

ALEKNAGIK

Comprehensive Plan



November 2005
FINAL

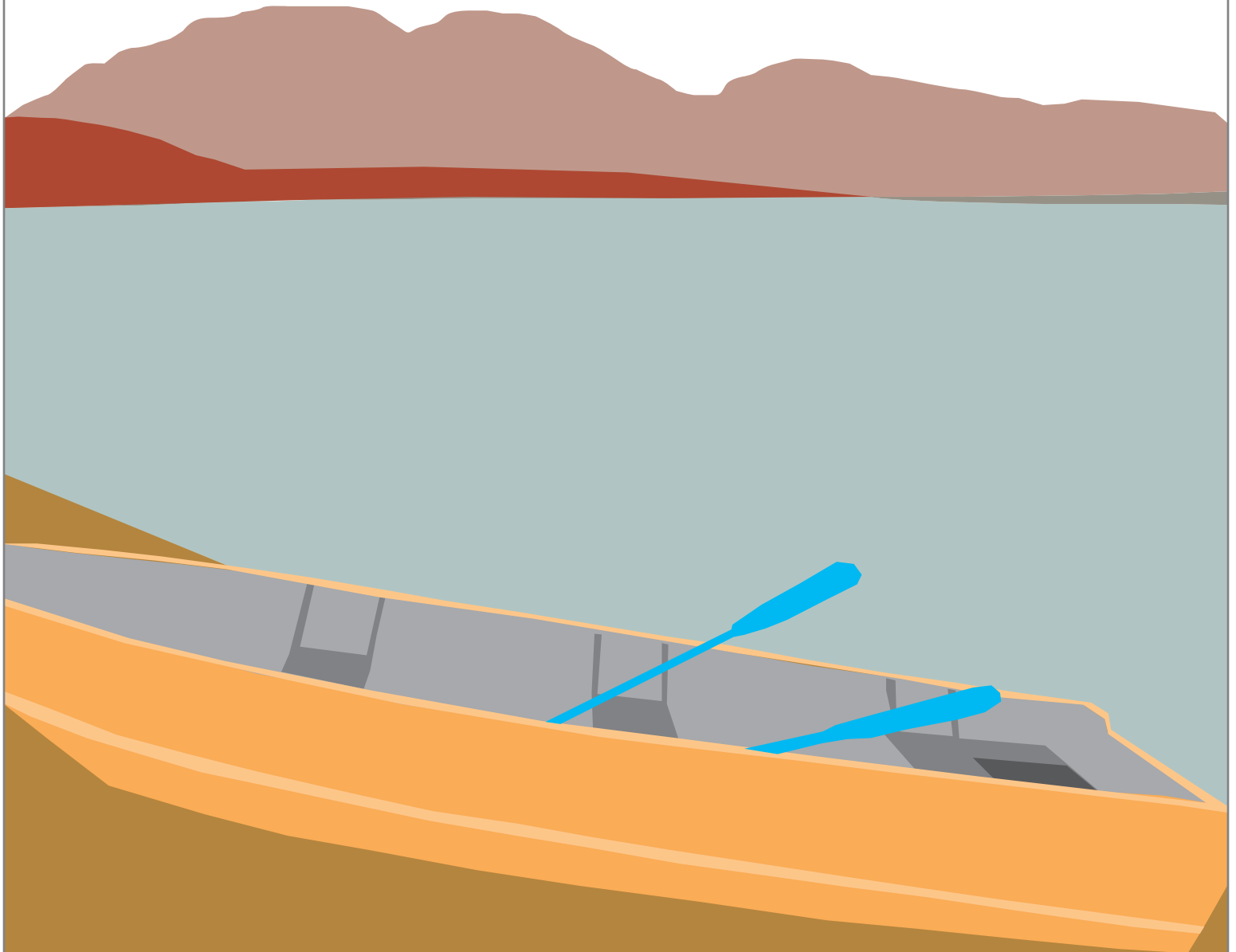


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ACKNOWLEDGEMENTS

The Aleknagik Community Comprehensive Plan is the result of a team effort by Aleknagik City Council, Aleknagik Tribal Council, Aleknagik Natives Limited and the residents of Aleknagik. This plan is the direct result of their contributions of time and knowledge of their community, and their desire for a healthy future. These three entities as well as community members at-large comprised the Aleknagik Comprehensive Plan Planning Team.

Aleknagik City Council:

Berna Andrews, Mayor
Kay Gorman-Andrews, Vice Mayor
Nina Tinker, Secretary/Treasurer
Vera Andrews, Council Member
Tina Carr, Council Member
Daniel Chythlook, Council Member
Carolyn Smith, Council Member
Patty Heyano, City Administrator – Thanks Patty!

Aleknagik Tribal Council:

Wassillie Iluksik, President, ATC
Kay Gorman-Andrews, Council Member
Daniel Chythlook, Council Member
Jason Gorman, Council Member
Margie Aloysius, Council Member
Sally Tinker, Council Member
Fred Bartman, Council Member

Aleknagik Natives Limited:

Bobby Andrew, President, ANL
Nina Tinker, Board Member
Daniel Chythlook, Board Member
Wassillie Iluksik, Board Member
Ralph Andrew, Board Member
Dora Andrew-Irke, Board Member
Molly Chythlook, Board Member
Wassillie Tugatuk, Sr., Board Member

Two Planning Team workshops and one Community Workshop were held to gather public input for this plan. At the community workshop, in October, 2005, 74 adults, youth and Elders attended. Their contributions truly made this plan a community document.

The Planning Team would also like to thank Patty Heyano for their generous contributions.

Photos were provided by Agnew::Beck Consulting, LLC and Patty Heyano. Maps were compiled by the State of Alaska DCCED as part of the Community Profiles Mapping Project. Map annotations were made by Agnew::Beck, based on community comments.

Funding for the preparation of this plan was financed by the City of Aleknagik.



RESOLUTIONS FROM GOVERNING ENTITIES

JOINT RESOLUTION RESOLUTION 05:11

A JOINT RESOLUTION OF THE COUNCILS OF THE CITY OF ALEKNAGIK, ALEKNAGIK TRADITIONAL COUNCIL, AND BOARD OF DIRECTORS OF ALEKNAGIK NATIVES LIMITED APPROVING THE ALEKNAGIK COMPREHENSIVE COMMUNITY PLAN, NOVEMBER 2005.

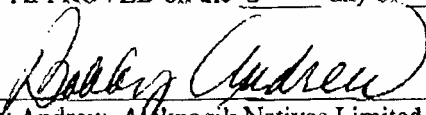
- Whereas:** Aleknagik Natives Limited (ANL), Aleknagik Traditional Council (ATC) and the City of Aleknagik (City) executed a Memorandum of Understanding on October 29, 2000 to recognize areas of mutual concern and support, and to establish a framework for cooperative relations and communication for 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:** City has a 7 member council, ATC has a 7 member council, and ANL has an 9 member board of elected officials empowered to act for and on behalf of its members in adopting resolutions; and
- Whereas:** this resolution shall give notice that all three entities approve and support the Aleknagik Comprehensive Community Plan for the residents of Aleknagik.

NOW THEREFORE BE IT RESOLVED that the City, ATC and ANL hereby recognizes that the community residents provided the information in the plan concerning the plan's goals, actions and implementation; and

BE IT FURTHER RESOLVED that City, ATC and ANL adopt the comprehensive plan and to work together and with others in the community and region for the betterment of the residents of Aleknagik and commit to report back to the community on the progress of implementing the comprehensive plan and commit to a one-year review meeting with residents of Aleknagik to review the progress and updates of the Aleknagik Comprehensive Community Plan for the residents of Aleknagik; and

BE IT FURTHER RESOLVED that by the Mayor's and Presidents' signatures, this resolution was duly considered and adopted at the joint entities quarterly meeting on November 21, 2005 and was passed by a majority vote.

PASSED AND APPROVED on the 21st day of November, 2005.

SIGNED: 
Bobby Andrew, Aleknagik Natives Limited President

Joint Resolution 05-11
Page 1 of 2

ATTEST: *Nina Finker*
Nina Finker, Secretary, Aleknagik Natives Limited

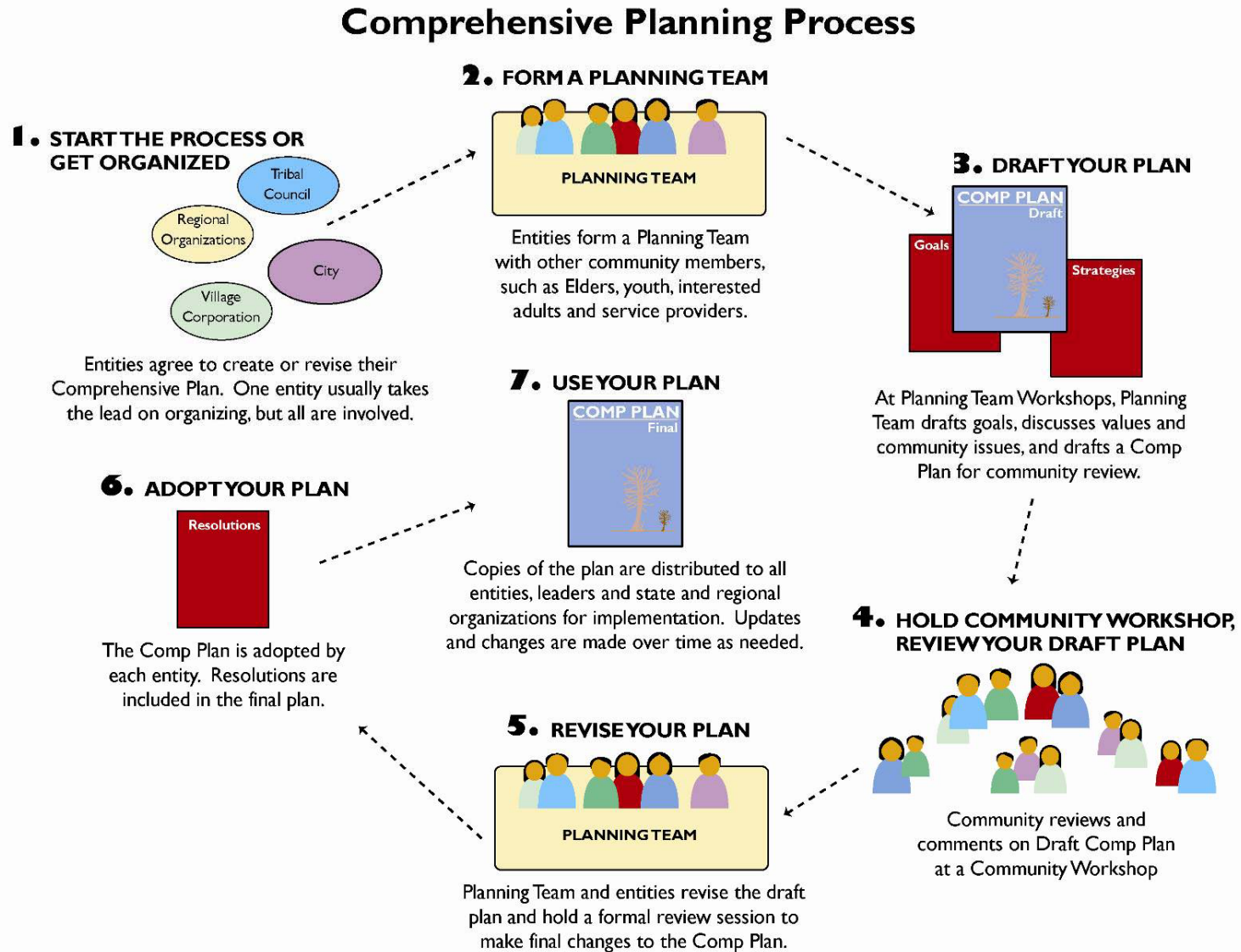
SIGNED: *Wassillie Ilutsik*
Wassillie Ilutsik, Aleknagik Traditional Council Chair

ATTEST: *Kay M. Andrews*
~~Kay Gorman~~, Secretary, Aleknagik Traditional Council
Andrews

SIGNED: *Berna Andrews*
Berna Andrews, City of Aleknagik Mayor

ATTEST: *Pauline Kohler*
Pauline Kohler, City of Aleknagik City Clerk

Figure 1. The Comprehensive Planning Process



INTRODUCTION & SUMMARY OF GOALS

“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.”

– *“Vision for Aleknagik”*



Process to Prepare Aleknagik’s Comprehensive Plan

The 2005 Aleknagik Comprehensive Plan builds on the work of several previous plans including Aleknagik’s 2003 Strategic Development Plan, Long Range Transportation Plan, and research done by Agnew::Beck Consulting. Key references are listed in the “References” section at the end of this document.

Additionally, a series of workshops were held in the community between June 2005 and November 2005.

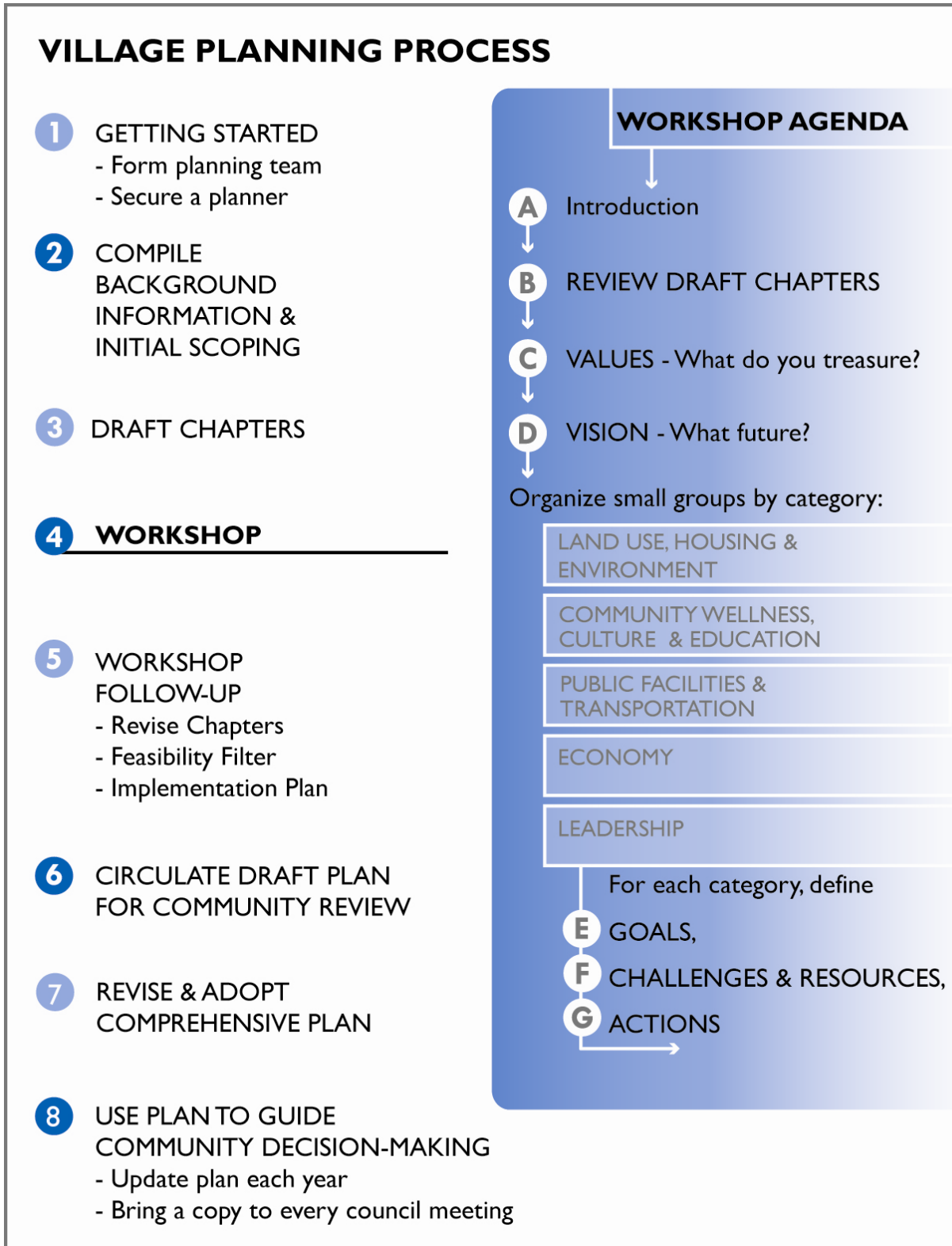
These meetings were well-attended, and were held in order to gather community input on issues and concerns of importance to Aleknagik. Community-wide planning goals were discussed over the course of the entire process. Priority actions, strategies and resources needed to implement Aleknagik’s Comprehensive Plan goals were also discussed.

The following table summarizes the process to prepare this comprehensive plan.

Table 1. The Comprehensive Plan Process

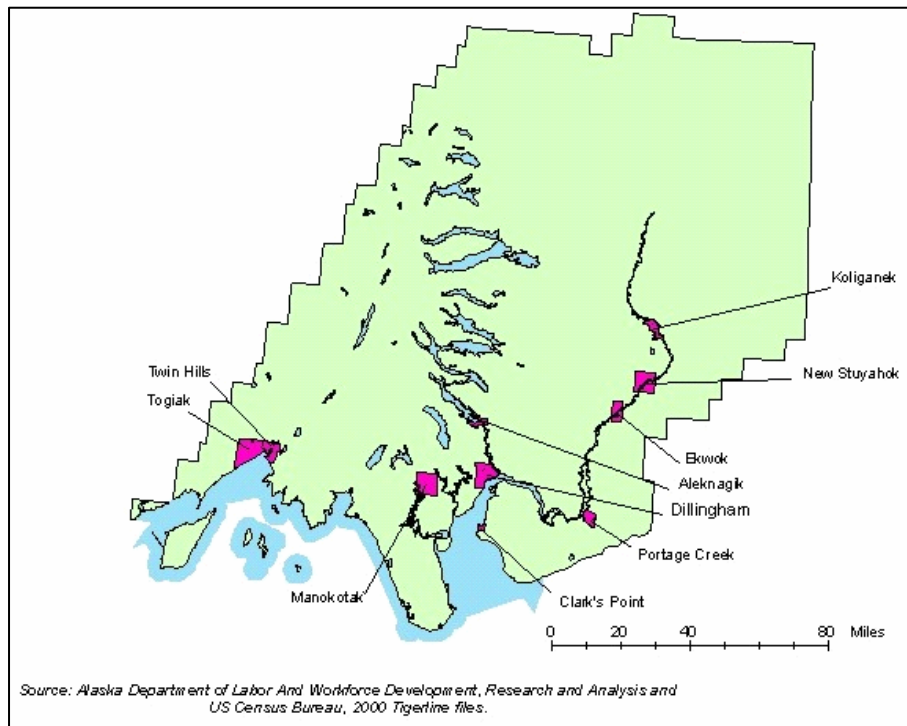
Date	Event
June 7, 2005	Aleknagik Planning Team Workshop – Start-Up
August 10, 2005	Aleknagik Planning Team Workshop – Issues & Goals
September, 2005	Draft Comprehensive Plan released for community review
October 8, 2005	Aleknagik Community Workshop – Review Draft Comp Plan
November 21, 2005	Aleknagik Planning Team Workshop – Adoption Comp Plan

Figure 2. Village Planning Process



Project Area

Figure 3. Location of Aleknagik, Alaska



Purpose of Plan

Villages, regional organizations and statewide entities all recognize the need for communities to clearly state their goals and visions for the future. Community planning is the process of coming together to agree on a future direction, and gathering momentum to carry it forward. A united community is like a river that starts out braided and dispersed, but gains power by funneling all its separate channels into one stream. A united community, regardless of size or location, can achieve its goals through building consensus and clearly pursuing a direction that all community members support. This is the key to self-sufficiency and self-governance.

Community goals can range from constructing facilities, such as housing or a community center, to expanding infrastructure, creating jobs, protecting subsistence areas and sustaining cultural traditions. By planning ahead, villages can act on new opportunities and be prepared for challenges associated with economic and demographic changes.

Support in State Statutes

In Alaska, comprehensive plans are mandated of all organized municipalities by Title 29 of the Alaska State Statutes. While Aleknagik is part of the Unorganized Borough, and therefore not covered under this mandate, a comprehensive plan is nevertheless useful to help guide community development. The key elements of the state statute are extracted below:

State Statute Sec. 29.40.030. Comprehensive plan

- (a) The comprehensive plan is a compilation of policy statements, goals, standards, and maps for guiding the physical, social, and economic development, both private and public, of the first or second class borough, and may include, but is not limited to, the following:
- Statements of policies, goals, and standards;
 - Land use plan;
 - Community facilities plan;
 - Transportation plan; and,
 - Recommendations for implementing a comprehensive plan.
- (b) With the recommendations of the planning commission, the assembly shall adopt by ordinance a comprehensive plan. The assembly shall, after receiving the recommendations of the planning commission, periodically undertake an overall review of the comprehensive plan and update the plan as necessary.

Requirements of Funding Organizations

In addition to Alaska State Statutes, funding agencies have become increasingly interested in community planning and many are now requiring that some type of community plan be in place in order to fund infrastructure and economic development projects. For example, the United States Department of Commerce Economic Development Administration (EDA) requires a unique planning process and document called a Comprehensive Economic Development Strategy (CEDS) to qualify for assistance under its economic adjustment, planning, and public works programs.

In addition, beginning with the Federal Fiscal Year 2005 funding cycle, the Denali Commission, which partners with other state and federal agencies and nonprofit agencies, will require a community to have a comprehensive community plan identifying community priority projects prior to funding considerations. This plan is intended to meet the criteria of both the Denali Commission and the EDA, and fulfill the planning requirement for those funding sources.

Planning Efforts in Bristol Bay

Bristol Bay regional organizations have recently increased their capacity to assist villages with completing community plans. The Bristol Bay Economic Development Corporation (BBEDC) has developed a grant program to assist member villages with planning efforts.

Bristol Bay Native Association (BBNA) developed a Community Development Inventory and a *Community Comprehensive Planning Guidebook* to assist village planning efforts, through a grant from the US Department of Commerce, Economic Development Administration. The Southwest Alaska Municipal Conference (SWAMC) has developed a web-based inventory of community development priorities and planning efforts. In addition, both BBNA and SWAMC have completed regional plans that complement this village plan, which are available through the State of Alaska website:

- BBNA Comprehensive Economic Development Strategy, 2004 at: http://www.dced.state.ak.us/dca/oedp/pubs/SWAMC_CEDS03.pdf
- Southwest Alaska Municipal Conference (SWAMC) Economic Development Strategy, 2003 - 2008, updated 2004 at: http://www.dced.state.ak.us/dca/oedp/pubs/SWAMC_CEDS03.pdf

Summary of Goals and Priority Actions

Land Use & Environment Goals

1. **Keep north shores and south shores of the village connected.**
2. **Plan for future housing.**
3. **Guide future development.**
4. **Protect and ensure access to important subsistence areas.**
5. **Protect and reserve trails and lake access for all residents. Identify and reserve key community recreation sites.**
6. **Plan for impacts of Wood River Bridge and road, and of steadily increasing tourism and recreation use.**
7. **Manage lake and surrounding lands to protect water and air quality and sensitive habitat areas, and to maintain a clean, safe village environment.**
8. **Maintain identity distinct from Dillingham.**

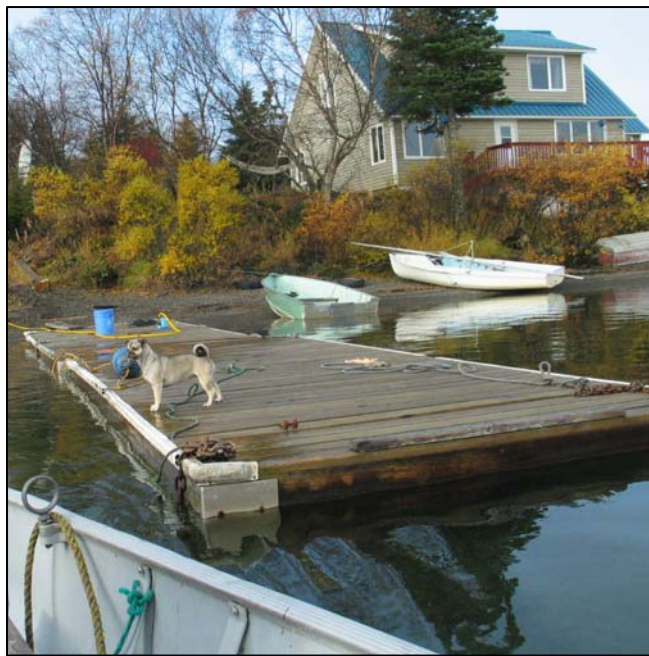


Economy Goals

1. **Encourage locally-owned self-sustaining small businesses.**
2. **Support development of area businesses to increase tax base and promote economic development.**
3. **Increase local benefit from continued development of visitor-related services and business.**
4. **Encourage job training and local hire.**
5. **Capitalize on skills of local artists.**
6. **Increase value and wealth-creation from commercial fishing.**

Public Facilities & Transportation Goals

- 1. Construct and repurpose important public facilities.**
- 2. Upgrade community infrastructure.**
- 3. Purchase needed capital equipment.**
- 4. Design and construct bridge across Wood River. Plan for impacts of Wood River Bridge.**
- 5. Implement priority road projects identified in Aleknagik’s Long-Range Transportation Plan.**
- 6. Maintain system of trails for recreation and access to subsistence areas.**
- 7. Increase capacity at public boat dock, including increased capacity for boat storage. Consider City-owned and taxed dock facility.**
- 8. Decrease congestion and eliminate conflict between different modes of transport on the lake.**
- 9. Require developers to plan and pay for subdivision roads.**
- 10. Keep roads well maintained.**



Community Wellness, Culture & Education Goals

- 1. Improve access to resources such as clean water, fire protection, education and health.**
- 2. Improve and develop community-building events.**
- 3. Ensure village safety.**
- 4. Develop more youth programs and activities.**
- 5. Build a multi-use facility to house cultural activities.**
- 6. Continue to reserve and protect subsistence areas.**
- 7. Maintain and strengthen cultural traditions.**
- 8. Ensure the operation of the Aleknagik School.**
- 9. Provide job training and higher education.**
- 10. Continue to teach culture in schools, homes, community.**
- 11. Develop early childhood programs.**



Leadership

- 1. Maintain City's ability to pay for essential community services.**
- 2. Partner with to Dillingham, Choggiung and other local organizations and entities on projects.**
- 3. Maintain good communication among the entities, community and local service providers.**

VISION & VALUES

Vision Statement

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.

Values

The community of Aleknagik values their subsistence way of life; understanding of community; planning efforts for the future; traditional activities such as hunting, fishing, beading, berry picking; education, including higher education; clean, healthy and natural environment; and family – children, parents and elders.



VILLAGE BACKGROUND

Introduction

Background information draws heavily from secondary and primary sources, U.S. Census Bureau, Census 2000, the Alaska Community Database maintained by the Department of Commerce, Community, and Economic Development, and Division of Community Advocacy. Previous planning documents produced by the Aleknagik community, such as the 2003 *Aleknagik Comprehensive Strategic Development Plan* and regional planning documents also contributed source information. Planning team members provided local information, and corrected secondary sources where necessary. For a list of key planning documents, see “References” sections at the end of this document.

Village Location

The Native Village of Aleknagik is located in the Bristol Bay Recording District in southwest Alaska. Other communities in the vicinity include Dillingham, located 16 miles southeast; Ekwok and New Stuyahok to the east; Koliganek to the northeast; Levelock to the southeast; and Twin Hills to the west. Aleknagik is located along the southeast coastline of Lake Aleknagik at the head of Wood River, where the Wood River flows out of Lake Aleknagik. It lies at approximately 59.273060° North Latitude and -158.61778° West Longitude. (Sec. 31, T010S, R055W, Seward Meridian.)¹

¹ Alaska Department of Commerce, Community, and Economic Development (DCCED), Community Database website.

History & Culture

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.

During the latter part of the nineteenth century there were approximately 200 people in Aleknagik and other Wood River settlements. An influenza epidemic in 1918-1919 virtually wiped-out the villages in the region, and the few remaining survivors were transferred from the area. Around 1928, a small Seventh-Day Adventist colony was established on the shores of the lake now known as Mosquito Point, and at the same time, former residents of the area started drifting back to Aleknagik. 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. The village grew to more than 40 people by 1931.

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. The Seventh-Day Adventist colony declined in the early 1950s, yet during that time, the community increased to about 35 families, and a Moravian Church and Russian Orthodox Church were built. In 1959, the State constructed a 25-mile road connecting the south shore to Dillingham. After 1960 the population began to decline as families left to live in Dillingham and other larger villages, returning to Aleknagik only during the summer fishing season.

During the 1970s the population again began to slowly increase. The road to Dillingham was passable only during the summer months, until the late 1980s, when it was upgraded and maintained year-round. In 2004, the road between the south shore of Lake Aleknagik and Dillingham was paved, greatly improving access between the communities. The City was incorporated in 1973. Over 24 additional square miles were annexed to the City in April 2000.

Aleknagik is a traditional Yup'ik Eskimo area, with historical influences from the Seventh-Day Adventists, Russian Orthodox and Moravians. Fishing and subsistence activities are practiced and have a significant influence on the rhythm of the community, community values and residents ways of life.

Land, Environment, & Climate

The area encompasses 11.6 sq. miles of land and 7.2 sq. miles of water.² 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 degrees Fahrenheit. Average winter temperatures range from 4 to 30 degrees Fahrenheit. Annual precipitation is 20 to 35

² Source: State of Alaska, DCCED, Community Database, July 2005.

inches and annual snowfall is 93 inches. 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.

Environmental Issues

Residents consider Aleknagik to be a clean and healthy place to live. The community has been working on several pressing environmental issues, such as an emergency response plan which includes addressing hazardous materials spills, and also creating a new landfill in a more appropriate location.

Subsistence Patterns

See the following page for a map of the existing subsistence uses in the area.

Land Ownership

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).



Population

Aleknagik has a stable year-round population that has been increasing in number since the 1970’s. The community is located at the southeastern portion of Lake Aleknagik and includes both the north and south shores of the lake.

Population Trends

The historical population trend in Aleknagik has been fairly stable. Since the early 1900s, there has been constant growth in Aleknagik. The population bloomed to 231 in 1960 and then dropped drastically down to 128 in 1970 (see Table 2.) Since 1970, Aleknagik’s population has experienced a consistent growth rate of 20% each decade.

Between 1990 and 2000, the population remained fairly steady, ranging between 160 residents in 1994 to 221 in 2000 (see Table 2.) Since 2000, the population has changed very little, hovering around 220 residents. The population estimate spiked upwards in 2003 to 235 residents but by 2004 was back to 219 residents, close to the same level as in 2000 and 2002.

Table 2. Population: Aleknagik and the Dillingham Census Area (1930-2004)

	1930	1940	1950	1960	1970	1980	1990	2000	2002	2003	2004
Aleknagik	-	78	153	231	128	154	185	221	219	235	219
Dillingham Census Area				4,024	3,485	4,616	4,012	4,922	4,913	4,906	4,845

Source: Alaska Department of Community, Commerce and Economic Development, Community Profiles. Population for 2000-2004 from Alaska Department of Labor & Workforce Development, Provisional Estimate.

Gender

The population in Aleknagik is fairly balanced between males and females. As of 2000 Census data, there were 45% females and 55% males (see Table 4.)

Age

Table 5 show that the largest percentage (43%) of the population in Aleknagik is under 20 years old. There are about 33% adults between the ages of 20 and 44. Another 16% of the population is adults between the ages of 45 and 64. The smallest percentage (8%) of the population is elders ages 65 or over. This age distribution shows that approximately half of the population is of the age to be included in the workforce (between 20 and 64), and half is out of the workforce (either under-20 or above-65).

The large percentage of the population under the age of 18 signals a large group of residents moving into the workforce in the next 5-20 years. Special attention should be paid to job training and education to ensure opportunities exist for these young residents.

Aleknagik has a smaller percentage of residents in the 20-24 age group compared to the Dillingham Census Area as a whole. This may indicate a greater percentage pursuing higher education opportunities in other locales, or a need for more employment options to retain younger residents.

The small but significant portion of the population of retirement age may signal the need for senior services, possibly shared with neighboring Dillingham.

Table 3. Total Population, Gender & Age: Alaska, Dillingham Census Area and Aleknagik

	Total Population	Male	Female	Under 19	20-24	25-44	45-64	65 and Older	Median Age
Alaska	626,932	51.7%	48.3%	33.2%	6.3%	32.5%	22.3%	5.7%	32.4
Aleknagik	221	54.7%	45.2%	42.5%	3.6%	29.9%	16.3%	7.7%	28.3
Dillingham Census Area	4,922	52.2%	47.8%	40.7%	5.2%	28.9%	19.5%	5.7%	28.9

Source: U.S. Census Bureau, Census 2000, GCT-P5.

Race

The lifestyle in Aleknagik is strongly influenced by the majority Alaska Native population (82%). An additional 14% of the population are white, and 4% are “two or more races” or “other.” As compared to other communities in the area, this is a fairly typical mix. Aleknagik does have a slightly higher percentage of caucasians than some of the other villages in the area but lower than the census area as a whole.

Table 4. Population by Race: Aleknagik and the Dillingham Census Area

	White	Alaska Native	Black	Asian	Other race	Two or More
Dillingham	35.6%	52.6%	0.6%	1.2%	0.6%	9.4%
Aleknagik	14.0%	82.0%	0.0%	0.0%	1.0%	3.0%
Dillingham Census Area	21.6%	70.1%	0.4%	0.6%	0.6%	6.7%

Source: U.S. Census Bureau, Census 2000, SF-3.

Economy

Overview

The primary sectors of the local economy include commercial fishing, subsistence activities, government and service sector employment, and tourism. Some residents commute to Dillingham for employment. Aleknagik’s population has continued to grow since the 1970’s. Tourism is increasing in the vicinity of the community, with multiple guided hunting and fishing business and lodge operations located in and around the City of Aleknagik. Most of these businesses are owned by people from outside of the area. In the late 1990’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. Currently approximately 80% of City tax revenues come from these visitor-related taxes.

A community priority is the construction of a bridge across the Wood River, connecting the north and south shores of Lake Aleknagik. This would allow greater concentration of community services and would increase access for north shore residents to employment opportunities in Dillingham. With the paving of the Lake Aleknagik Road in 2004, commuting to Dillingham has become a more viable option.

Many Aleknagik residents participate in commercial and subsistence activities on the Bristol Bay coast during the summer. Thirty-three 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 and prices since 1997 have significantly affected the community, however both the size of salmon runs and the price per pound have recently increased.

Income and Employment

The per capita income for Aleknagik residents in 1999 was \$10,973, less than half of the statewide per capita income of \$22,660. The median household income is also less than half of the state as a whole.

Table 5. Poverty Status in 1999 – Aleknagik, Dillingham Census Area and Alaska

	Aleknagik		Dillingham Census Area		Alaska	
	Number	Percent				
Families	10	21.7%	199	18.3%	10,270	20%
With related children under 18 years	10	32.3%	174	23%	4,407	23.7%
With children under 5 years	6	40.0%	88	26.3%	2,428	35.8%
Individuals	95	40.8%	1045	21.4%	57,602	9.4%
18 years and over	48	35.0%	548	18.1%	35,561	8.3%
65 years and over	3	21.4%	32	11.8%	2,330	6.8%
Related children under 18 years	47	49.0%	493	26.6%	20,792	11.2%
Related children ages 5 to 17 years	37	48.7%	370	26.7%	14,298	10.3%
Unrelated individuals 15 years and over	30	73.2%	183	29.1%	20,113	18.3%

Source: U.S. Census Bureau, Census 2000, DP-3.

Table 6. Personal Income in 1999 for Aleknagik, Dillingham Census Area, and Alaska

	Aleknagik	Dillingham Census Area	Alaska
Median Household Income	\$22,750	\$43,079	\$51,571
Median Family Household Income	\$30,625	\$45,391	\$59,036
Per Capita Income	\$10,973	\$16,021	\$22,660

Source: U.S. Census Bureau, Census 2000, DP-3.

When evaluating the local labor force it is important to look at the percentage of adults who are not working, as well as the unemployment rate. Unemployment rates count potential workers who are actively seeking work and filing for unemployment benefits. They may not count workers who have given up seeking employment. Out of a total potential workforce of 143 resident, 51.7% are not working. While this is a fairly high percentage, it is a lower percentage than some area villages. For example, in Togiak, 67% of adults are not working. When compared to Dillingham (32% of adults are not working), however, Aleknagik's rate of adults not in the workforce is significantly higher.

These figures, however, generally do not take into account seasonal employment, such as commercial fishing, or subsistence activities.

Table 7. Aleknagik Employment

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	0
Government Workers (City, Borough, State, Federal)	33
Unpaid Family Workers	0

Source: U.S. Bureau of the Census, Census 2000

Table 8. Aleknagik - Employment by Industry

Aleknagik - 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
Source: U.S. Bureau of the Census, Census 2000	

Census data shows employment by industry. This often undercounts those involved in commercial fishing, due to the timing of the census during April when most people are not yet employed in that industry. The census information clearly shows the importance of the largely government funded 'Education, Health and Social Services' category.

The following two tables list local employers and number of positions provided by each. Including the estimated number of residents who commute to Dillingham, and all full-time, part-time and on-call positions, sixty-one paid employment positions exist for Aleknagik residents. With approximately half of the community of working age (see Population section), there are approximately 109 residents who would potentially be seeking paid employment. That is, for every job available to Aleknagik residents, there are approximately 1.78 potential job seekers.

Most of the employers listed below are funded in total or in part by government sources. These sources are subject to political forces beyond local control such as federal or state funding cuts. Because of this, reliance on these existing areas of employment may lead to economic instability. Building up private sector

employment, such as local small businesses and small-scale manufacturing, will bring the locus of control over economic growth closer to area residents.

Table 9. Number of Local Jobs

Full Time	Part Time	On-call	Seasonal	Commuters (estimate)
20	15	7	varies	19

Source: City of Aleknagik, January 2003

Table 10. Aleknagik Employers and Positions

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 part-time
City Clerk	One part-time
Maintenance Forman	One part-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 Pen Air agent	
Alaska Department of Natural Resources	
Park Ranger	Seasonal
U.S. Postal Service- Postmaster	One full-time
Postmaster serves as Pen Air agent	
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

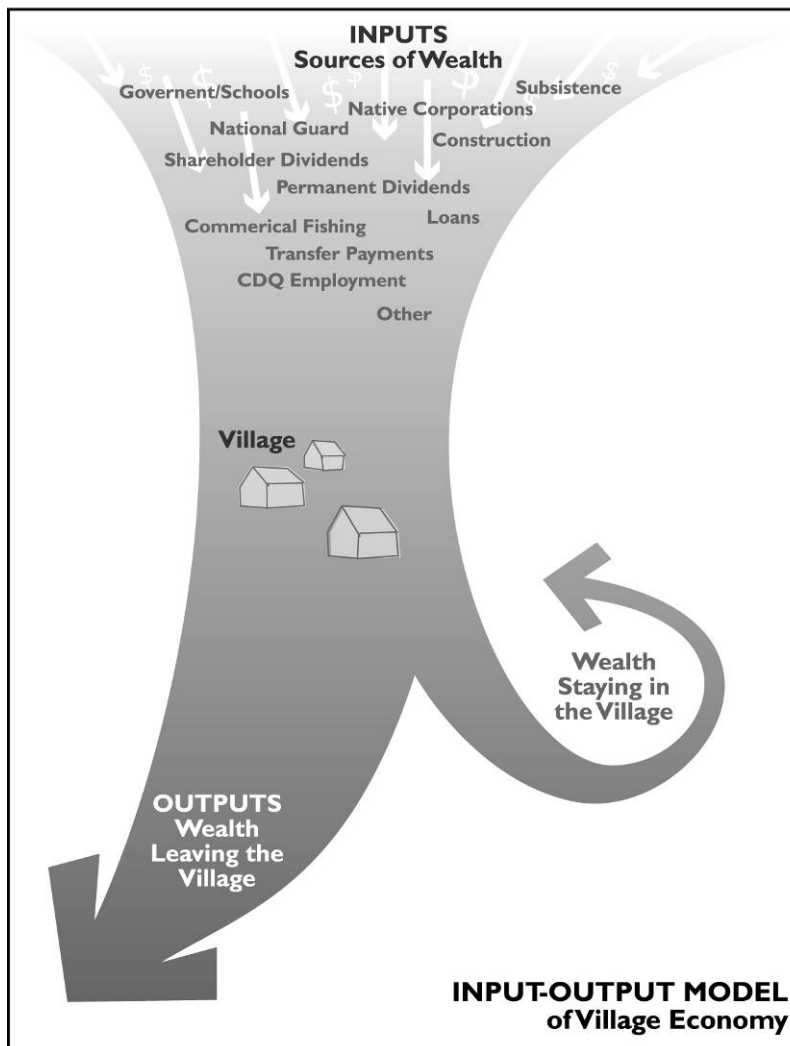
Source: City of Aleknagik, January 2003

Local Businesses

Small local businesses are the vital seeds from which a local economy grows. Local businesses allow dollars to circulate more than once within a community. For example, if a resident receives their paycheck, and immediately drives or flies to another community to spend it, no dollars have been spent in the local economy. Conversely, if a resident receives a paycheck and then spends some of his or her earnings at a locally-owned grocery store, those dollars then help pay residents employed by the store and the local person who owns the store. If these people in turn spend their earnings locally the dollars continue to circulate and spread wealth to a larger number of residents.

The figure below describes a simple ‘Input-Output’ model for a village economy. The object of local economic development should be to attract new sources of wealth into the community, such as new industries, dollars from outside visitors and new local employers, and then to develop local businesses so the wealth can remain in the local community.

Figure 4. Input-Output Model of Village Economy



Source: Agnew::Beck Consulting, LLC

The table below lists active local businesses in Aleknagik, according to current business licenses.

Table 11. Aleknagik Businesses

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 Marina	Gasoline station (retail)
Polar Beads	Direct sales (retail)
Sam Fletcher's Store	Miscellaneous Retail

Sources: State of Alaska Community Profile Database, online database, October 2002; Aleknagik Tribal Council, November 2002; City of Aleknagik, January 2003.

The records below reflect current business licenses on file with the Department of Commerce, Community and Economic Development, Division of Occupation Licensing, Business Licensing Section. These licenses may not represent actual business activity.

Table 12. Current Business Licenses in Aleknagik

Business Name	SIC Codes (Primary - Secondary)
Alaska's Bearclaw Lodge	7212
Alaskan Campfire Fishing/Tours	7140
Aleknagik Native Store	4451, 5400
Aleknagik Schoolhouse Inn	7211
Ikayuqlluteng	8129
Lake Side Bed & Breakfast	7211
Moodys Marina	4227
Polar Beads	4543, 4223

Transportation & Access

Aleknagik is the only regional village with a road link to Dillingham. The Aleknagik Lake Road extends 22 miles connecting Aleknagik's south shore to Dillingham. The road was paved in 2004.

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 cross the lake in order to travel to Dillingham. In the winter, ice roads are used to connect the south and north shores. 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 airstrip with a crosswind runway. Mail, cargo, regular passenger and chartered air services are provided by Pen Air, Mulchatna Air, Tucker Air, Yute Air, and Northern Air Cargo. Two barge companies, Smith Lighterage and Moody's Lighterage normally barge goods to Aleknagik from Dillingham up the Wood River. Consumer goods are also commonly delivered by air.

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, all-terrain vehicles (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 as well as short and long term parking for North Shore residents and businesses. This recreational site is already used to capacity most summer days with visitors from Dillingham, local vehicles and the many lodge businesses that operate on Lake Aleknagik. 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.

Current access between the north and south shores of the lake is limited to skiffs during the summer and snow machines when the ice has hardened. When the lake freezes, the Village Public Safety Officer (VPSO) strings markers (small spruce trees) where the ice is thick enough to support snow machine and automobile traffic. For many years, the Aleknagik community has lobbied the Alaska Department of Transportation and Public Facilities (ADOT&PF) to construct a bridge across the Wood River at the southern outlet of the lake to increase access to the south shore, where most residents live. The project has recently received state funding for design of the bridge and road connection; the community has long considered this project a top priority.



Infrastructure & Utilities

Water

Water sources in Aleknagik include individual wells, a community well source at the school from which residents can haul water, and surface water. Water is filtered and chlorinated. There is no piped water system in Aleknagik. The Traditional Council also owns and operates the Laundromat that has one washer and one dryer, and needs funds to replace four coin operated washers and stack dryers. The majority of residents (49 homes) have household plumbing, and most use individual wells. Twelve 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. The dense residential area on the north shore, identified as Aleknagik's "Townsite" needs an upgraded water and sewer system. Areas of the south shore are also becoming denser, and a central piped water and sewer system is likely needed there in the near future.

Sewage

Aleknagik has primarily individual septic tanks, a community septic tank, sewage pumper, sewage lagoon, and outhouses. There is no piped sewer system on the south shore of Lake Aleknagik. 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.

Solid Waste

Residents haul their solid waste to a Class 3 landfill, located in the village. There is one landfill located the south shore, one on the north shore, both operated by the City. The north shore landfill has an incinerator but is unfenced. Currently, a new landfill site is being excavated further north; once this site is operational, the City intends to clean up the old landfill site. The south shore landfill is located two miles from the lake, on the west side of the Aleknagik Lake Road. This landfill is not attended and frequently is used by Dillingham residents, without paying the requisite fee to the City of Aleknagik. Landfill users are required to pay an annual fee for disposing of refuse in the landfills. Fires and bear problems have also been issues at these landfills. The community would like to see the south shore landfill site closed, once the Wood River Bridge is constructed, so that all solid waste in the village is deposited in the new north shore landfill.

Electricity

Nushagak Electric Cooperative, in Dillingham, provides electricity to Aleknagik. REA Co-op is the utility operator. The source of power in Aleknagik is diesel, and there is a power cost equalization (PCE) subsidy available for residential customers. The cost of electricity is \$.20280 per KWH, with an average household of four using about 433 KWHs per month.

Bulk Fuel

Bulk fuel is stored in tanks owned by Moody's Marina & Sea Lighterage, the City of Aleknagik, Mission Lodge and the Aleknagik North Shore School. Moody's owns 10 tanks that have a total of 44,700 gallon capacity. The City owns three tanks with a total capacity of 10,300 gallons. Mission Lodge owns four tanks with a total capacity of 18,000 gallons. The Aleknagik North Shore School has a 20,000 gallon tank.

Housing

As of 2000 Census, there were 107 total housing units in Aleknagik. Most of the houses on the north and south shore settlements of Aleknagik are wood frame construction. Nine homes funded by U.S. Dept. of Housing and Urban Development (HUD) were constructed in 1983. 70 houses are occupied, leaving 37 houses vacant. Of the vacant houses, 21 are vacant due to seasonal use. Most (58) of the occupied houses in Aleknagik are owner-occupied. The remaining 12 occupied houses are renter-occupied. As of Census 2000, the median rent paid was \$400. The median value of owned homes in Aleknagik was \$132,400. Most (53) houses in Aleknagik are family households with an average family size of 3.62 persons, which is fairly similar to the entire Dillingham Census Area (3.84 persons). The remaining 17 houses are non-family households. The overall average household size is 3.16 individuals. This is very similar to the average household size of 3.20 individuals for the entire Dillingham Census Area. A total of 221 persons live in the 70 occupied households. There are no individuals in Aleknagik living in group quarters. Generally, Aleknagik housing consists of single-family owner-occupied homes. The homes tend to have high values compared to the Dillingham Census Area as a whole, and are only slightly lower than the statewide average.

Table 13. Aleknagik Housing Characteristics

Aleknagik 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
Total Households:	70
Avg. Household Size:	3.16
Family Households:	53
Avg. Family Household Size:	3.62
Non-Family Households:	17
Pop. Living in Households:	221
Pop. Living in Group Quarters:	0

Source: U.S. Census Bureau, Census 2000

Table 14. Aleknagik Housing Statistics

Housing Statistics	Dillingham Census Area	Alaska
Housing units, 2002	2,341	265,377
Homeownership rate, 2000	60.4%	62.5%
Housing units in multi-unit structures, percent, 2000	13.7%	27.0%
Median value of owner-occupied housing units, 2000	\$105,300	\$144,200
Households, 2000	1,529	221,600
Persons per household, 2000	3.20	2.74
Median household income, 1999	\$43,079	\$51,571
Per capita money income, 1999	\$16,021	\$22,660
Persons below poverty, percent, 1999	21.4%	9.4%

Source: U.S. Census Bureau, Census 2000

Summary of Bristol Bay Housing Authority Programs

The Bristol Bay Housing Authority was created by Alaska Statute AS 18.55.955 in 1974 to administer Low Income Housing programs funded by the Department of Housing and Urban Development (HUD). In 1996, Congress revamped Indian Housing Programs with the passage of the Native American Housing Assistance and Self Determination Act (NAHASDA), which now governs the terms of housing programs.

The Native American Housing Assistance and Self Determination Act of 1996 (NAHASDA) reorganized the system of housing assistance provided to Native Americans through the Department of Housing and Urban Development by eliminating several separate programs of assistance and replacing them with a block grant program. The two programs authorized for Indian tribes under NAHASDA are the Indian Housing Block Grant (IHBG), which is a formula-based grant program, and Title VI Loan Guarantee which provides financing guarantees to Indian tribes for private market loans to develop affordable housing. Regulations are published at 24 CFR Part 1000.

The Indian Housing Block Grant Program (IHBG) is a formula grant that provides a range of affordable housing activities on Indian reservations and Indian areas.

Eligible IHBG recipients are Federally recognized Indian tribes or their tribally designated housing entity (TDHE), and a limited number of state recognized tribes who were funded under the Indian Housing Program authorized by the United States Housing Act of 1937 (USHA). With the enactment of NAHASDA, Indian tribes are no longer eligible for assistance under the USHA.

An eligible recipient must submit to HUD an Indian Housing Plan (IHP) each year to receive funding. At the end of each year, recipients must submit to HUD an Annual Performance Report (APR) reporting on their progress in meeting the goals and objectives included in their IHPs. Eligible activities include housing development, assistance to housing developed under the Indian

Housing Program, housing services to eligible families and individuals, crime prevention and safety, and model activities that provide creative approaches to solving affordable housing problems.



Aleknagik Village Council has chosen BBHA as their “Trially Designated Housing Entity,” as provided for in NAHASDA. BBHA passes through to the Council one half of the “Need” funds provided by a formula allocation. BBHA maintains a “Regional Pool” with the other half of the funds from each village participating in the “Pool,” and constructs new home on an annual basis from a ranked Village list.

BBHA monitors sub-recipient activity for provision of housing services and programs administered by the individual tribes who use BBHA as their Trially Designated Housing Entity.

Under the prior 1937 Act (USHA), 29 single family homes were built in Aleknagik in 1982 and 1993, eight of which have been conveyed to the homebuyers. Ultimately, all will transfer to the private ownership of the program participants.

Regionally, BBHA has participated in an IRS Section 42 Low Income Housing Tax Credit (LIHTC) housing program administered in Alaska by the Alaska Housing Finance Corporation. The regional LIHTC inventory includes a 24-unit (three 8 unit buildings named Forest View) apartment building in Dillingham, two 8-unit LIHTC buildings - one in King Salmon and one in South Naknek, (named Taiga View), two additional 8-unit LIHTC buildings in Dillingham, (named Muklung Manor), and is in construction of 4 4-unit (16 units) LIHTC buildings in Togiak (Togiak View), and 3 – 4 unit (12 units) of LIHTC buildings in Manokotak.

According to the FY05 NAHASDA funding formula, the "need" component as computed by HUD through BBHA for Aleknagik is \$132,456. One half of these funds stay in a regional pool for construction of homes in accordance with a ranked regional list of villages, the other half of the funds are passed through to the Aleknagik Village Council for locally administered programs, such as rehab of village residents' owned homes, and youth programs.

Aleknagik’s rank for FY05 in the regional pool for new single family homes funded by HUD/NAHASDA is position # 5, which would provide funding for 4 to 5 new homes for Aleknagik in 2009, assuming current levels of funding for HUD programs remain relatively stable.

There is no multi-family housing in Aleknagik. BBHA will look at the feasibility of multi-family housing financed by Tax Credits through the Alaska Housing Finance Corporation, which is a competitive process, should the demand and waiting list exist. The project could be four-plex apartments in nature, combined with such buildings in other neighboring villages, to make the project financially feasible

There is currently no specified Elder housing in the Village. Bristol Bay Housing Authority, in cooperation with the Village Council will monitor the need and determine feasibility of such a project. Funds for such a project can come from Alaska Housing Finance Corporation's "GOAL" program, which requires Senior projects to be "Named" recipients through Alaska Legislative Appropriations, other sources may include the HUD 202 (Public Housing) funds, which require a separate 501(c)(3) be set up for this purpose.

Public Services & Facilities

Schools

Aleknagik children in grades kindergarten through 8th grade attend Aleknagik North Shore School, which is part of the Southwest Region School District. The school is operated by REAA. As of October 2004, the State Department of Education and Early Development reported 34 students enrolled at the Aleknagik North Shore School. There is no longer a school on the south shore. South shore students are transported to the North Shore School either by boat or snow machine. For a short period, a Hovercraft was used to shuffle students back and forth across the lake. However, due to high maintenance demands and a number of other problems, the Hovercraft was sold. High school students are bused to Dillingham, attend boarding schools, or live with relatives in communities that have high schools.



Aleknagik North Shore School.

Throughout the Southwest School District, there are a total of nine schools with 65 teachers and 706 students. The student-to-teacher ratio is 10 students per teacher. Throughout the school district, the overall drop-out rate is 3.78% for students in grades 9-12. Nearly all (99%) of the students in the school district are Native Alaskan. During fiscal year 2004, the expenditures per student were \$18,167 for the entire school district.

Recreation ³

Lake Aleknagik is located in the southwestern part of Alaska approximately 24 miles north of Dillingham. It is the southern most in a string of lakes that form the Wood River Lakes system. With road access to Dillingham, the village of Aleknagik on the lake's southern end functions as the gateway to Wood Tikchik State Park. This is the largest state park in the United States and one of Alaska's premier sport fishing areas.

In 2004, ADOT&PF paved the parking area and roadways within the access site as part of a project that included paving the Dillingham-Aleknagik Road. The entire site is accessible by Americans with Disabilities Act (ADA) standards. The objective of this project was to improve boating access to the Wood River Lakes system. The improvements included a new concrete-plank boat ramp, vault toilet, kiosk, sidewalks, and related facilities. The site improvements were completed using funds from both the Federal Aid in Sport Fish Restoration program and Alaska Department



Aleknagik boat launch site.

³ Source: Alaska Department of Fish and Game (ADF&G), Sport Fish, Recreational Boating and Angler Access Program

of Transportation and Public Facilities transportation enhancement funds (ISTEA). Sport Fish funds were used to pay for the boat launch ramp and a portion of the cost of amenities near the ramp such as the vaulted toilet and fee payment station (iron ranger). ISTEA funds were used to pay for the rest of the work including the bulk of the earthwork and amenities such as sidewalks, curbs, gutters and fencing.

Healthcare

Aleknagik is classified as a highway village, located in EMS Region 2I of the Bristol Bay region. There are two primary health care clinics in Aleknagik, North Shore Health Clinic and South Shore Health Clinic. They are jointly operated by the City of Aleknagik and the Bristol Bay Area Health Corporation (BBAHC). Both clinics have piped water and flush toilets. The City has a well-trained emergency medical team, the Aleknagik First Responders Group. Emergency services are provided by volunteers and a health aide, and they have limited highway, air and satellite access.

Kanakanak Hospital, also operated by BBAHC, is located in Dillingham, about 25 road miles away.

Kanakanak Hospital is a 16-bed facility providing 24-hour medical, pediatric and obstetrical care. The hospital is fully-accredited by the Joint Commission on Accreditation of Hospitals (JCAHO). Offices for a number of BBAHC's ancillary departments adjoin the Kanakanak Hospital including Alcohol & Drug Abuse, Community Health Aide Program, Emergency Medical Services. Also located on the hospital compound are Aanamta ("Our Mother's") House, a pre-natal boarding home, and a limited number of apartments and duplex housing for resident and temporary employees.⁴

Off-compound but close by is the Kanakanak House, where BBAHC's Environmental Health, Infant Learning, Home Health, Infection Control and Injury Prevention programs are headquartered, and Our House, a temporary residential facility for psychiatric patients. The Bristol Bay Counseling Center offers clinical behavioral health services located in downtown Dillingham. BBAHC also operates Jake's Place, an in-patient substance abuse treatment facility.

Communications

In-State phone service in Aleknagik is provided by Nushagak Telephone Cooperative, Inc. The long-distance phone provider is GCI. Both GCI and Nushagak Telephone Cooperative, Inc. provide Internet services. There is no cable provider in Aleknagik. The television station is ARCS. Aleknagik receives one AM radio station, KDLG, located in Dillingham. Alaska Teleconferencing Network provides teleconferencing services in the community.

Safety, Fire Suppression & Emergency Services

Aleknagik has a Village Public Safety Officer (VPSO) for policing services. A State Troopers station is located in Dillingham. The community has volunteer fire and emergency medical services. The City owns and operates an ambulance, fire hall, fire truck and emergency response boat.

Other Public Facilities

Aleknagik also has two community halls including the North Shore Community Hall and the Aleknagik City Hall. The City provides senior transportation van services. Aleknagik also has a library located at the school.

⁴ Source: Bristol Bay Area Health Corporation

Local Service Providers

City of Aleknagik

The City of Aleknagik was established as an incorporated second-class city on March 26, 1973. The City has a “Strong Mayor” form of government. Regular elections in Aleknagik are held on the first Tuesday in October. The City’s Assembly or Council meetings are held on the second Tuesday of the month. There is a 5% sales tax in Aleknagik and a 5% accommodations tax. Aleknagik has no property tax.

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. The City also owns and manages many of Aleknagik’s public facilities and services, including the city dock, boat storage, city offices and a mechanical and maintenance building.

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 was 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 landowner in the area. ANL is in the final stages of ANCSA land selections and focuses on issues related to land access and development.

Native Village of Aleknagik

The Aleknagik Traditional Council is federally recognized as the governing body of the Native residents of Aleknagik. The Traditional Council consists of 7 members. The Council is 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.

Other Service Providers

Aleknagik also benefits from the presence of other service providers in the community, including Aleknagik First Responders Group, Aleknagik Volunteer Fire Department, A Tribal Children’s Service Worker (TCSW) and a Family Service Worker (FSW).

Regional Service Providers

Southwest Region Schools⁵

Aleknagik is served by the Southwest Region School District. The mission is the district is to provide an education “that continuously affirms human diversity, that validates the history and culture of all ethnic groups, that is based on high expectations for academic success for every student, and that encourages students' and parents' active participation in the learning process.”

The villages served by Southwest Region Schools are located from 20 to 125 miles away from the Central Office in Dillingham. Of the eight villages, only Aleknagik is accessible by road. All the other villages are accessed by air, primarily using small, single engine planes.

The District began operations as a State funded Rural Educational Attendance Area (REAA) in 1976. Supplemental funds are also received from Public Law grants, and Federal programs such as Johnson O'Malley, Migrant Education, and Indian Education. Southwest Region School District's Central Office in Dillingham, serves as support to nine village schools. Centralized services include the superintendent's office, business operations, personnel, curriculum and instructional management, special education and counseling support, preschool support, State and Federal grants management, and facility maintenance and construction.

The current District enrollment for FY2005 is 714 students, K-12. These students are served by 88 certified and additional classified staff members. The village schools are:

Table 15. Southwest Regional School Enrollment

Village	Grades	Enrollment
Aleknagik	K-8	35
Clarks Point	K-8	19
Ekwok	K-8	31
Koliganek	K-12	64
Manokotak	K-12	139
New Stuyahok	K-12	170
Portage Creek	K-8	7
Togiak	K-12	236
Twin Hills	K-8	13

Source: Alaska State Department of Education & Early Development, 2004-2005 School Enrollment by District

⁵ Source: Southwest Regional School District

The Southwest Region School District is governed by a School Board comprised of seven regionally elected members. Serving as an advisory group to the Board, each village has a Community School Committee. Varying from three to five members, each "CSC" is locally elected and provides input to the Board and superintendent regarding the school administration, operations, programs, and general needs.

The Southwest Region School Board is committed to academic excellence for all school children. It is the desire of the Board that students graduating from District schools possess the fundamental attitudes, knowledge, and skills necessary to function successfully as citizens in their village and elsewhere in society.

Bristol Bay Native Corporation⁶

Formed under the 1972 Alaska Native Claims Settlement Act (ANCSA), Bristol Bay Native Corporation (BBNC) has approximately 7,400 shareholders who are Eskimo, Indian and Aleut.

Currently, BBNC is a diversified holding company. Investments include a stock portfolio; a corporate services subsidiary; an environmental remediation firm; a design firm; a cardlock fueling subsidiary; a company that provides personnel for oilfield and environmental cleanup; an asbestos abatement subsidiary and an engineering, environmental, information technology and logistical support services company.

Bristol Bay Native Association⁷

The mission of BBNA is to promote self determination of Tribes of the Bristol Bay region, and the betterment, well-being, culture and interests of the Native People of the Bristol Bay Region.

BBNA's 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.

⁶ Source: Bristol Bay Native Corporation

⁷ Source: Bristol Bay Native Association

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 Housing Authority

One of 16 regional housing authorities in Alaska, the Bristol Bay Housing Authority's mission is to eliminate substandard housing conditions through the development of local capacities that will provide safe, decent and affordable housing opportunities for the Native population of Bristol Bay.

Since its founding in 1974, BBHA has built more than 500 such units, single family homes and apartments, with funds provided by the U.S. Department of Housing and Urban Development's Office of Native American Programs, the Alaska Housing Finance Corporation, and the U.S. Department of Agriculture Rural Development Division. Housing authority commissioners, include Chairman William Tennyson, Vice-Chairman Luki Akelkok, Secretary-Treasurer Joseph Clark, and Commissioners Mark Eddie Angasan and Boris Kosbruk.⁸

Southwest Alaska Municipal Conference⁹

The Southwest Alaska Municipal Conference (SWAMC) is a regional non-profit economic development organization for Southwest Alaska. SWAMC serves the five regions of Southwest Alaska: Kodiak Island, Bristol Bay, Alaska Peninsula, the Aleutian chain, the Pribilof Islands SWAMC is one of 13 Alaska Regional Development Organizations (ARDORs) and receives funds from the Alaska State Legislature through the Alaska Department of Community and Regional Affairs and the Alaska Industrial Development and Export Authority. The ARDORs form a network of locally-based economic development organizations in the state focusing on a variety of issues important to their regions. SWAMC focuses on fisheries, transportation, tourism, education and training, small business development, and providing a vehicle for a united voice for Southwest Alaskans.

SWAMC is also one of two Federal Economic Development Districts (EDD) in Alaska and receives federal funds from the U.S. Economic Development Administration. An important role of an EDD is to develop and maintain an Overall Economic Development Plan (OEDP) for the region.

SWAMC provides networking and education opportunities with two conferences a year one in Southwest Alaska and one in Anchorage. These conferences feature training and educational opportunities on a variety of business and policy topics.

⁸ Source: Bristol Bay Area Housing Authority

⁹ Source: Southwest Alaska Municipal Conference

SWAMC provides technical assistance to the region by contracting for services within the scope of our mission. SWAMC assistance includes economic development planning, tourism development, business planning and feasibility studies, assistance with grants and proposals, and assistance with promotional and marketing efforts.

Bristol Bay Economic Development Corporation¹⁰

BBEDC is the Community Development Quota organization representing Bristol Bay communities. The purpose of the Bristol Bay Economic Development Corporation is to promote economic growth and opportunities for residents of its' member communities through sustainable use of the Bering Sea resources.

BBEDC's member communities are Aleknagik, Clark's Point, Dillingham, Egegik, Ekuk, Ekwok, King Salmon, Levelock, Manokotak, Naknek, Pilot Point, Port Heiden, Portage Creek, South Naknek, Togiak, Twin Hills, and Ugashik.

Bristol Bay Area Health Corporation

BBAHC is the Native Regional Health Corporation serving the Bristol Bay region. Its mission is “to promote health with competence, a caring attitude, and cultural sensitivity.” BBAHC is a member of the Alaska Native Tribal Health Consortium, the largest tribally owned and managed healthcare system in the world.



¹⁰ Source: Bristol Bay Economic Development Corporation website.

GOALS & STRATEGIES

Land Use & Environment

Context

The City of Aleknagik is unique among Bristol Bay villages. Located on two shores of an easily navigable lake, at the edge of the nation's largest state park, at the source of the Wood River, and in close proximity to Dillingham, Aleknagik's character and land use reflects the distinctiveness of its location.

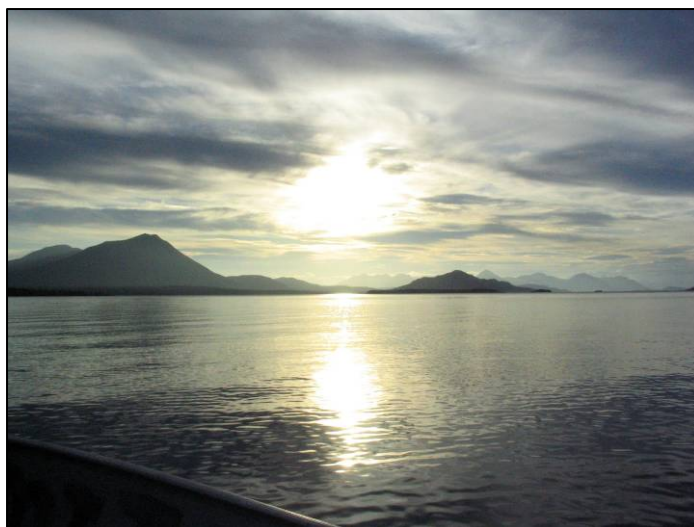
The Two Shores

Aleknagik is – in a physical sense – divided. Residents typically use the terms “north shore” and “south shore” to orient each other in discussions of the community. Different types of services are located on one or the other shore, and, in some instances, these services must be duplicated to accommodate residents in both locations. Aleknagik residents have adapted to their set-up – almost everyone has access to and regularly uses skiffs and other watercraft to get “cross town.” And with the townsite and school on one shore, and the road to Dillingham on the other, all residents have reasons to go back and forth across the lake routinely. Since the community is sited near the narrowest part of the lake, the actual distance isn't great at all.

In the end, the lake that cuts through their community tends to increase Aleknagik residents' sense of common identity; Aleknagik is one of the few lakeside villages in Bristol Bay, and the only one with established residents on both shores. Residents see Aleknagik as a single, united community, and are very committed to keeping both shores together, despite the logistical difficulties this sometimes presents.

Wood Tikchik State Park

Lake Aleknagik is the bottom-most lake in the long chain forming the Wood Tikchiks, and thereby enjoys a unique position as the gateway into more remote lands and waters to the north – lands which are appealing for a variety of hunting, fishing and recreation uses. Testaments to these attractions include the number of sport fishing and sport hunting lodges sprinkled around the lake, as well as the number of users parking and launching from the State Parks boat dock on Aleknagik's south shore. Additionally, the lake and surrounding lands are heavily used for subsistence fishing, hunting and gathering. Rapport with local lodges is generally good, and residents benefit from these businesses by way of a City bed tax. The possibility of increased visitation and a more tourism-based economy looms in Aleknagik's future; this plan attempts to outline how the community would like to respond to these interests and pressures and take advantage of the Wood Tikchiks' amenities.



The Wood River

The Wood River may also soon provide Aleknagik with a way to better connect the lake shores and reduce duplication of services. After many years of requests, the state finally funded a design study for the Wood River Bridge in 2004. Funding for construction of the bridge has not yet been secured, but is expected to be allocated in 2006.

The bridge will bring with it opportunities for the City to consolidate services and connect residents more easily, but will also bring increased traffic and related congestion and parking issues that will need to be addressed.

The Aleknagik Lake Road

Aleknagik's proximity to Dillingham and, in more recent years, its good road access, has opened up jobs and services access to residents. Commuting to Dillingham for work, picking up fuel and groceries, and utilizing Dillingham's services (such as the senior center, high school, hospital and restaurants) are some of the commonly-used advantages of the road. Unlike other villages, air traffic on the landing strip is light, due to the road. However, float plane traffic is fairly heavy, especially during summer months.

Because of its road connection to Dillingham, and because of its attractive setting, the possibility exists that Aleknagik could develop into a "bedroom community" of Dillingham. Maintaining a strong economy and essential services in Aleknagik proper are necessary to prevent the community from becoming a "suburb."

Environmental Issues

Aleknagik's environment boasts clean air and water. Keeping these qualities is important to the community. Probably the most pressing environmental issue in the community is relocating the landfill and closing down the old landfill site. Programs for proper disposal of hazardous materials and toxic wastes are also important. A quality spill response program is also a high priority for the City and residents.



Housing

As in many villages, though local entities are rich in land resources, residents frequently claim they find it difficult to acquire land for housing. Oftentimes available land is unsuitable for building, too far from the community, too valuable for subsistence purposes to develop, or allotted for shareholders. Aleknagik residents feel there is a housing shortage. Some of this shortage is being met through Bristol Bay Housing Authority, some by the village corporation, and potentially some by native allotment owners who plan to create subdivisions on their lands.

The City is interested in continued coordination with other area land owners regarding the location of new housing areas; they are also interested in having a say about how new housing is developed – possibly by setting design standards and reviewing subdivision plans. Other aspects of housing to be considered include how to ensure convenient lake access to all residents, how to protect key open space areas, and whether or not to protect Aleknagik's hillsides, views and ridge tops from future development.

Goals

1. **Keep north shores and south shores of the village connected.**
2. **Plan for future housing.**
3. **Guide future development.**
4. **Protect and ensure access to important subsistence areas.**
5. **Protect and reserve trails and lake access for all residents. Identify and reserve key community recreation sites.**
6. **Plan for impacts of Wood River Bridge and road, and of steadily increasing tourism and recreation use.**
7. **Manage lake and surrounding lands to protect water and air quality and sensitive habitat areas, and to maintain a clean, safe village environment.**
8. **Maintain identity distinct from Dillingham.**



Goals & Priority Actions

1. **Keep north shores and south shores of the village connected.**
 - Design and construct Wood River bridge. (see “Transportation” section)
 - Increase boat docking capacity on both shores. (see “Transportation” section)
 - Locate “service areas” so they are convenient for all residents without duplicating services.
2. **Plan for future housing.**
 - Ensure sufficient land is available so future generations have space for new homes.
 - Upgrade existing housing stock that is substandard or unoccupied.
3. **Guide future development.**
 - Develop a land use zoning plan to ensure better planning for new development. This plan should set standards for new subdivisions and other uses, protect access to recreation and subsistence areas, and guide the location of new development, including the uses listed below.
 - Residential uses (e.g., homes, children’s play areas, B&Bs.)
 - Service uses (school, post office, fire & EMS facilities, meeting center)

- Recreational & tourism-related uses (boat dock, parks, trails, open areas)
- Subsistence uses (fishing areas, berry picking areas – see more below)
- Commercial uses (businesses, lodges)
- Storage (e.g. commercial fishing boats, skiffs)
- Industrial uses (fuel storage areas, electrical & utilities areas, equipment storage and maintenance)
- Establish an affordable means for the City to administer the land use zoning plan.
- Encourage the majority of tourism-related facilities – both public and private - to locate on the south side of the lake, near the boat launch and future bridge crossing.
- Increase available land for shareholders and non-shareholders, for example, land for new business development.
- Identify possible areas for future expansion.
- Implement transportation and utilities plans to support future growth (see “Public Facilities & Transportation” section).

4. Protect and ensure access to important subsistence areas.

- Prepare a detailed, mapped inventory of important subsistence areas.
- Reserve key subsistence areas for local residents subsistence use, within city boundaries, and working with the State Park, further into Wood Tikchik State Park.

5. Protect and reserve trails and lake access for all residents. Identify and reserve key community recreation sites.

- Establish standards so future development maintains and improves access to the lake and other important recreation and subsistence areas (see also Goal 3 above). The community has a number of options available to establish or maintain public access to the lake, including those outlined below.
 - Take advantage of section line or ANCSA 17(b) public access easements that may have been reserved for this purpose.
 - Encourage or require public access easements or Rights-of-way be provided at the time private land is subdivided.
 - Negotiate with large land owners, including the Village Corporation or State to provide public trails to the lake.
 - Where no other option is available, acquire access easements or Rights-of-way through purchase or land trades.
- Develop a community trails plan, identifying and reserving key trails.
- Protect the Bear Bay picnic area.
- Protect the “tripod” recreation area.
- Develop an outdoor basketball court.

6. Plan for impacts of Wood River Bridge and road, and of steadily increasing tourism and recreation use.

- Develop a community tourism plan, to position the community to gain maximum local benefits and minimum future problems from continuing tourism growth (see “Economic Development” section).
- Develop strategies to minimize problems with trash associated with tourism and recreation use.
- Maintain the community’s high scenic quality.
- Identify and establish parking areas for out-of-town recreational users; establish system of fees for parking to cover community costs.
- Plan trails and trail heads to guide recreation users, particularly snow-machines, to stay on routes that avoid disrupting community life.

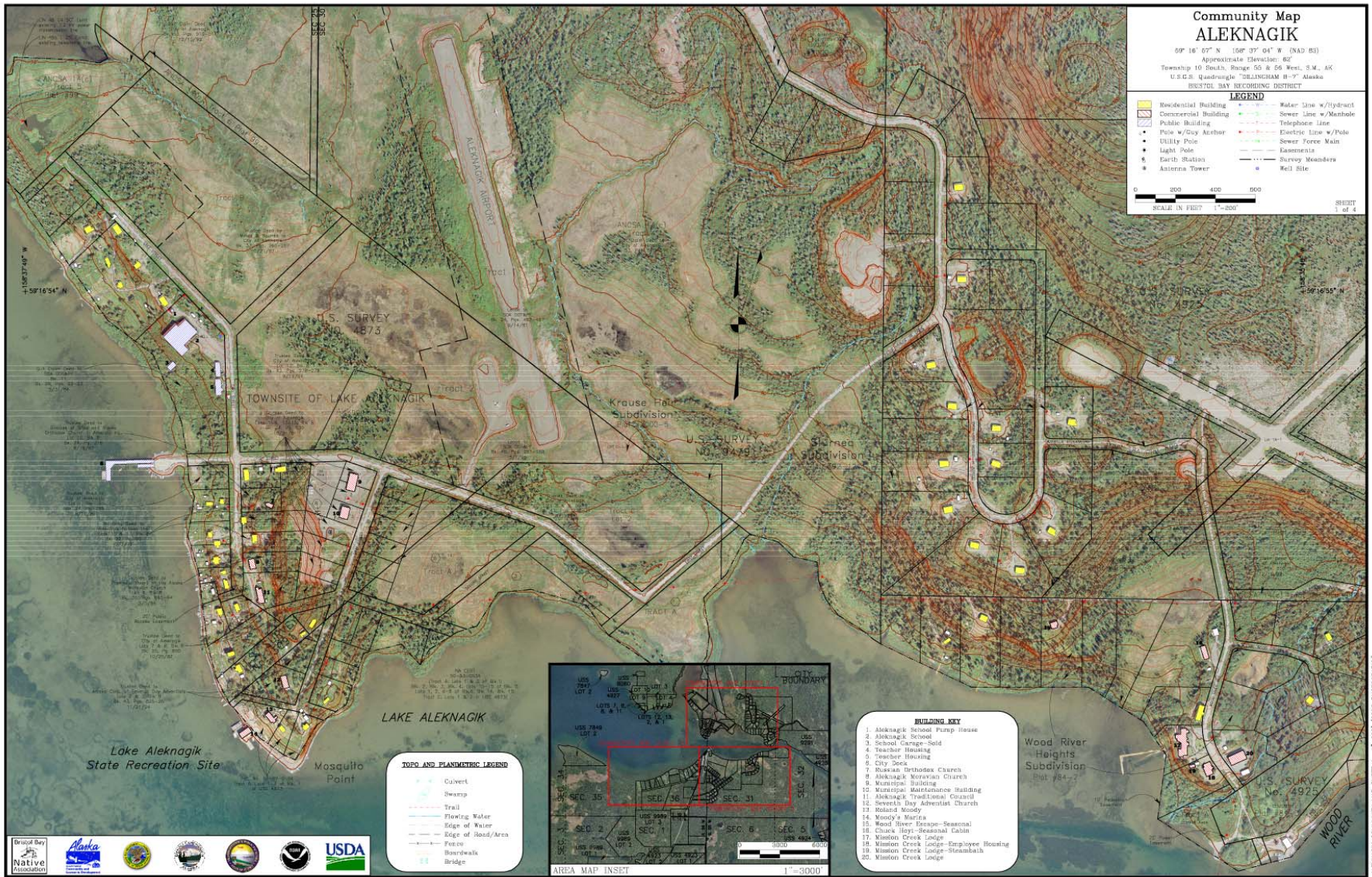
7. Manage lake and surrounding lands to protect water and air quality and sensitive habitat areas, and to maintain a clean, safe village environment.

- Complete construction of new landfill on north shore.
- Create and implement plan to close old landfill on south shore.
- Create and implement plan to deal with hazardous wastes.
- Create and implement plan to clean up old vehicles and machinery.

8. Maintain identity distinct from Dillingham.

- Establish and maintain a critical mass of community facilities, including a well-attended, quality school.
- Establish a multi-purpose community center (see “Community Wellness” section).

Map 3. Aleknagik Community Map I – North Shore



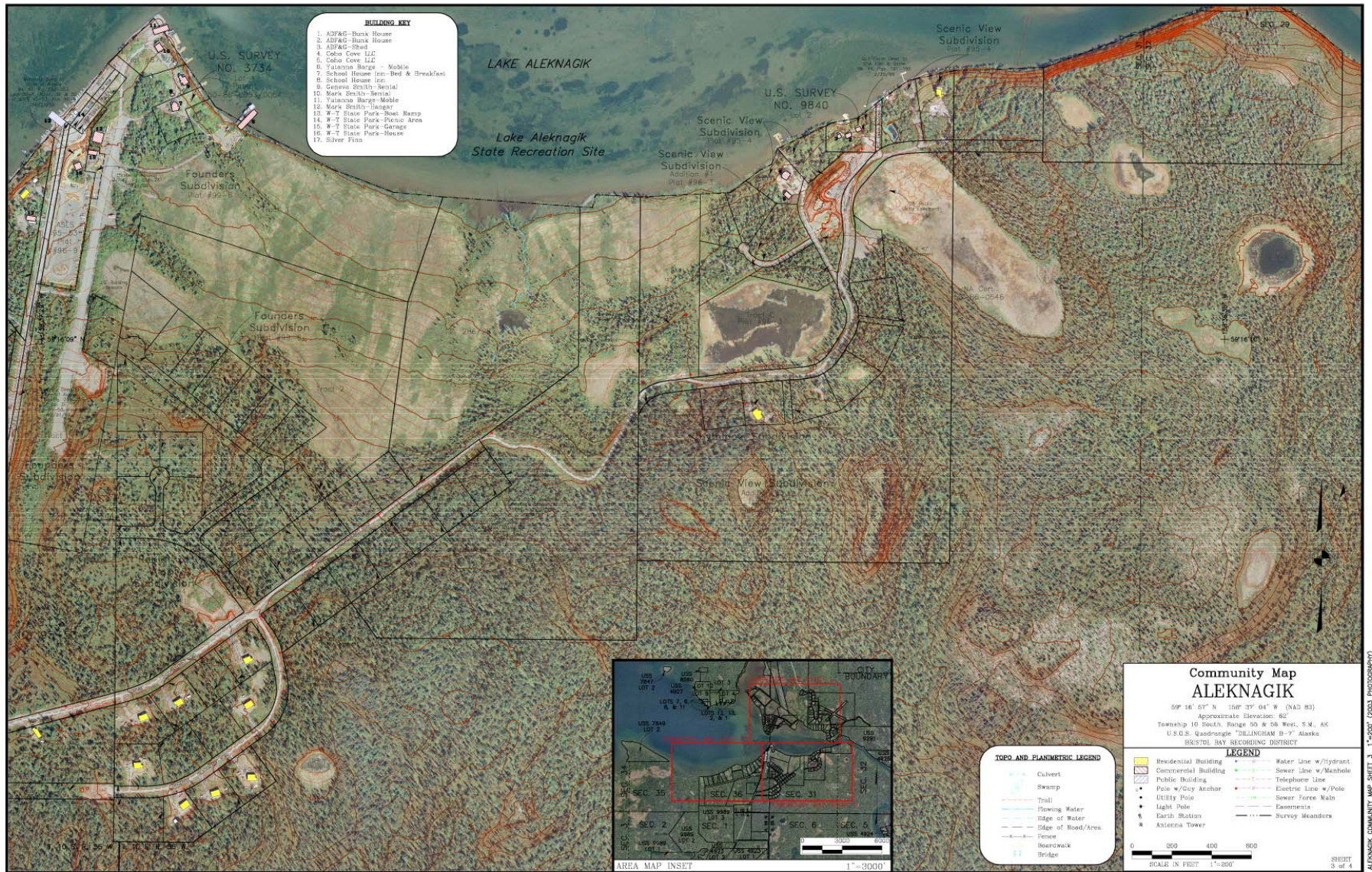
Source: Alaska Department of Community, Commerce and Economic Development, Community Mapping Project, 2005

Map 4. Aleknagik Community Map 2 – South Shore West



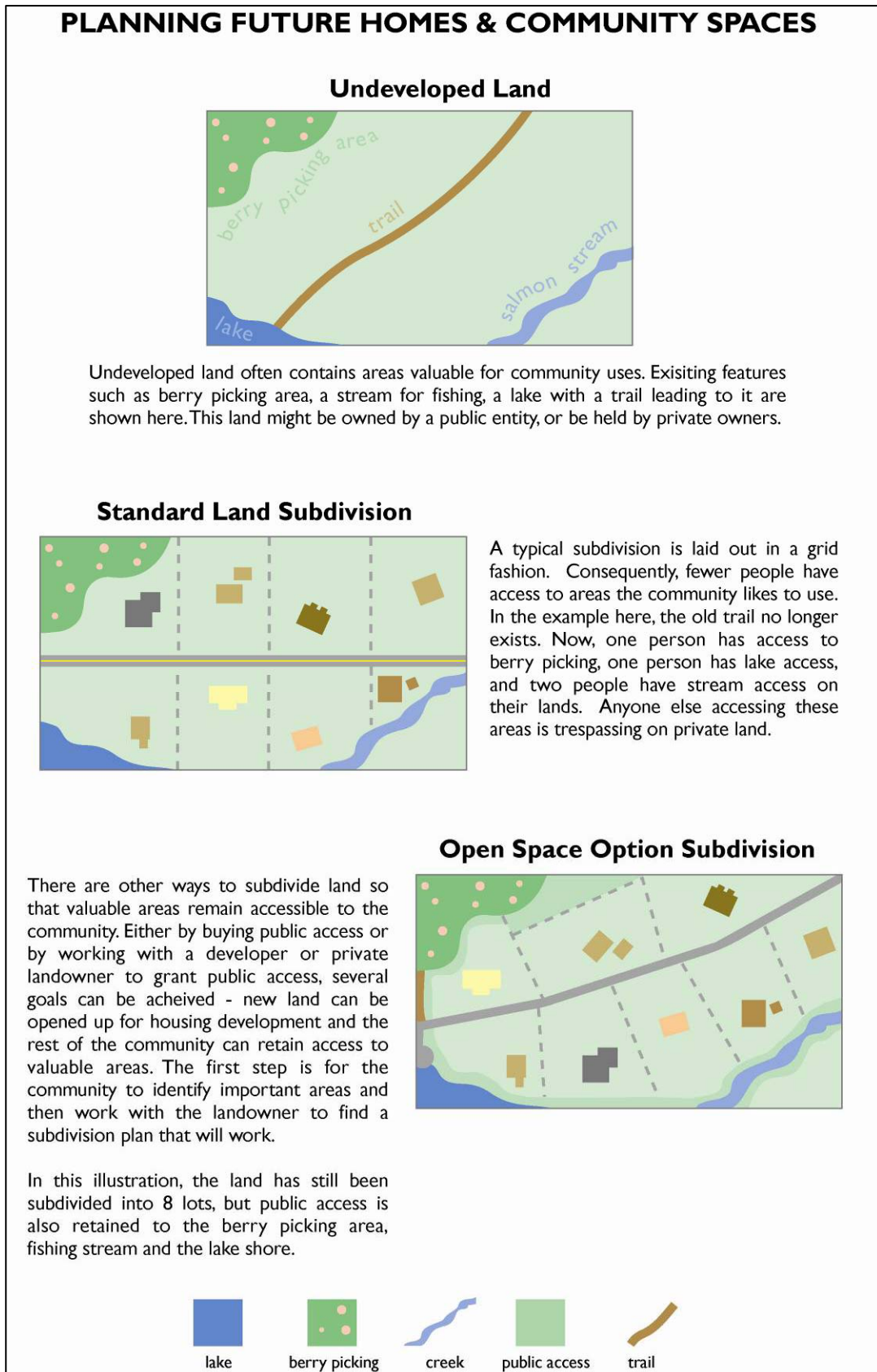
Source: Alaska Department of Community, Commerce and Economic Development, Community Mapping Project, 2005

Map 5. Aleknagik Community Map 3 – South Shore East

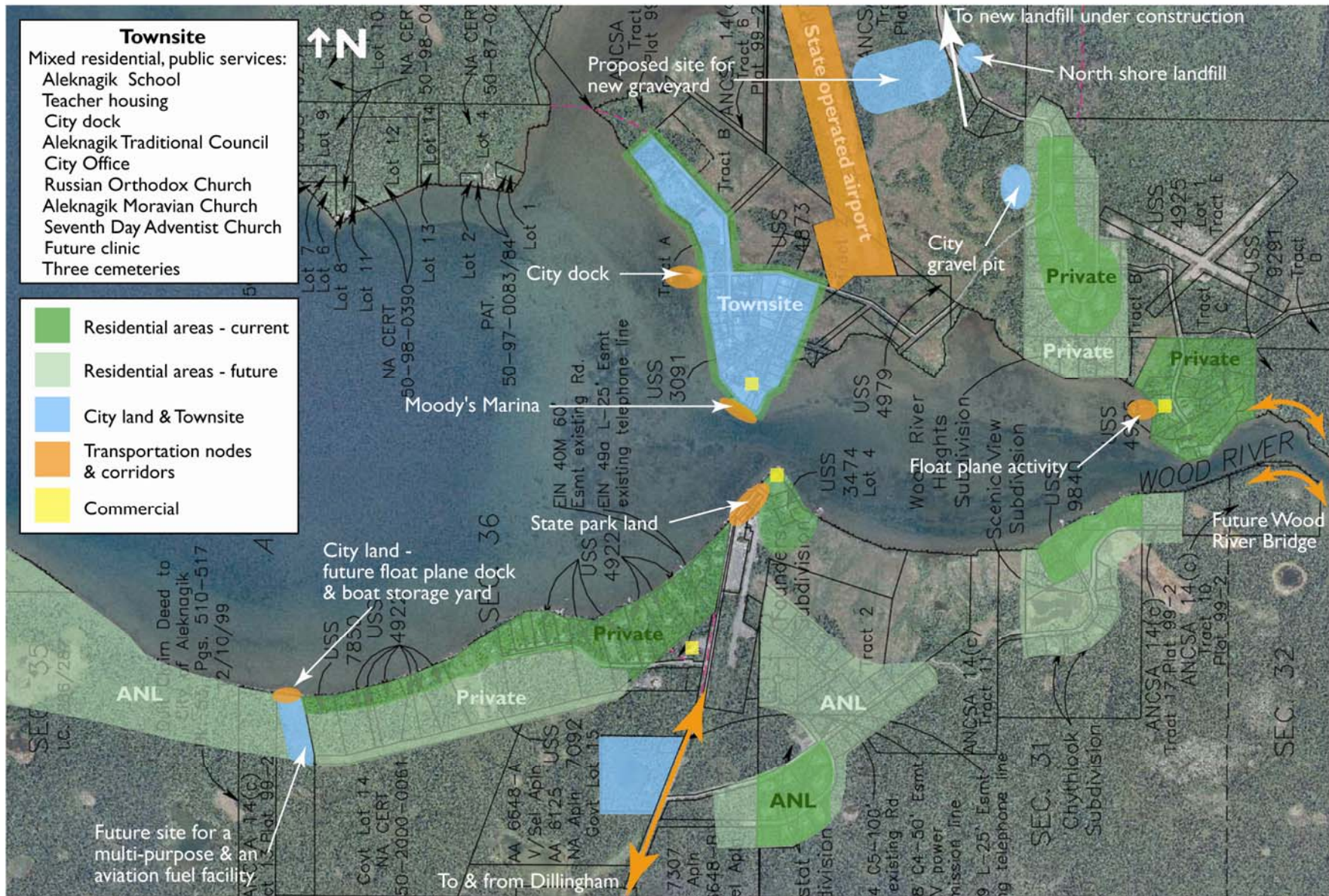


Source: Alaska Department of Community, Commerce and Economic Development, Community Mapping Project, 2005.

Figure 5. Planning Future Homes and Community Spaces



Map 6. Aleknagik Land Use



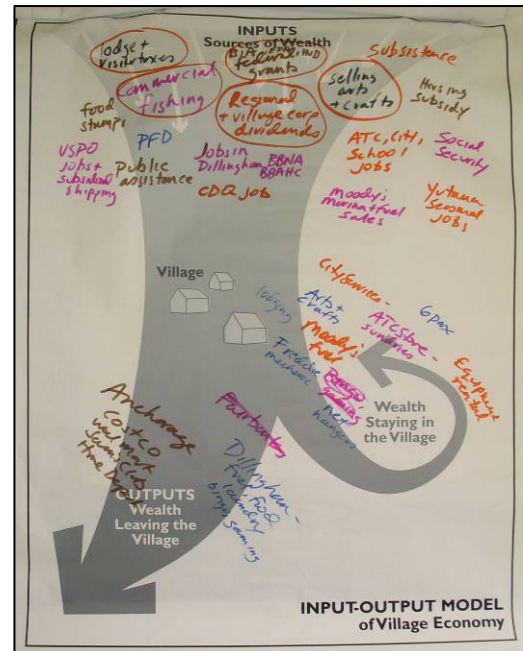
Source: Alaska Department of Community, Commerce and Economic Development with annotations by Agnew::Beck, 2005.

Economic Development

Context

Aleknagik boasts a fair number of locally-owned businesses, several of which generate revenue for the City through taxes. Additionally, residents can find employment in Dillingham, and supplement personal income with subsistence, as well.

Because access to general supplies is limited in Aleknagik, residents continue to go outside the community to spend money on goods and services (see “Input/Output Model of Village Economy,” next page). Increasing the number of businesses that supply residents with needed materials and services is an overarching community goal. Also capitalizing on the assets of Aleknagik – both its natural and human resources – will help subsidize an economy that, like all of Bristol Bay, is seeing decreased revenues from commercial fishing.



Goals

1. Encourage locally-owned self-sustaining small businesses.
2. Support development of area businesses to increase tax base and promote economic development.
3. Increase local benefit from continued development of visitor-related services and business.
4. Encourage job training and local hire.
5. Capitalize on skills of local artists.
6. Increase value and wealth-creation from commercial fishing.



Goals & Priority Actions

1. Encourage locally-owned self-sustaining small businesses.

- Support private child care center or other service-oriented businesses.
- Create list/initiate micro-lending programs or bank loan programs.
- Include “business incubator” services in a multi-use facility.
- Encourage and make allowance for home-based businesses.



2. Support development of area businesses to increase tax base and promote economic development.

- Develop a package of information for a brochure and website that can help market the lodging and other services available in Aleknagik.
- Work with the Dillingham Chamber of Commerce and/or create an Aleknagik Chamber of Commerce to support business owners.

3. Increase local benefit from continued development of visitor-related services and business.

- Partner with local lodges, Wood Tikchik State Park, possibly Dillingham Chamber to encourage visitation.
- Develop a multi-use facility to include the elements listed below. This project might best be developed in phases.
 - Cultural center – to share stories about the community’s history, traditions; gift store to display and share local crafts. Programs designed to appeal to local lodge patrons.
 - Visitor center – to disseminate information about local services and facilities, maps of trails, advice on how to be a responsible visitor.
 - Lodging – accommodations for visitors, focused on attracting business travelers.

4. Encourage job training and local hire.

- Provide training and support for small business (e.g., information on starting a guide business, getting a “6-pax” license).
- Provide training to better equip local residents to be hired for jobs too often done by people from outside the community (“our kids should be the ones running the project, doing the engineering, not just operating the equipment”)

5. Capitalize on skills of local artists.

- Develop a multi-use facility including a store featuring local crafts.
- Develop a web site featuring and providing the option to purchase local arts and crafts.

- Utilize existing funding and marketing assistance programs to connect local artists to larger markets (see Appendix G for resources).
- Increase value and wealth-creation from commercial fishing.

6. Increase value and wealth-creation from commercial fishing.



Figure 6. Input-Output Model of Aleknagik Village Economy

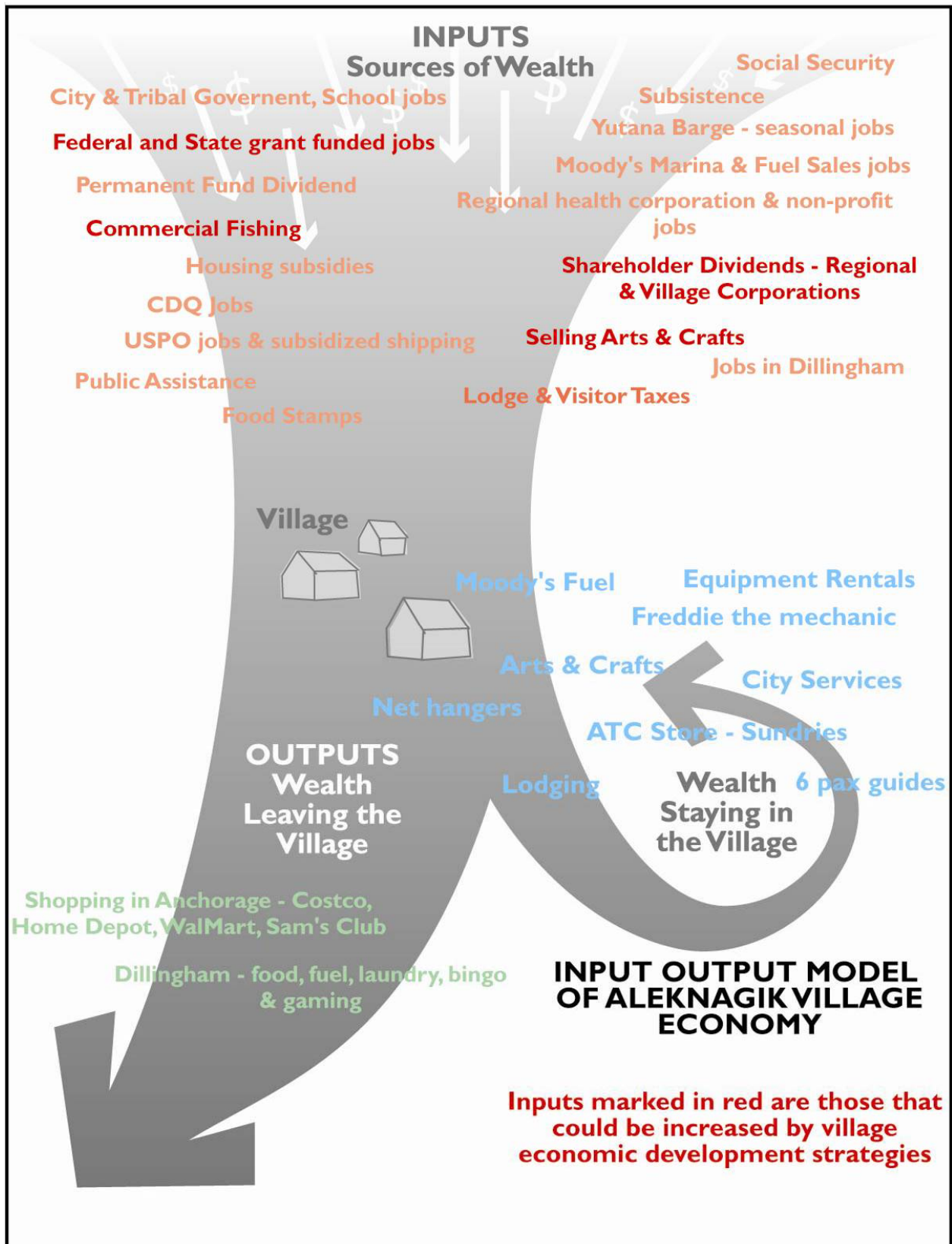


Table 16. Aleknagik Businesses Services Matrix

BUSINESS	OWNER	CURRENT FACILITIES	ISSUES/NOTES/NEEDS
Grocery and general supplies stores	Aleknagik Native Store (Aleknagik Traditional Council), Al's, Sam Fletcher's Store	Convenience store on south shore; people either mail goods in from Anchorage or Outside, or go to Dillingham for most supplies.	<ul style="list-style-type: none"> Examine to see if more revenues could be generated. May add gas station service; applying for grants. Don't own land, so are looking to move, but not centrally-located land available; City might have some lots with road access they could give to ATC.
Lodges and B&BS	Private owners	Mission Lodge, Schoolhouse Inn B&B, Bear Bay Lodge, Bear Claw Lodge, Aleknagik Island Lodge	<ul style="list-style-type: none"> Interested in increased, managed tourism development. Land issue prevents more business development (not enough available land in prime locations). Bed tax provides revenue to City; would like to capture a bit more money from tourism –perhaps by increasing # of lodges or owning and leasing a lodge. Lodges (not B&Bs) are all owned by non-residents
Fuel Facility (gasoline)	Private owner	Moody's Marina	<ul style="list-style-type: none"> Though Moody's prices are slightly higher than Dillingham, due to transport costs, there is a lot of business in fuel sales. Some lodges and other businesses have indicated that they would be interested in supporting a locally-owned fuel facility, should Moody's ever close. Cost of insurance and issues with liability make ANL reluctant to get into the fuel business.
Child Care Center	Private owner	Eileen's Day Care	
Guiding Services	Private owner	B and B Fishing Adventures, Inc., Kniktook Outfitters, Dahlberg's Outfitters, Allen Ilutsik, Egdorf's	
Other Consumer Goods & Services	J & J Video Rentals, Polar Beads, Ikayuqlluteng		
Restaurant	-		<ul style="list-style-type: none"> Restaurant is frequently suggested as a business locals would like to see started and could be popular.
Washeteria	-		

Public Facilities & Transportation

Context

The current story of public services, facilities and transportation can, in some sense, be summed up in three words: “Wood River Bridge.” The construction of a bridge and road connecting the south and north shores of Aleknagik will help to simplify service provision to residents. The bridge will also change Aleknagik’s transportation modes and circulation patterns.



The Public Services and Facilities Matrix on the previous page details some of the changes a bridge would bring to the community. Though the cost of some services – such as water and sewer, electricity and telecommunications – would not be appreciably lessened by the bridge, others – such as maintenance, school transportation, equipment storage, and fuel and supplies transport – would be greatly reduced. Additionally, residents’ access to services and facilities, such as the school, clinic, post office, churches and City and Traditional offices would be made easier.

The City is considering adding to these services by the construction of a multi-use facility, float plane landing area and increased boat storage and docking. The feasibility of these projects has been considered in the past but not developed; currently, the City has land allocated for these purposes and there is renewed interest in planning for these projects.

Aleknagik is an “end of the road” community. Traffic stops at the shoreline, where the Aleknagik Lake Road meets its namesake. Consequently, Aleknagik’s road system is limited. Planning for increased traffic is an important part of the Wood River Bridge project. While the rate of use of passenger vehicles is steady throughout the year (usually for hauling loads or traveling to Dillingham), other types of transport are used more heavily, in different seasons. Residents utilize skiffs and other watercraft and aircraft (usually float planes) in summer two or three times as much as cars and trucks. In winter, snowmobiles and ATVs rival and surpass passenger vehicles as the preferred method of travel across the lake and around the area.

Because the lake sees steady, high volume traffic in the summer, updating the transportation plan to accommodate this traffic is important to keep travel safe. Residents are concerned about the cross-lake traffic of float planes which dissects the usual flow of skiff traffic from point to point on the north and south shores. Means to address issues of traffic flow and lake circulation are outlined in the goals below.

The capacity of the City to support planning, facilities and service delivery to residents is strong, due to good City management and steady revenues from taxes. Continuing to maintain a strong financial position will enable the City to continue to provide and improve upon these services.

Table 17. Characteristics of Seasonal Transportation Modes

Seasonal Travel Modes (Number of Vehicles)		
	Summer	Winter
Passenger Vehicles	30	30
Snowmobile	0	50
ATV	20+	30+
Boat	55	0
Aircraft	75	3
Taxi	5	5
Bicycle	10	0
Bus (School)	1	1
Commercial Truck	0	0
Other (jogger)	5	0

Source: Aleknagik Final Long-Range Transportation Plan, prepared by Bristol Environmental & Engineering Services Corporation, 2002.



PUBLIC FACILITIES & SERVICES

Goals

- 1. Construct and repurpose important public facilities.**
- 2. Upgrade community infrastructure.**
- 3. Purchase needed capital equipment.**

Goals & Priority Actions

I. Construct and repurpose important public facilities:

- Design and construct a Community Multi-use facility and/or Visitor's Center
 - Community multi-use facility should house cultural, educational, business-development, youth-oriented and other community events.
 - Construct a visitor's center to attract visitors. Include gift shop and other sources of revenue generation.
 - Find a use for old clinic once new clinic is built; consider a new business, early childhood facility, or other service-oriented purpose.
- Upgrade post office and include increased mail storage capacity.
- Provide more youth services and facilities.
 - Provide an early childhood facility within the community.
 - Expand youth activity options.
 - Provide safe transportation for children and youth traveling to and from these activities.
- Provide for needed boat facilities.
 - Increase boat docking capacity on the lake. Work with state to increase skiff-type docking capacity and related parking (currently over limit in summer months)
 - Find new location for winter fishing vessel storage.
 - Plan and construct north shore docking area by summer, 2006, to accommodate increased traffic as a consequence of Wood River Bridge.
- Revise emergency response plan.
 - Work with first responders to discuss needs and preferences.
 - Prioritize facility and equipment upgrades.
 - Adopt a revised emergency response plan that includes all first responders – EMS, fire, health providers, hospital, Medivac, HAZMAT, etc.

2. Upgrade community infrastructure.

- Upgrade City water and sewer system.
 - Upgrade north shore townsite to central water and sewer system.
 - Consider options for a central water and sewer system on the south shore.
 - Outline subdivision development requirements to provide for adequate water and sewer systems.
- Provide electrical power.
 - Extend electrical service to more residents.
 - Investigate alternative energy sources, such as hydroelectricity.
- Expand phone and Internet coverage.
 - Expand phone coverage to outlying areas.
 - Create more public Internet access areas.

3. Purchase needed capital equipment:

- Grader
- Ambulance
- Fire equipment
- Trailer
- Loader



From left to right:
Aleknagik North Shore School, Aleknagik Municipal Building (Housing: City Offices Post Office, BBAHC Clinic, VPSO Office, and Fire Hall); Fire Department Track Vehicle; State-owned Dock & Boat Ramp; State Operated Airport; North Shore Maintenance Building; Dock Lift; Sewage Pumping Truck; City Bulk Fuel Storage Tank; and current Boat Storage.

Table 18. Aleknagik Public Services & Facilities Matrix

SERVICE	PROVIDER	CURRENT FACILITIES	ISSUES/NOTES/NEEDS
Transportation & Infrastructure			
Airports	DOT & private owners	5 airstrips: - 1 DOT operated, 4 privately-owned (1 tri-pod)	<ul style="list-style-type: none"> No facilities – just gravel strip and apron. City holds Airport Maintenance Contract for the State Operated Airport.
Boat Ramp	One associated with State Park on south shore; 1 north shore owned by City		<ul style="list-style-type: none"> Smaller supplies delivered by truck, mail is flown, bulky stuff barged up Wood River to City dock or on beaches. State Park launch, even though its new, gets really crowded, especially on holidays.
Power	Nushagak Electric	By power lines up the road corridor from Dillingham. Transfer station?	<ul style="list-style-type: none"> Still many people on generators, if not in main population area; would like to get more power to more people. Have looked into hydropower and other sources, but because of service from Nushagak, can't get funding.
Water/Sewer	Private individuals and City	Individual well & septic; in populated area on north shore, there is a grey water sewer line to lagoon for about 13 homes to control runoff; school on its own well & septic	<ul style="list-style-type: none"> Would like to upgrade water and sewer in denser area on north shore. Well & septic currently is too dense and there is no room to do upgrades. Well and septic adequately serves other residential areas, currently. No plans to convert to public water/sewer system. Community is too spreadout.
Solid Waste	City	1 south shore landfill; there are 2 north shore landfills, 1 old one and 1 under construction.	<ul style="list-style-type: none"> South shore landfill is not permitted and can't be due to its proximity to a wetland; plan to close if bridge goes in and north shore landfill opens. Hazardous materials (e.g., batteries, waste oil, paint, etc.) are collected by City – no method to dispense after that. New north shore landfill will have burnbox; IGAP applied for waste oil incinerators and tanks, Freon removal training. Old landfill will close when new one opens.
Telephone/Internet	Nushagak Telephone Cooperative and GCI		<ul style="list-style-type: none"> Adequate service for those connected on landlines, but service not extended to cover outlying areas (2 miles out, no service); use old radio telephones in areas without coverage.
Tank Farm	Local private business (Moody's Marina)	Bulk fuel tanks for the City and school exist; rest of people buy from either Moody's or Dillingham (haul own); Yukon Fuel comes up in the fall to restock stove oil to everyone (especially north shore)	<ul style="list-style-type: none"> Cost of gas today is \$4.75/gallon in Aleknagik, in Dillingham \$3.85

Maintenance Equipment	City	Has grader, new septic pumping truck, 2 5-yd dumptrucks, bulldozer, Lull fork lift, loader; getting a bunch of equipment after construction of new landfill/clinic: loader, excavator, small bulldozer and 2 dumptrucks	<ul style="list-style-type: none"> • Need new grader • Rent out equipment for local use with City operator • City maintenance staff does repairs; time and money restrict maintenance • Maintenance shop on each shore
Services & Facilities			
Fire	City with volunteer firefighters	Have fire truck on north shore in OK state, as well as a TRAC vehicle that can hold a tank of water or foam; south shore has an extended cab pickup that has foam tank	<ul style="list-style-type: none"> • Applied for but did not receive Code Red. • One end of City building is fire hall. • Even with bridge, will probably keep equipment on both lake shores. • Would be good to have more training and newer equip.
Police	BBNA	1 VPSO	<ul style="list-style-type: none"> • People would like more hours covered (24-hour coverage), so 2-3 VPSOs would be preferable. • Operate out of city building on north shore in connection with fire hall.
EMS	City	First Responders volunteers Ambulance located on south shore	<ul style="list-style-type: none"> • Ambulance is older and not in great shape; eventually will need to be replaced. • People are usually transported Dillingham for emergencies and possibly MEDIVACed from here or there.
Post Office	USPO City lease	Located on north shore	<ul style="list-style-type: none"> • Located next to City office, but very dark, poorly ventilated (needs window), more storage space.
Community Center	Not sure who would own; thinking about creating a third nonprofit entity to own and manage	No facility exists currently	<ul style="list-style-type: none"> • Very interested in designing and constructing a multi-purpose center. • Currently use school gym, except for summer or Traditional Council Building (ATC), which is small.
Traditional Council	See above	Small building with offices and meeting space	<ul style="list-style-type: none"> • Old building, not enough office or meeting space.
Youth Center	N/A	No facility exists currently	<ul style="list-style-type: none"> • Polaris Camp (7th Day Adventists operate for 1 week in July). • No early childhood facility or Head Start building or program; have to go to Dillingham.
Clinic	BBAHC City Leases Space	Have 2 clinics currently	<ul style="list-style-type: none"> • Getting new clinic on north shore, likely next year. • Old clinic space will opened up for something else. • South shore clinic will remain in operation, unless/until BBAHC closes it.

Senior Center	City	Senior transportation to Dillingham 2 days a week to go to Senior Center, do shopping, go to medical appointments	<ul style="list-style-type: none"> Received grant to purchase new van from AMHTA with matching funds from Rasmussen.
Community Hall		Have 2 community halls: North Shore Community Hall and the Aleknagik City Hall	<ul style="list-style-type: none">
Education			
Early Childhood	SWRSD, BBNA	Have a Parents-As-Teachers (PAT) program and Early Learning Opportunities (ELO)	<ul style="list-style-type: none"> Some families would be interested in a child care center, more organized teaching for young children.
K-8	SWRSD	Aleknagik North Shore School	<ul style="list-style-type: none"> School gym caved in from snowload in the 80s, so roof has been redone. Preschool – Parents as Teachers Program (PAT) Jared Ahlberg - principal
Middle School	SWRSD	No middle school	<ul style="list-style-type: none"> Middle School Program 6-8 grades in one-room class.
High School	SWRSD	Kids go to Dillingham or Mt. Edgecombe, generally	<ul style="list-style-type: none"> Skiff ride across the lake is provided by SWRSD. Bus service is provided to Dillingham. Boarding School or Boarding Homes.
College	BB Campus	All secondary education facilities are located outside Aleknagik, except distance delivery.	<ul style="list-style-type: none"> Distance delivery through teleconference and personal Internet connections.

TRANSPORTATION

Goals

- 4. Design and construct bridge across Wood River. Plan for impacts of Wood River Bridge.**
- 5. Implement priority road projects identified in Aleknagik’s Long-Range Transportation Plan.**
- 6. Maintain system of trails for recreation and access to subsistence areas.**
- 7. Increase capacity at public boat dock, including increased capacity for boat storage. Consider City-owned and taxed dock facility.**
- 8. Decrease congestion and eliminate conflict between different modes of transport on the lake.**
- 9. Require developers to plan and pay for subdivision roads.**
- 10. Keep roads well maintained.**

Goals & Priority Actions

- 4. Design and construct bridge across Wood River. Plan for impacts of Wood River Bridge.**
 - This is highest community transportation priority. Aleknagik residents would like the bridge to be artful, something that will compliment the natural setting and beauty of the Wood River area (see Figure 7).
 - Planning for parking on the north shore, including providing adequate parking and related access for visitors who will use the bridge for access to snowmachining, fishing and other recreation areas.
- 5. Implement priority road projects identified in Aleknagik’s Long-Range Transportation Plan.**
 - See “Infrastructure Summary” for listing of priority projects from Aleknagik’s Long-Range Transportation Plan.
- 6. Maintain system of trails for recreation and access to subsistence areas.**
 - Develop a community trails plan that identifies and reserves key trails used by local residents and out of town visitors, both within City limits, and beyond.
 - Develop trails, trailheads and parking areas that guide recreation use to locations that do not disrupt local life, and to generate parking fees to help cover the costs associated with managing recreation use (e.g. trail maintenance and cleaning up trash).

- Reserve public right-of-ways and develop land use standards that retain public access when land is subdivided, so all residents have convenient access to the lake and other recreation and subsistence destinations.

7. Increase capacity at public boat dock, including increased capacity for boat storage. Consider City-owned and taxed dock facility.

8. Decrease congestion and eliminate conflict between different modes of transport on the lake.

- Redirect float plane landings and take-off.

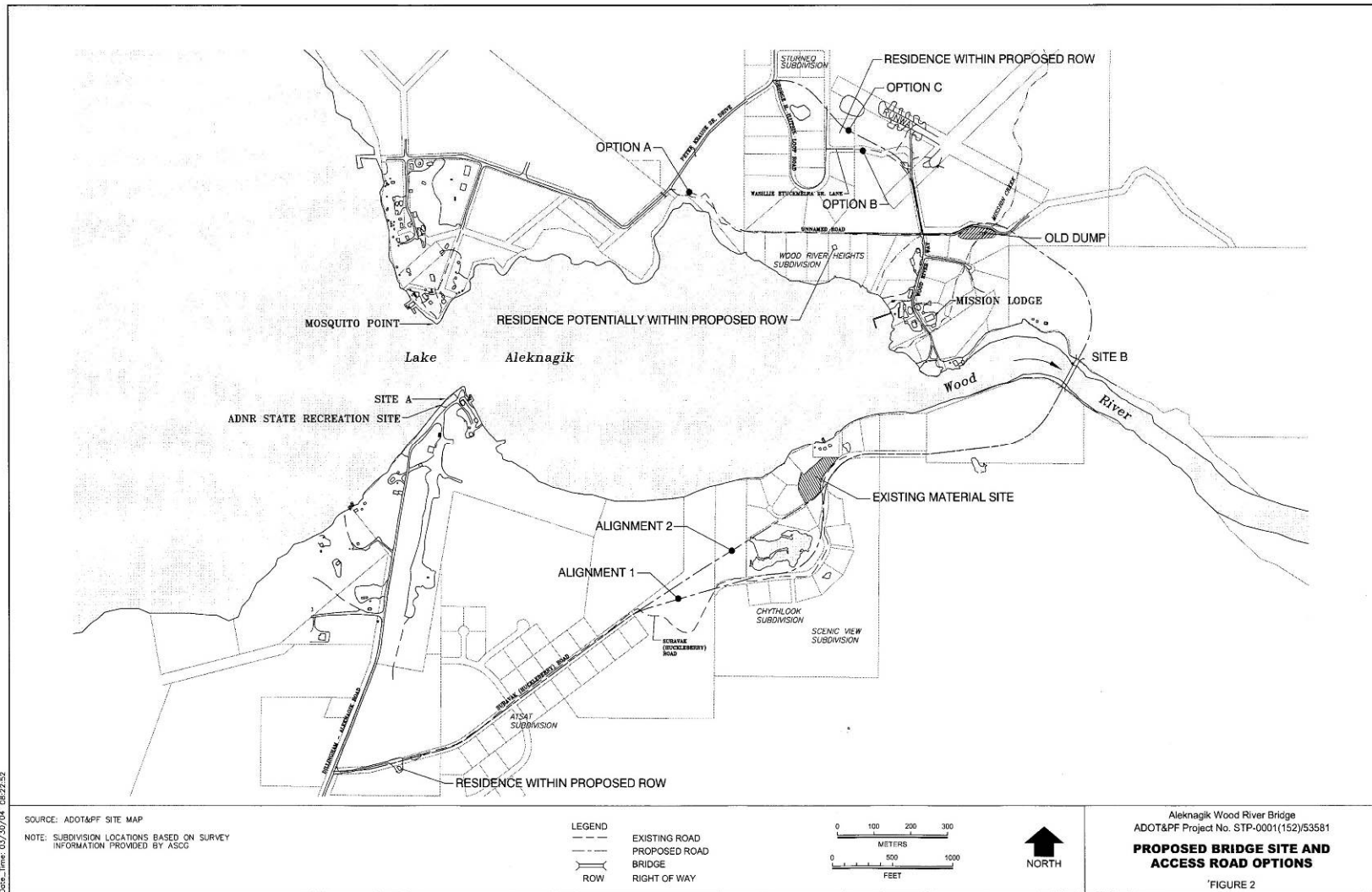
9. Require developers to plan and pay for subdivision roads.

- Adopt a basic subdivision ordinance that requires developers to meet City standards for road and trail access and provision of utilities.

10. Keep roads well maintained.

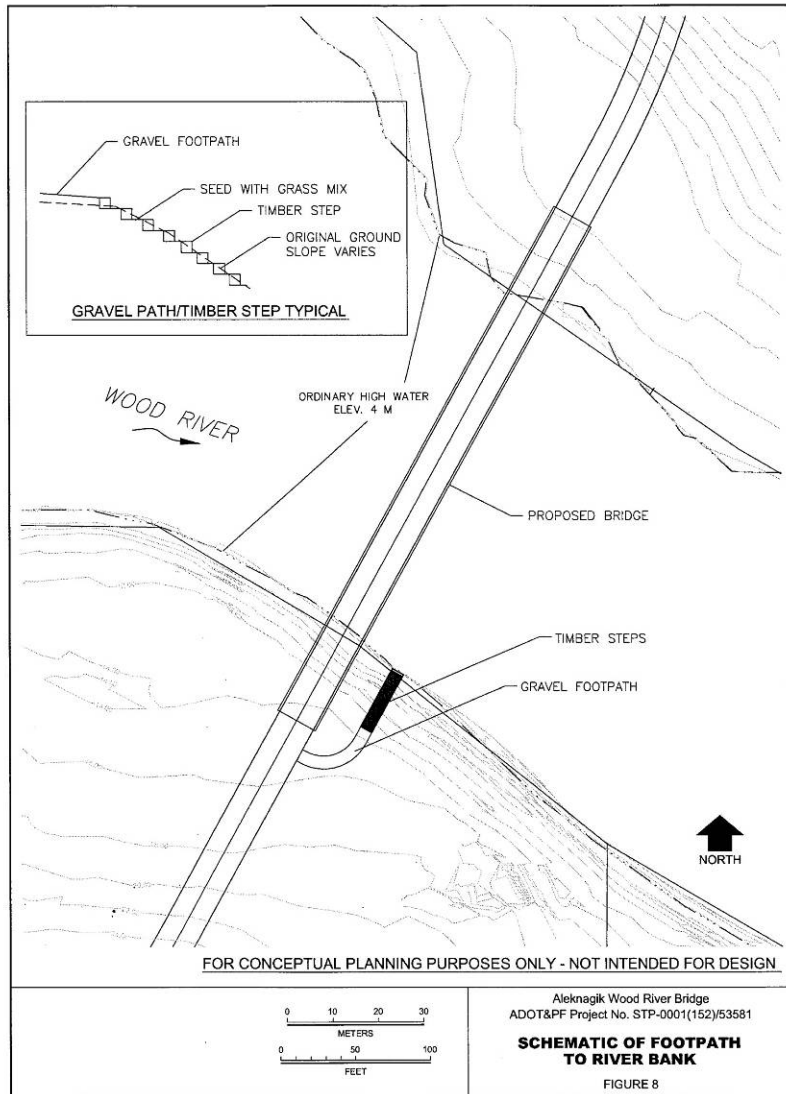
- Own and maintain appropriate equipment.
- Have trained staff able to operate and maintain equipment.

Map 7. Route of the Proposed Wood River Bridge



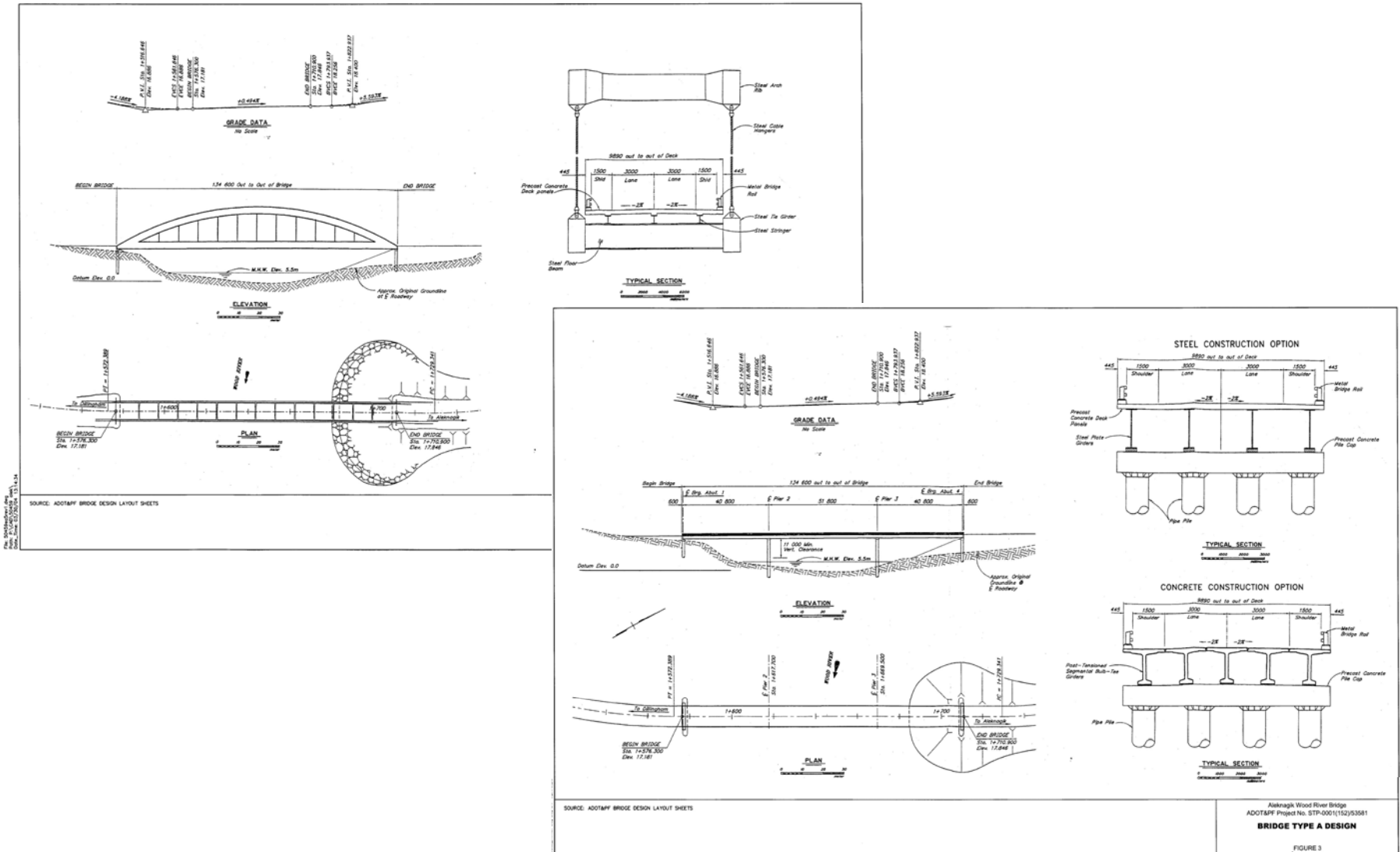
Source: Alaska Department of Transportation and Public Facilities, prepared by Brooks & Associates, 2004.

Map 8. Trail to Wood River from Proposed Bridge



Source: Alaska Department of Transportation and Public Facilities, prepared by Brooks & Associates, 2004.

Figure 7. Proposed Designs for the Wood River Bridge



Source: Alaska Department of Transportation and Public Facilities, prepared by Brooks & Associates, 2004.

Community Wellness, Culture & Education

Context

Aleknagik has a number of entities within the village that can help achieve the following goals and priority actions to promote wellness within the village. These include the Aleknagik City Council, Aleknagik Traditional Council, Aleknagik Natives Limited, Aleknagik Moravian Church, the Russian Orthodox Church, the Seventh Day Adventist Church, North Shore Health Clinic, South Shore Health Clinic, Aleknagik First Responders Group, the post office, and the Alaska Department of Natural Resources. Regional organizations that can assist in these efforts include the Bristol Bay Native Association, the Bristol Bay Area Health Corporation, VPSO, and Troopers in Dillingham.

Unlike other Bristol Bay villages, Aleknagik has road access to Dillingham and therefore better access to facilities such as the Kakanak Hospital, Dillingham Medical Clinic, Senior Center, Youth Center, Village Council/Naanguaq Center, and City Public Library.

The community of Aleknagik has identified a multi-use facility as a priority to improve the community's wellness, culture, education and economy. The desired functions of the proposed facility are vast and will need to be evaluated at a later date, through a separate planning process. Some suggested functions include: a neutral place for entities to meet, a cultural activity room for teaching traditional skills, arts and crafts, and space for childcare and youth activities. The facility could strengthen cultural traditions, sustain a sense of community, and introduce the area to visitors.

The following goals and priority actions for Community Wellness, Culture and Education focus on ways the community can, over time, strengthen the support structure of the village for all of its residents.



COMMUNITY WELLNESS

Some challenges facing the community include alcohol and drug abuse and associated issues, such as law enforcement, domestic violence and lack of parental involvement. Coming together to work as a community, involving elders, parents and other residents, is a challenge for many villages but is important to sustain community wellness.

Goals

- 1. Improve access to resources such as clean water, fire protection, education and health.**
- 2. Improve and develop community-building events.**
- 3. Ensure village safety.**
- 4. Develop more youth programs and activities.**

Goals & Priority Actions

1. Improve access to resources such as clean water, fire protection, education and health (mental, behavioral, physical, spiritual).

Access has proven to be an important issue in the community of Aleknagik. Improving access to certain services and facilities will not only enhance the community's wellness but strengthen the community's public infrastructure and transportation concerns as well. To learn more about the existing public services and facilities and needs for these services and facilities, see the Village Background and Public Facilities & Transportation sections.

Physical, mental, behavioral and spiritual health are all highly valued by the Aleknagik community. Currently, Aleknagik has no mental or behavior health services. Residents travel to the Bristol Bay Counseling Center in Dillingham which offers clinical behavior health services. Strategies to improve access to physical, mental, behavioral and spiritual health resources include:

- Make use of the Bristol Bay Counseling Center in Dillingham.
- Establish a community shuttle to provide regular transportation to facilities in Dillingham.
- Construct new north shore clinic
- Educate youth and adults about good nutrition and diabetes prevention.
 - Improve quality of food in school lunch program by incorporating Native food.
 - Provide regular health fairs in the village.
 - Request health aides provide nutrition classes for youth and adults, on a regular basis.
 - Start a breakfast club for students before school.
- Educate youth about family planning, disease prevention, sexual awareness and peer pressure.

- Health aides, family members, parents provide information and training to youth.
- Talk with Community School Committee and regional school board to include these topics in school curriculum.
- Provide mental and behavioral health services to community members.
 - Use BBAHC itinerate staff, village role models, TCSW and FSW to provide prevention and intervention to community members.

2. Improve and develop community-building events.

Community-wide gatherings and events help to strengthen a community’s wellness. The community of Aleknagik currently has few gatherings and events that unite the village. Having the village split by the lake is one reason for this. Potlucks, holidays and subsistence outings are events that the village currently values and sees as community-building events. Strategies to improve and develop community-building events include:

- Build the Wood River Bridge to improve access to community events
- Build a multi-use facility to house events
- Protect subsistence areas to sustain an existing community-building event
- Encourage organizations and individuals such as parents, churches, school, City, Traditional Council and ANL to host/sponsor community gatherings and events



3. Ensure village safety.

Some challenges facing the community as a whole include alcohol and drug abuse and associated issues, such as law enforcement, domestic violence and lack of parental involvement. Strategies to help create a safe village include:

- Increase law enforcement presence.
- Provide alternatives to drugs and alcohol – youth programs, cultural activities, and opportunities for kids, families and elders to be together (e.g., subsistence outings).
- Increase access to behavioral health services to eliminate substance abuse and support families.
- Start support groups such as a Village Wellness Team.

4. Develop more youth programs and activities.

Aleknagik’s youth programs and activities are well-attended by the community’s children, but many residents feel more options are needed. Currently, the Tribal Children’s Service Worker (TCSW), a position funded by BBNA, organizes an open gym night at the Aleknagik School. Open gym nights are popular, but could occur more frequently and for longer periods. Youth are also involved in church groups and a basketball event lead by a local parent. The school and local churches have been good partners with the community in creating youth opportunities; continued partnership

among the school, other service providers and organizations and residents will help foster increased youth activities. Strategies to develop more youth programs and activities include:

- Volunteer-supervised youth field trips to Twin Lakes for ice skating and hockey in winter.
- A multi-use facility with capacity for youth-oriented activities and gathering and socializing spaces.
- Elder-youth programs teaching traditional skills and knowledge.
- Transportation to Dillingham for youth outing.
- Organized games and combined-age group sporting activities

CULTURE

Aleknagik residents value their family oriented community. During the community planning workshops, residents articulated their values, and among these values was traditional activities such as hunting, fishing, beading and berry picking. The community supports ongoing language programs offered in school.

Goals

5. Build a multi-use facility to house cultural activities.

6. Continue to reserve and protect subsistence areas.

7. Maintain and strengthen cultural traditions.

Goals & Priority Actions

5. Build a multi-use facility to house cultural activities.

The construction of a multi-use facility has been presented as a solution to many of the community's concerns and needs. Providing space for cultural activities is just one the facility's potentials. Strategies to meet this goal include:

- Seek funding to begin the planning process.
- Form a committee to steer the plan.

6. Continue to reserve and protect subsistence areas.

- Provide access to Twin Lakes.
- Ensure protection of the Tripod. The Tripod is 22 acres of the best berry picking in the area. It has been protected since 1994.

Subsistence areas and uses are also covered in the "Land Use & Environment" section (see Map 2 for more details).

7. Maintain and strengthen cultural traditions.

- Continue to teach traditional skills, language and culture to youth
 - Hire a Native Youth Olympics instructor in the school.

- Encourage parents, elders or other community members to teach subsistence skills and survival skills to young people.
 - Teach carving, skin sewing, native dancing, skin tanning, sled building, and net mending.
 - Teach Yup'ik language to young people.
- Construct a multi-use facility in Aleknagik
 - Create a dedicated space for teaching traditional skills.
 - Reclaim local artifacts and display, along with art from local craftspeople.

EDUCATION

Goals

8. Ensure the operation of the Aleknagik School.

9. Provide job training and higher education.

10. Continue to teach culture in schools, homes, community.

11. Develop early childhood programs.

Goals & Priority Actions

8. Ensure the operation of the Aleknagik School.

Approximately 12 south shore elementary-age students travel to Dillingham for school. Some community members believe there will be more incentive for south shore students to attend the Aleknagik School when the Wood River Bridge is built. Others fear that north shore students will leave the village to attend school in Dillingham. Sustaining enrollment is a high priority.

Strategies to ensure the operation of the Aleknagik School include:

- Encourage growth in job opportunities and therefore numbers of families with school aged children residing in the community.
- Evaluate ratio of school staff to students to see if cost savings can be made.
- Host more community functions at the school to raise money.
- Accept that school populations fluctuate.
- Provide incentives for parents to send their children to the Aleknagik school rather than to Dillingham.
- Build the Wood River Bridge to provide better access for south shore students.

9. Provide job training and higher education.

- Provide job training that directly relates to jobs in the Aleknagik area.
- Increase college graduation rate for Aleknagik students:

- Provide scholarships and encouragement to keep students in school.
- Ensure college graduates have jobs to come home to in the village.

10. Continue to teach culture in our schools, homes, community.

- Provide cultural knowledge as part of school curriculum.
 - Work with the Community School Committee and regional school board to include cultural knowledge in the school curriculum.
 - Continue to support and encourage teachers who incorporate Yup'ik languages teaching into the curriculum.

11. Develop early childhood programs.

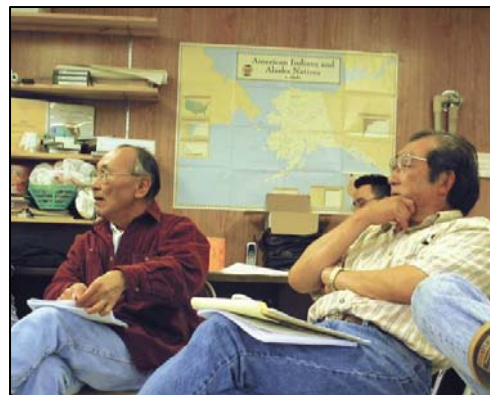
The community values and would like to keep the exiting Parents as Teachers (PAT) program and the Tribal Children's Service Worker (TCSW). There is interest in developing more early childhood programs. Strategies to achieve this include:

- Identify a facility to house early childhood programs and childcare services (see "Public Facilities & Services" section).
- See funding to support early childhood programs and childcare services.
- Reinstate the Headstart program and increase enrollment to meet minimum requirements for sustaining the program.
- Continue to utilize and support the Parents-As-Teachers (PAT) and Early Learning opportunities (ELO) programs.

Leadership

Context

Entities operating in Aleknagik include the City of Aleknagik, Aleknagik Traditional Council and Aleknagik Natives Limited. Through joint entities meetings, these bodies are able to communicate regularly and prioritize concerns and projects of community-wide importance. Because of strong coordination among these entities, Aleknagik has a strong track record of maintaining a local capacity to conduct community planning, obtain capital equipment, succeed in grant writing and take on many community projects that contribute to the health of the community. Maintaining this good communication, and also expanding it to include other area landowners (such as Choggiung and private native allotment holders) and governing bodies and agencies (such as the City of Dillingham, Alaska State Parks) and development entities (such as the Dillingham Chamber of Commerce, and BBEDC), is the main goal of the community.



Goals

- 1. Maintain City's ability to pay for essential community services.**
- 2. Partner with to Dillingham, Choggiung and other local organizations and entities on projects.**
- 3. Maintain good communication among entities, community, service providers.**

Goals & Priority Actions

- 1. Maintain City's ability to pay for essential community services.**
 - Support local business and lodges who provide a steady source of revenue for the City. Encourage sustainable visitor-related economic development.
 - Consider projects that will generate revenue for the City or ANL, such as fuel sales, land sales or a Visitor's Center.
- 2. Partner with to Dillingham, Choggiung and other local organizations and entities on projects.**
 - Work with area landowners on a trails plan and implementation.
 - Partner with the Dillingham Chamber and Wood Tikchik State Park to draw visitor-based business to Aleknagik. Work to manage this increased visitation sustainably.
- 3. Maintain good communication among entities, community, service providers.**
 - Continue to hold joint entities meetings.
 - Continue to work with the school to ensure the community and school understanding and support the same educational priorities.
 - Hold community-building events to maintain the community's coherency and prevent north shore-south shore divisions.

IMPLEMENTATION

Priority Actions in each Comprehensive Planning category are listed below. It is the community of Aleknagik’s intent to implement these actions as soon as possible. Aleknagik’s Comprehensive Plan contains more actions than those listed below.

LAND USE, HOUSING & ENVIRONMENT
LAND USE
ACTION: Build the Wood River Bridge to provide vehicular access across Aleknagik Lake.
ACTION: Provide better planning for new development and subdivisions. Conduct a process to draw up a Land Use Plan, Subdivision plan or create City ordinances governing future development.
ACTION: Determine the right location for recreation facilities; cluster recreation and tourism facilities. Create a Tourism Plan.

COMMUNITY WELLNESS, CULTURE & EDUCATION

COMMUNITY WELLNESS

ACTION: Create a plan for a multi-use facility that would house a variety of functions, possibly including: a neutral place for entities to meet, space for youth and cultural activities, tourist information and lodging. This facility would have a positive impact on Aleknagik wellness, culture and education.

ACTION: Provide more recreation facilities such as a playground, basketball court and 'green zone.'

ACTION: Implement safety plans so Aleknagik's roads and lake are safe, hence ensuring good access to school, clinics, church, etc.

CULTURE

ACTION: Make use of Elder knowledge.

ACTION: Maintain the Yup'ik language and cultural education programs in the school.

EDUCATION

ACTION: Create more organized youth activities.

ACTION: Keep school open and enrollment strong and high.

PUBLIC FACILITIES & TRANSPORTATION

TRANSPORTATION

ACTION: Build the Wood River Bridge to provide vehicular access across Aleknagik Lake.

ACTION: Work with FAA, ADOT&PF and area lodges to redirect float planes so they don't land in the narrowest section (where people cross in their boats) of Aleknagik Lake.

ACTION: Create a trails plan. Find funding through National Park Service trails program, state sources or ADOT&PF to address safety concerns and route loss. Work with adjoining landowners (e.g., Choggiung) to jointly solve trail issues, such as the trail to Second Lake.

PUBLIC SERVICES & FACILITIES

ACTION: Create a plan for a multi-use facility that would house a variety of functions, possibly including: a neutral place for entities to meet, space for youth and cultural activities, tourist information and lodging.

ACTION: Form a team to plan for emergency and fire response equipment and facilities.

ACTION: Apply for grants to purchase and maintain needed capital equipment.

ECONOMIC DEVELOPMENT

ACTION: Encourage more local, small-scale, home-based businesses.

ACTION: Create a plan for a multi-use facility that would house a variety of functions, possibly including: a neutral place for entities to meet, space for youth and cultural activities, tourist information and lodging. This facility would provide a variety of jobs for the local economy.

ACTION: Provide appropriate job training for local hire.

ACTION: Form a Chamber of Commerce or connect with existing Dillingham Chamber; improve community marketing, including a website and brochure about Aleknagik, its businesses and opportunities.

LEADERSHIP

ACTION: Use entity meetings to discuss community issues.

INFRASTRUCTURE SUMMARY

This section lists priority infrastructure projects by category. The following section “Implementation” gives details for the top three priority actions in each category identified in this plan.

Land Use, Housing & Environment

- Conduct site plan and suitability analysis for redevelopment and future development areas in and around townsite, and outlying subdivisions.
- Close and clean-up existing landfill.
- Construct new landfill.
- Upgrade water and sewer at townsite. Consider upgrades to south shore and other residential areas.
- Increase electrical, telephone and Internet access.

Community Wellness, Culture & Education

- Construct new health clinic.
- Construct multi-purpose facility.
- Construct early childhood facility.

Public Services, Facilities & Transportation

- Construct Wood River Bridge.
- Increase parking and docking capacity at existing south shore dock facility. Construct parking and docking on north shore related to bridge construction.
- Construct a Visitor’s Center.
- Create new fishing vessel winter storage.
- Designate a safer float plane landing area.
- Renovate and expand post office.
- Acquire grader, ambulance, fire equipment, trailer, loader.
- Identify and reserve important trails and lake access points.

Excerpt from Aleknagik Long-Range Transportation Plan

The consensus of the Traditional Council, as related by the survey questionnaire, determined the first priority project be the proposed route from Dillingham Road to Wood River (Route 1001), including the proposed bridge. The second priority project is a proposed route that would provide access between the north and the south shores of the village (Route 1008). The third priority project is the proposed route that connects to Route 1001 and provides access to numerous homes and a private airstrip (Route 1011). The Aleknagik Traditional Council priority projects are listed below based on short-, medium-, and long-range needs.

Short-range Transportation Needs (3-5 years)

- Unnamed Road, BIA Route 1001, 1.7 miles in length;
- Lydia's Road, BIA Route 1008, 0.5 mile in length;
- Wassillie Etuckmelra Sr. Road, BIA Route 1011, 0.3 mile in length; and
- George Ilutsik Loop, BIA Route 1012, 0.5 mile in length.

Medium-range Transportation Needs (7-12 years)

- Peter Krause Sr. Drive/Fish Street, BIA Route 1014, 0.9 mile in length;
- Float Plane Road, BIA Route 1005, 0.5 mile in length;
- Lake Street, BIA Route 1016, 0.4 mile in length;
- Tangerpiit Road, BIA Route 1004, 0.3 mile in length;
- Foxville Road, BIA Route 1006, 0.5 mile in length; and
- Suravak Road, BIA Route 1003, 1.6 miles in length.

Long-range Transportation Needs (15-20 years)

- Press Road, BIA Route 1015, 0.1 mile in length;
- Tripod Road, BIA Route 1009, 5.0 miles in length;
- BIA Route 1010, 0.5 mile in length;
- Unnamed Route, BIA Route 1002, 0.6 mile in length Lakeview Road,
- Dillingham Road, BIA Route 1007, 0.3 miles in length; and
- North Shore Landfill Road, BIA Route 1013, 1.7 miles in length.

Other Community Development Plans

Comprehensive transportation planning for the community considers such issues as social, tourism, economic, housing, natural resources, education, and public health. The collective agreement of all interested parties working together to guide the future decision-making framework for the Village of Aleknagik is a necessity (USDOT, 1999). The Traditional Council and community members have expressed a desire for several development projects to ensure the successful growth of the community.

Bridge

Residents of the north shore must travel by water or air to the south shore and to Dillingham. During the winter months, the city uses the snowplow to make an ice road across the river. However, during times of thin ice and spring break up the ice road is not safe for travel. The Traditional Council and community members desire a bridge be constructed across the Wood River connecting both shores allowing for more certain travel. It is also a desire of the Traditional Council to construct a bridge across to Ahiak Island so that residents can have year-round access to the community.

Dock

There currently is not a land connection between Aleknagik's north and south shore or Ahiak Island. Future development plans for Aleknagik include construction of a dock on both the south shore and on Ahiak Island. Tourism, commerce and industry would be greatly improved with the connection of the community by land and by water.

Education

Students from kindergarten through junior high attend the Aleknagik School. Students in high school must travel to Dillingham to attend school. It is the desire of the community to have a high school constructed so students do not have to commute as far.

Housing

New housing development sites are considered, and are to be located west of the new airport. Native allotments that are currently inaccessible will be opened up for development. There is also concern with the lack of streetlights in the subdivisions for the safety of the children playing. More traffic signs need to be posted within the existing housing development and future housing areas.

Public Health

The community requires a health clinic be constructed and a medical doctor hired for immediate health care needs. Immediate health care is a concern, since the nearest hospital, which is located in Dillingham, is 25 miles away. Adverse weather constrains travel for residents that need emergency access to the hospital.

The local roads and trails in Aleknagik are not paved. The road to Dillingham is also not paved. Dillingham Road is used by students during the school year, and year-round by local residents. Health concerns associated with the dust from the roads is a priority for the residents of Aleknagik.

Public Transportation

The village expressed a desire to have public transportation available to them. A public bus or van is the method of transportation the community desires to obtain. Public transportation between Dillingham and Aleknagik would improve shopping, social, and health care opportunities.

Residents were also concerned about the unlit airport runway. Emergency flights cannot operate at night or if adverse weather conditions are present. It is a desire of the Traditional Council and community members to have the airport improved with lighting.

COMPREHENSIVE PLAN REVISION PROCESS

A comprehensive plan is intended to be a long-range planning document that helps to guide growth and development in the community for about 20 years. For it to be effective, it must be a “living document” that is regularly used to guide decision-making. Residents who participated in the Aleknagik planning process want to see it result in real accomplishments that can be tracked over time.

The revision process for this implementing the priorities identified in this plan and updating the plan will occur at regular intervals. The revision process will always seek input from residents, and all discussions of progress on plan priorities and revisions to the plan will be publicly announced. Milestones in plan implementation and revisions include:

A copy of the plan will be brought to each village organization meeting, including joint meetings of the entities, and will be consulted in decision-making on priority projects.

The ‘goals’ in many of the sections include measures for gauging progress, for example, “3 new village businesses will be started in the next three years”. These measures should be used on an annual basis to assess progress and adjust strategies if needed.

The Implementation section of this plan will be used to coordinate efforts between village entities and organizations. Each project has a ‘lead organization’ identified. At entities meeting, lead organizations will report on status of each priority project. Opportunities for other entities to assist with implementation will be identified during these discussions. Once priority projects are implemented, the Comprehensive Plan can be used to determine the next set of priority actions.

On an annual basis, the Implementation section of the plan will be updated as projects are completed and new projects arise. This updating will be accomplished at an annual meeting of all village organizations, with input from the full community. The updated Implementation section will be recorded and distributed to all community organizations for use in the coming year.

On a five-year basis, the Aleknagik Community Comprehensive Plan will be reviewed by the village organizations, with full public involvement, to determine which actions have been accomplished, and which priority actions should be focused on during the following years. Over time, these revisions to the comprehensive plan will help to document the accomplishments made, and the new priorities that surface. Measurements can be taken to evaluate the plan’s success and it’s rate of implementation, such as:

- Holding a 6-month or annual formal review of the plan goals and priority actions to determine which goals and actions have been accomplished, which are in progress, and which need attention, resources and development,
- Asking the City and Tribal Administrators to catalog and circulate how many grants have been applied for and administered as a result of the plan and how many projects or pieces of capital equipment have been acquired,
- Surveying to determine how many jobs and new businesses have been created since the plan was adopted, and how many people have taken advantage of education and training opportunities,
- On a semi-monthly basis, checking with service providers and similar organizations (such as the school, a Wellness Team or local youth organization) to see if they are

implementing steps outlined in the plan, and if they need assistance or support from community members and entities,

- Tracking statistics on education, crime and other social issues to determine if they have improved.

After ten or twenty years, and the completion of many of the goals and strategies of the comprehensive plan, village organizations will want to reflect upon the accomplishments of the preceding 20 years and, again, plan for the next 20 years by taking on a public participation process to gain community-wide input on the next Aleknagik Community Comprehensive Plan.

EXISTING PLANS

Aleknagik 20-Year Comprehensive Strategic Development Plan. Prepared for the City of Aleknagik. Prepared by The Stadum Group. 2003.

Aleknagik Final Long-Range Transportation Plan, Phase II. Prepared for Aleknagik Traditional Council. Prepared by Bristol Environmental & Engineering Services Corporation. June 2002.

Aleknagik Wood River Bridge: Finding of No Significant Impact. Federal Highway Administration. Project No. STP-0001(152)/53581. 2005.

Aleknagik Wood River Bridge Revised Environmental Assessment. Alaska Department of Transportation and Public Facilities. Prepared by Brooks & Associates. August 2004.

Bristol Bay Easement Atlas. Alaska Department of Natural Resources: Division of Land and Water. May 1990.

APPENDICES

Appendix A: Bristol Bay Regional Background Information

Appendix B: Business & Technical Assistance Resources

Appendix C: Business Plan Basics

Appendix D: Business & Jobs Survey Form

Appendix E: “Input-Output Model of Village Economy” Worksheet

**Appendix F: Sample Resolution from Governing Entities
Adopting Comprehensive Plan**

Appendix G: Resources for Native Art & Craft Sales

Appendix H: Resources for Rural Tourism Development

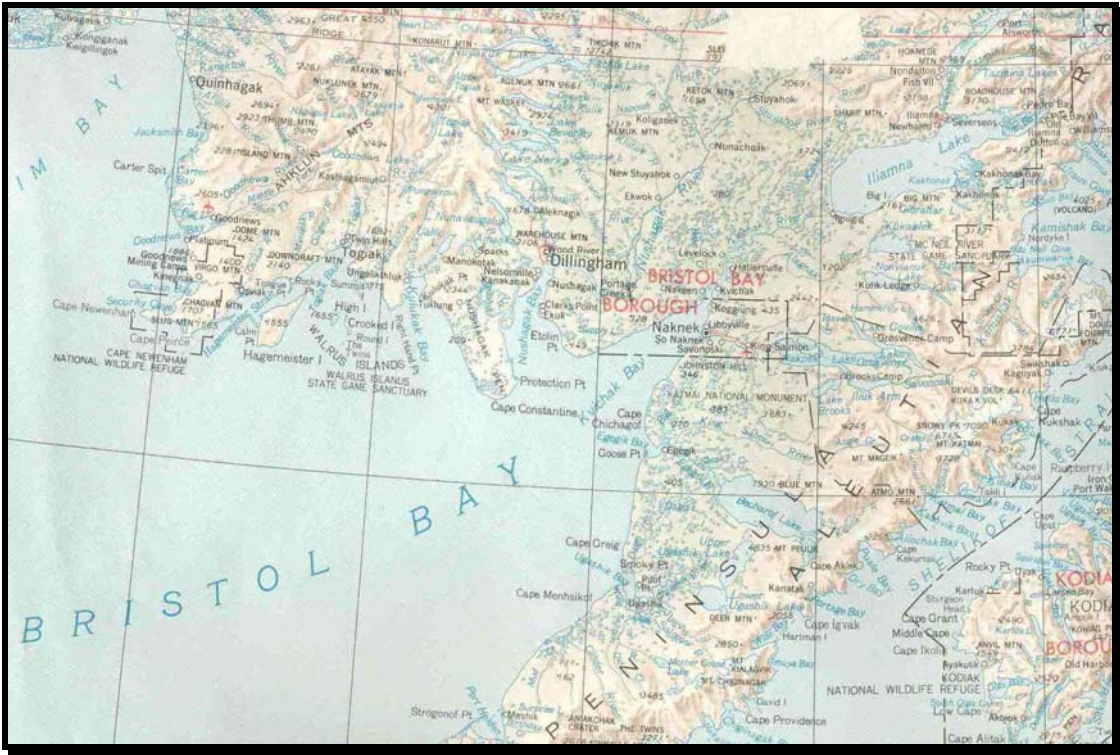
APPENDIX A: THE BRISTOL BAY REGION

The Bristol Bay Region

Bristol Bay is a world unto itself—a stunning landscape of mountains, lakes and rivers. Within the region are five national parks and wildlife refuges, designated wilderness areas, as well as a number of state parks and state wildlife protection areas. Bristol Bay is known for its abundant fish and wildlife, including salmon, bear, moose, caribou, walrus, and whales. Recreational fishing and hunting draw many people to the region in the summer and fall.



Aleut, Alutiq, Athabascan, and Yup'ik cultures are all represented in Bristol Bay. Traditional practices, languages, crafts, languages, and subsistence lifestyles continue to be a strong part of community life. The region also continues to be influenced by Russian culture, and Russian Orthodox churches are present in many communities. Bristol Bay's rivers and streams support the world's largest red salmon run, and the commercial salmon industry has been a dominate influence on local culture and economy.



Appendix A: The Bristol Bay Region

Regional Economic Conditions

For over a century, Bristol Bay and Alaska's wild salmon industry dominated world salmon markets. Beginning in the mid-1990s, reduced runs and competition from farmed salmon have combined to dramatically reduce earnings from the salmon industry. As a result, the entire Bristol Bay economy has experienced severe disruption. In three out of the last five years, the Bristol Bay area has been declared an economic disaster area. In 1997 and 1998, both the state and federal governments declared the area an economic disaster because of failed salmon returns. Then in 2001, the region was declared a State economic disaster because of not only low salmon returns but weak salmon prices. The list below summarizes the current conditions of the regional economy:

- In smaller Bristol Bay villages, there are few cash jobs, and only a handful of year round jobs with a growing demand for cash services (public services, private goods)
- Substantial reliance on government programs (social services, public works)
- Subsistence activities remain strong
- An economy in transition: from resource based (fishing, subsistence), to service based (tourism, government services). Skills needed to succeed in these two sectors are quite different.
- Lack of entrepreneurial models and experiences
- Of the jobs available in the region, relatively few are taken by local residents, due to conflicts with other activities, or lack of training. This is particularly true regarding tourism related jobs.
- With declines in traditional economic sectors, support is growing in the region to explore the area's potential for oil and gas and for mining, as well as to encourage new approaches to commercial fishing and tourism.

Regional Social Conditions

Table 1 provides a comparison between selected Bristol Bay communities and Anchorage and Alaska. Note that in each of the urban communities, the median household income is significantly higher than in Bristol Bay villages. The percentage of people below the poverty line is much higher in the villages. In addition, the percentage of the population under the age of 18 is much higher in the villages than the state as a whole. This demographic has many implications for the range and level of public services.

The list below summarizes characteristics of the region's social setting:

- Close family ties, access to subsistence resources and other dimensions of village life are strong attractions; at the same time, like all of rural Alaska, Bristol Bay communities have high levels substance abuse, suicide, accidental death, and domestic violence.
- The lack of jobs and business opportunities mean a large percentage of young people leave the region to pursue educational opportunities and find a way to support themselves and their families.
- Deep ties to the land and traditional cultural values, but weakening as generations go by.

- “Two worlds problem”—again, like all of rural Alaska—there is frequently a gap between the expectations of villages and those of the world outside. Deep cultural differences, due to a very rapid shift over the last hundred years from traditional subsistence lifestyles to a cash economy, set up divisions between generations within the village, and create challenges for community development.

Regional Resilience

A resilient community has the ability and the resources to adapt to changing circumstances. Resiliency is influenced by the natural environment, attitudes towards change, community cohesiveness, cooperative problem solving, leadership resources, available infrastructure, human resources, and economic structure and diversity.

Despite the challenges, Bristol Bay continues to be home to a resilient culture and the residence of many talented and energetic people who have great affection for their land and who have prospered in this area for generations.

Regional Population

Table 1 lists the Bristol Bay communities with their most recent population estimates, percent of part or all Alaska Native, median household income, percent of adults not working, percent of individuals in poverty, membership in regional organizations, and classification as distressed or non-distressed communities by the Denali Commission.

Dillingham is the largest community with an estimated population in July 2003 of 2,373. Only eight of the Bristol Bay communities have an estimated population of 200 residents or more. Twelve Bristol Bay communities have been classified as “distressed” according to criteria set by the Denali Commission. The percent part or all Alaska Native ranges from a low of 30.1 percent in King Salmon to a high of 96 percent in New Stuyahok. Median household incomes range from a low of \$19,583 in Kokhanok to a high of \$92,297 in Chignik Lagoon. According to Census 2000 the percent of individuals 16 years and older that are working ranges from a high of 73.8 percent in Egegik to a low of 28.4 in Iliamna. Across Alaska as whole, 71.3 percent of individuals 16 years or older participate in the workforce.

Population estimates for June 30, 2003 show that the population of the region is centered in the community of Dillingham, which has an estimated population of 2,373 (DCED 2004). As of June 30, 2003, the Dillingham Census Area has an estimated population of 4,912, the Bristol Bay Borough estimated population was 1,105, and Lake and Peninsula Borough’s population was estimated to be 1,628. Net migration is the net effect of in-migration and out-migration on an area’s population in a given time period, expressed as an increase or decrease. All three areas lost population in terms of net migration between April 1, 2000 and June 30, 2003. The Dillingham Census Area, Bristol Bay Borough, and Lake and Peninsula Borough lost 184, 205, and 213 residents, respectively.

Regional Income

Decrease in Personal per Capita Income

Per capita personal income is a measure of economic well-being. The amount of goods and services that people can afford is directly related to their personal income. At one time Bristol Bay Borough's personal per capita income was more than twice as high as the U.S. personal per capita income. However, the gap between the Bristol Bay Borough and the U.S. has closed. Furthermore, the Dillingham Census Area and the Lake and Peninsula Borough have not been able to keep pace with either the U.S. or Alaska.

In 2002, the per capita person income (PCPI) for Alaska was \$32,899 (Figure 1). Alaska ranked 12th in the U.S. and was 106 percent of the PCPI national average. This compared to the Bristol Bay Borough which had a PCPI of \$39,474, ranked second in the State. This PCI was 128 percent of the national average. This compared to the Dillingham Census area which had a 2002 per capita personal income of \$27,323 placing it 17th in the state. Dillingham's Census Area's PCPI was 88 percent of the national average of \$30,906 and reflected an increase of 1.2 percent over 2001.

In contrast, in 2002 in the Lake and Penn Borough in 2002, the PCPI was \$21,783 which ranks Lake and Peninsula Borough as 25th of the 27 boroughs or census areas in Alaska. The PCPI was 70 percent of the national average and 66 percent of the state average. The 2002 PCPI reflected an increase of 2.9 percent over 2001.

Components of Personal Income

Personal income has three components: earnings; dividends, interest and rent; and transfer payments. Earnings as a component of total personal income for the State of Alaska accounted for 68.2 percent of total personal income (Table 3). In 2002 in Bristol Bay Borough, earnings

accounted for 66.4 percent of total income. In 1992, earnings in Bristol Bay Borough accounted for 81.8 percent of total earnings. Earnings in 2002 in Dillingham Census Area accounted for 69.0 of total personal earnings, while in Lake and Peninsula Borough, they accounted for only 58.3 percent. In 1992, earnings accounted for 71.8 percent.

Transfer payments are income payments by government and businesses to individuals and nonprofit institutions for which no current services are performed. Transfer payments include retirement and disability insurance benefit payments, medical benefit such as Medicare and Medicaid, income maintenance benefits, unemployment insurance benefit payments, veterans benefit payments, and federal education and training benefits. Transfer payments in 2002 accounted for approximately 16 percent of total personal income for the State of Alaska. In contrast to the state, transfer payments accounted for a greater percentage of per capita personal income for the Bristol Bay region (Bristol Bay Borough: 16.9 percent; Dillingham Census Area: 20.2 percent; Lake and Peninsula Borough: 27.8 percent).

Regional Subsistence and the Village Economy

In addition to its cultural significance, subsistence is the foundation of many village economies, because there are few opportunities in some villages to earn cash. Subsistence offsets the high cost of living in villages within the Bristol Bay region. One of the paradoxes of subsistence is

that today cash is needed to engage in a subsistence lifestyle. According to a 1999 report by the National Resource Council (NRC) on CDQ communities, a household income of at least \$20,000 to \$25,000 per year is needed to engage in subsistence.

The NRC report points out that the subsistence economy today runs on snow machines, motorized aluminum fishing vessels, four wheel all terrain vehicles, manufactured fishing and hunting gear, fossil fuels, camping equipment, imported cold weather clothing, and even airplanes. According to the NRC, integration of cultural traditions with modern technologies and goods is taking place in some Western Alaska communities. Changes in lifestyle including settlement patterns in the villages, improved safety, and health, the availability of technology, and the desire for other market goods that reduce the time available for subsistence activities have contributed to the increasing importance of cash for participating in subsistence lifestyle.

In order to maintain a subsistence lifestyle, numerous activities and sources of income are combined: commercial fishing and hunting, making of crafts, dividends from Native corporations and the Alaska Permanent Fund, participation in the National Guard, state construction projects, loans from government agencies and fiscal institutions, firefighting, and transfer payments from Aid to Families with Dependent Children. In many Alaska communities the Alaska Permanent Dividend Fund is the most dominant and fastest growing transfer payment. In some villages, the Permanent Fund can exceed 20 percent of the total income from all sources. However, transfer payments like the Permanent Fund or the longevity bonus are the result of public policies which can change significantly almost over night.

The goal of an economic development strategy is to bring outside dollars into a community and then to keep those dollars circulating from one person to the next, as long as possible within the community. In Village Alaska dollars move out at almost the same rate they move in. For example, many individuals in rural Alaska have no choice but to spend their Permanent Dividend checks in hub communities like Dillingham or in Anchorage. While this may be good for Dillingham and Anchorage, it is not good for the local community.

Subsistence is an important economic activity for many households. However while subsistence may provide economic benefits, the cost of living (particularly fuel and energy costs) is still a major concern in Bristol Bay communities threatening the sustainability of communities that do not have a strong cash economy. One reason that utility costs in villages are so high is because fixed maintenance and operating costs are divided among a small group of people.

As a local economy grows and becomes more developed, there may be more opportunities to produce goods and services locally. According to the EDA, economies have two major sectors:

The **traded sector**, which is that portion of the economy such as commercial fishing and processing that competes in markets beyond the immediate area. These activities pull money into the local economy and help generate income to support the **non-traded** portion of the economy like general stores, video stores, beauty salons, snow machine repair. A problem encountered over and over again in Alaska communities is that if there are not enough jobs in the traded sector bringing money into a community, jobs do not develop in the non-traded sector. This is one reason why it is so difficult for villages that rely heavily on subsistence to develop non-traded businesses and jobs.

In a study conducted by Northern Economics, Inc. evaluating the socioeconomic impacts of the CDQ program it was found that while the number of jobs may be considered a measure of

“success” of economic progress, the goal of many communities in Western Alaska may include the desire to maintain subsistence activities.

Regional Employment

Employment data are usually considered an important component of a regional or community profile and economic development planning. Employment data can provide the foundation of the economic analysis of your community or region. A community’s economic activity and well-being is often a function of the number and types of jobs available.

Change in the number of jobs over time is often considered a key measure of economic performance. In Alaska communities the type and availability of subsistence is also a foundation to the local economy. In many Alaska communities, however, it is not just the number and type of jobs available that is important, but also whether or not these jobs can be shared by more than one individual and whether or not the job is structured so that workers can participate in subsistence activities.

Table 4. Personal Income for Alaska, Bristol Bay Borough, Dillingham Census Area, and Lake and Peninsula Borough, 1999

Place	Per Capita Personal Income		Total Personal Income		Components of Total Personal Income		
	(\$)	Rank	(\$1,000s)	Rank	Dividends, Earnings (%)	Interest, and Rent (%)	Transfer Payments (%)
Alaska	32,799	12	21,040,260	47	68.2	15.8	16.0
Bristol Bay	39,474	2	45,040	25	66.4	16.7	16.9
Dillingham CA	27,323	17	136042	17	69.0	10.9	20.2
Lake and Peninsula	21,783	25	34,569	26	58.3	13.9	27.8

Source: U.S. Bureau of the Census, Census 2000.

Source: Values calculated by Northern Economics, Inc.

Regional Challenges

Geographically Isolated

The communities of Bristol Bay are geographically isolated. Few roads connect the major communities within the Dillingham Census Area, Bristol Bay Borough, and Lake and Peninsula Borough. Except for roads between Dillingham and Aleknagik, King Salmon and Naknek, and a bridge and road upgrade between Nondalton, Iliamna, and Newhalen, there are no other roads connecting the communities. The small size and remoteness of most Bristol Bay villages increases the cost of living and limits opportunities for market activity.

Transportation

Transportation is provided via Anchorage by frequent small commuter aircraft flights and jet flights to Dillingham and King Salmon. Travel between the communities is similarly provided by small commuter aircraft, floatplanes, snowmachine or by boat. The primary shipping method is tug and barge or small transfer vessels. Shipping is concentrated in small port facilities at Naknek and Dillingham, and the shipping season lasts about 120 days.

Federal and State Disaster Area

The Bristol Bay salmon fishery is the world's largest wild salmon fishery, and historically it has been one of the most lucrative in terms of harvest and product value. However, in 1997 and 1998, expected runs failed to appear and, in spite of diminished supply, prices paid to harvesters fell to new lows when adjusted for inflation. Federal disaster relief funds were provided to the region in both 1997 and 1998 as ex-vessel revenues fell to less than a third of the average over the previous five years.

The severity of the Bristol Bay salmon crisis is demonstrated clearly by the decline in ex-vessel value from 1978 through 2002. Figure 4 shows that the inflation adjusted ex-vessel value has fallen from the 1980's trends of over \$200 million to less than \$25 million in 2002.¹

In more recent years, harvests and revenues have improved somewhat, but prices remain at historic low levels and the prospects for improved prices, due to huge increases in farmed salmon production, are slim. Lack of economic growth, out-migration, and the decline of traditional fishing related resource employment resulted in hardships for many families in Bristol Bay communities. Remote rural communities are in a constant state of flux. Political and programmatic boundaries seldom coincide with economic boundaries. Workers, businesses, and consumers readily move across jurisdictions taking their economic impacts with them. This situation is particularly true of the Bristol Bay area where economic conditions and forces move resident and non-resident workers across political boundaries.

Decline in Local Tax Revenues

As shown in Figure 4, the landed ex-vessel value of landings has declined almost 90 percent. Since some boroughs earn approximately 3 percent of ex-vessel value in fish taxes, community revenues have similarly fallen. In Bristol Bay Borough, for example, budget reserves earned from fish taxes have fallen from \$27 million in 1998 to just \$3 million in 2001 (pers. comm., George

¹ Huskey, L., and Morehouse, T.A. Development in remote regions:What do we know? Arctic, 1992, 42, 2, 128-137;p.134.

Castenada). If this trend continues, community governments in the Bristol Bay Region may face bankruptcy in the coming years. In a Northern Economics study of the salmon disasters in 1997 and 1998, borough managers reported significant impacts related to or caused by the declines in local revenues, including declines in programs and in basic services such as public safety, emergency medical services, roads, and docks supported by the boroughs. In addition, business owners reported that demand for goods has decreased, and the viability and competitiveness of small local businesses is in question.

In addition to borough fish taxes, some Bristol Bay communities such as Chignik Bay, Pilot Point, and Egegik have a city raw fish or salmon and other seafood landing tax. Tribal governments have a somewhat more guaranteed funding stream from the United States Bureau of Indian Affairs. As local tax revenues decline, tribal entities become more important as governing entities and service providers. The role of tribal entities in local economic development is vital.

High Cost of Fuel and Energy

Local economies in rural Alaska have also been hard hit by the rising costs of fuel and electricity, and by the State of Alaska budget shortfall. All of these factors affect the health and well-being and economic survival of rural Alaska communities and residents.

Regional Opportunities

Elements of Change

In Fall 2003, Bristol Bay sponsored a planning summit focused on “Managing Change.” The purpose of the collaborative planning summit was to include Bristol Bay communities in a discussion of economic forces in the region and to anticipate the benefits and impacts of regional change so communities could adapt to these changes. Several economic development opportunities in the Bristol Bay region were identified:

- Changes in the fishing economy and potential of restructuring of the Bristol Bay fishery
- Proposed development of on/offshore oil and gas
- Copper and hard rock mining
- Infrastructure development
- Sport fishing, hunting, tourism, and eco-tourism

In order for residents to respond to these changes, the summit emphasized the need for regional and local economic development plans. These plans need to address the following diversification strategies:

- Create more competitive businesses
- Diversify the economic base with local businesses that create new wealth or retain wealth in the community
- Provide work force retraining/relocation assistance
- Promote lower-cost energy

- Promote affordable, sustainable infrastructure.

Workforce Education and Training

Workforce education and training is one of the foundations of both regional and local economic development. It may be important to include a project related to workforce training in a community and economic development action plan. In light of the Bristol Bay region's distressed fishing economy, a growing number of local fishermen want to be trained for alternatives jobs. In 2001, a job training survey of Western Alaska fishers was conducted by the DCED as part of an EDA grant. The survey serves as the basis for planning and developing job training programs. There was an unexpectedly high level of interest in job training, and many respondents indicated interest in new kinds of employment, to replace or supplement current employment in commercial fishing.

The most popular training choices were construction work and mechanics. These were followed by training in computers, electrical skills, transportation, building maintenance, office administration, metal work, and accounting. Job training opportunities for displaced fishers and other residents are available through the Bristol Bay Campus of the College of Rural Alaska/University of Alaska Fairbanks.

The Bristol Bay Campus partners with the new Southwest Alaska Vocational/Technical Education Center (SAVEC) in King Salmon. This training facility, which was renovated by the Bristol Bay Housing Authority in 1998-2001, provides class offerings ranging from building construction trades to information technology. SAVEC is expected to play a major role in training area villagers for jobs in mining exploration, according to the BBNA CEDS (2004).

Restructuring of Bristol Bay Fishery

Over the last decade, a fundamental shift has occurred in the economics of the Bristol Bay salmon fishery. It no longer appears that prices paid to harvesters move up or down with changes in quantity fished to the same degree as in prior years. If the salmon industry undergoes significant changes, then it is inevitable that associated communities will also experience significant changes. If for example, the number of active participants in the salmon fishery decreases from 50 percent of the adult population of a community to 10 percent and no other jobs fill the void, then there is a significant likelihood that population will decrease as unemployed fishers leave to search out gainful employment elsewhere.

The decline in population will be felt not only as fishers leave, but will be magnified as underemployed workers in service sectors and government sectors also leave the community. These long run impacts are likely to be manifested over a period of several years and can result in dramatic changes in the continued viability of the community, particularly for those communities in more remote areas.

Alaska Natives in the region possess a wealth of knowledge and skills as fish harvesters. These traditional skills in the subsistence economy, however, may not provide the financial resources and entrepreneurship to compete on an equal footing with participants whose experience is in market based economies. An organization such as Alaska Growth Capital, a community development finance institution, can help provide access to capital for local participation in a market-based economy.

In the years to come, Alaska salmon fisheries, especially Bristol Bay fisheries, face their greatest challenge—to remain viable in a global marketplace dominated by low-cost farmed fish. The prolific increases on world markets of farmed salmon from Norway, Chile, and Canada have been well-documented, as has the downward trend in salmon prices resulting from the increase in supply.

As shown in Figure 5, when quantities fell in the mid-1980s, ex-vessel prices paid to harvesters jumped significantly. When big production increases occurred in 1989 through 1996, prices dropped to low levels. However, in 1997 when production plummeted, prices barely moved. While prices jumped in 1998, the increase was relatively small. The production decrease in 2000 and 2001 were accompanied by even lower prices. After adjusting for inflation, ex-vessel prices for Bristol Bay sockeye salmon have declined from a peak in 1989 of \$2.55/pound to just \$0.41 in 2001.

In the last year or two, the market has shown some renewed interest in wild salmon. However, there is no guarantee that this interest will extend to all Bristol Bay products or producers. Early reports indicate that the base price in 2004 is \$0.40, with bonuses being paid for iced fish. The fishery still faces extraordinary challenges on the most basic levels.

These impacts add to concerns expressed by local fishers that the structure of the fishery (based on regulations and recent values) favors newer and more modern vessels, and therefore non-residents with greater access to capital. Further, most processing jobs associated with the short, intense sockeye season are of little benefit to the local economy. Currently most of the processing labor used in the regional fishery is done by non-Alaska residents who are provided transportation to and from the processing facility as well as room and board at the plant. When local residents do choose to work at processing facilities, they most often live and eat away from the plant. In general, the overall compensation package for residents is not enough to attract them into the processing work force—they believe they are better off free to participate in subsistence and other activities than working long hours for relatively low wages at the plant.

An additional structural challenge facing the Bristol Bay salmon fishery is Alaska's salmon allocation system, which has promoted "a race for fish." The system forces the fishing fleet into shorter seasons that target only the most profitable and highest volume species. Under this system, the successful commercial fishers and fish processors have tended to be those with the greatest financial resources, whose traditions and histories are based on market economies rather than subsistence economies.

While limited-access programs did limit the number of vessels and set nets that could participate in the salmon fisheries, more licenses have been issued than are actually necessary to harvest the available fish, even in years of abundance. Therefore, while the number of participants is limited, the race still exists, the field is still too crowded to provide all participants adequate incomes, and the winners remain those with the fastest and best vessels and equipment.

As with commercial fish harvesting, the fish processing industry requires a great deal of capital. The processor that is able to purchase and process the most fish during the short seasons is likely to generate the greatest profit. In order to process greater shares of the harvest, processors developed multiple processing facilities and use large vessels (tenders) to purchase fish on the grounds and bring them to their plants. If all other factors are equal, the processor with greater access to capital will generally be able to secure a larger portion of the processing market.

Exacerbating these conditions is the high cost of production at fish processing facilities in the Bristol Bay region, which leads many facilities to minimize the processing steps they undertake in the primary production process, and which contributes to decisions to forego processing of lower value species. Production costs in the region are relatively high compared with the production costs in Southcentral and Southeast Alaska and in the Lower 48 states. The higher production costs are caused primarily by the high cost of energy in the region and the high cost of transporting final products and production inputs, such as labor and packaging materials.

The relatively high production costs, reliance on outside labor and capital, local dependence on fishery revenue, declining projected future run size, and an expanding world supply of farmed salmon seriously threaten the continued economic viability of the Bristol Bay salmon fishery under present management structures.

Proposed Development of On/Offshore Oil and Gas

As a result of the downturn in the fishing industry, some organizations in the Bristol Bay region are supporting opening the area to oil and gas development. No wells have been drilled in the Bristol Bay area since the mid-1980s, and no oil or gas has been produced there. However, in 1995, the U.S. Geological Survey estimated that the Alaska Peninsula had a 1-in-20 chance of containing 447 million barrels of oil and 1.4 trillion cubic feet of gas.² Legislation was passed by the Alaska State Legislature so the State can offer Bristol Bay oil and gas leases in October 2005. According to the preliminary findings, the State of Alaska is offering an exploration license within the Bristol Bay basin for approximately 737,000 acres made up of both state-owned and Native-owned lands. The State is proposing to amend the September 1996 decision that closed “all submerged land” in and around Bristol Bay, from Ugashik Bay north to the western boundary of Kulukak Bay. The decision would be amended to allow exploration licensing within Nushagak Bay, but with the stipulation that exploratory drilling can only be carried out directionally from onshore locations.

Exploration licenses have a term of 10 years and can range from 10,000 to 500,000 acres.

Pebble Copper

Large scale mining can have significant economic, social and environmental impacts at the regional and local level, according to case studies by the World Bank. At a local level, a mine has the potential to benefit the local population through creating direct and indirect employment, skills transfer, enhancing the capacity of health and education services, improved infrastructure, and small and medium business opportunities. In January 2004, Northern Dynasty Minerals Ltd. announced that the Pebble gold-copper minerals deposit near Lake Illiamna has estimated gold resources of 26.5 million ounces and an estimated copper resource of 16.5 billion pounds.³ Northern Dynasty has a 100 percent interest in the Pebble resource lands.⁴ These new estimates make Pebble the largest gold resource in North America and the second largest copper deposit.

It is estimated that the project will require 1,200 to 2,000 workers during construction and 600 to 1,000 in production. Although the project is on state lands, BBNC owns mineral lands near the upcoming development site. Past exploration work by Tech Cominco and Northern Dynasty

² Cathy Brown. March 17, 2004. “Bristol Bay Oil, Gas Leasing Measure Clears Legislature.” Juneau Empire.

³ Bradner, Tim. “Pebble Now State’s Biggest Gold Mine.” Alaska Journal of Commerce. February 2, 2004.

⁴ Liles, Patricia. “Mining News: Activity Kicks Up Another Notch at Pebble.” Petroleum News. May 9, 2004.

has sparked a claim staking rush in the area. According to Petroleum News, geologists believe that Pebble is just one resource in a much larger porphyry system. As a result, over 500 square miles of land has been staked in the area around the Pebble resource.⁵ The community of Iliamna is located about 15 miles south of the project. Iliamna has an airport with two paved runways, 4,800-foot and 5,080-foot.

The State of Alaska Department of Transportation and Public Facilities (DOT&DP) has a contract with Peratrovich, Nottingham and Drage (PN&D), an Anchorage engineering consulting firm, to survey possible road routes and port sites for a potential road from the Pebble deposit to Cook Inlet. PN&D is also taking into account the potential energy needs of the mine in its transportation analysis which could require between 100 megawatts and 150 megawatts of power.

The ore will either be trucked to the port or transported through a slurry pipeline. According to an article in Canadian Mining News, Northern Dynasty has committed \$15 to \$20 million this year for the collection of engineering and environmental data for completion of a Bankable Feasibility Study as well as submission of a federal Environmental Impact Study.⁶

Infrastructure Development

One of the pillars of economic development is improvements to infrastructure. Infrastructure includes transportation improvements—road construction, trails, port and harbor development, boat storage and dock facilities, airport improvements—sewer and water system upgrades, and power system improvements.

Infrastructure development projects present opportunities for regional collaboration on funding strategies and local employment opportunities. Villages can contract to do their own new road construction and train and use their own residents for operation and maintenance of village utilities.

In a July 2004 inventory of community development priorities for Bristol Bay communities, completed by Bristol Bay Native Association, airport and road upgrades and construction ranked highest in the transportation category. Airport projects called for new runway or upgrade and/or resurfacing of existing runways, construction of crosswind runways, and/or relighting existing runways. Some villages reported new road construction and upgrades to existing roads.

Port and harbor improvements ranked second with projects ranging from new dock construction, existing harbor dredging and seaplane dock construction. Heavy equipment purchase needs included snow removal equipment, cats, graders, and fuel trucks. Water and sewer projects are the most common type of community utility projects, with 18 of 31 villages currently planning some form of water or sewer initiative. Water and sewer project needs included redeveloping existing wells, installation of water and sewer service lines, water treatment improvements, lagoon containment improvements and expansion, water source studies, evaluation and testing of existing resource, and sanitation feasibility studies. Power generation is also a priority including alternative energy production.

⁵ Ibid

⁶ Bradner, Tim. "Massive Mine Gains Momentum." Canadian Mining News, April 13, 2004.

Sport Fishing, Hunting, Tourism and Eco-tourism

Tourism offers Bristol Bay a growing avenue for economic development. The region has abundant tourism resources, spectacular landscapes, a fascinating and complex history, three distinct Native cultural traditions, volcanoes, unspoiled wilderness, and a diverse set of State and National Parks and Refuges. In addition to 7,500 residents, Bristol Bay is home to abundant wildlife—225,000,000 salmon, 25,000 walrus and 10,000 brown bears plus fresh water seals, beluga whales, ospreys, eagles and many other species.

The challenge for Bristol Bay has been the fact that few local residents and local communities have been the beneficiaries of tourism growth. This is beginning to change. Village corporations have begun to lease land for fishing and hunting camps and lodges. In villages like Togiak, the community is working with a local lodge to offer village tours, which has increased craft sales. Several enterprising individuals have begun tourism businesses, including B&B's, a flight service, and a Dillingham-based saltwater sport fishing charter service. The Nushagak cooperative river management program, carried out by the Nushagak river villages, is a great success, creating local jobs, revenue to the corporations and helping to reduce conflicts between sport fishing, subsistence, and local life.

Several exciting new initiatives are now underway to continue the expansion of local benefits from tourism. One is a plan for better cooperative marketing and tours. If villages and village tourism businesses cooperate in packaging and marketing their products, the regional tourist market expands and provides additional jobs and income. Bristol Bay Native Corporation is helping with this tourism initiative, working through the Bristol Bay Visitors Council (BBVC). Partners include BBVC members such as Bristol Bay Native Association, as well as two local Chambers of Commerce, villages, tourism businesses and the Nushagak-Mulchatna Land Trust. Outcomes include a “branding program” to promote tourism as well as local arts and crafts and commercial fish, and plans to develop tour packages linked to local, village based and businesses.

Another set of ongoing tourism-based projects are two cultural and visitor centers. One is planned in Dillingham. This project—to be called the Harvey Samuelson Community Center—is being developed in partnership with the Choggiung Corporation, the Curyung Tribe, the City of Dillingham, and the Boys and Girls Club. It will include a visitor information center, the Sam Fox museum, an arts and crafts store, community meeting space, and in a separate wing, a youth center. The facility will serve as both a destination and a gateway to activities in surrounding villages, and will give visitors new reasons to spend time and money in Bristol Bay.

The second facility, at the Iliamna airport, is being developed by the Nilavena Tribal Consortium in partnership with the National Park Service and BBVC. This 2,500 square-foot facility will include space for visitor information, cultural and natural history displays, and distance learning center and community meeting space. According to ADF&G figures, the Mulchatna River and Lower Talarik Creek support more than 3,000 and 1,000 angler days per year. Many of these days are high-value days associated with non-resident tourism. The Mulchatna caribou herd is renowned for its productivity and the number of “trophy” class animals. Hunting pressure has nearly tripled in the past decade from 1,400 hunters annually to more than 4,000 hunters annually in some years.

■ APPENDIX B: BUSINESS FUNDING & TECHNICAL ASSISTANCE RESOURCES

TECHNICAL ASSISTANCE						
ORGANIZATION	SERVICE	CONTACT	ADDRESS	TELEPHONE	FAX	E-MAIL
Alaska Minority Business Development Center www.tananachiefs.org	Business counseling. Nominal hourly fee based on sliding scale.	Lloyd Allen, Program Director Tanana Chiefs Conference, Inc.	122 First Avenue Suite 600 Fairbanks, AK 99701-4897	907-452-8251 ext. 3277 OR 800-478-6822 ext. 3277	907-459-3957	lallen@tananachiefs.org
Alaska Rural Development Council http://ardc.alaska.edu	Technical assistance in working with regulatory agencies; Community Forums	Chuck Akers, Executive Director	UAA 3211 Providence Drive, ADM #279 Anchorage, AK 99508	907-786-4660	907-786-4662	ancja@uaa.alaska.edu
Alaska Small Business Development Center (Statewide Office)	Business counseling, Business training seminars, Library Resources	Bill Bear, Rural Director <i>Rural Outreach</i>	430 W. 7 th Avenue Suite 110 Anchorage, AK 99501	907-274-7232 OR 800-478-7232	907-274-9524	anwsbl@uaa.alaska.edu
Alaska Village Initiatives www.akvillage.com		Thomas Harris, President CEO	1577 C Street, Suite 304 Anchorage, AK 99501	907-274-5400 OR 800-478-2332	907-263-9971	avi@akvillage.com
Anchorage Convention and Visitors Bureau www.anchorage.net			524 W. 4th Avenue Anchorage, Alaska 99501	907-276-4118	907-278-5559	info@anchorage.net
Bureau of Indian Affairs - Indian Reservation Roads Program www.doi.gov/bureau-indian-affairs.html		Art High	P.O. Box 25520 Juneau, AK 99802	907-586-7386	907-586-7357	
Bristol Bay Economic Development Corporation (BBEDC)			PO Box 1464 Dillingham, Alaska 99576	907-842 4370 or 800-478 4370	907-842 4336	

ORGANIZATION	SERVICE	CONTACT	ADDRESS	TELEPHONE	FAX	E-MAIL
First Alaskans Institute www.firstalaskans.org	Capacity-building of Alaska Native peoples and their communities; policy and leadership development; education	Jason Metrokin	606 E Street, Suite 200 Anchorage, Alaska 99501	907-677-1700	907-677-1780	info@firstalaskans.org
Natural Resource Conservation and Development Service www.ak.nrcs.usda.gov	Assistance with conservation, development and use of natural resources.	Shirley Gammon, State Conservationist	U.S. Department of Agriculture 800 W. Evergreen, Suite 100 Palmer, AK 99645	907-761-7780	907-761-7790	shirley.gammon@ak.usda.gov
Southwest Alaska Municipal Conference		Wanetta Ayers, Executive Director	3300 Arctic Blvd., Ste. 203, Anchorage, AK 99503	907-562-7380	907-562-0438	
US Small Business Administration www.sba.gov/ak/medak.html		Susan Roggenkamp, Assistant District Director	222 W. 8th Ave., Suite 67 Anchorage, AK 99513-7559	1-800-U-ASK-SBA OR 907-271-4536 OR 800-755-7034	202-481-5711	susan.roggenkamp@sba.gov

FUNDING SOURCES						
ORGANIZATION	SERVICE	CONTACT	ADDRESS	TELEPHONE	FAX	E-MAIL
Administration for Native Americans Grants www.anaalaska.org	Federal Agency: provides financial assistance to tribes and ANCSA communities for projects which will provide jobs, promote economic well-being, self-sufficiency and community health.	P.J. Bell, ANA Project Manager	Native American Management Services, Inc. Administration for Native Americans, Region III 11723 Old Glenn Hwy., Suite 201 Eagle River, AK 99577	907-694-5711 or Toll Free: 877-770-6230	907-694-5775	director@anaalaska.org
Alaska Department of Commerce Community & Economic Development (DCED)						
DCCED Municipal & Regional Assistance Division (MRAD)		Ralph Andrew, Local Government Specialist	Dillingham Office PO Box 790 / Dillingham, AK 99576	907-842-5135	907-842 5140	
DCCED Div. of Community & Business Development Office of Tourism www.dced.state.ak.us/tourism/		Caryl McConkie, Development Specialist	P.O. Box 110809 Juneau, AK 99811	907-465-2012	907-465-3767	caryl_mcconkie@dced.state.ak.us
DCCED Div. of Community & Business Development Development Section		Ruth St. Amour, Development Specialist II	550 W. 7th Ave., Suite 1790 / Anchorage, AK 99501	907-269-4527	907-269-4539	Ruth_St.Amour@commerce.state.ak.us
DCCED: <i>Loan Assumption Programs</i> Assists purchasers in the assumption of a loan of various types, including small businesses.						
DCCED: <i>Rural Development Initiative Fund Loan Program</i> Small business loans to expand employment opportunities in rural Alaska. Anchorage T: 907-269-8150 Fax: 907-269-8147 Juneau T: 907-465-2510 Fax: 907-465-2103 E-mail: investments@dced.state.ak.us						

ORGANIZATION	SERVICE	CONTACT	ADDRESS	TELEPHONE	FAX	E-MAIL
<p>DCCED: <i>Small Business Development</i>. A guide intended to help make your business a success. http://www.commerce.state.ak.us/dca/smallbus/home.htm</p>						
<p>DCCED: <i>Developing Alaska Rural Tourism</i>. Assists Alaska's rural regions in the development of the local visitor industry. http://www.commerce.state.ak.us/oed/dart/home.htm</p>						
<p>DCCED <i>Small Business Economic Development Southeast Alaska Revolving Loan Fund</i> http://www.dced.state.ak.us/dca/edrg/EDRG_BrowsePage_Template.cfm?ProgramName=Southeast+Alaska+Revolving+Loan+Fund http://www.jedc.org/rjf.htm</p>	<p>Makes direct loans to new and expanding business that cannot qualify for traditional bank financing</p>	<p>Margaret O'Neal, Director</p>	<p>Juneau Economic Development Council; 612 West Willoughby Avenue, Suite A Juneau, AK 99801</p>	<p>907-463-3662 888-393-3662</p>	<p>907-463-3929</p>	<p>moneal@jedc.org</p>
<p>DCCED <i>Mini-grant Assistance Program</i> www.dced.state.ak.us/cbd/grt/blockgrants.htm</p>	<p>Economic and/or comm. development projects, including projects using natural resources.</p>	<p>Jo Grove, Program Coordinator</p>	<p>Div. of Community & Business Dev. 209 Forty Mile Ave. Fairbanks, AK 99701-3100</p>	<p>907-452-4468</p>	<p>907-451-7251</p>	<p>Jo_Grove@dced.state.ak.us</p>
<p>Alaska Growth Capital</p>	<p>Provides alternative financing to Alaska businesses</p>	<p>Jason Evans, VP Lending</p>	<p>2121 Abbott Road, Suite 101 Anchorage, AK 99507</p>	<p>907-349-4904</p>	<p>907-349-4924</p>	<p>jevans@alaskagrowth.com</p>
<p>Alaska InvestNet www.alaskainvestnet.org</p>	<p>Confidential service which matches investors and entrepreneurs</p>	<p>Deborah Marshall, Director</p>	<p>612 W. Willoughby Ave., Suite A Juneau, AK 99801-1732</p>	<p>907-463-3662 OR 888 393-3662</p>	<p>907-463-3929</p>	<p>dmarshall@jedc.org</p>

ORGANIZATION	SERVICE	CONTACT	ADDRESS	TELEPHONE	FAX	E-MAIL
The Denali Commission www.denali.gov	Provides critical utilities, infrastructure, and economic support throughout Alaska		510 L. Street Anchorage, AK 99501	907-271-1414	907-271-1415	
First Nations Development Institute www.firstnations.org	Provides economic development training, technical assistance loans and grants to tribes and ANCSA communities	Jeff Jeffers, Director of Grant Making	11917 Main Street Fredericksburg, VA 22408	540-371-5615	540-371-3505	jjeffers@firstnations.org
Rasmuson Foundation www.rasmuson.org	Invests in well-managed Alaskan-based organizations that provide a unique public service	Rosie Ricketts	301 West Northern Lights Blvd. Suite 400 Anchorage, AK 99503	907-297-2700	907-297-2770	rricketts@rasmuson.org
United States Department of Agriculture (USDA) www.rurdev.usda.gov	(see below)	Dean Stewart - USDA Rural Development	800 W. Evergreen, Suite 201 Palmer, AK 99645	907-761-7722	907-761-7793	dstewart@rdmail.rural.usda.gov
<i>USDA: Rural Business Enterprise Grants</i> Finance and facilitate development of small and emerging private business enterprises in rural areas.						
<i>USDA: Rural Business Opportunity Grants</i> Assist with costs of providing economic planning for rural communities, technical assistance for rural businesses, or training for rural entrepreneurs or economic development officials.						
<i>USDA: Value-Added Agricultural Product Market Development Grants (VADG)</i> http://www.reeusda.gov/smallfarm Funds feasibility studies, business plans and capital start-up for 'Value-added' businesses that add 'value' to food products by, for example, drying, canning, juicing, combining ingredients, handcrafting, and unique packaging and marketing techniques).						
Wells Fargo Bank www.wellsfargo.com	Provides small-business loans	"Native Peoples" group focuses on programs for the state's indigenous people.	512 Seward Street Dillingham, AK 99576	907 842-5284	907 842-2450	

Business Basics

Questions to Answer Before Starting a New Small Business



What makes a successful business venture?

- *Products & People*
- *Markets*
- *Price & Operations*
- *Attitude*

Use these worksheets to help assess if your business idea is feasible.

OVERVIEW

Give a short description of your business venture:

Briefly put into words the personal, village or regional resources that will contribute to your venture's success:

- Land
- People
- Financial
- Other

Business Basics

Questions to Answer Before Starting a New Small Business

A successful business involves:

- *Personal dedication*
- *A team effort*
- *Knowing your competition*

PRODUCT & PEOPLE

- What products or services will you offer?
- Who else is offering this product or service in your region or statewide? In other words, who will be your competition?
- How does the quality of your products or services compare to similar ones? In other words, what is your competitive edge?
- What seasonal constraints, if any, will restrict your venture?
- Who will create the product or provide the service?
- Will running your business be a full or part-time job?
- How many other people will you employ, either directly (for example, by hiring them as a staff person) or indirectly (for example, by purchasing a product from them for resale)?
- Who will you hire or contract with? What will be fair compensation for their work?
- How much do you expect to pay yourself?
- If you will be selling a product, who will create the product?
- How much will it cost you to purchase it from them?

Business Basics

Questions to Answer Before Starting a New Small Business

A successful business means knowing:

- *The demand for your product*
- *Your customers*
- *Your partners*
- *How to connect your product to your customer*

MARKETS

- Where will your customers come from? The local area, region, state and/or out-of-state?
- What is the demand for your product or service? What steps have you taken to figure this out?
- What kind of customer will be interested in your venture? List words that describe them.
- How will you reach these customers? List five means by which you will advertise your product or service.
- Do you have a dependable Internet connection? Will you use the Internet to either publicize or sell your product or service?
- Who will you partner with to promote your venture?
- Will you need assistance from another entity, such as a booking agent or wholesaler, with filling or taking orders?
- Is your product or service only available in your local area, or will it be transported to your customers? For example, a general store or a bed & breakfast will sell goods primarily in your local area. A value-added salmon processing factory will transport goods to your customers, wherever their location.
- If your product or service will be transported, how will you get it to your customers? Will this add a significant cost? How reliable is the transportation? How often will you have to ship?

Business Basics

Questions to Answer Before Starting a New Small Business

A successful business plan involves:

- Pricing your product to fit your market
- Accurately anticipating your costs
- Knowing when you will break even

PRICE & OPERATIONS

◦ Will you need to purchase equipment or upgrade a facility in order to start your business? If so, what will these start-up costs total? \$ _____

◦ How will you pay for the start-up costs of your venture?
Will you approach a bank or other lending entity for a loan,
or use personal savings?

◦ What will it cost you per year or season to operate your venture?
You should include all operating costs such as:

◦ Personnel \$ _____

◦ Fuel \$ _____

◦ Transportation \$ _____

◦ Utilities \$ _____

◦ Insurance \$ _____

◦ Food \$ _____

◦ Equipment \$ _____

◦ Other \$ _____

Estimate your operating costs and expenses per year or season: \$ _____

◦ How much of your product or service will you be able to offer per
year/season?

◦ How much will your customers be willing to pay for your
product or service? \$ _____

*If you are considering a business with many products, such as a general store, you can
estimate prices for a handful of items.

◦ Is your price comparable to your competition's prices?

◦ How have you arrived at the right price?

◦ Estimate your revenues for a year of operation: \$ _____

◦ Will your venture break even? If not in the first year, how many years
do you estimate it will take to break even?

◦ Subtract yearly revenues from expenses.

Will your business make a profit?

How much more will you need to earn annually to make a profit? \$ _____

Business Basics

Questions to Answer Before Starting a New Small Business

A successful business depends on:

- *Motivation*
- *Perseverance*
- *Your attitude and passion towards the business*

ATTITUDE

◦ Does your venture fit with community priorities? Will others in your community welcome and support your business venture?

◦ How long do you imagine persevering with your venture, even if you do not turn a profit?

◦ What motivates your business venture? (e.g. profit, community benefits, cultural benefits, etc.)

ACTION

If, after answering these questions, you feel like your business venture is feasible, assistance with start-up financing and business planning is available. See the *Business Funding and Technical Assistance Resources* appendix for a list of resources and websites, including information on small business loan programs.

APPENDIX D: COMMUNITY BUSINESS & JOBS SURVEY FORM

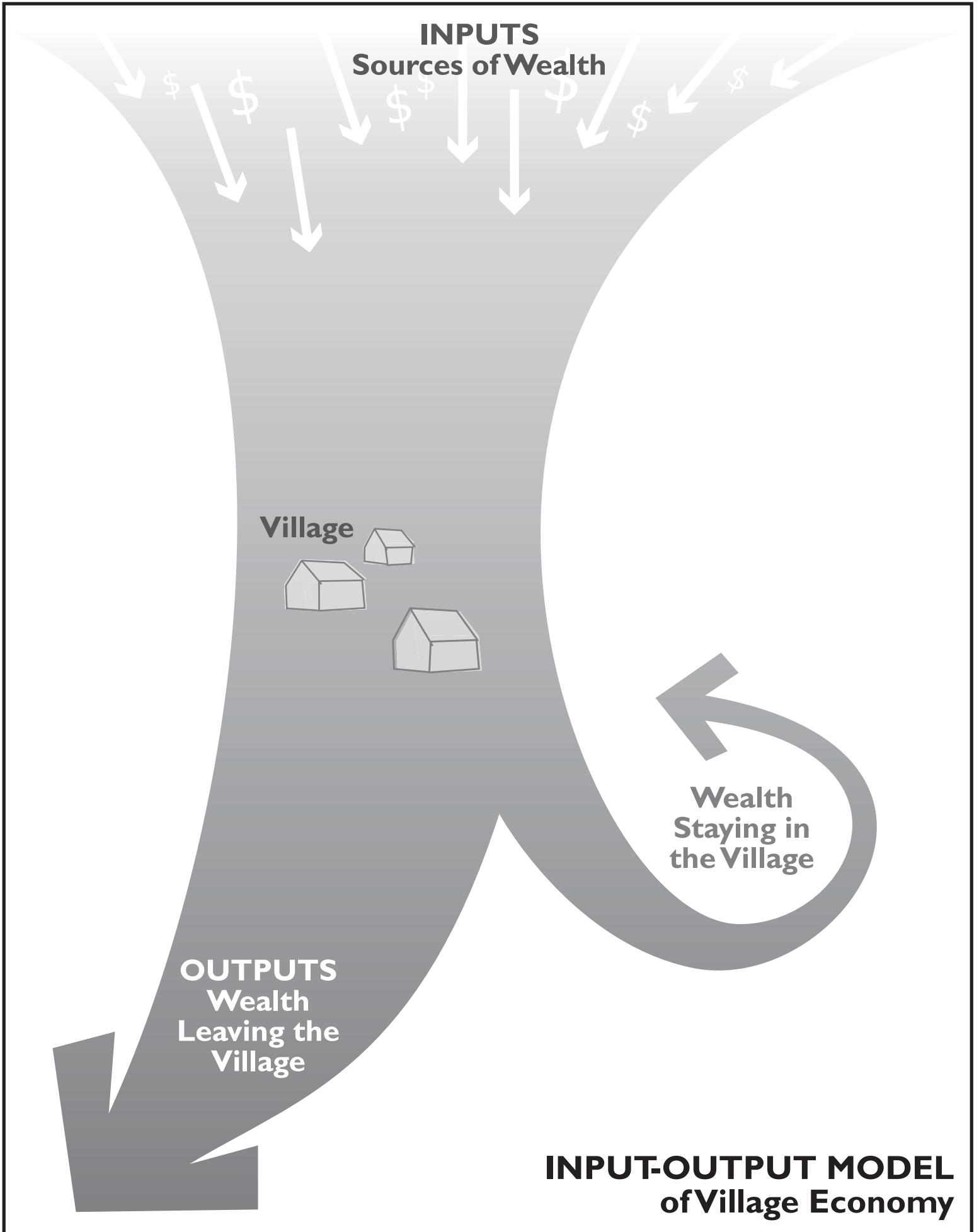
Community-Wide Businesses and Jobs Survey

1	Name of Business or Organization	Business Type*	Description or Type of Business	# of Full-Time Jobs	# of Part-Time Jobs	# of Months per Year in Operation	Year Established	# of Employees When Est.		# of New Jobs During Past Two Years		# of Jobs Expected 5 Years from Now		Any Non-Locals Employed?		# of Non-Locals Employed	
								F/T	P/T	F/T	P/T	F/T	P/T	Yes	No	F/T	P/T
2								F/T	P/T	F/T	P/T	F/T	P/T	Yes	No	F/T	P/T
3								F/T	P/T	F/T	P/T	F/T	P/T	Yes	No	F/T	P/T
4								F/T	P/T	F/T	P/T	F/T	P/T	Yes	No	F/T	P/T
5								F/T	P/T	F/T	P/T	F/T	P/T	Yes	No	F/T	P/T
6								F/T	P/T	F/T	P/T	F/T	P/T	Yes	No	F/T	P/T
7								F/T	P/T	F/T	P/T	F/T	P/T	Yes	No	F/T	P/T
8								F/T	P/T	F/T	P/T	F/T	P/T	Yes	No	F/T	P/T
9								F/T	P/T	F/T	P/T	F/T	P/T	Yes	No	F/T	P/T
10								F/T	P/T	F/T	P/T	F/T	P/T	Yes	No	F/T	P/T
TOTALS		see below		0	0	#DIV/0!		0	0	0	0	0	0	0	0	0	0

Government Agency G = 0
 Locally-Owned Business (For Profit) LB = 0
 NOT Locally-Owned Business (For Profit) NLB = 0
 Non-Profit NP = 0
 Other O = 0

Total = Average # of Months Per Year

* **Type:**
 G = Government Agency
 LB = Locally-Owned Business (For Profit)
 NLB = NOT Locally-Owned Business (For Profit)
 NP = Non-Profit Organization
 O = Other (describe)



■ APPENDIX F: SAMPLE RESOLUTION

CITY OF ALEKANGIK
P.O. BOX 33
ALEKNAGIK, AK 99555

RESOLUTION # _____

Title: Comprehensive Community Plan

Whereas: the Aleknagik City Council (ACC), Aleknagik Traditional Council (ATC), and Aleknagik Natives Limited (ANL) are the governing bodies for the residents of Aleknagik and are fully authorized to act on behalf of its residents; and

Whereas: ACC has a 7 member council, ATC has a 7 member council, and ANL has an 8 member board of elected officials empowered to act for and on behalf of its members in adopting resolutions; and

Whereas: this resolution shall give notice that all three entities approve and support the Aleknagik Comprehensive Community Plan for the residents of Aleknagik.

NOW THEREFORE BE IT RESOLVED that the ACC, ATC and ANL hereby recognizes that the community residents provided the information in the plan concerning the plan's goals, actions and implementation; and

BE IT FURTHER RESOLVED that ACC, ATC and ANL adopt the comprehensive plan and to work together and with others in the community and region for the betterment of the residents of Aleknagik and commit to report back to the community on the progress of implementing the comprehensive plan and commit to a one-year review meeting with residents of Aleknagik to review the progress and updates of the Aleknagik Comprehensive Community Plan for the residents of Aleknagik; and

BE IT FURTHER RESOLVED that by the Mayor's and Presidents' signatures, this resolution was duly considered and adopted at the joint entities quarterly meeting on November 21, 2005 and was passed by a majority vote.

Mayor, Aleknagik City Council

Date

President, Aleknagik Traditional Council

Date

President, Aleknagik Natives Limited

Date

■ APPENDIX G: RESOURCES FOR NATIVE ART AND CRAFT SALES

ALASKA NATIVE ARTS FOUNDATION

www.alaskanativearts.org

Contact: Carrie Anvil-Kiana

Artist Outreach Manager

Phone: 907-258-ANAF (2623) OR 800-979-ANAF (2623) - toll-free for artists

E-mail: carrie@alaskanativearts.org

NANGUCUILNGUQ ARTS AND CRAFTS CENTER

Togiak, Alaska

Contact: Carol Pavian or Sophie Nick

Phone: 907-493-5358 or 907-493-5357.

ALASKA NATIVE ARTS RESOURCE DIRECTORY

www.alaskanativearts.net

Contact: Clarissa and Bill Hudson

Phone: 970-264-2491 during normal business hours, Mountain Time Zone

PO Box 2709, Pagosa Springs, CO 81147

Free listing on website available to all Alaska Native artists.

Contains further resources for artists of all types.

ALASKA NATIVE HERITAGE CENTER

www.alaskanative.net

The Alaska Native Heritage Center's Artist Registry has been digitized and built into an online database. This registry, originally conceived through the Institute of Alaska Native Arts (IANA), features information about Alaska Native Artists, samples of their work and contact information.

Institute Of Alaska Native Artists

Contact: Artist Registry

Phone: 907-330-8000

E-mail: info@alaskanative.net

ALASKA NATIVE ARTISTS

www.alaskanativeartists.com

Contact: Program Director, Sealaska Heritage Institute

Phone: 907-463-4844

E-mail: alaskanativeartists@sealaska.com

ALASKA STATE COUNCIL ON THE ARTS

www.eed.state.ak.us/aksca

Contact: L. Saunders McNeill

Native Arts Program Director

Phone: 907-269-6603 or 907-269-6610

E-mail: saunders_mcneill@eed.state.ak.us or aksca_info@eed.state.ak.us

Toll Free: 1.888.278.7424 inside AK

Find a listing of statewide arts resources at www.eed.state.ak.us/aksca/links.htm

The Silver Hand program is also coordinated by the Alaska State Council on the Arts. The Silver Hand logo ensures that an item is an authentic work by an Alaska Native. For *A Customs Guide to Alaska Native Arts* go to www.dced.state.ak.us/oed/nag/nativearts.htm.

ANCHORAGE MUSEUM OF HISTORY AND ART

www.anchoragemuseum.org

Contact: Dave Nicholls

Curator of Exhibits

Phone: 907-343-6122

E-mail: nichollsdx@anchoragemuseum.org

Contact: Georgia Blue

Anchorage Museum Shop

Phone: 907-343-6195

E-mail: amsgblue@pobox.alaska.net

THE CIRI FOUNDATION

www.ciri.com/tcf

Phone: 907-263-5582

E-mail: tcf@thecirifoundation.org

Toll Free: 1-800-764-3382

Career Upgrade & Vocational Training Education Grants, Cultural Fellowship Grants and General Fellowship Grants available

INSTITUTE OF AMERICAN INDIAN & ALASKA NATIVE CULTURE & ARTS

www.iaiancad.org

Contact: Maggie Ohnesorgen

IAIA Museum Store Manager

Phone: 1-888-922-IAIA (4242)

E-mail: shop@iaia.edu or mohnesorgen@iaia.edu

108 Cathedral Place, Santa Fe, NM 87501

■ APPENDIX H: RESOURCES FOR RURAL TOURISM DEVELOPMENT

Alaska Funding Tourism Programs (pgs 2-4):

www.commerce.state.ak.us

Alaska Division of Community and Business Development
Department of Community and Economic Development

Alaska Community Tourism Handbook:

www.dced.state.ak.us

How to develop tourism in your community
State of Alaska Division of Community and Economic Development
Department of Community and Economic Development

Alaska Economic Development Guide (pgs 5-10):

www.dced.state.ak.us

Alaska Travel Industry Association

atia@alaskatia.org

President and COO- Ron Peck (907) 646 3322
Tourism Planner- Mark Miller (907) 646 3310
2600 Cordova Street
Anchorage, Alaska 99503

Agnew::Beck Consulting, LLC
441 West Fifth Avenue, Suite 202 :: Anchorage, Alaska 99501
t 907.222.5424 :: f 907.222.5426 :: www.agnewbeck.com



AGNEW
:: BECK