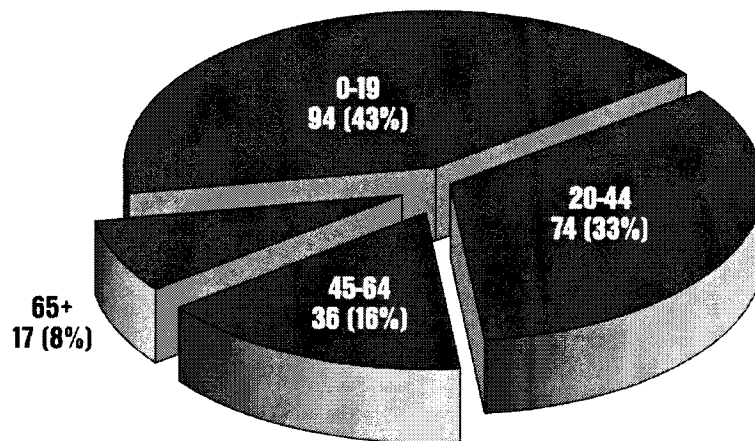
Aleknagik Population 1990-2000



Alaska Population Overview: 1999 Estimates • State of Alaska Department of Labor and Workforce Development, Research and Analysis Section, Demographics Unit

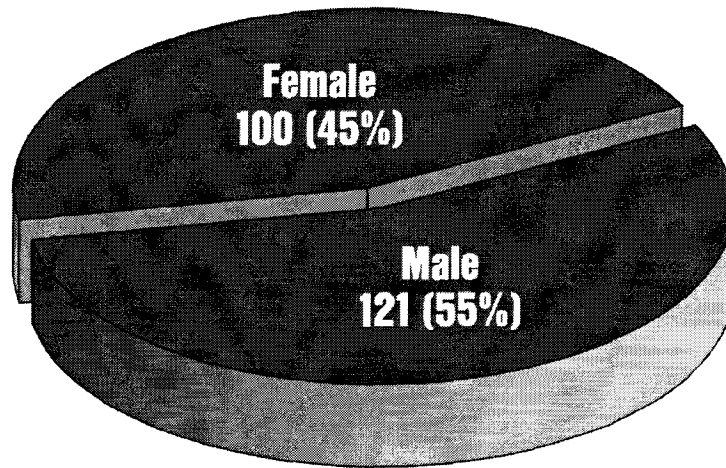
Age and Gender

Aleknagik Population by Age



U.S. Census Bureau, Census 2000

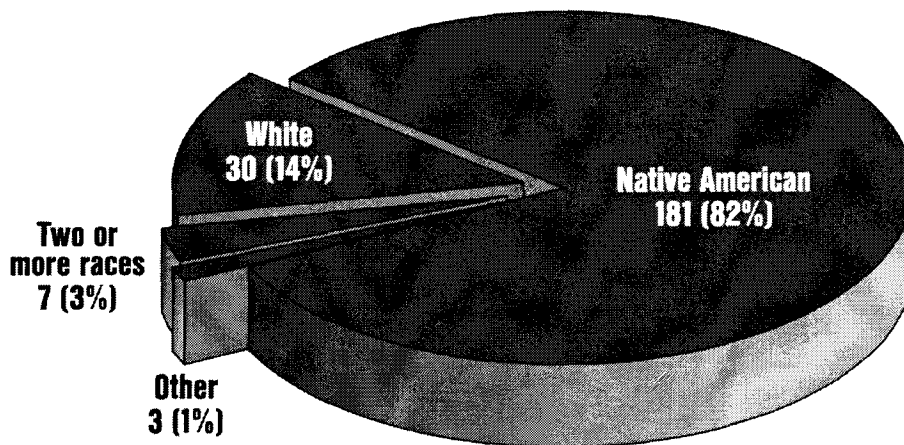
Aleknagik Population by Gender



U.S. Census Bureau, Census 2000

Ethnic Distribution

Aleknagik Population by Race/Ethnicity



Hispanic or Latino (of any race) • 3

U.S. Census Bureau, Census 2000

Economy

The residents rely on commercial fishing, subsistence activities, and a few year-around jobs, to support the local economy. The community of Aleknagik is growing and is increasingly impacted by tourism in the region and the future construction of a bridge connecting the North and South shores. Most of the tourism is guided hunting and fishing, which is provided by wealthy, seasonal business owners. In the late 90's the City imposed a 5% accommodations and a 5% sales tax, and has annexed a large portion of land that is likely to be developed with tourism-related businesses.

Labor Force and Employment

Many residents participate in commercial and subsistence activities on the Bristol Bay coast during the summer. 33 residents hold commercial fishing permits. Trapping is also an important means of income. Most families depend to some extent on subsistence activities to supplement their livelihoods. Salmon, freshwater fish, moose, caribou, and berries are harvested. Poor fish returns beginning in the late 1990's have significantly affected the community.

Labor Force

Aleknagik Income and Poverty	
Per Capita Income	\$ 10,973
Median Household Income	\$ 22,750
Median Family Income	\$ 30,625
Persons in Poverty	95
Percent Below Poverty	40.8%

(U.S. Bureau of the Census, Census 2000)

Aleknagik Employment	
Total Potential Work Force (Age 16+)	143
Total Employment	69
Civilian Employment	69
Military Employment	0
Civilian Unemployed (And Seeking Work)	19
Percent Unemployed	21.6%
Adults Not in Labor Force (Not Seeking Work)	55
Percent of All 16+ Not Working (Unemployed + Not Seeking)	51.7%
Private Wage & Salary Workers	36
Self-Employed Workers (in own not incorporated business)	0
Government Workers (City, Borough, State, Federal)	33
Unpaid Family Workers	0

(U.S. Bureau of the Census, Census 2000)

Employment by Occupation and Industry

Employment by Occupation	
Management, Professional & Related	18
Service	20
Sales & Office	13
Farming, Fishing & Forestry	3
Construction, Extraction & Maintenance	6
Production, Transportation & Material Moving	9
Employment by Industry	
Agriculture, Forestry, Fishing & Hunting, Mining	5
Construction	4
Manufacturing	0
Wholesale Trade:	0
Retail Trade:	2
Transportation, Warehousing & Utilities:	10
Information:	0
Finance, Insurance, Real Estate, Rental & Leasing:	0
Professional, Scientific, Management, Administrative & Waste Mgmt:	6
Education, Health & Social Services:	21
Arts, Entertainment, Recreation, Accommodation & Food Services:	0
Other Services (Except Public Admin):	16
Public Administration:	5

(U.S. Bureau of the Census, Census 2000)

Sources of Employment

Employment in Aleknagik	
Positions	Full Time/Part Time
Aleknagik Natives Limited	
Administrator	One part-time
Land patrol officer	One part-time
Aleknagik School (Southwest School District)	
Principal	One full-time
Teachers	Four full-time
Teachers' aides	Three part-time
Custodian/Bus Driver/Maintenance	One full-time
Cook	One part-time
Bilingual Aide	One part-time
Secretary	One part-time
Parents as Teachers Educator	One part-time

Aleknagik Traditional Council	
Village Administrator	One full-time
Tribal Clerk	One full-time
Tribal Children's Service Worker	One full-time
IGAP Coordinator	One full-time
IGAP Assistant	One part-time
Store Keeper	One full-time
Maintenance Worker	One part-time
NAHASDA Director	One full-time
NAHASDA Workers	Seasonal as needed
City of Aleknagik	
Administrator	One full-time
City Clerk	One full-time
Maintenance Forman	One full-time
Senior Van Driver	One part-time
Maintenance Assistant	One part-time
Custodians	Two part-time
Alternate Senior Van Driver	On-call
Animal Control Officers	Two on-call
Maintenance Workers	Two on-call
Mechanic	One on-call
Heavy Equipment Operators	One to two on-call
Laborers	Seasonal as needed
BBNA	
VPSO	One full-time
BBAHC	
Health Aides	Three full-time
Peninsula Airways Agent	
Postmaster serves as agent	
State of Alaska Department of Natural Resources- Park Ranger	
	Seasonal
U.S. Postal Service- Postmaster	
	One full-time
Yutana Barge/Yukon Fuel	
Crew/Laborers	Seasonal as needed
Self-Employed – Commercial Fishing	
	33 residents hold Limited Entry Permits
Travel to Dillingham for Work	
	Estimate 7 North Shore and 12 South Shore residents commute

(City of Aleknagik, January 2003)

Businesses in Aleknagik

Business Name	Description of Business
Al's	Miscellaneous store retail
Aleknagik Native Store	Grocery store (retail)
Aleknagik School House Inn	Bed and breakfast
B and B Fishing Adventures, Inc.	Fishing guides
Eileen's Day Care	Child day care services
Ikayuqlluteng	Other personal services
J & J Video Rentals	Consumer goods (retail)
Moody's Marine	Gasoline station (retail)
Polar Beads	Direct sales (retail)
Sam Fletcher's Store	Misc. Retail

(State of Alaska Community Profile Database, online database, October 2002; Aleknagik Tribal Council, November 2002; City of Aleknagik, January 2003)

Infrastructure and Services



City of Aleknagik, Photo Courtesy of Jack Melton, DOT

Land Ownership and Status

The City of Aleknagik was incorporated in 1973, and in May 1988 Aleknagik Natives Limited Quitclaim deeded the townsite to the City of Aleknagik. The federal government deeded the townsite to the City of Aleknagik in December of that year. In April 2000 the City of Aleknagik annexed 24.29 square miles, bringing the city to a total of 43.75 square miles. Aleknagik Natives Limited, the Village Corporation for the community under the Alaska Native Claims Settlement Act (ANCSA), has re-conveyed 710 acres of the surface estate to the City for community use and expansion under the provisions of ANCSA 14(c)(3).

Water Supply

The majority of residents (49 homes) have household plumbing, and most use individual wells. 12 homes do not have water or sewer service - some haul water from the community center, and a few are served by a spring water catchment system.

Sewage Treatment and Disposal/Landfill/Recycling

Septic tanks, leechate fields and public sewage lagoons are used for sewage disposal. The North Shore uses eleven shared residential effluent pumps (REP units) which discharge into a piped system. There are three landfill sites. The North Shore landfill is being relocated; the South Shore landfill has an incinerator but is unfenced. A third landfill is located 2 miles from the South Shore, on the West side of the Aleknagik-Dillingham road.

Electrical Power Generation

Nushagak Electric in Dillingham provides electricity to Aleknagik. The cost of electricity is \$.20280 per KWH, with an average household of four using about 433 KWHs.
(City of Aleknagik, verified with Nushagak Electric, January 2003)

Bulk Fuel

Tank Owners, number of tanks and capacity of each:
Moody's Marina & Sea Lighterage: 10 @ 44,700 gals
City of Aleknagik: 3 @ 10,300
Mission Lodge: 4 @ 18,000

Housing

Housing Characteristics	
Total Housing Units:	107
Occupied Housing (Households):	70
Vacant Housing:	37
Vacant Due to Seasonal Use:	21
Owner-Occupied Housing:	58
Median Value Owned Homes:	\$132,400
Renter-Occupied Housing:	12
Median Rent Paid:	\$ 400
Avg. Household Size:	3.16
Family Households:	
Avg. Family Household Size:	
Non-Family Households:	
Pop. Living in Households:	221
Pop. Living in Group Quarters:	

(U.S. Census Bureau, Census 2000)

Schools

Children Aleknagik in grades kindergarten through 8th grade attend Aleknagik North Shore School, which is part of the Southwest Region Schools. There are 38 students and four teachers. High school students are bused to Dillingham, attend boarding schools, or live with relatives in communities that have high schools.



Aleknagik North Shore School, Photo Courtesy of City of Aleknagik

Health Care

There are two clinics in Aleknagik, North Shore Health Clinic and South Shore Health Clinic. They are operated by the City of Aleknagik and the Bristol Bay Area Health Corporation. The City has a well-trained emergency medical team, the Aleknagik First Responders Group. Kananak Hospital is located in Dillingham.

Communications

Communications	
In-State Phone	Nushagak Telephone Co-Op Inc.
Long-Distance Phone	GCI
Internet Service Provider	GCI (www.gci.net); Nushagak Telephone Cooperative, Inc. (www.nushtel.com)
TV Stations	ARCS
Radio Stations	KDLG-AM
Cable Provider	None
Teleconferencing	Alaska Teleconferencing Network

Safety, Fire Suppression and Emergency Services

Emergency Services	
Police	State VPSO
Fire/Rescue	State VPSO; Volunteer Fire/EMS; City Ambulance; City Fire Hall & Fire Truck
Youth Center:	None
Community Hall	North Shore Community Hall; Aleknagik City Hall
Senior Services	City/Senior Transportation Van
Museum	None
Library	School Library

Visitor Accommodations

Visitor Services/Information	
Airline Services	Gravel airstrips
Taxis	None
Car Rentals	None
Bed and Breakfast	Aleknagik School House Inn
Visitor Attractions	Wood-Tikchik State Park

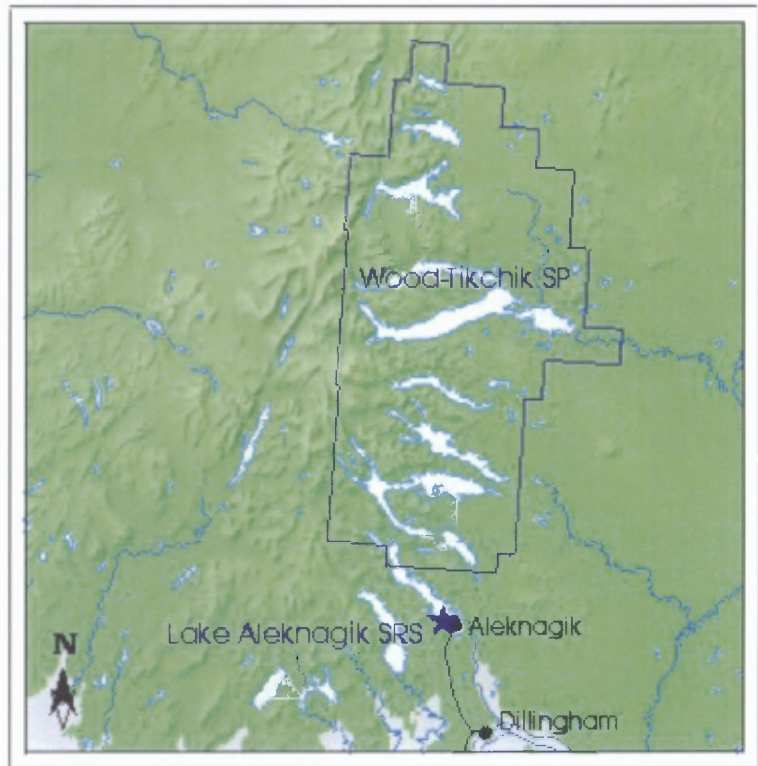
Transportation and Public Facilities

Aleknagik is the only regional village with a road link to Dillingham, a 22-mile road which connects the south shore. The "New Aleknagik" airport is a State-owned 2,070' gravel airstrip located on the north shore, and regular flights are scheduled through Dillingham. The north shore of the lake is not road accessible; residents use skiffs to travel to town on the south shore. Moody's Aleknagik Seaplane Base, also on the north shore, accommodates float planes. There are two additional airstrips, the public Tripod Airport, a 1,250' turf-gravel airstrip located 2 miles southeast of Aleknagik, and the 7th Day Adventist's Mission School Airport, a 1,200' gravel/dirt airstrip with a crosswind runway.

The State owns and operates a 100' dock on the north shore of Aleknagik Lake. A breakwater, barge landing, boat launch ramp and boatlift are available on the north shore. Vehicles, skiffs, ATVs and snow machines are the most frequent means of local transportation.

On the South Shore, the Lake Aleknagik State Recreational Site has a boat launch, picnic sites picnic shelter, and toilets. The boat launch is the jumping off point for water travel to and from the North and South Shores of Aleknagik. A land exchange allowed the State to acquire and develop the seven-acre site.

Alaska State Parks Near Dillingham in Southwest Alaska



Planning and Economic Development Activities

Southwest Alaska Municipal Conference

The Southwest Alaska Municipal Conference (SWAMC) is the regional non-profit economic development organization for Southwest Alaska. SWAMC is both a state economic development district through the Alaska Regional Development Organization (ARDOR) program and a federal economic development district (EDD). SWAMC's mission is to promote economic opportunities to improve the quality of life and influence long-term, responsible development. SWAMC encompasses five subregions: Bristol Bay, Kodiak Island, the Alaska Peninsula, the Aleutian Chain, and the Pribilof Islands.

SWAMC maintains an Overall Economic Development Program for the region, which is updated on an annual basis. The program allows individual communities and organizations in the region to share their local priorities as part of a regional plan, and in turn, those priorities are eligible for federal and other funding sources by their inclusion in a regional planning effort.

Bristol Bay Native Corporation (BBNC)

The City of Aleknagik falls within the Bristol Bay Native Corporation (BBNC) region. BBNC was established in 1972 under the terms of the Alaska Native Claims Settlement Act (ANCSA). This legislation provided land settlements and cash settlements to the 13 ANCSA Regional corporations formed under this Act. BBNC controls the subsurface rights of most land owned by the village corporations, while the village retains surface rights. BBNC has approximately 6,500 shareholders and owns over 3 million acres. A number of Aleknagik residents are shareholders. The following overview of BBNC is included in their *Strategic Intent, 1997-2005*.

Mission:

Enriching our Native way of life.

Vision:

To be a corporation that protects the past, present, and future of the Natives from Bristol Bay.

Goals:

To double dividends within eight years (by 2005).

To protect Native use of land and water in Bristol Bay.

Values:

To protect the best interests of our shareholders.

To maintain or grow total dividends paid annually by providing a solvent corporation.

To celebrate and preserve the Alaskan Native culture and linkage with the land that provides the basis for our style of life.

(*Bristol Bay Native Corporation, Database online, December 2002*)

Bristol Bay Native Association (BBNA)

Aleknagik is in the service region of the Bristol Bay Native Association (BBNA). BBNA is the regional non-profit corporation for the Bristol Bay Region. BBNA provides technical assistance to tribal organizations in economic development planning and in the delivery of regional social and human service programs. Their mission is:

"... a service agency dedicated to the betterment of the Native People of the Bristol Bay region."

Statement of Principles:

BBNA is dedicated to the principle of Native self-determination. Its primary purposes are:

- To respond to the needs and priorities of the 30 recognized tribal councils of the region as those councils determine them to be.
- To encourage support and foster each council's ability to do those things they can and want to do for themselves in exercising self governance.
- To foster personal responsibility and self-sufficiency among our Native People.

BBNA is an advocate for the Native People of Bristol Bay. As such it will:

- Represent and be an advocate for the interest of the Native People of Bristol Bay and of the Tribal Councils and organizations of the region as authorized by those councils.
- Areas of advocacy and representations include Tribal Affairs, government, education, social, economic, and cultural well-being.
- Use all social, educational, political and legal means to protect the subsistence, economics, lifestyle and culture of the Native People of Bristol Bay.
- Enhance and promote the self-respect, pride and well-being of the Native People of Bristol Bay.

BBNA is a community and social service agency dedicated to serving the Native People of Bristol Bay. As such it will:

- Actively develop, support and implement Tribal, Federal and State policies designed to create a sound socio-economic base in our villages consistent with each village's needs and plans.
- Deliver services to the people of Bristol Bay in a manner as sensitive to their needs, life ways and humanity.
- Deliver services to the people of Bristol Bay in a manner as efficiently and effectively as possible.
- Maximize the beneficial effects of the services provided and maximize Tribal and agency resources used to provide those services.

(Bristol Bay Native Association, Database online, December 2002)

Bristol Bay Economic Development Corporation (BBEDC)

Aleknagik is one of 17 Bristol Bay communities that participate in the regional community development quota (CDQ) program through the Bristol Bay Economic Development Corporation (BBEDC). The CDQ program was implemented in 1992 to help communities in broad reaches

of western Alaska take part in the multi-million dollar Bering Sea pollock fishery. This fishery had been profitable largely for foreign fleets prior to the mid-1980's, and as domestic factory trawlers began to reap more of the benefits, the suggestion was put forward that local Alaska coastal communities should also share in the resource.

BBNC has a number of programs to benefit local communities and their residents. They have an employment and training program, scholarships for vocational training and higher education, development projects to benefit local communities, and a limited entry permit brokerage.

Employment and Training is one of the most important aspects of BBEDC's mission. By providing training and entry level jobs, BBEDC is attempting to build a qualified workforce ready to move up in current operations and prepared to take advantage of new job opportunities when they become available. In addition to entry-level jobs, BBEDC has vessel, support services and office intern programs. Employment opportunities are made available with BBEDC's CDQ harvesting partners.

BBEDC established the Harvey Samuelsen Scholarship Trust Fund, and the annual earnings are used to provide financial assistance for higher education to qualified applicants. Awards for financial aid are given once a year. BBEDC also provides financial assistance for Vocational or Technical (Voc-Tech) school. The Voc-Tech program is focused on training individuals for careers in the fishing and seafood industry, and the majority of the Voc-Tech funds are dedicated to training for those jobs.

The Bristol Bay Permit Brokerage (BBPB) was established to keep limited entry permit ownership in the hands of regional residents. In order to accomplish this, a close working relationship with the State of Alaska, Division of Investments, the Internal Revenue Service, financial institutions and resident permit holders is established.

The number of permits leaving local ownership has decreased over the past few years, but it remains a concern. BBEDC's management participated on the BBNA Blue Ribbon Commission looking at various approaches to establishing a regional permit loan program to enable local residents to enter the fishery and exploring ways of addressing the overcapitalization and excess gear in the salmon fishery.

Other BBEDC projects include one to help establish local ownership and control of businesses. New products, new markets, development of under-utilized species, and extended employment through shoulder-season economic activity are all business development goals this project is intended to support. A Regional Business Development Fund is maintained at a \$500,000 level for investing in new, evolving, or expanding seafood-related businesses. To receive funding assistance, entrepreneurs must complete the technical assistance phase, be recommended by the review team of professional analysts, and have the proposal approved by the BBEDC Board of Directors.

BBEDC also can assist with match funding for capital projects. Most capital projects funded through federal and state grants require some type of matching contribution by the community or region. BBEDC can provide infrastructure-matching funds, which will be drawn from BBEDC's Project Account within the Capital Investment Fund. To receive financial assistance, a proposed infrastructure project must complete the technical assistance phase, be recommended by the review team of professional analysts, and the proposal approved by the BBEDC Board of Directors. The orderly planning and development of regional infrastructure projects is of the utmost importance. Declining dollars for such projects mandates this approach.

Working together as a region or sub-region will eliminate duplication of infrastructure, and consolidate costs of operation while enhancing economic development. Putting a dock in every village is not the intent of this project nor is building infrastructure that competes with a neighbor's existing project. The primary benefits of seafood industry-related infrastructure development will be new economic activity and reduced costs of doing business for the region's residents and businesses.

Long-term Goals

Long-term goals identified by the Bristol Bay Economic Development Corporation board of directors and staff included:

Goal Area A: Stimulate and coordinate the development of human resource potential.

Goal Area B: Improve employment opportunities.

Goal Area C: Maximize profits from CDQ products through vertical integration.

Goal Area D: Strengthen and diversify the regions economy and seafood industry.

Goal Area E: Continue to improve on all levels of communication.

Goal Area F: Maintain financial strength and move towards self-sufficiency.

Goal Area G: Maximize participation in the Bering Sea.

Goal Area H: Facilitate fisheries management through research.

Guiding Principles

The Bristol Bay Economic Development Corporation Board of Directors and Staff will use the following guiding principles, or rules of operations, to guide decision-making and future actions of the Corporation. It will periodically use these principles to assess its activities to ensure they are consistent with these stated principles:

- BBEDC will work within the parameters of the CDQ program to maximize benefits to member communities and residents. In all its activities, BBEDC will strive to improve educational, employment and career opportunities for its residents.
- BBEDC will make investments that provide long-term financial self-sufficiency for the corporation, its member communities, and residents.
- BBEDC supports sustainable management of Bering Sea fisheries, with consideration for ecosystem conservation measures and minimizing bycatch.
- BBEDC serves ALL qualified residents of its member communities.
- BBEDC will select partners and strategic business alliances that reflect these guiding principles.
- BBEDC will support basic and applied research for the fisheries and seafood industries in Western Alaska.
- BBEDC will be an advocate for public policy issues that will benefit the economic and political interests of its member communities and the CDQ program as a whole.
- BBEDC is committed to strengthening and maintaining open lines of communication between the corporation and member communities.
- BBEDC will assist residents and member communities with economic enterprises and infrastructure development that will demonstrate long term success.

(Bristol Bay Economic Development Corporation, Database online, December 2002)

City of Dillingham

The City of Aleknagik is linked to the City of Dillingham by a 22-mile mile road. Many residents work in Dillingham, shop for supplies and equipment, and Dillingham is the transportation hub for the region. Economic and community development in Dillingham have a significant impact

on the residents of Aleknagik. The following projects were identified in 2002 by Dillingham's City Manager as recommended projects for the future growth and development of Dillingham.

Roads

- Reconstruct and repave downtown roads (\$5 million) includes side walks and street lights
- Upgrade subdivision roads, including gravel lifts, cut ditches and clear City right-of-ways
- Wood River Road paving Project w/separated pedestrian path
- Lake Road Paving and separated pedestrian path extension to 9 mile
- Equipment Replacement - Grader, 950 loader, compactor, street sweeper, etc.

Dock

- New Dock Facility (\$4 million)
- Purchase of adjacent real estate
- Erosion Control rock revetment behind the dock
- Dock Equipment Replacement Plan

Harbor

- Equipment Replacement Plan, floats, ramps, truck, facilities
- Dredge Spoils Project (\$1.2 million)
- Harbor Entrance (\$8 million)
- Harbor Lease Lots
- Harbor Development Plan
- Bank Stabilization on North End of existing Harbor Erosion Wall
- Rebuild Wood River Bulkhead - purchase the leased land

Kanakanak Beach

- 1,200 feet of Erosion protection on Federal Property (\$2,000/ft)
- 800 feet on City owned property along with potential boat ramp (\$2,000/ft)

Fire Department

- New Downtown Fire Station (\$1 million)
- Replace Fire equipment
- Ambulance every seven years (\$150,000)
- School to Power Plant Water Main Loop for fire protection (\$900,000)
- Water Well at Lake Road Station

Police Department

- Jail Addition - improvements to existing facility
- New vehicles, one per year

Water & Sewer

- Water tank inspections
- Sewer lagoon repairs - air valves
- New Water Plant (\$330,000)
- New Water Source (\$220,000)
- New Water Plant and Storage Tank on Windmill Hill or in Neqleq area
- Logical replacement of old pipe in ground as defined by the Water/Wastewater Master Plan (WWMP)

- Phased Expansion of current water/sewer system as identified in WWMP
- Rate Study
- Equipment Replacement Plan

Landfill

- Business Plan
- Equipment Replacement Plan
- Scale (\$10,000 - \$40,000)
- Rate Study
- Closure Plan (for new facility)
- Incineration

Airport

- Airport Master Plan (relocation of airstrip or cemetery?)
- Runway Rehabilitation (\$4.5 million)
- Airport Terminal
- Parallel Taxiway
- Cross Wind Runway

Shop

- Shop Area Development Plan
- City-owned Tools
- Sand Storage Building
- Equipment Storage Building

Planning

- Zoning
- Impact Fees
- Building Codes
- Land Acquisition for future City use

Community Projects

- Cultural Center
- Youth Center
- Pedestrian/Bike Trails
- Recreation Center

Economic Development

- Resource Extraction
- Tourism
- Tax structure - pro-business
- Infrastructure Development
- Telephone / computer related industry

(City of Dillingham, Database online, December 2002)

Alaska Department of Transportation & Public Facilities (ADOT&PF)--Projects in the General Aleknagik Area

Road Projects scheduled in latest update to 2001 – 2003 Statewide Transportation Improvement Program (STIP)

Aleknagik North Shore Landfill Road (Project No. 2183)

Project will construct 1.5 miles of road to access a proposed new landfill and sewage lagoon. Project is in conjunction with an Alaska Native Tribal Health Consortium (ANTHC) project.

- Design is complete and project is on the shelf ready to go.
- Construction phase cost is \$1,215,000 and is scheduled for FFY '03.
- ANTHC will likely complete construction phase of project.
- ADOT&PF Project Manager is Miriam Tanaka, (907) 269-0546.

Aleknagik Wood River Bridge (Project No. 7299)

Project will construct a new two-lane bridge at the Wood River and 0.6 mile access road between Aleknagik (North Shore) and the Dillingham-Aleknagik Road. Project does not include separated pathways or illumination.

- Project is on a designated Alaska Highway System route.
- Environmental document is nearing completion with a public meeting in Aleknagik anticipated in the fall of 2002.
- Final Design phase cost is \$1,000,000 and is scheduled for FFY '04.
- Right of Way phase cost is \$1,000,000 and is scheduled for FFY '06.
- Utilities phase is \$10,000 and is scheduled > FFY '06.
- Construction phase cost is \$5,000,000 and is scheduled > FFY '06.
- ADOT&PF Project Manager is Miriam Tanaka, (907) 269-0546.

Dillingham – Aleknagik Road MP 8-23 (Project No. 7299)

Project will resurface 15 miles of the Dillingham to Aleknagik Road (MP 8 to 23) and Aleknagik Lake Wayside and Trailhead with a hard surface. Phase 1 of project addressed MP 0.0 to 8.0. Project does not include separated pathways or illumination. Pedestrians will be accommodated with widened shoulders.

- Project is on a designated Alaska Highway System route.
- Environmental portion of Design phase is \$950,000 and is scheduled in FFY '06.
- Final Design phase cost is \$950,000 and is scheduled > FFY '06.
- Right of Way phase cost is \$1,000,000 and is scheduled > FFY '06.
- Construction phase cost is \$18,150,000 and is scheduled > FFY '06.
- ADOT&PF Project Manager not yet assigned.

Other potential road projects in ADOT&PF Needs List. These projects have not been evaluated by ADOT&PF's Project Evaluation Board nor are they scheduled in the STIP

Bypass Road Construction (Project No. 16027)

Project would construct approximately 1.5 miles of 2-lane gravel surface road from the Dillingham-Aleknagik Lake Road to North Aleknagik in vicinity of the existing landfill. Project would consist of two segments of roughly equivalent length. First segment would be on the south side of the Wood River. It would start approximately 300 feet south of the Atsat Subdivision Road and would end at the south shore approach of the to be completed Wood River Bridge. Second segment would begin at the north shore approach of the to be completed Wood River Bridge and would end just south of the existing landfill on the City's landfill access road.

- Should be built after the Wood River Bridge is constructed and traffic increases.
- Would provide bypass of subdivisions enhancing safety to pedestrians and children.
- Possible this project could be completed sooner by another agency such as BIA.

South Shore Atsat Subdivision Road (Project No. 2184)

Project would reconstruct road access to new HUD homes.

- Need to verify specific scope and if there is still a valid need for this project.
- This project will likely not score well under the Department's scoring criteria. It might be completed sooner by another agency such as BIA.

South Shore Foxville Road (Project No. 2185)

Project would construct a road extension of undetermined length to a possible future floatplane facility on Lake Aleknagik. Project would also construct a vehicle parking area at the road's termini in near vicinity of the float plane facility.

- The project scope and continued need for this project is contingent upon a decision by the community to proceed with the new float plane facility on Lake Aleknagik.

Aviation Projects scheduled in Aviation Improvement Program (AIP) Spending Plan



Aleknagik Runway, Photo Courtesy of Jack Melton, DOT

Aleknagik Airport Improvements (Project No. 5616)

Project will extend current runway length from 2070' x 90' to 3000' x 90' and will install runway lighting system.

- Estimated total cost is \$3,000,000
- Scheduled > FFY '05

Aleknagik Snow Removal Equipment (SRE) Building (Project No. 8819)

Project will construct a new SRE Building at the airport.

- Cost is \$250,000.
- Construction is scheduled > FFY '05.

Aleknagik SRE Grader

A new SRE grader for the airport is scheduled for purchase within the AIP Spending Plan.

- Cost is \$180,000.
- Purchase is scheduled > FFY '05.

Potential aviation project reflected in the ADOT&PF Needs List. Not yet evaluated by the Department's Aviation Project Evaluation Board nor scheduled in the AIP Spending Plan

Aleknagik Float Plan Dock Construction (Project No. 8139)

Project would construct a new float plan dock for the community on Aleknagik Lake.

- ADOT&PF previously conveyed to the City that ADOT&PF has no interest in developing or maintaining the actual float plane facility.
- If the float plane facility is developed it is the ADOT&PF's understanding that it would be owned and operated by the City.
- ADOT&PF's potential role in the overall project would likely be design and construction of the access road to the float plane facility. (See South Shore Foxville Road (Project No. 2185)

(Alaska Department of Transportation, June 2002)

City of Aleknagik

The City of Aleknagik was established as an incorporated second-class city on April 19, 1973. Throughout much of its history, the small city has had slow growth in its activities until recent years. The City has responded to the increase of activity by stepping up its planning and coordination efforts. The City has established a Planning Committee, entered into a Memorandum of Understanding with the Aleknagik Natives Limited (ANL) and the Aleknagik Traditional Council (ATC), and sponsored VISTA Volunteers.

The Planning Committee has been reviewing an emergency response plan for the community, as well as looking at land use issues, including subdivision regulations, zoning, building permitting and gravesites, safe boating, safe drinking water, solid waste disposal, and capital project priorities.

Through the Memorandum of Understanding, the City, ANL, and ATC have been coordinating their activities through joint meetings, working on projects together, and combining resources and talents. The City has conducted a yearly community needs survey to obtain input from the

community for capital projects. These surveys help the City plan and apply for funding for community capital projects.

Over the last several years the City has been active in the development of the community, including a major land annexation, road construction, additional HUD housing, a land exchange that allowed the development of a boat launch and support facilities on the South Shore, and resolution of trespass and public access issues.

Aleknagik Natives Limited (ANL)

Aleknagik Natives Limited is the Village Corporation for Aleknagik, established under the 1972 Alaska Native Claims Settlement Act (ANCSA). Under the terms of ANCSA, ANL were entitled to 115,200 acres from the federal government, 12(a) selections. They were also entitled to 3,140 acres of 12(b) selections, which were re-allocated from the regional Bristol Bay Native Corporation. Under ANCSA 14(c)(3) Aleknagik Natives Limited re-conveyed 710 acres of surface estate to the City of Aleknagik for community use and expansion.

ANL is a private, for-profit corporation, and is the largest land holder in the area. They are in the final stages of ANCSA land selections and focus on issues related to land access and development.

Aleknagik Traditional Council

The Aleknagik Traditional Council is the Village Council for Aleknagik. They are responsible for managing tribal affairs for the community. They operate a convenience store on the South Shore, provide public services, and are expanding their role in the community with a written constitution and a tribal court for members.



Lake Aleknagik Shore, Photo Courtesy of City of Aleknagik

Aleknagik: Community Meeting, June

Resources and Accomplishments

Residents are proud of and positive about

- Remoteness
- Pristine country
- Quiet
- Good subsistence fishing
- Beautiful place
- Their home
- History – families are long-term and multi-generational
- Good subsistence for berry picking and other activities
- Village completed 14(c) obligations under ANCSA – helped with some long-term planning/use of land. 14(c)(3) plan detailed land and other planning and brought some consensus. Provided a position to move forward with other land planning.
- In 2000 the City was successful in annexation of 24 square miles of additional land. This increases tax base. Community wanted more input and control of larger area, particularly with developing lodges and tourism. Most land was Native Allotments and Village Corporation land.
- 1979 airport was built
- 1980 school was built
- 1982 City offices/shop were built
- 2001 Boat launch/landing built
- Mid 80's dock was built
- 1998 HUD Homes (“mutual self-help”)
- 1998 Corporation and Bristol Bay Housing Authority Roads were built to access ATC store on South side.
- 1987? Shop built on South Shore
- Early 1990's South Shore clinic built
- 1995 Community got fire truck, but it has some limitations
- Community has ambulance although it needs some upgrades
- Senior ride services (van) available free for seniors and disabled. Available to youth for a fee on a space available basis.
- Mostly individual wells and septics – may need to look at in future.
- Telephone service available through Dillingham. Most families have telephone.
- Internet available from Dillingham with monthly fee. Available free through University.

Present Concerns

- Economy – Fishery disasters – hurting for jobs/not fishing/looking for alternatives
- Price for fish is very low
- Some runs coming back
- Wood River fishery –concerns about the health and habitat of the stock. Subsistence availability, particularly for King Salmon, wiped out.

- Status of subsistence and future of King Salmon. Need buffer around McClone (?)
- Need to preserve subsistence for the future
- Impact of sport fishing and hunting on local and subsistence resources
- Increase in tourism, particularly for sport fishing and hunting
 - Mission Lodge
 - Bristol Bay Lodge
 - Wood River Lodge
 - Aleknagik Island Lodge
 - Start up on Bear Bay Lodge
 - Bear Claw Lodge
- Sales tax on lodge revenue is divisive and difficult. How to levy tax (sales tax) and bed tax is a problem
- How to raise revenues and maintain vital services. Also need to provide services in larger area since the annexation.
- Cut back in state funding for services/programs
- Concerns about level of future taxation
- Dillingham is discussing annexation up to the borders of Aleknagik. There are pro's and con's to this.
- Use of landfill by other residents (Dillingham) impacts Aleknagik landfill
- The bridge project will affect the economy/services. Will need bridge open for school bus, etc. State of Alaska will be responsible for maintenance.
- Availability and access to subsistence could be a concern for the future if the bridge is built
- Need to prepare for impact of bridge
- Environmental concerns regarding bridge
- Gravesites needed for future
- In 2003 there is supposed to be a new landfill

Planning for the Future

(Note: Participants in the June community meeting reviewed this list and marked three items that they thought were a priority. The number of votes for items is listed after the item)

- Need to preserve values
 - Pristine
 - Remote
 - Quiet
 - Beautiful
 - Subsistence
 - Family strength with many generations
- Social services/cultural issues
 - Childcare for working parents is needed
 - More activities needed for youth
 - Need affordable housing
- Need land availability and suitable sites for building (1)
- Possible need for central water and sewer
- Need affordable retail (groceries and hardware)
- Need to develop businesses
- Need more jobs

- Training is needed/need local and /or regional funding for training (3)
- Preserve subsistence (7)
- New clinic
- Access to facilities and services for both North and South shore. Where to build? (2)
- Need cemetery sites (some challenges) (2)
- Affordable housing (4)
- Repair/replace fire truck
- Upgrade ambulance
- Multi-purpose cultural center (4)
- Heavy equipment for City (4)
- Increased visitors/activity – need to increase public safety
- Senior Center/senior housing (2)
- No commercialization!
- Restaurant, possibly on South shore
- Coffee shop (1)
- Diversify jobs (5)

Additional Discussion on Future Needs

- Develop diversity in jobs/training/businesses
- See limited opportunities in diversifying with lodge jobs –different values and way of life
- Local development of lodges would have a “different focus”
- Lodges and community residents need to learn more about each other/could meet face-to-face and talk, etc.
- Need to EXPLORE new and different opportunities – “The future of children is on the lake”
- Togiak has been developing a relationship with Crystal Creek Lodge. Has been successful. Look at other models.

Aleknagik: Community Meeting, September 2002

Resources and Accomplishments (Additions to June 2002 list)

Past Accomplishments

- 2000 MOU with City, Tribal and Corporation entities of Aleknagik allows joint work and planning for the future
- Existing road – provides benefits and access for community; it is an important link
- Wood Tikchik State Park – community has been active in reviewing the Park Plan and management of resources and participated in fall 2002 meetings; 8900 visitors to park in 2001
- Land exchange across from boat launch made possible parking, park area, restrooms, etc.
- Shareholder homesites created through corporation – long-term leases (2 subdivisions)
- Early 80's – purchased Native allotments recreational parcels
- EMT "first responder" group established and well trained
- Long-term planning underway in 2002
- VPSO program established
- Work has been accomplished on resolving trespass and public access issues. Developed signage, easements, resolutions, etc. Brings site control into place for future projects.
- Sewer lagoon has worked well.
- Village Corporation completed 17(b) requirements under ANCSA. Survey done between Lake Aleknagik and "second lake" in 2001. Village Corporation analysis to convey 17(b) to City – miles of trails and easements.
- City may receive Traak (trails) grant for winter trail work.
- Most funding for landfill is in place
- "Land use monitoring program" – contracted with Choggiung Limited for services (they worked with all Nushagak River Villages).
- Village Corporation and State have cooperative agreement to extend boundary and address trespass problems.
- Parsonage completed

Environmental Scan (Changes, trends, politics, economics, needs of residents, that affect Aleknagik)

- U.S. increasing involvement in world politics
- Declining oil revenues
- State and federal deficits – long term

- Recent changes in State and Federal funding picture
- Aging population
- Grants eliminated or decreasing, particularly in health, but other areas as well
- Decreasing State and Municipal assistance
- Increased telecommunications on regional basis
- Declining subsistence resources (concern for natural resources)
- Increasing pressure on food resources – local needs, as well as non-residents
- Increasing numbers of non-local hunters
- Must manage resource allocation
- Sale of Native allotments – more building and recreation sites
- Aleknagik's participation in BBEDC
- Lack of consensus on major issues, i.e. availability of jobs, education, opportunities. Need to look at how jobs are posted in community
- Upcoming projects in Aleknagik will provide local jobs through Force Account hiring, particularly heavy equipment operators (may need additional training). Need to start planning for projects in 2004-2005.
- Election of new governor
- World economic trend – fluctuates, stock market up and down
- 9/11 affected investments
- Change in Alaska's congressional delegation will affect funds channeled to Alaska
- Cost of war on terrorism will result in less federal funds for programs
- Farmed fish affect fish prices
- War with Iraq would affect fuel prices
- 9/11 had taken rights away in the name of freedom
- Increasing fuel costs increases cost of living for all Bristol Bay residents; these costs are passed on as increases in retail costs as well
- Declining salmon and salmon revenue
- In Bristol Bay many federal funds channeled through BBNA and only “trickle” to villages
- Villages in Bristol Bay not working together to improve economies
- Prices are rising for goods and services
- Bad fishing seasons and poor salmon returns; more people looking for jobs
- Wood River fishery should be discontinued
- Politics
- The village corporations need to develop and economic plan with the increase in tourism
- People region-wide need alternatives to fishing
- Disasters in fishing
- New halibut fishery
- Low fish returns and prices
- CDQ participation
- Increased resource users
- Public sector service employment, such as with State, City, Village Council, and large regional non-profits such as BBNA, BBEDC, and BBHA has increased over the past decade. Growth in employment has mitigated the impact of the past five years of poor fishing.
- Non-support for Native allottees who have an interest in preserving their right to develop tourism or other economic support
- Commercial fishing is a bust; sport fishing is booming
- In Aleknagik Yupik values, beliefs and language are dying

- Business ventures in villages unable to be self-sustaining
- Qualified workers leave for other well-paying jobs
- City dump – no one is taking care of it; very unhealthy, but still charging people
- Roads need maintenance
- Transportation plans will have an affect on the number of people coming to Aleknagik
- Joint meetings can help with grant funds, etc.; residents want to work together through the City, Tribal, and Corporation entities
- There are jobs and training available in Aleknagik
- There are not enough jobs; people need to be trained
- Aleknagik has more tourism, more new housing, and more traffic
- There is an increase in people passing through to park
- People are actively looking for work and training
- People need jobs
- Need improvements in sanitation and water
- Increased number of residents commuting to Dillingham for work; also increase in local job opportunities
- More new housing
- More employment
- Land issues resolved
- Non-residents making decisions that affect local residents

RAPIDS Database of Funded Projects

Lead Agency	Fiscal Year	Project Status	Project Description	Project Stage	Agency Cost	Total Cost
DEC/NSW	2003	Funded	North Shore Liquid Waste Stabilization and Landfill Facility - USDA/RD \$299.4	Preliminary	\$ 99,900	\$ 399,300
DCED	2003	Funded	Community Projects & Improvements - Capital Matching	Preliminary	\$ 25,047	\$ 26,366
DCED	2002	Funded	Comprehensive Plan - Mini-Grant. Denali Commission funding	Preliminary	\$ 0	\$ 15,000
AEA	2002	Funded	Bulk Fuel Facility - Ph II Final Design & Business Plan - Denali Commission \$92.1	Preliminary	\$ 0	\$ 92,150
AEA	2002	Funded	Bulk Fuel - Retrofit - Denali Commission \$565.6	Preliminary	\$ 0	\$ 565,644
DCED	2002	Funded	North Shore Landfill Relocation & Road Construction - Capital Matching	Preliminary	\$ 25,548	\$ 26,893

DCED	2001	Funded	North Shore Sludge Lagoon and Landfill Relocation & Road - Capital Matching	Preliminary	\$ 25,019	\$ 26,336
DCED	1999	Funded	Purchase Emergency Response Transport Equipment - CDBG	Preliminary	\$ 70,000	\$ 116,749
DOT&PF	1999	Funded	Airport Snow Removal Equipment - Grader	Contract	\$ 20,000	\$ 200,000
ANTHC	2002	Funded	North Shore Sludge/Landfill Environmental, Planning & Engineering - IHS \$412.2; DEC \$43.7. Feasibility study done; Design in process	Design	\$ 0	\$ 750,000
DOT&PF	1999	Funded	North Shore Landfill Access Road - Construct 1.5 miles of road to access a new landfill and sewage lagoon. Bid advertising in Oct 2001	Design	\$ 134,097	\$ 1,485,001
DCED	2000	Funded	Equipment Purchase - Capital Matching	Construction	\$ 25,369	\$ 26,704
HUD	2000	Funded	Indian Housing Block Grant - NAHASDA administration, operating & construction funds	Construction	\$ 127,687	\$ 127,687
HUD	1999	Funded	Indian Housing Block Grant - NAHASDA administration, operating & construction funds	Construction	\$ 127,687	\$ 127,687
DCED	1998	Funded	North Shore Landfill Relocation - Capital Matching	Construction	\$ 19,000	\$ 20,000
AEA	2001	Funded	35% Design of Consolidated Bulk Fuel Facility - Denali Commission \$22.7	Completed	\$ 0	\$ 22,727
DOT&PF	1999	Funded	Aleknagik Lake Wayside & Trailhead - Construct parking, toilets, public water system, picnic shelter, improvements to caretakers building, boat launching facilities,	Completed	\$ 66,300	\$ 1,288,000

			circulation roads, pathways, and landscaping and interpretive displays. Additional boat trailer parking			
DCED	1999	Funded	Wood River Bridge Design and Construction - Capital Matching	Completed	\$ 25,000	\$ 26,316
DCED	1998	Funded	Steel Two-Lane Bridge with Concrete Foundation - Capital Matching	Completed	\$ 12,437	\$ 13,092
DCED	1998	Funded	North Shore Community Hall Improvement; South Shore Foxville Roadway Extension; N&S Shore Road Improvement; Landfill Improvement; Signing and Building Upgrade - Magnuson-Stevens Act 1997 Fish Disaster Grant	Completed	\$ 27,316	\$ 109,265
HUD	1998	Funded	Indian Housing Block Grant - NAHASDA administration, operating & construction funds	Completed	\$ 134,086	\$ 134,086
HUD/CGP	1997	Funded	Housing Modernization - Foundations, vinyl siding, flooring, boilers, windows	Completed	\$ 198,259	\$ 198,259
DCED	1997	Funded	North Shore Landfill Relocation - Capital Matching	Completed	\$ 19,000	\$ 20,000
DCED	1996	Funded	Prepare ANCSA 14(c) Map of Boundaries	Completed	\$ 0	\$ 0
DCED	1996	Funded	North Shore Landfill Relocation - Capital Matching	Completed	\$ 19,000	\$ 20,000
DCED	1996	Funded	North Shore Fire Truck & Equipment Purchase - CDBG	Completed	\$ 60,000	\$ 85,500
DCED	1996	Funded	Road Improvements - Capital Matching	Completed	\$ 12,000	\$ 12,632

AHFC	1995	Funded	Weatherize 13 Homes	Completed	\$ 200,727	\$ 200,727
DCED	1995	Funded	Complete Land Use Plan - RDA	Completed	\$ 15,000	\$ 48,274
DCED	1995	Funded	North Shore Landfill Relocation - Capital Matching	Completed	\$ 19,000	\$ 20,000
DCED	1994	Funded	North Shore Landfill Relocation - Capital Matching	Completed	\$ 15,000	\$ 15,789
DCED	1994	Funded	Road Improvements - Capital Matching	Completed	\$ 10,526	\$ 10,526
AHFC	1994	Funded	Weatherize Homes	Completed	\$ 128,832	\$ 128,832
DCED	1994	Funded	Health Clinic Renovations - Leg. Grant. ED 39	Completed	\$ 35,000	\$ 35,000
DCED	1993	Funded	Fire Equipment & Fire Hall Renovation - CDBG	Completed	\$ 65,678	\$ 132,904
HUD/AHFC	1993	Funded	Construct 20 Housing Units	Completed	\$ 2,528,867	\$ 3,160,551
HUD/CGP	1993	Funded	Housing Modernization - Entrance ramp - 1 unit	Completed	\$ 3,100	\$ 3,100
ANTHC	1993	Funded	Ahiak Island Water & Sewer - IHS \$362.0; DEC \$100.0. Honeybucket Dump Site, Water Treatment Plant Upgrade, Landfill	Completed	\$ 0	\$ 462,000
ANTHC	1988	Funded	Wells/Septic Tanks - IHS project; DEC \$150.0. Construct wells and septic systems for 12 homes	Completed	\$ 0	\$ 150,000

Aleknagik Economic Potential

Issues and Challenges

Bridge Linking North and South Shore

The basic geography of Aleknagik is a challenge, since it is divided by a lake and river system. Part of the village is located on the South Shore, with road access to Dillingham, and the other part of the village is located on the North Shore of Lake Aleknagik, with access to the Post Office and state-maintained airport. The North Shore and South Shore often feel divided in more ways than just physical, because the lake is an obstacle to cohesiveness.

The bridge to link the North and South shore of Aleknagik has been on a construction schedule for 2006, but political support and funding for the project may be in jeopardy. An environmental study is taking place in 2003, and residents are concerned that the project may not move forward mainly due to the cost. There has been some discussion on giving up the airstrip in Aleknagik in order to free up funding, although the airstrip has served as an emergency alternative landing site for Dillingham, and residents are reluctant to make that decision.

Assuming the bridge will eventually be built, it will change socio-economic, cultural, and political structures in the community, putting pressure on current systems in place. There will also be environmental, habitat, and wildlife issues that need to be anticipated and dealt with proactively. These changes have spurred the community to develop a long-range plan to help guide them toward a more cohesive community with a shared identity and cooperative spirit.

Tourism

Tourism in the Aleknagik area is heavily dependent on a world-class sport fishing industry that draws thousands of visitors each year. People also travel to the area to kayak the spectacular stair-step lakes of Wood-Tikchik State Park or visit the Walrus Islands State Game Sanctuary to see the largest walrus haul-out sites in North America and the largest concentration of sea birds in the state. Visitors come to hunt moose and caribou, raft rivers and take flight seeing tours. Many of the region's attractions can be explored independently or through guided services in Dillingham and other communities.

There are many challenges affecting development of tourism, as well as its affect on local communities, including Aleknagik. Some of the challenges include limited tourism infrastructure and services, absentee owners, unmanaged wildlife viewing, access, market awareness, and lack of training and experience.

Much of the enterprise occurring within the City limits is based on tourism for hunting and fishing. There are numerous lodges providing high-end recreational experiences for out-of-state guests. This is in competition for the fish and game resources with the local residents who are extensively involved with commercial fishing and subsistence hunting, fishing, and gathering. Planning for the community must include plans to alleviate conflict between these user groups.

RAPIDS Database of Potential Projects

DOT&PF	2004	Planned	Wood River Bridge Construction	Design	\$ 451,500	\$ 5,000,000
N/A	1999	Potential	Relocate South Shore Landfill & Purchase Incinerator - From BBEDC Needs Assessment, Feb 99	N/A	\$ 0	\$ 0
N/A	1999	Potential	Test for Groundwater Contamination by Diesel Fuel - Traces found in many local wells and the community well. From BBEDC Needs Assessment, Feb 99	N/A	\$ 0	\$ 0
N/A	1999	Potential	Dock, Boat Haul-Out, Dry Dock on South Shore - From BBEDC Needs Assessment, Feb 99	N/A	\$ 0	\$ 0
N/A	1999	Potential	Road from Moody's Seaplane Base to City - There is no road access from Moody's seaplane base to the City. Consequently, floatplanes often dock at the boat launch. From BBEDC Needs Assessment, Feb 99	N/A	\$ 0	\$ 0
N/A	1999	Potential	Senior Housing/Assisted Living Center - From BBEDC Needs Assessment, Feb 99	N/A	\$ 0	\$ 0
N/A	1999	Potential	Fire/Search & Rescue Boat - Residents along lake outside the core area are not accessible and therefore have no fire protection. From BBEDC Needs Assessment, Feb 99	N/A	\$ 0	\$ 0
N/A	1999	Potential	Feasibility Study for Piped Water & Sewer System - From BBEDC Needs Assessment, Feb 99	N/A	\$ 0	\$ 0
N/A	1999	Potential	City Float Plane Dock Construction - There is no road access from Moody's seaplane base to the City. Consequently, floatplanes often dock at the boat launch. From BBEDC Needs Assessment, Feb 99	N/A	\$ 0	\$ 0

N/A	1999	Potential	Upgrade Mission School Airport and Runway - From BBEDC Needs Assessment, Feb 99	N/A	\$ 0	\$ 0
N/A	1999	Potential	School Transportation Skiff & Van - North Shore high school students must be transported to Dillingham. From BBEDC Needs Assessment, Feb 99	N/A	\$ 0	\$ 0
N/A	1999	Potential	Implement Refuse Collection System, Purchase Larger Sudge Pumping Truck - From BBEDC Needs Assessment, Feb 99	N/A	\$ 0	\$ 0
N/A	1998	Potential	Replace washers and dryers at the Laundromat - Local priority, from 1997 USDA/RD survey of villages	N/A	\$ 0	\$ 0
N/A	1998	Potential	5-year Economic development master plan - Local priority, from 1997 USDA/RD survey of villages	N/A	\$ 0	\$ 0
N/A	1998	Potential	Mitigate noise of float plane traffic - Local priority, from 1997 USDA/RD survey of villages	N/A	\$ 0	\$ 0
N/A	1998	Potential	Expand South Shore staging and parking area - Local priority, from 1997 USDA/RD survey of villages	N/A	\$ 0	\$ 0
N/A	1997	Potential	Dike Bulk Fuel Storage Area	N/A	\$ 24,000	\$ 24,000
N/A	1996	Potential	Snack and Tackle Shop Startup - RDA/USFS Mini-Grant Application	N/A	\$ 30,000	\$ 41,400
N/A	1996	Potential	Equipment Storage Building & Yard - CDBG Grant Application, FY 95 and 96; RDA/USFS Mini-Grant Application FY 97	N/A	\$ 50,000	\$ 50,000
N/A	1996	Potential	Heavy Equipment for Landfill Maintenance - RDA Grant Applications in 96 & 97	N/A	\$ 50,000	\$ 92,500

Aleknagik: Future Vision, Goals and Objectives

Preliminary Goals (4 Categories developed from community meetings)

Diversify Economy

- Convenience store (maybe like Bristol Express in Dillingham)
- Senior/elder facility – may be too much of a risk
- Multi-family housing – survey in works for low-cost housing – will need to prepare for HUD review (important to reach former and possibly returning residents to let them know about available housing). Some subsidies may be available.
- Storage – boats/gear
- Cultural Center – multipurpose (grants are available, but still must be able to maintain)
- Bed and breakfast opportunities
- Small tours, adventure tourism, guiding
- Rentals – canoes, boats, etc.
- Small lodge with eco-tourism focus and tie into cultural center
- Office space
- Local contracting firm with equipment, trained workers, good business management
- Worker data base for community
- Get word out better on existing and upcoming jobs
- Compare database with upcoming needs, using computer programs
- Ensure necessary training for upcoming jobs/work with BBNA and BBEDC

Build and Maintain Infrastructure

- North Shore Landfill Road ('03)
- Wood River Bridge Project ('06?) (BIA \$ also)
- Dillingham to Aleknagik Road improvements ('06?)
- Bypass Road construction (BIA \$ also)
- South Shore Subdivision
- South Shore Foxville (BIA \$ also)
- Airport improvements
- Try to use BIA road funds to supplement state funding to reroute bridge road based on safety. Work with Bristol Environmental. Eligible for funding. Will eventually become city-owned roads.
- If bridge goes in, airport improvements could be secondary
- Community needs to communicate to Legislature desire for bridge, etc.
- Aleknagik – alternative airport for Dillingham?
- Resolutions – many parts to road/bridge projects
- Ahiook Island Trail – develop as road connecting to North Shore Landfill Road.
- SW Transportation Plan
- Landfill 2003
- Closing South Shore Landfill
- Clinic – possible funding from Denali Commission with City and Tribal Council effort

- New cemetery site – need access improvement sewer and water quality issues in future – increasing population pressure
- Apply for “Village Safe Water master Plan.” This will look at most appropriate solutions in future. Fit into community development plans. 2003 application is for studies to be conducted in 2005. Grant applications due in early fall.
- Access/easement identification within townsite area is necessary. Need to identify discrepancies in survey and maps. Need to work with BBNA Realty. Takes work, time and money. BBNA is backed up on assistance requests
- Improved telecommunications – cost, speed, reliability, opportunity for telemedicine – need representation and participation in regional telecommunications planning.
- Electricity – dependability in winter – many brown outs and blackouts. Alternative/back up systems are needed to protect facilities.
- Bulk fuel storage – 2003 project
- City maintenance facility

Address Fisheries Issues

- Explore creative possibilities for partnerships, projects, with funding from BBEDC. This approach would be with the combined entities of the City, Council, and Corporation.
- Vessel storage – enlarging/improving
- Participation in BBEDC – regional & high sea fishery jobs
- Participation in new fisheries (halibut & other)
- Participation in salmon industry -- very difficult to plan for due to volatility and unforeseen circumstances
- Explore opportunities for new (young) generation of fishermen – can now get into industry for much lower cost. Requires diversified, year round fishing, supplemental jobs. Must be good business people. May be able to make it even with lower prices.
- Commercial fishing is statewide, but what happens statewide, region wide, and in the bay, affects Aleknagik.
- There are 17 communities in BBEDC, although that may change, and diversification of fishery is available through BBEDC
- Small fishery management is an option in Aleknagik
- Value-added fish processing is an option on a small scale

Provide for Social Services and Quality of Life

- Church needs improvements – restroom, Sunday (Moravian Church)
- School upgrades (SW District has plans)
- Churches may also have plans for upgrades
- All plans need to be integrated
- Tribal police officer
- Safe homes for domestic violence/families/neglect
- Headstart or pre-school program
- Excellent EMT responder team
- Upgrades or new equipment for VPSO are coming – how to maintain & store
- Replacement of ambulance and fire truck
- Develop fire protection plan for community
- Revitalization of volunteer fire department

Community Meeting, March 4, 2003

Community members met, including representatives of the City of Aleknagik, the Aleknagik Tribal Council, and Aleknagik Natives Limited to review the goal categories discussed in community meetings and the draft vision and goals prepared by The Stadum Group, as part of the development of the Community and Economic Development Strategy. The following Vision, Goals and Objectives, and Action Steps are the plan for Aleknagik's future.



Aleknagik State Recreation Area, South Shore Boat Launch, Photo Courtesy of Jack Melton, DOT

Vision for Aleknagik

Aleknagik is a healthy and family oriented community that continues to develop by improving infrastructure, diversifying the economy, and training the workforce, while protecting social and cultural values, including a positive environment for families, opportunities for subsistence, and preservation of natural resources and a pristine environment.



Aleknagik Lake Shore in Winter, Photo Courtesy of City of Aleknagik

Goals and Objectives for Aleknagik

Goal 1 for Aleknagik

Over the next 20 years, Aleknagik will focus on diversifying our economy through greater participation in established economic activities, such as tourism, developing and supporting new businesses, and training the local workforce to enable them to participate in economic expansion, while respecting cultural and subsistence lifestyles.

Objective 1: Workforce Training & Local Workers/Jobs Database

The community needs to help train the workforce, which will help young people enter the job market and displaced fisher-persons go into another field of work. Established occupations to train for are: 1) Tourism Related Jobs; 2) Government Jobs; 3) School Jobs; 4) Health Field Jobs; 5) Construction Jobs; 6) Aviation Jobs; and 7) Public Safety. A local computerized database of the workforce is needed, including a listing of current job openings.

Action Item	Entity Responsible	Approximate Completion Date	Actual Completion Date
1. Grant Application	City	6/2003	
2. Grant Application	City	12/2003	
3. Grant Application	ATC	As Needed	
4. Grant Application	City	As Needed	

Objective 2: Native Dance Group/Native Arts & Crafts Cooperative

The community would like to combine the efforts for a Native Dance Group and an Arts & Crafts Cooperative that would have supplies available for resale and help with arts & craft marketing, and would provide Native Dances as a source entertainment for the community, neighboring communities, tourism related businesses, and culturally respectful Village Tours.

Action Item	Entity Responsible	Approximate Completion Date	Actual Completion Date
1. Dance Group Meetings	ATC	Monthly	
2. Funds for Regalia/Travel	ATC	2005	
3. Bookings	ATC	2005	

Objective 3: School Bus Service/Tour Bus

Apply for funds for a school bus service/tour bus that would be used as a school bus during the school year and as a tour bus during the summer.

Action Item	Entity Responsible	Approximate Completion Date	Actual Completion Date
1. Feasibility Study	City/ATC	2005	
2. Grant Application	City/ATC	2006	
3. Implementation	City/ATC	2007	

Objective 4: Aleknagik Chamber of Commerce

A Chamber of Commerce would help to promote the community and its businesses, including tourism related businesses, cottage industries, small businesses, and other private sector services through community signage, brochure, and community image development (like Anchorage as the City of Lights, etc.), and advertising for the area, while respecting its culture and subsistence lifestyle. Lodges, Government Agencies, and Local Businesses in the area will be invited to participate in an Annual Meeting as part of an effort to create a positive working environment between the different entities.

Action Item	Entity Responsible	Approximate Completion Date	Actual Completion Date
1. Participate in Dillingham Chamber to Learn	City/ANL	On-Going	
2. Annual Meeting w/Lodges	Joint	May or June	
3. Membership Drive	Joint	2008	
4. Monthly Meetings	Chamber	2008	
5. Visitor's Guide	Chamber	2008	
6. Community Promotion Activities	Chamber	On-Going	

Objective 5: Day Care Center

Apply for funds for a Children's Day Care Center that would provide appropriate care and licensure for the working parents of the community. It could also be an area for Head Start and the PAT program that would encourage a healthy start in life for our children.

Action Item	Entity Responsible	Approximate Completion Date	Actual Completion Date
1. Locate Funding and Feasibility Study	City/ATC	As Available	
2. Grant Application	City/ATC		
3. Construction	City/ATC		
4. Occupation	City/ATC	2013	

Goal 2 for Aleknagik

Over the next 20 years, Aleknagik will plan, acquire funding, and build the necessary infrastructure to ensure a safe and healthy community and to meet the needs of a growing population and a diversifying economy.

Objective 1: North Shore Landfill and Sewage Lagoon

The community needs to improve the north shore landfill and sewage lagoon to comply with state and federal requirements. An improved landfill and sewage lagoon will improve the health and safety of the people of north shore. Building a safe road will improve access to landfill for the community.

Action Item	Entity Responsible	Approximate Completion Date	Actual Completion Date
1. Needs/Funding Location	City	9/2001	9/2001
2. Grant Application	City	9/2002	9/2002
3. construction	City	6/2003	

4. Completion	City	9/2003	
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Objective 2: Code-compliant Bulk Fuel Storage Facilities

The community needs to improve the bulk storage capabilities of the city to comply with state and federal laws. This will provide a safe and appropriate storage facility to meet the growing needs of our community.

Action Item	Entity Responsible	Approximate Completion Date	Actual Completion Date
1. Feasibility Study	City	9/2001	9/2001
2. Grant Application	City	9/2002	9/2002
3. Construction	City	7/2003	
4. Completion	City	9/2003	

Objective 3: Aleknagik Wood River Bridge

A bridge is needed to connect the north and south shores of Aleknagik for safe travel crossing the lake, improved commerce, and sense of community between the north and south shores.

Action Item	Entity Responsible	Approximate Completion Date	Actual Completion Date
1. Lobbying Legislators/Administration	Joint	On-Going	
2. Environmental Study	State	2003	
3. Funding	State/Fed.	On-Going	
4. Design/Right-of-Way Acquisition	State	2003	
5. Construction	State	2006/2007	
6. Maintenance	City	2007	

Objective 4: Mapping of City of Aleknagik, ANL and ATC land use patterns

Mapping of utilities, roads and public right of ways, easements, as well as private property boundaries is needed for community planning. This will ensure the right-of-ways exist as well as easing private property impingement. It will identify land use patterns, zoning needs, and identify areas that we may designate for use by different entities, such as the churches and ATC.

Action Item	Entity Responsible	Approximate Completion Date	Actual Completion Date
1. Locate Funding	City	4/2003	
2. Participate in DCED's Project	Joint	4/2003	
3. Provide Input	Joint	2003	
4. Maps Completed		10/2003	

Objective 5: Boat Storage Yard

A secure area that will provide boat and equipment storage for commercial fishing boat owners is needed. The boat storage yard could be used for pleasure boats as well.

Action Item	Entity Responsible	Approximate Completion Date	Actual Completion Date

1. Feasibility Study & Design Stages	City	9/2003	
2. Grant Application	City	3/2004	
3. Construction	City	6/2004	
4. Occupation	City	10/2004	

Objective 6: Safe Water and Sewer Facilities

Aleknagik needs a feasibility study that would help us determine the water and sewer needs of the community. We need funding and support to deal with the issues that will come with a growing community, including well and septic tank placement, fuel spill contamination, failed septic tanks, homes not serviced, and search for carcinogens. We will need to include the landfills in the feasibility study as they affect the aquifers. Safe water sources need to be identified for the community and protected.

Action Item	Entity Responsible	Approximate Completion Date	Actual Completion Date
1. VSW Grant Application	City	Fall 2003	
2. Conduct Feasibility Study	Contractor	Fall 2004	
3. Apply for Funding	City	Fall 2004	
4. Construction	Contractor	Summer 2006	
5. Completion	Contractor	Fall 2007	

Objective 7: South Shore Landfill

The community needs to improve the south shore landfill to comply with state and federal requirements. Improved landfill will improve the health and safety of the people of south shore. South shore landfill will be closed when the bridge is in use.

Action Item	Entity Responsible	Approximate Completion Date	Actual Completion Date
1. Needs/Funding Location	City	3/2004	
2. Grant Application	City	3/2005	
3. construction	City	12/2006	
4. Completion	City	1/2007	

Objective 8: Multi-purpose Cultural Center

A Multi-purpose Cultural Center would be used to incorporate cultural activities, promote tourism related businesses, and provide retail and office space for the ATC and the City. Activities could include Museum, Native Arts & Crafts production and sales, Native Dancing, Story-telling, and culturally respectful Village Tours, a Visitor' Center, a Clinic, a Health Center, Senior Services, and Ambulance Bay. Need a meeting place where the traditional knowledge is handed down to the next generation. Culture bearers would be accessed to identify traditional sites used by people and what they were used for, and traditional place names. These people could pass the culture and Yupik values to the younger generation as well as visitors to the community. This area could be a cultural center for the people of the community to hold traditional gatherings in the spirit of community cohesiveness.

Action Item	Entity Responsible	Approximate Completion Date	Actual Completion Date
1. Identify and request land & ANL or City	ANL/City	4/2003	

2. Convey Land to ATC	ANL/City	5/2003	
3. Feasibility Study & Design Stages	Joint	8/2004	
4. Grant Application	ATC/City	3/2005	
5. Construction	ATC/City	12/2006	
6. Occupation	ATC/City	1/2007	

Objective 9: Road Improvements

Need improvements on the road systems on the south and north shores. Need general improvements on all of the village roads. The City will need additional funding for the roads after the Bridge is built for the additional roads that will need to be maintained to the level acceptable for emergency services vehicles.

Action Item	Entity Responsible	Approximate Completion Date	Actual Completion Date
1. Lobbying Legislators/Administration	Joint	On-Going	
2. Funding	ATC/City	As Available	
3. Construction	ATC/City	As Available	
4. Maintenance	City	On-Going	

Objective 10: New Fire Hall/EMS Building

A new larger Fire Hall is needed to house the equipment and offices of the Fire and EMS Departments.

Action Item	Entity Responsible	Approximate Completion Date	Actual Completion Date
1. Locate Funding	City	2004	
2. Grant Application	City	2004	
3. Implementation	City	2005-07	
4. Completion	City	2007	

Objective 11: Borough Study

A borough study will give the community information regarding participation in a borough in a manner that is feasible for the community.

Action Item	Entity Responsible	Approximate Completion Date	Actual Completion Date
1. Locate Funding	Joint	On-Going	
2. Grant Application	Joint		
3. Community Input	Joint		
4. Completion	Joint	2009	

Objective 12: Multi-Family Housing

Develop and maintain low-income multi-family housing as well as encourage housing projects within the City of Aleknagik. Having affordable housing in the area will encourage our youth to remain in the community or come back after higher education, and encourage new families into the area.

Action Item	Entity Responsible	Approximate Completion Date	Actual Completion Date
1. Locate Funding	ATC/City	As Available	
2. Feasibility Study & Design Stages	ATC/City		
3. Grant Application	ATC/City		
4. Construction	ATC/City		
5. Occupation	ATC/City	2010	

Objective 13: Small Business Opportunities

There could be seminars and conventions for people to start small businesses, and land made available for leasing at affordable rates. For example bed and breakfast opportunities, rentals of boat and canoes, restaurants, etc. The Community could request help from Bristol Bay Native Association.

Action Item	Entity Responsible	Approximate Completion Date	Actual Completion Date
1. Locate Funding or Outside Help	Joint	As Available	
2. Grant Application	ATC/City		
3. Implementation	ATC/City		
4. Completion	ATC/City	On-Going	

Objective 14: North and South Shore Maintenance Shops Expansion

The City is outgrowing its North and South Shore Maintenance Shops and they need to be extended with the addition of a couple more bays for equipment maintenance and warm storage.

Action Item	Entity Responsible	Approximate Completion Date	Actual Completion Date
1. Grant Application	City	As Available	
2. Conduct Feasibility Study	Contractor		
3. Apply for Funding	City		
4. Construction	Contractor		
5. Occupation	City	2013	

Objective 15: New City Hall/Office Space

The City is growing and will need a larger City Hall for public meetings and more office space. The City Hall is small and is crowded when there is a City Council meeting. More space is needed to encourage increased participation by the community and allow room for other guests. Feasibility study would include possible uses of the existing space.

Action Item	Entity Responsible	Approximate Completion Date	Actual Completion Date
1. Grant Application	City	As Available	
2. Conduct Feasibility Study	Contractor		
3. Apply for Funding	City		
4. Construction	Contractor		
5. Occupation	City	2013	

Goal 3 for Aleknagik

Over the next twenty years, Aleknagik will restructure their participation in commercial fishing to meet the changing nature of the seafood industry, including developing new and diversified fisheries, exploring value added opportunities, participating in partnerships and joint ventures, and ensuring the workforce has the needed skills for expanding opportunities.

Objective 1: Partnerships with Bristol Bay Economic Development Corporation (BBEDC) to encourage participation in local, regional and statewide fisheries

Explore creative possibilities for partnerships and projects with funding through BBEDC, and partnerships with ANL, ATC and the City of Aleknagik for economic development.

Action Item	Entity Responsible	Approximate Completion Date	Actual Completion Date
1. Local Input	Joint	On-Going	
2. Grant Application	ATC/City		
3. Implementation	ATC/City		
4. Completion	ATC/City		

Objective 2: Participation with BBEDC

Explore regional and high seas fishery jobs available to the community, training opportunities for displaced fisher-people.

Action Item	Entity Responsible	Approximate Completion Date	Actual Completion Date
1. Disseminate information	Joint	On-Going	

Objective 3: Value-added Fish Processing & Diversified year round fishing or processing

Explore value-added products and niche marketing strategies that would provide jobs and economic stability to the area. The Community could build and lease the facilities or it could be done by private businesses. Explore possibility of year round fishing and procession that would permit the entry of the younger generation to the fishing industry.

Action Item	Entity Responsible	Approximate Completion Date	Actual Completion Date
1. Feasibility Study & Design Stages	Joint	As Available	
2. Grant Application			
3. Construction			
4. Occupation			

Goal 4 for Aleknagik

Over the next twenty years, Aleknagik will plan, acquire funding and provide the necessary programs and services to improve the quality of life for the Aleknagik residents, ensuring a safe and healthy environment for families and preservation of cultural values.

Objective 1: Multipurpose Recreation Area

The community needs a multipurpose recreation area where there would be a slab to play basketball, skate and skateboard in summer and serve as a hockey rink in winter, surrounded by a picnic area with barbecues and playground.

Action Item	Entity Responsible	Approximate Completion Date	Actual Completion Date
1. Feasibility Study & Design Stages	ATC/City	2003	
2. Grant Application	ATC/City	2004	
3. Construction	ATC/City	2004	
4. Occupation	ATC/City	2005	

Objective 2: Seaplane Dock on the South Shore

Need an area for seaplanes that would take the traffic away from the village. The area would be available for any seaplane to come into the area and park. This area would alleviate the safety and noise concerns that have been identified by the community.

Action Item	Entity Responsible	Approximate Completion Date	Actual Completion Date
1. Feasibility Study & Design Stages	City	2004	
2. Grant Application	City	2005	
3. Construction	City	2006	
4. Occupation	City	2007	

Objective 3: Aleknagik Volunteer Fire and EMS Department

Acquire the funding and support for an administrator that would oversee the fire and EMS Departments. This person would be responsible for the acquisition of funding and equipment needed for the Fire and EMS department. This person would also be responsible for the coordination of all Fire and EMS volunteers, meetings, recruitment, training drills, fund raising activities and recognition of volunteers to the community.

Action Item	Entity Responsible	Approximate Completion Date	Actual Completion Date
1. Feasibility Study	ATC/City	As Available	
2. Grant Application	ATC/City		
3. Implementation	ATC/City		

Objective 4: Emergency Response Plan

An Emergency Response Plan would provide management during a disaster. This plan would minimize and contain costs associated with disasters. This plan would identify possible disasters and plan accordingly.

Action Item	Entity Responsible	Approximate Completion Date	Actual Completion Date
1. Grant Application	ATC/City	As Available	
2. Implementation	ATC/City		
3. Completion	ATC/City		

Objective 5: Hazardous Spill Response Team

A Hazardous Spill Response Team will clean up any hazardous waste spills that may happen in the area, and provide training of personnel who would be the first responders to the spill and clean up crews.

Action Item	Entity Responsible	Approximate Completion Date	Actual Completion Date
1. Grant Application	IGAP/City	As Available	
2. Implementation	IGAP/City		
3. Completion	IGAP/City		

Objective 6: Floating boat dock on the South Shore

A Floating Boat Dock would provide individual slips for boats that people could rent.

Action Item	Entity Responsible	Approximate Completion Date	Actual Completion Date
1. Feasibility Study & Design Stages	City	As Available	
2. Grant Application	City		
3. Construction	City		
4. Completion	City	2009	

Objective 7: Snow machine trail improvements/Recreation Trails Improvement

Need to mark, sign, and improve trail bridges for the safety and welfare for all users of the trails for winter and summer uses.

Action Item	Entity Responsible	Approximate Completion Date	Actual Completion Date
1. Feasibility Study & Design Stages	City	As Needed	
2. Grant Application	City		
3. Construction	City		