

New Stuyahok Comprehensive Plan



October 2005



Developed by the New Stuyahok Planning Team, City of New Stuyahok, New Stuyahok Traditional Council, Stuyahok, Ltd. and the residents of New Stuyahok

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

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Numerous planning team meetings and one community workshop were held to develop this plan. During the community workshop held in August 2005, over 45 New Stuyahok residents attended. The New Stuyahok Traditional Council donated door prizes.

Funding was provided through the Bristol Bay Community Planning Project, from the U.S. Department of Agriculture - Rural Development (USDA – RD), Bristol Bay Housing Authority (BBHA), Bristol Bay Native Association (BBNA), Bristol Bay Area Health Corporation (BBAHC), and Bristol Bay Native Corporation (BBNC). Planning assistance was provided by Agnew::Beck Consulting, LLC. Socio-economic data for both the village and the region was provided by Northern Economics, Inc.

Photos contributed by Agnew::Beck Consulting, LLC.

RESOLUTIONS FROM GOVERNING BODIES

INTRODUCTION & SUMMARY OF GOALS

Process to Prepare New Stuyahok Comprehensive Plan

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

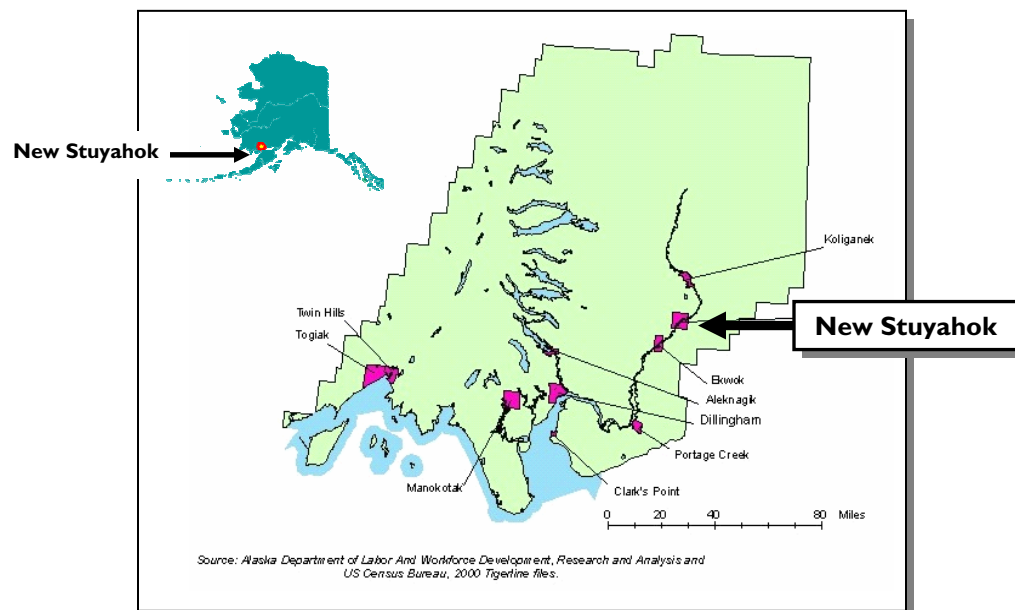
The following table summarizes New Stuyahok’s process to prepare this comprehensive plan.

<u>Date</u>	<u>Activity</u>
March 9, 2005	New Stuyahok Planning Team Workshop (10 residents attended)
April 21, 2005	New Stuyahok Planning Team Workshop (8 residents attended)
August 3, 2005	New Stuyahok Community Workshop (over 45 residents attended)

Project Area

New Stuyahok is located on the Nushagak River in the Bristol Bay region of southwest Alaska. It lies south of Koliganek and north of Ekwok - both villages also located along the Nushagak River. The village encompasses 32.6 sq. miles of land and 2.0 sq. miles of water (see MAP 1: New Stuyahok Community Map on following page).

Figure 1. Location of New Stuyahok, Alaska



Purpose of Plan

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

Community goals are usually statements, such as: “protect the community’s surrounding habitats” or “improve residents’ quality of life by creating more opportunities to gain income.” Actions to achieve community goals can include a range of projects that work towards achieving the goal, such as constructing facilities where needed services are provided or activities can take place (such as a community center, clinic, or school). Other examples of projects include expanding infrastructure (such as sewer, water, roadways, power, etc.); developing affordable housing units; or identifying measures to protect subsistence areas and sustain cultural traditions. By planning ahead, villages can be prepared to act on new opportunities and exert greater local control over their future.

Support in State Statutes

In Alaska, comprehensive plans are mandated of all organized municipalities by Title 29 of the Alaska State Statutes. While New Stuyahok is part of the Unorganized Borough, and therefore not covered under this mandate, a comprehensive plan is nevertheless a useful tool 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 comprehensive plan for New Stuyahok is intended to meet the criteria of both the Denali Commission and the EDA, and fulfill the planning requirement for those and other funding agencies.

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 - funded through a grant from the U.S. Department of Commerce, Economic Development Administration. The Southwest Alaska Municipal Conference (SWAMC) has also 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. Those plans are available through the State of Alaska website:

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

Summary of Goals and Priorities

Land Use

Goals

1. Protect subsistence resources for future generations from environmental impacts from resource development.
2. Protect natural beauty, maintain clean environment and protect water and air quality.
3. Preserve and protect subsistence resources from pressures from outside users.
4. Complete a land use plan to identify future development areas for housing and public facilities. Specify requirements for subdivision development to ensure that housing and infrastructure does not overextend the village’s resources and ability to maintain.
5. Improve village landfill to mitigate runoff into streams and improve waste disposal methods through improved equipment and community education.
6. Mitigate erosion and flooding in the village site.
7. Identify and protect historic sites, including the old village sites upriver and historic church sites.
8. Maintain trails to surrounding communities, strengthen existing bridges and improve trail markers to increase safety.
9. Ensure remediation of disturbed lands.

Highest Ranking Priority Actions

RANKING	PRIORITY ACTION (# of votes)
#1	Support the river & land patrol operated by Choggiung, Ltd. and extend the season through August to include moose and caribou season. Ensure hunters are not hunting on village corporation lands and if they are camping, that they have permits. (13)
#2 (tied)	Work with ADF&G to support and increase patrols and to monitor meat wasting. (12)
#2 (tied)	Educate young people on subsistence. (12)

Community Wellness, Culture & Education

Goals

1. Preserve our Native cultural heritage and pass on traditional language and skills to young people.
2. Provide support for children and families and ensure safety for all residents.
3. Provide an excellent education for children and youth, and encourage students to enter and complete post-secondary courses.
4. Provide healthy recreation activities for youth and adults.
5. Improve the health of all residents.

Highest Ranking Priority Actions

RANKING	PRIORITY ACTION (# of votes)
#1	Encourage students who graduate from high school to succeed in college by providing orientation to students about attending college, and living in large communities like Anchorage or Fairbanks. The RAHI program at UAF is a good experience for youth. (15)
#2	Teach youth traditional values such as respect for others, sharing and caring. “These days you can’t leave stuff in your boat – it will get stolen. Now we have to lock up our stuff.” (12)
#3 (tied)	Host cultural activities to submerge community in traditions such as elders' storytelling, “Cultural Night” with family gatherings and Yup’ik dancing. (10)
#3 (tied)	Document oral history from the elders. (10)

Public Facilities & Transportation

Goals

1. Ensure good and safe transportation within New Stuyahok, to other villages and to subsistence areas.
2. Improve the quality of life for all village residents.
3. Improve community wellness (educational, health, and cultural) services and facilities.
4. Improve public services and facilities to support New Stuyahok's sub-regional role.

Highest Ranking Priority Actions

RANKING	PRIORITY ACTION (# of votes)
#1	Propose to DOT to construct a road to Ekwok & Koliganek to share services and facilities. (10)
#2	Combine the Family Resource Center and health clinic into one facility in order to improve facility efficiencies and minimize future ongoing maintenance costs. (9)

Economy

Goals

1. Increase employment opportunities in New Stuyahok for local residents (*measurable outcome = number of new job positions*).
2. Increase business opportunities for local residents in New Stuyahok (*measurable outcome = number of new income-generating businesses*).
3. Improve opportunities for local residents to receive vocational and educational training and technical assistance (*measurable outcome = # of residents receiving training*).

Highest Ranking Priority Actions

RANKING	PRIORITY ACTION (# of votes)
#1	Improve opportunities for additional lodges or bed & breakfasts to be started in New Stuyahok. (15)
#2	Increase the number of jobs. (9)

Leadership

Goals

1. Strengthen the ability of this generation of leaders in New Stuyahok.
2. Prepare the future generation of New Stuyahok leaders for leadership roles.
3. Improve communication networks both in the village and with those outside (i.e., other villages, regional entities, etc.).

Highest Ranking Priority Action

RANKING	PRIORITY ACTION (# of votes)
#1	Improve opportunities for youth leadership. (14)

COMMUNITY VALUES

The values that are most important to the New Stuyahok community are: ¹

- Native heritage
- That the community works together
- The people (elders, family)
- The church/religion

Other important values share by the community include village government, sports (outdoor and indoor), outdoor recreation, school, community activities, safety, local business, village laws, school activities, hard workers in the community, and the VPSO.

¹ From the 2004 New Stuyahok Strategic Plan.

VILLAGE BACKGROUND

Introduction

New Stuyahok is a southern Yup'ik Eskimo village with Russian Orthodox influences.¹ Residents practice a fishing and subsistence lifestyle. They value their tightly-knit community that centers on family and church life, with a strong foundation of Yup'ik culture. Most adults speak Yup'ik as their first language, and many community meetings are conducted in Yup'ik.

Village Location, Population & Brief History

New Stuyahok is located on the Nushagak River, 52 miles northeast of Dillingham, about 12 miles upriver from Ekwook and 50 miles downriver from Koliganek. It is in the Dillingham Census Area. The village has been constructed at two elevations—one 25 feet above river level, and one about 40 feet above river level. It lies at approximately 59.452780° North Latitude and -157.31194° West Longitude (Sec. 29, T008S, R047W, Seward Meridian) in the Bristol Bay Recording District. The village encompasses 32.6 sq. miles of land and 2.0 sq. miles of water. The State Demographer's estimate for the population in 2004 was 477. New Stuyahok was incorporated as a second-class city in 1972.

The present location is the third site that villagers can remember. The village moved several miles downriver from the "Old Village" to what is now called "Old Stuyahok" at the confluence of the Mulchatna and Stuyahok Rivers in 1918. During the 1920s and 30s, the village was engaged in herding reindeer for the U.S. government. According to Schichnes and Chythlook (1991),² villagers became dissatisfied with that location for several reasons. First, the site was too far inland to receive barge service or for the BIA to establish a school. As river levels lowered, access for the fishing fleet - who brought traditional sailing vessels back to the village each season - became impractical. The site was subjected to flooding during the 1920 and 1930s. By the 1940s, the reindeer herd had dwindled to nothing. Finally, in 1940, the village moved downriver again to its present location.

According to New Stuyahok elders, residents initially lived in tents on the present village site. In 1941, residents built 14 log homes. During this time, Chief Ivan Blunka gave up his log home and stayed in a tent so that his home could be used as a school for the children in the village. In 1942, the community constructed a log school, which was the first school in New Stuyahok. Between 1942 and 1943 residents brought down the existing Russian Orthodox Church from the old village site to the present village site.

Stuyahok can be translated into English as "going downriver place." According to village elders, every spring villagers would use the skins of harvested animals to make skin boats called *angyiyaraq*. This is also the name of the mountain upriver from Stuyahok Mountain, known in English as 'Little Mountain'. The villagers would travel in the *angyiyaraq* to Stuyahok for the fishing season.³ New Stuyahok's population was first recorded at 88 persons in 1950. The BIA school and a post office were built in 1961. An airstrip was built soon thereafter. During the 1960s, New Stuyahok experienced a 40 percent increase in the village population. The community was incorporated in 1972.

Access

Air transport is most frequently used to reach New Stuyahok. Regular and charter flights are available from Dillingham. The State-owned gravel airstrip is 1,800 feet long by 50 feet wide and lighted. It is located on a hilltop where windy conditions often preclude landing. The community has requested funds for construction of a crosswind landing strip. There are no docking facilities in New Stuyahok. Goods are lightered on a regular basis during the summer. Skiffs, ATVs and snow machines are prevalent forms of local transportation.

Physical Setting and Habitat

New Stuyahok is located in a climatic transition zone. The primary influence is maritime, although a continental climate affects the weather. Average summer temperatures range from 37° to 66°; winter temperatures average 4° to 30°. Annual precipitation ranges from 20 to 35 inches. Fog and low clouds are common during the summer; strong winds often preclude access during the winter.

The river is ice-free from June through mid-November. Both the Nushagak River and Nunachuak Creek are navigable. The main channel of the Nushagak River extends for 29 miles and is an important corridor for boat travel between New Stuyahok and Dillingham. The main channel of the Mulchatna River extends for 17 miles. The lower Nushagak, Koktuli (*Qugtuli*) River and Mulchatna Rivers form a major salmon migration route, as well as important king and chum salmon spawning habitat. Moose density is moderate, while caribou density varies by season but is occasionally high.⁴

Environmental Issues

Environmental issues identified by the New Stuyahok Traditional Council's Environmental Program include: solid waste management, particularly water run off from existing landfill and landfill management; recycling; education on environmental issues to children in school; battery collection & disposal; used oil disposal; and, animal carcass disposal (New Stuyahok IGAP Four Year Technical Performance Report, December 2003).

Subsistence Economy

Village economies generally have few opportunities for earning cash income. Subsistence activities greatly enhance the viability of village economies by substituting labor, which is in ready supply, for cash, which is in short supply. New Stuyahok has a high harvest rate of subsistence wild foods with an estimated harvest of 700 pounds per person. The entire community relies heavily upon subsistence activities such as hunting, fishing, trapping and gathering berries for their diet. Salmon, moose, caribou, rabbit, ptarmigan, duck and geese are the primary sources of meat.

The Division of Subsistence of the Alaska Department of Fish and Game conducted a detailed harvest survey of 40 households (54 percent of total households) in New Stuyahok. The survey documented the types of resources harvested, estimates of harvest quantities, patterns of non-commercial distribution, and exchange of wild and renewable resources during the 12-month period from April 1987 through March 1988. The survey reported that the Nushagak River communities were supported by a mixed subsistence/market economic system, a system that continues today. At that time commercial salmon fishing represented the greatest percentage of jobs while employment opportunities in other sectors were fairly limited. In New Stuyahok, 65.9 percent of adults were employed for an average of five months. Most jobs were part-time and seasonal in nature. The next largest percentage of jobs were with the local governments or the school district. Some monetary income was earned by trapping and selling furs, particularly from beavers.

In many villages, 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 wholly depended on the subsistence harvest of fish, game, and wild plants - particularly berries. Even today, the cost of transportation makes imported food very expensive. The distance from markets usually reduces the freshness and quality of many imported foods. The protection of subsistence resources is essential for families to maintain adequate nutrition at a reasonable cost. Fish and game is harvested and then shared among the residents throughout the village which substitutes the need for a purely cash-driven economy. Therefore, employment statistics and income levels alone do not adequately describe the quality of life for many residents in New Stuyahok.

New Stuyahok Economy & Population

Subsistence continues to play an important part of the local economy in New Stuyahok, 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 is especially important as a source of jobs and income. Government is another important source of jobs and income.

Income

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 typical measure of economic well-being.

As in many other Alaska villages, incomes vary considerably from year to year and household to household. Incomes in villages are generally much lower than those of urban communities in Alaska. For example, per capita personal income is only \$7,931 compared to \$16,021 for the census area and \$22,660 for the State (see Table 1 below).

The New Stuyahok median household income from the 2000 Census was \$26,042—less than half of the State’s median household income of \$59,036 (U.S. Census Bureau, Census 2000). The lower median household income in New Stuyahok is due, in part, to the larger household size which was 4.49 individuals in New Stuyahok compared to 3.20 for the census area as a whole and 2.74 for the State. Almost 67 percent of households have a cash income under \$35,000 per year (see Table 2). New Stuyahok is categorized as a “distressed” community by the Denali Commission.

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

	New Stuyahok	Dillingham Census Area	Alaska
Median Household Income (\$)	26,042	43,079	51,571
Median Family Household Income (\$)	26,458	45,391	59,036
Per Capita Income (\$)	7,931	16,021	22,660

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

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

	% of Family Households	% of all Households
Less than \$10,000	11.2	9.5
\$10,000 to \$14,999	12.4	12.4
\$15,000 to \$24,000	22.5	25.7
\$25,000 to \$34,999	22.5	19.0
\$35,000 to \$49,999	11.2	13.3
\$50,000 to \$74,999	14.6	15.2
\$75,000 to \$99,999	3.4	1.9
\$100,000 and above	2.2	2.9
Total	100.0	100.0

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

Commercial Fishing

New Stuyahok community members have held permits and participated in commercial fisheries for halibut, herring, and salmon. However, both permit ownership and overall participation by remaining permit holders have fallen precipitously since 1990. For example, community members have not participated in the halibut fishery since 1992 and only one permit holder remains as compared to the eight permits held in 1990. Community members currently hold nine commercial herring permits in comparison to the 52 that were held just over a decade ago. The decline in the herring fisheries has perhaps been felt more keenly in New Stuyahok, Togiak and Manokotak than other communities in the area. In sharp comparison, the number of salmon permits has fallen only slightly since 1990, but participation has fallen dramatically (see Table 3).

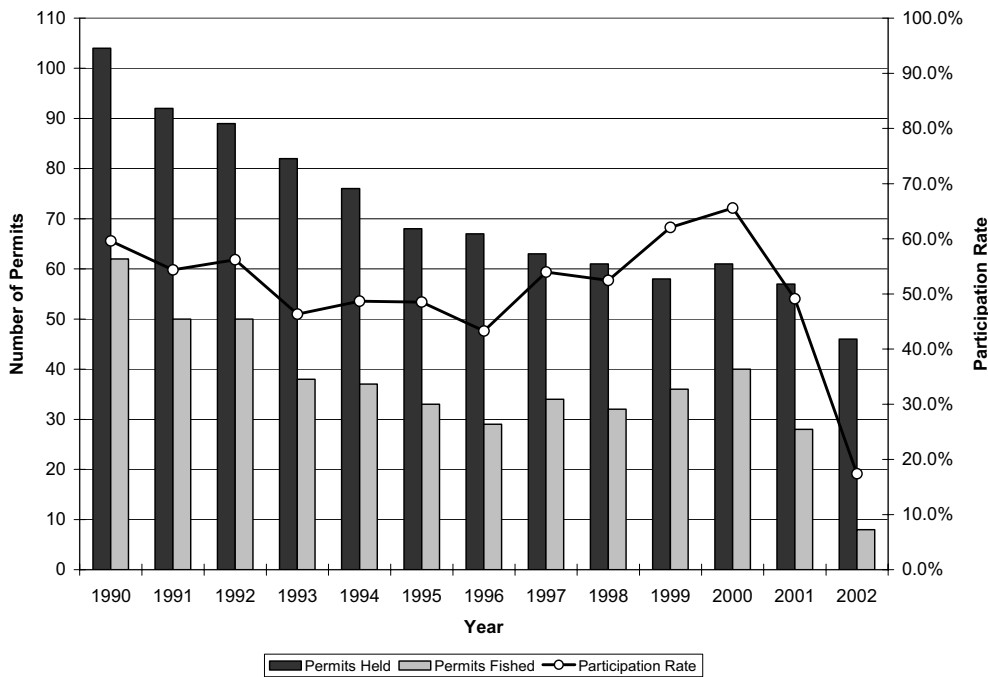
Table 3. Fishing Permits and Fishing Participation, 1990-2002, New Stuyahok

Species	Permits	Year												
		1990	1991	1992	1993	1994	1995	1996	1997	1998	1999	2000	2001	2002
Halibut	Fished	4	3	0	0	0	0	0	0	0	0	0	0	0
	Held	8	7	5	6	6	3	3	2	2	1	1	1	
Herring	Fished	19	8	9	2	1	3	3	4	3	2	5	1	1
	Held	52	42	38	33	26	22	20	19	19	16	19	16	9
Salmon	Fished	39	39	41	36	36	30	26	30	29	34	35	27	7
	Held	44	43	46	43	44	43	44	42	40	41	41	40	37
Total	Fished	62	50	50	38	37	33	29	34	32	36	40	28	8
	Held	104	92	89	82	76	68	67	63	61	58	61	57	46

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

In 1990, New Stuyahok residents owned 104 fishing permits and fished 62 of them (a 60% participation rate). Since 2000, the participation rate of fishing permits has drastically declined in New Stuyahok. In 2000, residents fished 40 permits. Comparatively, in 2002, residents fished only 8 permits - one of the lowest participation rates in the area, and the all-time lowest participation rate in over a decade.

Figure 2. Fishing Participation and Permit Ownership in New Stuyahok, 1990-2002



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

Poverty Rate

The poverty rate is a commonly used indicator for determining economic need for families, households, and individuals in a community. Poverty rates are used by a variety of federal agencies to determine the level of need in a community. This is also one of the criteria used by the Denali Commission in determining whether or not a community is considered “distressed.” The poverty “line” is based on the level of cash income required for an individual to pay the cost of basic necessities. Individuals earning less income than this amount are considered to be living in poverty. The poverty “rate” is the proportion of the population that lives below the official poverty line.

In village communities that predominantly rely on subsistence activities to provide a large percentage of basic necessities such as food, clothing and tools, this indicator (the poverty rate) can sometimes be deceiving since benefits and costs relating to subsistence activities are not easily factored-in when calculating the poverty rate. Ideally, the poverty rate should provide a good estimate for determining how many people in a community are unable to take care of their basic needs, such as food, clothing, and housing. Since the poverty rate is purely determined by the level of cash income and does not recognize other methods of providing these basic needs, the poverty rate is not always an accurate indicator of the number of individuals living in a state of actual poverty.

Previous research has shown that poverty populations in rural communities are more likely to be long-term poor than poverty populations in urban areas. Almost every aspect of personal and community health 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. The poverty rate for families in New Stuyahok is almost five times the poverty rate for families in Alaska as a whole. Individuals in New Stuyahok are more than three times likely to be classified as living in poverty than individuals in the State as a whole (see Table 4 below).

Table 4. New Stuyahok Poverty Status in 1999

	New Stuyahok	Dillingham Census Area	Alaska
Number of Families in Poverty	32.6	18.3	6.7
- With Related children under 18 Years	35.6	23.0	9.3
- With Related Children under 5 Years	37.0	26.3	13.4
Number of Individuals in Poverty	31.7	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 5 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. Of the total population (471) in New Stuyahok as of 2000 Census data, 295 (63% of the total population) are of the legal age to be employed (age 16 or older). Of that group of employable individuals, 130 (44%

of the population 16 years and over) are employed and 2 (less than 1%) are in the Armed Forces. Of the remaining individuals that are age 16 and over, 27 (9%) are unemployed and seeking work, and 136 (46%) are unemployed and not actively seeking work.

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 71 percent of the population 16 years and over is in the labor force in the Dillingham Census Area (U.S. Census 2000). However, only 54 percent of individuals 16 and over in New Stuyahok participate in the labor force.

Labor force participation rates can be affected by the seasonal nature of seafood processing employment, the traditional practice of a subsistence lifestyle, and the absence of other employment opportunities (see Table 5). Many individuals 16 years and over may not be actively looking for work because they are aware of the limited opportunities available. At the time of Census 2000, two individuals from New Stuyahok were serving in the Armed Forces.

Table 5. Employment Status of Population 16 Years and Over Alaska, Dillingham Census Area, and New Stuyahok, 1999

Employment Status	Alaska		Dillingham Census Area		New Stuyahok	
	Number	Percent	Number	Percent	Number	Percent
Population 16 Years and Over	458,054	100	3,216	100	295	100
In Labor Force	326,596	71.3	2,007	62.4	159	53.9
Civilian Labor Force	309,485	67.6	1,995	62.0	157	53.2
Employed	281,532	61.5	1,765	54.9	130	44.
Unemployed	27,953	6.1	230	7.2	27	9.2
Percent of Civilian Labor Force		9		11.5		17.2
Armed Forces	17,111	3.7	12	0.4	2	0.7
Not in Labor Force	131,458	28.7	1,209	37.6	136	46.1

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

Table 6 shows the occupation of the employed civilian population 16 years of age and older in the New Stuyahok in 1999. According to the U.S. Census, fewer than four percent of individuals 16 years and over report fishing as their primary occupation. Management, professional and related occupations total just over 43 percent of the employed workforce, followed by sales and office occupations at almost 31 percent, and service occupations at almost 15 percent.

Table 6 also shows the reported occupations of the employed civilian population 16 years and over. Of note is that no one has reported employment in the fishing sector. We know that this does not adequately reflect the importance of fishing in this community. This disparity 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 may not account for those involved in fishing at other times of the year, including the important summer salmon season. Of the total population of employed individuals (130 individuals) in New Stuyahok, 56 (43%) are employed in “management, professional, and related” occupations, 19 (14.6%) are employed in “service” occupations, 40 (30.8%) are employed in “sales and office” occupations, 9 (7%) are employed in

“construction, extraction, and maintenance” occupations, and 6 (4.6%) are employed in “production, transportation, and material moving” occupations.

In addition, census data on employment may not reflect what is actually happening in a village where two or more individuals may share one or more jobs. The survey conducted by the Division of Subsistence, Alaska Department of Fish and Wildlife (1991), found that among the sample population around 66 percent of the adults in the community were employed and held an average of 1.6 jobs each. However, these adults were employed for an average of five months. Only 12.3 percent of adults were employed on a year-round basis.

Table 6. Occupation of Employed Civilian Population 16 Years and Over, New Stuyahok, Census 2000

Occupation	Number	Percent
Management, Professional, and Related Occupations	56	43.1
Service Occupations	19	14.6
Sales and Office Occupations	40	30.8
Farming, Fishing, and Forestry Occupations	-	-
Construction, Extraction, and Maintenance Occupations	9	6.9
Production, Transportation, and Material Moving Occupations	6	4.6

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

Table 7 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 New Stuyahok, accounting for almost 68 percent of workers. Many of these government jobs are related to the school, so may not provide year-round employment. The employment classes of the 130 individuals employed in New Stuyahok (as of 2000 Census data) include 88 (67.7%) government workers, 37 (28.5%) private wage and salary workers, and 5 (3.8%) self-employed workers. In contrast government workers account for around 48 percent of employment in the Dillingham Census Area as a whole.

Table 7. Class of Worker New Stuyahok, 1999

Employment Class	Number	Percent
Private Wage and Salary Workers	37	28.5
Government Workers	88	67.7
Self-Employed Workers (Not Incorporated Business)	5	3.8
Unpaid Family Workers	-	-

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

Table 8 shows percent of employment by industry. Fishing and hunting do not account for any employment. Of the 130 individuals employed in New Stuyahok, the majority of 55 individuals (42.3% of the total number of individuals employed in New Stuyahok) are employed in the “education, health, and social services” industry, 35 individuals (26.9%) are employed in the “retail trade” industry, 24 (18.5%) are employed in the “public administration” industry, 11 (8.5%) are employed in the “transportation, warehousing, and utilities” industry, 4 (3.1%) are employed in the “other services (except public administration)” industry, and 1 individual (0.8%) is employed in the “finance, insurance, real estate, and rental/leasing” industry. Most jobs in New Stuyahok are in the education, health and social services industry, the retail trade industry, and the public administration industry.

Table 8. Percent Employment by Industry New Stuyahok, Census 2000

Industry	Number	Percent
Agriculture, Forestry, Fishing and Hunting, and Mining	0	0
Construction	0	0
Manufacturing	0	0
Wholesale Trade	0	0
Retail Trade	35	26.9
Transportation and Warehousing, and Utilities	11	8.5
Information	0	0
Finance, Insurance, Real Estate, and Rental and Leasing	1	0.8
Professional, Scientific, Management, Administrative, and Waste Management Services	0	0
Educational, Health and Social Services	55	42.3
Arts, Entertainment, Recreation, Accommodation and Food Services	0	0
Other Services (except Public Administration)	4	3.1
Public Administration	24	18.5

Source: U.S. Census Bureau, Census 2000, DP-3. 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, thereby influencing the nature of social and economic relationships in the community.

Table 9 shows the population of New Stuyahok compared to the Dillingham Census Area at 10-year intervals from the U.S. Census. In 1950, the population of New Stuyahok was 88 individuals. Since 1950, New Stuyahok has experienced constant growth from one decade to the next, while the Dillingham Census Area has experienced both increases and decreases in population over the decades. Between 1960 and 1970, New Stuyahok’s population increased by 49% while the overall

population in the Dillingham Census area actually declined by 13% during the same time. Between 1970 and 1980, New Stuyahok population grew by 53% while the Dillingham Census Area grew by about 33%. Between 1980 and 1990, the population in New Stuyahok again grew by 18% while the Dillingham Census Area's overall population declined by 13%. Again, between 1990 and 2000, New Stuyahok's population increased by about 21%. During this same time, the population in the Dillingham Census Area also grew by about 23%. Between 2000 and February 2005, New Stuyahok grew by an additional 12% to its current population of 528 individuals.

Figure 3 shows the annual population of New Stuyahok from 1980 to 2004. As noted in the introduction, the village moved down river to its current location in 1940. There are no firm population statistics for the community of Old Stuyahok. Van Stone estimated that the population of Old Stuyahok ranged from 50 to 75 individuals in the late nineteenth and early twentieth centuries with a peak of 90 to 125 between 1920 to approximately 1935.⁵ New Stuyahok's population was first recorded as 88 in 1950. The BIA school was built in 1961 and the population grew by 40 percent in the 1960s and between 1960 and 2000 the population more than tripled. However, the population of New Stuyahok has been going up and down since 1999 (see Table 10). According to a census completed by the City of New Stuyahok in February 2005, the current population is 528 residents.

Table 9. Population of New Stuyahok and Dillingham Census Area, 1930-2000

Community	1930	1940	1950	1960	1970	1980	1990	2000
New Stuyahok	-	-	88	145	216	331	391	471
Census Area	-	-	-	4,024	3,485	4,616	4,012	4,922

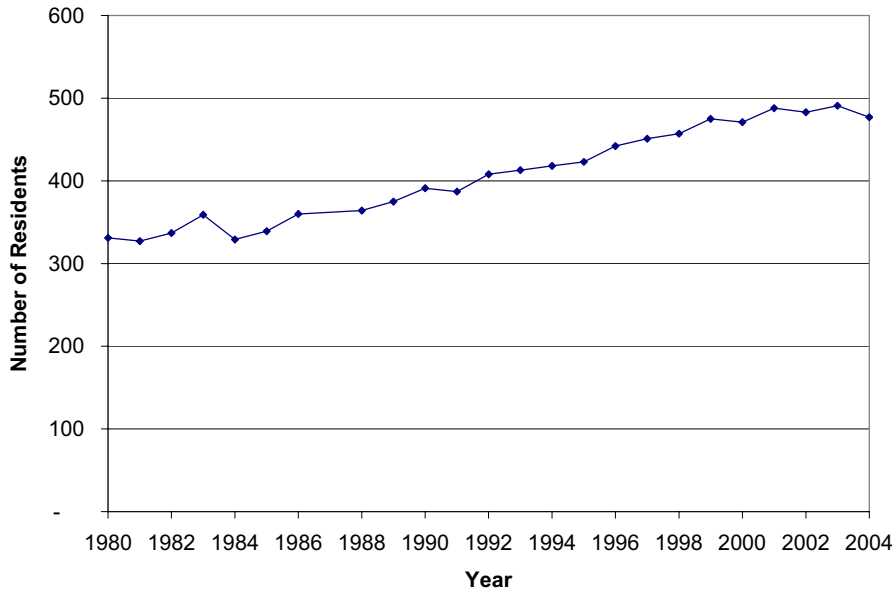
Source: DCED community profiles. <http://www.census.gov/population/cencounts/ak190090.txt>. Population for 2003 and 2004 from AKDOLWD Provisional Estimate. Values calculated by Northern Economics, Inc.

Table 10. New Stuyahok Population, 1998 to 2005

1998	1999	2000	2001	2002	2003	2004	2005
457	475	471	488	483	491	477	528

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>.

Figure 3. Population of New Stuyahok, 1980 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 Dillingham Census Area residents were Alaska Native or American Indian compared to 92.8 percent of the residents of New Stuyahok.

Table 11. Percent of Population by Race New Stuyahok and Dillingham Census Area, Census 2000

Geographic Area	White	Alaska Native	Black	Asian	Other race	Two or More
New Stuyahok	3.8	92.8	0	0	0	3.4
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 young or old and growing or declining. It is a predictor of future school enrollments, an indicator of what resources and programs the community may need for specific age groups, and one source of information about the available labor force, and the impacts of changes in the nature of the local economy.

Table 12 shows the total population, the percent of the population under 18, median age, and gender for Alaska, the Dillingham Census Area, and New Stuyahok. The median age for the

Dillingham Census Area and New Stuyahok is lower than the median age for the State as whole. The median age in New Stuyahok is very young at 24.4 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 New Stuyahok, 40.8 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 communities in Western 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 New Stuyahok, 55 percent of the population was male and 45 percent female at the time of Census 2000.

Table 12. Total Population, Age and Gender, Alaska, Dillingham Census Area and New Stuyahok, 2000 Census

Geographic Area	Total Population	Percent			
		Under 18	Median Age	Male	Female
Alaska	626,932	30.4	32.4	51.7	48.3
Census Area	4,922	38.1	28.9	52.2	47.8
New Stuyahok	471	40.8	24.4	55.0	45.0

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

Education

New Stuyahok is part of the Southwest Regional School District and has a K-12 school with 164 students currently enrolled for the 2005 school year.⁶

In New Stuyahok, at the time of Census 2000, 67.5 percent of the population 25 years and older was a high school graduate or higher, while 10.2 percent of the population had a bachelor's degree or higher. In Alaska as a whole, 88.3 percent of the population 25 years and over was a high school graduate or higher, while 24.7 percent had a bachelor's degree or higher. Not recorded in the 2000 Census are three residents who attained Associate Degrees.

Table 13. New Stuyahok Educational Attainment of Population 25 Years and Over,

Attainment	Number	Percent
Less than 9th Grade	63	25.9
9th to 12 grade, No Diploma	16	6.6
High School Graduate (includes equivalency)	119	49.0
Some College, No Degree	20	8.2
Associate Degree	-	-
Bachelor's Degree	12	4.9
Graduate or Professional Degree	13	5.3

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

Housing

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).

The Native American Housing Assistance and Self-Determination Act of 1996 (NAHASDA) became effective on October 1, 1997. The Native American Housing Assistance and Self Determination Act of 1996 (NAHASDA) reorganized the system of housing assistance provided to Native Americans through the Department of Housing and Urban Development by eliminating several separate programs of assistance and replacing them with a block grant program. The two programs authorized for Indian tribes under NAHASDA are the Indian Housing Block Grant (IHBG) which is a formula based grant program and Title VI Loan Guarantee which provides financing guarantees to Indian tribes for private market loans to develop affordable housing. Regulations are published at 24 CFR Part 1000.

The Indian Housing Block Grant Program (IHBG) is a formula grant that provides a range of affordable housing activities on Indian reservations and Indian areas. The block grant approach to housing for Native Americans was enabled by the Native American Housing Assistance and Self Determination Act of 1996 (NAHASDA).

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

An eligible recipient must submit to HUD an Indian Housing Plan (IHP) each year to receive funding. At the end of each year, recipients must submit to HUD an Annual Performance Report (APR) reporting on their progress in meeting the goals and objectives included in their IHPs. Eligible activities include housing development, assistance to housing developed under the Indian Housing Program, housing services to eligible families and individuals, crime prevention and safety, and model activities that provide creative approaches to solving affordable housing problems.

New Stuyahok Traditional Council has chosen BBHA as their “Tribally Designated Housing Entity,” as provided for in NAHASDA. BBHA passes through to the Council one half of the “Need” funds provided by a formula allocation 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), 43 single family homes were built in New Stuyahok in 1985 (30 units) and 1993 (13 units), 27 of which have been conveyed to the homebuyers. Ultimately, all will transfer to the private ownership of the program participants.

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

According to the FY05 NAHASDA funding formula, the "need" component as computed by HUD through BBHA for New Stuyahok is \$ 319,096. 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 New Stuyahok Traditional Council for locally administered programs, such as rehab of village residents' owned homes, and youth programs.

New Stuyahok’s rank for FY05 in the regional pool for new single family homes funded by HUD/NAHASDA is position # 2. Ten homes will be built in New Stuyahok in 2006, funded by the regional pool, Alaska Housing Finance Corporation’s Supplemental Grant Program, an Indian Community Development Block Grant recently approved, and a HUD Title VI loan, for a total cost of \$ 3 million.

There is no multi-family housing in New Stuyahok. 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.

A \$ 1.8 million five unit Senior Housing Project has recently been completed and occupied, funded from Alaska Housing Finance Corporation's "GOAL" program, and HUD’s 202 (Public Housing) funds, which required a separate 501(c) 3 be set up for this purpose. The project also has a resident manager.

In addition to housing development facilitated through the NAHASDA & BBHA programs, the City of New Stuyahok has subdivided 50 new housing lots near to the site of the existing airport and the site of the future school and power plant. These lots will be made available to residents through a variety of conveyance methods to enable residents to build their own houses. Funding assistance is being sought to assist residents with construction costs. In addition, the city is reviewing ordinances to govern development. Utilities and roads still need to be constructed to the new housing sites.

Table 14 shows the number of individuals living in households and group housing, the total number of households, 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, the average household and family size in New Stuyahok is larger still. The average household size in Alaska is 2.74 and the average family size is 3.28. In New Stuyahok the average household size is 4.49 and the average family size is 4.87.

Table 14. Households in Dillingham Census Area and New Stuyahok, Census 2000

	Census Area	New Stuyahok
Population in Households	4,889	471
Population in Group Quarters	33	0
Total Number of Households	1,529	105
Average Household Size	3.20	4.49
Number of Family Households	1,106	91
Average Family Size	3.84	4.87
Number of Non-family Households	423	14

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

At the time of the survey conducted by the Division of Subsistence, in 1988, the community had 74 occupied houses while Census 2000 reports that there were 111 housing units with 109 occupied units. Of these units, according to the census, 61 were owner-occupied housing units. In 2000, 350 residents five years and over (79.9 percent) reported living in the same house in 1995.

Number of Small Businesses and Types

The records in Table 15 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. Stuyahok, Ltd., the village corporation, owns and operates the community store through its subsidiary Panarqkuk Limited Store.

Table 15. Current Business Licenses in New Stuyahok

Business Licenses	SIC Codes (Primary - Secondary)
Amanda's Child Care Services	6244
Anna Andrew	6244
Anuska's Day Care	6244, 8300
Barbara's Baby Block	6244
Bob's Repair Shop	8111, 7500
Dorothy Wonhola Daycare Center	6244
Evelyn Chunak	6244
Gladys L. Yukluk	6244
Gramma Sophie's Child Care	6244
Katherine Chocknok	6244, 8300
M & R's Snatch And Go	6244
Mary Acovak	7222
Mary Yukluk	6244
Mary's Child Care	6244
Mary's Day Care Center	6244
Monica's	4539
Nastasia N. Neketa	6244
Natalia's Daycare	6244
Olia Blunka	6244
Sophie Walcott	6244
Sud's Child Care	6244
Tatianna's Daycare	6244
Vera Petla	6244

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, 35.8 percent of the 105 households in New Stuyahok did not have complete plumbing while 27.5 did not have a complete kitchen, 11.9 percent lacked telephone service. At that time, 3.7 percent heated with wood and 92.7 percent heated with fuel oil or kerosene. This census data is derived from a sample which is one reason it may not match the following information from the Department of Commerce and Community Economic Development Community Profile Database.

Water is derived from a well and is treated. A new well is under development. The majority of the community (94 homes), facilities and the school are connected to a piped water and sewer system installed in 1971 and have complete plumbing. Some residents use individual wells and septic tanks; six homes are without complete plumbing. A Master Plan has been funded.

¹This community profile draws on information from the U.S. Census Bureau, Census 2000, and the Alaska Community Database maintained by the Department of Commerce, Community, and Economic Development, Division of Community Advocacy. Values calculated by Northern Economics, Inc. Village elders and residents expanded on and corrected information provided by the above sources.

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

³ Personal Communication, Planning Team member Moxie Andrew, Jr., interviews with New Stuyahok Elders.

⁴ *Bristol Bay Area Plan for State Lands*. Alaska Department of Natural Resources, Alaska Department of Fish and Game, and Alaska Department of Environmental Conservation, September 1984.

⁵ 1984, "Mainland Southwest Alaska Eskimo." In *Handbook of North American Indians*, Volume 5: Arctic. David Damas, ed., pp. 224-242. Washington: Smithsonian Institution.

⁶ Southwest Regional School District web page accessed at <http://dlg.swrsd.org/do/doHomePage.shtml>.

GOALS & STRATEGIES

Land Use & Environment

Context

The community of New Stuyahok identified a number of critical issues to be addressed under the category of Land Use and Environment. These include protecting subsistence resources, properly disposing of waste from the village, limiting erosion and locating new development in a manner that protects important areas and maintains a compact development pattern.

New Stuyahok residents have harvested subsistence resources throughout the Nushagak-Mulchatna watershed for centuries. Mining development is a significant cause for concern for village entities. At present, all three governing entities - the City, Tribe and Village Corporation - have passed resolutions opposing mining development in the Pebble Creek area. As one planning team member stated, the concern is that “within ten years our subsistence will go.” Residents believe that an accident at the mine would be an event similar in scale to the Exxon Valdez Oil Spill that devastated Prince William Sound in 1989. While funds would need to be set aside to remediate the river and land in the event of contamination from mining activity, residents have stated “all the money in the world can’t replace subsistence.” In addition to concerns about contamination of the rivers, residents are also concerned that silt, fine dust, and mine tailings will blow from the open mining pit and contaminate feeding grounds for caribou and water fowl.

With the prospect of large-scale mining development near the upper tributaries to the Nushagak and Mulchatna Rivers, village residents understand the need to provide written documentation of traditional use areas upon which the community depends. The process of mapping traditional use areas required village elders, many of whom speak in Yup’ik, to share important and in some cases proprietary knowledge with people from outside the village. This process would be most successful if village residents were trained and employed to collect this information.

New Stuyahok representatives recently visited tribes in the Lower 48 that had allowed mining development on reservation lands. Many of those tribes showed that the costs of environmental damage from mining activities contaminating their land and water sources far outweighed the mining benefits of jobs and financial gain. Residents in New Stuyahok are skeptical that potential mining-related jobs will be held by local residents. Overall, residents believe that the “short-term gain of new jobs cannot compare to subsistence, which is for a lifetime - for our children.”

Another increasing concern of residents is the pressure exerted on subsistence resources from sport hunting and fishing. According to Alaska Department of Fish & Game data, the Mulchatna River supports more than 3,000 angler days per year, and the Lower Talarik Creek support more than 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. An additional area of concern with sport hunting is that some hunters waste meat that residents would otherwise process and store for winter consumption. While the Alaska Department of Fish & Game patrols the area and issues citations for illegal behavior, the problem continues.

Representatives from New Stuyahok recently joined other Nushagak River villages in presenting a successful proposal to the State Board of Game to prohibit sport hunting in a two-mile corridor along the Nushagak River and some tributaries. This collaborative solution was reached with the assistance of Nunamta Aulukestai (Caretakers of the Land) and the Nushagak-Mulchatna Watershed Council. These two representative organizations bring Nushagak villages together to work on issues of common concern.

Environmental concerns also include development issues within the village. As the village grows and develops, residents seek to maintain a clean environment both within and around the village. To accomplish this, adequate infrastructure must be in place, as well as adequate training for operators to maintain village systems. Solid waste disposal is an important environmental issue. Maintaining and operating a quality landfill is a high priority for the village.

New Stuyahok is located along the banks of the Nushagak River. Erosion and flooding are concerns for the village. Slopes, drainage ditches and downhill trails in the village all need special attention in order to minimize the effects of erosion. In planning future development, flood-prone areas in the lower village should also be carefully considered or avoided.

The location of new development has a significant impact on the cost to deliver public services to residents. For example, when development occurs at a significant distance from the existing village, utilities need to be extended to serve the new site. This increases the cost for operating and maintaining the system, as compared to locating development close-by. In addition, increased travel increases demand for road maintenance and increases fuel consumption. Subsistence resources near the village also need to be considered as the village develops. For example, berry-picking areas can be put at risk when new housing areas and public facilities are developed. In order to ensure that the village develops a land use pattern that protects important resources and creates cost-effective development, both a land use plan and code of ordinances are required. One constraining factor on future development in New Stuyahok is the adjoining tracts of private Native allotments. The City may need to investigate negotiating land swaps with individual landowners to ensure that future development of the village remains compact.

Summary of Goals

- 1. Protect subsistence resources for future generations from environmental impacts from resource development.**
- 2. Protect natural beauty, maintain clean environment and protect water and air quality.**
- 3. Preserve and protect subsistence resources from pressures from outside users.**
- 4. Complete a land use plan to identify future development areas for housing and public facilities. Specify requirements for subdivision development to ensure that housing and infrastructure does not overextend the village's resources and ability to maintain.**
- 5. Improve village landfill to mitigate runoff into streams and improve waste disposal methods through improved equipment and community education.**
- 6. Mitigate erosion and flooding in the village site.**

7. **Identify and protect historic sites, including the old village sites upriver and historic church sites.**
8. **Maintain trails to surrounding communities, strengthen existing bridges and improve trail markers to increase safety.**
9. **Ensure remediation of disturbed lands.**

Summary of Highest Ranking Priorities

RANKING	PRIORITY ACTION (# of votes)
#1	Support the river & land patrol operated by Choggiung, Ltd. and extend the season through August to include moose and caribou season. Ensure hunters are not hunting on village corporation lands and if they are camping, that they have permits. (13)
#2 (tied)	Work with ADF&G to support and increase patrols and to monitor meat wasting. (12)
#2 (tied)	Educate young people on subsistence. (12)

Goals & Priority Actions

I. **Protect subsistence resources for future generations from environmental impacts from resource development.**

Priority Actions for Goal I

- § Educate young people on subsistence. (12)
- § Gather and document oral history from elders to map traditional use areas. Accomplish this with local people who the elders trust, and who speak Yup'ik. Train youth to interview elders and document results. (6)
- § Work with sub-regional organizations and other villages to continue to gather information regarding mining development and to lobby for village interested in local, regional & statewide forums. (1)

2. Protect natural beauty, maintain clean environment and protect water and air quality.

Priority Actions for Goal 2

- š Expand the sewage lagoon and replace liner to ensure it does not leak into the river. (5)
- š Install new well and water tank to decrease operating costs and serve entire village including new development areas. (2)
- š Mitigate waterway contamination from traditional dog team lots on city land near the creek.
- š Mitigate contamination from melt runoff from landfill into creek.
- š Locate residential and public facility development away from the sewage lagoon to limit impact of odor.

3. Preserve and protect subsistence resources from pressures from outside users.

Priority Actions for Goal 3

- š Support the river & land patrol operated by Choggiung, Ltd. and extend the season through August to include moose and caribou season. Ensure hunters are not hunting on village corporation lands and if they are camping, that they have permits. (13)
- š Work with ADF&G to support and increase patrols and to monitor meat wasting. (12)
- š Continue to work with sub-regional organizations to monitor Board of Game policies and lobby as needed to ensure subsistence resources are protected. (2)
- š Educate air taxi businesses, lodges and especially rafters and canoers about landownership and access. Also make them aware that the village will process unwanted meat. (1)

4. Complete a land use plan to identify future development areas for housing and public facilities. Specify requirements for subdivision development to ensure that that housing and infrastructure does not overextend the village's resources and ability to maintain.

Priority Actions for Goal 4

- š Train and hire a land use planner to assist with identifying and mapping future development areas. (2)
- š Complete a land use plan for the village.
- š Use the land use plan to initiate negotiations for voluntary land swaps with private landowners, if needed.

5. Improve village landfill to mitigate runoff into streams and improve waste disposal methods through improved equipment and community education.

Priority Actions for Goal 5

- § Purchase and use incinerator for animal carcasses and waste oil. (8)
- § Use the IGAP program to conduct community education on separating trash, batteries, plastics, before disposing in the landfill. (1)
- § Secure equipment to bury refuse in the landfill
- § Secure a conex container for storing batteries and oil drums and for removing from the village by barge backhaul.
- § Hire a solid waste operator to operate and maintain the landfill.
- § Continue the school recycling program.

6. Mitigate erosion and flooding in the village site.

Priority Actions for Goal 6

- § Use new housing & facility development to stabilize erosion-prone areas by preventing ATV traffic from traveling down the slopes. Re route trails to limit erosion. (7)
- § Flooding occurs in the lower village during spring and fall. Limit development in flood-prone areas.

7. Identify and protect historic sites, including the old village sites upriver and historic church sites.

Priority Action for Goal 7

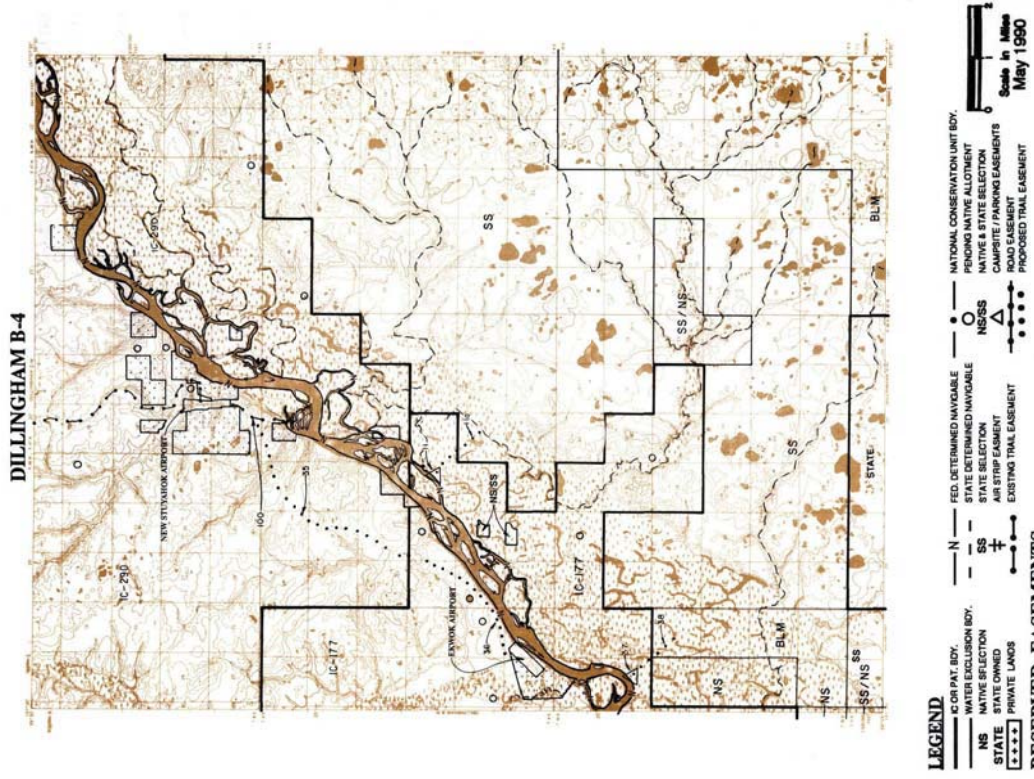
- § Identify historic sites on land use map (identified under Goal 4), and limit development in areas surrounding historic sites.

8. Ensure remediation of disturbed lands.

Priority Actions for Goal 9

- § Remediate gravel site for airport project, when complete.

MAP 4: New Stuyahok Trail Easements ⁸



RESERVED EASEMENTS

- EIN 11** One (1) acre site on the left bank of the Nushagak River five (5) miles above Ekwok.
- EIN 11a** Proposed access trail east of the Nushagak River five (5) miles above Ekwok southeasterly to public lands (25 foot trail).
- EIN 35** Existing winter access trail beginning three (3) miles north of Ekwok and continuing northerly through New Stuyahok to public lands (25 foot trail limited to winter use).
- EIN 36** Existing winter access trail from Ekwok northeasterly continuing to Ekwok on trails (25 foot trail limited to winter use).

DILLINGHAM B-4 Reserved Easements continued

- EIN 37** One (1) acre site on the left bank of the Nushagak River in the vicinity of Lower Klutuk Creek.
- EIN 38** Proposed access trail from the vicinity of Lower Klutuk Creek at its confluence with the Nushagak River southeasterly to public lands (25 foot trail).
- EIN 100** Existing access trail one (1) mile south of New Stuyahok on the right bank of the Nushagak River north to New Stuyahok airstrip, continuing north and northeast to public lands (25 foot trail).

⁸ *Bristol Bay Easement Atlas*, Alaska Department of Natural Resources, Division of Land and Water, 1990.

Community Wellness, Culture & Education

“Our kids are becoming the new microwave age kids. I grew up stock piling wood, sharing and working together... now you have to show money first.”

Context

Many of the priorities in this section are interrelated and center around strengthening the traditional culture of the village both for the community as a whole and to create brighter futures for the village’s youth. Of all priorities in this comprehensive plan, the village places highest value on encouraging the future success for its youth. Young people who graduate from high school in New Stuyahok often go away to college, although many do not complete the full degree course due to lack of funds for tuition and other expenses. Stuyahok Ltd currently provides support for shareholders or their descendents who are attending post-secondary education by reimbursing students for the cost of purchasing books. In the future, the community hopes to provide other support assistance and incentives to encourage youth to succeed in school and go on to college.

In addition, youth in New Stuyahok need the recognition and acknowledgement for their many successes in order to build their confidence and motivation. Residents of New Stuyahok hope to establish a task force that specifically focuses on ways the community can encourage parents to get involved by showing their children realistic options for their successful future. The village hopes that as the youth see their parents and the community making an effort to encourage their success that it will reinforce the importance of this. A community-wide support structure is needed to make this happen.

New Stuyahok has long supported a Community Wellness Committee, which has become a model for other village wellness initiatives. The Committee includes the main service providers in the village, and representatives from the traditional and city councils. This committee has spearheaded important efforts such as providing intervention and support to families, and providing momentum to bring the vision to reality for a family resource center and replacement clinic in New Stuyahok. This committee will continue to be a critical link in the support network in the village.

Another priority for Community Wellness, Culture and Education is to instill in youth traditional cultural values. Workshop participants stated that greater emphasis is needed on self-respect, respect for others, sharing, and caring. As one resident stated, “These days you can’t leave stuff in your boat – it will get stolen. Now we have to lock up our stuff.”

The third priority for this chapter is to motivate the community to practice cultural traditions more regularly. For example, encouraging more participation in “Cultural Night” for family gatherings, Yup’ik dance and elders’ storytelling. Hand-in-hand with this priority is the priority to document oral history from the elders. Encouraging elders’ storytelling should be followed by documenting their stories and passing them on to the future generations of the village.

The following goals and priority actions for Community Wellness, Culture and Education focus on ways the community can, over time, strengthen the support structure of the village for all of its residents. Next to each priority action listed is (in parentheses) the number of votes that action received during the August 2005 Community Workshop where over 45 New Stuyahok residents attended. The priorities for each goal are listed according to the number of votes received during the workshop to show the most important priority listed first.

Summary of Goals

1. **Preserve our Native cultural heritage and pass on traditional language and skills to young people.**
2. **Provide support for children and families and ensure safety for all residents.**
3. **Provide an excellent education for children and youth, and encourage students to enter and complete post-secondary courses.**
4. **Provide healthy recreation activities for youth and adults.**
5. **Improve the health of all residents.**

Summary of Highest Ranking Priorities

RANKING	PRIORITY ACTION (# of votes)
#1	Encourage students who graduate from high school to succeed in college by providing orientation to students about attending college, and living in large communities like Anchorage or Fairbanks. The RAHI program at UAF is a good experience for youth. (15)
#2	Teach youth traditional values such as respect for others, sharing and caring. “These days you can’t leave stuff in your boat – it will get stolen. Now we have to lock up our stuff.” (12)
#3 (tied)	Host cultural activities to submerge community in traditions such as elders' storytelling, “Cultural Night” with family gatherings and Yup’ik dancing. (10)
#3 (tied)	Document oral history from the elders. (10)

Goals & Priority Actions

1. **Preserve our Native cultural heritage and pass on traditional language and skills to young people.**

Priority Actions for Goal 1

- § Teach youth traditional values such as respect for elders, themselves and others; and sharing and caring. “These days you can’t leave stuff in your boat – it will get stolen. Now we have to lock up our stuff.” (12)
- § Host cultural activities to submerge community in traditions such as elders’ storytelling, “Cultural Night” with family gatherings and Yup’ik dancing. (10)

- § Document oral history from the elders. (10)
- § Increase attendance to church. (2)
- § Encourage adults to teach youth traditional skills and values. For example, when a youth gets his first caribou, teach him to distribute the meat to elders and widows and host a potluck to celebrate together.
- § Secure more Yup'ik language books for school, for all ages.
- § Secure funds to operate a museum with arts and crafts sales.
- § Gather and preserve artifacts and traditional village sites.

2. Provide support for children and families and ensure safety for all residents.

Workshop participants reported that vandalism, domestic violence, alcohol-related assaults and accidents are the most common crimes.

Priority Actions for Goal 2

- § Increase parenting education. (6)
- § Work with the Suicide Prevention program to host a Teen Wellness Conference. (6)
- § Start a Neighborhood Watch program. (5)
- § Increase the village police force by securing funding to hire an additional Village Public Safety Officer, City Police Officer and a Tribal Police Officer. Investigate using funds from the NAHASDA program for policing. (1)
- § Create a position to oversee and coordinate the Community Wellness Committee and pursue funding opportunities.
- § Continue gun safety classes, working with BBAHC
- § Control speeding on village roads by putting up road signs and using police officers to enforce speed limits.
- § Support and train police and fire department personnel.
- § Provide swimming lessons for youth.
- § Provide support for victims of domestic violence and other crimes.
- § Encourage young people to become involved in church activities by starting a youth camp and Sunday school.
- § Increase access to quality childcare, including programs for fathers and grandparents caring for young children.

3. Provide an excellent education for children and youth, and encourage students to enter and complete post-secondary courses.

Priority Actions for Goal 3

- § Encourage students who graduate from high school to succeed in college by providing orientation to students about attending college, and living in large communities like Anchorage or Fairbanks. The RAHI program at UAF is a good experience for youth. (15)
- § Increase the size of the Head Start facility and increase number of children served.
- § Have a school business office.
- § Work to improve benchmark test scores.
- § Offer a shop class at school, to teach welding and carpentry.

4. Provide healthy recreation activities for youth and adults.

Priority Actions for Goal 4

- § Construct a new building for the Boys & Girls Club that could also be used for adult recreation.
- § Construct a new gym area (indoor/outdoor) for sports programs.
- § Improve facilities at the spirit camp located at Nunacuaq. Pursue funding from the Rasmuson Foundation for a small building.

5. Improve the health of all residents.

Priority Actions for Goal 5

- § Increase access to behavioral health services to eliminate substance abuse and support families. (4)
- § Start support groups such as Alcoholics Anonymous, Alateen and Alanon.
- § Construct a Family Resource Center to house all village behavioral health and family support services, combined with a new primary care health facility.

Public Facilities & Transportation

Context

There two highest ranking priorities for Public Facilities and Transportation include the need for improved transportation between the villages of Ekwok, Koliganek and New Stuyahok to better share services and facilities at a sub-regional level, and the construction of a combined Family Resource Center and health clinic for improved efficiency and sustainability.

New Stuyahok has been approved for funding by the Denali Commission to begin the Design Phase of planning the new combined facility including the Family Resource Center and health clinic. This facility has grown out of a four-year planning process. With the ongoing support from Bristol Bay Area Health Corporation (BBAHC) and Bristol Bay Native Association this future combined clinic and family resource center will greatly improve access to a full continuum of primary, dental, behavioral and family support services for New Stuyahok and surrounding villages. The project is planned to be construction-ready by Summer 2006.

Improved transportation both in New Stuyahok and to other villages is important for safety, health, and improved shared services. Within New Stuyahok, village roads need to be better maintained. Steep banks have formed at the corners of roads that could be reduced by regular maintenance. The City of New Stuyahok lacks adequate equipment to maintain the roads. Dust control during the summer months is also a priority issue. Hard surfacing for the roads would decrease dust, which is causing respiratory illness in some village residents.

Constructing a road between New Stuyahok, Ekwok and Koliganek will increase New Stuyahok's ability to provide sub-regional services. Some students from Ekwok attend high school in New Stuyahok. A road between the villages will better enable safe travel for students between the villages. The expanded airport, clinic/Family Resource Center and the new school can all be shared by the Nushagak River villages. With improved transportation between the villages, a future sub-regional post office could serve New Stuyahok, Ekwok and Koliganek. In planning a future road connecting the villages, many decisions are still needed – such as determining a road maintenance funding system, the boundaries, route, etc. New Stuyahok hopes to begin dialogue with Ekwok and Koliganek about a future road connecting these villages.

The expanded airport is planned to be completed by 2006 and will improve direct air transportation links between the Nushagak villages and state hub communities. This will greatly improve access by the villages to products such as fresh and frozen foods, propane and large items such as lumber and furniture. The improvements in air transportation will likely reduce the overall cost for transporting goods to and from the Nushagak River villages.

In addition to the needs for improved transportation and health services, New Stuyahok has identified four important long-term goals that are summarized on the following page. The remainder of this chapter identifies the priority actions for each of these goals. At the end of the chapter is a table that summarizes the types of services and facilities currently available in New Stuyahok.

Summary of Goals

1. **Ensure good and safe transportation within New Stuyahok, to other villages and to subsistence areas.**
2. **Improve the quality of life for all village residents.**
3. **Improve community wellness (educational, health, and cultural) services and facilities.**
4. **Improve public services and facilities to support New Stuyahok’s sub-regional role.**

Summary of Highest Ranking Priority

RANKING	PRIORITY ACTION (# of votes)
#1	Propose to DOT to construct a road to Ekwok and Koliganek to share services and facilities. (10)
#2	Combine the Family Resource Center and health clinic into one facility in order to improve facility efficiencies and minimize future ongoing maintenance costs. (9)

Goals & Priority Actions

1. **Ensure good and safe transportation within New Stuyahok, to other villages and to subsistence areas.**

Priority Actions for Goal 1

- § Propose to DOT to construct a road to Ekwok and Koliganek to share services and facilities. (10) NOTE: Although this is a well-supported priority in New Stuyahok, this is a long-term priority in the early planning stages.
- § Obtain road maintenance equipment (i.e., crane, grater, dozer and front-end loader). (3) NOTE: This is a high near-term priority for the City.
- § Coordinate transportation planning with Koliganek and Ekwok to assure safe and adequate transportation between New Stuyahok and these villages. Establish a planning team involving New Stuyahok, Koliganek, and Ekwok in planning for the road (i.e., determining a road maintenance funding system, boundaries, route, etc.) If a road is built, these villages will also need to make plans on coordinating service needs (i.e., post office, etc.) (2)
- § Keep roads well-maintained throughout the village. Dust control materials are needed. (1)
- § Implement recommendations of the New Stuyahok Transportation Plan.

- § Construct a new airport in New Stuyahok. Current Status: As of August 2005, all funding has been secured and construction is in its third phase.
- § Complete construction of airport road. Current Status: As of August 2005, the airport road is in its final phase of construction. Dust control materials will also be needed for this road and others in the village.
- § Maintain trail tripods.
- § Inventory future trail needs, such as a trail to Newhalen and Illiamna.
- § Improve trail for ice-fishing by constructing better stream crossings.

2. Improve the quality of life for all village residents.

Priority Actions for Goal 2

- § Combine the Family Resource Center and health clinic into one facility in order to improve facility efficiencies and minimize future ongoing maintenance costs. (9)
- § Manage fuel and utility provisions to provide greatest efficiency and minimized cost. (2)
- § Provide phone and internet access for all residents. (2)
- § Ensure good access to water and sewer facilities for all new and existing houses. New Stuyahok needs a compactor and backhoe to do water and sewer work. This machinery would also be useful for road system and dock area improvements, building culverts, and would be beneficial to have for use by Koliganek and Ekwok as well. (1)
- § Identify strategies to improve efficiency of services provided and reduce the cost of living for residents.
- § Complete sewage lagoon.
- § Complete water system upgrade (water/sewer and road) for new housing development project. NOTE: This is a near-term high priority for the City.

3. Improve community wellness (educational, health, and cultural) services and facilities.

Priority Actions for Goal 3

- § The Boys and Girls Club needs a new building and adult recreation center. (2)
- § Establish a Qasgiq in New Stuyahok. (2)
- § Remodel New Stuyahok church to better meet church architecture standards. (1)
- § Expand the Head Start program and facility to serve more students.
- § Improve cultural facilities and services by establishing a terminal building at the new airport.
- § Complete construction of a new school and teacher housing.

- š Establish a health clinic and Family Resource Center in New Stuyahok in one combined-use facility.
- š Secure funding for renovating the Public Safety Building, and revise MOA between village and BBNA.

4. Improve public services and facilities to support New Stuyahok's sub-regional role.

Priority Actions for Goal 4

- š Coordinate and communicate with Koliganek and Ekwok to plan for transportation, facilities, and services that can be shared with these villages. (3)
- š Improve New Stuyahok's ability to share services and facilities with other Nushagak River villages.
- š Secure funding for bulk fuel facility and new power plant.
- š Establish a new post office in New Stuyahok that serves Koliganek, New Stuyahok, and Ekwok.
- š Redo existing school when new school is built.

SERVICE PROVIDER CURRENT FACILITIES ISSUES/NOTES/NEEDS

Transportation & Infrastructure			
Airport	State of Alaska DOT/PF	Near existing village, dirt strip.	New airport to be completed in 2006. 3500' airstrip located 1 mile from village.
Power & Bulk Fuel	AVEC	Generator and bulk fuel located near existing school.	New generator and bulk fuel facility to be constructed near existing airstrip and site of proposed new school.
Water/Sewer	City of New Stuyahok		Need upgrade, additional lagoon in process of being built; new water tank in process of being built.
Solid Waste	City of New Stuyahok	Located across the village towards the Kolliganek trail.	
Telephone/Internet	BBTC (Bristol Bay Telephone Coop)	Located near water and sewer facility.	
Maintenance Equipment	City of New Stuyahok		Need new crane, grader, dozer, and larger front-end loader.

Public Services & Facilities			
Fire/ EMS	New Stuyahok Volunteer Fire Dept; First Responders	Public Safety Building	Need heated building and heated garage to store vehicles. Need patient transport for First Responders and fire truck.
VPSO	City of New Stuyahok; BBNA		Need new truck or van for VPSO.
Post Office	USPS	Building located in New Stuyahok.	Need larger building and parking lot.
Community Meeting Space	NSTC	New Stuyahok Tribal Council building	
Traditional Council	NSTC	New Stuyahok Tribal Council building	
Youth Center	Boys & Girls Club, City of New Stuyahok		Need new building.
Clinic	Bristol Bay Area Health Corporation		
Senior Housing	HUD – Dillingham office; Bristol Bay Housing Authority		

(cont.)

SERVICE	PROVIDER	CURRENT FACILITIES	ISSUES/NOTES/NEEDS
Education			
K-8	Southwest Regional School District	Chief Ivan Blunka School	The current school (K through High School) is overcrowded. A new school building is needed. New Stuyahok is currently on the CIP list to get a new school building.
Middle School	Southwest Regional School District	Chief Ivan Blunka School	(See above.)
High School	Southwest Regional School District	Chief Ivan Blunka School	(See above.)
College	UAF/ Bristol Bay Campus		There is a GED tutor for Adult Basic Education part-time, local-hire position in New Stuyahok.

Economy

Context

Improving employment and business opportunities are two of the highest priorities for New Stuyahok in strengthening its economy. With improved transportation infrastructure and improved health and social services, New Stuyahok is on its way to becoming a sub-regional hub community. This supports a range of opportunities for creating both new jobs and making New Stuyahok an accessible location for establishing new businesses. (See *Public Facilities and Transportation* chapter for more information on transportation and health/social service goals.) By creating new avenues for New Stuyahok residents to sell their arts and crafts (locally during the summer months, in Dillingham, through existing cooperatives, and online) will improve opportunities for residents to create new local businesses. [Appendix C](#) titled *Business Basics* provides a workbook with some general guidance for individuals thinking of starting a new business.

Another important element to strengthening the foundation for economic growth in New Stuyahok is to increase the number of residents who are benefiting from vocational/educational training and technical assistance available. Several priority actions outlined in this chapter under Goal 2 focus specifically on encouraging more residents to receive training to improve their employment options as new opportunities become available in and around the village. Several employment opportunities will be available to local residents in the next couple of years. For example, some companies such as Northern Dynasty have visited New Stuyahok to hire workers for the development of the Pebble Mine site. The Traditional Council has some positions available. A number of upcoming projects will require local workers as well. Skills such as carpentry, sheetrock work, electrical wiring, and plumbing will be required for workers on various upcoming construction projects. The water and sewer project, the clinic/family resource center, and a new mutual help housing project will all require skilled workers. Training is available at SAVEC in King Salmon. The local councils, in partnership with the local NAHASDA program and Bristol Bay Housing Authority, have sponsored local workers to attend training for job skills. New Stuyahok also plans to be the contractor for a project to rehabilitate ten elder's homes. Teachers, physician's assistants, nurse practitioners, pilots, administrators, grant writers, small business owners are just a few of the professions that are needed in the village. Computer skills are needed to help local businesses use the Internet for marketing services and products.

Sometimes job training is made available but attendance is low. New Stuyahok hopes to identify the right incentives for encouraging more residents to take advantage of available training opportunities. Some issues to confront include: 1) Oftentimes people are reluctant to leave the village for training; 2) Opportunities are not widely publicized, and not enough people know to take advantage of them; and 3) Sometimes it is difficult to secure a place in vocational training programs. The Job Corps in Palmer is often full, and local students have difficulty in securing a place.

By strengthening New Stuyahok's transportation infrastructure and improving the availability of widely-needed services to surrounding villages, the foundation is being laid for establishing a stable economic base benefiting New Stuyahok and the surrounding villages. In addition, New Stuyahok must focus on increasing local employment, creating new businesses, and increasing the number of local residents that are trained in skills to obtain jobs that will be available locally. This chapter on New Stuyahok's economy identifies these three goals that will be a long-term focus as the village continues to grow and expand. For each of these goals, priority actions are listed. The following

page provides both a summary of the goals and highest ranking priorities for New Stuyahok’s economy.

Summary of Goals

- 1. Increase the number of jobs and locally-owned businesses in New Stuyahok (measurable outcome #1 = number of new job positions; measurable outcome #2 = number of new income-generating businesses).**
- 2. Improve opportunities for local residents to receive vocational and educational training and technical assistance (measurable outcome = # of residents receiving training).**

Summary of Highest Ranking Priorities

RANKING	PRIORITY ACTION (# of votes)
1	Improve opportunities for additional lodges or bed & breakfasts to be started in New Stuyahok. (15)
2	Increase the number of jobs. (9)

Goals & Priority Actions

- 1. Increase the number of jobs and locally-owned businesses in New Stuyahok (measurable outcome #1 = number of new job positions; measurable outcome #2 = number of new income-generating businesses).**

This goal focuses on strengthening opportunities for local residents to establish businesses, such as selling arts and crafts, guiding, lodges, bed and breakfasts, and providing locally-needed services.

Priority Actions for Goal 1

- § Improve opportunities for additional lodges or bed & breakfasts to be started in New Stuyahok. (15)
- § Increase the number of jobs. (9)
- § Identify strategies for attracting appropriate and locally-beneficial tourism (i.e., eco-tourism and cultural tourism). (5)
- § Increase the number of locally-owned businesses. (4)
- § Improve marketing for Native arts and crafts.
- § Improve use of the Internet to educate others about visiting New Stuyahok and marketing locally-made products.
- § Utilize existing store in New Stuyahok to sell locally-made arts and crafts items during the busy summer months.

- § Establish opportunities to sell locally-made products in Dillingham or other hub-community where tourists visit more frequently.
- § Improve the capacity and competitiveness of local companies to bid on projects in the area (i.e., train crews to bid on jobs).
- § Update and improve business plans for small engine repair, café, and bed & breakfasts that were completed in 1995.

2. Improve opportunities for local residents to receive vocational and educational training and technical assistance (*measurable outcome = # of residents receiving training*).

Some training needs already identified include a carpentry supervisory position, plumber, electrician, certified refrigeration repairman, and lineman. There is an ongoing need to encourage residents to pursue training opportunities that will improve their ability to retain a job in New Stuyahok. Funding, expectations, and support needs should also be considered in identifying how best to motivate residents to pursue training opportunities.

Priority Actions for Goal 2

- § Identify local residents who would be interested and qualified to receive the training or educational opportunity. (6)
- § Establish incentives for residents who receive training to return to New Stuyahok to be employed in the area they studied. (6)
- § Improve local labor force by training residents in trades and to take on supervisory and management positions. (3)
- § Improve ability of residents to be employed by local companies that receive contracts for projects in the area. (3)
- § Identify vocational and educational training and technical assistance available (in New Stuyahok, regionally, and statewide) that are needed in New Stuyahok.
- § Identify funding needed to support the resident throughout the training program.
- § Coordinate with existing local businesses to identify ways to improve their businesses.

Leadership

Context

By creating a Community Comprehensive Plan, the village of New Stuyahok has taken a key step towards gaining greater local control and communicating New Stuyahok's values, goals, and priorities to parties throughout the state. With the completion of the community plan the Council can use it to track progress on accomplishments of priority actions. Preparing the plan is the first step in bringing the community together to agree on priorities, focus community action, and exert greater control over decisions made at state and regional levels.

The highest ranking priority action in this section on Leadership is to improve opportunities for youth leadership in New Stuyahok. Residents of New Stuyahok recognize that the youth in the village today are the leaders of the future. The priority actions outlined under Goal 2 of this chapter focus specifically on preparing the future generation of leaders for leadership roles.

Another important goal in this chapter is to strengthen the ability of the current leaders in New Stuyahok by strengthening their relationship with regional and sub-regional organizations, better encouraging community attendance at important meetings, and improving meeting conduct and meeting facilitation skills. The community hopes to strengthen communication between village residents and governing organizations, and to unify various organizations so that all are working towards complementary ends. In short, the community wants residents to be more involved in important decisions affecting the community, and for various organizations to work together to accomplish common goals.

Finally, the community hopes to improve communication networks both within the community and with those outside the community. The community would like to strengthen its voice in regional and statewide decision-making that affects New Stuyahok's residents and economy.

This chapter describes the leadership goals and priority actions identified at the Community Workshop in August 2005.

Summary of Goals

- 1. Strengthen the ability of this generation of leaders in New Stuyahok.**
- 2. Prepare the future generation of New Stuyahok leaders for leadership roles.**
- 3. Improve communication networks both in the village and with those outside (i.e., other villages, regional entities, etc.).**

Summary of Highest Ranking Priorities

RANKING	PRIORITY ACTION (# of votes)
#1	Improve opportunities for youth leadership. (14)

Goals & Priority Actions

1. Strengthen the ability of this generation of leaders in New Stuyahok.

Priority Actions for Goal 1

- § Strengthen relationships with regional and sub-regional organizations.
- § Improve community attendance at important meetings.
- § Improve meeting conduct and meeting facilitation.

2. Prepare the future generation of New Stuyahok leaders for leadership roles.

Priority Actions for Goal 2

- § Improve opportunities for youth leadership. (14)
- § Create incentives that encourage youth to get involved with community organizations (see CSC and school board plans related to this). (2)
- § Work with school to establish a curriculum on tribal and city governance. (2)
- § Improve youth awareness of issues that affect them and the village.
- § Create incentives that encourage youth to get involved with the Council.
- § Improve youth education on issues affecting New Stuyahok, such as impact of Pebble Mine (i.e., a report from the mayor or community leader presented at youth assembly meetings, field trips, integrated into school curriculum, etc.)

3. Improve communication networks both in the village and with those outside (i.e., other villages, regional entities, etc.).

Priority Actions for Goal 3

- § Establish a Traditional Council newsletter, community calendar, and website. (1)
- § Identify strategies for improving meeting organization; coordination of activities and groups; publicizing and announcing activities. (The Community Wellness Committee may be helpful in suggesting useful strategies.)
- § Identify strategies, policies, and procedures to ensure that meetings are posted, announced on the VHF, and residents are called well in advance of meetings.

INFRASTRUCTURE SUMMARY

Land Use & Environment

- € Remediate gravel site for airport project, when complete.

Community Wellness, Culture & Education

- € Construct Family Resource Center/health clinic combined facility.
- € Increase the size of the Head Start facility and increase number of children served.
- € Construct a new building for the Boys and Girls Club that could also be used for adult recreation.
- € Construct a new gym area (indoor/outdoor) for sports programs.
- € Improve facilities at the spirit camp located at Nunacuaq. Pursue funding from the Rasmuson Foundation for a small building.
- € Construct a qasgiq in New Stuyahok.

Public Facilities & Transportation

- € Construct a new airport in New Stuyahok. Current status: As of August 2005, the airport road is in its final phase of construction. Dust control materials will also be needed for this road and others in the village.
- € Complete water and sewer system upgrade, including expanding the sewage lagoon and replacing liner; and, installing new well and water tank to decrease operating costs and serve entire village including new development areas.
- € Remodel New Stuyahok church to better meet church architecture standards.
- € Improve cultural facilities and services by establishing a terminal building at the new airport.
- € Complete construction of a new school and teacher housing.
- € Secure funding for renovating the Public Safety Building, and revise MOA between village and BBNA.
- € Secure funding for bulk fuel facility and new power plant.
- € Establish a new post office in New Stuyahok that serves Koliganek, New Stuyahok and Ekwok.
- € Redo existing school when new school is built.
- € Plan construction of a road connecting Ekwok, New Stuyahok and Koliganek.

IMPLEMENTATION

Land Use & Environment	Lead	Cost	Schedule			Committee Comments
			2006	2007	After 2007	
<p>PRIORITY 1: Support the river & land patrol operated by Choggiung, Ltd. and extend the season through August to include moose and caribou season. Ensure hunters are not hunting on village corporation lands and if they are camping, that they have permits.</p>	Council	\$	X			
<p>PRIORITY 2: Work with ADF&G to support and increase patrols and to monitor meat wasting.</p>	Council	\$	X			
<p>PRIORITY 3: Educate young people on subsistence.</p>	Council	\$	X			

Community Wellness, Culture & Education		Lead	Cost	Schedule			Committee Comments
				2006	2007	After 2007	
<p>PRIORITY 1: Encourage students who graduate from high school to succeed in college by providing orientation to students about attending college, and living in large communities like Anchorage or Fairbanks. The RAHI program at UAF is a good experience for youth.</p>		Council	\$	X			
<p>PRIORITY 2: Teach youth traditional values such as respect for others, sharing and caring.</p>		Council	\$	X			
<p>PRIORITY 3: Document oral history from the elders.</p>		Council	\$	X			
<p>PRIORITY 4: Host cultural activities such as elders' storytelling, "Cultural Night" with family gatherings and Yup'ik dancing.</p>		Council	\$	X			

Public Facilities & Transportation	Lead	Cost	Schedule			Committee Comments
			2006	2007	After 2007	
PRIORITY 1: Water/Sewer and road for new housing (50-lot housing development project)	City	\$\$\$	X			
PRIORITY 2: Obtain road maintenance equipment.	City	\$\$	X			
PRIORITY 3: Combine the Family Resource Center and health clinic into one facility in order to improve facility efficiencies and minimize future ongoing maintenance costs.	Council	\$\$\$	X			
PRIORITY 4: Propose to DOT to construct a road to Ekwok & Koliganek to share services and facilities.	Council & City	\$\$\$			X	

Economy	Lead	Cost	Schedule			Committee Comments
			2006	2007	After 2007	
PRIORITY 1: Improve opportunities for additional lodges or bed & breakfasts to be started in New Stuyahok.	City & Council	\$	X			
PRIORITY 2: Increase the number of jobs.	City	\$	X			

Leadership	Lead	Cost	Schedule			Committee Comments
			2006	2007	After 2007	
PRIORITY I: Improve opportunities for youth leadership.	Council	\$	X			

COMPREHENSIVE PLAN REVISION PROCESS

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

The revision process for this plan will occur at five-year intervals. 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:

- Š A copy of the plan will be brought to each Village Council and City Council meeting, and will be consulted in decision-making on priority projects.
- Š The planning team can designate measures for gauging progress for each goal statement, for example, “three new village businesses will be started in the next three years”. These measures should be used on an annual basis to assess progress and adjust strategies if needed.
- Š 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 the village and city council, 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.
- Š On a five-year basis, the New Stuyahok Community Comprehensive Plan will be reviewed by the village and city councils, 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.
- Š After ten or twenty years, and the completion of many of the goals and strategies of the comprehensive plan, the village and city councils 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 New Stuyahok Community Comprehensive Plan.

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APPENDICES

Appendix A: Regional Background

Appendix B: Business Funding and Technical Assistance Resources

Appendix C: Business Basics

Appendix D: New Stuyahok EPA IGAP Long-Range Plan

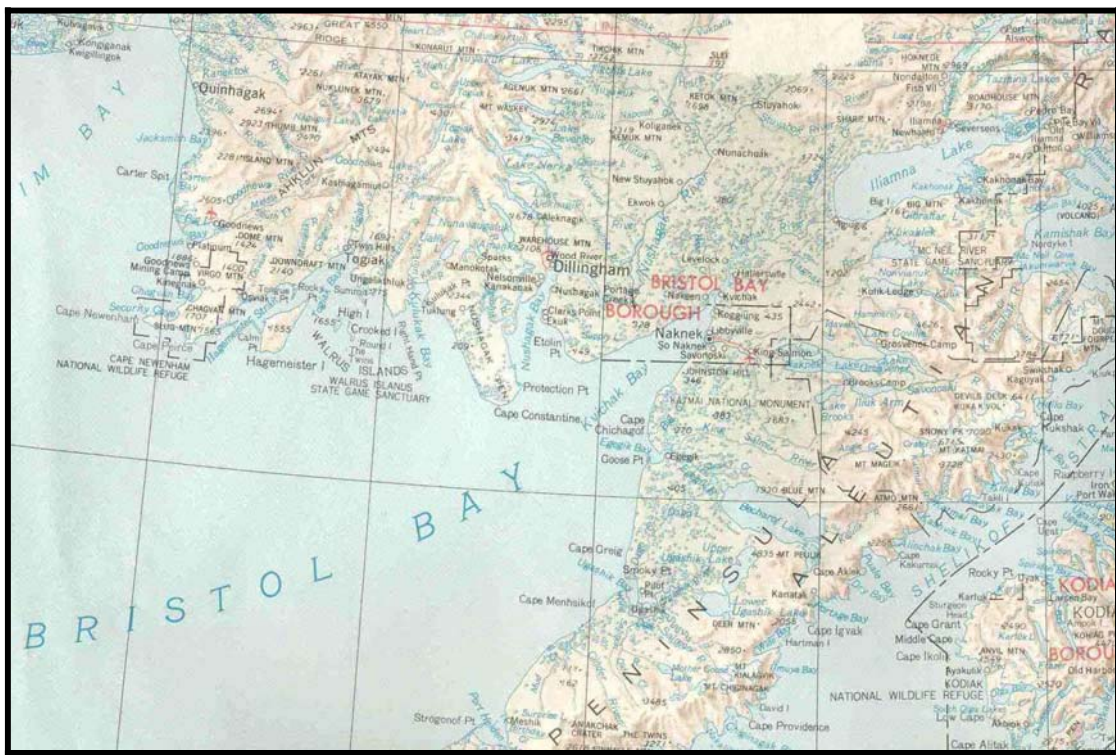
APPENDIX A: THE BRISTOL BAY REGION

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 dominant 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 17th in the state. Dillingham's Census Area's PCPI was 88 percent of the national average of \$30,906 and reflected an increase of 1.2 percent over 2001.

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

Components of Personal Income

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

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

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

Regional Subsistence and the Village Economy

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

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

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

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

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

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

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

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

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

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

Regional Employment

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

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

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

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

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

Source: Values calculated by Northern Economics, Inc.

Regional Challenges

Geographically Isolated

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

Transportation

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

Federal and State Disaster Area

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

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

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

Decline in Local Tax Revenues

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

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

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

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

High Cost of Fuel and Energy

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

Regional Opportunities

Elements of Change

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

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

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

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

€ Promote affordable, sustainable infrastructure.

Workforce Education and Training

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

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

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

Restructuring of Bristol Bay Fishery

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

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

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

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

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

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

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

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

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

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

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

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

Proposed Development of On/Offshore Oil and Gas

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

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

Pebble Copper

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

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

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

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

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

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

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

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

Infrastructure Development

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

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

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

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

⁵ Ibid

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

Sport Fishing, Hunting, Tourism and Eco-tourism

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

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

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

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

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

> APPENDIX B: BUSINESS FUNDING & TECHNICAL ASSISTANCE RESOURCES

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

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

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

ORGANIZATION	SERVICE	CONTACT	ADDRESS	TELEPHONE	FAX	E-MAIL
<p>DCCED: Small Business Development. A guide intended to help make your business a success. http://www.commerce.state.ak.us/dca/smallbus/home.htm</p>						
<p>DCCED: Developing Alaska Rural Tourism. Assists Alaska's rural regions in the development of the local visitor industry. http://www.commerce.state.ak.us/oed/dart/home.htm</p>						
DCCED Small Business Economic Development Southeast Alaska Revolving Loan Fund http://www.dced.state.ak.us/dca/edrg/EDRG_BrowsePage_Template.cfm?Program_Name=Southeast+Alaska+R_evolving+Loan+Fund	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	moneal@jedc.org
http://www.jedc.org/rif.htm DCCED Mini-grant Assistance Program www.dced.state.ak.us/cbd/grt/blockgrants.htm	Economic and/or comm. development projects, including projects using natural resources. Provides alternative financing to Alaska businesses	Jo Grove, Program Coordinator	Div. of Community & Business Dev. 209 Forty Mile Ave. Fairbanks, AK 99701-3100	907-452-4468	907 451-7251	Jo_Grove@dced.state.ak.us
Alaska Growth Capital	Provides alternative financing to Alaska businesses	Jason Evans, VP Lending	2121 Abbott Road, Suite 101 Anchorage, AK 99507	907-349-4904	907-349-4924	jevans@alaskagrowth.com
Alaska InvestNet www.alaskainvestnet.org	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	dmarshall@jedc.org

ORGANIZATION	SERVICE	CONTACT	ADDRESS	TELEPHONE	FAX	E-MAIL
The Denali Commission www.denali.gov	Provides critical utilities, infrastructure, and economic support throughout Alaska		510 L Street Anchorage, AK 99501	907-271-1414	907-271-1415	
First Nations Development Institute www.firstnations.org	provides 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	jjeffers@firstnations.org
Rasmuson Foundation www.rasmuson.org	Invests in well-managed Alaskan-based organizations that provide a unique public service	Rosie Ricketts	301 West Northern Lights Blvd. Suite 400 Anchorage, AK 99503	907-297-2700	907-297-2770	rricketts@rasmuson.org
United States Department of Agriculture (USDA) www.rurdev.usda.gov	(see below)	Dean Stewart - USDA Rural Development	800 W. Evergreen, Suite 201 Palmer, AK 99645	907 761-7722	907 761-7793	dstewart@rdmail.rurdev.usda.gov
<i>USDA: Rural Business Enterprise Grants</i> Finance and facilitate development of small and emerging private business enterprises in rural areas						
<i>USDA: Rural Business Opportunity Grants</i> Assist with costs of providing economic planning for rural communities, technical assistance for rural businesses, or training for rural entrepreneurs or economic development officials.						
<i>USDA: Value-Added Agricultural Product Market Development Grants (VADG)</i> http://www.rurdev.usda.gov/smallfarm Funds feasibility studies, business plans and capital start-up for 'Value-added' businesses that add 'value' to food products by, for example, drying, canning, juicing, combining ingredients, handcrafting, and unique packaging and marketing techniques).						

Business Basics

Questions to Answer Before Starting a New Small Business



What makes a successful business venture?

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

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

OVERVIEW

Give a short description of your business venture:

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

- Land
- People
- Financial
- Other

Business Basics

Questions to Answer Before Starting a New Small Business

A successful business involves:

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

PRODUCT & PEOPLE

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

Business Basics

Questions to Answer Before Starting a New Small Business

A successful business means knowing:

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

MARKETS

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

Business Basics

Questions to Answer Before Starting a New Small Business

A successful business plan involves:

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

PRICE & OPERATIONS

- Will you need to purchase equipment or upgrade a facility in order to start your business? If so, what will these start-up costs total? \$ _____
 - How will you pay for the start-up costs of your venture? Will you approach a bank or other lending entity for a loan, or use personal savings?
- What will it cost you per year or season to operate your venture? You should include all operating costs such as:
 - Personnel \$ _____
 - Fuel \$ _____
 - Transportation \$ _____
 - Utilities \$ _____
 - Insurance \$ _____
 - Food \$ _____
 - Equipment \$ _____
 - Other \$ _____
- Estimate your operating costs and expenses per year or season: \$ _____
- How much of your product or service will you be able to offer per year/season?
 - How much will your customers be willing to pay for your product or service? \$ _____
- *If you are considering a business with many products, such as a general store, you can estimate prices for a handful of items.
 - Is your price comparable to your competition's prices?
 - How have you arrived at the right price?
 - Estimate your revenues for a year of operation: \$ _____
- Will your venture break even? If not in the first year, how many years do you estimate it will take to break even?
 - Subtract yearly revenues from expenses. Will your business make a profit? How much more will you need to earn annually to make a profit? \$ _____

Business Basics

Questions to Answer Before Starting a New Small Business

A successful business depends on:

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

ATTITUDE

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

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

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

ACTION

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

Appendix D – New Stuyahok EPA IGAP Long-Range Plan

For a copy of the New Stuyahok EPA IGAP Long-Range Plan, please contact the New Stuyahok Traditional Council or the City of New Stuyahok.

Agnew::Beck Consulting, LLC
441 West Fifth Avenue, Suite 202 :: Anchorage, Alaska 99501
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