

# Koliganek Comprehensive Plan



October 2005



Developed by the Koliganek Planning Team,  
New Koliganek Village Council, and the residents of Koliganek

With assistance from Agnew::Beck Consulting, LLC  
and the Bristol Bay Economic Development Corporation  
as part of the Bristol Bay Community Planning Project



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## **ACKNOWLEDGEMENTS**

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The Koliganek Community Comprehensive Plan is the result of a combined effort from the New Koliganek Village Council, Koliganek Natives Ltd., the Community Planning Team, and the residents of the village of Koliganek. This plan is the direct result of their contributions of time, knowledge of their community, and dedication to making a healthy future for future generations.

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Two planning team meetings and a community workshop were held to gather public input for this plan. During the two-day community workshop, in April 2005, 41 Koliganek residents attended. Members of the planning team, with student volunteers from the Koliganek School, set up and managed the workshop, and recorded all community comment. The Koliganek Environmental Program, through a separate planning process, compiled priority environmental issues for the community. An excerpt from the Koliganek IGAP work plan for 2005-2006 is included in the 'Land

Use, Housing & Environment' chapter of the plan. Bristol Bay Housing Authority contributed to the section on Housing, in the same chapter.

The New Koliganek Village Council and the BBNA Wellness Program donated door prizes for the workshop.

Funding was provided through the Bristol Bay Community Planning Project, from the US Department of Agriculture, Rural Development Agency, Bristol Bay Housing Authority, Bristol Bay Native Association, Bristol Bay Area Health Corporation, and Bristol Bay Native Corporation. Planning assistance was provided by Agnew::Beck Consulting, LLC. Socioeconomic data for both the village and the region was provided by Northern Economics, Inc.

Photos contributed by the youth of Koliganek and Agnew::Beck Consulting, LLC.

# **RESOLUTIONS FROM GOVERNING BODY**

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# INTRODUCTION & SUMMARY OF GOALS

## Process to Prepare Koliganek's Comprehensive Plan

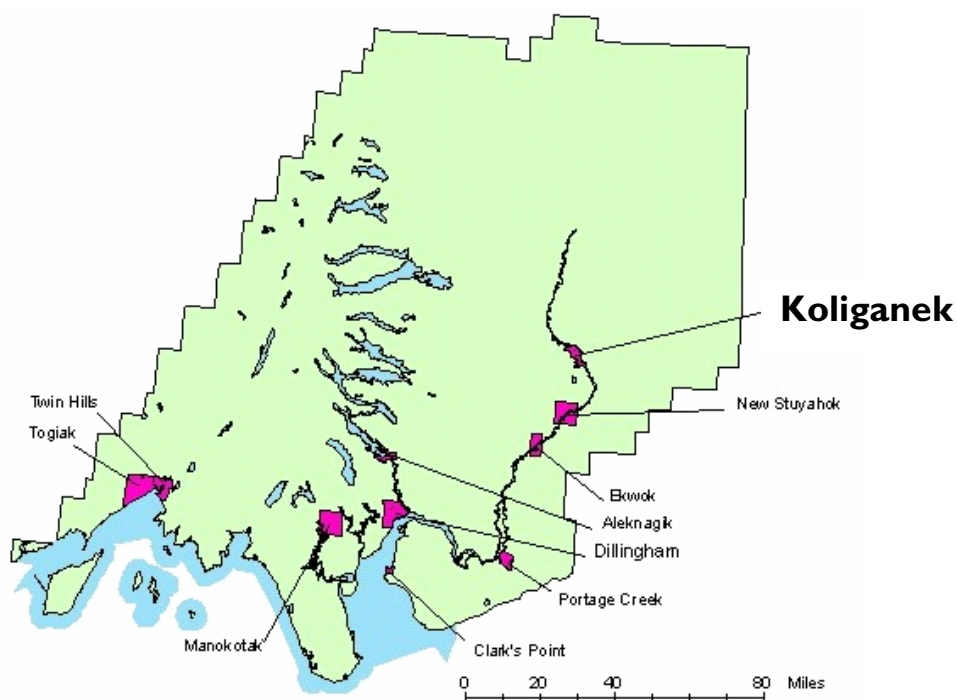
The Koliganek Comprehensive Plan, 2005, builds on multiple previous plans completed by the Koliganek community. Most directly, this plan draws from the Koliganek Community Strategic Plan, completed by a local planning team lead by Margie Nelson, who served as a VISTA volunteer from 2001 to 2003.

The following table summarizes the public meetings that contributed to preparing this comprehensive plan.

Date	Activity
March 8, 2005	Koliganek Planning Team Workshop (12 residents attended)
April 22-23, 2005	Koliganek Community Planning Workshop (41 residents attended)
Sept 12, 2005	Koliganek Planning Team Review meeting (5 residents attended)
November 2005	Koliganek Village Council adopts final Comprehensive Plan

## Project Area

Figure 1. Location of Koliganek, Alaska



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

## 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 Koliganek 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 and Economic Development 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](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](http://www.dced.state.ak.us/dca/oedp/pubs/SWAMC_CEDS03.pdf)

# Summary of Goals and Priority Actions

## Goals

### Land Use, Housing & Environment

1. Protect and maintain healthy water quality and subsistence resources in surrounding environment.
2. Ensure all residents have access to clean water.
3. Maintain a clean environment in and around the village by addressing solid waste disposal and educating the community.
4. Maintain a compact land use pattern to keep the cost of providing community services to a minimum.
5. Ensure quality housing is available to all residents.

### Community Wellness, Culture & Education

1. Prepare students for success, by offering an excellent education for both college-bound and vocational-technical students.
2. Provide bilingual and bicultural education at every grade level.
3. Strengthen the relationship between the community and the school, and involve local people at local, regional and state levels of decision-making.
4. Improve primary and behavioral health care for all residents.
5. Maintain a safe and healthy village for all residents.
6. Provide healthy activities for youth.
7. Preserve Native traditions and promote local culture to the outside world.

### Public Facilities & Transportation

1. Provide and maintain quality community services and facilities.
2. Decrease cost of living (decrease fuel & utility costs).
3. Improve transportation links within village and with other communities.

### Economy

1. Increase job and business opportunities for local residents.
2. Become independent by building local capacity and training local residents.
3. Develop cultural tourism and arts & crafts marketing.

### Leadership

1. Strengthen existing leadership roles and skills in fulfilling organizational responsibilities; project management training; and community relations building.
2. Establish opportunities and incentives to motivate local youth to take on leadership roles; widely acknowledge their achievements in the village.
3. Improve ability to obtain funding for successful community projects.

## Priority Actions

The following priority actions were ranked during the April 2005 Koliganek Community Planning Workshop. These actions are ranked in order of importance.

### Land Use, Housing & Environment

Oppose mining development to protect environment and subsistence.
Keep Native allotments in local control and support the Nushagak-Mulchatna Land Trust.
Extend water and sewer system and maintain and upgrade existing system.
Continue Recycling Program and other environmental programs.
Protect traditional hunting grounds and educate about Native Land boundaries.
Continue to support solid waste operator and good landfill management.

### Community Wellness, Culture & Education

Hire a substitute VPSO.
Teach arts and crafts in school.
Start a Boys and Girls Cub.
Start Yup'ik language program for all ages.
Teach gun safety.
Increase access to the school gym.
Replace school with new building on same site.
Teach CPR and water safety.
Family Counselors and Family Service workers needed in Koliganek.

### Public Facilities & Transportation

Expand post office and secure own zip code.
Improve use of alternate energy sources (hydropower, wind generation, etc.) to reduce cost of living.
Replace existing school.
Equip teen center to use as a recreation, health and fitness center.
Upgrade power plant (in progress).
Upgrade pump house and extend water/sewer system.

## Economy

Improve opportunities for local hire.
Train and employ Koliganek residents to work as heavy equipment operators and construction jobs.
Identify and develop new job and business opportunities such as firewood collection and delivery, electrician and linemen, power plant technician, substitute VPSO, and others.
Develop Koliganek's tourism industry to improve business and job opportunities to diversify the economy.

## Leadership

Create incentives for youth to return to the village, such as a student loan forgiveness program.
Establish a student exchange program or humanities forum program.
Get assistance from regional organizations for securing funding for projects.
Educate community about leadership: qualities of a good leader, how to promote leadership, positive word of the day, education about the process to bring a project to completion.
Encourage youth to run meetings; to learn rules of order and meeting facilitation.



# Koliganek Area Use Map



Source: DCED Community Maps

# VISION & VALUES

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## Values

### Land and Environment

- Protecting our natural resources, land and environment.
- Clean, drinkable water year-round, for all residents.
- Good access to hunting, fishing, and subsistence foods.
- Peaceful location, beautiful scenery, and open spaces, with no other villages upriver from us.

### People

- Children
  - Good education.
  - Teach children traditional ways and values.
  - Parents and children working together.
  - Preserving our Native language.
- Elders and what you can learn from them.
- Enjoying steam-baths, camping-cabins and snow machine riding.
- Living close to family.
- Ability to build a strong economy.
- A healthy and safe community.
- Helpful and caring people and friendly neighbors.
- Promote good relationships between the school, other communities, and regional entities.



## Community Concerns

- Cost of living is too high with fuel, gas, oil prices continuing to rise.
- Lack of jobs.
- Environmental threats from potential mining development upriver.
- Loss of Yup'ik language, younger generations don't know language fluently.
- Electric power generation is not consistent.
- Need to extend water & sewer system to replace individual wells.
- Koliganek does not have its own zip code and the post office facilities are too small.

# VILLAGE BACKGROUND

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## Introduction

Koliganek is a Yup'ik Eskimo village with Russian Orthodox practices.<sup>1</sup> Subsistence activities are an important part of the lifestyle. The village was first listed in the 1880 Census as "Kalignak." The name means "last or upper village,"<sup>2</sup> and was recorded by the U.S. Geological Survey in 1930. Since that time, the village has moved four miles downstream. The State Demographers estimate of population for 2004 is 187.



## Village Location and Population Size

Koliganek is the uppermost community on the Nushagak River, located on the left bank of the Nushagak River, about 65 miles northeast of Dillingham. It lies at approximately 59.728610° North Latitude and -157.28444° West Longitude in (Sec. 21, T005S, R047W, Seward Meridian). Koliganek is located in the Bristol Bay Recording District and Dillingham Census Area. The village encompasses 12.5 sq. miles of land and 0.1 sq. miles of water.

According to the Bristol Bay Native Association web page,<sup>3</sup> Koliganek has moved four times during the past 150 years. Residents moved in 1938 or 1940 because of a shortage of firewood at their original site at the mouth of the Nuyakuk River. This site is now referred to as "Middle Koliganek." Then in 1964, they moved downstream to their current location because of recurrent flooding problems in "Middle Koliganek." New homes and a new school were constructed in the summer of 1964.

## Physical Setting and Habitat

The area is in a climatic transition zone on a high plateau on the banks of the Nushagak River. The village looks out over miles of tundra broken by small mountains. Herds of caribou migrate through the area. Moose, bear, and ptarmigan are common sights. Koliganek is in close proximity to Wood-Tikchiks State Park and Togiak National Wildlife Refuge.

In terms of weather, the primary influence is maritime, although a continental climate affects the weather. Average summer temperatures range from 37 to 66; winter temperatures range from 4 to 30. Bristol Bay drainages are the world's most productive area for sockeye (red salmon), but four other species of Pacific salmon also spawn in Bristol Bay drainages: Chinook, chum, pink, and Coho salmon. Marine fish in the region include herring, smelt, halibut, and flounder. A variety of

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<sup>1</sup> This community profile draws on information from the U.S. Census Bureau, Census 2000, and the Alaska Community Database maintained by the Department

<sup>2</sup> Janet Schichnes and Molly Chythlook, *Contemporary Use of Fish and Wildlife in Ekwok, Koliganek, and New Stuyabok, Alaska*. Technical Paper No. 185, Alaska Department of Fish and Game, Division of Subsistence, Juneau, Alaska, October 1991.

<sup>3</sup> Bristol Bay Native Association. <http://www.bbna.com/EarlyLearning/Koliganek/>

freshwater fish species, particularly rainbow trout, Dolly Varden, Arctic grayling, and northern pike are common in many drainages.

## **Access**

Koliganek is located in a roadless area accessible only by air, boat, or snowmachine depending on the season. A new State-owned 3,000' long by 75' wide runway is available. Boats and ATVs are used in the summer; snow machines in the winter. Locals frequently travel down river to New Stuyahok. There are no docking facilities; goods are lightered from Dillingham on a regular basis during the summer.

## **Environmental Issues**

The priority environmental issues for Koliganek include:

- Concerns about downstream effects from potential mining development in the Pebble Creek Area, at the head of the Koptuli River, which runs into the Mulchatna and the Nushagak.
- Drastic reductions in moose and caribou due to an increase in sport hunting in upriver drainages.
- Eliminating litter and keeping the village and river clean.
- Maintaining local control over Native allotments.
- Continuing to provide exemplary solid waste management in the village.
- Eliminating trespass on village corporation lands.

## **Subsistence Economy**

In a village, much of the economic activity is at the household level, and consists of the basic needs of daily life – food, clothing, and shelter. In the past, there was little importation of food. Families depended on the subsistence harvest of fish, game, and wild plants, particularly berries. Even today, the cost of transportation makes imported food very expensive, and the distance from markets reduces the freshness and quality of imported foods. The protection of subsistence resources is essential for families to maintain adequate nutrition at a reasonable cost. And as the harvest of fish and game is shared within the village, it allows for an efficient use of labor. Truly fresh fruits and vegetables are a rare and expensive treat in remote villages. For at least a seasonal substitution of imported produce, families may choose to maintain home gardens. Even tomatoes may be grown in a sunny window during the long days of summer. Several very productive gardens can be found in Koliganek.

## Koliganek Economy & Population

Subsistence is an important part of the local economy in Koliganek, particularly because of the limited opportunities for cash employment. As in much of the Bristol Bay area, most cash employment is seasonal with little year-round employment. Commercial fishing has been especially important as a source of jobs and income. Government is also an important source of jobs and income.

### Income

As in many other Alaska villages, incomes vary considerably from year to year and household to household. Typically, income in villages is generally lower than those of urban Alaska. For example, the Koliganek median household income from the 2000 Census was \$44,583— 13.5% less than the State median household income of \$51,571 (U.S. Census Bureau, Census 2000). In 1999, per capita personal income was only \$13,242 compared to \$16,021 for the Dillingham Census Area and \$22,660 for the state (see Table 1 below).



The lower per capita income is due in part to the larger household size, which was an average of 3.43 individuals in Koliganek in 1999 compared to an average 3.20 individuals for the Dillingham Census Area, and 2.74 for the state. However, both median household income and median family household income are higher in Koliganek than the median for the Dillingham Census Area, but lower than for the state. Almost 33 percent of all households and approximately 30 percent of family households have a cash income under \$35,000 per year (see Table 2 on the following page).

Table 1. Personal Income in 1999 for Koliganek, Dillingham Census Area, and Alaska

	Koliganek	Dillingham Census Area	Alaska
Median Household Income (\$)	44,583	43,079	51,571
Median Family Household Income (\$)	51,042	45,391	59,036
Per Capita Income (\$)	13,242	16,021	22,660

Source: U.S. Census Bureau, Census 2000, DP-3. Values calculated by Northern Economics, Inc.

Personal income is the income received by people from all sources—private sector and government wages, salary disbursements, other labor income, farm and non-farm self employment income, rental income of people, personal dividend income, personal interest income, and transfer payments. Personal income does not have taxes subtracted from it.

Per capita personal income is the annual total personal income of residents of an area divided by the number of residents. Per capita personal income is a measure of economic well-being.

Table 2. Koliganek Income Distributions for Family Households and all Households, 1999

	<b>Number of Family Households</b>	<b>Percent Family</b>	<b>Number of Households</b>	<b>Percent Households</b>
Less than \$10,000	2	4.3	4	7.3
\$10,000 to \$14,999	1	2.1	1	1.8
\$15,000 to \$24,000	9	19.1	11	20.0
\$25,000 to \$34,999	2	4.3	2	3.6
\$35,000 to \$49,999	7	14.9	11	20.0
\$50,000 to \$74,999	11	23.4	11	20.0
\$75,000 to \$99,999	11	23.4	11	20.0
\$100,000 and above	4	8.5	4	7.3
<b>Total</b>	<b>47</b>	<b>100.0</b>	<b>55</b>	<b>100.0</b>

Source: U.S. Bureau of the Census, Census 2000, DP-3. Values calculated by Northern Economics, Inc.

## Poverty Rate

The poverty rate is a commonly used indicator of the level of economic need in a community. Almost every positive personal and community outcome is negatively affected by poverty. Community factors such as the status of resources like affordable housing, transportation, education and training, jobs providing a living wage, health insurance, and availability of child care determine to a large extent an area's poverty rate. Previous research has shown that poverty populations in rural communities are more likely to be long-term poor than poverty populations in urban areas.

The poverty rate for families in Koliganek is more than two times the poverty rate for families in Alaska as a whole (see Table 3 below). Individuals in Koliganek are more than two times likely to be classified as living in poverty than individuals in the State as a whole. However, the percent of families and individuals classified as living below the poverty line in Koliganek is lower than in the Dillingham Census Area as a whole.

Table 3. Percent Poverty Status in 1999

	<b>Koliganek</b>	<b>Dillingham Census Area</b>	<b>Alaska</b>
Families	14.9	18.3	6.7
With Related children under 18 Years	13.9	23.0	9.3
With Related Children under 5 Years	18.2	26.3	13.4
Individuals	19.3	21.4	9.4

Source: U.S. Census Bureau, Census 2000. Values calculated by Northern Economics, Inc.

## Employment

A community's labor force provides a measure of how much employment and economic activity a community may have. Labor force is defined as the number of persons 16 years of age or older, the age at which an individual is legally able to work. Table 4 (below) shows the number and percent of individuals 16 years and older, individuals in this age category in the civilian labor force, and employed and unemployed individuals.

Unemployment rates do not take into account individuals who are underemployed or discouraged workers who have given up hope of finding a job and are not actively seeking employment. Approximately 62.4 percent of the population age 16 years and over is in the labor force in the Dillingham Census Area (U.S. Census 2000). In Koliganek, a higher percentage (69.7 percent) of individuals age 16 and over participates in the labor force as compared to the census area. At the time of Census 2000, no one from Koliganek was serving in the Armed Forces.

Table 4. Employment Status of Population 16 Years and Over, Alaska, Dillingham Census Area, and Koliganek, 1999

Employment Status	Alaska		Dillingham Census Area		Koliganek	
	Number	Percent	Number	Percent	Number	Percent
Population 16 Years and Over	458,054	100.0	3,216	100.0	109	100.0
In Labor Force	326,596	71.3	2,007	62.4	76	69.7
Civilian Labor Force	309,485	67.6	1,995	62.0	76	69.7
Employed	281,532	61.5	1,765	54.9	66	60.6
Unemployed	27,953	6.1	230	7.2	10	9.2
Armed Forces	17,111	3.7	12	0.4	0	0
Not in Labor Force	131,458	28.7	1,209	37.6	33	30.3

Source: U.S. Census Bureau, Census 2000, DP-3. Values calculated by Northern Economics, Inc.

Table 5 (on the following page) shows the occupation of the employed civilian population 16 years of age and older in Koliganek in 1999. Census data often do not adequately capture employment in the fishing industry. According to the U.S. Census, no individuals age 16 years and older reported fishing as their primary occupation. Management, professional, and related occupations accounted for almost 41 percent of the employed workforce, followed by production, transportation, and material moving occupations at almost 17 percent, then service occupations and construction, extraction, and maintenance occupations at just about 15 percent.

This disparity about employment in the fishing industry is most likely due to the timing of the census, which occurs in April every ten years, and asks respondents what they did for employment in the previous week. Thus, the census does not account for those involved in fishing at other times of the year, including the important summer salmon season.

Table 5. Occupation of Employed Civilian Population 16 Years and Over, Koliganek, Census 2000

<b>Occupation</b>	<b>Number</b>	<b>Percent</b>
Management, Professional, and Related Occupations	27	40.9
Service Occupations	10	15.2
Sales and Office Occupations	8	12.1
Farming, Fishing, and Forestry Occupations	0	0
Construction, Extraction, and Maintenance Occupations	10	15.2
Production, Transportation, and Material Moving Occupations	11	16.7

Source: U.S. Census Bureau, Census 2000, DP-3. Values calculated by Northern Economics, Inc.

Table 6 (below) shows the percentage of four different classes of workers: private wage and salary workers, government workers, self-employed workers in their own business who are not incorporated, and unpaid family workers. The government sector is a very significant source of employment in Koliganek, accounting for over 83 percent of workers. Private wage and salary workers account for just over 15 percent of workers. In contrast government workers account for around 48 percent of employment in the Dillingham Census Area as a whole.

Table 6. Class of Worker Koliganek, 1999

<b>Employment Class</b>	<b>Number</b>	<b>Percent</b>
Private Wage and Salary Workers	10	15.2
Government Workers	55	83.3
Self-Employed Workers (Not Incorporated Business)	1	1.5
Unpaid Family Workers	0	0

Source: U.S. Census Bureau, Census 2000, SF-3. Values calculated by Northern Economics, Inc.

Table 7 (on the following page) shows the percent of employment in Koliganek by industry. Educational, health and social services account for almost 35 percent of employment, while public administration accounts for just over 24 percent of employment.

Table 7. Percent Employment by Industry in Koliganek, Census 2000

Industry	Number	Percent
Agriculture, Forestry, Fishing and Hunting, and Mining	1	1.5
Construction	8	12.1
Manufacturing	1	1.5
Wholesale Trade	0	0
Retail Trade	0	0
Transportation and Warehousing, and Utilities	9	13.6
Information	0	0
Finance, Insurance, Real Estate, and Rental and Leasing	6	9.1
Professional, Scientific, Management, Administrative, and Waste Management Services	0	0
Educational, Health and Social Services	23	34.8
Arts, Entertainment, Recreation, Accommodation and Food Services	0	0
Other Services (except Public Administration)	2	3.0
Public Administration	16	24.2

Source: U.S. Census Bureau, Census 2000, DP-3. Values calculated by Northern Economics, Inc.

## Participation in Commercial Fishery

Between 1990 and 1997, individuals from Koliganek held permits and participated in both the herring and salmon commercial fisheries (see Table 8 on the following page). Between 1998 and 2002, Koliganek community members continued to hold permits in both fisheries, but only fished in the commercial salmon fishery.

Since 1990, the total number of permits held by Koliganek community members has slowly declined. This is a trend experienced in other Bristol Bay communities as well. In 1990, individuals from Koliganek held 33 permits - including 21 in the commercial salmon fishery and 12 in the commercial herring fishery. In 2002, these numbers declined to a total of 19 commercial permits – all but one was held in the commercial salmon fishery. The total decline in salmon permits held was roughly 15 percent between 1990 and 2002.

In addition to the decline in the number of permits held, there has been sharp decline in the percentage of permits that were actually fished. In 1990, five herring permits were fished out of a total 12 herring permits held. In comparison, in 2002, no herring permits were fished and only one herring permit was held. In the commercial salmon fishery, all but one of the salmon permits held were fished. Comparatively, in 2002, only half of the salmon permits held were fished.

Table 8. Fishing Permits and Fishing Participation, 1990-2002, Koliganek

Species	Permits	Year													
		1990	1991	1992	1993	1994	1995	1996	1997	1998	1999	2000	2001	2002	
Halibut	Fished	0	0	0	0	0	0	0	0	0	0	0	0	0	
	Held	0	0	0	0	0	0	0	0	0	0	0	0	0	
Herring	Fished	5	5	5	0	0	2	4	3	0	0	0	0	0	
	Held	12	9	11	7	6	7	8	7	3	2	3	2	1	
Salmon	Fished	20	17	17	18	15	15	15	14	14	13	13	14	8	
	Held	21	20	19	19	19	19	18	17	18	19	17	17	18	
Total	Fished	25	22	22	18	15	17	19	17	14	13	13	14	8	
	Held	33	29	30	26	25	26	26	24	21	21	20	19	19	

Source: Alaska Commercial Fisheries Entry Commission, 2004. Values calculated by Northern Economics, Inc.

## Population Trends

Information about population trends and characteristics helps describe the general nature of a community or area. An analysis of population trends can help determine if changes are occurring for specific groups defined by age, gender, race, or education level. These types of changes describe the nature of social and economic relationships in the community. The Dillingham Census Area realized a large population increase between 1990 and 2000. Table 9 (below) shows the population of Koliganek compared to the Dillingham Census Area at 10-year intervals. Between 1950 and 1990, the population in Koliganek doubled.



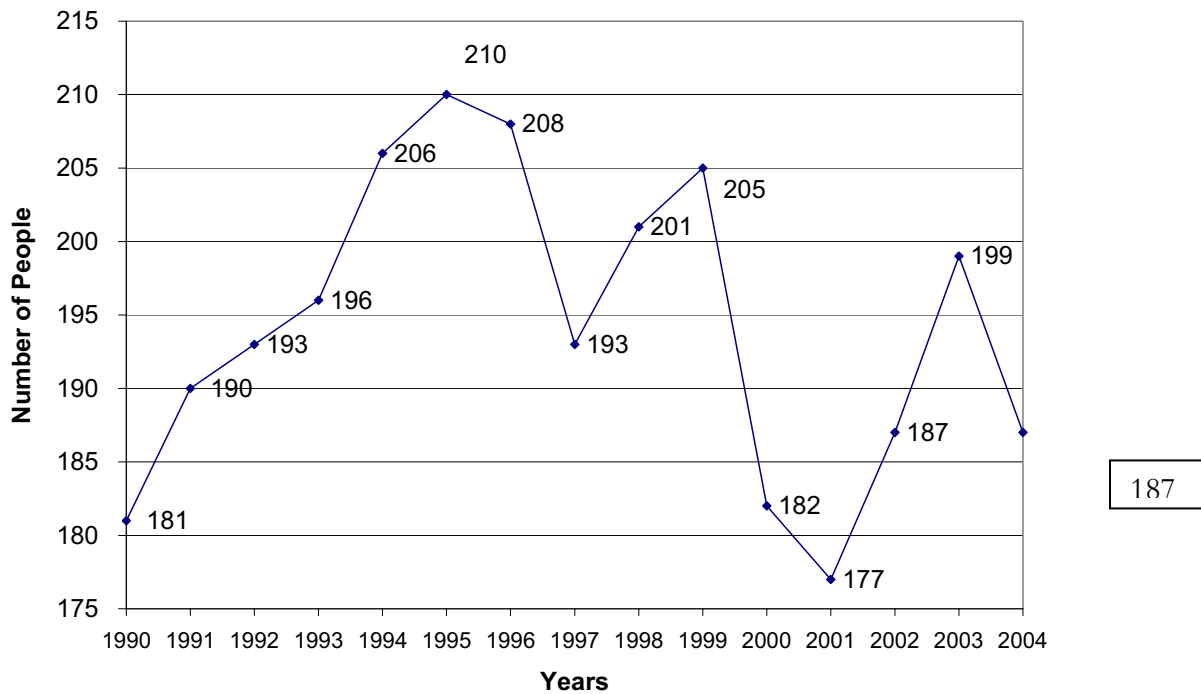
Table 9. Population of Koliganek and Dillingham Census Area, 1880-2000

Community	1880	1890-1940	1950	1960	1970	1980	1990	2000
Koliganek	91	-	90	100	142	117	181	182
Dillingham Census Area	-	-	-	4,024	3,485	4,616	4,012	4,922

Source: DCED community profiles. <http://www.census.gov/population/cencounts/ak190090.txt>. Population for 2003 and 2004 from AKDOLWD Provisional Estimate. Values calculated by Northern Economics, Inc.

Figure 2 (on the following page) shows the annual population of Koliganek from 1990 to 2004. As noted in the introduction, the village moved down river to its current location in 1942. The first BIA school was built in 1961 and the population grew 40 percent during the 1960s.

Figure 2. Population of Koliganek, 1990 through 2004



Source: Northern Economics, Inc., 2005. "Alaska Population Annual Database". Compiled from ADOLWD Annual Population Estimates; ADOWLD data from 2000-2004 is available on the Internet at <http://www.labor.state.ak.us/research/pop/estimates/04t4-3.xls>.

## Race

U.S. Census figures show that in 2000, 70.1 percent of residents in the Dillingham Census Area were Alaska Native or American Indian. Comparatively, 87.4 percent of the residents of Koliganek were Alaska Native during the 2000 Census. This is fairly typical of rural Alaska Native villages.

Table 10. Percent of Population by Race Koliganek and Dillingham Census Area, Census 2000

Geographic Area	White	Alaska Native	Black	Asian	Other race	Two or More
Koliganek	10.4	87.4	-	-	2.2	0.0
Dillingham Census Area	21.6	70.1	0.4	0.6	0.5	6.7

Source: U.S. Census Bureau, Census 2000, SF-3. Values calculated by Northern Economics, Inc.

## Age & Gender

Age distribution gives an indication of whether the population of a community is generally younger or older, and if the population is growing or declining. The age distribution for a community helps to determine likely future needs as those age groups grow. It is often used as a predictor of future school enrollments, and helps to indicate what resources and programs the community may need for specific age groups. Age distribution provides one source of useful information about trends in the available labor force.

Table 11 shows the total population, the percent of the population under age 18, the median age, and gender for Alaska, the Dillingham Census Area, and Koliganek. The median age for the Dillingham Census Area and Koliganek is lower than the median age for the state as whole. The median age in Koliganek is very young at 26 years. In contrast, the median age for the state is 32.4 years while the median age of the U.S. in 2000 was 35.3.

In Koliganek, 45.1 percent of the population is under 18 compared to only 30.4 percent of the population of the State as a whole. The economic reality in many rural communities in Alaska is a lack of jobs or income producing activities, but at the same time a younger and growing population suggests that many more jobs or income producing activities are needed above and beyond current levels. As the median age of a community decreases and the percentage of residents under 18 increases, each adult carries a greater proportion of the community’s need for productive labor including subsistence activities, bringing cash income into the community, providing child care and serving as teachers, providing leadership for the community, and helping to maintain the community’s infrastructure. In Koliganek, 54.9 percent of the population was male and 45.1 percent female at the time of Census 2000.

Table 11. Total Population, Age and Gender Alaska, Dillingham Census Area and Koliganek, 2000 Census

Geographic Area	Total Population	Percent			
		Under 18	Median Age	Male	Female
Alaska	626,932	30.4	32.4	51.7	48.3
Dillingham Census Area	4,922	38.1	28.9	52.2	47.8
Koliganek	182	45.1	26.0	54.9	45.1

Source: U.S. Census Bureau, Census 2000, DP-1. Values calculated by Northern Economics, Inc.

## Education

At the time of Census 2000, 76.9 percent of residents age 25 years and over were high school graduates and/or had achieved a higher level of education (see Table 12 on the following page). 11.6 percent of the population age 25 years and over had a bachelor’s degree or higher during the 2000 Census. In Alaska, as a whole, 88.3 percent of the population age 25 years and over were high school graduates and/or had obtained a higher level of education - 24.7 percent had a bachelor’s degree or higher level of education. Koliganek is part of the Southwest Regional School District and has a K-12 school with 65 students enrolled for FY2005.<sup>4</sup>



<sup>4</sup> Southwest Regional School District web page can be accessed at <http://dlg.swrsd.org>.

Table 12. Koliganek, Educational Attainment of Population, 25 Years and Over, Census 2000.

<b>Attainment</b>	<b>Number</b>	<b>Percent</b>
Less than 9th Grade	19	20.0
9th to 12 grade, No Diploma	3	3.2
High School Graduate (includes equivalency)	45	47.4
Some college, No Degree	17	17.9
Associate Degree	-	-
Bachelor's Degree	11	11.6
Graduate or Professional Degree	-	-

Source: U.S. Bureau of the Census, Census 2000, DP-2. Values calculated by Northern Economics, Inc.

## Households

Table 13 (below) shows the number of individuals living in households and group housing, the total number of households, the average household size, total number of family households, average family size, and the number of individuals not living in a household. Both the average household size and average family size in the Dillingham Census Area are larger than in Alaska as a whole, and the average household and family size in Koliganek is larger still. The average household size in Alaska is 2.74 individuals and the average family size is 3.28 individuals. In Koliganek, the average household size is 3.43 individuals and the average family size is 4.44 individuals.

Table 13. Households in Dillingham Census Area and Koliganek, Census 2000

	<b>Dillingham Census Area</b>	<b>Koliganek</b>
Population in Households	4,889	182
Population in Group Quarters	33	-
Total Number of Households	1,529	53
Average Household Size	3.20	3.43
Number of Family Households	1,106	36
Average Family Size	3.84	4.44
Number of Non-family Households	423	17

Source: U.S. Census Bureau, Census 2000, DP-1. Values calculated by Northern Economics, Inc.

## Number of Small Businesses and Types

The records in Table 14 (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 14. Current Business Licenses in Koliganek

Business Licenses	SIC Codes - Primary, Secondary
Berry Patch Alaska	4543 (Direct Selling Establishments)
Bobby's Bed & Breakfast	7211 (Traveler Accommodations)
Grandma's	6244 (Child Day Care Services)
Jasmine's Day Care	6244 (Child Day Care Services)
Johnson & Sons	4881 (Air Transportation Support Activities)
Ketok Lodge	7140 (Fishing Guides & Fishing Charters), 7000 ( <i>Unknown SIC Code</i> )
Koliganek Co-Op Store	4451 (Grocery Stores)
Koliganek Sport Adventures	7140 (Fishing Guides & Fishing Charters)
Kristie's Daycare	6244 (Child Day Care Services)
Lee's Lodging	7211 (Traveler Accommodations)
M And H Variety Store	4529 (Other General Merchandise Stores), 5900 ( <i>Unknown SIC Code</i> )
Mccanna's Fish On Lodge	1141 (Fishing – commercial, not guides), 1142 (Hunting & Trapping – commercial, not guides)

Source: Alaska Department of Commerce and Community Economic Development, Community Database Online, Rural Business Licenses. Values calculated by Northern Economics, Inc.

## Facilities, Utilities, Schools and Health Care

At the time of Census 2000, 50 percent of the 69 housing units in Koliganek did not have complete plumbing, while 40.7 percent did not have a complete kitchen, and 3.7 percent lacked telephone service. At that time, 25.9 percent heated with wood and 70.4 percent heated with fuel oil or kerosene. This census data is derived from a sample which is one reason it may not match the information from the Department of Commerce and Community Economic Development Community Profile Database.

Koliganek has operated a piped water system for over 25 years. Water is derived from a well and is treated. Thirty three homes and facilities are connected to the piped water and a community septic tank. Eight homes have individual wells and septic system. Koliganek owns its own power supply system. Electricity is provided by the New Koliganek Village Council.

# GOALS & PRIORITY ACTIONS

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## Land Use, Housing & Environment

### Context

#### Land Use

Koliganek is a visually appealing village with distinct residential areas grouped around a central cluster of public facilities. The village fronts onto the Nushagak River. Many of the houses enjoy views across the river to Ketok Mountain. Much of the upland tundra is swampy and unsuitable for construction, consequently houses tend to be located closer to the river, between the airport and the main village center, and along the creek to the west of the main village center. The old airstrip is situated just to the south of the main village center. As yet, this site has not been repurposed.



The main village center contains a K-12 school, health clinic, two general stores, the fuel storage facility and power generator and the village council building. The village council building is a very full facility that houses the post office, Bristol Bay Native Association's Early Learning Program, the Tribal Children's Service Worker office, the New Koliganek Village Council offices and EPA. It is also the primary location for village meetings. A new health clinic to provide both primary and behavioral health care will be constructed in 2006 on a lot across from the school, just north of the old airstrip. A vehicle storage and maintenance building will be constructed in 2005 and will be located on part of the old airstrip. Extending Tundra Road would increase access to this future development area.

The community water & sewer system serves all of the main residential areas and public facilities. The village plans to secure funds for an extension to serve houses located further from the village center [see Koliganek Land Use Map]. The landfill is located at the end of the road leading west from the main village center. A location for a replacement landfill is currently being sought.

The compactness of the current layout of the village keeps down the costs of providing public services, by limiting the distances that utility systems and transportation networks must traverse. As the village grows, maintaining the compact layout of the village will help the village contain costs for providing public services, and will protect surrounding subsistence areas. An additional constraint on development is the lack of suitable land for construction, due to wet tundra along the upland areas. The village identified the old airstrip as a future development area for new residential development. Koliganek's population experienced a marked increase between 1980 and 1990 from 117 to 181, but has remained stable between 1990 and 2004, increasing only from 181 to 187 over that period.

## **Environment**

*Excerpted from the Koliganek Environmental Program Work Plan, 2006 - 2007:*

Koliganek has operated an active Environmental Program through the US Environmental Protection Administration's Indian General Assistance Program since January 2000 and have an approved grant for continuation funding through December 2005. Koliganek's Environmental Program has been successful in improving the health and environment of our community. The environmental office develops, plans, and establishes environmental protection programs for the village. This program has allowed the Village Council to build the basic capacity to administer an environmental protection program. The overarching goal of the program is to become more educated on environmental issues to be better able to develop and implement pollution prevention measures to respond to environmental issues as they arise. We want to continue to educate the environmental staff and the community residents to better protect our environment like our ancestors did and to keep it safe and healthy for our future generations.

Koliganek residents are very dependent on a subsistence lifestyle and utilize the fish, game, berries, and vegetation to feed their families. The community understands the need to address community pollution sources and to protect the surrounding environment for the betterment of their health. Since the Village became established at its present location, we have witnessed many lifestyle changes, some of which has impacted the environmental health of our community through the toxins found in waste. We believe education is the key instrument in keeping our environment safe and healthy for future generations, thus we hold community environmental educational meetings. Through school presentations, educating our students remains a high priority because they are the ones who will bear the responsibility of being the future shepherds and steward over our lands to ensure our environment remains healthy.

The environmental concerns identified by the community that we need to address are summarized below. Some concerns have been addressed through short-term measures but still require staff time and resources to implement, while others will require longer-term solutions and considerable resources to address.

We continue to feel there is too much trash being dumped in the landfill and this includes hazardous and toxic waste. A new landfill or expansion of the existing site is a high priority because we are on our last cell and it will be filled with in a year's time. We now have a burn box, which has helped to minimize the amount of waste and will need to be upgraded in the future. Though burning reduces the amount of waste put in the land fill we still need funding to move forward to determine if the existing landfill can be expanded and, if not, to identify alternative sites for a new landfill that meet state requirements. We have begun recycling aluminum cans and transporting our batteries and would like to continue to do so. We have hired and trained a solid waste operator to implement our solid waste issues, such as taking care of recycling, hazardous waste, and burnable items, in addition to maintaining the dumpsite.

Under the past solid waste grants we were able to purchase a connex van to house recyclable items and hazardous waste. We will need funds to transport the waste to a recycling center especially batteries. We would like to continue to recycle and transport the waste that is affecting our environment. Also we will be sorting other hazardous wastes such as antifreeze, any type of oil, paints, household cleaners and solvents. At this time we are only

separating these items from other wastes because they are not burnable and pose a significant hazard to the environment.

We need better spill response planning and prevention measures and adequate spill response materials in the event of a fuel spill. Some years ago we had an oil spill and it affected our drinking water source and the well had to be moved. We need to upgrade our aging tank farm, develop a spill response plan and maintain a roster of Hazardous Materials-certified responders, and make sure we have adequate spill response materials and protection gear. Most residents use oil heaters to heat their homes and need better education on how to prevent home heating fuel spills as well as other measures that can be taken to keep vehicle (trucks, ATVs, skiffs, etc.) waste oil from leaking into the ground or water. The Village utilizes a waste oil heater but needs to improve our used oil collection and storage system.

Some homes have individual drinking wells with such high iron content that the water is not drinkable and causes other problems. The maintenance of these private well water systems is expensive and we want everyone to have the best drinking water available. We need to find funds to get these homes connected to the community water and sewer system and to research suitable home treatment systems in the interim.

A number of fishing and hunting operations have established camps upriver and downstream from the village and use the Koliganek airport as a staging point to transport their clients. Guided and non-guided float trip operations are also common. Concerns remain about human waste and garbage disposal from these operations polluting the river and land and resulting impacts on our commercial fishing and subsistence activities.

The potential for mineral development impacting our village has become an important issue because of the Pebble Gold-Copper Project. The project is an initiative of Northern Dynasty Mines Inc. to develop, build and operate what would be the largest open-pit mine in North America. The company initiated a comprehensive environmental studies plan in 2004 and anticipated applying for permits in spring 2005. Other deposits in the Nushagak drainage, such as the NovaGold deposit in the King Salmon River and renewed interest by Cominco to resume exploration activity in the Sleitat Mountain area nearby Koliganek, make it necessary that we take an active role in the planning process. It also means developing baseline assessments, such as conducting a water quality assessment and documenting and mapping our traditional use areas.

## **Housing**

*Submitted by the Bristol Bay Housing Authority:*

New Koliganek Village Council has chosen Bristol Bay Housing Authority (BBHA) as their “Tribally Designated Housing Entity.” 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). The programs are governed by the terms of the Native American Housing Assistance and Self Determination Act. In 1996, Congress revamped Indian Housing Programs with the passage of the Native American Housing Assistance and Self Determination Act (NAHASDA).

BBHA passes through to the Council one half of the “Need” funds provided by a formula allocation under NAHASDA. 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 Tribally Designated Housing Entity.

Under the prior 1937 Act (USHA), 18 single family homes were built in Koliganek in 2000, none of which have been conveyed to the homebuyers. Ultimately, all will transfer to the private ownership of the program participants. According to the FY05 NAHASDA funding formula, the "need" component as computed by HUD through BBHA for Koliganek is \$162,176. 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 Koliganek Village Council for locally administered programs, such as rehab of village residents' owned homes, and youth programs.

Koliganek's rank for FY05 in the regional pool for new single family homes funded by HUD/NAHASDA is position # 13, which would provide funding for 4 to 5 new homes for Koliganek in the next decade, assuming current levels of funding for HUD programs remain relatively stable.

There is no multi-family housing in Koliganek. 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.

## **Goals**

- 1. Protect and maintain healthy water quality and subsistence resources in surrounding environment.**
- 2. Ensure all residents have access to clean water.**
- 3. Maintain a clean environment in and around the village by addressing solid waste disposal and educating the community.**
- 4. Maintain a compact land use pattern to keep the cost of providing community services to a minimum.**
- 5. Ensure quality housing is available to all residents.**

## Priority Actions

During the April 2005 Community Planning Workshop in Koliganek, the community identified the following six priority actions, listed in order of importance, for Land Use and Environment.

Oppose mining development to protect environment and subsistence.
Keep Native allotments in local control and support the Nushagak-Mulchatna Land Trust.
Extend water and sewer system and maintain and upgrade existing system.
Continue Recycling Program and other environmental programs.
Protect traditional hunting grounds and educate about Native Land boundaries.
Continue to support solid waste operator and good landfill management.

Participants also identified other important activities, which are listed below under the appropriate goal in order of importance.

## Goals & Priority Actions

### I. Protect and maintain healthy water quality and subsistence resources in surrounding environment.

Koliganek residents depend upon the health of the surrounding environment for their livelihood. Residents harvest subsistence fish and game, as well as berries and other plants, for a large portion of their diet. Many residents also engage in commercial fishing, and tourism related businesses for cash employment. For these reasons, Koliganek residents are especially concerned with threats to the health of the surrounding environment.

Possible mining development in the Iliamna-Newhalen area is a cause for great concern. The village council and corporation have passed resolutions opposing mining development. Concerns about the environmental impacts from run-off into the watershed from the Pebble Mine development, and its impacts on subsistence fishing, hunting and water quality, are the central concerns for the village on this issue.

Pressure on subsistence moose hunting from sport hunting is another area of concern. The village council is supporting residents making public testimony before the Board of Game to restrict sport hunting along a two-mile wide corridor along the Nushagak River, upriver from Koliganek. There is great concern over the number of moose being taken by sport hunters and the impact on subsistence hunting. One meeting participant said that last year 90 moose were taken by a single lodge / guide service, which was three times the number taken by the entire village population.

The Koliganek Village Corporation supports the river patrol along the Nushagak and the permitting process, which manages the sport hunting & fishing camps along the Nushagak on village corporation lands.

## **Priority Actions**

- Oppose mining development to protect environment and subsistence.
  - Work with the Nushagak-Mulchatna Watershed Council, and other local and regional entities.
- Keep Native allotments in local control. Support the Nushagak-Mulchatna Land Trust.
- Protect traditional hunting grounds and educate outside users about village corporation land boundaries and regulations.
  - Eliminate trespass and enforce bans on hunting moose.
  - Support the River Patrol and continue to participate in the Nunamta Aulukestai (Caretakers of Our Land) group of village corporations.
  - Lobby the Board of Game to restrict sport hunting along the Nushagak corridor to ensure adequate game populations for subsistence users.
- Bring down cost of subsistence hunting and gathering by “getting back to basics” and using less fuel.

## **2. Ensure all residents have access to clean water.**

Koliganek has a community water & sewer system but there are 14 households that use individual well & septic systems. Some of these wells do not produce good water. The community has completed a water & sewer feasibility study with ANTHC and is competing for funds to make improvements.

## **Priority Actions**

- Extend water and sewer system to serve entire village. Maintain & upgrade existing system. Implement recommendations from the ANTHC feasibility study.
- Keep good record of water sampling and be in compliance with Alaska Department of Environmental Conservation.

## **3. Maintain a clean environment by addressing solid waste disposal and educating the community.**

The Koliganek Environmental Program is currently working with the village council to expand the landfill. The current landfill has one cell left and a new permit to continue to operate. The council provides trash collection from houses and employs two solid waste operators. There is a burn box at the landfill, although it needs some adjustments to work properly. Some open burning still occurs. The IGAP program operates a recycling center that collects aluminum and hazardous materials. The community has been successful in getting free shipping for all toxic material from the barge company. Koliganek is the only village on the river that has secured this deal. More community education is needed to increase the amount of recycling and to decrease the presence of batteries and other toxic materials in the landfill.

### **Priority Actions**

- Continue events and programs to keep the village clean and protect the environment such as the annual clean-up, the IGAP Program and the recycling program.
  - Implement the work plan developed by the Environmental Program.
  - Educate the community on how to minimize littering and pollution, for example, put up ‘No Littering’ signs.
- Continue to support the Water & Sewer Operator and the Solid Waste Operator positions. Certify operators and encourage continuing education.
- Locate site for new landfill. Secure funds for construction.
- Self-police to enforce environmental laws.
- Include local government, historical and environmental issues in the school curriculum, so that students can learn about relevant issues and become active participants in these areas.

#### **4. Maintain a compact land use pattern to keep the cost of providing community services to a minimum.**

Preventing development from spreading over a large area preserves subsistence areas close to the village and contains the cost of public services. The current land use pattern should be continued, with new housing development focused close to existing housing and to the village center.

### **Priority Actions**

- Locate future public facilities close to existing facilities, for example, when school is replaced, rebuild on existing site.
- Assess the suitability for future housing development on the old airstrip.
- Develop guidelines for subdivision development that minimizes the costs of providing public services, such as keeping development compact.

#### **5. Ensure quality housing is available to all residents.**

As the village grows, additional housing may be needed. Developing a variety of options for constructing, owning and renting housing encourages residents to remain in the village. Working with Bristol Bay Housing Authority is one mechanism for securing new housing. The village council could also subdivide land and make it available to residents who would like to build their own houses.

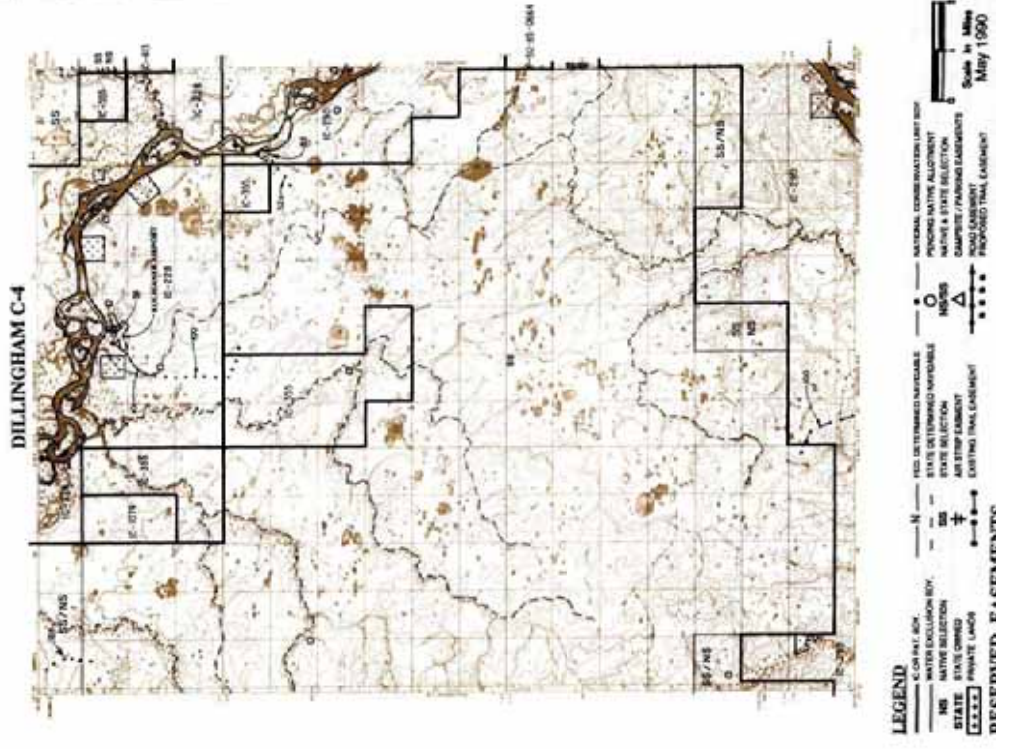
### **Priority Actions**

- Assess demand for new housing, on a periodic basis.
- Investigate mechanisms for developing housing such as land disbursement to individuals.



# Koliganek Trail Easements

5



## RESERVED EASEMENTS

- EIN 32 One (1) acre site on the right bank of Nushagak River.
- EIN 32a Proposed access trail from the Nushagak River westerly to public lands (25 foot trail).
- EIN 36 Access trail from the Nushagak River south to the airstrip (50 foot trail).
- EIN 101 Existing access along the road from Koliganek airstrip southwesterly to the Koliganek landfill (25 foot road easement).
- EIN 100 Proposed access trail from EIN 101 road at the landfill southeasterly to public lands (25 foot trail).
- EIN 129a Proposed access trail 7 miles west of Koliganek north to public lands (25 foot trail).

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<sup>5</sup> *Bristol Bay Easement Atlas*, Alaska Department of Natural Resources, Division of Land and Water, 1990.

# Community Wellness, Culture & Education

## Context

### Community Wellness

Koliganek residents have access to a number of services to improve behavioral and physical health. A Village Public Safety Officer, who is employed by BBNA, serves the village. Supporting the VPSO, by hiring a substitute to work while he is on leave, is a high priority for the village. Safety concerns include teaching residents, particularly youth, about gun and water safety and first aid. Increasing healthy recreation opportunities is also a high priority.



A new health clinic has completed the design phase and has secured most of the capital funds for construction. This project is planned for summer 2006. When the new health clinic is completed, the existing clinic facility will be remodeled to serve as a family resource center. This facility will include space for an arts & crafts center and a young children's room, for early childhood activities. This will also free up space in the existing village council building, which is currently overcrowded.

Koliganek is served by a number of service providers. On-site providers include:

- Primary Care Health Clinic with a Community Health Aide Practitioner (CHA/P) who provides primary health care services.
- Tribal Children's Service Worker (TCSW) - ICWA case management and family support.
- Early Learning Opportunities program - Provides center-based half- day early learning program for 3-5 year olds.
- Parents As Teachers program - Home-based services for 1-3 year olds, through Southwest Regional School District.
- BBNA childcare program - There are currently three registered in- home providers in Koliganek.

Koliganek is also served by a number of itinerate providers, including:

- Family Service Worker - based in New Stuyahok, provides behavioral health services.
- Women, Infants and Children Program (WIC)- provides nutritional support for expecting mothers and children aged 0-5.
- Infant Learning Program (ILP) - provides diagnostic and therapeutic services to families of children with developmental disabilities.
- Bristol Bay Area Health Corporation (BBAHC) - provides itinerate primary care, public health, oral health, and behavioral health clinical services.

A 2003 planning effort through BBNA's Early Learning Opportunities Project surveyed parents and caregivers of young children and learned that older relatives care for many young children in Koliganek. Without a Head Start program, the community has identified a center-based early childhood program for 3-5 year olds as a top priority. Another identified priority was nutritional support for expecting mothers and new parents.

## **Culture**

Koliganek residents are very proud of their Yup'ik heritage and seek to pass on Native traditions and language to younger generations. Teach subsistence activities, arts & crafts such as skin sewing and Yup'ik dancing are important priorities. Residents would like these activities to be more integrated into the school curriculum, particularly language instruction. The construction of the new family resource center, in 2006, will provide facilities for cultural classes and activities.

## **Education**

Koliganek is part of the Southwest Regional School District and has a K-12 school with 79 students enrolled during the 2002-2003 school year. There are currently 24 students enrolled in Kindergarten through third grade. The existing facility is in need of replacement. The project is on the state priority list and is planned for design following the completion of New Stuyahok's school, which is planned for construction in 2007. The community's preference is for the existing facility to be replaced on the current site.

Currently the high school has some itinerate teachers who cycle through the schools in the district teaching core courses. Consequently, some courses are available some semesters and then are not offered again for a year or more. This means that senior high students often lack choice in scheduling courses that are necessary for graduation. The Southwest Regional School District is considering changing the itinerant system so that the permanent teachers in each school teach core subjects, and itinerate teachers are used for electives.

Some schools in the district have succeeded in securing funds to provide more computers and software for students. Koliganek School students have no access to laptops outside of the computer lab, and do not have access to up-to-date software. Many courses lack textbooks and some lack curricula for teachers to use in their classrooms.

Koliganek residents understand that many decisions about their children's education are decided at regional and statewide levels. In addition, the relationship between local residents and the school administration needs to be constantly maintained, to ensure that when staff turnover occurs, community concerns and priorities remain on the table. Koliganek has been lucky to have maintained a fairly stable cadre of teachers and administrators, including a number of local people who teach in the school. Nevertheless, local residents seek to remain engaged with education decisions.

Currently, Yup'ik language instruction is taught only in the elementary and middle school grades. This should be increased to give high school students the opportunity to become literate and fluent in a Native language. While young people in other Bristol Bay villages speak Yup'ik, many in Koliganek do not.

## Goals

1. **Prepare students for success, by offering an excellent education for both college-bound and vocational-technical students.**
2. **Provide bilingual and bicultural education at every grade level.**
3. **Strengthen the relationship between the community and the school, and involve local people at local, regional and state levels of decision-making.**
4. **Improve primary and behavioral health care for all residents.**
5. **Maintain a safe and healthy village for all residents.**
6. **Provide healthy activities for youth.**
7. **Preserve Native traditions and promote local culture to the outside world.**

## Priority Actions

During the April 2005 Community Planning Workshop in Koliganek, the community identified the following eight priority actions, listed in order of importance, for Community Wellness, Culture & Education.

Hire a substitute VPSO.
Teach arts and crafts in school.
Start a Boys and Girls Club.
Start Yup'ik language program for all ages.
Teach gun safety.
Increase access to the school gym.
Replace school with new building on same site.
Teach CPR and water safety.
Provide drug and alcohol abuse prevention training for youth.
Increase access to mental health and substance abuse services.

Participants also identified other important activities, which are listed below under the appropriate goal in order of importance.

## **Goals & Priority Actions**

### **1. Prepare students for success by offering an excellent education for both college-bound and vocational-technical students.**

#### **Priority Actions**

- Replace school with new building on same site.
- Increase funding for textbooks and classroom materials.
- Make college credit courses available to high school students.
- Support graduates in attending college with more funding and orientation to help them adjust to life in a large city.
- Have student exchange with bigger schools, other villages, and with different countries to experience a different culture and a new environment.
- Provide early childhood programs.
- Continue to employ the Special Education teacher.
- Provide summer classes and tutoring for those that need extra help.
- Increase course offerings to ensure core classes are available year round, and to provide courses in specific topics.
- Improve access to technology and full course materials.

### **2. Provide bilingual and bicultural education at every grade level.**

#### **Priority Actions**

- Include Yup'ik language instruction & literacy in the high school curriculum.
- Investigate part-time immersion programs for young students, such as in Manokotak.
- Teach traditional arts & crafts to students.

### **3. Strengthen relationship between the community and the school, and involve local people at local, regional and state levels of decision-making.**

#### **Priority Actions**

- Start a Koliganek Newsletter.
- Continue to recruit and employ local people as teachers. Involve the Community School Committee in teacher hiring decisions.

- Create strong family ties by encouraging parents to help children to do well in school and by helping them with homework and volunteering to supervise.
- Attend CSC meetings, regional school board and Village Council meetings.
- Encourage teachers who are from outside the community to get involved and become a part of the community.

#### **4. Improve primary and behavioral health care for all residents.**

##### **Priority Actions**

- Construct a family resource center.
- Construct a new health clinic.
- Hire an additional health aide (in progress).
- Increase Emergency Trauma Technician (ETT) training.
- Provide drug and alcohol abuse prevention training for youth.
- Start a Suicide Prevention program.
- Create a Village Wellness Team and hold regular meetings.
- Hold regular sobriety meetings, A.A. and Alateen.
- Increase access to mental health and substance abuse services.

#### **5. Maintain a safe and healthy village for all residents.**

##### **Priority Actions**

- Hire a substitute VPSO.
- Teach gun safety.
- Teach CPR and water safety.
- Provide fitness classes and equipment.
- Provide safe homes for domestic violence victims.
- Start a Tribal Court with a tribal clerk and case worker.

#### **6. Provide healthy activities for youth.**

##### **Priority Actions**

- Start Boys and Girls Club.
- Increase access to school gym.

- Get more equipment for the teen center.
- Participate in summer spirit camps.
- Start an Elder and Youth Program.

## **7. Preserve Native traditions and promote local culture to outside world.**

### **Priority Actions**

- Teach young people good hunting skills and how to process and store traditional foods.
- Have cultural nights for Native dances, arts and crafts, and storytelling.
- Secure funding to operate a Cultural Center.

## Public Facilities & Transportation

### Context

Public transportation and infrastructure in Koliganek includes the airport, roads, power, water, sewer, solid waste, phone and internet, a tank farm, and maintenance equipment for roads and the airport. Koliganek's airport was recently relocated. Some future goals for the airport include paving and the need for a small shelter located at or near the airport. The increasing cost of fuel has had strong impacts on rural communities throughout Alaska. Koliganek



would like to investigate wind or hydropower generation in the future. In the meantime, the power generator is currently being upgraded. Other public infrastructure projects needed in Koliganek include extending sewer and water lines to serve all residents, identifying an appropriate site for a replacement landfill, and purchasing maintenance equipment that can be used to dig ditches for sewer and water lines and to maintain village roads, the landfill, and the road to the airport.

Public services in Koliganek include a "Code Red" program with a portable fire suppression unit that the village received from Alaska Village Initiatives. Police services include the State Troopers and a local Village Public Safety Officer (VPSO). Koliganek is located in EMS region 21. Interested residents receive training from EMS programs once every two years. The New Koliganek Clinic is located in an aging building. Plans for a new clinic building have been approved and, upon securing remaining funds, the clinic will be constructed in 2006. Other public service needs in Koliganek include renovation of the Village Council Building with more adequate space for meetings, or establishing a community center that provides adequate meeting space and a youth center. There is no senior center located in Koliganek, however there is a lunch program at the school for elders as well as personal care attendants. In general, families in Koliganek care for their elders. Another public service priority is Koliganek's post office. The current building is inadequate for the village needs. Koliganek and other villages in the area belong to the zip code for Dillingham. The distance to these villages from Dillingham is problematic for postal delivery. Receiving fresh produce and other time-sensitive packages needs improvement. Koliganek needs a larger post office and its own zip code.

Education in Koliganek is provided at the Koliganek School, located in the Southwest Regional School District. Grades Kindergarten through High School are located in the Koliganek School. The current facility needs to be replaced.

The matrix on the following two pages details existing public facilities & transportation services in Koliganek.

**SERVICE PROVIDER CURRENT FACILITIES ISSUES/NOTES/NEEDS**

<b>Transportation &amp; Infrastructure</b>			
<b>SERVICE</b>	<b>PROVIDER</b>	<b>CURRENT FACILITIES</b>	<b>ISSUES/NOTES/NEEDS</b>
<b>Airport</b>	DOT/PF	Maintenance building, airstrip	Airport recently relocated and constructed. Paving the airstrip is a future priority. Some residents would like a small shelter placed at the airport. There was one located there that had to be moved at the request of DOT/PF to accommodate snow plowing.
<b>Power</b>	New Koliganek Village Council		Village Council operates bulk fuel tank & generator. School has own tank and generator (separate). Wind or hydropower should be investigated to replace costly fuel. Power generator currently being upgraded.
<b>Water/Sewer</b>	New Koliganek Village Council		The current system needs to be extended to serve all residences.
<b>Solid Waste</b>	New Koliganek Village Council	Landfill located at west end of village.	A replacement landfill site is currently being sought. The Village Council has a solid waste operator funded by EPA.
<b>Telephone/ Internet</b>	Bristol Bay Telephone; GCI; AT&T	3 satellites	Located on Village Council property.
<b>Tank Farm</b>	New Koliganek Village Council	250,000 gallons capacity	
<b>Maintenance Equipment</b>	New Koliganek Village Council; DOT/PF (for airport)		Village Council owns a 350 John Deere dozer/backhoe; a 555 John Deere crawler (motor); an 850 crawler; a 316 Cat motor backhoe; an 8000 series Pacific Detroit 3.7 yard dump truck; and two Pacific Detroit flat beds. DOT/PF owns a full-size grater.

**SERVICE PROVIDER CURRENT FACILITIES ISSUES/NOTES/NEEDS**

<b>Services &amp; Facilities</b>			
<b>SERVICE</b>	<b>PROVIDER</b>	<b>CURRENT FACILITIES</b>	<b>ISSUES/NOTES/NEEDS</b>
<b>Fire</b>	New Koliganek Village Council	“Code Red” Program	Have a portable fire suppression unit from the Alaska Village Initiatives program – adequate for village needs. Had training on it.
<b>Police</b>	State Trooper	Located in Koliganek; VPSO	One VPSO in village – adequate coverage for responding to local calls..
<b>EMS</b>	BBAHC	New Koliganek Clinic	Located in EMS region 21 in the Bristol Bay Region. Get training from EMS programs once every two years for whoever needs it.
<b>Post Office</b>	Contract	In small section of village council building	Inadequate. Need larger facility and own zip code.
<b>Community Center</b>	None	None	Need village council building to be renovated.
<b>Village Council</b>			Would like a larger facility. Sometimes use the school gym for larger meetings and projects. Exercise room, but kind of small.
<b>Youth Center</b>			Community priority – need a place for kids to play & hang out – might be part of the community center. Interested in sports programs.
<b>Clinic</b>	BBAHC	Aging facility	Denali Commission business plan approved and design complete to replace clinic. New clinic will be built in 2006 if remaining funds are secured.
<b>Senior Center</b>	None	None	Families care for elders. There is a lunch program at the school for elders. Personal care attendants are also available in Koliganek for elders.

<b>Education</b>			
<b>K-8</b>	Southwest Regional School District	Koliganek School	▪ Facility needs to be replaced.
<b>Middle School</b>	Southwest Regional School District	Koliganek School	▪ Part of K-8.
<b>High School</b>	Southwest Regional School District	Koliganek School	▪ Included in same building as K-8. Facility needs to be replaced.

## Goals

1. **Provide and maintain quality community services and facilities.**
2. **Decrease cost of living (decrease fuel & utility costs).**
3. **Improve transportation links within village and with other communities.**

## Priority Actions

During the April 2005 Community Planning Workshop in Koliganek, the community identified the following six priority actions, listed in order of importance, for Public Facilities & Transportation.

Expand post office and secure own zip code.
Improve use of alternate energy sources (hydropower, wind generation, etc.) to reduce cost of living. <sup>6</sup>
Replace existing school.
Equip teen center to use as a recreation, health and fitness center.
Upgrade power plant (in progress).
Upgrade pump house and extend water/sewer system.

Participants also identified other important activities, which are listed below under the appropriate goal in order of importance.

## Goals & Priority Actions

### I. Provide and maintain quality community services and facilities

#### Priority Actions

- Expand post office and secure own zip code.
- Replace existing school.
- Equip teen center to use as a recreation, health and fitness center.
- Upgrade and extend water & sewer system.
- Continue Fire Department, upgrade fire suppressant equipment and continue training. Secure a fire truck and ambulance.
- Upgrade Community building.
- Operate a Cultural Center.
- Purchase heavy equipment.
- Maintain VPSO vehicles.

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<sup>6</sup> There is currently a study exploring wind power generation in Koliganek. There is a tower set up for testing winds over the next year (2005 – 2006).

## 2. Decrease cost of living by decreasing fuel & utility costs.

### Priority Actions

- Improve use of alternate energy sources (hydropower, wind generation, etc.) to reduce cost of living.

In addition to this priority, Koliganek is currently in progress of upgrading its power plant.

## 3. Improve transportation links within village and with other communities.

### Priority Actions

- Build a public access boat ramp to give fishermen and those traveling along the river easier access to stopping in Koliganek. This is intended to stimulate economic opportunities by creating demand for related services, such as boat mechanics (boats can stop in Koliganek to be repaired) and seasonal boat storage space.
- Improve community roads and complete a transportation plan.
- Pave runway at airport.



**From left to right:  
Youth Center, Koliganek Village Council Building, Clinic, School, Tank Farm**

# Economy

## Context

Compared to many villages in the Dillingham Census Area, Koliganek has a fairly stable economy. The percentage of adults not in the workforce is 39%, compared with 32% for Dillingham and 28% for the state as a whole (Census 2000). For comparison, in Togiak, the largest village in Bristol Bay, 67% of adults are not in the workforce. Both median household income and median family household income are higher in Koliganek than the median for the Dillingham Census Area, but lower than for the State of Alaska. While most families in Koliganek are not struggling, cash employment and income remain difficult to come by for many village residents.



A thriving village economy, according to village planning discussions, allows residents to bring together multiple income streams, as well as allowing time to harvest subsistence foods. The three most commonly identified means for improving the village economy include:

- **Educating youth and adults so that all local jobs can be staffed with local people.** This includes heavy equipment operators, construction project managers, health clinic staff, behavioral health counselors, teachers, principals, village council administrators, environmental workers, utility plant operators, maintenance workers, mechanics, construction and trades workers, grant writers, pilots and many other occupations necessary to village life.
- **Identifying and supporting entrepreneurs to generate more local small businesses.** Some of the businesses identified during planning workshops that could be launched in Koliganek include: Laundromat, coffee & snack shop, childcare center, arts & crafts center, beauty shop, gift shop, firewood collection, bed & breakfast, sightseeing and guiding, and Internet-based employment. Small businesses are always risky and time-consuming ventures. Some additional barriers to small business development in rural villages include lack of access to start-up capital, business planning assistance and marketing.
- **Engage in value-added activities using local resources.** Village residents are very skilled at harvesting abundant local resources and processing those materials to add to their value. Traditional practices and knowledge contribute greatly to these types of ventures. For example, a local guide who has been traveling the area for his or her entire life will add enormous value to any tourism enterprise. Some examples of value-added activities include fish smoking and processing, arts & crafts production and village-based tourism. Barriers to developing value-added ventures include lack of compliant facilities for processing foods, lack of access to markets and high transportation costs.

The goals and priorities identified in this section outline a strategy for improving the economy in Koliganek. The main driver for increasing opportunities for satisfying employment is to attract and

retain young people to the village. Residents are concerned that many young people who leave the village to attend college may never return, due to a lack of employment opportunities.

## Goals

- 1. Increase job and business opportunities for local residents.**
- 2. Become independent by building local capacity and training local residents.**
- 3. Develop cultural tourism and arts & crafts marketing.**

## Priority Actions

During the April 2005 Community Planning Workshop in Koliganek, the community identified the following top three priority actions, for improving the village economy.

Improve opportunities for local hire.
Train and employ Koliganek residents to work as heavy equipment operators and construction jobs.
Identify and develop new job and business opportunities such as firewood collection and delivery, electrician and linemen, power plant technician, substitute VPSO, and others.

Participants also identified other important activities, which are listed below under the appropriate goal in order of importance.

## Goals & Priority Actions

- 1. Increase job and business opportunities for local residents.**

### Priority Actions

- Increase local hire.
- Train and employ residents in heavy equipment operation and other construction-related trades.
- Identify and develop new job and business opportunities such as firewood collection and delivery, electrician and linemen, power plant technician, substitute VPSO, and others.
- Improve Internet access and increase Internet-based employment.
- Develop childcare businesses.
- Restart school tutor program.
- Start a snack & coffee shop.
- Start a Laundromat.
- Keep commercial fish permits in local ownership.
- Start a beauty shop & gift shop.

## **2. Become independent by building local capacity and training local residents.**

### **Priority Actions**

- Improve vocational education training opportunities for residents and be willing to leave home to participate.
- Train and employ a village grant writer.

## **3. Develop cultural tourism and arts & crafts marketing.**

### **Priority Actions**

- Establish an arts & crafts and cultural center.
- Develop locally-owned tourism, sightseeing and guiding businesses.
- Use the Internet and web-based marketing to sell arts & crafts and market local businesses.
- Market cultural tourism statewide through partnerships with the Alaska Native Heritage Center, the Alaska Performing Arts Center and others.

## Feasibility of a Firewood Collection and Delivery Business in Koliganek, Alaska

This type of business poses an excellent opportunity for a young adult from the community seeking to start a small business. There are elders in Koliganek that would greatly benefit from firewood collection and delivery. Typically, firewood is collected outside the village by snow machine, four-wheeler or dog team. Wood is cut and then hauled back to the village. Typically, families collect their own wood. Based on current community feedback, this is a service that would in high demand. It would likely be most feasible if the person starting this business set a schedule for fire collection and delivery. Then families would know when delivery would take place. It may be less feasible and less efficient (depending on the demand, and the availability of the person starting the business) to provide an on-demand service.

### Questions:

- What fee would need to be charged to cover fuel, maintenance, repairs, and other anticipated costs of doing business?
- Is this a fee that residents would be willing to pay for the service?
- How many families or individuals would want this service?
- How often would trips be made?
- What sort of schedule could be offered for families to receive firewood delivery?
- What sort of maintenance and repair schedule should be planned to assure the quality of transportation, chainsaws, sleds, etc?

# Leadership

## Context

By engaging in community planning, first through the Koliganek Community Strategic Plan completed in 2004, and through the current Community Comprehensive Planning process, Koliganek has taken key steps towards forming a consensus among village residents and leaders about the future of the village. Planning increases local control and communicates Koliganek's values, goals, and priorities to parties throughout the state.

At the April 2005 community workshop, residents identified the top priorities of strengthening the capacity of village organizations, and engaging youth in leadership. Residents would also like to improve the village's ability to compete for project funding.

The New Koliganek Village Council, a federally recognized tribal government, and Koliganek Natives, Ltd., the village corporation, govern Koliganek. Koliganek is a member of the Bristol Bay Native Association, the regional Native non-profit organization, the Bristol Bay Area Health Corporation, and the Bristol Bay Native Corporation, the regional Native for-profit. Koliganek Natives, Ltd. is a founding member of Nunamta Aulukestai (Caretakers of Our Land), a consortium of village corporations. Village residents are also active on the Nushagak-Mulchatna Watershed Council. Koliganek is located in the southwest region served by the Southwest Alaska Municipal Conference (SWAMC), the regional non-profit economic development organization for Southwest Alaska. SWAMC is one of 13 Alaska Regional Development Organizations (ARDORs) whose mission is to "advance the collective interests of Southwest Alaska people, businesses, and communities".

The following describes the goals and priority actions identified by the village planning team and at the community-planning workshop in April 2005.

## Goals

- 1. Strengthen existing leadership roles and skills in fulfilling organizational responsibilities; project management training; and community relations building.**
- 2. Establish opportunities and incentives to motivate local youth to take on leadership roles; widely acknowledge their achievements in the village.**
- 3. Improve ability to obtain funding for successful community projects.**

## Priority Actions

During the April 2005 Community Planning Workshop in Koliganek, the community identified the following priority actions, listed in order of importance, for Leadership.

Create incentives for youth to return to the village, such as a student loan forgiveness program.
Establish a student exchange program or humanities forum program.
Get assistance from regional organizations for securing funding for projects.
Educate community about leadership: qualities of a good leader, how to promote leadership, positive word of the day, education about the process to bring a project to completion.
Encourage youth to run meetings; to learn rules of order and meeting facilitation.

Participants also identified other important activities, which are listed below under the appropriate goal in order of importance.

## Goals & Priority Actions

### **1. Strengthen existing leadership roles and skills in fulfilling organizational responsibilities; project management training; and community relations building.**

#### **Priority Actions**

- Educate community about leadership: qualities of a good leader, how to promote leadership, positive word of the day, education about the process to bring a project to completion.
- Promote accountability in village positions to ensure job responsibilities are being fulfilled.
- Encourage open communication between leaders and residents.

### **2. Establish opportunities and incentives to motivate local youth to take on leadership roles; widely acknowledge their achievements in the village.**

#### **Priority Actions**

- Create incentives for youth to return to the village. For example, establish a student loan program for resident youth to obtain higher education outside the community in fields that will benefit Koliganek or other communities in the region. In exchange, the students would have the option of returning to the village to work (and possibly to nearby villages – to expand the number of opportunities for students to return to the region for work) in that field for five years, at which point the loan would be forgiven. The student would also have the option of not returning to the village (or region), and repaying the loan.
- Establish a student exchange program or humanities forum program.

- Encourage youth to run meetings; to learn rules of order and meeting facilitation.
- Involve students in resource development issues (e.g. Pebble Mine).
- Encourage older kids to be good role models to younger ones. Encourage older kids come back to community to share success.

### **3. Improve ability to obtain funding for successful community projects.**

#### **Priority Actions**

- Get assistance from regional organizations for securing funding for projects.
- Document successful projects to share with funders and residents.

# INFRASTRUCTURE SUMMARY

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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**

- Extend water & sewer system. Maintain and upgrade existing system.
- Continue solid waste management. Locate new landfill site and secure funds for new landfill.

## **Community Wellness, Culture & Education**

- Replace school with new building on same site.
- Secure more computers & software for school.
- Construct family resource center.
- Construct new health clinic.
- Equip teen center.
- Operate a cultural center.

## **Public Facilities & Transportation**

- Expand post office.
- Improve use of alternative energy sources (hydropower, wind generation, etc.)
- Secure equipment for health and fitness center.
- Upgrade power plant (in progress).
- Build boat ramp for improved boat storage.
- Upgrade fire suppressant equipment. Purchase a fire truck and ambulance.
- Upgrade community building.
- Purchase heavy equipment
- Emergency equipment needs include an ambulance, fire truck, and ATVs for Code Red equipment.
- Improve community roads.
- Pave runway.

## IMPLEMENTATION

LAND USE & ENVIRONMENT	Lead	Cost	Schedule			Committee Comments
			2006	2007	After 2007	
<u>PRIORITY 1</u> : Oppose mining development to protect environment and subsistence.	KNIL/ Council	\$	X			
<u>PRIORITY 2</u> : Keep Native allotments in local control and support the Nushagak-Mulchatna Land Trust.	NMLT/ BBNA	\$\$	X			
<u>PRIORITY 3</u> : Extend water and sewer system and maintain and upgrade existing system.	Council	\$\$\$\$			X	

COMMUNITY WELLNESS, CULTURE & EDUCATION	Lead	Cost	Schedule			Committee Comments
			2006	2007	After 2007	
<u>PRIORITY 1</u> : Hire a substitute VPSO.	Sate/ Council	\$\$	X			
<u>PRIORITY 2</u> : Teach arts and crafts in school. <sup>7</sup>	School	\$\$			X	
<u>PRIORITY 3</u> : Start a Boys and Girls Club.	Council	\$\$	X			

<sup>7</sup> The community of Koliganek has been interested in establishing a cultural center that addresses teaching arts and crafts as well as other culturally-related activities.

<b>PUBLIC FACILITIES &amp; TRANSPORTATION</b>	<b>Lead</b>	<b>Cost</b>	<b>Schedule</b>			<b>Committee Comments</b>
			2006	2007	After 2007	
<u>PRIORITY 1:</u> Expand post office and secure own zip code.	USPS/ Council/ Local govt	\$\$\$			<b>X</b>	
<u>PRIORITY 2:</u> Improve use of alternate energy sources (hydropower, wind generation, etc.) to reduce cost of living.	Local govt/ State	\$\$\$	<b>X</b>			
<u>PRIORITY 3:</u> Replace existing school.	State	\$\$\$\$	<b>X</b>			

<b>ECONOMY</b>	<b>Lead</b>	<b>Cost</b>	<b>Schedule</b>			<b>Committee Comments</b>
			2006	2007	After 2007	
<u>PRIORITY 1:</u> Improve opportunities for local hire.	Council/ Regional Orgs/ Private/ public business entities	\$		<b>X</b>		
<u>PRIORITY 2:</u> Train and employ Koliganek residents to work as heavy equipment operators and construction jobs.	State – Workforce Dev./ Council	\$	<b>X</b>			
<u>PRIORITY 3:</u> Identify and develop new job and business opportunities such as firewood collection and delivery, electrician and linemen, power plant technician, substitute VPSO, and others.	Council/ Local residents	\$	<b>X</b>			

<b>LEADERSHIP</b>	<b>Lead</b>	<b>Cost</b>	<b>Schedule</b>			<b>Committee Comments</b>
			2006	2007	After 2007	
<u>PRIORITY 1</u> : Create incentives for youth to return to the village, such as a student loan forgiveness program. <sup>8</sup>	KNL/ BBNC/ BBNA	\$\$	X			
<u>PRIORITY 2</u> : Establish a student exchange program or humanities forum program.	Southwest Reg. School District				X	
<u>PRIORITY 3</u> : Get assistance from regional organizations for securing funding for projects.	Council	\$	X			

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<sup>8</sup> Examples from other regions include programs established in the Aleutians region where there is both local and federal funding for such programs. Other past examples include the Peer Outreach Program.

## COMPREHENSIVE PLAN REVISION PROCESS

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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 Koliganek comprehensive 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.
- Village organizations should designate measures for each goal, for example, “three new village businesses will be started in the next five 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 organizations. Each project has a ‘lead organization’ identified. At each 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.
- 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 Koliganek 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.
- 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 Koliganek Community Comprehensive Plan.

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# **APPENDICES**

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**Appendix A: Regional Background Information**

**Appendix B: Funding and Technical Assistance Resources**

**Appendix C: Business Basics**



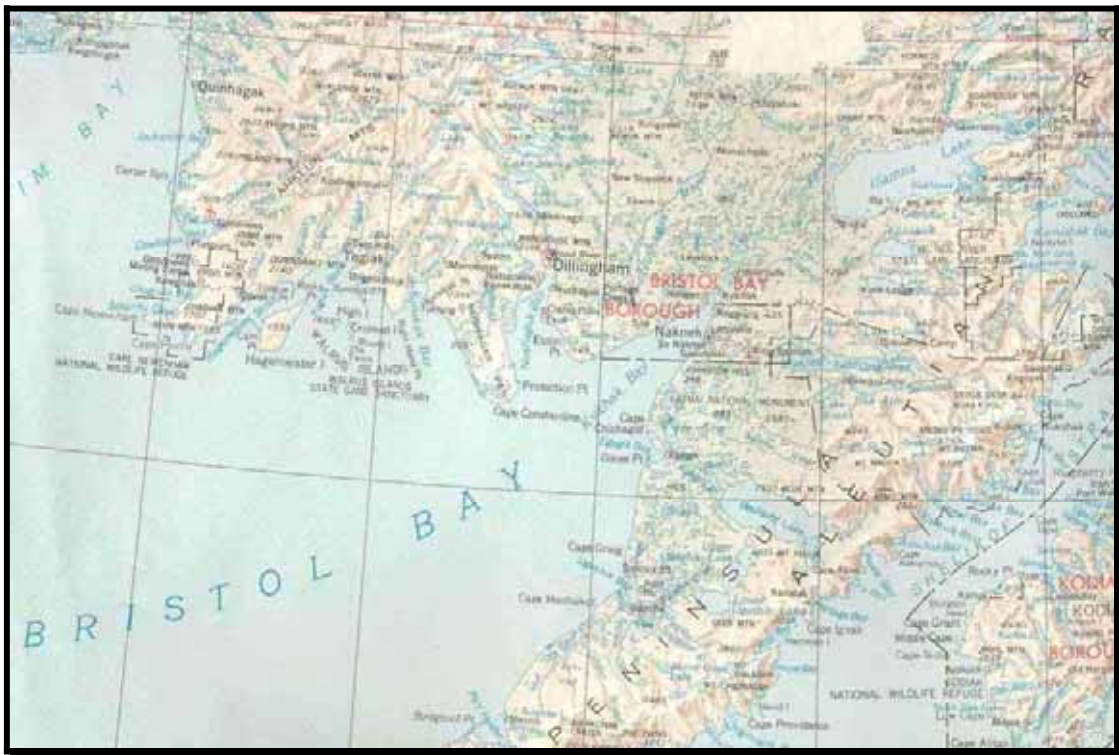
# APPENDIX A: THE BRISTOL BAY REGION

## 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.



## **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 17<sup>th</sup> 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	<b>16.0</b>
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.<sup>1</sup>

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

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<sup>1</sup> 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.<sup>2</sup> 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.<sup>3</sup> Northern Dynasty has a 100 percent interest in the Pebble resource lands.<sup>4</sup> 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

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

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

<sup>4</sup> 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.<sup>5</sup> 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 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.<sup>6</sup>

### ***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.

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<sup>5</sup> Ibid

<sup>6</sup> 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
<b>Alaska Minority Business Development Center</b> <a href="http://www.tananachiefs.org">www.tananachiefs.org</a>	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	<a href="mailto:lallen@tananachiefs.org">lallen@tananachiefs.org</a>
<b>Alaska Rural Development Council</b> <a href="http://aradc.alaska.edu">http://aradc.alaska.edu</a>	Technical assistance in working with regulatory agencies; Community Forums	Chuck Akers, Executive Director	UAA 3211 Providence Drive, ADM #279 Anchorage, AK 99508	T: (907) 786-4660 F: (907) 786-4662		<a href="mailto:ancja@uaa.alaska.edu">ancja@uaa.alaska.edu</a>
<b>Alaska Small Business Development Center (Statewide Office)</b>	Business counseling, Business training seminars, Library Resources	Bill Bear, Rural Director <i>Rural Outreach</i>	430 W. 7 <sup>th</sup> Avenue Suite 110 Anchorage, AK 99501	907 274-7232 OR 800 478-7232	907 274-9524	<a href="mailto:anwsbl@uaa.alaska.edu">anwsbl@uaa.alaska.edu</a>
<b>Alaska Village Initiatives</b> <a href="http://www.akvillage.com">www.akvillage.com</a>		Thomas Harris, President CEO	1577 C Street, Suite 304 Anchorage, AK 99501	907 274-5400 OR 800 478-2332	(907) 263-9971	<a href="mailto:avi@akvillage.com">avi@akvillage.com</a>
<b>Anchorage Convention and Visitors Bureau</b> <a href="http://www.anchorage.net">www.anchorage.net</a>			524 W. 4th Avenue Anchorage, Alaska 99501	907 276-4118	907 278-5559	<a href="mailto:info@anchorage.net">info@anchorage.net</a>
<b>Bureau of Indian Affairs - Indian Reservation Roads Program</b> <a href="http://www.doi.gov/bureau-indian-affairs.html">www.doi.gov/bureau-indian-affairs.html</a>		Art High	P.O. Box 25520 Juneau, AK 99802	907-586-7386	907-586-7357	
<b>Bristol Bay Economic Development Corporation (BBEDC)</b>			PO Box 1464 Dillingham, Alaska 99576	907 842 4370 or 800 478 4370	907 842 4336	

<b>ORGANIZATION</b>	<b>SERVICE</b>	<b>CONTACT</b>	<b>ADDRESS</b>	<b>TELEPHONE</b>	<b>FAX</b>	<b>E-MAIL</b>
<b>First Alaskans Institute</b> <a href="http://www.firstalaskans.org">www.firstalaskans.org</a>	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	<a href="mailto:info@firstalaskans.org">info@firstalaskans.org</a>
<b>Natural Resource Conservation and Development Service</b> <a href="http://www.ak.nrcs.usda.gov">www.ak.nrcs.usda.gov</a>	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	<a href="mailto:shirley.gammon@ak.usda.gov">shirley.gammon@ak.usda.gov</a>
<b>Southwest Alaska Municipal Conference</b>		Wanetta Ayers, Executive Director	3300 Arctic Blvd., Ste. 203, Anchorage, AK 99503	907-562-7380	907-562-0438	
<b>US Small Business Administration</b> <a href="http://www.sba.gov/ak/medak.html">www.sba.gov/ak/medak.html</a>		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	<a href="mailto:susan.roggenkamp@sba.gov">susan.roggenkamp@sba.gov</a>

<b>FUNDING SOURCES</b>						
<b>ORGANIZATION</b>	<b>SERVICE</b>	<b>CONTACT</b>	<b>ADDRESS</b>	<b>TELEPHONE</b>	<b>FAX</b>	<b>E-MAIL</b>
<b>Administration for Native Americans Grants</b> <a href="http://www.anaalaska.org">www.anaalaska.org</a>	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	T: (907) 694-5711 or Toll Free: (877) 770-6230	907 694-5775	<a href="mailto:director@anaalaska.org">director@anaalaska.org</a>
<b>Alaska Department of Commerce Community &amp; Economic Development (DCCED)</b>						
DCCED Municipal & Regional Assistance Division (MRAD)		Ralph Andrew, Local Government Specialist	<b>Dillingham Office</b> PO Box 790 / Dillingham, AK 99576	907 842 5135	907 842 5140	
DCCED Div. of Community & Business Development Office of Tourism <a href="http://www.dced.state.ak.us/tourism/">www.dced.state.ak.us/tourism/</a>		Caryl McConkie, Development Specialist	P.O. Box 110809 Juneau, AK 99811	907 465-2012	907 465-3767	<a href="mailto:caryl_mcconkie@dced.state.ak.us">caryl_mcconkie@dced.state.ak.us</a>
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	<a href="mailto:Ruth_St.Amour@commerce.state.ak.us">Ruth_St.Amour@commerce.state.ak.us</a>
DCCED: Loan Assumption Programs Assists purchasers in the assumption of a loan of various types, including small businesses.						
DCCED: Rural Development Initiative Fund Loan Program 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: <a href="mailto:investments@dced.state.ak.us">investments@dced.state.ak.us</a>						

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

ORGANIZATION	SERVICE	CONTACT	ADDRESS	TELEPHONE	FAX	E-MAIL
<b>The Denali Commission</b> <a href="http://www.denali.gov">www.denali.gov</a>	Provides critical utilities, infrastructure, and economic support throughout Alaska		510 L Street Anchorage, AK 99501	907-271-1414	907-271-1415	
<b>First Nations Development Institute</b> <a href="http://www.firstnations.org">www.firstnations.org</a>	provides training, technical assistance loans and grants in economic development to tribes and ANCSA communities	Jeff Jeffers, Director of Grant Making	11917 Main Street Fredericksburg, VA 22408	540 371-5615	540 371-3505	<a href="mailto:ijeffers@firstnations.org">ijeffers@firstnations.org</a>
<b>Rasmuson Foundation</b> <a href="http://www.rasmuson.org">www.rasmuson.org</a>	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	<a href="mailto:rricketts@rasmuson.org">rricketts@rasmuson.org</a>
<b>United States Department of Agriculture (USDA)</b> <a href="http://www.rurdev.usda.gov">www.rurdev.usda.gov</a>	(see below)	Dean Stewart - USDA Rural Development	800 W. Evergreen, Suite 201 Palmer, AK 99645	907 761-7722	907 761-7793	<a href="mailto:dstewart@rdmail.rurdev.usda.gov">dstewart@rdmail.rurdev.usda.gov</a>
<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> <a href="http://www.rurdev.usda.gov/smallfarm">http://www.rurdev.usda.gov/smallfarm</a> 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).						

# 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.

Agnew::Beck Consulting, LLC  
441 West Fifth Avenue, Suite 202 :: Anchorage, Alaska 99501  
t 907.222.5424 :: f 907.222.5426 :: [www.agnewbeck.com](http://www.agnewbeck.com)



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